

Proposed 2024 - 2033 Capital Plan



2024 BUDGET

norfolkcounty.ca/BUDGET2024



NORFOLK COUNTY
PROPOSED 2024-2033 CAPITAL PLAN
TABLE OF CONTENTS

PREAMBLE **SECTION 1**
MESSAGE FROM THE TREASURER 4
ECONOMIC UPDATE 5
BUDGET PROCESS 6
SUPPLEMENTAL BACKGROUND INFORMATION 7
CORPORATE SERVICES REPORT **SECTION 2**
PROPOSED 2024 – 2033 CAPITAL PLAN **SECTION 3**
SUMMARY OF CAPITAL PLAN 26
NEW / INCREMENTAL CAPITAL 30
ASSET MANAGEMENT CAPITAL 39
STUDIES 76
REQUISITIONS FROM BOARDS & AGENCIES 80
CAPITAL RESERVES & DEVELOPMENT CHARGES RESERVE FUNDS **SECTION 4**
SUMMARY OF RESERVES & RESERVE FUNDS 84
CONTINUITY SCHEDULES OF DEVELOPMENT CHARGE RESERVE FUNDS 85
CONTINUITY SCHEDULES OF CAPITAL RESERVES 101
CAPITAL BUSINESS CASES **SECTION 5**
APPENDICES **SECTION 6**
FACILITIES REPLACEMENT PROGRAM PLACEHOLDERS 147
DEBT FUNDED PROJECTS 160

SECTION 1:

PREAMBLE

MESSAGE FROM THE TREASURER

Bringing this budget forward was a challenge for staff. This year's capital planning process was difficult, and more demanding work lies ahead. Over the next ten years, Norfolk County's Capital Plan is projected to top the \$1 billion dollar mark for the first time in Norfolk's history. When the 2020–2029 Capital Plan was finalized just a few short years ago, the total ten-year forecast was \$541 million. This represents an increase of nearly \$500 million in four years' time, as well as the projected exceedance of the County's internally imposed debt limit. Challenging times are here, and it will take many years of difficult decision making to overcome those challenges. Norfolk will be very limited in terms of financial flexibility, may see a downgrade in credit rating, and will need to take a more concerted effort to prioritize projects through a long-term corporate lens, carefully assessing the County's wants versus its needs. Key themes in the 2024-2033 Capital Plan are core infrastructure investments related to water (\$235 million), wastewater (\$177 million), roads & bridges (\$298 million), and facility needs (\$93 million).

Norfolk County's infrastructure funding challenge is not a new story, nor a unique one. Many Ontario municipalities are struggling, in varying degrees, with aging infrastructure, asset management implications, skyrocketing construction costs, changing regulations, staffing issues, supply chain challenges, inflation, and interest rates remaining higher than anticipated. That being said, Norfolk is somewhat different from many municipalities, in that it covers a fairly large geographic area with a lower population density relative to other municipalities our size, and an average household income slightly lower than our neighbouring communities. This means that the residents in Norfolk must fund more infrastructure with less money, a scenario which becomes exacerbated when it comes to water and wastewater projects, which are borne by payers that make up only about half of the municipal population.

- What's the good news? -

Norfolk County Council has set strategic priorities for the municipality which include ensuring financial sustainability. This commitment to the future of Norfolk that is based on realistic, affordable, and sustainable practices will guide future decisions for staff and set the tone for Council's expectations. Additionally, staff are committed to Norfolk's long-term financial sustainability, following through on the refinement of capital financing principles and integrating this information into future budget documents. The finance team is also committed to continually improving the quality of information that is brought forward to Council so that decisions are based on information that is as complete, accurate and timely as possible. Although there are parts of this budget that appear quite bleak, without the hard work that was undertaken to improve reserves over the last few years, the outlook would have been even more difficult.

- So, what do we do now? -

The next steps for Norfolk are to very seriously consider the service levels that are currently provided to the community and review those proposed levels of service to see where efficiencies can be found, where service can be reduced, and where improvements can be made. It is also imperative that reserve contributions be increased in a manageable way for the foreseeable future. Lastly, financing our Capital Plan can't be done without assistance from upper levels of government; grant opportunities and funding streams must be pursued as persistently as possible.

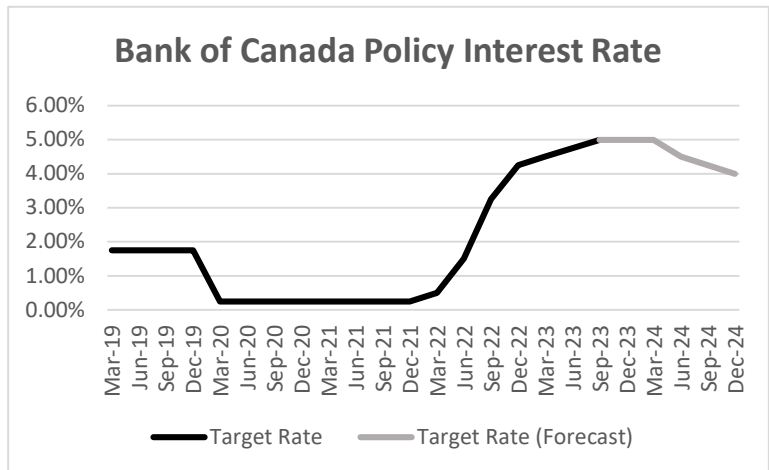


Amy Fanning, CPA
Treasurer / Director, Financial Management & Planning

ECONOMIC UPDATE

Just as macro-economic trends affect Norfolk County residents on a daily basis, they affect the development of municipal budgets. In preparing the Proposed 2024-2033 Capital Plan and its operating impacts, Finance encountered certain macro-economic pressures out of staff's control which have been summarized into an economic update below.

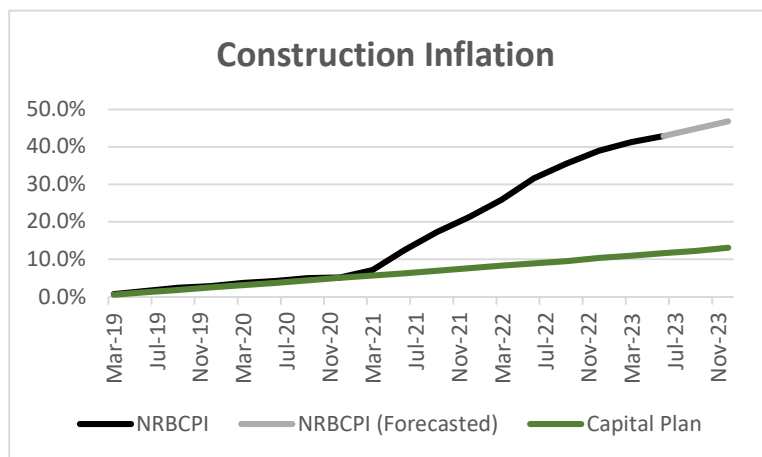
The Bank of Canada's primary tool for determining federal monetary policy is the overnight borrowing rate (a.k.a. the policy interest rate). The policy interest rate is set / adjusted eight times a year and has a significant impact in guiding inflation, GDP, employment, and homelessness across the County. While financial institutions are typically the only users of the overnight market, the policy interest rate heavily influences borrowing rates in Canada at large, such as mortgage rates, investment returns, and ultimately the rates offered from the County's borrowing agents. In early 2022, Bank of Canada began monetary tightening through a series of policy interest rate increases in an attempt to control persisting financial inflation experienced through the COVID-19 Pandemic. Over the last 20 months, 10 rate hikes have increased the policy interest by 4.75%, from 0.25% to 5.00% (as of September rate announcement). On a 20-year semi-annual serial debenture, those rates represent the difference in interest costs to the operating budgets of \$2,500 vs \$49,500 per \$1,000,000 of proposed debt. Evidently, this has rapidly and drastically changed the outlook of the County's borrowing capabilities. As it relates to the impact on the 2024 Operating Budgets, debt servicing costs have been calculated at 4.5%, while the 2023 debt issuance in-progress was calculated at 5.0%. It should be noted that these rates will differ from the borrowing rates the County agrees to at the time of those issuances, which could be higher. The debt placeholder will be revised accordingly at that time.



Target Rate per Bank of Canada. Series V39079: Target for the overnight rate. Canadian interest rates and monetary policy variables: 10-year lookup. Target Rate Forecast informed by National Bank Financial's Quarterly Fixed Income Monitor (August 2023)

The series of increases to the policy rate reflects the trend that inflation has been higher in recent years than the Bank of Canada prefers. In 2022, the Statistics Canada's Consumer Price Index (CPI) had tracked inflation at 6.8%. As of the August CPI release, 2023 12-month inflation was at 4.0%. For reference, the Bank of Canada's target inflation rate is 2%.

Similar to how CPI tracks inflation for residents, the Non-Residential Building Construction Price Index (NRBCPI) tracks inflation for how much it costs to construct commercial, industrial, and institutional buildings, which is a bit more representative of the inflation the County experiences in regard to acquiring or replacing assets in its Capital Plan. Staff account for inflation in the Capital Plan by estimating how much a project would cost to complete today, and then indexing that cost into the future year which the project is budgeted to take place. Staff typically use 2.5% as the indexing factor, representing an expectation that an average 2.5% annual inflation will occur over the 10-year forecast period, and this has historically proven to be a conservative and accurate assumption. However, as seen in the Construction Inflation graph, around June 2021, actual NRBCPI inflation for Toronto-area buildings started rapidly outpacing the inflationary assumptions in the County's Capital Plan. Since the start of 2019, the cost of capital construction is expected to have grown by 46.8% at the end of 2023 (7.9% on an annually compounded basis). This compares to the 13.1% (2.5% annually) that has effectively been planned for in the Capital Plan. This pressure has been felt in the Proposed 2024-2033 Capital Plan, exemplified by the numerous projects that have been re-budgeted since the Final 2023-2032 Capital Plan as their cost estimates have become so insufficient over the course of a single year.



Per Statistics Canada. Table 18-10-0276-01 Building construction price indexes, by type of building and division. Forecasted NRBCPI calculated by staff by annualizing the first 2 quarters of actual 2023 NRBCPI

BUDGET PROCESS

The County is responsible for maintaining a variety of significant tangible capital assets (TCAs). These assets include roads, bridges, water and wastewater infrastructure, facilities, vehicles, equipment, and much more. While expenditures for minor repairs and maintenance of TCAs are primarily reflected in the operating budgets, the acquisition, replacement, and renewal of TCAs are the primary focus of the Capital Plan.

The Proposed 2024-2033 Capital Plan has been developed with considerable input from project managers, department directors, and the Senior Leadership Team over the course of many months with careful analysis. While capital planning is a year-round focus for Finance staff, the corporate timeline for this year's budget process is outlined to the right for reference.

Preparing a 10-Year Capital Plan allows the County to properly plan for future economic, social, and environmental concerns. It's important to look far beyond the first year of the budget cycle to ensure that the identified capital needs are in alignment with the strategic priorities and objectives of the organization. While the entirety of the Capital Plan is "approved in principle", Council is ultimately only approving the spending authorization for the 2024 Capital Budget through the deliberations process.

The Proposed 2024-2033 Capital Plan was prepared with the following objectives:

1) Delivering Value to Residents

As engagement with the residents of Norfolk County has commenced, the public expects service levels to remain the same or slightly increase in the future. This challenge is ever-increasing while facing the rapid rise in costs of construction seen in recent years. Staff must continuously evaluate opportunities for continuous improvement and efficiencies throughout the capital planning process to allow for service levels to remain static or slightly improve, while still considering resident affordability.

2) Remain Financially Responsible

The Proposed 2024-2033 Capital Plan was one of the most challenging budgets in Norfolk County history. The Financial Management & Planning team continue to advocate for fiscal responsibility and spending within our means ensuring effective and efficient use of taxpayer / ratepayer dollars. A comprehensive financing strategy has been prepared to accommodate the proposed capital needs of Norfolk, that builds on existing principles surrounding financial sustainability, in line with Council's strategic priority Sustaining Norfolk.

3) Ensuring Norfolk is Prepared for the Future

This Capital Plan considers both residents of today as well as residents of tomorrow, ensuring that Norfolk County is properly prepared for any future challenges to come. Significant capital investments are required to plan for growth, which are included within this plan.



May 2023

Capital Planning Kickoff

Financial Management & Planning staff roll forward the annual budget and prepare work-plans for upcoming budget process.



June-July 2023

Interdepartmental Collaboration

An unadjusted Capital Plan from the previous year is sent to departments across Norfolk County for revisions. Revisions include additions/removals of projects, changes to scope or timing, and updates of cost estimates based on relative market pricing.



July-August 2023

Capital Plan Revisions

Financial Management & Planning staff complete a thorough review of the requested changes to the Preliminary Capital Plan ensuring compliance with capital planning principles and strategic priorities.



September 2023

Preliminary Capital Plan Financing

Upon completion of the Preliminary 2024-2033 Capital Plan, a financial strategy is drafted.



September 2023

Senior Leadership Team Review

Finance presents the Preliminary 2024-2033 Capital Plan to SLT with key discussion surrounding core financial principles and concerns. SLT completes a line-by-line review of each project proposed for 2024 to ensure only core priorities are identified for completion, with additional oversight and comment surrounding remainder of projects in 10-year period.



September 2023

SLT Adjustments to Capital Plan

All adjustments to the Preliminary 2024-2033 Capital Plan are completed by the Financial Management & Planning staff.



September-October 2023

Comprehensive Financing Strategy

Financial Management & Planning staff carefully review the planned capital expenditures for 2024-2033, to optimize the financing strategy to be utilized within the Proposed 2024-2033 Capital Plan.



October 2023

Capital Business Case Compilation

Financial Management & Planning staff coordinate the completion of Capital Business Cases for inclusion in the Proposed 2024-2033 Capital Plan.



October 25 & 26 2023

Proposed 2024-2033 Capital Plan

The Proposed 2024-2033 Capital Plan is presented to Budget Committee.

SUPPLEMENTAL BACKGROUND INFORMATION

Understanding Budgeted Expenditures

The framework of the Capital Plan is based upon four project types:

1. New/Incremental Capital – for the acquisition of new assets where no asset existed before, as well as replacements if a significant change to the service level or enhancement is created.
2. Asset Management Capital – for the replacement of existing Tangible Capital Assets (TCAs) to maintain current levels of service.
3. Studies – for studies, which may normally be considered operating rather than capital, but are included as a separate category to improve long-term planning and tracking of the forecasted projects.
4. Requisitions from Boards & Agencies – for summarizing requests proposed by the Norfolk County Public Library Board, Police Services Board, Long Point Regional Conservation Authority, and Haldimand-Norfolk Housing Corporation.

Within the Section for each project type, a financial report is provided which shows the following information for each capital budget:

1. Division/Board/Agency – the projects are first broken down by division, as denoted by the white text highlighted in black.
2. Department – the projects are then broken down by department within each division, denoted by the black text highlighted in grey.
3. Program – the projects are then broken down by the program they relate to, denoted by the bold text. Programs group projects when they share similar characteristics or projects recur on an annual basis.
4. Project– finally, the projects include a 7-digit number to serve as a unique identifier for each followed by the project name, and are denoted by plaintext.
5. Year of Project Initiation – additionally, 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 (LTD) column, this indicates a portion of the project has already been approved through a prior year's Final Capital Plan.

Understanding Budgeted Funding Sources

The County has historically used five funding sources to finance capital costs. Alongside each project estimate in the budget document, there are five columns which recommend what proportion of the project cost is to be funded from each source.

Reserves

Reserves are accumulations of surplus set aside to be used in the future; they can be thought of as savings accounts. Contributions are provided for in the annual operating budgets to allow staff to plan for funding future projects by either building up the balance of reserves or counting on the in-year financing of projected contributions. Contributions may also come from other sources of deferred revenue, such as annual Ontario Community Infrastructure Fund (OCIF) and Canada Community-Building Fund (CCBF; formerly Gas Tax) allocations from senior levels of government, which must flow through a reserve fund, and then can be used to finance eligible infrastructure projects.

Debentures

Municipalities are permitted to borrow money to finance capital projects. Historically, debentures have been issued to fund projects that the County has been unable to cashflow upfront due to the absence of adequate reserve balances, development charge eligibility, or availability of grants. Debt allows the County to pay for the entire cost of the TCA up front and then repay the borrowing agent over time by carrying debt servicing charges in the annual operating budget(s).

Development Charges

Development charges allow for “growth to pay for growth” by applying a surcharge on new developments, which the County collects over time and uses to fund projects that expand municipal services to additional development. These collections are transferred to development charge reserve funds which can only be withdrawn to pay for growth-related capital projects provided for in a Development Charges Background Study per the *Development Charges Act, 1997*. If a development charge reserve fund balance is insufficient to cover a growth-related capital project, debt may be borrowed to pay for the upfront costs, with annual servicing costs (principal and interest) being repaid from the reserve fund in the long-term. The County also administers Post DC Reserve Funds, which allow staff to plan for post-period growth (i.e., to build assets which will service the County into the indefinite future, not just for immediate projected growth).

External Financing (Grants, Subsidies, Donations, etc.)

The majority of this funding type results from Provincial or Federal government grant opportunities. This type of funding is often one-time, sporadic, or unpredictable. As such, grant and subsidy funding is only included in the Capital Plan when either a) that project was previously been submitted for a grant and confirmation has been received, or b) the project is funding-contingent (meaning staff will pursue grant opportunities and only undertake the project if grant funding is secured).

Other external financing can come from a variety of additional sources, such as donations, recoveries from property owners related to drain projects, or recoveries from cost sharing agreements with developers. Like grants, these projects may be considered funding-contingent. Barring additional Council approval, projects expected to be funded by donations will no longer commence until the budgeted level of donations has been received, as approved through CS 20-02 – *Outstanding Capital Receivables*.

Levy Funded Capital and Rate Funded Capital

Historically, funding has also been allocated directly from the Levy or Rate Supported Operating Budgets to fund proposed capital projects in the absence of an alternative funding source. This has caused spikes to annual net levy and rate requirements in recent years. Starting in 2024, staff eliminated Levy Funded Capital and Rate Funded Capital as a funding source for capital projects. Low-cost levy capital projects (financed as Levy Funded Capital previously), will be funded from the New/Incremental Capital Reserve moving forward, for which a flat contribution will be carried in the annual Levy Supported Operating Budget. This immediately reduced the anticipated 2024 levy requirement increase based on the level of levy funded capital approved in principle through the Final 2023-2032 Capital Plan, and will restrict these types of future projects to a reasonable amount to permanently mitigate spikes to the annual levy requirement. Similarly, low-cost rate capital projects will be funded by the respective Water or Wastewater Reserve for which service the project relates to, or an equal combination of both, rather than as Rate Funded Capital.

Capital Financing Principles

Based on the above, staff adhere to the capital financing principles to ensure fairness among all County stakeholders, by funding three different project types in three different ways (examples provided are hypothetical and do not reflect actual capital projects):

1. New/Incremental Projects – typically funded from debt or the New/Incremental Capital Reserve. Since new projects are only usable by future residents, then future residents should pay for those TCAs. Debt accomplishes this because the cost of the project is covered up-front so it can be implemented, but is then repaid over time by carrying debt servicing charges in the future annual Levy or Rate Supported Operating Budgets.
 - i. For example, if a state-of-the-art playground is being built that has a useful life of 20 years, then the residents who will get to use the playground over the next 20 years should bear its cost by making future debt repayments, because past residents were unable to use the playground.
2. Asset Management Projects – typically funded from reserves. Since the original TCAs were only usable by past residents, then past residents should pay for the replacement projects. Funding from reserves accomplishes this because past residents have subsidized contributions to reserves in the past, resulting in reserve balances being built up which could then be used to fund replacements.
 - i. For example, if a playground built 20 years ago and has since fallen into a state of disrepair from residents using it over time, then those residents who had the benefit of using it over the last 20 years should bear the cost by funding the renewed playground from reserves because future residents were unable to use the original playground.
3. Growth Projects – typically funded from development charges. Since the need for additional TCAs arises from a growing population, then residents causing that growth should pay for those projects. Development charges accomplish this by adding a surcharge on new developments to pay their fair portion of TCAs required to accommodate growth.
 - i. For example, if a playground is being built as part of a new subdivision development in accordance with parkland provisions in the County's Official Plan, then those residents/developers building the subdivision should bear the cost of the playground, because the rest of the residents would have avoided that cost if the subdivision wasn't being built.

External financing (grants, donations, etc.) can also ideally be used to offset the County dollars spent for any of the project types. The graphic included below visualizes the different project types and their ideal funding sources according to the County's financing principles.

Graphic 1: Norfolk County Capital Financing Strategy

Norfolk County's Capital Plan				
Project Type	Asset Management Plan - Responsible Infrastructure Planning - Current Tax Base Maintains Existing Level of Service		New Initiatives - New Council Approved Projects - Debt Req'd to Support Future Beneficiaries	Growth - Business/Economic Growth - Growth Pays for Growth
	Reserves - Utilization of Funds Set Aside from Levy/Rates	Gas Tax/OCIF - Federal/Provincial Funding to Support Projects	Debt - Funds Raised from Creditors	Development Charges - Used for Growth Projects Based on DC Study & Receipts
Funding Source	External Financing - Non-recurring or One-time Sources of Funds (ie. Grants, Subsidies, Municipal Cost Share) - Can be Used to Help Fund Any Applicable Project Type			

Additionally, staff exercises discretion beyond the County's capital financing principles, so that the Capital Plan is prepared with the following three tenets in mind:

1. Maximize reserve financing while keeping projected balances positive,
2. Minimize debt financing (with priority in the near-term), and
3. Reduce operating budget spikes by eliminating Levy and Rate Funded Capital.

The inter-connected nature of the tools used to finance the Capital Plan creates consequences; any single change presents an offsetting opportunity or challenge, and often time creates ripple effects. For example, swapping a debt-funded project to reserve funding without approving an offsetting increase to reserve contributions may result in the reserve falling below \$0, requiring the County to pay interest on the balance that must be accounted for in the operating budget. In another example, cancelling a reserve funded project may present the possibility of avoiding debt on another project by funding it from reserves in place of the cancelled one, creating an opportunity to reduce the County's ARL and eliminate debt servicing charges in the upcoming operating budget. Staff emphasize that months have been spent optimizing the financing strategy of this Capital Plan for stability and affordability. As a result, the following additional financing assumptions have been made:

1. Continued Reserve Contribution Increases – that Council, with recognition of the significant capital pressures and likely significant infrastructure gap (to be quantified in upcoming asset management reporting), will continue to support greater-than inflationary annual increases to reserve contributions during the forecast period.
2. Annual Repayment Limit – that while debt pressures have mounted above the optimal point, staff still attempt to minimize the amount by which the County's projected ARL exceeds the internally-set limit during the forecast period.
3. Canada Community-Building Fund – that future annual allocations from CCBF will continue to be received during the forecast period at least equal to the most recent level, and be used for levy capital only.
4. Ontario Community Infrastructure Fund – in the most recent OCIF funding letter, the province indicated the intent to limit fluctuations in allocations to $\pm 15\%$ of the current year. For conservatism, it is assumed that future annual allocations from OCIF will decrease 15% annually, and be used for levy capital only.
5. Annual transfer from the Legacy Fund – that \$2M continues to be transferred annually during the forecast period to the Roadway Construction Reserve until it reaches a sustainable position.
6. Annual transfers from the Rate Reserves – that a transfer is made from the Water Reserve and Wastewater Reserve to the Roadway Construction Reserve annually during the forecast period to help fund the cost of infrastructure reconstructions, at the levels identified in the most recent Rate Study.
7. Debt avoidance – that any uncommitted balance in the New/Incremental Capital Reserve is used annually during the forecast period to swap the funding source of previously-approved debt-funded projects to further mitigate debt pressures. This results in the balance of the reserve balance perpetually being forecasted at \$0, even though many transactions will flow through the reserve each year.

How Staff Determine Reserve Contribution Allocations

Reserve contributions are a form of infrastructure funding that is raised through carrying a charge in the annual operating budgets. They often make up a significant portion of the operating budgets, so it is important to understand how those allocations are determined. There are three steps to do so.

1. In understanding the above capital financing principles, step one is clear: annual reserve contributions must become sufficient to fund annual replacements and renewals or the County will never progress towards financial sustainability.
2. In the absence of an Asset Management Plan with better lifecycle costing information, staff believe reserve contributions should at least equal the average annual capital spend. That is, the sum of asset management capital (including any Inter-Urban Water Supply work plans) and requisitions from Boards and Agencies in the 10-year period, divided by 10. As echoed in the report, the average annual spend in the Proposed 10-year Capital Plan far exceeds the proposed level of reserve contributions, so the second step is adopting an “as much as possible” approach.

The starting point is the previous year’s reserve contributions, which remain constant. As it relates to the increase, staff recognize closing the difference between current and the average annual spend in a single year would be unfair to taxpayers, Council feedback received after the presentation of the annual budget guidance report in the first half of each year is used to understand what percentage increase to the total levy and rate requirements are considered affordable. Some of that increase will be made up of operating costs (salaries, supplies, etc.), new budget initiatives, other infrastructure funding (debt servicing costs), and some is bookmarked for reserve contributions. The total increase allocated to reserve contributions is often the last piece determined, as it is the leftover portion of the total increase determined through budget guidance once staff from all departments and the Senior Leadership Team have rigorously adjusted their operating budgets for the upcoming year as affordably as possible.

3. The final step is allocating the total pot of reserve contributions (the previous year’s plus the current year’s increase) to the individual reserves. To do this, staff effectively sets all applicable projects (asset management capital & requisitions) to reserve funding. This puts most reserves into a negative projected balance. If status quo contributions create a more-than positive projected balance throughout the entire forecast period, a portion of the contribution will be re-allocated to a more deficient reserve. The increase in contributions is then allocated to the most deficient reserve(s). From there, starting in the current year projects are swapped to debt funding until the reserve balance is positive. This is then repeated for the next year, and then all of the remaining years in the forecast period. With this methodology, staff ensure that unnecessary debt is been minimized over the course of the 10-year Capital Plan, with priority in the short-term.

SECTION 2:

CORPORATE SERVICES REPORT



Working together with our community

Budget Committee Meeting – October 25, 2023

Subject: Proposed 2024-2033 Capital Plan
 Report Number: CS-23-153
 Division: Corporate Services
 Department: Financial Management & Planning
 Purpose: For Decision

Recommendation(s):

THAT Report CS-23-153 Proposed 2024-2033 Capital Plan be received as information;

AND THAT the 2024 Capital Budget totaling \$166,608,000 be Approved;

AND THAT the 2024 Infrastructure Funding allocation as stated in (Tables 8 & 9) be reflected as a Council Approved Initiative (CAI) in the Proposed 2024 Levy Supported Budget and Proposed 2024 Rate Supported Operating Budget;

AND THAT the Capital Forecast for the years 2025 to 2033 be received as information, in the amount of \$856,966,000;

Executive Summary:

The Proposed 2024-2033 Capital Plan represents the most extensive capital program in Norfolk County history, with expenditures surpassing \$1 billion. The historical underfunding of reserves, rapidly inflated construction pricing, compounding infrastructure challenges, and a soaring interest rate environment are contributing to what will be the largest financial challenge of the County’s future.

Although this may appear bleak, the difficult decisions made by Council over the last several years have remarkably improved Norfolk County’s financial position. Ensuring consistent alignment with the County’s strategic priorities, continued efforts to address asset management weaknesses, and keeping the foot on the pedal as it pertains to infrastructure funding will ensure that Norfolk County overcomes these challenges on its path to financial sustainability.

Discussion:

Introduction

The Capital Plan has been developed through a collaborative process involving staff from all County departments including project managers, directors, the Senior Leadership Team, and Financial Management & Planning staff. It takes into consideration current service standards, financial sustainability, and project management capacity.

Financial Management & Planning staff have attempted to streamline this report for Council’s information by breaking it down into three key sections.

1. Proposed 2024-2033 Capital Plan: overview of the 2024 Capital Budget & 2024-2033 Capital Plan expenditures, breakdown of budget drivers, and a summary of the tough decisions made by the Senior Leadership Team.

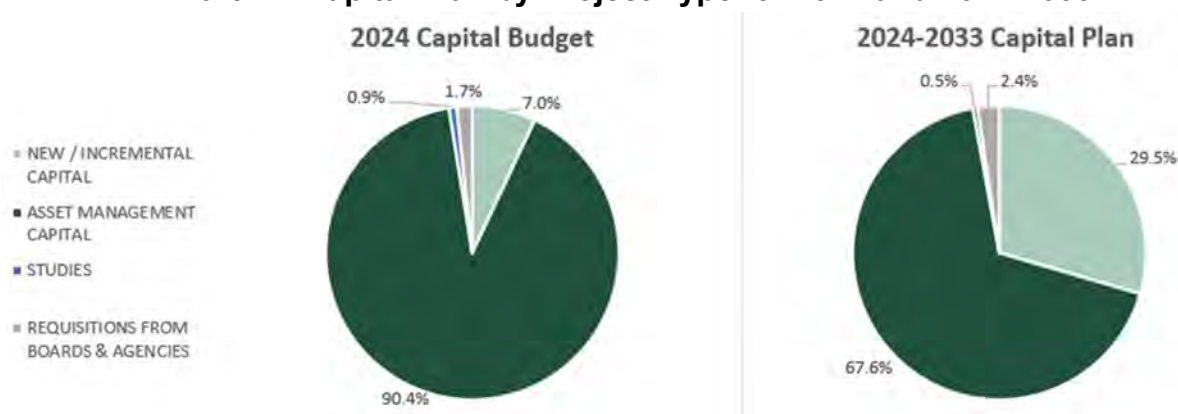
2. Capital Financing Strategy: the financing strategy and principles imposed to fund the Proposed 2024-2033 Capital Plan.
3. Infrastructure Funding: the requirements to make the Proposed 2024-2033 Capital Plan a reality. This includes communication surrounding reserve status and projected debt levels.

The Financial Services Comments section of this report summarizes the impacts that the Proposed 2024-2033 Capital Plan has on the 2024 Levy and Rate Supported Operating Budgets, and includes additional information pertaining to the planned Council Approved Initiatives (CAIs) to be included in the respective budgets pertaining to Infrastructure Funding (reserve contributions and debt servicing costs).

Proposed 2024-2033 Capital Plan

The Proposed 2024-2033 Capital Plan includes gross capital expenditures totaling \$1,023,574,000 (\$1.02 billion), and the Proposed 2024 Capital Budget includes expenditures totaling \$166,608,000 (\$166.6 million), representing the largest capital spends in Norfolk County history. Chart 1 below provides a summary of the Proposed 2024 Capital Budget and Proposed 2024-2033 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 2024 and 2024-2033



**Inter-Urban Water Supply works reflected as New/Incremental Capital*

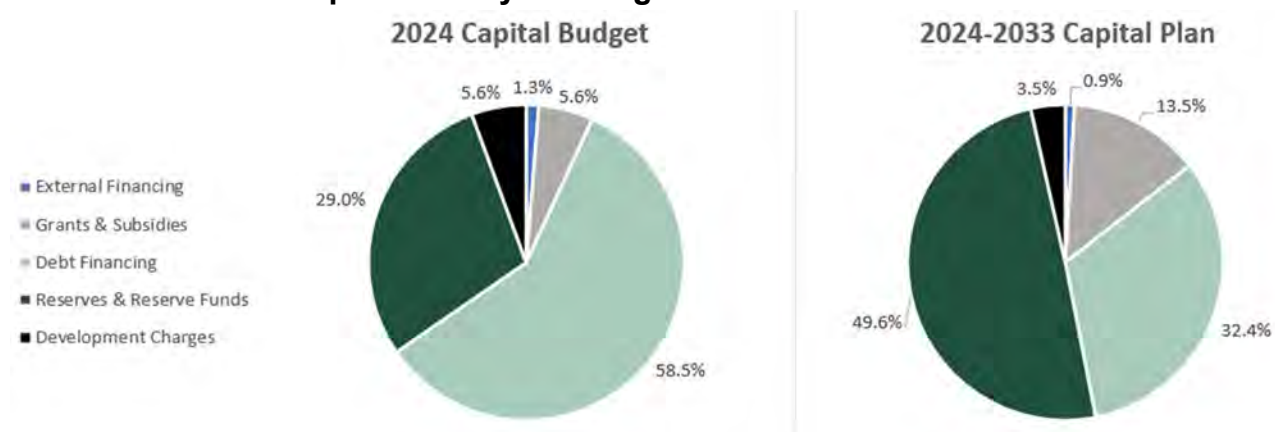
As can be seen, 90.4% of the total proposed expenditure for 2024 and 67.6% of the 10-year plan relate to asset management capital. This indicates that a large majority of Norfolk County’s capital challenges ahead pertain to maintaining current service levels. Included within Section 5 of the Proposed 2024-2033 Capital Plan, many New/Incremental Capital & Studies are supported through Capital Business Cases.

A major item of concern is the disproportionate amount of capital upgrades and renewals that pertain to water and wastewater operations. The 10-year Capital Plan includes an allocation of \$413.3 million (40.3%) for rate related capital, with \$98.4 million in 2024 alone (59.1% of 2024 Capital Budget). This poses a burdensome challenge in determining a financing strategy due to the limited user base for the Rate Supported Operating Budget.

As seen in Chart 2 below, 58.5% of the Proposed 2024 Capital Budget is recommended to be funded through debt, largely resulting from the County simply not having sufficient rate capital reserve balances, grant opportunities, or availability of other sources to fund the rate capital requirements any other way in the short term. Over the course of the 10-year Capital Plan, a lower proportion of costs are recommended to be funded by debt (33%), reflecting the assumption that Council will continue to support needed reserve contributions and reflecting staff’s commitment to securing important infrastructure grants. As projected capital reserve balances grow, staff believe a shift from 29.0%

reserve-funding in 2024 to 49.6% over the course of the 10-year Capital Plan will be possible, and justified in order to fund capital costs more affordably and responsibly.

Chart 2 – Capital Plan by Funding Source for 2024 and 2024-2033



Summary of Drivers

Overall, the Proposed 2024-2033 Capital Plan has increased by \$185.8 million (22.1%) since the Approved 2023-2032 Capital Plan, and a year-over-year increase of \$105.5 million (172.7%). As mentioned during previous Capital Plan presentations, there is an existing infrastructure gap for core and non-core assets. As additional studies and more information on asset needs are identified, the Capital Plan will continue to increase.

The primary drivers of the year over year changes are provided below:

1. Projects to be Re-budgeted: as discussed in *Companion Report CS-23-140*, \$141.1 million of the total Capital Plan increase pertains to projects that had to be re-budgeted due to budget insufficiency. Additional information and justification for each of these projects is provided in detail within the report.
2. Completion of Building Condition Assessments: as communicated to Council-In-Committee on September 12th, 2023, the completion of the Building Condition Assessments on Norfolk County facilities has exposed substantial and gaps within Norfolk County’s 2023-2032 Capital Plan. This resulted in an estimated addition of \$30+ million of capital work identified in the Proposed 2024-2033 Capital Plan.
3. Inter-Urban Water Supply Program: the Proposed 2024-2033 Capital Plan has been updated to reflect Option 2C as recommended within *Report CS-23-147* presented to Council-In-Committee on October 11th, 2023. This assumes many future IUWS phases will occur outside of the planning period, and be contingent on external funding. This resulted in a net reduction to the Capital Plan of \$87.7 million, although represents an overall increase to the cost of the full scope of the project, as \$550+ million will be incurred beyond 2033.
4. Additions to Capital Plan: there have been several new additions to the Capital Plan which contribute to the total 10-year Capital Plan increase. Primary additions include the onboarding of capital planning for the Haldimand-Norfolk Housing Corporation (\$14.8 million), a Corporate Facility Centralization project (\$28.0 million), Sewage Pumping Station optimizations (\$11.5 million), and planning for a Biosolids Management facility or strategy (\$5.1 million).
5. Inflationary Adjustments: due to factors outside of the County’s control, capital related work has been subject to an extreme level of price escalation, resulting in a significant overhaul to the pricing of hundreds of capital projects within the 10-year Capital Plan. It is estimated that \$41.1 million of the total increase is due to this, with the most significant impacts occurring in the following areas; EMS, Fleet, Marinas, Drains, and Wastewater.

6. Addition of 2033 Projects: finally, since 2023 has been dropped from the forecast period and 2033 has been added, the difference between these two years resulted in a net reduction of \$14.7 million.

Proposed 2024 Capital Budget Changes made by the Senior Leadership Team

To ensure the Proposed 2024-2033 Capital Plan only includes projects that were considered to be of the highest importance to Norfolk County’s strategic priorities, the Senior Leadership Team conducted a line-by-line review, which resulted in a number of adjustments. Considerations included financial feasibility, project management capacity, and an analysis of the needs versus the wants of the County. During this process, a total of 49 changes were made that impact the Proposed 2024 Capital Budget alone (i.e., excluding 2025-2033). Table 1 below summarizes some these adjustments.

Table 1 – 2024 Capital Changes made by the Senior Leadership Team

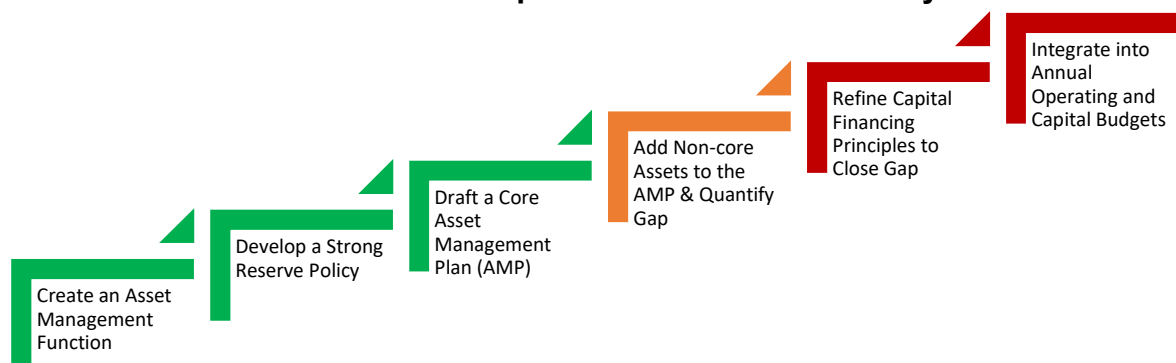
Project/Program Name	Details on Adjustments
Project Value Adjustments	
Fire Stn Building Repairs & Maintenance	Program value reduced \$75,000 based on historical actual spend required for upkeep.
2024 Sidewalks & Walkways Installation	Program reduced \$66,000 once needs were identified for specific installation location(s).
Hay Creek & Vittoria Dams	Decreased \$45,000 to 2024 due to timeline deferral, but total project values increased \$436,000 per revised LPRCA submission.
Rate Study	Increased \$34,000 to accommodate stormwater planning and achieve efficiency compared to tendering separately.
Electric Ice Resurfacers Battery Replacement	Emergency repair procurement required in 2023, so 2024 budget reduced \$46,000 to \$Nil.
Project Removals	
Detailed Structural Reviews	\$50,000 project removed; to be incurred through operating at a lower cost.
Emergency Response Vehicle & GPS Locating Software	Identified as duplicates, so \$135,000 budgets removed.
Project Deferrals	
Norfolk County Archives & Delhi Tobacco Museum Washroom Upgrades	(\$167,000) in projects deferred and made contingent on receiving grant funding for AODA upgrades.
Norview Phase 1 Siding	(\$200,000) identified for deferral from 2024 to 2025.
Port Rowan-St. Williams Transmission Watermain	Project deferred two years based on other water needs, with engineering (\$600,000) identified for 2024.
Multiple New/Incremental Projects & Studies	(\$367,000) in New/Incremental projects determined as wants were deferred by SLT.
Further Facilities Review (Multiple Projects)	Multiple projects identified through the Building Condition Assessments were identified for further deferral based on priority and staff resources to manage (\$2,016,000).
Other Deferrals	A total of (\$1,286,000) in other projects were identified for deferral.

Capital Financing Strategy

The annual 10-year Capital Plan is the best touchpoint for commenting on Norfolk County’s journey to financial sustainability. The chart below provides a reminder of

some of the biggest milestones for achieving sustainability. The County’s progress towards this goal has been highlighted in green, with ongoing work highlighted in orange, and future strategies staff plan to present for Council highlighted in red, to distinguish the long-term scope of this goal.

Chart 3: Roadmap to Financial Sustainability



As seen in Chart 3 above, until the County has established a core and non-core Asset Management Plan (AMP) with defined service level expectations, the infrastructure gap cannot be accurately quantified. However, once that work has been completed, staff plan to bring a report before Council making a number of recommendations regarding the County’s capital financing philosophy, including the preparation of an improved policy. As the capital planning process will be overhauled at that time, staff have provided a brief summary of what these draft principles will include below. The Supplemental Background Information provided within Section 1 of the Proposed 2024-2033 Capital Plan document adds considerable insight to these principles.

Linkage to Capital Financing Principles

Where practical, staff would align the different types of capital projects with the funding tool that promotes the most fairness to the County’s stakeholders. This could be accomplished as follows;

- New/Incremental Projects – typically funded from debt or the New/Incremental Capital Reserve. Since new projects are only usable by future residents, then future residents should pay for those tangible capital assets (TCAs). Debt accomplishes this because the cost of the project is covered up-front so that it can be implemented, but is then repaid over time by carrying debt servicing charges in the future annual operating budgets.
 - For example, if a state-of-the-art playground is being built that has a useful life of 20 years, then the residents who will get to use the playground over the next 20 years should bear its cost by making future debt repayments.
- Asset Management Projects – typically funded from reserves. Since the original TCAs were only usable by past residents, then past residents should pay for their replacements. Funding from reserves accomplishes this because past residents have subsidized contributions to reserves in the past, resulting in reserve balances being built up which could then be used to fund replacements.
 - For example, if a playground built 20 years ago and has since fallen into a state of disrepair from residents using it over time, then those residents who had the benefit of using it over the last 20 years should bear the cost by funding the renewed playground from reserves.
- Growth Projects – typically funded from development charges. Since the need for additional TCAs arises from a growing population, then residents causing that growth should pay for those projects. Development charges accomplish this by adding a surcharge on new developments to pay their portion of TCAs that are required to accommodate growth.

- For example, if a playground is being built as part of a new subdivision development, then those residents/developers building the subdivision should bear the cost of the playground, because the rest of the residents would have avoided that cost if the subdivision wasn't being built.

In the Proposed 2024-2033 Capital Plan, there is a misalignment of approximately \$262.5 million, where asset management capital or requisitions are funded by debt. However, with insufficient reserves to fund that level of expenditures, staff are unable to shift appropriately, so future taxpayers will unfortunately have to pay for the replacement of assets through debt.

Reserve Repositioning

In September, staff presented *Report CS-23-136 Reserve and Reserve Fund Policy with Repositioning*, which recommended monumental changes to the County's reserve structure and governance. As promised, those changes are integrated into the Proposed 2024-2033 Capital Plan. Section 4 of the Capital Plan document provides a summary of projected reserve balances over the next 10 years and the continuity schedule of each capital reserve & development charge reserve fund.

The immediate impacts of this report on the Proposed 2024-2033 Capital Plan include all projected capital reserve balances becoming positive over the course of the 10-year forecast period, the reduction of 17 discretionary reserves and reserve funds from an administrative perspective, and the elimination of millions of dollars of capital that was previously restricted which has been re-deployed to reduce the debt required in 2024.

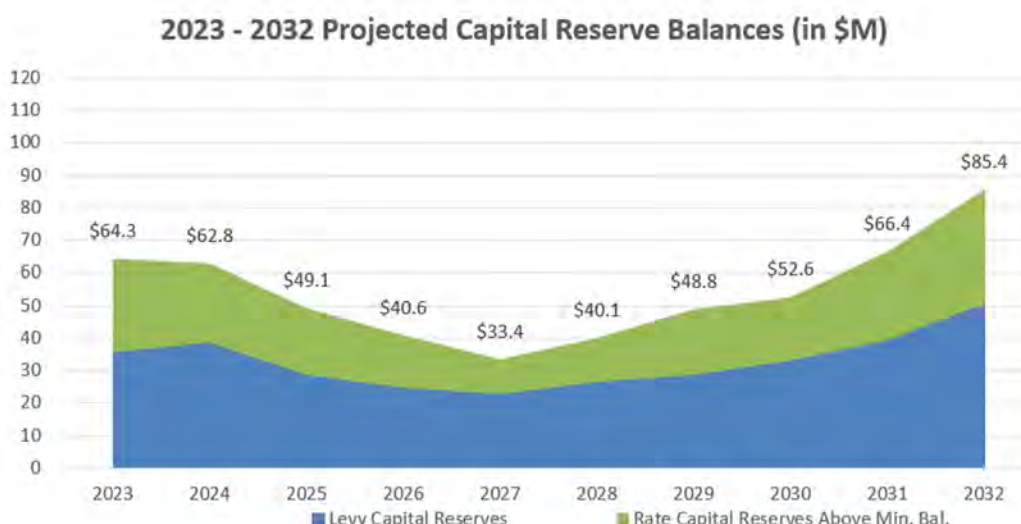
These changes enabled greater reserve flexibility, that has reduced debt servicing costs in the 2024 operating budgets, which taxpayers would have otherwise had to pay. The following paragraphs will delve deeper into the role reserves play in capital planning.

Infrastructure Funding – Reserves

Reserves and Reserve Funds play a crucial role in the County's long-term financing plan. In recent years, Norfolk County was sitting in a net negative reserve position. Although there has been some improvement in reserve balances, they continue to be insufficient to fund replacements of existing assets included in the plan.

Unfortunately, little improvement is anticipated over the next 10 years due to the increase in capital expenditures within the Capital Plan. This can be seen in Chart 4 below, which provides a trend of projected reserve balances over the forecast period.

Chart 4 – Levy & Rate Reserve Projections (2024-2033)



As illustrated, there will continue to be limited stability through 2030, as reserve balances will have to be relied on and drawn down below their current levels to avoid issuing additional debt. This provides little ability to accommodate fluctuations to cost estimates on currently identified projects or surprises of future asset management capital that hasn't currently been identified by departments.

Another important reserve-related metric is proposed contributions compared to proposed commitments. When contributions are higher than commitments, this will result in improved reserve positions. Conversely, when commitments are higher than contributions, reserve balances will be depleted. Best practice suggests if reserve balances are in a sustainable position that annual reserve contributions be approximately equal to commitments. However, if reserve balances are depleted (i.e. a gap exists), such as the case of the County, best practice suggests annual reserve contributions should exceed commitments until a sustainable position is reached.

Table 2 and 3 below show the net impact on reserves based on the Proposed 2024 Capital Budget, excluding interfund transfers from rate reserves to the Roadway Construction Reserve for the water & wastewater share of reconstruction projects.

Table 2: 2024 Levy Capital Reserve Contributions vs Commitments

	2024
Contributions*	\$29,251,600
Proposed Reserve Commitments*	(32,192,000)
Excess Contributions/(Commitments)	(2,940,400)

**Contributions & commitments only pertain to capital reserves.*

Table 3: 2024 Rate Capital Reserve Contributions vs Commitments

	2024
Contributions	\$6,424,000
Proposed Reserve Commitments	(10,601,000)
Excess Contributions/(Commitments)	(4,177,000)

As seen for both levy and rate capital reserves, proposed commitments exceed proposed contributions, so capital reserve balances will decrease over the next year and the County will not progress towards closing a gap in 2024. With the significant reserve contribution increase recommended in this report, the deficits in Tables 2 & 3 may contradict intuition; while staff recognize not progressing on closing a gap in 2024 is not ideal, reserve funding has been recommended on such a significant portion of 2024 projects to mitigate the issuance of debentures as much as possible.

To further illustrate the need for increased reserve contributions, Table 4 below includes the proposed contributions to each reserve for 2024 compared to the average annual spend in the Proposed 2024-2033 Capital Plan than would ideally be funded from that reserve. The average annual spend was calculated by summing the 2024-2033 Capital Plan related to Asset Management Capital, Requisitions from Boards & Agencies, and IUWS and dividing it by 10 (for the 10 years of the Capital Plan). For certain reserves, if alternative methodology has been adopted for calculating a target contribution, that has been denoted by an asterisk.

Table 4: Proposed Reserve Contributions Compared to Average Annual Spend

Reserve	Proposed Contribution	Avg. Annual Spend / Adopted Target
Cemeteries Reserve	\$40,000	\$77,200
Contingency Reserve*	\$613,000	\$1,491,900
Council Initiative Reserve*	\$300,000	\$300,000
Development Charge Grants Reserve*	\$0	\$1,100,000
Drains Construction Reserve	\$500,000	\$2,130,700
Election Reserve	\$110,000	\$110,000
Facilities Reserve	\$4,590,000	\$5,921,900
Fleet Reserve	\$4,417,100	\$5,103,200
General Capital Replacement Reserve**	\$4,208,500	\$3,169,500
Insurance Reserve*	\$500,000	\$500,000
Land Reserve	\$200,000	\$0
Library Reserve	\$360,000	\$461,900
Marinas Reserve	\$182,000	\$2,115,100
New/Incremental Capital Reserve	\$2,133,900	\$2,100,000
Roadway Construction Reserve	\$12,027,300	\$30,293,100
Social Housing Norfolk Reserve	\$632,800	\$1,108,000
Total Levy	\$30,814,600	\$55,982,500
Wastewater Reserve	\$3,464,400	\$17,264,300
Water Reserve	\$2,959,600	\$23,554,100
Total Rate	\$6,424,000	\$40,818,400
Total	\$37,238,600	\$96,800,900

*Contingency target methodology adopted per CS-21-32 2020 Year End Performance Measures, Council Initiative Reserve target adopted per Policy CS-23 Reserves & Reserve Funds Policy, Insurance Reserve target adopted per CS-20-12 Actuarial Review, and Development Charge Grants target methodology based on three-year historical actuals.

**The General Capital Replacement Reserve's contribution exceeds the average annual spend because the projects typically funded by that reserve are heavily front-loaded, meaning needs arise in the first half of the 10-year Capital Plan and subside in the second half, and higher-than-average contributions so needed to maintain the reserve balance above \$0. This contribution will be reduced if an opportunity arises to re-allocate due to decreased needs.

***Table 4 excludes deferred revenue reserves (e.g. Parking, Parkland, Reforestation Reserves) and the Legacy Fund.

As seen in Table 4, the County's reserve contributions are significantly insufficient to handle the level of spending being proposed for approval in principle today. Levy reserves are at approximately 55.0% of their average annual spend, while rate reserves are only at 15.7%, for a combined 38.4%. The average annual spend / adopted targets correlate exactly to the level of capital spending staff expects to incur in the next 10 years, and the County can only responsibly pay for a fraction of it. Evidently, one of three (or all three) things must occur;

1. significant reserve contribution increases must occur over the next 10 years,
2. capital spending must be significantly slowed over the next 10 years, and/or
3. significant capital granting opportunities must become available.

It should also be noted that staff expect the development and integration of an Asset Management Plan will significantly increase the average annual spend, so the difference between the proposed contributions vs proposed spend in Table 4 above should not be misconstrued as an infrastructure gap or funding gap. The information in Table 4 is based solely on what has been included in the Proposed 2024-2033 Capital Plan and is subject to change in future years as projects and estimates are revised.

Finally, the following Tables 5 & 6 list the total recommended reserve contributions for the Proposed 2024 Operating Budgets, broken down by reserve.

Table 5 – Proposed Reserve & Reserve Contributions from 2024 Levy Budget

Reserve / Reserve Fund	2023 Approved	2024 Proposed	Increase / (Decrease)
Roadway Cons. Reserve	\$10,933,900	\$12,027,300	\$1,093,400
Facilities Reserve	\$2,248,600	\$4,590,000	\$2,341,400
Fleet Reserve	\$0	\$4,417,100	\$4,417,100
General Capital Reserve	\$1,605,000	\$4,208,500	\$2,603,500
New/Incr. Capital Reserve	\$1,927,000	\$2,133,900	\$206,900
Social Housing Norfolk Res.	\$0	\$632,800	\$632,800
Contingency Reserve	\$946,500	\$613,000	(\$333,500)
Legacy Fund Reserve Fund*	\$574,000	\$574,000	\$0
Insurance Reserve	\$400,000	\$500,000	\$100,000
Drain Construction Reserve	\$500,000	\$500,000	\$0
Library Reserve	\$328,500	\$360,000	\$31,500
Council Initiative Reserve	\$0	\$300,000	\$300,000
Land Reserve	\$0	\$200,000	\$200,000
Marinas Reserve	\$0	\$182,000	\$182,000
Election Reserve	\$100,000	\$110,000	\$10,000
Cemeteries Reserve*	\$14,900	\$40,000	\$25,100
Reforestation Reserve*	\$30,000	\$30,000	\$0
PR Marina Reserve Fund	\$35,000	\$0	(\$35,000)
PD Marina Reserve Fund	\$147,000	\$0	(\$147,000)
Fire Vehicle/Equip. Reserve	\$1,950,000	\$0	(\$1,950,000)
EMS Vehicle/Equip. Reserve	\$892,600	\$0	(\$892,600)
Capital Fleet Equip. Reserve	\$1,564,600	\$0	(\$1,564,600)
Solid Waste Reserve Fund	\$1,038,500	\$0	(\$1,038,500)
Energy Cons. Reserve	\$17,000	\$0	(\$17,000)
Office Automation Reserve	\$751,000	\$0	(\$751,000)
Social Housing Reserve	\$382,800	\$0	(\$382,800)
Total Contributions	\$26,386,900	\$31,418,600	\$5,031,700

*Asterisk denotes amount is not levied for, but resulting as a flowthrough of other operating revenue (i.e., Legacy Fund interest, cemeteries revenues, and forestry collections).

Table 6 – Proposed Reserve & Reserve Contributions from 2024 Rate Budget

Reserve / Reserve Fund	2023 Approved	2024 Proposed	Increase / (Decrease)
Water Reserve	\$3,931,000	\$2,959,600	(\$971,400)
Wastewater Reserve	\$2,200,200	\$3,464,400	\$1,264,200
Roadway Cons. Reserve	\$891,600	\$909,500	\$17,900
Total Contributions	\$7,022,800	\$7,333,500	\$310,700

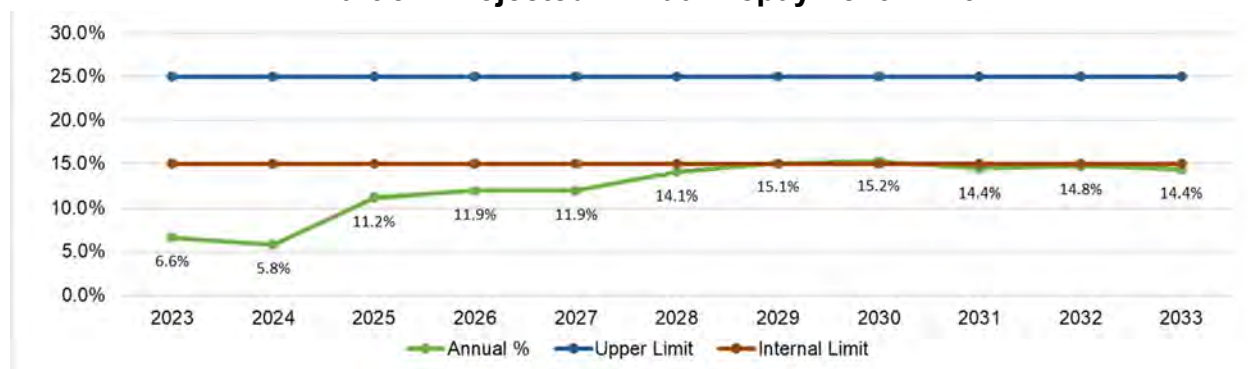
Infrastructure Funding – Debentures

The Province regulates the total level of debt that can be borrowed by municipalities. Specifically, the regulation provides that total annual debt servicing costs (interest and principal on outstanding debt) shall not be greater than 25% of the municipality's own source revenues (e.g., tax levies, rate generated revenue, or user fees), termed the Annual Repayment Limit (ARL). In addition to the Provincial maximum, there are other operational impacts from carrying high levels of debt. The level of outstanding debt

directly impacts debt servicing costs which must be carried in the operating budgets. Further, outstanding and projected debt levels are used as a key performance indicator by rating agencies when establishing a municipality’s credit rating.

An internal ARL of 15% (rather than the legislated 25%) was established in 2019 to support a more prudent approach to capital financing and financial sustainability. The Proposed 2024-2033 Capital Plan forecasts that the County will exceed this internal limit, peaking at 15.2% in 2030 as shown by Chart 5 below, with the key assumption that any proposed Inter-Urban Water Supply works be contingent on two-thirds grant funding from senior governments or other agencies consistent with *Report CS-23-147*. If funding cannot be secured and the project were to move forward solely funded from County-generated sources, the projected ARL would peak at a much higher level, nearing the legislated threshold.

Chart 5 – Projected Annual Repayment Limit



As discussed throughout the report, the heavy reliance on debt is unfortunately driven by the replacement of existing assets, stemming from the insufficiency of associated reserve balances.

As visible in Chart 5, the projected repayment level spikes in 2025 as all of the unissued life-to-date debt and proposed 2024 debt is onboarded. The next five years are expected to slowly grow until the internal limit is breached in 2029, and peaks in 2030. While presenting a Capital Plan that breaches the internal ARL is not optimal, staff assure that, while working within Council’s constraints, the financing strategy employed in the preparation of this 10-year Capital Plan has mitigated debt to the fullest extent in the short term; no further projects can be swapped from debt funding to reserve funding while keeping every reserve balance positive throughout the 10-year forecast period unless expenditures decrease.

It is important to note that these projections only factor in this Capital Plan and does not address the infrastructure gap, other emerging infrastructure requirements, any other additions to the 2024-2033 Capital Plan over the next 10 years, or the impact of capital after 2033 (which is also sure to grow). Overall, there will be no flexibility to increase debt as additional needs arise, which supports the importance for flexibility on the reserve side.

Table 7 below summarizes the total amount of debt Norfolk County currently has, and the projected amount it will grow to by the end of the forecast period. The “Debt Issued during Period” row includes life-to-date debt approved in a previous Capital Plan that has not yet been issued (and may not be reflected in the Capital Plan), all amounts proposed in the Capital Plan attached to this report, and drain assessments outstanding prior to 2024. As such, the figures in that row captures all outstanding, approved, and proposed debt, and as such is greater than the amount presented in the Proposed 2024-2033 Capital Plan.

Table 7: Outstanding Debt as of 2023, and Projected in 2024 & 2033

Outstanding Debt	Existing	2024	2025-2033
Debt at Start of Period	85,071,848	85,671,510	212,028,300
Planned Debt during Period	8,025,000	133,835,000	233,442,000
Debt Repaid during Period	(7,425,338)	(7,478,174)	(131,400,145)
Debt at End of Period	85,671,510	212,028,300	314,070,154

***“Debt Repaid during Period” relates only to the principal paid back to the borrowing agent (i.e., excluding interest cost that would also be carried in the annual operating budget(s)).*

As of January 1st, 2024, the County will have up to \$85.6 million in outstanding debt that it is obligated to repay to borrowing agencies. By the end of 2024, it could peak at \$212.02 million; it will likely not materialize that high during 2024 (although it will in later years) as it is the County’s policy to issue debt upon substantial completion of a project, and many of the projects making up the \$133.8 million to be issued will likely have multi-year construction periods. By the end of 2033, the County could be looking at up to \$314.0 million in outstanding debt. With significant capital requirements looming outside of the planning period (such as future phases for IUWS), the County’s path to financial sustainability will be challenging.

Financial Services Comments:

2024 Levy Supported Operating Budget Impact

Table 8 below shows the impact of the Proposed 2024-2033 Capital Plan on the 2024 Levy Supported Operating Budget related to infrastructure funding. As communicated through the Budget Guidance Report presented to Council-In-Committee on July 11th, 2023, Finance projected an increase of 7.5% to the net levy requirement, with an increase of 6.5% to the average residential taxpayer. The financing strategy adopted for the Proposed 2024-2033 Capital Plan remains within the assumptions used at the point of Budget Guidance, as it relates to infrastructure funding. This was one of the more difficult challenges to overcome when planning for the financing of this Capital Plan. With non-residential building construction pricing indexes at all-time highs, the recommended increase to reserve contributions are barely keeping up.

Table 8: 2024 Levy Supported Operating Budget – Capital Implications

Driver	Change	% to Net Levy
Reserve & Reserve Fund Contributions	\$5,031,700	4.22%
Debt Servicing Costs (Existing & Proposed)	(\$83,900)	(0.07%)
Impact to 2024 Net Levy Requirement	\$4,947,800	4.15%

As Norfolk County’s core and non-core infrastructure gaps become clearer through future refinements to the Asset Management Plan, a comprehensive financing strategy will be prepared for adoption. Financial Management & Planning staff can say with confidence that Norfolk County’s current infrastructure funding levels are nowhere near sufficient to accommodate the capital pressures ahead. As such, significant increases to capital reserves will likely be recommended for the foreseeable future, and should not be decreased regardless of potential changes to the Proposed 2024-2033 Capital Plan.

As such, **staff are recommending that the operating impact related to the Proposed 2024-2033 Capital Plan and respective appendices, resulting in an incremental 4.15% (\$4,947,800) increase to the net levy requirement be reflected as a Council Approved Initiative in the 2024 Levy Supported Operating Budget.** As the capital financing strategy has been optimized to accommodate the expenditures within this Capital Plan, any adjustments to funding level recommendations will have

adverse impacts, such as the requirement to take on more debt which carries increased servicing costs in the operating budget(s), or reserve balances falling into the negative. Staff fully understand that taking continued strides towards financial sustainability can be challenging, however they are crucial to ensure that Norfolk County builds on its solid foundation and prepares for future capital requirements.

2024 Rate Supported Operating Budget Impact

As illustrated within the Proposed 2024-2033 Capital Plan, Norfolk County’s largest obstacle to financial sustainability lies within water and wastewater operations. Making up 40.3% of the total expenditure forecast in this 10-year plan, shared over significantly fewer users, the Rate Supported Operating Budget will encounter unparalleled pressures driven by infrastructure funding.

As highlighted within the report, Norfolk County’s challenges do not pertain to water infrastructure in isolation. One of the largest drivers of the Proposed 2024-2033 Capital Plan pertains to the revised wastewater capital requirements. Due to the significant modifications to the capital outlook in the short-term, in combination with rapid price escalation for IUWS, the 2020 Rate Study can no longer be used as a direct guiding document for rate setting.

Since current reserves are far from sufficient to accommodate the planned capital expenditures for water and wastewater operations, Norfolk County will be challenged with dangerous levels of borrowing unless significant support is received from senior levels of government. The following table illustrates the impact on the 2024 Rate Supported Operating Budget.

Table 9: 2024 Rate Supported Operating Budget – Capital Implications

Driver	Change	% to Net Rate
Reserve & Reserve Fund Contributions	\$310,700	1.2%
Debt Servicing Costs (Existing & Proposed)	\$1,525,900	5.7%
Impact to 2024 Net Rate Requirement	\$1,836,600	6.9%

**Subject to revision through the completion of the Proposed 2024 Rate Supported Operating Budget*

The reserve contributions continue to follow guidance from the 2020 Rate Study, however the allocations pertaining to Debt Servicing Costs will be dependent on projects approved within the Proposed 2024-2033 Capital Plan. As there is indication that Norfolk County has urgent needs to address the current infrastructure challenges, extensive rate increases will be required.

Similar to the impacts to the levy, **staff are recommending that the operating impact related to the Proposed 2024-2033 Capital Plan and respective appendices, resulting in an incremental 6.9% (\$1,836,600) increase to the net rate requirement be reflected as a Council Approved Initiative in the 2024 Rate Supported Operating Budget.** Additional information will be brought forward with the Proposed 2024 Rate Supported Operating Budget to provide an extensive overview of the Rate Budget pressures to come.

Interdepartmental Implications:

Projects included within the Proposed 2024-2033 Capital Plan are departmental requirements/requests, which will identify the long-term capital work plans respectively.

Consultation(s):

The Proposed 2024-2033 Capital Plan was developed through extensive collaboration across all divisions in Norfolk County, led by the Financial Management & Planning department with full support of our Senior Leadership Team.

Strategic Plan Linkage:

This report aligns with the 2022-2026 Council Strategic Priorities "Sustaining Norfolk". Explanation: The Capital Plan supports the strategic plan by establishing Council's commitment to a realistic, affordable, and sustainable long-term financial strategy. In addition, Norfolk County's Capital Plan will provide a framework to establish a solid infrastructure foundation.

Conclusion:

The Proposed 2024-2033 Capital Plan has been prepared using resources including: studies, assessments, and current asset conditions. The Capital Budget includes expenditures and funding sources to acquire, construct, upgrade, rehabilitate, and replace Norfolk County assets such as facilities, roads, bridges, vehicles, and water & wastewater infrastructure. Upon approval of the 2024 Capital Budget and respective infrastructure funding, staff will be authorized to initiate all 2024 capital projects.

Attachment(s):

Appendix 1 – Proposed 2024-2033 Capital Plan

Approval:

Approved by:
Heidy VanDyk
General Manager, Corporate Services

Reviewed by:
Amy Fanning, CPA
Director, Financial Management & Planning/Treasurer

Chris Everets
Manager, Financial Management & Planning

Prepared by:
Jacob Graham
Supervisor, Financial Initiatives & Planning

Jared Carter
Senior Financial Analyst

SECTION 3:

**PROPOSED 2024 – 2033
CAPITAL PLAN**



PROPOSED 2024-2033 CAPITAL PLAN
SUMMARY BY DIVISION

Division	LTD Budget (2023 & prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL FORECAST (2024 to 2033)
Requisitions from Boards & Agencies	50,000	2,843,000	1,781,000	2,157,000	2,410,000	3,261,000	2,626,000	2,077,000	2,150,000	2,594,000	2,310,000	24,209,000
Office of the CAO		4,067,000	2,203,000	3,715,000	7,356,000	3,653,000	7,888,000	3,961,000	12,112,000	7,491,000	1,227,000	53,673,000
Corporate Services		878,000	756,000	750,000	4,256,000	1,021,000	1,071,000	638,000	830,000	575,000	781,000	11,556,000
Environmental and Infrastructure Services	5,425,000	38,840,000	37,908,000	33,778,000	30,372,000	28,108,000	27,557,000	31,812,000	32,147,000	27,742,000	27,409,000	315,673,000
Health & Social Services		156,000	617,000	393,000	295,000	70,000	432,000	116,000	582,000	375,000	422,000	3,458,000
Operations	11,142,000	21,139,000	23,632,000	21,437,000	40,510,000	13,805,000	35,909,000	11,827,000	8,627,000	11,771,000	10,324,000	198,981,000
Community Development	5,000	207,000	594,000	186,000	205,000	286,000	384,000	104,000	142,000	84,000	473,000	2,665,000
Water & Wastewater	20,359,000	98,478,000	109,877,000	10,216,000	41,161,000	57,324,000	10,105,000	19,641,000	61,193,000	2,013,000	3,351,000	413,359,000
Total NORFOLK COUNTY SUMMARY	36,981,000	166,608,000	177,368,000	72,632,000	126,565,000	107,528,000	85,972,000	70,176,000	117,783,000	52,645,000	46,297,000	1,023,574,000



PROPOSED 2024-2033 CAPITAL PLAN
SUMMARY BY PROJECT TYPE

Project Type	LTD Budget (2023 & prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL FORECAST (2024 to 2033)
NEW / INCREMENTAL CAPITAL	14,957,000	11,688,000	107,752,000	7,477,000	35,750,000	29,049,000	33,503,000	3,238,000	69,498,000	3,257,000	743,000	301,955,000
ASSET MANAGEMENT CAPITAL	21,946,000	150,653,000	66,241,000	62,693,000	88,130,000	74,691,000	49,763,000	64,770,000	46,023,000	46,265,000	42,777,000	692,006,000
STUDIES	28,000	1,424,000	1,594,000	305,000	275,000	527,000	80,000	91,000	112,000	529,000	467,000	5,404,000
REQUISITIONS FROM BOARDS & AGENCIES	50,000	2,843,000	1,781,000	2,157,000	2,410,000	3,261,000	2,626,000	2,077,000	2,150,000	2,594,000	2,310,000	24,209,000
Total PROJECT TYPES	36,981,000	166,608,000	177,368,000	72,632,000	126,565,000	107,528,000	85,972,000	70,176,000	117,783,000	52,645,000	46,297,000	1,023,574,000



PROPOSED 2024-2033 CAPITAL PLAN
SUMMARY BY FUNDING SOURCE

Funding Source	LTD Budget (2023 & prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL FORECAST (2024 to 2033)
External Financing	5,000	2,148,000	1,661,000	1,971,000	570,000	868,000	620,000	402,000	589,000	423,000	437,000	9,689,000
Grants & Subsidies		9,326,000	69,745,000	1,544,000	226,000	10,797,000	6,364,000	172,000	39,756,000	180,000	470,000	138,580,000
Debt Financing	31,040,000	97,474,000	41,569,000	7,477,000	64,595,000	47,781,000	23,277,000	14,306,000	27,952,000	6,866,000	619,000	331,916,000
Reserves & Reserve Funds	5,157,000	48,317,000	62,278,000	58,442,000	58,041,000	46,594,000	46,801,000	54,331,000	46,340,000	43,521,000	42,648,000	507,313,000
Levy/Rates	103,000											
Development Charges	676,000	9,343,000	2,115,000	3,198,000	3,133,000	1,488,000	8,910,000	965,000	3,146,000	1,655,000	2,123,000	36,076,000
Total FUNDING SOURCES	36,981,000	166,608,000	177,368,000	72,632,000	126,565,000	107,528,000	85,972,000	70,176,000	117,783,000	52,645,000	46,297,000	1,023,574,000

SECTION 3A:

PROPOSED 2024 – 2033

CAPITAL PLAN

NEW / INCREMENTAL CAPITAL



PROPOSED 2024-2033 CAPITAL PLAN
NEW / INCREMENTAL CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
NEW / INCREMENTAL CAPITAL																		
Office of the CAO																		
Fire																		
Other New / Initiatives																		
7431908 Radio Communication Paging Frequer		325,000										325,000			(303,000)		(22,000)	(325,000)
7432007 Fire Station - Fire Station #10 St. Willia				411,000	2,382,000							2,793,000		(1,257,000)			(1,536,000)	(2,793,000)
7432003 Fire Station - Fire Station #6 Courtland							432,000	2,503,000				2,935,000		(2,138,000)			(797,000)	(2,935,000)
7432305 Fire Station - Fire Station #1 Simcoe									512,000	2,974,000		3,486,000		(2,545,000)			(941,000)	(3,486,000)
7433302 New Aerial										2,400,000		2,400,000		(2,400,000)				(2,400,000)
Total Other New / Initiatives		325,000		411,000	2,382,000	432,000	2,503,000	512,000	5,374,000			11,939,000		(8,340,000)	(303,000)		(3,296,000)	(11,939,000)
Total Fire		325,000		411,000	2,382,000	432,000	2,503,000	512,000	5,374,000			11,939,000		(8,340,000)	(303,000)		(3,296,000)	(11,939,000)
Paramedic Services																		
Other New / Initiatives																		
7531808 Base Replacement - EMS Base #3 Wa				246,000	2,460,000							2,706,000		(1,805,000)			(901,000)	(2,706,000)
7532505 Base Replacement - EMS Base #5 De							258,000	2,584,000				2,842,000		(1,895,000)			(947,000)	(2,842,000)
7532206 Base Replacement - EMS Base #6 Po										271,000	2,712,000	2,983,000		(1,989,000)			(994,000)	(2,983,000)
7532909 Satellite Paramedic Base										278,000	2,780,000	3,058,000		(2,040,000)			(1,018,000)	(3,058,000)
Total Other New / Initiatives				246,000	2,460,000	258,000	2,584,000	271,000	2,990,000	2,780,000		11,589,000		(7,729,000)			(3,860,000)	(11,589,000)
Total Paramedic Services				246,000	2,460,000	258,000	2,584,000	271,000	2,990,000	2,780,000		11,589,000		(7,729,000)			(3,860,000)	(11,589,000)
Total Office of the CAO		325,000		657,000	4,842,000	690,000	5,087,000	783,000	8,364,000	2,780,000		23,528,000		(16,069,000)	(303,000)		(7,156,000)	(23,528,000)
Corporate Services																		
Accessibility & Special Projects																		
Barrier Free Access Program																		
3332009 Trail Access - Donly Drive		46,000										46,000			(46,000)			(46,000)
3332401 2024 Barrier Free Access Program		78,000										78,000			(78,000)			(78,000)
3332405 County Administration Building Access		77,000										77,000	(61,000)		(16,000)			(77,000)
3332501 2025 Barrier Free Access Program				96,000								96,000			(96,000)			(96,000)
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)
3333201 2032 Barrier Free Access Program											112,000	112,000			(112,000)			(112,000)



PROPOSED 2024-2033 CAPITAL PLAN
NEW / INCREMENTAL CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
3333301 2033 Barrier Free Access Program											115,000	115,000			(115,000)			(115,000)
Total Barrier Free Access Program		201,000	96,000	98,000	100,000	102,000	104,000	106,000	109,000	112,000	115,000	1,143,000	(61,000)		(1,082,000)			(1,143,000)
Total Accessibility & Special Projects		201,000	96,000	98,000	100,000	102,000	104,000	106,000	109,000	112,000	115,000	1,143,000	(61,000)		(1,082,000)			(1,143,000)
Total Corporate Services		201,000	96,000	98,000	100,000	102,000	104,000	106,000	109,000	112,000	115,000	1,143,000	(61,000)		(1,082,000)			(1,143,000)
Environmental & Infrastructure Services																		
Engineering																		
New Infrastructure Construction																		
5532475 St. Johns Road - Cockshutt Road and		150,000	2,000,000									2,150,000			(2,150,000)			(2,150,000)
Total New Infrastructure Construction		150,000	2,000,000									2,150,000			(2,150,000)			(2,150,000)
New Sidewalk Installations																		
5532434 2024 Sidewalks & Walkways Installatio		100,000										100,000			(100,000)			(100,000)
5532621 2026 Sidewalks & Walkways Installatio				174,000								174,000			(174,000)			(174,000)
5532805 2028 Sidewalks & Walkways Installatio						182,000						182,000			(182,000)			(182,000)
5533022 2030 Sidewalks & Walkways Installatio								192,000				192,000			(192,000)			(192,000)
5533204 2032 Sidewalks & Walkways Installatio										202,000		202,000			(202,000)			(202,000)
Total New Sidewalk Installations		100,000		174,000		182,000		192,000		202,000		850,000			(850,000)			(850,000)
Other New / Initiatives																		
3331605 Accessible Parking Norview Lodge	10,000	900,000										900,000		(900,000)				(900,000)
5532246 Streetscaping - Harbour St, Pier to Lift	40,000	300,000										300,000		(300,000)				(300,000)
5532343 Intersection Improvements - Norfolk ar	78,000	450,000										450,000			(450,000)			(450,000)
5932404 Mobile Diesel Trash Pump		23,000										23,000			(23,000)			(23,000)
5532446 Shoreline Protection Mardon Ave			205,000									205,000			(205,000)			(205,000)
5532514 Argyle Ave Ext - Bluegrass Phase 4 to			145,000	1,791,000								1,936,000			(593,000)	(1,343,000)		(1,936,000)
5532528 2025 New Pedestrian Crossing			118,000									118,000			(118,000)			(118,000)
5532534 2025 Shoreline Protection				100,000								100,000			(100,000)			(100,000)
5532634 2026 Shoreline Protection					100,000							100,000			(100,000)			(100,000)
5532722 2027 Shoreline Protection						100,000						100,000			(100,000)			(100,000)
Total Other New / Initiatives	128,000	1,673,000	468,000	1,891,000	100,000	100,000						4,232,000	(1,200,000)		(1,689,000)		(1,343,000)	(4,232,000)
Total Engineering	128,000	1,923,000	2,468,000	2,065,000	100,000	282,000		192,000		202,000		7,232,000		(1,200,000)	(4,689,000)		(1,343,000)	(7,232,000)
Water Operations																		
Proposed Inter Urban Water Supply Program																		
5832045 Inter Urban Water Supply Program En	3,632,000																	
5832236 Phase 1 : Simcoe to Townsend Conne	4,812,000		62,815,000									62,815,000	(41,877,000)	(20,938,000)				(62,815,000)
5832414 Phase 1 : Nanticoke WTP Upgrade #1	6,000,000		41,128,000									41,128,000	(27,419,000)	(13,709,000)				(41,128,000)



PROPOSED 2024-2033 CAPITAL PLAN
NEW / INCREMENTAL CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST									FUNDING SOURCES						
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5832627 Phase 2 : Vertical Capital				1,454,000		10,183,000						11,637,000	(7,758,000)	(3,879,000)				(11,637,000)
5832628 Phase 2 : Feeder Mains to ET				862,000		5,657,000						6,519,000	(4,346,000)	(2,173,000)				(6,519,000)
5832626 Decommissioning - Simcoe WTP					1,081,000	4,525,000						5,606,000		(5,606,000)				(5,606,000)
5832912 Phase 3: Vertical Capital							6,438,000			45,094,000		51,532,000	(34,355,000)	(17,177,000)				(51,532,000)
5832913 Phase 3: Feeder Mains to ET							2,465,000			14,168,000		16,633,000	(11,089,000)	(5,544,000)				(16,633,000)
Total Proposed Inter Urban Water Supply Pro	14,444,000		103,943,000	2,316,000	1,081,000	20,365,000	8,903,000			59,262,000		195,870,000	(126,844,000)	(69,026,000)				(195,870,000)
Total Water Operations	14,444,000		103,943,000	2,316,000	1,081,000	20,365,000	8,903,000			59,262,000		195,870,000	(126,844,000)	(69,026,000)				(195,870,000)
Wastewater Operations																		
Other New / Initiatives																		
5832729 Centralized Biosolids Management Fac						5,125,000						5,125,000		(5,125,000)				(5,125,000)
Total Other New / Initiatives						5,125,000						5,125,000		(5,125,000)				(5,125,000)
Total Wastewater Operations						5,125,000						5,125,000		(5,125,000)				(5,125,000)
Total Environmental & Infrastructure S	14,572,000	1,923,000	106,411,000	4,381,000	1,181,000	25,772,000	8,903,000	192,000	59,262,000	202,000		208,227,000	(126,844,000)	(75,351,000)	(4,689,000)		(1,343,000)	(208,227,000)
Health & Social Services																		
Haldimand Norfolk Health Unit																		
Other New / Initiatives																		
6532501 Healthy Smiles Ontario - Chair and Ca			65,000									65,000	(65,000)					(65,000)
Total Other New / Initiatives			65,000									65,000	(65,000)					(65,000)
Total Haldimand Norfolk Health Unit			65,000									65,000	(65,000)					(65,000)
Total Health & Social Services			65,000									65,000	(65,000)					(65,000)
Operations																		
Parks																		
New Park Development Program																		
7332417 Langton Sports Park Diamond Repurp			42,000									42,000			(42,000)			(42,000)
7332613 Turkey Point Pickleball Court				120,000								120,000			(120,000)			(120,000)
7332013 Dog Park - Port Rowan							45,000					45,000	(18,000)		(9,000)		(18,000)	(45,000)
7332015 Dog Park - Delhi		28,000										28,000	(14,000)		(14,000)			(28,000)
Total New Park Development Program		28,000	42,000	120,000			45,000					235,000	(32,000)		(185,000)		(18,000)	(235,000)
Soccer Park Development Program																		
7332212 Norfolk Youth Soccer Park - Spectator				108,000								108,000			(11,000)		(97,000)	(108,000)
7332315 Simcoe Soccer Park - Back Area Deve				539,000								539,000	(269,000)		(28,000)		(242,000)	(539,000)
7332032 Windel Soccer Field - Velodrome Rede					32,000							32,000			(32,000)			(32,000)
Total Soccer Park Development Program				647,000	32,000							679,000	(269,000)		(71,000)		(339,000)	(679,000)
Port Rowan Waterfront Development Progr																		



PROPOSED 2024-2033 CAPITAL PLAN
NEW / INCREMENTAL CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
7331923 Park Sign - Port Rowan Waterfront Park					22,000							22,000			(22,000)			(22,000)
7331919 In-Ground Sprinkler System-Port Rowan						17,000						17,000			(17,000)			(17,000)
Total Port Rowan Waterfront Development Program					22,000	17,000						39,000			(39,000)			(39,000)
Rural/Abandoned Cemetery Transfers Program		10,000										10,000			(10,000)			(10,000)
7332404 2024 Legal Transfers of Rural/Abandoned		10,000										10,000			(10,000)			(10,000)
7332504 2025 Legal Transfers of Rural/Abandoned			10,000									10,000			(10,000)			(10,000)
7332605 2026 Legal Transfers of Rural/Abandoned				10,000								10,000			(10,000)			(10,000)
7332706 2027 Legal Transfers of Rural/Abandoned					10,000							10,000			(10,000)			(10,000)
7332805 2028 Legal Transfers of Rural/Abandoned						10,000						10,000			(10,000)			(10,000)
7332904 2029 Legal Transfers of Rural/Abandoned							10,000					10,000			(10,000)			(10,000)
7333003 2030 Legal Transfers of Rural/Abandoned								10,000				10,000			(10,000)			(10,000)
7333101 2031 Legal Transfers of Rural/Abandoned									10,000			10,000			(10,000)			(10,000)
7632306 2032 Legal Transfers of Rural/Abandoned										10,000		10,000			(10,000)			(10,000)
7333301 2033 Legal Transfers of Rural/Abandoned											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																		
7331860 Seasonal Plus Controller - Simcoe Tall			44,000									44,000			(44,000)			(44,000)
Total Seasonal Plus Controller Program			44,000									44,000			(44,000)			(44,000)
Dressing Room Construction Program																		
7331920 Dressing Room Construction - Port Rowan	93,000	1,853,000										1,853,000	(605,000)	(1,190,000)			(58,000)	(1,853,000)
7332110 Dressing Room Construction - Waterford	95,000	1,998,000										1,998,000	(605,000)	(1,330,000)			(63,000)	(1,998,000)
7332210 Dressing Room Construction - Delhi Area	96,000	2,174,000										2,174,000	(605,000)	(1,501,000)			(68,000)	(2,174,000)
7332406 Dressing Room Construction - Langton	96,000	2,132,000										2,132,000	(605,000)	(1,460,000)			(67,000)	(2,132,000)
Total Dressing Room Construction Program	380,000	8,157,000										8,157,000	(2,420,000)	(5,481,000)			(256,000)	(8,157,000)
Other New / Initiatives																		
7332423 Niche Cartesian Columbariums 100 Urns		120,000										120,000			(120,000)			(120,000)
7332033 Irrigation System - Simcoe Memorial Bldg			40,000									40,000			(40,000)			(40,000)
7332215 Trail Upgrade - Wellington Park			53,000									53,000			(53,000)			(53,000)
7332421 Delhi Arena - MPR Security Door			18,000									18,000			(18,000)			(18,000)
7332519 Fence Installation - Waterford Yin's Park			23,000									23,000			(23,000)			(23,000)
7331847 Power Rake - Parks West				21,000								21,000			(21,000)			(21,000)
7331937 Multi Use Sports Pad - Port Rowan County				150,000								150,000				(150,000)		(150,000)
7331941 Lynn River Silt Trap - Clifton Park Simcoe				42,000								42,000			(42,000)			(42,000)
7332317 Washroom Construction - Delhi Kinsmen				350,000								350,000			(350,000)			(350,000)



PROPOSED 2024-2033 CAPITAL PLAN
NEW / INCREMENTAL CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
7332412 East Field Lighting - McLaughlin Soccer				75,000								75,000			(75,000)			(75,000)
7331944 Pergola & Healing Garden - Oakwood					22,000							22,000			(22,000)			(22,000)
7332719 Delcrest Park - Security Lighting					30,000							30,000			(30,000)			(30,000)
7332721 Niche Cartesian Columbariums 100 Ur					108,000							108,000			(108,000)			(108,000)
7332024 Parking Area Expansion - Port Dover A						200,000						200,000					(200,000)	(200,000)
7332213 Expansion & Renovation - Simcoe Rec						1,128,000	10,404,000					11,532,000	(208,000)	(5,082,000)			(6,242,000)	(11,532,000)
7332812 Parking Lot Construction - Waterford L						218,000						218,000			(218,000)			(218,000)
7332813 Oakwood Cemetery Asphalt Project						181,000						181,000			(181,000)			(181,000)
7331809 Concrete Pad - Langton Pavilion								39,000				39,000			(39,000)			(39,000)
7333008 Niche Cartesian Columbariums 100 Ur								116,000				116,000			(116,000)			(116,000)
7332016 Delhi Skate Park									533,000			533,000	(177,000)		(68,000)		(288,000)	(533,000)
7333304 Niche Cartesian Columbariums 100 Ur										125,000		125,000			(125,000)			(125,000)
Total Other New / Initiatives		120,000	134,000	638,000	160,000	1,727,000	10,404,000	155,000	533,000		125,000	13,996,000	(385,000)	(5,082,000)	(1,649,000)		(6,880,000)	(13,996,000)
Total Parks	380,000	8,315,000	230,000	1,415,000	224,000	1,754,000	10,459,000	165,000	543,000	10,000	135,000	23,250,000	(3,106,000)	(10,563,000)	(2,088,000)		(7,493,000)	(23,250,000)
Marinas																		
Other New / Initiatives																		
7632202 PRHM Electrical and Bumpers for the I				40,000								40,000			(40,000)			(40,000)
7632303 PRHM Lighting for the Pier					40,000							40,000			(40,000)			(40,000)
7631706 PDHM Wastewater System						194,000	3,000,000					3,194,000	(3,194,000)					(3,194,000)
7632001 PRHM Municipal Water - East Slips						50,000						50,000			(50,000)			(50,000)
7631601 PDHM Main Office Building Expansion							4,000,000					4,000,000	(4,000,000)					(4,000,000)
7632901 PDHM Purchase Travel Lift							500,000					500,000			(500,000)			(500,000)
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)
7632503 PDHM Reconstruction of Commercial								1,500,000				1,500,000	(1,500,000)					(1,500,000)
Total Other New / Initiatives				40,000	40,000	244,000	7,550,000	1,730,000				9,604,000		(8,694,000)	(910,000)			(9,604,000)
Total Marinas				40,000	40,000	244,000	7,550,000	1,730,000				9,604,000		(8,694,000)	(910,000)			(9,604,000)
Roads																		
Other New / Initiatives																		
5632413 Asphalt Hotbox and Recycler		160,000										160,000			(160,000)			(160,000)
5632512 Sand Stackers			150,000									150,000			(150,000)			(150,000)
5632513 Asphalt Hotbox and Recycler					174,000							174,000			(174,000)			(174,000)
Total Other New / Initiatives		160,000	150,000		174,000							484,000			(484,000)			(484,000)
Total Roads		160,000	150,000		174,000							484,000			(484,000)			(484,000)



PROPOSED 2024-2033 CAPITAL PLAN
NEW / INCREMENTAL CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Facilities																		
Energy Conservation Measures Program																		
5332226 Rooftop Net Metering Consulting Servi			50,000									50,000			(50,000)			(50,000)
5332522 EV Charging Stations at County Facilit			90,000									90,000	(72,000)		(18,000)			(90,000)
5332807 EV Charging Stations at County Facilit						90,000						90,000	(72,000)		(18,000)			(90,000)
5333110 EV Charging Stations at County Facilit									90,000			90,000	(72,000)		(18,000)			(90,000)
Total Energy Conservation Measures Program			140,000			90,000			90,000			320,000	(216,000)		(104,000)			(320,000)
Climate Change Program																		
5332408 2024 Climate Change Adaptation Mea		106,000										106,000			(106,000)			(106,000)
5332512 2025 Climate Change Adaptation Mea			108,000									108,000			(108,000)			(108,000)
5332606 2026 Climate Change Adaptation Mea				110,000								110,000			(110,000)			(110,000)
5332718 2027 Climate Change Adaptation Mea					112,000							112,000			(112,000)			(112,000)
5332805 2028 Climate Change Adaptation Mea						114,000						114,000			(114,000)			(114,000)
5332908 2029 Climate Change Adaptation Mea							116,000					116,000			(116,000)			(116,000)
5333004 2030 Climate Change Adaptation Mea								118,000				118,000			(118,000)			(118,000)
5333104 2031 Climate Change Adaptation Mea									120,000			120,000			(120,000)			(120,000)
5333208 2032 Climate Change Adaptation Mea										123,000		123,000			(123,000)			(123,000)
5333301 2033 Climate Change Adaptation Prog											125,000	125,000			(125,000)			(125,000)
Total Climate Change Program		106,000	108,000	110,000	112,000	114,000	116,000	118,000	120,000	123,000	125,000	1,152,000			(1,152,000)			(1,152,000)
Other New / Initiatives																		
5332430 2024 Video Surveillance Program		150,000										150,000			(150,000)			(150,000)
5332523 2025 Video Surveillance Program			150,000									150,000			(150,000)			(150,000)
3332004 Elevator Installation - Langton Arena				100,000	900,000							1,000,000	(1,000,000)					(1,000,000)
5332611 Access Control System New Installatio				500,000								500,000	(500,000)					(500,000)
5332612 2026 Video Surveillance Program				150,000								150,000			(150,000)			(150,000)
5332723 Corporate Facility Centralization					28,000,000							28,000,000	(28,000,000)					(28,000,000)
5332725 2027 Video Surveillance Program					150,000							150,000			(150,000)			(150,000)
5332808 Elevator Installation - Port Dover Aren						105,000	950,000					1,055,000	(1,055,000)					(1,055,000)
5332809 2028 Video Surveillance Program						150,000						150,000			(150,000)			(150,000)
5333007 Elevator Installation - Waterford Tricen								115,000	980,000			1,095,000	(1,095,000)					(1,095,000)
Total Other New / Initiatives		150,000	150,000	750,000	29,050,000	255,000	950,000	115,000	980,000			32,400,000	(31,650,000)		(750,000)			(32,400,000)
Total Facilities		256,000	398,000	860,000	29,162,000	459,000	1,066,000	233,000	1,190,000	123,000	125,000	33,872,000	(216,000)	(31,650,000)	(2,006,000)			(33,872,000)
Fleet																		
Other New / Initiatives																		



PROPOSED 2024-2033 CAPITAL PLAN
NEW / INCREMENTAL CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5432426 County Electric Vehicle Pilot Project		60,000										60,000			(60,000)			(60,000)
5432429 Permanent By-Law Vehicles (6)		384,000										384,000			(384,000)			(384,000)
Total Other New / Initiatives		444,000										444,000			(444,000)			(444,000)
Total Fleet		444,000										444,000			(444,000)			(444,000)
Total Operations	380,000	9,175,000	778,000	2,315,000	29,600,000	2,457,000	19,075,000	2,128,000	1,733,000	133,000	260,000	67,654,000	(3,322,000)	(50,907,000)	(5,932,000)		(7,493,000)	(67,654,000)
Community Development																		
Economic Development																		
Placemaking Assets Program																		
8432201 Placemaking Assets - Simcoe Area	5,000	20,000										20,000			(20,000)			(20,000)
8432501 Placemaking Assets - Port Ryerse Signage		5,000	5,000									10,000			(10,000)			(10,000)
8432301 Placemaking Assets - Delhi Area			5,000	21,000								26,000			(26,000)			(26,000)
8432601 2026-27 Placemaking Assets Program				5,000	22,000							27,000			(27,000)			(27,000)
8432701 2027-28 Placemaking Assets Program					5,000	22,000						27,000			(27,000)			(27,000)
8432801 2028-29 Placemaking Assets Program						6,000	23,000					29,000			(29,000)			(29,000)
8432901 2029-30 Placemaking Assets Program							6,000	23,000				29,000			(29,000)			(29,000)
8433001 2030-31 Placemaking Assets Program								6,000	24,000			30,000			(30,000)			(30,000)
8433101 2031-32 Placemaking Assets Program									6,000	24,000		30,000			(30,000)			(30,000)
8433201 2032-33 Placemaking Assets Program										6,000	25,000	31,000			(31,000)			(31,000)
8433301 2033-34 Placemaking Assets Program												6,000			(6,000)			(6,000)
Total Placemaking Assets Program	5,000	25,000	10,000	26,000	27,000	28,000	29,000	29,000	30,000	30,000	31,000	265,000			(265,000)			(265,000)
Other New / Initiatives																		
8432403 Shelters & Accessible Concrete Pads			115,000									115,000	(92,000)		(23,000)			(115,000)
7232001 Ride Norfolk - Para Transit Accessible			277,000									277,000	(220,000)		(57,000)			(277,000)
7232401 Ride Norfolk - Para Transit Accessible							305,000					305,000	(259,000)		(46,000)			(305,000)
7232901 Ride Norfolk - Para Transit Accessible											337,000	337,000	(286,000)		(51,000)			(337,000)
Total Other New / Initiatives			392,000				305,000				337,000	1,034,000	(857,000)		(177,000)			(1,034,000)
Total Economic Development	5,000	25,000	402,000	26,000	27,000	28,000	334,000	29,000	30,000	30,000	368,000	1,299,000	(857,000)		(442,000)			(1,299,000)
Heritage & Culture																		
Other New / Initiatives																		
8332407 Archives High Density Storage System		39,000										39,000			(39,000)			(39,000)
Total Other New / Initiatives		39,000										39,000			(39,000)			(39,000)
Total Heritage & Culture		39,000										39,000			(39,000)			(39,000)
Total Community Development	5,000	64,000	402,000	26,000	27,000	28,000	334,000	29,000	30,000	30,000	368,000	1,338,000	(857,000)		(481,000)			(1,338,000)
Total NEW / INCREMENTAL CAPITAL	14,957,000	11,688,000	107,752,000	7,477,000	35,750,000	29,049,000	33,503,000	3,238,000	69,498,000	3,257,000	743,000	301,955,000	(131,149,000)	(142,327,000)	(12,487,000)		(15,992,000)	(301,955,000)



PROPOSED 2024-2033 CAPITAL PLAN
NEW / INCREMENTAL CAPITAL

	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Total NEW / INCREMENTAL CAPITAL	14,957,000	11,688,000	107,752,000	7,477,000	35,750,000	29,049,000	33,503,000	3,238,000	69,498,000	3,257,000	743,000	301,955,000	(131,149,000)	(142,327,000)	(12,487,000)		(15,992,000)	(301,955,000)

SECTION 3B:

PROPOSED 2024 – 2033

CAPITAL PLAN

ASSET MANAGEMENT CAPITAL



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
ASSET MANAGEMENT CAPITAL																		
Office of the CAO																		
Fire																		
Fire Vehicle Replacement Program																		
7432306 Pump 9 – Fire Station #9 Port Rowan		825,000										825,000			(825,000)			(825,000)
7432409 Tanker 3 – Fire Station #3 Waterford		825,000										825,000			(825,000)			(825,000)
7432505 Rescue 11 – Fire Station #11 Vittoria		666,000										666,000			(666,000)			(666,000)
7432601 Pump 5 – Fire Station #5 Delhi		825,000										825,000			(825,000)			(825,000)
7431904 Ranger Unit 3 & Trailer - Stn#3			38,000									38,000			(38,000)			(38,000)
7432606 Tanker 7 – Fire Station #7 - Langton			825,000									825,000			(825,000)			(825,000)
7432004 Ranger 6 - Fire Station #6 Courtland				39,000								39,000			(39,000)			(39,000)
7432101 Emerg Response Vehicle & Trailer - Stn#3				39,000								39,000			(39,000)			(39,000)
7432503 Car 5 - Fire Administration Duty Officer				66,000								66,000			(66,000)			(66,000)
7432602 Pump 2A – Fire Station #2 Port Dover				830,000								830,000			(830,000)			(830,000)
7432605 Tanker 8 – Fire Station #8 - Fairground				781,000								781,000			(781,000)			(781,000)
7432607 Car 1 - Fire Administration Duty Officer				66,000								66,000			(66,000)			(66,000)
7432610 Car 6 - Fire Administration Duty Officer				66,000								66,000			(66,000)			(66,000)
7432204 Emergency Response Argo & Trailer - Stn#3					50,000							50,000			(50,000)			(50,000)
7432603 Tanker 11 – Fire Station #11 Vittoria					801,000							801,000			(801,000)			(801,000)
7432604 Tanker 10 – Fire Station #10 St. William					801,000							801,000			(801,000)			(801,000)
7432705 Engine 5 - Fire Station #5 Delhi						831,000						831,000			(831,000)			(831,000)
7432706 Engine 10 - Fire Station #10 St. William						831,000						831,000			(831,000)			(831,000)
7432804 Rescue 8 - Fire Station #8 Fairground						735,000						735,000			(735,000)			(735,000)
7432904 Pump 8 - Fire Station #8 Fairground							893,000					893,000			(893,000)			(893,000)
7432905 Pump 1A - Fire Station #1 Simcoe							893,000					893,000			(893,000)			(893,000)
7433001 Rescue 7 - Fire Station #7 Langton								773,000				773,000			(773,000)			(773,000)
7433002 Tanker 2 - Fire Station #2 Port Dover								862,000				862,000			(862,000)			(862,000)
7433101 Rescue 1 - Fire Station #1 Simcoe									792,000			792,000			(792,000)			(792,000)
7433102 Rescue 4 - Station #4 Teeterville									792,000			792,000			(792,000)			(792,000)
7433103 Rescue 6 - Fire Station #6 Courtland									792,000			792,000			(792,000)			(792,000)
7433201 Pump 3 – Fire Station #3 Waterford										962,000		962,000			(962,000)			(962,000)
7433202 Pump 4 – Fire Station #4 Teeterville										962,000		962,000			(962,000)			(962,000)
7433203 Tanker 5 – Fire Station #5 Delhi										905,000		905,000			(905,000)			(905,000)
7433204 Rescue 9 – Fire Station #9 Port Rowan										812,000		812,000			(812,000)			(812,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
7433205 ARGO 8 - Fire Station #8 Fairground										69,000		69,000			(69,000)			(69,000)
Total Fire Vehicle Replacement Program		3,141,000	863,000	1,887,000	1,652,000	2,397,000	1,786,000	1,635,000	2,376,000	3,710,000		19,447,000			(19,447,000)			(19,447,000)
Infrared Thermal Imaging Camera Replacer																		
7432502 2025 Infrared Thermal Imaging Camer			96,000									96,000			(96,000)			(96,000)
7432608 2028 Infrared Thermal Imaging Camer						85,000						85,000			(85,000)			(85,000)
Total Infrared Thermal Imaging Camera Repla			96,000			85,000						181,000			(181,000)			(181,000)
Fire Station Building Repairs & Maintenan																		
7432401 2024 Fire Stn Building Repairs & Main		50,000										50,000			(50,000)			(50,000)
7432501 2025 Fire Stn Building Repairs & Main			51,000									51,000			(51,000)			(51,000)
7432609 2026 Fire Stn Building Repairs & Main				53,000								53,000			(53,000)			(53,000)
7432701 2027 Fire Stn Building Repairs & Main					54,000							54,000			(54,000)			(54,000)
7432801 2028 Fire Stn Building Repairs & Main						55,000						55,000			(55,000)			(55,000)
7432903 2029 Fire Stn Building Repairs & Main							57,000					57,000			(57,000)			(57,000)
7433004 2030 Fire Stn Building Repairs & Main								58,000				58,000			(58,000)			(58,000)
7433104 2031 Fire Stn Building Repairs & Main									59,000			59,000			(59,000)			(59,000)
7533205 2032 Fire Stn Building Repairs & Main										61,000		61,000			(61,000)			(61,000)
7433301 2033 Fire Stn Buildings Repairs & Mai											62,000	62,000			(62,000)			(62,000)
Total Fire Station Building Repairs & Mainten		50,000	51,000	53,000	54,000	55,000	57,000	58,000	59,000	61,000	62,000	560,000			(560,000)			(560,000)
SCBA Pack Replacement Program																		
7432411 Fire Station #1 Simcoe - SCBA Packs		275,000										275,000			(275,000)			(275,000)
7432506 Fire Station #4 Teeterville - SCBA Pac			164,000									164,000			(164,000)			(164,000)
7432611 Fire Station #5 Delhi - SCBA Packs (16				198,000								198,000			(198,000)			(198,000)
7432704 Fire Station #3 Waterford - SCBA Pack					233,000							233,000			(233,000)			(233,000)
7432802 Fire Station #8 Fairground - SCBA Pac						195,000						195,000			(195,000)			(195,000)
7432901 Fire Station #11 Vittoria - SCBA Packs							207,000					207,000			(207,000)			(207,000)
7433003 Fire Station #2 Port Dover - SCBA Pac								313,000				313,000			(313,000)			(313,000)
7433105 Fire Station #9 Port Rowan - SCBA Pa									232,000			232,000			(232,000)			(232,000)
7433206 Fire Station SCBA Packs (20)										180,000		180,000			(180,000)			(180,000)
7433303 Fire Station SCBA Packs (24)											224,000	224,000			(224,000)			(224,000)
Total SCBA Pack Replacement Program		275,000	164,000	198,000	233,000	195,000	207,000	313,000	232,000	180,000	224,000	2,221,000			(2,221,000)			(2,221,000)
SCBA Air Compressor Replacement Progra																		
7432803 SCBA Air Compressor - Fire Station #7			60,000									60,000			(60,000)			(60,000)
7432613 SCBA Air Compressor - Fire Station #1				62,000								62,000			(62,000)			(62,000)
Total SCBA Air Compressor Replacement Pr			60,000	62,000								122,000			(122,000)			(122,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Other Replacements																		
7432508 Rapid Intervention Bottle Replacement			75,000									75,000			(75,000)			(75,000)
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			75,000		240,000				150,000			465,000			(465,000)			(465,000)
Total Fire		3,466,000	1,309,000	2,200,000	2,179,000	2,732,000	2,050,000	2,006,000	2,817,000	3,951,000	286,000	22,996,000			(22,996,000)			(22,996,000)
Paramedic Services																		
EMS Vehicle Replacement Program																		
7532306 EMS RAV 13-A045 & Trailer 13-A044			125,000									125,000			(125,000)			(125,000)
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						90,000						90,000			(90,000)			(90,000)
7532902 2029 Ambulance 22-A062							269,000					269,000			(269,000)			(269,000)
7532903 Emergency Support Unit (ESU) 19-A063							170,000					170,000			(170,000)			(170,000)
7533001 2030 Ambulance 23-A050								276,000				276,000			(276,000)			(276,000)
7533002 2030 Ambulance 23-A051								276,000				276,000			(276,000)			(276,000)
7533003 Emergency Response Vehicle 09-A03								130,000				130,000			(130,000)			(130,000)
7533004 Emergency Response Vehicle 10-A03								130,000				130,000			(130,000)			(130,000)
7533104 2031 Ambulance 24-A052									283,000			283,000			(283,000)			(283,000)
7533105 2031 Ambulance 24-A053									283,000			283,000			(283,000)			(283,000)
7533201 2032 Ambulance 25-A055										290,000		290,000			(290,000)			(290,000)
7533202 2032 Ambulance 25-A056										290,000		290,000			(290,000)			(290,000)
7533301 2033 Ambulance 26-A057											298,000	298,000			(298,000)			(298,000)
7533302 2033 Ambulance 26-A058											298,000	298,000			(298,000)			(298,000)
Total EMS Vehicle Replacement Program			613,000	500,000	256,000	90,000	439,000	812,000	566,000	580,000	596,000	4,452,000			(4,452,000)			(4,452,000)
Ambulance Defibrillator Replacement Program																		
7532401 2024 Ambulance Defibrillator Replacement		128,000										128,000			(128,000)			(128,000)
7532502 2025 Ambulance Defibrillator Replacement			130,000									130,000			(130,000)			(130,000)
7532602 2026 Ambulance Defibrillator Replacement				167,000								167,000			(167,000)			(167,000)
7532802 2028 Ambulance Defibrillator Replacement						141,000						141,000			(141,000)			(141,000)
7532904 2029 Ambulance Defibrillator Replacement							145,000					145,000			(145,000)			(145,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
7533006 2030 Ambulance Defibrillator Replacel								149,000				149,000			(149,000)			(149,000)
7533101 2031 Ambulance Defibrillator Replacel									190,000			190,000			(190,000)			(190,000)
7533303 2033 Ambulance Defibrillator Replacel										160,000		160,000			(160,000)			(160,000)
Total Ambulance Defibrillator Replacement Program		128,000	130,000	167,000		141,000	145,000	149,000	190,000		160,000	1,210,000			(1,210,000)			(1,210,000)
Stretcher Replacement Program																		
7532403 2024 Stretcher Replacement Program		148,000										148,000			(148,000)			(148,000)
7532501 2025 Stretcher Replacement Program			151,000									151,000			(151,000)			(151,000)
7532601 2026 Stretcher Replacement Program				155,000								155,000			(155,000)			(155,000)
7532701 2027 Stretcher Replacement Program					79,000							79,000			(79,000)			(79,000)
7532907 2029 Stretcher Replacement Program							167,000					167,000			(167,000)			(167,000)
7533005 2030 Stretcher Replacement Program								171,000				171,000			(171,000)			(171,000)
7533103 2031 Stretcher Replacement program									175,000			175,000			(175,000)			(175,000)
7533204 2032 Stretcher Replacement Program										180,000		180,000			(180,000)			(180,000)
7533305 2033 Stretcher Replacement Program											185,000	185,000			(185,000)			(185,000)
Total Stretcher Replacement Program		148,000	151,000	155,000	79,000		167,000	171,000	175,000	180,000	185,000	1,411,000			(1,411,000)			(1,411,000)
Total Paramedic Services		276,000	894,000	822,000	335,000	231,000	751,000	1,132,000	931,000	760,000	941,000	7,073,000			(7,073,000)			(7,073,000)
Total Office of the CAO		3,742,000	2,203,000	3,022,000	2,514,000	2,963,000	2,801,000	3,138,000	3,748,000	4,711,000	1,227,000	30,069,000			(30,069,000)			(30,069,000)
Corporate Services																		
Financial Management & Planning																		
Other Replacements																		
4132701 Enterprise Resource Management Sys			100,000	150,000	3,500,000	500,000	500,000					4,750,000			(4,750,000)			(4,750,000)
Total Other Replacements			100,000	150,000	3,500,000	500,000	500,000					4,750,000			(4,750,000)			(4,750,000)
Total Financial Management & Planning			100,000	150,000	3,500,000	500,000	500,000					4,750,000			(4,750,000)			(4,750,000)
Information Technology																		
Information Technology Replacement Prog																		
3432401 2024 Information Technology Replacel		427,000										427,000			(427,000)			(427,000)
3432501 2025 Information Technology Replacel			381,000									381,000			(381,000)			(381,000)
3432601 2026 Information Technology Replacel				342,000								342,000			(342,000)			(342,000)
3432701 2027 Information Technology Replacel					356,000							356,000			(356,000)			(356,000)
3432801 2028 Information Technology Replacel						337,000						337,000			(337,000)			(337,000)
3432901 2029 Information Technology Replacel							467,000					467,000			(467,000)			(467,000)
3433001 2030 Information Technology Replacel								431,000				431,000			(431,000)			(431,000)
3433101 2031 Information Technology Replacel									384,000			384,000			(384,000)			(384,000)
3433201 2032 Information Technology Replacel										372,000		372,000			(372,000)			(372,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
3433301 2033 Information Technology Replacement											516,000	516,000			(516,000)			516,000
Total Information Technology Replacement Program		427,000	381,000	342,000	356,000	337,000	467,000	431,000	384,000	372,000	516,000	4,013,000			(4,013,000)			(4,013,000)
Other Replacements																		
3432602 Database Upgrade				30,000								30,000			(30,000)			(30,000)
3432603 Windows Server Upgrade				60,000								60,000			(60,000)			(60,000)
3432604 Wi-fi Replacement				70,000								70,000			(70,000)			(70,000)
3432702 Server & Storage Replacement					300,000							300,000			(300,000)			(300,000)
3433002 Database Upgrade								34,000				34,000			(34,000)			(34,000)
3433003 Windows Server Upgrade								67,000				67,000			(67,000)			(67,000)
3433102 Server & Storage Replacement									337,000			337,000			(337,000)			(337,000)
Total Other Replacements				160,000	300,000			101,000	337,000			898,000			(898,000)			(898,000)
Total Information Technology		427,000	381,000	502,000	656,000	337,000	467,000	532,000	721,000	372,000	516,000	4,911,000			(4,911,000)			(4,911,000)
Total Corporate Services		427,000	481,000	652,000	4,156,000	837,000	967,000	532,000	721,000	372,000	516,000	9,661,000			(9,661,000)			(9,661,000)
Environmental & Infrastructure Services																		
Engineering																		
Infrastructure Reconstruction Program																		
5531904 Colborne St N - Robinson to Windham	2,745,000	3,200,000										3,200,000		(2,300,000)	(900,000)			(3,200,000)
5532213 Harbour St - St. Andrew St to St. George St	160,000	1,500,000										1,500,000	(100,000)		(1,400,000)			(1,500,000)
5532009 Talbot Street - Young St to Chapel St.	250,000	2,000,000										2,000,000			(2,000,000)			(2,000,000)
5532104 Brown Street - Main to Washington, W	246,000	2,200,000										2,200,000			(2,200,000)			(2,200,000)
5532111 East Street - Imperial to William, Delhi	151,000	1,364,000										1,364,000			(1,364,000)			(1,364,000)
5532123 Ann Street - James to East, Delhi	98,000	836,000										836,000			(836,000)			(836,000)
5532207 New Lakeshore Rd - Watermain Upgrade	341,000		2,622,000									2,622,000			(1,748,000)	(874,000)		(2,622,000)
5532238 West St - Brook St to Talbot St. S, Sim	477,000		4,250,000									4,250,000			(4,250,000)			(4,250,000)
5532310 Potts Road - Oakwood to Victoria St, S	109,000	1,550,000										1,550,000			(1,550,000)			(1,550,000)
5532311 Homewood Ave - Oakwood to Victoria	87,000	1,050,000										1,050,000			(1,050,000)			(1,050,000)
5532341 St. Andrew Street - Walker St to Harbour St	62,000	522,000										522,000			(522,000)			(522,000)
5532342 Walker Street - Main St to Lift Bridge, F	89,000		1,065,000									1,065,000			(1,065,000)			(1,065,000)
5532025 Windham Street - Talbot St to West End		228,000		1,620,000								1,848,000			(1,848,000)			(1,848,000)
5532122 Sovereign Street - James St to Queen St		335,000	2,230,000									2,565,000			(2,565,000)			(2,565,000)
5532223 Queen Street - William St to Sovereign		70,000	470,000									540,000			(540,000)			(540,000)
5532305 Lasalle Street - Inglewood to Sunninghill		219,000		1,462,000								1,681,000			(1,681,000)			(1,681,000)
5532308 Leamon St - Nichol St. to Thompson Rd		462,000		3,283,000								3,745,000			(3,745,000)			(3,745,000)
5532314 Talbot Street - Maple to Windham, Sim		154,000		1,056,000								1,210,000			(1,210,000)			(1,210,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5532417 West Church St - Main to Washington		248,000		1,702,000								1,950,000			(1,950,000)			(1,950,000)
5532438 Eagle St - Main St of Delhi to Queen S		89,000	573,000									662,000			(662,000)			(662,000)
5532440 Emily St - Inglewood Dr to South End,		72,000		316,000								388,000			(388,000)			(388,000)
5532444 Old Hill Road - Cedar Dr to Front Rd, T		165,000	788,000									953,000			(953,000)			(953,000)
5532705 Grace St, Glenwood St, Drayton St, Sl		266,000	2,601,000									2,867,000			(2,867,000)			(2,867,000)
5532815 Water St - Grace St to Sloan St, Port D		62,000	384,000									446,000			(446,000)			(446,000)
5532816 Market St W - St George St to Water S		38,000	358,000									396,000			(396,000)			(396,000)
5532011 Regent Ave - Nelson St. to Greenock S			189,000	1,332,000								1,521,000			(1,521,000)			(1,521,000)
5532103 McNab Street - First Ave to West End.			138,000	974,000								1,112,000			(1,112,000)			(1,112,000)
5532429 Market St - Main to St Andrew Recons			50,000	400,000								450,000			(450,000)			(450,000)
5532430 Park St - Main St to St. Andrew St Pt D			50,000	450,000								500,000			(500,000)			(500,000)
5532439 Clinton St - Main St to St George St, P			69,000	446,000								515,000			(515,000)			(515,000)
5532441 Foster St - Beckett Blvd to Bellevue Av			176,000	1,181,000								1,357,000			(1,357,000)			(1,357,000)
5532107 Head Street - Maple to Windham, Simc				157,000	1,082,000							1,239,000			(1,239,000)			(1,239,000)
5532212 Metcalfe Street - Maple St to Windham				157,000	1,082,000							1,239,000			(1,239,000)			(1,239,000)
5532302 Colborne St N - Windham to Queensw				120,000		843,000						963,000			(698,000)	(265,000)		(963,000)
5532416 Aberdeen Ave - Lansdowne to Church				98,000	669,000							767,000			(767,000)			(767,000)
5532420 Adams Avenue - Aberdeen to Delcrest				215,000	1,500,000							1,715,000			(1,715,000)			(1,715,000)
5532421 North Main Street - Colborne to Norfol				53,000		384,000						437,000			(437,000)			(437,000)
5532422 Park Lane - Colborne to Norfolk, Simc				33,000		239,000						272,000			(272,000)			(272,000)
5532423 Windham St - Colborne to Norfolk-Roa				58,000		384,000						442,000			(442,000)			(442,000)
5532424 Scott Dr Watermain - Hwy 6 to John St				64,000	450,000							514,000			(514,000)			(514,000)
5532425 Peel Street - Waverly to Brock, Delhi				161,000	946,000							1,107,000			(1,107,000)			(1,107,000)
5532506 East Church St - Main St to Duncombe				235,000	1,759,000							1,994,000			(1,994,000)			(1,994,000)
5532519 Birch Ave - Prospect to 150 metres Ea				42,000	400,000							442,000			(442,000)			(442,000)
5532627 James St - Brock Ave to Wilson, Delhi				356,000	3,267,000							3,623,000			(3,623,000)			(3,623,000)
5532628 Brock Ave - James St to East End, Del				125,000	758,000							883,000			(883,000)			(883,000)
5532629 Gage Ave - Brock Ave to Waverly St, C				62,000	378,000							440,000			(440,000)			(440,000)
5532630 Waverly St - James St to East End, De				125,000	718,000							843,000			(843,000)			(843,000)
5532631 First Ave W - West End to East End, Si				356,000		2,258,000						2,614,000			(2,614,000)			(2,614,000)
5532713 Union Street - Colborne St to Queen S				268,000		1,592,000						1,860,000			(1,860,000)			(1,860,000)
5533307 Highway 59 Watermain - Front Rd Sou				150,000	1,350,000							1,500,000			(1,500,000)			(1,500,000)
5532010 Dover Mills Rd - Prospect St to CocksP					373,000	2,516,000						2,889,000			(2,889,000)			(2,889,000)
5532210 Deer Park Road and Park Easement -					148,000	749,000						897,000			(897,000)			(897,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5532306 Church Street - James to Cloet, Delhi					853,000		6,076,000					6,929,000			(6,929,000)			(6,929,000)
5532511 Simcoe Boulevard - McCall to Wilson,					95,000	646,000						741,000			(741,000)			(741,000)
5532512 Nelson Street - Main to St. Patrick St.,					137,000	931,000						1,068,000			(1,068,000)			(1,068,000)
5532602 Montclair Cres - Duncombe to Duncorn					334,000	2,378,000						2,712,000			(2,712,000)			(2,712,000)
5532616 South Drive - Oak to Queen, Simcoe					322,000	2,234,000						2,556,000			(2,300,000)	(256,000)		(2,556,000)
5532626 Maple St - Colborne St N to Queen St					321,000		2,241,000					2,562,000			(2,562,000)			(2,562,000)
5532214 Gilbertson Dr - Queensway to Abandon						359,000	2,400,000					2,759,000			(2,759,000)			(2,759,000)
5532615 Washington St - Green St to Thompson						344,000	2,041,000					2,385,000			(2,151,000)	(234,000)		(2,385,000)
5532706 Queen St - Queensway W to West St,						291,000		5,099,000				5,390,000			(5,390,000)			(5,390,000)
5532813 Schellburg Ave - Queen St N to CNR T						68,000		428,000				496,000			(496,000)			(496,000)
5532411 Sylvia Street - Main St to east end, Wa							164,000	1,464,000				1,628,000			(1,628,000)			(1,628,000)
5532707 Talbot St S. - Chapel St to South Dr, S							223,000	2,000,000				2,223,000			(2,223,000)			(2,223,000)
5532801 Connaught Ave - Northern Ave to Adair							256,000	1,956,000				2,212,000			(2,212,000)			(2,212,000)
5532814 Church St E - Cloet to Brantford, Delhi							339,000	2,013,000				2,352,000			(2,352,000)			(2,352,000)
5532924 Main St of Delhi - King St to Eagle St, I							192,000	1,101,000				1,293,000			(1,293,000)			(1,293,000)
5532925 Crescent Blvd - Norfolk St S to Queens							224,000	1,324,000				1,548,000			(1,548,000)			(1,548,000)
5533016 Queensway East - Norfolk Street to Ire							1,180,000		8,401,000			9,581,000			(9,581,000)			(9,581,000)
5533026 Eastern Ave - Main St of Delhi to Quee								131,000	773,000			904,000			(904,000)			(904,000)
5533027 Main St of Delhi - Eagle St to Gilbert A								249,000	1,478,000			1,727,000			(1,727,000)			(1,727,000)
5533028 Northern Ave - Lansdowne Ave to Argy								210,000	1,196,000			1,406,000			(1,406,000)			(1,406,000)
5533031 Hawthorne Ave - Crescent Blvd to Nor								85,000	524,000			609,000			(609,000)			(609,000)
5533032 Queen St S - Chapel St to West St, Sir								125,000	880,000			1,005,000			(1,005,000)			(1,005,000)
5533033 Robinson St - Queen St N to Elgin Ave									121,000	695,000		816,000		(816,000)				(816,000)
5533034 West Church St - Washington St to We									431,000	2,514,000		2,945,000		(2,945,000)				(2,945,000)
5533029 Bridge Alley - St Patrick's St to East Er									54,000	324,000		378,000		(378,000)				(378,000)
5533030 Bridge St - Lynn St to St. Patrick's, Por									185,000	1,179,000		1,364,000		(1,364,000)				(1,364,000)
5533114 Wellington Ave - Main St to Queen St,									173,000	1,629,000		1,802,000		(1,802,000)				(1,802,000)
5533115 Elgin Ave - Robinson St to Marshall Ln									121,000	814,000		935,000		(935,000)				(935,000)
5533116 Head St S - West St to Robinson St, Si									74,000	420,000		494,000		(494,000)				(494,000)
5533117 Head St N - Robinson St to Maple St, S									268,000	2,657,000		2,925,000		(2,925,000)				(2,925,000)
5533118 King Ln - Union Street to Cedar St									215,000		1,318,000	1,533,000		(1,533,000)				(1,533,000)
5533119 Metcalfe St South - West St to Chapel									134,000	915,000		1,049,000		(1,049,000)				(1,049,000)
5533120 Norfolk St N - Queensway W to Secon									275,000	2,713,000		2,988,000		(2,988,000)				(2,988,000)
5533206 Oakwood Ave -Potts Rd to Victoria St,									377,000	2,611,000		2,988,000		(2,988,000)				(2,988,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5533207 Lansdowne Ave - James St to Northern										270,000	1,614,000	1,884,000			(1,884,000)			(1,884,000)
5533208 Young St - Colbourne St N to Head St										177,000	1,136,000	1,313,000			(1,313,000)			(1,313,000)
5533301 Churchill Ave - Lansdowne Ave to Arg											130,000	130,000			(130,000)			(130,000)
5533302 Queensway W - Norfolk St N to 0.17kn											700,000	700,000			(700,000)			(700,000)
5533303 Main St of Delhi - Talbot Rd to King St											40,000	40,000			(40,000)			(40,000)
5533304 Queen St - King St to Talbot Rd, Delhi											55,000	55,000			(55,000)			(55,000)
5533305 Talbot Rd - King St to Main St of Delhi											130,000	130,000			(130,000)			(130,000)
5533306 Talbot Rd - Main St of Delhi to Swimm											120,000	120,000			(120,000)			(120,000)
Total Infrastructure Reconstruction Program	4,815,000	16,630,000	16,013,000	17,057,000	16,942,000	16,216,000	15,336,000	16,185,000	14,679,000	11,680,000	11,482,000	152,220,000	(100,000)	(2,300,000)	(148,191,000)		(1,629,000)	(152,220,000)
Rural Asphalt Resurfacing Program																		
5532230 Old Hwy 24 - Jenkins Rd to Conc 3 To		750,000										750,000			(675,000)		(75,000)	(750,000)
5532326 East 1/4 Line - Lynn Valley Rd to 500m		800,000										800,000			(720,000)		(80,000)	(800,000)
5532419 Windham Centre Rd - Brantford Rd to		948,000										948,000			(853,000)		(95,000)	(948,000)
5532426 Windham Centre Rd - Windham East 1		1,185,000										1,185,000			(1,065,000)		(120,000)	(1,185,000)
5532442 Norfolk County Rd 28 - Norfolk Rd 23 t		2,000,000										2,000,000			(1,800,000)		(200,000)	(2,000,000)
5532523 Norfolk County Rd 13 - Hwy 3 to Mall F		640,000										640,000			(576,000)		(64,000)	(640,000)
5532433 Norfolk County 19 West - Oxford Line t			2,700,000									2,700,000			(2,430,000)		(270,000)	(2,700,000)
5532530 Concession 12 Townsend - Haldimanc			33,000									33,000			(30,000)		(3,000)	(33,000)
5532535 Concession 8 Townsend from Robinsc			1,500,000									1,500,000			(1,350,000)		(150,000)	(1,500,000)
5532536 Blueline Road From Hwy 6 to Hwy 3			2,560,000									2,560,000			(2,304,000)		(256,000)	(2,560,000)
5532432 McDowell Rd - Hwy 59 to Charlotteville				3,500,000								3,500,000			(3,150,000)		(350,000)	(3,500,000)
5532510 Norfolk County Road 45 - Hwy 59 to Fr				2,000,000								2,000,000			(1,800,000)		(200,000)	(2,000,000)
5532401 Elgin County Road 55 - Norfolk County					2,069,000							2,069,000			(1,862,000)		(207,000)	(2,069,000)
5532515 Vittoria Road - Turkey Point Rd to Muti					1,534,000							1,534,000			(1,380,000)		(154,000)	(1,534,000)
5532521 Highway 19 - Hwy 3 to Carson Line, C					1,584,000							1,584,000			(1,425,000)		(159,000)	(1,584,000)
5532522 Ireland Road - Decou Rd to Hwy 3, Sir						998,000						998,000			(899,000)		(99,000)	(998,000)
5532524 Decou Rd - Norfolk St S to Ireland Rd,						374,000						374,000			(336,000)		(38,000)	(374,000)
5532608 McDowell Rd E - Hillcrest Rd to Turkey						1,827,000						1,827,000			(1,645,000)		(182,000)	(1,827,000)
5532610 Norfolk County Hwy 59 - Hwy 3 to Colc						437,000						437,000			(393,000)		(44,000)	(437,000)
5532623 Norfolk County Hwy 59 - Norfolk Coun						1,462,000						1,462,000			(1,315,000)		(147,000)	(1,462,000)
5532611 Norfolk County Hwy 59 - Norfolk Rd 21							986,000					986,000			(888,000)		(98,000)	(986,000)
5532620 Norfolk St S - Victoria St to Hwy 24, Si							1,049,000					1,049,000			(944,000)		(105,000)	(1,049,000)
5532624 Lakeshore Rd - Gore A Rd to Hwy 59,							2,621,000					2,621,000			(2,359,000)		(262,000)	(2,621,000)
5532715 Lakeshore Rd - Elgin County Rd 55 to								4,371,000				4,371,000			(3,934,000)		(437,000)	(4,371,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5532716 Colonel Talbot Rd - Norfolk Rd 23 to E								624,000				624,000			(561,000)		(63,000)	(624,000)
5532717 Norfolk Hwy 59 - Norfolk Rd 60 to 3rd								874,000				874,000			(787,000)		(87,000)	(874,000)
5532718 Norfolk Hwy 59 - Norfolk Rd 45 to McD								999,000				999,000			(899,000)		(100,000)	(999,000)
5532806 Turkey Point Rd - Charlottesville Rd 5 to									1,279,000			1,279,000			(1,151,000)		(128,000)	(1,279,000)
5532807 Hillcrest Rd - St Johns Rd to McDowell									1,536,000			1,536,000			(1,382,000)		(154,000)	(1,536,000)
5532808 Norfolk Hwy 59 - Hwy 3 to Norwich Tov									1,279,000			1,279,000			(1,151,000)		(128,000)	(1,279,000)
5532809 Windham Rd 12 - Brantford Rd to Wind									640,000			640,000			(576,000)		(64,000)	(640,000)
5532810 Norfolk Rd 19 - Hwy 24 to Brantford Rd									1,024,000			1,024,000			(921,000)		(103,000)	(1,024,000)
5532811 Thompson Rd W - Hwy 24 to Washing									1,152,000			1,152,000			(1,037,000)		(115,000)	(1,152,000)
5532915 Thompson Rd E - Villa Nova to County										1,210,000		1,210,000			(1,089,000)		(121,000)	(1,210,000)
5532916 Park Rd - Windham Rd 13 to CN Railw										538,000		538,000			(484,000)		(54,000)	(538,000)
5532917 Fourteenth St W - Park Rd to Norfolk S										806,000		806,000			(725,000)		(81,000)	(806,000)
5532918 Cockshutt Rd - Norfolk Rd 19 to Conc										538,000		538,000			(484,000)		(54,000)	(538,000)
5532919 Thompson Rd E - Duncombe Rd to Co										1,075,000		1,075,000			(967,000)		(108,000)	(1,075,000)
5532920 Brantford Rd - Windham Rd 12 to Wind											552,000	552,000			(496,000)		(56,000)	(552,000)
5532921 Nixon Rd - Windham Rd 14 to Windha											482,000	482,000			(434,000)		(48,000)	(482,000)
5532922 St Johns Rd - Forestry Farm Rd to 1kn											2,823,000	2,823,000			(2,541,000)		(282,000)	(2,823,000)
5533023 Norfolk Rd 19 - Bealton to County Line											1,317,000	1,317,000			(1,186,000)		(131,000)	(1,317,000)
Total Rural Asphalt Resurfacing Program		6,323,000	6,793,000	5,500,000	5,187,000	5,098,000	4,656,000	6,868,000	6,910,000	4,167,000	5,174,000	56,676,000			(51,004,000)		(5,672,000)	(56,676,000)
Urban Asphalt Resurfacing Program																		
5532436 Waterford - Slaght, Lingwood, Fairview		479,000										479,000			(431,000)		(48,000)	(479,000)
5532437 Simcoe - Douglas, Miller, Brock, Kelly &		587,000										587,000			(528,000)		(59,000)	(587,000)
5532529 Turkey Point - Cedar & Ordnance			450,000									450,000			(405,000)		(45,000)	(450,000)
5532531 Port Dover - Mergl Dr, Dixon Dr & Ros			470,000									470,000			(423,000)		(47,000)	(470,000)
5532625 2026 Urban Asphalt Program				812,000								812,000			(731,000)		(81,000)	(812,000)
5532719 2027 Urban Asphalt Program					832,000							832,000			(749,000)		(83,000)	(832,000)
5532812 2028 Urban Asphalt Program						853,000						853,000			(768,000)		(85,000)	(853,000)
5532923 2029 Urban Asphalt Program							874,000					874,000			(787,000)		(87,000)	(874,000)
5533024 2030 Urban Asphalt Program								896,000				896,000			(806,000)		(90,000)	(896,000)
5533104 2031 Urban Asphalt Program									918,000			918,000			(826,000)		(92,000)	(918,000)
5533203 2032 Urban Asphalt Program										940,000		940,000			(846,000)		(94,000)	(940,000)
5533308 2033 Urban Asphalt Program											965,000	965,000			(868,000)		(97,000)	(965,000)
Total Urban Asphalt Resurfacing Program		1,066,000	920,000	812,000	832,000	853,000	874,000	896,000	918,000	940,000	965,000	9,076,000			(8,168,000)		(908,000)	(9,076,000)
Surface Treatment Program																		



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5532447 Windham West Quarterline Rd - Windh		110,000										110,000			(110,000)			(110,000)
5532448 Windham Rd 19 (Windham Rd 9) - Wir		190,000										190,000			(190,000)			(190,000)
5532449 Front Road (Turkey Point) - Turkey Po		120,000										120,000			(120,000)			(120,000)
5532450 Front Road (Fisher's Glen Road) - Fish		250,000										250,000			(250,000)			(250,000)
5532451 Windham Road 2 - Kelvin Road to Win		160,000										160,000			(160,000)			(160,000)
5532452 Windham Road 19 (NC Rd 19) - Norfo		150,000										150,000			(150,000)			(150,000)
5532453 Windham Road 3 (Windham 19) - Wini		170,000										170,000			(170,000)			(170,000)
5532454 Dancey Side Road - Queen Street to F		50,000										50,000			(50,000)			(50,000)
5532455 Mall Road - Middleton Church Road to		80,000										80,000			(80,000)			(80,000)
5532456 Jackson Side Road - Mall Road to Gos		80,000										80,000			(80,000)			(80,000)
5532457 Plowmans Lane - Highway 3 To Jacks		60,000										60,000			(60,000)			(60,000)
5532458 Talbot Street (Byerlay Side) - Byerlay S		50,000										50,000			(50,000)			(50,000)
5532459 1st Concession STR - Rhineland Roac		80,000										80,000			(80,000)			(80,000)
5532460 Fernlea Side Road - Middleton-North V		70,000										70,000			(70,000)			(70,000)
5532461 Byerlay Side Road - 2nd Concession F		120,000										120,000			(120,000)			(120,000)
5532462 Howards Road - Colonel Talbot Road		60,000										60,000			(60,000)			(60,000)
5532463 Bayham-Norfolk Boundary - Orange H		120,000										120,000			(120,000)			(120,000)
5532464 6th Concession Road ENR - Lakeshor		250,000										250,000			(250,000)			(250,000)
5532465 Norfolk County Road 45 - Forestry Far		150,000										150,000			(150,000)			(150,000)
5532466 Dedrick Road - 1st Concession Road t		80,000										80,000			(80,000)			(80,000)
5532467 Windham Road 5 - Brooktone Lane to		60,000										60,000			(60,000)			(60,000)
5532468 Windham Road 6 - Brantford Road to \		80,000										80,000			(80,000)			(80,000)
5532469 Thirteenth Street East - Norfolk Street		70,000										70,000			(70,000)			(70,000)
5632505 2025 Surface Treatment Program			2,684,000									2,684,000			(2,684,000)			(2,684,000)
5632601 2026 Surface Treatment Program				2,760,000								2,760,000			(2,760,000)			(2,760,000)
5632701 2027 Surface Treatment Program					2,837,000							2,837,000			(2,837,000)			(2,837,000)
5632801 2028 Surface Treatment Program						2,915,000						2,915,000			(2,915,000)			(2,915,000)
5632901 2029 Surface Treatment Program							2,997,000					2,997,000			(2,997,000)			(2,997,000)
5633002 2030 Surface Treatment Program								3,080,000				3,080,000			(3,080,000)			(3,080,000)
5533103 2031 Surface Treatment Program									3,165,000			3,165,000			(3,165,000)			(3,165,000)
5533202 2032 Surface Treatment Program										3,253,000		3,253,000			(3,253,000)			(3,253,000)
5532344 2033 Surface Treatment Program											3,334,000	3,334,000			(3,334,000)			(3,334,000)
Total Surface Treatment Program		2,610,000	2,684,000	2,760,000	2,837,000	2,915,000	2,997,000	3,080,000	3,165,000	3,253,000	3,334,000	29,635,000			(29,635,000)			(29,635,000)
Bridge Rehabilitation Program																		



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5532129 Structure P000009 - Hawthorne Ave B	15,000	335,000										335,000			(335,000)			(335,000)
5532227 Structure 000305 - Big Creek E 1/4 Lin	127,000	1,500,000										1,500,000		(1,500,000)				(1,500,000)
5532414 Structure 984202 - Port Royal Bridge	127,000		1,506,000									1,506,000		(1,506,000)				(1,506,000)
5532604 Structure 000106 - Big Creek 3rd Conc	139,000	1,557,000										1,557,000		(1,557,000)				(1,557,000)
5532606 Removal of Structure D00022 - East S	46,000	132,000										132,000			(132,000)			(132,000)
5532413 Structure 982402 - Bloomsburg Bridge		152,000	845,000									997,000			(997,000)			(997,000)
5532470 Structure D00033 - Little Lake Culvert		540,000										540,000			(540,000)			(540,000)
5532516 Structure 000006 - Norfolk St. Bridge S		140,000	1,285,000									1,425,000			(1,425,000)			(1,425,000)
5532517 Structure 000018 - 13th Street West Al		80,000	260,000									340,000			(340,000)			(340,000)
5532605 Structure D00006 - Lot 11 Conc 3 Rd \		161,000	1,613,000									1,774,000			(1,774,000)			(1,774,000)
5532502 Structure 986003 - Big Creek 5th Conc			139,000	1,449,000								1,588,000			(1,588,000)			(1,588,000)
5532537 Pedestrian Structure Removals (P000)			150,000									150,000			(150,000)			(150,000)
5532603 Structure 000104 - Big Creek 6th Conc			138,000	1,510,000								1,648,000			(1,648,000)			(1,648,000)
5532609 Structure 002404 - Lot 42 Con I-II NTR			116,000	550,000								666,000			(666,000)			(666,000)
5532617 Structure 000303 - Big Creek 8th Conc				221,000	2,066,000							2,287,000			(2,287,000)			(2,287,000)
5532635 Structure P000013 - Robinson Pedestr				120,000	500,000							620,000			(620,000)			(620,000)
5532636 Structure P000014 - Burt Pedestrian B				120,000	450,000							570,000			(570,000)			(570,000)
5532703 Structure 986002 - Big Creek Conc 5 F				125,000	609,000							734,000			(734,000)			(734,000)
5532704 Structure 010096 - Milk Factory Culver				127,000	625,000							752,000			(752,000)			(752,000)
5532708 Structure 010049 - Nanticoke Creek Bi					160,000	1,065,000						1,225,000			(1,225,000)			(1,225,000)
5532709 Structure 002122 - Dedrick Creek 4th C					59,000	127,000						186,000			(186,000)			(186,000)
5532710 Structure 030050 - Lot 20 Conc 12 Ro					105,000	545,000						650,000			(650,000)			(650,000)
5532711 Structure 002038 - Graves Side Road					107,000	525,000						632,000			(632,000)			(632,000)
5532901 Structure D00003 - Lot 24 Conc 2 Win					97,000	962,000						1,059,000	(527,000)		(532,000)			(1,059,000)
5532307 Structure 982101 - Lynedoch Bridge						119,000	1,280,000					1,399,000			(1,399,000)			(1,399,000)
5532902 Structure 010033 - Dunn's Bridge on C						117,000	1,000,000					1,117,000			(1,117,000)			(1,117,000)
5532903 Structure 985902 - Big Creek Bridge H						142,000	1,793,000					1,935,000			(1,935,000)			(1,935,000)
5532908 Structure D00025 - Vittoria Dam						130,000	1,195,000					1,325,000			(1,325,000)			(1,325,000)
5532909 Structure 974203 - Rohrer Culvert Rep						116,000	615,000					731,000			(731,000)			(731,000)
5532910 Structure 972101 - Venison Creek Cul						116,000	617,000					733,000			(733,000)			(733,000)
5532911 Structure D00018 - Western Ave Bridg						120,000	1,234,000					1,354,000			(1,354,000)			(1,354,000)
5532912 Structure 974200 - Houghton Lake Eri						112,000	615,000					727,000			(727,000)			(727,000)
5532913 Structure D00020 - Old Mill Road						121,000	1,140,000					1,261,000			(1,261,000)			(1,261,000)
5533035 Structure 030046 - Lot 18 Concession							118,000	625,000				743,000			(743,000)			(743,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5533036 Structure 010064 - Hay Creek Dam								170,000	450,000			620,000			(620,000)			(620,000)
5533037 Structure 030071 - Lot 18-19 Concess								117,000	625,000			742,000			(742,000)			(742,000)
5533038 Structure 984502 - Deer Creek Dam								168,000	1,615,000			1,783,000			(1,783,000)			(1,783,000)
5533039 Structure 000204 - Lot 17 Concession								111,000	450,000			561,000			(561,000)			(561,000)
5533107 Structure 972403 - Old Highway 24 Cu									142,000	520,000		662,000			(662,000)			(662,000)
5533108 Structure 000008 - Colborne Street Bri									105,000	905,000		1,010,000			(1,010,000)			(1,010,000)
5533109 Structure 010055 - East 1/4 Line Bridg									121,000	1,070,000		1,191,000			(1,191,000)			(1,191,000)
5533110 Structure D00027 - Lynnville Road Bri									105,000	570,000		675,000			(675,000)			(675,000)
5533111 Structure 974201 - Clear Creek Culver									105,000	445,000		550,000			(550,000)			(550,000)
5533112 Structure 000007 - Norfolk Street Nortl									147,000	1,820,000		1,967,000			(1,967,000)			(1,967,000)
5533210 Structure 000302 - Lot 3 Concession 9										135,000	590,000	725,000			(725,000)			(725,000)
5533211 Structure D00012 - Meserole Bridge										125,000	1,085,000	1,210,000			(1,210,000)			(1,210,000)
5533212 Structure 010041 - Blueline Road Brid										135,000	1,415,000	1,550,000			(1,550,000)			(1,550,000)
5533213 Structure 970302 - Black Creek Struct										125,000	535,000	660,000			(660,000)			(660,000)
5533312 Structure 000103 - Venison Creek Brid											265,000	265,000			(265,000)			(265,000)
5533313 Structure 000105 - Big Creek Bridge H											265,000	265,000			(265,000)			(265,000)
Total Bridge Rehabilitation Program	454,000	4,597,000	6,052,000	4,222,000	4,778,000	3,602,000	4,788,000	6,100,000	4,490,000	5,850,000	4,155,000	48,634,000	(527,000)	(4,563,000)	(43,544,000)			(48,634,000)
Bridge Sustainability Program																		
5532520 2025 Bridge Sustainability Program			338,000									338,000			(338,000)			(338,000)
5532712 2027 Bridge Sustainability Program					351,000							351,000			(351,000)			(351,000)
5532905 2029 Bridge Sustainability Program						363,000						363,000			(363,000)			(363,000)
5533105 2031 Bridge Sustainability Program								375,000				375,000			(375,000)			(375,000)
5533310 2033 Bridge Sustainability Program											393,000	393,000			(393,000)			(393,000)
Total Bridge Sustainability Program			338,000		351,000	363,000		375,000			393,000	1,820,000			(1,820,000)			(1,820,000)
Drainage Engineering & Construction Progi																		
5931012 D5011 - PORT RYERSE PETITION (W		250,000										250,000	(50,000)	(200,000)				(250,000)
5931152 D5153 - AMMERMAN DRAIN, Phase:		25,000										25,000	(5,000)	(20,000)				(25,000)
5931156 D5157 - WALLACE MARSH, Phase:		85,000										85,000	(45,000)	(40,000)				(85,000)
5931174 D5175 - Ninth Concession Drain		1,200,000										1,200,000	(480,000)	(720,000)				(1,200,000)
5931176 D5177 - VAN TYNE DRAIN - BR A		45,000										45,000	(9,000)	(36,000)				(45,000)
5931217 D5189 - MUNICIPAL SYSTEM NO.2		300,000										300,000	(225,000)	(75,000)				(300,000)
5931242 D5200 - WALDICK PETITION		100,000										100,000	(50,000)	(50,000)				(100,000)
5931280 Southern Turkey Point Relief		1,000,000										1,000,000	(340,000)	(660,000)				(1,000,000)
5931339 D5214 - Department of Highways No.		100,000										100,000	(80,000)	(20,000)				(100,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5931340 D5212 - Dertinger Drain Improvement		817,000										817,000	(585,000)	(232,000)				(817,000)
5931354 D5218 - Andrew Drain		150,000										150,000	(90,000)	(60,000)				(150,000)
5931356 D5220 - Kwasnik Drain Construction		150,000										150,000	(75,000)	(75,000)				(150,000)
5932401 2024 Drainage Construction		1,807,000										1,807,000		(1,807,000)				(1,807,000)
5932403 2024 Drainage Engineering		150,000										150,000		(150,000)				(150,000)
5932501 2025 Drainage Engineering & Constru			3,312,000									3,312,000	(1,656,000)	(1,656,000)				(3,312,000)
5932601 2026 Drainage Engineering & Constru				3,395,000								3,395,000	(1,697,000)	(1,698,000)				(3,395,000)
5932701 2027 Drainage Engineering & Constru					1,500,000							1,500,000	(750,000)	(750,000)				(1,500,000)
5932801 2028 Drainage Engineering & Constru						1,105,000						1,105,000	(552,000)	(553,000)				(1,105,000)
5932901 2029 Drainage Engineering & Constru							1,126,000					1,126,000	(563,000)	(563,000)				(1,126,000)
5933001 2030 Drainage Engineering & Constru								1,148,000				1,148,000	(574,000)	(574,000)				(1,148,000)
5933101 2031 Drainage Engineering & Constru									1,177,000			1,177,000	(588,000)	(589,000)				(1,177,000)
5933201 2032 Drainage Engineering & Constru										1,207,000		1,207,000	(603,000)	(604,000)				(1,207,000)
5933301 2033 Drainage Engineering & Constru											1,240,000	1,240,000	(621,000)	(619,000)				(1,240,000)
Total Drainage Engineering & Construction P		6,179,000	3,312,000	3,395,000	1,500,000	1,105,000	1,126,000	1,148,000	1,177,000	1,207,000	1,240,000	21,389,000	(9,638,000)	(11,751,000)				(21,389,000)
Sidewalks & Walkways Reconstruction																		
5532412 2024 Sidewalks & Walkways Reconstr		220,000										220,000			(220,000)			(220,000)
5532503 2025 Sidewalks & Walkways Reconstr			226,000									226,000			(226,000)			(226,000)
5532601 2026 Sidewalks & Walkways Reconstr				232,000								232,000			(232,000)			(232,000)
5532242 Rotary Trail at Verral Bridge					141,000							141,000			(141,000)			(141,000)
5532701 2027 Sidewalks & Walkways Reconstr					238,000							238,000			(238,000)			(238,000)
5532803 2028 Sidewalks & Walkways Reconstr						244,000						244,000			(244,000)			(244,000)
5532906 2029 Sidewalks & Walkways Reconstr							250,000					250,000			(250,000)			(250,000)
5533021 2030 Sidewalks & Walkways Reconstr								256,000				256,000			(256,000)			(256,000)
5533106 2031 Sidewalks & Walkways Reconstr									262,000			262,000			(262,000)			(262,000)
5533201 2032 Sidewalks & Walkways Reconstr										268,000		268,000			(268,000)			(268,000)
5533311 2033 Sidewalks & Walkways Reconstr											275,000	275,000			(275,000)			(275,000)
Total Sidewalks & Walkways Reconstruction		220,000	226,000	232,000	379,000	244,000	250,000	256,000	262,000	268,000	275,000	2,612,000			(2,612,000)			(2,612,000)
Storm Water Pond Rehabilitation Program																		
5531454 Judd Industrial Park Storm Water Ponc		15,000	219,000									234,000			(234,000)			(234,000)
5532472 Delhi (SWM1) Stormwater Managemen		300,000										300,000			(300,000)			(300,000)
5532720 Pine Ridge Estates (SWM13) Stormwa			10,000	150,000								160,000			(160,000)			(160,000)
5532817 Silver Lake Estates (SWM32) Stormwa				10,000	100,000							110,000			(110,000)			(110,000)
5533040 2028 Storm Water Pond Maintenance						150,000						150,000			(150,000)			(150,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Total Storm Water Pond Rehabilitation Program		315,000	229,000	160,000	100,000	150,000						954,000			(954,000)			(954,000)
Parking Lot Program																		
3331909 2024 Accessible Parking Spaces		17,000										17,000			(17,000)			(17,000)
5532445 Argyle Street Parking Lot Improvement		300,000										300,000			(300,000)			(300,000)
5532533 222 Main Street of Delhi Parking Lot Improvement		10,000	170,000									180,000			(180,000)			(180,000)
5632410 2024 Parking Lot Preservation Program		80,000										80,000			(80,000)			(80,000)
7332418 Port Dover Kinsmen Park Driveway and		51,000										51,000			(51,000)			(51,000)
3332402 2025 Accessible Parking Spaces			17,000									17,000			(17,000)			(17,000)
5632510 2025 Parking Lot Preservation Program			82,000									82,000			(82,000)			(82,000)
7332514 Delhi Friendship Centre Parking Lot Rehabilitation			236,000									236,000			(236,000)			(236,000)
3332502 2026 Accessible Parking Spaces				18,000								18,000			(18,000)			(18,000)
5632606 2026 Parking Lot Preservation Program				84,000								84,000			(84,000)			(84,000)
7331925 Parking Area Resurfacing - Port Dover				110,000								110,000			(110,000)			(110,000)
3332602 2027 Accessible Parking Spaces					18,000							18,000			(18,000)			(18,000)
5632706 2027 Parking Lot Preservation Program					86,000							86,000			(86,000)			(86,000)
3332702 2028 Accessible Parking Spaces						18,000						18,000			(18,000)			(18,000)
5632806 2028 Parking Lot Preservation Program						88,000						88,000			(88,000)			(88,000)
3332902 2029 Accessible Parking Spaces							19,000					19,000			(19,000)			(19,000)
5632905 2029 Parking Lot Preservation Program							90,000					90,000			(90,000)			(90,000)
3333105 2030 Accessible Parking Spaces								19,000				19,000			(19,000)			(19,000)
5633006 2030 Parking Lot Preservation Program								92,000				92,000			(92,000)			(92,000)
3333002 2031 Accessible Parking Spaces									19,000			19,000			(19,000)			(19,000)
5633102 2031 Parking Lot Preservation Program									94,000			94,000			(94,000)			(94,000)
3333204 2032 Accessible Parking Spaces										19,000		19,000			(19,000)			(19,000)
5633202 2032 Parking Lot Preservation Program										96,000		96,000			(96,000)			(96,000)
3333304 2033 Accessible Parking Spaces											20,000	20,000			(20,000)			(20,000)
5533314 2033 Parking Lot Preservation Program											98,000	98,000			(98,000)			(98,000)
Total Parking Lot Program		458,000	505,000	212,000	104,000	106,000	109,000	111,000	113,000	115,000	118,000	1,951,000			(1,951,000)			(1,951,000)
Barrier Free - Accessible Sidewalks Program																		
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)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
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)
3333202 2032 Accessible Sidewalks										33,000		33,000			(33,000)			(33,000)
3333302 2033 Accessible Sidewalks											34,000	34,000			(34,000)			(34,000)
Total Barrier Free - Accessible Sidewalks Program		28,000	29,000	29,000	30,000	30,000	31,000	31,000	32,000	33,000	34,000	307,000			(307,000)			(307,000)
Retaining Wall Program																		
5632405 Retaining Wall #26 - 64 Auty St, Water		150,000										150,000			(150,000)			(150,000)
5632604 Retaining Walls #15, 16, 17, 18, 19				70,000								70,000			(70,000)			(70,000)
5632904 Retaining Walls #1, 2, 3, 22, 31, 32							85,000					85,000			(85,000)			(85,000)
5633203 2032 Retaining Walls										90,000		90,000			(90,000)			(90,000)
Total Retaining Wall Program		150,000	70,000				85,000			90,000		395,000			(395,000)			(395,000)
Other Replacements																		
5532443 2024 Roadside Safety Barrier Replace		100,000										100,000			(100,000)			(100,000)
5532532 2025 Roadside Safety Barrier Replace			102,000									102,000			(102,000)			(102,000)
5532632 2026 Roadside Safety Barrier Replace				105,000								105,000			(105,000)			(105,000)
5532721 2027 Roadside Safety Barrier Replace					108,000							108,000			(108,000)			(108,000)
5532818 2028 Roadside Safety Barrier Replace						110,000						110,000			(110,000)			(110,000)
5532926 2029 Roadside Safety Barrier Replace							114,000					114,000			(114,000)			(114,000)
5533041 2030 Roadside Safety Barrier Replace								117,000				117,000			(117,000)			(117,000)
5533121 2031 Roadside Safety Barrier Replace									120,000			120,000			(120,000)			(120,000)
5533209 2032 Roadside Safety Barrier Replace										123,000		123,000			(123,000)			(123,000)
5533309 2033 Roadside Safety Barrier Replace											125,000	125,000			(125,000)			(125,000)
Total Other Replacements		100,000	102,000	105,000	108,000	110,000	114,000	117,000	120,000	123,000	125,000	1,124,000			(1,124,000)			(1,124,000)
Total Engineering	5,269,000	38,676,000	37,203,000	34,554,000	33,148,000	30,429,000	30,729,000	34,792,000	32,241,000	27,726,000	27,295,000	326,793,000	(10,265,000)	(18,614,000)	(289,705,000)		(8,209,000)	(326,793,000)
Environmental Services - Waste Management																		
Tom Howe Management Program																		
5732601 Landfill Gas Flare Shell/Insulation Rep				15,000								15,000			(15,000)			(15,000)
Total Tom Howe Management Program				15,000								15,000			(15,000)			(15,000)
Other Replacements																		
5732411 South Walsingham Weigh Scale Repla		150,000										150,000			(150,000)			(150,000)
Total Other Replacements		150,000										150,000			(150,000)			(150,000)
Total Environmental Services - Waste Management		150,000		15,000								165,000			(165,000)			(165,000)
Water Operations																		



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Major Vertical Replacements & Rehabs																		
5831435 Port Rowan WTP and Intake Upgrades	1,965,000	12,100,000										12,100,000	(3,666,000)		(1,174,000)		(7,260,000)	(12,100,000)
5832808 Elevated Storage Tank Repair/Painting			3,604,000									3,604,000			(3,604,000)			(3,604,000)
5832911 Port Dover WTP Building Reconstruction					1,300,000							1,300,000			(1,300,000)			(1,300,000)
5833007 Simcoe Water Tower Replacement								6,209,000				6,209,000		(6,209,000)				(6,209,000)
5833009 Water Tower Rehabilitation - Port Rowan								1,080,000				1,080,000			(1,080,000)			(1,080,000)
5833309 Waterford WTP Condition Assessment											882,000	882,000			(882,000)			(882,000)
Total Major Vertical Replacements & Rehabs	1,965,000	12,100,000	3,604,000		1,300,000			7,289,000			882,000	25,175,000	(3,666,000)	(6,209,000)	(8,040,000)		(7,260,000)	(25,175,000)
Water Equipment Replacements/Upgrades																		
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			(109,000)			(109,000)
5832425 Delhi - Well #2 Pump Rehab		35,000										35,000			(35,000)			(35,000)
5832426 Delhi Well #2 Generator		80,000										80,000			(80,000)			(80,000)
5832432 Large Meter Replacement		100,000										100,000			(89,000)		(11,000)	(100,000)
5832433 5 Diesel Generators		100,000										100,000			(89,000)		(11,000)	(100,000)
5832434 Chemical Pumps		30,000										30,000			(27,000)		(3,000)	(30,000)
5832502 2025 Water Equipment Replacements			112,000									112,000			(100,000)		(12,000)	(112,000)
5832603 2026 Water Equipment Replacements				115,000								115,000			(102,000)		(13,000)	(115,000)
5832614 GAC Filter Replacement - Port Rowan				226,000								226,000			(201,000)		(25,000)	(226,000)
5832623 Delhi - Well #3a&b Pump Rehab				35,000								35,000			(35,000)			(35,000)
5832624 Courtland Booster Station Inspection and Repair				74,000								74,000			(66,000)		(8,000)	(74,000)
5832625 Delhi - Well #3a&b Pump Rehab				39,000								39,000			(39,000)			(39,000)
5832704 2027 Water Equipment Replacements					118,000							118,000			(105,000)		(13,000)	(118,000)
5832711 Pump Replacement/Rebuild - Cedar Rapids					96,000							96,000			(96,000)			(96,000)
5832730 Waterford - Well #4 Pump Rehab					40,000							40,000			(40,000)			(40,000)
5832731 Delhi Water Depot					8,000	53,000						61,000			(54,000)		(7,000)	(61,000)
5832802 2028 Water Equipment Replacements						121,000						121,000			(108,000)		(13,000)	(121,000)
5832811 Generator Replacement - Delhi Well						227,000						227,000			(204,000)		(23,000)	(227,000)
5832812 Motor Control Centre Replacement - Delhi						74,000						74,000			(67,000)		(7,000)	(74,000)
5832818 Delhi - Well #1 Pump Rehab						41,000						41,000			(41,000)			(41,000)
5832901 2029 Water Equipment Replacements							124,000					124,000			(110,000)		(14,000)	(124,000)
5832908 Generator Replacement - Waterford WTP							239,000					239,000			(212,000)		(27,000)	(239,000)
5832909 Motor Control Centre Replacement - Waterford WTP							94,000					94,000			(84,000)		(10,000)	(94,000)
5833001 2030 Water Equipment Replacements								127,000				127,000			(113,000)		(14,000)	(127,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5833008 Generator Replacement - Courtland Bk								93,000				93,000			(83,000)		(10,000)	(93,000)
5833011 Generator Replacement - Simcoe NW								206,000				206,000			(183,000)		(23,000)	(206,000)
5833012 Motor Control Centre Replacement - S								78,000				78,000			(69,000)		(9,000)	(78,000)
5833018 Courtland Generator Replacement								244,000				244,000			(217,000)		(27,000)	(244,000)
5833101 2031 Water Equipment Replacements									130,000			130,000			(116,000)		(14,000)	(130,000)
5833105 Motor Control Centre Replacement - P									153,000			153,000			(136,000)		(17,000)	(153,000)
5833115 Filter Media Replacement (Anthracite i									10,000			10,000			(9,000)		(1,000)	(10,000)
5833116 Port Rowan/St. Williams Pump Rehab									52,000			52,000			(52,000)			(52,000)
5833117 Delhi - Well 3a&3b Pump Rehab									44,000			44,000			(44,000)			(44,000)
5832351 2032 Water Equipment Replacements										133,000		133,000			(118,000)		(15,000)	(133,000)
5833202 Waterford Well #4 Pump Rehab										54,000		54,000			(54,000)			(54,000)
5833306 2033 Water Equipment Replacements											125,000	125,000			(111,000)		(14,000)	(125,000)
5833308 Port Dover Pump Rehabs											55,000	55,000			(55,000)			(55,000)
Total Water Equipment Replacements/Upgra		490,000	112,000	489,000	262,000	516,000	457,000	748,000	389,000	187,000	180,000	3,830,000			(3,485,000)		(345,000)	(3,830,000)
Well Rehabilitation Program																		
5832406 2024 Well Rehabilitation Program - Sir		165,000										165,000			(165,000)			(165,000)
5832417 2024 Well Rehabilitation Program - De		38,000										38,000			(38,000)			(38,000)
5832504 2025 Well Rehabilitation Program - Sir			209,000									209,000			(209,000)			(209,000)
5832615 2026 Well Rehabilitation Program - De				80,000								80,000			(80,000)			(80,000)
5832706 2027 Well Rehabilitation Program - Wa					62,000							62,000			(62,000)			(62,000)
5832807 2028 Well Rehabilitation Program - De						58,000						58,000			(58,000)			(58,000)
5832813 2028 Well Rehabilitation Program - Wa						42,000						42,000			(42,000)			(42,000)
5832903 2029 Well Rehabilitation Program - De							58,000					58,000			(58,000)			(58,000)
5833108 2031 Well Rehabilitation Program - De										90,000		90,000			(90,000)			(90,000)
Total Well Rehabilitation Program		203,000	209,000	80,000	62,000	100,000	58,000		90,000			802,000			(802,000)			(802,000)
Supervisory Control & Data Acquisition Rep																		
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 - C				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)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5833003 2030 SCADA Replacements - Water								144,000				144,000			(144,000)			(144,000)
5833013 2030 Historian Server Replacement - C								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)
5833305 2033 PLC Replacements											80,000	80,000			(80,000)			(80,000)
5833307 2033 Historian Server Replacements											82,000	82,000			(82,000)			(82,000)
Total Supervisory Control & Data Acquisition		119,000	122,000	155,000	247,000	152,000	166,000	270,000	336,000		162,000	1,729,000			(1,729,000)			(1,729,000)
Other Replacements																		
5832114 Delhi Filter Plant Decommissioning		57,000	590,000									647,000			(647,000)			(647,000)
5832809 Pt Rowan - St William Transmission W				630,000	6,303,000							6,933,000			(6,933,000)			(6,933,000)
5832616 Courtland Booster Station Rehabilitate				74,000								74,000			(74,000)			(74,000)
5833102 Well UV System - Delhi									481,000			481,000			(481,000)			(481,000)
Total Other Replacements		57,000	590,000	704,000	6,303,000				481,000			8,135,000			(8,135,000)			(8,135,000)
Total Water Operations	1,965,000	12,969,000	4,637,000	1,428,000	8,174,000	768,000	681,000	8,307,000	1,296,000	187,000	1,224,000	39,671,000	(3,666,000)	(6,209,000)	(22,191,000)		(7,605,000)	(39,671,000)
Wastewater Operations																		
Wastewater Equipment Replacements/Upgr																		
5832435 Western Ave SPS ATS & Pump Replac		37,000										37,000			(33,000)		(4,000)	(37,000)
5832436 Access Platform for Filter Room Hoists		15,000	100,000									115,000			(102,000)		(13,000)	(115,000)
5832437 Air Compressor Rebuild		12,000										12,000			(11,000)		(1,000)	(12,000)
5832438 Generator Access Platform		30,000										30,000			(27,000)		(3,000)	(30,000)
5832439 ATS Modification in Filter Building		20,000										20,000			(18,000)		(2,000)	(20,000)
5832440 Lynn St. SPS Electrical Upgrades		75,000										75,000			(67,000)		(8,000)	(75,000)
5832441 Mallard Walk Generator & ATS		25,000										25,000			(22,000)		(3,000)	(25,000)
5832442 Eyewash at Ferrous Receiving		18,000										18,000			(16,000)		(2,000)	(18,000)
5832443 Rowan WWTP Chemical Pumps		25,000										25,000			(25,000)			(25,000)
5832518 Return Sludge Pump, Pipe Gallery - Di			9,000									9,000			(8,000)		(1,000)	(9,000)
5832519 Sewage Lift Pump, Western Ave PS - 1			7,000									7,000			(6,000)		(1,000)	(7,000)
5832520 Sludge Recirculation Pump 1, Digester			9,000									9,000			(8,000)		(1,000)	(9,000)
5832521 Sludge Recirculation Pump 2, Digester			9,000									9,000			(8,000)		(1,000)	(9,000)
5832522 Sewage Lift Pump, Nelson St PS - Por			54,000									54,000			(48,000)		(6,000)	(54,000)
5832523 Sewage Lift Pump, Nelson St. PS - Po			54,000									54,000			(48,000)		(6,000)	(54,000)
5832524 Sewage Pump Lift 1, Bridge St PS, Ma			38,000									38,000			(34,000)		(4,000)	(38,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5832525 Sewage Pump Lift 2, Bridge St PS, Ma			38,000									38,000			(34,000)		(4,000)	(38,000)
5832526 Sewage Lift Pump 3, Bridge St PS, Ma			38,000									38,000			(34,000)		(4,000)	(38,000)
5832527 Sewage Lift Pump Set, Front Rd PS, -			16,000									16,000			(14,000)		(2,000)	(16,000)
5832528 Sewage Lift Pump Set 1, Second Ave I			16,000									16,000			(14,000)		(2,000)	(16,000)
5832529 Sewage Lift Pump Set 2, Second Ave I			16,000									16,000			(14,000)		(2,000)	(16,000)
5832716 Sewage Lift Pump Set, Storm Water P							29,000					29,000			(26,000)		(3,000)	(29,000)
5832717 Return Sludge Pump, Pipe Gallery - Di					9,000							9,000			(8,000)		(1,000)	(9,000)
5832718 Return Sludge Pump, Pipe Gallery - Di					9,000							9,000			(8,000)		(1,000)	(9,000)
5832719 Sewage Lift Pump, Harbour St PS - Pc					12,000							12,000			(11,000)		(1,000)	(12,000)
5832720 Sewage Lift Pump Set, Ducks Landing					17,000							17,000			(15,000)		(2,000)	(17,000)
5832721 Sewage Lift Pump, Mallard Walk PS - I					9,000							9,000			(8,000)		(1,000)	(9,000)
5832722 Backwash Pump, Effluent Filter Bldg -					17,000							17,000			(15,000)		(2,000)	(17,000)
5832723 Raw Sludge Pump 2, North Raw Sludge					17,000							17,000			(15,000)		(2,000)	(17,000)
5832724 Backwash Pump 2, Effluent Filter Bldg					17,000							17,000			(15,000)		(2,000)	(17,000)
5832725 Effluent Water Pump, Effluent Filter Bldg					17,000							17,000			(15,000)		(2,000)	(17,000)
5832726 Effluent Water Pump, Effluent Filter Bldg					17,000							17,000			(15,000)		(2,000)	(17,000)
5832727 Sewage Lift Pump Set, Talbot Street P					29,000							29,000			(26,000)		(3,000)	(29,000)
5832728 Sewage Lift Pump Set, Deer Park Rd F					46,000							46,000			(41,000)		(5,000)	(46,000)
5832803 2028 Wastewater Equip Replacements						410,000						410,000			(364,000)		(46,000)	(410,000)
5832902 2029 Wastewater Equip Replacements							401,000					401,000			(356,000)		(45,000)	(401,000)
5832910 Primary Raw Sludge Pump, Primary R							19,000					19,000			(17,000)		(2,000)	(19,000)
5833002 2030 Wastewater Equip Replacements								431,000				431,000			(383,000)		(48,000)	(431,000)
5833112 2031 Wastewater Equip Replacements									442,000			442,000			(393,000)		(49,000)	(442,000)
5532633 2032 Wastewater Equipment Replacer										453,000		453,000			(403,000)		(50,000)	(453,000)
5833303 2033 Wastewater Equipment Replacer											464,000	464,000			(412,000)		(52,000)	(464,000)
Total Wastewater Equipment Replacements/		257,000	404,000		245,000	410,000	420,000	431,000	442,000	453,000	464,000	3,526,000			(3,137,000)		(389,000)	(3,526,000)
Supervisory Control & Data Acquisition Rep																		
5832401 2024 SCADA Replacements - Wastew		60,000										60,000			(60,000)			(60,000)
5832418 2024 PLC Replacement - Port Rowan		16,000										16,000			(16,000)			(16,000)
5832419 2024 Historian Server Replacements		91,000										91,000			(91,000)			(91,000)
5832506 2025 SCADA Replacements - Wastew			64,000									64,000			(64,000)			(64,000)
5832516 2025 PLC Replacements - Simcoe WW			76,000									76,000			(76,000)			(76,000)
5832605 2026 SCADA Replacements - Wastew					98,000							98,000			(98,000)			(98,000)
5832618 2026 SPS PLC Replacements - Variou					59,000							59,000			(59,000)			(59,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5832619 2026 Historian Server Replacements				29,000								29,000			(29,000)			(29,000)
5832703 2027 SCADA Replacements - Wastew					76,000							76,000			(76,000)			(76,000)
5832714 2027 PLC Replacements - Port Rowar					126,000							126,000			(126,000)			(126,000)
5832805 2028 SCADA Replacements - Wastew						78,000						78,000			(78,000)			(78,000)
5832816 2028 PLC Replacements - Various SP						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 - Wastew							101,000					101,000			(101,000)			(101,000)
5833004 2030 SCADA Replacements - Wastew								85,000				85,000			(85,000)			(85,000)
5833016 2030 PLC Replacements - Delhi WWT								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 - Wastew									87,000			87,000			(87,000)			(87,000)
5833114 2031 PLC Replacements - Simcoe WW										106,000		106,000			(106,000)			(106,000)
1532301 2032 Historian Server Replacements										35,000		35,000			(35,000)			(35,000)
5832343 2032 SCADA Replacements - Wastew										89,000		89,000			(89,000)			(89,000)
5833302 2033 Historian Server Replacements											36,000	36,000			(36,000)			(36,000)
5833304 2033 SCADA Replacements - Wastew											91,000	91,000			(91,000)			(91,000)
Total Supervisory Control & Data Acquisition		167,000	140,000	186,000	202,000	281,000	101,000	308,000	193,000	124,000	127,000	1,829,000			(1,829,000)			(1,829,000)
Other Replacements																		
5831507 Port Dover WWTP Phase 1 Upgrades	1,550,000	27,829,000										27,829,000		(27,829,000)				(27,829,000)
5831711 Simcoe WWTP Phase 1 Upgrades (Di	2,400,000	55,862,000										55,862,000		(53,462,000)	(2,400,000)			(55,862,000)
5832422 Simcoe WWTP Phase 2 Upgrades (He		1,025,000			31,459,000							32,484,000		(31,459,000)	(1,025,000)			(32,484,000)
5832423 Port Rowan WWTP Roof & Envelope F		283,000										283,000			(283,000)			(283,000)
5832424 Waterford WWTP Roof & Envelope Re		36,000										36,000			(36,000)			(36,000)
5832530 Simcoe WWTP Roof & Envelope Repa			564,000									564,000			(564,000)			(564,000)
5832531 Port Dover WWTP Roof & Envelope R			189,000									189,000			(189,000)			(189,000)
5832621 Sewage Pumping Station Optimization				1,250,000				10,250,000				11,500,000		(5,125,000)	(5,750,000)		(625,000)	(11,500,000)
5832622 Port Dover WWTP Phase 2 Upgrades				5,036,000		29,981,000						35,017,000		(29,981,000)	(5,036,000)			(35,017,000)
5832801 SAGR Media Replacement - Waterfor						174,000						174,000			(174,000)			(174,000)
5832814 Media Filter Replacement - Delhi WW						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 -								345,000				345,000			(345,000)			(345,000)
5833201 Port Rowan WWTP - Membrane Repla										1,249,000		1,249,000			(1,249,000)			(1,249,000)
5833301 Waterford WWTP Capacity Expansion											1,536,000	1,536,000			(154,000)		(1,382,000)	(1,536,000)
Total Other Replacements	3,950,000	85,035,000	753,000	6,286,000	31,459,000	30,375,000		10,595,000		1,249,000	1,536,000	167,288,000		(147,856,000)	(17,425,000)		(2,007,000)	(167,288,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Total Wastewater Operations	3,950,000	85,459,000	1,297,000	6,472,000	31,906,000	31,066,000	521,000	11,334,000	635,000	1,826,000	2,127,000	172,643,000		(147,856,000)	(22,391,000)		(2,396,000)	(172,643,000)
Total Environmental & Infrastructure S	11,184,000	137,254,000	43,137,000	42,469,000	73,228,000	62,263,000	31,931,000	54,433,000	34,172,000	29,739,000	30,646,000	539,272,000	(13,931,000)	(172,679,000)	(334,452,000)		(18,210,000)	(539,272,000)
Health & Social Services																		
Norview Lodge																		
Bathing System Replacement Program																		
6332103 2025 Therapeutic Bathing System (1)			28,000									28,000			(28,000)			(28,000)
6332209 2026 Therapeutic Bathing System (1)				29,000								29,000			(29,000)			(29,000)
6333110 2031 Therapeutic Bathing System (2)									67,000			67,000			(67,000)			(67,000)
6333221 2033 Therapeutic Bathing System (2)										72,000		72,000			(72,000)			(72,000)
Total Bathing System Replacement Program			28,000	29,000					67,000		72,000	196,000			(196,000)			(196,000)
Lift Replacement Program																		
6332509 2025 Hygiene Lift Chair (3)			41,000									41,000			(41,000)			(41,000)
6332513 2025 Mobile Sling Lift (3)			45,000									45,000			(45,000)			(45,000)
6332603 2026 Hygiene Lift Chair (5)				69,000								69,000			(69,000)			(69,000)
6332611 2026 Mobile Sling Lift (7)				109,000								109,000			(109,000)			(109,000)
6332905 2029 Mobile Sling Lift							17,000					17,000			(17,000)			(17,000)
6332311 2031 Mobile Sling Lift (1)									18,000			18,000			(18,000)			(18,000)
6333218 2032 Mobile Sling Lift (5)										87,000		87,000			(87,000)			(87,000)
6333302 2033 Mobile Swing Lift (2)											38,000	38,000			(38,000)			(38,000)
Total Lift Replacement Program			86,000	178,000			17,000		18,000	87,000	38,000	424,000			(424,000)			(424,000)
Nursing Equipment Replacement Program																		
6333009 2030 Nurse Call Patient Wandering Sy								19,000				19,000			(19,000)			(19,000)
6333106 2031 Nurse Call System									90,000			90,000			(90,000)			(90,000)
Total Nursing Equipment Replacement Progr								19,000	90,000			109,000			(109,000)			(109,000)
Laundry Equipment Replacement Program																		
6332405 2024 Clothes Washer - Large 65 lb - (4		70,000										70,000			(70,000)			(70,000)
6332801 2028 Commercial Clothes Dryer - Sma						25,000						25,000			(25,000)			(25,000)
6333223 2032 Commercial Clothes Dryer - Larg										54,000		54,000			(54,000)			(54,000)
6333224 2032 Commercial Clothes Washer - 5C										35,000		35,000			(35,000)			(35,000)
Total Laundry Equipment Replacement Progr		70,000				25,000				89,000		184,000			(184,000)			(184,000)
Kitchen Replacement Program																		
6332412 2024 Steamer Oven		15,000										15,000			(15,000)			(15,000)
6332512 2025 Commercial Dishwasher (2)			30,000									30,000			(30,000)			(30,000)
6332515 2025 Steamer Oven			16,000									16,000			(16,000)			(16,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
6332610 2026 Commercial Dishwasher (2)				32,000								32,000			(32,000)			(32,000)
6332612 2026 Commercial Dishwasher - Large				40,000								40,000			(40,000)			(40,000)
6332508 2030 Commercial Grill Range/Ovens (3)								32,000				32,000			(32,000)			(32,000)
6333005 2030 Commercial Convection Double Oven								18,000				18,000			(18,000)			(18,000)
6333107 2032 Steamer Oven (3)										54,000		54,000			(54,000)			(54,000)
6333303 2033 Meat Slicer											12,000	12,000			(12,000)			(12,000)
6333304 2033 Steamer Oven											18,000	18,000			(18,000)			(18,000)
Total Kitchen Replacement Program		15,000	46,000	72,000				50,000		54,000	30,000	267,000			(267,000)			(267,000)
Building & Property Equipment Replacement Program																		
6332501 2025 Heating Boiler			25,000									25,000			(25,000)			(25,000)
6332502 2025 Humidification Boiler			30,000									30,000			(30,000)			(30,000)
6332506 2025 Cooling Tower (2)			180,000									180,000			(180,000)			(180,000)
6332601 2026 Heating Boiler				26,000								26,000			(26,000)			(26,000)
6332609 2026 Hot Water Tank (4)				45,000								45,000			(45,000)			(45,000)
6332701 2027 Heating Boiler					26,000							26,000			(26,000)			(26,000)
6332507 2029 Loading Dock							15,000					15,000			(15,000)			(15,000)
6332909 2029 Mobile UV Disinfection Unit (4)							119,000					119,000			(119,000)			(119,000)
6333108 2031 Needlepoint Biopolar Ionization Unit									103,000			103,000			(103,000)			(103,000)
6333109 2031 Hot Water Tank (4)									51,000			51,000			(51,000)			(51,000)
6333215 2032 Mobile UV Disinfection Unit (3)										96,000		96,000			(96,000)			(96,000)
6333305 2033 Hot Water Tank (2)											27,000	27,000			(27,000)			(27,000)
Total Building & Property Equipment Replacement Program			235,000	71,000	26,000		134,000		154,000	96,000	27,000	743,000			(743,000)			(743,000)
Carpet Replacement Program																		
6332410 2024 Carpet Replacement Program		41,000										41,000			(41,000)			(41,000)
6332511 2025 Carpet Replacement Program			42,000									42,000			(42,000)			(42,000)
6332607 2026 Carpet Replacement Program				43,000								43,000			(43,000)			(43,000)
6332706 2027 Carpet Replacement Program					44,000							44,000			(44,000)			(44,000)
6332802 2028 Carpet Replacement Program						45,000						45,000			(45,000)			(45,000)
6332901 2029 Carpet Replacement Program							46,000					46,000			(46,000)			(46,000)
6333002 2030 Carpet Replacement Program								47,000				47,000			(47,000)			(47,000)
6333103 2031 Carpet Replacement Program									48,000			48,000			(48,000)			(48,000)
6333217 2032 Carpet Replacement Program										49,000		49,000			(49,000)			(49,000)
6333306 2033 Carpet Replacement Program											50,000	50,000			(50,000)			(50,000)
Total Carpet Replacement Program		41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000	50,000	455,000			(455,000)			(455,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Vehicle Replacement Program																		
6331906 2024 Garden Tractor		30,000										30,000			(30,000)			(30,000)
Total Vehicle Replacement Program		30,000										30,000			(30,000)			(30,000)
Total Norview Lodge		156,000	437,000	393,000	70,000	70,000	197,000	116,000	377,000	375,000	217,000	2,408,000			(2,408,000)			(2,408,000)
Total Health & Social Services		156,000	437,000	393,000	70,000	70,000	197,000	116,000	377,000	375,000	217,000	2,408,000			(2,408,000)			(2,408,000)
Operations																		
Parks																		
Interior Building Upgrades Program																		
7331866 WinDel Park Field House Refurbish - V	25,000		205,000									205,000			(205,000)			(205,000)
7332612 Langton Community Centre Interior Re		183,000										183,000			(183,000)			(183,000)
7332415 Waterford Arena Resurfacers Area Aspl			51,000									51,000			(51,000)			(51,000)
7332416 Waterford Arena Seat Deck Seating R			37,000									37,000			(37,000)			(37,000)
7332516 Walsingham Ball Park Fieldhouse Ref			20,000	145,000								165,000			(165,000)			(165,000)
7332331 Port Dover Community Center - Floor I				38,000								38,000			(38,000)			(38,000)
7331952 Replace Floor - Delhi Friendship Centr					35,000							35,000			(35,000)			(35,000)
7332012 Dressing Room Refurbishments - Simc					38,000	212,000						250,000			(250,000)			(250,000)
7332811 Port Rowan Community Centre Interior						221,000						221,000			(221,000)			(221,000)
7332906 Courtland Lions Park Facility Refurbish							195,000					195,000			(195,000)			(195,000)
7333105 Floor Replacement - Delhi Arena Multi									79,000			79,000			(79,000)			(79,000)
7333202 Waterford Arena Dressing Room Floor										212,000		212,000			(212,000)			(212,000)
Total Interior Building Upgrades Program	25,000	183,000	313,000	183,000	73,000	433,000	195,000		79,000	212,000		1,671,000			(1,671,000)			(1,671,000)
Exterior Building Upgrades Program																		
7331924 Historical Gazebo Restoration - Lynnw					33,000							33,000			(33,000)			(33,000)
Total Exterior Building Upgrades Program					33,000							33,000			(33,000)			(33,000)
Refrigeration Equipment Replacement Prog																		
7332408 Plate & Frame Heat Exchanger Regas		38,000										38,000			(38,000)			(38,000)
7332802 Desiccant Dehumidifier - Waterford Ar			308,000									308,000			(308,000)			(308,000)
7332608 Plate & Frame Heat Exchanger - Wate				36,000								36,000			(36,000)			(36,000)
7332801 Desiccant Dehumidifier - Simcoe Talbc				316,000								316,000			(316,000)			(316,000)
7332711 Plate & Frame Heat Exchanger - Delhi					39,000							39,000			(39,000)			(39,000)
7332712 Plate & Frame Heat Exchanger - Port I					39,000							39,000			(39,000)			(39,000)
7332709 Desiccant Dehumidifier - Port Dover A						331,000						331,000			(331,000)			(331,000)
7332807 Plate & Frame Heat Exchanger - Simc					40,000							40,000			(40,000)			(40,000)
7333002 Desiccant Dehumidifier - Langton Arer						339,000						339,000			(339,000)			(339,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Total Refrigeration Equipment Replacement Program		38,000	308,000	352,000	78,000	371,000	339,000					1,486,000			(1,486,000)			(1,486,000)
Ice Resurfacer Replacements Program																		
7332606 Ice Resurfacer & Ice Leveller - Langton				244,000								244,000			(244,000)			(244,000)
7332609 Electric Ice Resurfacer Battery Replacement				46,000								46,000			(46,000)			(46,000)
7332715 Electric Ice Resurfacer Battery - Talbot					48,000							48,000			(48,000)			(48,000)
7332716 Delhi Arena Electric Ice Resurfacer Battery					41,000							41,000			(41,000)			(41,000)
7332803 Ice Resurfacer - Waterford Arena						256,000						256,000			(256,000)			(256,000)
7332902 Ice Resurfacer - Port Dover Arena							262,000					262,000			(262,000)			(262,000)
7333106 Electric Ice Resurfacer Battery - Langton									53,000			53,000			(53,000)			(53,000)
Total Ice Resurfacer Replacements Program				290,000	89,000	256,000	262,000		53,000			950,000			(950,000)			(950,000)
Playground Replacement Program																		
7331736 Wellington Park - Playground Replacement		121,000										121,000			(121,000)			(121,000)
7332517 Lynndale Heights - Playground Replacement			102,000									102,000			(102,000)			(102,000)
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)
7333203 2032 Playground Replacement Program										116,000		116,000			(116,000)			(116,000)
7333302 2033 Playground Replacement Program											119,000	119,000			(119,000)			(119,000)
Total Playground Replacement Program		121,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	119,000	1,112,000			(1,112,000)			(1,112,000)
Steel Light Tower Replacement Program																		
7332108 Courtland Parks - Steel Light Tower Replacement			205,000									205,000			(205,000)			(205,000)
7332010 Waterford Parks - Steel Light Tower Replacement				326,000								326,000			(326,000)			(326,000)
7332405 Simcoe Lions Park - Steel Light Tower Replacement					316,000							316,000			(316,000)			(316,000)
7332718 Walsingham - Steel Light Tower Replacement						221,000						221,000			(221,000)			(221,000)
7333303 Kinsmen Parks - Steel Light Tower Replacement										251,000		251,000			(251,000)			(251,000)
Total Steel Light Tower Replacement Program			205,000	326,000	316,000	221,000					251,000	1,319,000			(1,319,000)			(1,319,000)
Other Replacements																		
7332422 Delhi Soccer Park - Backstop Replacement		60,000										60,000			(60,000)			(60,000)
7332424 Multi-use Sports Pad Resurfacing - Sir		30,000										30,000			(30,000)			(30,000)
7332425 Port Dover Sports Park Tennis Court Replacement		51,000										51,000			(51,000)			(51,000)
7332426 Ice Rink Floor & Boards Replacement		200,000	1,800,000									2,000,000			(2,000,000)			(2,000,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
7332427 Port Dover Sports Park - Ball Hockey F		23,000										23,000			(23,000)			(23,000)
7331844 Fence Replacement - Port Rowan Ska			17,000									17,000			(17,000)			(17,000)
7332018 Ice Rink & Seat Deck Overhaul - Talbo			205,000	1,845,000								2,050,000			(2,050,000)			(2,050,000)
7332030 Fence Replacement - Waterford Hellye			50,000									50,000	(5,000)		(45,000)			(50,000)
7332048 Diamond Repairs - Delhi Arena Diamo			61,000									61,000			(61,000)			(61,000)
7332326 Mobile Washroom Trailer Replacemen			300,000									300,000			(300,000)			(300,000)
7332513 Delhi Quance Pavilion Concrete Pad F			20,000									20,000			(20,000)			(20,000)
7332414 Accessible Counter - Lions Ball Park				11,000								11,000	(5,000)		(6,000)			(11,000)
7332038 Langton Fieldhouse Refurbishment					210,000							210,000			(210,000)			(210,000)
7332717 Port Rowan Tennis Court Reconstructi					155,000							155,000			(155,000)			(155,000)
7332720 Port Rowan Community Centre - Comr					40,000							40,000			(40,000)			(40,000)
7333006 Waterford Hellyer Ball Diamond Backs								59,000				59,000			(59,000)			(59,000)
Total Other Replacements		364,000	2,453,000	1,856,000	405,000			59,000				5,137,000	(10,000)		(5,127,000)			(5,137,000)
Total Parks	25,000	706,000	3,381,000	3,111,000	1,100,000	1,389,000	906,000	171,000	246,000	328,000	370,000	11,708,000	(10,000)		(11,698,000)			(11,708,000)
Marinas																		
Major Dock Rebuilds Program																		
7632401 PDHM Board Replacements Dock 2			75,000									75,000			(75,000)			(75,000)
7632402 PRHM East Side Dock Replacement		20,000	200,000									220,000			(220,000)			(220,000)
7633101 PDHM Dock 1 & Dock 2 Full Replacen						200,000	4,500,000					4,700,000	(4,700,000)					(4,700,000)
7633102 PDHM Dock 3 & Dock 4 Full Replacen									200,000	4,500,000		4,700,000	(4,700,000)					(4,700,000)
Total Major Dock Rebuilds Program		20,000	275,000			200,000	4,500,000		200,000	4,500,000		9,695,000	(9,400,000)		(295,000)			(9,695,000)
Marina Equipment & Vehicle Replacement																		
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 & Attact					50,000							50,000			(50,000)			(50,000)
Total Marina Equipment & Vehicle Replacem					95,000							95,000			(95,000)			(95,000)
Other Replacements																		
7632304 PRHM Dredging			410,000									410,000			(410,000)			(410,000)
7632403 PDHM Washroom/Shower Floor Repla			102,000									102,000			(102,000)			(102,000)
7632502 PDHM Pavilion Refurbishment				100,000								100,000			(100,000)			(100,000)
7632605 PRHM Resurface Parking Area & Road					15,000							15,000			(15,000)			(15,000)
7632702 PDHM Resurface Roadways/Parking -								300,000				300,000			(300,000)			(300,000)
7631604 PRHM Upgrades & Renovations									830,000			830,000			(830,000)			(830,000)
Total Other Replacements			512,000	100,000	15,000			300,000	830,000			1,757,000			(1,757,000)			(1,757,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	(2024 to 2033)
Total Marinas		20,000	787,000	100,000	110,000	200,000	4,500,000	300,000	1,030,000	4,500,000		11,547,000		(9,400,000)	(2,147,000)			(11,547,000)
Roads																		
Traffic Signal Controllers Program																		
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)
5633201 2032 Traffic Controller Program										69,000		69,000			(69,000)			(69,000)
5633302 2033 Traffic Controller Program											71,000	71,000			(71,000)			(71,000)
Total Traffic Signal Controllers Program		57,000	58,000	60,000	61,000	63,000	64,000	66,000	67,000	69,000	71,000	636,000			(636,000)			(636,000)
Barrier Free - Accessible Pedestrian Signals																		
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)
3333203 2032 Accessible Pedestrian Signals										33,000		33,000			(33,000)			(33,000)
3333303 2033 Accessible Pedestrian Signals											34,000	34,000			(34,000)			(34,000)
Total Barrier Free - Accessible Pedestrian Signals		28,000	29,000	29,000	30,000	30,000	31,000	31,000	32,000	33,000	34,000	307,000			(307,000)			(307,000)
Total Roads		85,000	87,000	89,000	91,000	93,000	95,000	97,000	99,000	102,000	105,000	943,000			(943,000)			(943,000)
Facilities																		
Generator Replacement Program																		
5332113 Generator Replacement - Fire Station		18,000										18,000			(18,000)			(18,000)
5332407 Generator Replacement - Fire Station		65,000										65,000			(65,000)			(65,000)
5332508 Generator Replacement - Fire Station		18,000										18,000			(18,000)			(18,000)
5332045 Generator Replacement - Norview Lodge			115,000									115,000			(115,000)			(115,000)
5332802 Generator Replacement - Norfolk County				50,000								50,000			(50,000)			(50,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5332803 Generator Replacement - Simcoe Rec				110,000								110,000			(110,000)			(110,000)
5332905 Generator Replacement - Fire Station					19,000							19,000			(19,000)			(19,000)
5332804 Generator Replacement - GAB West S						120,000						120,000			(120,000)			(120,000)
5332906 Generator Replacement - Port Rowan							54,000					54,000			(54,000)			(54,000)
5333103 2031 Generator Replacement Program									40,000			40,000			(40,000)			(40,000)
5333205 2032 Generator Replacement Program										44,000		44,000			(44,000)			(44,000)
5333302 2033 Generator Replacement Program											65,000	65,000			(65,000)			(65,000)
Total Generator Replacement Program		101,000	115,000	160,000	19,000	120,000	54,000		40,000	44,000	65,000	718,000			(718,000)			(718,000)
HVAC Replacement Program																		
5332433 Culver Operations Building Rooftop Ur		50,000										50,000			(50,000)			(50,000)
5332435 Simcoe Recreation Centre/ ACAC Exp		20,000										20,000			(20,000)			(20,000)
5332437 Waterford Tricenturena HVAC Replace		10,000	150,000									160,000			(160,000)			(160,000)
5332440 Langton Parks Storage HVAC Replace		25,000										25,000			(25,000)			(25,000)
5332907 Norfolk County Garage - HVAC Replac		50,000										50,000			(50,000)			(50,000)
5332419 Norfolk Arts Centre HVAC Replaceme			135,000									135,000			(135,000)			(135,000)
5332525 2025 HVAC Replacement Program			2,520,000									2,520,000		(1,300,000)	(1,220,000)			(2,520,000)
5332603 2026 HVAC Replacement Program				700,000								700,000			(700,000)			(700,000)
5332710 2027 HVAC Replacement Program					755,000							755,000			(755,000)			(755,000)
5331914 2028 HVAC Replacement Program						80,000						80,000			(80,000)			(80,000)
5332910 2029 HVAC Replacement Program							195,000					195,000			(195,000)			(195,000)
5333002 2030 HVAC Replacement Program								307,000				307,000			(307,000)			(307,000)
5333102 2031 HVAC Replacement Program									282,000			282,000			(282,000)			(282,000)
5332426 2032 HVAC Replacement Program										380,000		380,000			(380,000)			(380,000)
5333303 2033 HVAC Replacement Program											1,022,000	1,022,000			(1,022,000)			(1,022,000)
Total HVAC Replacement Program		155,000	2,805,000	700,000	755,000	80,000	195,000	307,000	282,000	380,000	1,022,000	6,681,000		(1,300,000)	(5,381,000)			(6,681,000)
Roof Replacement Program																		
5332219 Langton Fire Station - Full Roof Replac		300,000										300,000			(300,000)			(300,000)
5332413 60 Colborne Street Roof Replacement		110,000										110,000			(110,000)			(110,000)
5332415 County Admin Building - Cedar Roof R		150,000										150,000			(150,000)			(150,000)
5332442 Simcoe Rec Centre Partial Roof Repla		160,000										160,000			(160,000)			(160,000)
5332443 Simcoe Memorial Park Scorers Buildin		30,000										30,000			(30,000)			(30,000)
5332444 Norview Lodge Partial Roof Replacem		15,000	275,000									290,000			(290,000)			(290,000)
5332445 St. Williams Fieldhouse Soffit Replac		15,000										15,000			(15,000)			(15,000)
5332526 2025 Roof Replacement Program			2,300,000									2,300,000		(1,460,000)	(840,000)			(2,300,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST									FUNDING SOURCES						
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5332528 Norfolk Arts Centre Roof Replacement			300,000									300,000			(300,000)			(300,000)
5332602 2026 Roof Replacement Program				1,915,000								1,915,000			(1,915,000)			(1,915,000)
5332709 2027 Roof Replacement Program					1,465,000							1,465,000			(1,465,000)			(1,465,000)
5331913 2028 Roof Replacement Program						625,000						625,000			(625,000)			(625,000)
5332901 2029 Roof Replacement Program							3,960,000					3,960,000			(3,960,000)			(3,960,000)
5333001 2030 Roof Replacement Program								1,000,000				1,000,000			(1,000,000)			(1,000,000)
5333111 2031 Roof Replacement Program									610,000			610,000			(610,000)			(610,000)
5333210 2032 Roof Replacement Program										600,000		600,000			(600,000)			(600,000)
5333304 2033 Roof Replacement Program											1,095,000	1,095,000			(1,095,000)			(1,095,000)
Total Roof Replacement Program		780,000	2,875,000	1,915,000	1,465,000	625,000	3,960,000	1,000,000	610,000	600,000	1,095,000	14,925,000		(1,460,000)	(13,465,000)			(14,925,000)
Admin Buildings Repairs & Maintenance Pr																		
5332201 County Administration Building - Skyli		120,000										120,000			(120,000)			(120,000)
5332446 County Administration Building 3 Interi		100,000										100,000			(100,000)			(100,000)
5332447 County Administration Building 3 Exter		10,000	90,000									100,000			(100,000)			(100,000)
5332448 County Administration Building Stairwe		60,000										60,000			(60,000)			(60,000)
5332450 Culver Operations Building Overhead I		20,000										20,000			(20,000)			(20,000)
5332504 2025 Admin Buildings Repairs & Maint			670,000									670,000			(670,000)			(670,000)
5332604 2026 Admin Buildings Repairs & Maint				851,000								851,000			(851,000)			(851,000)
5332726 2027 Admin Buildings Repairs & Maint					471,000							471,000			(471,000)			(471,000)
5331915 2028 Admin Buildings Repairs & Maint						483,000						483,000			(483,000)			(483,000)
5332903 2029 Admin Buildings Repairs & Maint							116,000					116,000			(116,000)			(116,000)
5333005 2030 Admin Buildings Repairs & Maint								75,000				75,000			(75,000)			(75,000)
5333105 2031 Admin Buildings Repairs & Maint									192,000			192,000			(192,000)			(192,000)
5333207 2032 Admin Buildings Repairs & Maint										251,000		251,000			(251,000)			(251,000)
5333305 2033 Admin Buildings Repairs & Maint											18,000	18,000			(18,000)			(18,000)
Total Admin Buildings Repairs & Maintenanc		310,000	760,000	851,000	471,000	483,000	116,000	75,000	192,000	251,000	18,000	3,527,000			(3,527,000)			(3,527,000)
Elevator Replacement Program																		
5331912 County Administration Building - Eleva			450,000									450,000			(450,000)			(450,000)
5332048 Delhi Friendship Centre - Vertical Lift			95,000									95,000			(95,000)			(95,000)
5332049 Simcoe Talbot Gardens - Vertical Lift			110,000									110,000			(110,000)			(110,000)
5332306 Norfolk County Archives - Elevator Upg			260,000									260,000			(260,000)			(260,000)
8332308 Norfolk Arts Centre - Elevator Replace			256,000									256,000			(256,000)			(256,000)
5332506 Port Dover Harbour Museum - Vertical			100,000									100,000			(100,000)			(100,000)
5332524 Simcoe Recreation Centre/ACAC Elev			75,000									75,000			(75,000)			(75,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5332810 2028 Elevator Replacement Program						380,000						380,000			(380,000)			(380,000)
5332507 Port Rowan Library - Vertical Lift								90,000				90,000			(90,000)			(90,000)
Total Elevator Replacement Program			1,346,000			380,000		90,000				1,816,000			(1,816,000)			(1,816,000)
Museums Repairs & Maintenance Program																		
3331505 Accessible Washrooms - Delhi Tobacc	10,000		94,000									94,000			(94,000)			(94,000)
5332328 Norfolk County Archives - AODA Wash	15,000		77,000									77,000			(77,000)			(77,000)
7332217 Delhi Quance Mill Building Restoration	10,000			400,000								400,000			(400,000)			(400,000)
5332420 Norfolk Arts Centre - Porch Restorator		25,000		333,000								358,000			(358,000)			(358,000)
5332421 Norfolk County Archives - Entrance Sic		40,000										40,000			(40,000)			(40,000)
5332431 Norfolk County Archives Roof & Skylig		100,000										100,000			(100,000)			(100,000)
5332452 Delhi Tobacco Museum Front Entranc		10,000	60,000									70,000			(70,000)			(70,000)
5332453 Delhi Quance Mill Exterior Stair Replac		10,000	40,000									50,000			(50,000)			(50,000)
5332454 Delhi Tobacco Museum Exterior Painti		40,000										40,000			(40,000)			(40,000)
5332455 Delhi Tobacco Museum Exterior Ductw		15,000										15,000			(15,000)			(15,000)
5332457 Norfolk Arts Centre Foundation Repair		220,000										220,000			(220,000)			(220,000)
5332458 Carillon Tower Exterior Repairs		15,000	135,000									150,000			(150,000)			(150,000)
5332460 Norfolk County Archives Lighting Repl		7,000		51,000								58,000			(58,000)			(58,000)
5332461 Port Dover Harbour Museum Lighting I		7,000		51,000								58,000			(58,000)			(58,000)
5332462 Port Dover Harbour Museum Ceiling R		15,000										15,000			(15,000)			(15,000)
5331806 Insulate Back Storage Room - Waterfo			10,000	92,000								102,000			(102,000)			(102,000)
5332338 Vittoria Old Town Hall Structural and B			1,000,000									1,000,000		(1,000,000)				(1,000,000)
5332424 WHAM - Window Removal			36,000									36,000			(36,000)			(36,000)
5332427 WHAM - Facade Repairs			31,000									31,000			(31,000)			(31,000)
8332506 2025 Museums Repairs & Maintenanc			460,000									460,000			(460,000)			(460,000)
5332456 Teeterville Women's Institute Exterior F				263,000								263,000			(263,000)			(263,000)
5332459 WHAM Abandoned Cistern Demolition				105,000								105,000			(105,000)			(105,000)
8332606 2026 Museums Repairs & Maintenanc				47,000								47,000			(47,000)			(47,000)
8331814 2027 Museums Repairs & Maintenanc					145,000							145,000			(145,000)			(145,000)
8331913 2028 Museums Repairs & Maintenanc						50,000						50,000			(50,000)			(50,000)
8333001 2030 Museums Repairs & Maintenanc							100,000					100,000			(100,000)			(100,000)
5333106 2031 Museums Repairs & Maintenanc								150,000				150,000			(150,000)			(150,000)
5333204 2032 Museums Repairs & Maintenanc									95,000			95,000			(95,000)			(95,000)
Total Museums Repairs & Maintenance Progi	35,000	504,000	1,943,000	1,342,000	145,000	50,000		100,000	150,000	95,000		4,329,000		(1,000,000)	(3,329,000)			(4,329,000)
County Building Repair & Maintenance Pro																		



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5332229 Simcoe Recreation Centre - Retrofit	270,000	3,835,000										3,835,000	(2,484,000)		(1,351,000)			(3,835,000)
7331853 Front Entrance Upgrade - Langton Are	6,000		148,000									148,000			(148,000)			(148,000)
7332330 Port Dover Arena Exterior Doors Repla	15,000		164,000									164,000			(164,000)			(164,000)
7332332 Talbot Gardens Arena - Front Entranc	10,000		139,000									139,000			(139,000)			(139,000)
5332228 Stone Cap Repair - 60 Colborne St, Si		75,000										75,000			(75,000)			(75,000)
5332311 Exterior Wall Repairs - Schellburg Ops		10,000	100,000									110,000			(110,000)			(110,000)
5332416 Central Roads Operation Yard Fuel Kir		25,000										25,000			(25,000)			(25,000)
5332463 County Facility Emergency Lighting Re		110,000										110,000			(110,000)			(110,000)
5332464 Port Dover Arena Fire Separation Rep.		60,000										60,000			(60,000)			(60,000)
5332466 Facilities Operations Building East Blo		15,000										15,000			(15,000)			(15,000)
5332467 Facilities Operations Building Annex W		15,000										15,000			(15,000)			(15,000)
5332469 Langton Arena Fire Sprinkler System		15,000	175,000									190,000			(190,000)			(190,000)
5332470 Talbot Gardens Arena Roof and Soffit		30,000										30,000			(30,000)			(30,000)
5332472 Delhi Friendship Centre - Guardrail Re		30,000										30,000			(30,000)			(30,000)
5332473 Langton Community Centre Ramp Rep		15,000										15,000			(15,000)			(15,000)
5332474 Delhi Fire Station - Partial Flooring Rej		15,000										15,000			(15,000)			(15,000)
5332107 Exterior & Interior Repairs - South Wal			31,000	359,000								390,000			(390,000)			(390,000)
5332312 Washroom Renovation - Schellburg Op			77,000									77,000			(77,000)			(77,000)
5332422 Simcoe Branch Public Library Skylight			77,000									77,000			(77,000)			(77,000)
5332465 Schellburg Operations Building Interior			102,000									102,000			(102,000)			(102,000)
5332527 2025 County Building Repairs & Maint			2,658,000									2,658,000			(2,658,000)			(2,658,000)
6332008 Phase 1 Siding Replacement - Norviev			205,000									205,000			(205,000)			(205,000)
5332613 2026 County Building Repairs & Maint				4,242,000								4,242,000	(3,000,000)		(1,242,000)			(4,242,000)
5332727 2027 County Building Repairs & Maint					662,000							662,000			(662,000)			(662,000)
6332208 Phase 2 Siding Replacement - Norviev					205,000							205,000			(205,000)			(205,000)
5332811 2028 County Building Repairs & Maint						1,043,000						1,043,000			(1,043,000)			(1,043,000)
5332911 2029 County Building Repairs & Maint							466,000					466,000			(466,000)			(466,000)
6332605 Phase 3 Siding Replacement - Norviev							205,000					205,000			(205,000)			(205,000)
5333009 2030 County Building Repairs & Maint								903,000				903,000			(903,000)			(903,000)
5333112 2031 County Building Repairs & Maint									794,000			794,000			(794,000)			(794,000)
6332805 Phase 4 Siding Replacement - Norviev									205,000			205,000			(205,000)			(205,000)
5333212 2032 County Building Repairs & Maint										643,000		643,000			(643,000)			(643,000)
5333306 2033 County Building Repairs & Maint											3,545,000	3,545,000			(3,545,000)			(3,545,000)
6333012 Phase 5 Siding Replacement - Norviev											205,000	205,000			(205,000)			(205,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Total County Building Repair & Maintenance	301,000	4,250,000	3,876,000	4,601,000	867,000	1,043,000	671,000	903,000	999,000	643,000	3,750,000	21,603,000	(2,484,000)	(3,000,000)	(16,119,000)			(21,603,000)
Material Storage Dome Replacement Program																		
5332724 Norfolk County Garage Salt Dome Rep					90,000	1,200,000						1,290,000			(1,290,000)			(1,290,000)
5333008 FOB North Salt Dome Replacement								97,000	1,077,000			1,174,000			(1,174,000)			(1,174,000)
5333211 FOB South Salt Dome Replacement										102,000	1,131,000	1,233,000			(1,233,000)			(1,233,000)
Total Material Storage Dome Replacement Program					90,000	1,200,000		97,000	1,077,000	102,000	1,131,000	3,697,000			(3,697,000)			(3,697,000)
LED Street Lighting Retrofit Program																		
5332307 2025 LED Street Lighting Retrofit Prog			200,000									200,000			(200,000)			(200,000)
5332406 2027 LED Street Lighting Retrofit Prog					200,000							200,000			(200,000)			(200,000)
5332912 2029 LED Street Lighting Retrofit Prog							200,000					200,000			(200,000)			(200,000)
Total LED Street Lighting Retrofit Program			200,000		200,000		200,000					600,000			(600,000)			(600,000)
Material Storage Dome Reshingling Program																		
5632411 2024 Material Storage Dome Reshingl		65,000										65,000			(65,000)			(65,000)
5632608 2026 Material Storage Dome Reshingl				69,000								69,000			(69,000)			(69,000)
5632808 2028 Material Storage Dome Reshingl						72,000						72,000			(72,000)			(72,000)
5633001 2030 Material Storage Dome Reshingl								76,000				76,000			(76,000)			(76,000)
5633204 2032 Material Storage Dome Reshingl										80,000		80,000			(80,000)			(80,000)
Total Material Storage Dome Reshingling Program		65,000		69,000		72,000		76,000		80,000		362,000			(362,000)			(362,000)
Other Replacements																		
5331910 Soil Remediation Norfolk County Gara	10,401,000			750,000								750,000		(750,000)				(750,000)
3231601 Renovations to Council Chambers					32,000	179,000						211,000			(211,000)			(211,000)
Total Other Replacements	10,401,000			750,000	32,000	179,000						961,000		(750,000)	(211,000)			(961,000)
Total Facilities	10,737,000	6,165,000	13,920,000	10,388,000	4,044,000	4,232,000	5,196,000	2,648,000	3,350,000	2,195,000	7,081,000	59,219,000	(2,484,000)	(7,510,000)	(49,225,000)			(59,219,000)
Fleet																		
Tandem Axle Truck Replacement Program																		
5432417 2024 Tandem Axle Truck Replacemen		471,000										471,000			(471,000)			(471,000)
5432418 2024 Tandem Axle Truck Replacemen		471,000										471,000			(471,000)			(471,000)
5432419 2024 Tandem Axle Truck Replacemen		471,000										471,000			(471,000)			(471,000)
5432326 2025 Tandem Axle Truck Replacemen			483,000									483,000			(483,000)			(483,000)
5432420 2025 Tandem Axle Truck Replacemen			483,000									483,000			(483,000)			(483,000)
5432609 2026 Tandem Axle Truck Replacemen				495,000								495,000			(495,000)			(495,000)
5432610 2026 Tandem Axle Truck Replacemen				495,000								495,000			(495,000)			(495,000)
5432709 2027 Tandem Axle Truck Replacemen					507,000							507,000			(507,000)			(507,000)
5432710 2027 Tandem Axle Truck Replacemen					507,000							507,000			(507,000)			(507,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5432711 2027 Tandem Axle Truck Replacemen					507,000							507,000			(507,000)			(507,000)
5432802 2028 Tandem Axle Truck Replacemen						520,000						520,000			(520,000)			(520,000)
5432806 2028 Tandem Axle Truck Replacemen						520,000						520,000			(520,000)			(520,000)
5432807 2028 Tandem Axle Truck Replacemen						520,000						520,000			(520,000)			(520,000)
5432902 2029 Tandem Axle Truck Replacemen							533,000					533,000			(533,000)			(533,000)
5432906 2029 Tandem Axle Truck Replacemen							533,000					533,000			(533,000)			(533,000)
5432907 2029 Tandem Axle Truck Replacemen							533,000					533,000			(533,000)			(533,000)
5433002 2030 Tandem Axle Truck Replacemen								546,000				546,000			(546,000)			(546,000)
5433010 2030 Tandem Axle Truck Replacemen								546,000				546,000			(546,000)			(546,000)
5433011 2030 Tandem Axle Truck Replacemen								546,000				546,000			(546,000)			(546,000)
5433103 2031 Tandem Axle Truck Replacemen									560,000			560,000			(560,000)			(560,000)
5433104 2031 Tandem Axle Truck Replacemen									560,000			560,000			(560,000)			(560,000)
5433105 2031 Tandem Axle Truck Replacemen									560,000			560,000			(560,000)			(560,000)
5433201 2032 Tandem Axle Truck Replacemen										574,000		574,000			(574,000)			(574,000)
5433202 2032 Tandem Axle Truck Replacemen										574,000		574,000			(574,000)			(574,000)
5433203 2032 Tandem Axle Truck Replacemen										574,000		574,000			(574,000)			(574,000)
5433306 2033 Tandem Axle Truck Replacemen											588,000	588,000			(588,000)			(588,000)
5433307 2033 Tandem Axle Truck Replacemen											588,000	588,000			(588,000)			(588,000)
5433308 2033 Tandem Axle Truck Replacemen											588,000	588,000			(588,000)			(588,000)
Total Tandem Axle Truck Replacement Progr		1,413,000	966,000	990,000	1,521,000	1,560,000	1,599,000	1,638,000	1,680,000	1,722,000	1,764,000	14,853,000			(14,853,000)			(14,853,000)
One Ton Truck Replacement Program																		
5432310 2025 One Ton Truck Replacement			116,000									116,000			(116,000)			(116,000)
5432311 2025 One Ton Truck Replacement			116,000									116,000			(116,000)			(116,000)
5432704 2027 One Ton Truck Replacement					122,000							122,000			(122,000)			(122,000)
5432717 2027 One Ton Truck Replacement					122,000							122,000			(122,000)			(122,000)
5433004 2030 One Ton Truck Replacement								131,000				131,000			(131,000)			(131,000)
5433017 2030 One Ton Truck Replacement								131,000				131,000			(131,000)			(131,000)
5433018 2030 One Ton Truck Replacement								131,000				131,000			(131,000)			(131,000)
5433214 2032 One Ton Truck Replacement										138,000		138,000			(138,000)			(138,000)
5433215 2032 One Ton Truck Replacement										138,000		138,000			(138,000)			(138,000)
5433216 2032 One Ton Truck Replacement										138,000		138,000			(138,000)			(138,000)
Total One Ton Truck Replacement Program			232,000		244,000			393,000		414,000		1,283,000			(1,283,000)			(1,283,000)
Pickup Truck Replacement Program																		
5432402 2024 Pickup Truck Replacement		64,000										64,000			(64,000)			(64,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5432421 2024 Pickup Truck Replacement		64,000										64,000			(64,000)			(64,000)
5432422 2024 Pickup Truck Replacement		64,000										64,000			(64,000)			(64,000)
5432423 2024 Pickup Truck Replacement		64,000										64,000			(64,000)			(64,000)
5432424 2024 Pickup Truck Replacement		64,000										64,000			(64,000)			(64,000)
5432425 2024 Pickup Truck Replacement		64,000										64,000			(64,000)			(64,000)
5432428 Pickup Truck Replacement - Convert fi		64,000										64,000			(64,000)			(64,000)
5432517 Pickup Truck Replacement - Convert fi			66,000									66,000			(66,000)			(66,000)
5432505 2025 Pickup Truck Replacement			66,000									66,000			(66,000)			(66,000)
5432512 2025 Pickup Truck Replacement			66,000									66,000			(66,000)			(66,000)
5432513 2025 Pickup Truck Replacement			66,000									66,000			(66,000)			(66,000)
5432514 2025 Pickup Truck Replacement			66,000									66,000			(66,000)			(66,000)
5432515 2025 Pickup Truck Replacement			66,000									66,000			(66,000)			(66,000)
5432516 2025 Pickup Truck Replacement			66,000									66,000			(66,000)			(66,000)
5432602 2026 Pickup Truck Replacement				68,000								68,000			(68,000)			(68,000)
5432611 2026 Pickup Truck Replacement				68,000								68,000			(68,000)			(68,000)
5432612 2026 Pickup Truck Replacement				68,000								68,000			(68,000)			(68,000)
5432613 2026 Pickup Truck Replacement				68,000								68,000			(68,000)			(68,000)
5432614 2026 Pickup Truck Replacement				68,000								68,000			(68,000)			(68,000)
5432615 2026 Pickup Truck Replacement				68,000								68,000			(68,000)			(68,000)
5432703 2027 Pickup Truck Replacement					70,000							70,000			(70,000)			(70,000)
5432712 2027 Pickup Truck Replacement					70,000							70,000			(70,000)			(70,000)
5432713 2027 Pickup Truck Replacement					70,000							70,000			(70,000)			(70,000)
5432714 2027 Pickup Truck Replacement					70,000							70,000			(70,000)			(70,000)
5432715 2027 Pickup Truck Replacement					70,000							70,000			(70,000)			(70,000)
5432716 2027 Pickup Truck Replacement					70,000							70,000			(70,000)			(70,000)
5432801 2028 Pickup Truck Replacement						72,000						72,000			(72,000)			(72,000)
5432808 2028 Pickup Truck Replacement						72,000						72,000			(72,000)			(72,000)
5432809 2028 Pickup Truck Replacement						72,000						72,000			(72,000)			(72,000)
5432810 2028 Pickup Truck Replacement						72,000						72,000			(72,000)			(72,000)
5432811 2028 Pickup Truck Replacement						72,000						72,000			(72,000)			(72,000)
5432812 2028 Pickup Truck Replacement						72,000						72,000			(72,000)			(72,000)
5432901 2029 Pickup Truck Replacement							74,000					74,000			(74,000)			(74,000)
5432908 2029 Pickup Truck Replacement							74,000					74,000			(74,000)			(74,000)
5432909 2029 Pickup Truck Replacement							74,000					74,000			(74,000)			(74,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5432910 2029 Pickup Truck Replacement							74,000					74,000			(74,000)			(74,000)
5432911 2029 Pickup Truck Replacement							74,000					74,000			(74,000)			(74,000)
5432912 2029 Pickup Truck Replacement							74,000					74,000			(74,000)			(74,000)
5433001 2030 Pickup Truck Replacement								76,000				76,000			(76,000)			(76,000)
5433012 2030 Pickup Truck Replacement								76,000				76,000			(76,000)			(76,000)
5433013 2030 Pickup Truck Replacement								76,000				76,000			(76,000)			(76,000)
5433014 2030 Pickup Truck Replacement								76,000				76,000			(76,000)			(76,000)
5433015 2030 Pickup Truck Replacement								76,000				76,000			(76,000)			(76,000)
5433016 2030 Pickup Truck Replacement								76,000				76,000			(76,000)			(76,000)
5433101 2031 Pickup Truck Replacement									78,000			78,000			(78,000)			(78,000)
5433106 2031 Pickup Truck Replacement									78,000			78,000			(78,000)			(78,000)
5433107 2031 Pickup Truck Replacement									78,000			78,000			(78,000)			(78,000)
5433108 2031 Pickup Truck Replacement									78,000			78,000			(78,000)			(78,000)
5433109 2031 Pickup Truck Replacement									78,000			78,000			(78,000)			(78,000)
5433110 2031 Pickup Truck Replacement									78,000			78,000			(78,000)			(78,000)
5433204 2032 Pickup Truck Replacement										80,000		80,000			(80,000)			(80,000)
5433205 2032 Pickup Truck Replacement										80,000		80,000			(80,000)			(80,000)
5433206 2032 Pickup Truck Replacement										80,000		80,000			(80,000)			(80,000)
5433207 2032 Pickup Truck Replacement										80,000		80,000			(80,000)			(80,000)
5433208 2032 Pickup Truck Replacement										80,000		80,000			(80,000)			(80,000)
5433209 2032 Pickup Truck Replacement										80,000		80,000			(80,000)			(80,000)
5433213 2033 Pickup Truck Replacement											82,000	82,000			(82,000)			(82,000)
5433301 2033 Pickup Truck Replacement												82,000			(82,000)			(82,000)
5433302 2033 Pickup Truck Replacement												82,000			(82,000)			(82,000)
5433303 2033 Pickup Truck Replacement												82,000			(82,000)			(82,000)
5433304 2033 Pickup Truck Replacement												82,000			(82,000)			(82,000)
5433305 2033 Pickup Truck Replacement												82,000			(82,000)			(82,000)
Total Pickup Truck Replacement Program		448,000	462,000	408,000	420,000	432,000	444,000	456,000	468,000	480,000	492,000	4,510,000			(4,510,000)			(4,510,000)
Single Axle Truck Replacement Program																		
5432312 2026 Single Axle Truck Replacement				446,000								446,000			(446,000)			(446,000)
5432320 2026 Single Axle Truck Replacement				446,000								446,000			(446,000)			(446,000)
5432903 2029 Single Axle Truck Replacement							480,000					480,000			(480,000)			(480,000)
5433217 2032 Single Axle Truck Replacement										517,000		517,000			(517,000)			(517,000)
5433218 2032 Single Axle Truck Replacement										517,000		517,000			(517,000)			(517,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Total Single Axle Truck Replacement Program				892,000			480,000			1,034,000		2,406,000			(2,406,000)			(2,406,000)
Mower Replacement Program																		
5432407 Mower Replacement - M544		37,000										37,000			(37,000)			(37,000)
5432408 Tractor/Mower Replacement - M545		50,000										50,000			(50,000)			(50,000)
5432503 Tractor/Mower Replacement - M553			51,000									51,000			(51,000)			(51,000)
5432606 2026 Tractor/Mower Replacement				52,000								52,000			(52,000)			(52,000)
5432706 2027 Tractor/Mower Replacement					53,000							53,000			(53,000)			(53,000)
5432805 2028 Mower Replacement						41,000						41,000			(41,000)			(41,000)
5432813 2028 Mower Replacement						41,000						41,000			(41,000)			(41,000)
5432814 2028 Mower Replacement						41,000						41,000			(41,000)			(41,000)
5432905 2029 Mower Replacement							42,000					42,000			(42,000)			(42,000)
5432913 2029 Mower Replacement							42,000					42,000			(42,000)			(42,000)
5432914 2029 Mower Replacement							42,000					42,000			(42,000)			(42,000)
5433009 2030 Mower Replacement								43,000				43,000			(43,000)			(43,000)
5433019 2030 Mower Replacement								43,000				43,000			(43,000)			(43,000)
5433020 2030 Mower Replacement								43,000				43,000			(43,000)			(43,000)
5433102 2031 Mower Replacement									44,000			44,000			(44,000)			(44,000)
5433111 2031 Mower Replacement									44,000			44,000			(44,000)			(44,000)
5433112 2031 Mower Replacement									44,000			44,000			(44,000)			(44,000)
5433210 2032 Mower Replacement										45,000		45,000			(45,000)			(45,000)
5433211 2032 Mower Replacement										45,000		45,000			(45,000)			(45,000)
5433212 2032 Mower Replacement										45,000		45,000			(45,000)			(45,000)
5433309 2033 Mower Replacement											46,000	46,000			(46,000)			(46,000)
5433310 2033 Mower Replacement											46,000	46,000			(46,000)			(46,000)
Total Mower Replacement Program		87,000	51,000	52,000	53,000	123,000	126,000	129,000	132,000	135,000	92,000	980,000			(980,000)			(980,000)
Van Replacement Program																		
5432705 Mini Van Replacement - V016					42,000							42,000			(42,000)			(42,000)
5432804 2028 Van Replacement						71,000						71,000			(71,000)			(71,000)
5432815 2028 Van Replacement						71,000						71,000			(71,000)			(71,000)
5432816 2028 Van Replacement						71,000						71,000			(71,000)			(71,000)
5432904 2029 Van Replacement							73,000					73,000			(73,000)			(73,000)
5432915 2029 Van Replacement							73,000					73,000			(73,000)			(73,000)
5432916 2029 Van Replacement							73,000					73,000			(73,000)			(73,000)
5433003 2030 Van Replacement								75,000				75,000			(75,000)			(75,000)



PROPOSED 2024-2033 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
5433219 2032 Van Replacement										79,000		79,000			(79,000)			(79,000)
5433220 2032 Van Replacement										79,000		79,000			(79,000)			(79,000)
Total Van Replacement Program					42,000	213,000	219,000	75,000		158,000		707,000			(707,000)			(707,000)
Fleet Capital Equipment Replacement Prog		150,000										150,000			(150,000)			(150,000)
5432427 Brush Arm Replaement - G016		150,000										150,000			(150,000)			(150,000)
5432301 Brush Chipper Replacement - E182			75,000									75,000			(75,000)			(75,000)
5432401 Brush Chipper Replacement - E190				77,000								77,000			(77,000)			(77,000)
5432409 Utility Vehicle Replacement - U014				50,000								50,000			(50,000)			(50,000)
5432510 Street Sweeper Replacement - S072					537,000							537,000			(537,000)			(537,000)
5432803 Norview Bus Replacement - N006						316,000						316,000			(316,000)			(316,000)
5432917 Loader Replacement - L002							302,000					302,000			(302,000)			(302,000)
5433006 Loader Replacement - L014								310,000				310,000			(310,000)			(310,000)
5433007 Loader Replacement - L090								310,000				310,000			(310,000)			(310,000)
5433311 Purpose Built Service Truck Replacem										267,000		267,000			(267,000)			(267,000)
Total Fleet Capital Equipment Replacement P		150,000	75,000	127,000	537,000	316,000	302,000	620,000		267,000		2,394,000			(2,394,000)			(2,394,000)
Total Fleet		2,098,000	1,786,000	2,469,000	2,817,000	2,644,000	3,170,000	3,311,000	2,280,000	3,943,000	2,615,000	27,133,000			(27,133,000)			(27,133,000)
Total Operations	10,762,000	9,074,000	19,961,000	16,157,000	8,162,000	8,558,000	13,867,000	6,527,000	7,005,000	11,068,000	10,171,000	110,550,000	(2,494,000)	(16,910,000)	(91,146,000)			(110,550,000)
Community Development																		
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			22,000					24,000				46,000			(46,000)			(46,000)
Total ASSET MANAGEMENT CAPITAL	21,946,000	150,653,000	66,241,000	62,693,000	88,130,000	74,691,000	49,763,000	64,770,000	46,023,000	46,265,000	42,777,000	692,006,000	(16,425,000)	(189,589,000)	(467,782,000)		(18,210,000)	(692,006,000)
Total ASSET MANAGEMENT CAPITAL	21,946,000	150,653,000	66,241,000	62,693,000	88,130,000	74,691,000	49,763,000	64,770,000	46,023,000	46,265,000	42,777,000	692,006,000	(16,425,000)	(189,589,000)	(467,782,000)		(18,210,000)	(692,006,000)

SECTION 3C:

PROPOSED 2024 – 2033

CAPITAL PLAN

STUDIES



**PROPOSED 2024-2033 CAPITAL PLAN
STUDIES**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Office of the CAO																		
Office of the CAO																		
Other Studies & Assessments																		
2132701 2027 Norfolk County Strategic Priority Up				36,000								36,000			(36,000)			(36,000)
2133101 2031 Norfolk County Strategic Priority Up												40,000			(40,000)			(40,000)
Total Other Studies & Assessments				36,000								40,000			(76,000)			(76,000)
Total Office of the CAO				36,000								40,000			(76,000)			(76,000)
Total Office of the CAO				36,000								40,000			(76,000)			(76,000)
Corporate Services																		
Financial Management & Planning																		
Other Studies & Assessments																		
4132401 Interdepartmental Charges Review		40,000										40,000			(40,000)			(40,000)
4132402 Risk Management Signage Study		100,000										100,000			(100,000)			(100,000)
4132502 2024 Water, Wastewater, Storm Rate St		110,000										110,000			(110,000)			(110,000)
4132301 2025 Development Charges Study			150,000									150,000			(15,000)	(135,000)		(150,000)
4132901 2028 Water & Wastewater Rate Study						82,000						82,000			(82,000)			(82,000)
4133201 2032 Water & Wastewater Rate Study										91,000		91,000			(91,000)			(91,000)
4132801 2033 Development Charges Study											150,000	150,000			(150,000)			(150,000)
Total Other Studies & Assessments		250,000	150,000			82,000				91,000	150,000	723,000			(588,000)	(135,000)		(723,000)
Total Financial Management & Planning		250,000	150,000			82,000				91,000	150,000	723,000			(588,000)	(135,000)		(723,000)
Total Corporate Services		250,000	150,000			82,000				91,000	150,000	723,000			(588,000)	(135,000)		(723,000)
Environmental & Infrastructure Services																		
Engineering																		
Other Studies & Assessments																		
5532335 Long Point Causeway Post Construction	28,000	61,000	32,000	58,000	47,000							198,000			(198,000)			(198,000)
5532473 Lynn River Forcemain Assessment		100,000										100,000			(100,000)			(100,000)
5532474 Automated Speed Enforcement Study		20,000										20,000			(20,000)			(20,000)
5832610 Water & Wastewater ISMP Study		750,000										750,000			(188,000)	(562,000)		(750,000)
5532538 Transportation, Stormwater, Biosolids IS			1,000,000									1,000,000			(775,000)	(225,000)		(1,000,000)
5532907 2028 Road Needs Study						187,000						187,000			(187,000)			(187,000)
5533315 2033 Roads Needs Study										212,000		212,000			(212,000)			(212,000)
Total Other Studies & Assessments	28,000	931,000	1,032,000	58,000	47,000	187,000				212,000		2,467,000			(1,680,000)	(787,000)		(2,467,000)
Total Engineering	28,000	931,000	1,032,000	58,000	47,000	187,000				212,000		2,467,000			(1,680,000)	(787,000)		(2,467,000)
Wastewater Operations																		



**PROPOSED 2024-2033 CAPITAL PLAN
STUDIES**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Other Studies & Assessments																		
5832125 Backflow Prevention Study		50,000										50,000			(50,000)			(50,000)
Total Other Studies & Assessments		50,000										50,000			(50,000)			(50,000)
Total Wastewater Operations		50,000										50,000			(50,000)			(50,000)
Total Environmental & Infrastructure Ser	28,000	981,000	1,032,000	58,000	47,000	187,000						212,000			(1,730,000)		(787,000)	(2,517,000)
Health & Social Services																		
Haldimand Norfolk Health Unit																		
Other Studies & Assessments																		
6532701 Community Needs Assessment					20,000							20,000			(20,000)			(20,000)
6532901 HNHU Strategic Plan							30,000					30,000			(30,000)			(30,000)
Total Other Studies & Assessments					20,000		30,000					50,000			(50,000)			(50,000)
Total Haldimand Norfolk Health Unit					20,000		30,000					50,000			(50,000)			(50,000)
Total Health & Social Services					20,000		30,000					50,000			(50,000)			(50,000)
Operations																		
Parks																		
Other Studies & Assessments																		
7332327 Sporting Field Condition Assessments				51,000								51,000			(51,000)			(51,000)
Total Other Studies & Assessments				51,000								51,000			(51,000)			(51,000)
Total Parks				51,000								51,000			(51,000)			(51,000)
Facilities																		
Other Studies & Assessments																		
5332341 Norfolk County Greenhouse Gas Emissic			92,000									92,000			(92,000)			(92,000)
5332428 Energy Audits of County Facilities		50,000										50,000			(50,000)			(50,000)
5332521 Accessibility Audits of County Facilities			150,000									150,000			(150,000)			(150,000)
5332719 Structural Review - Arenas (5)					30,000							30,000			(30,000)			(30,000)
5332720 Structural Review - Arenas (5)										34,000		34,000			(34,000)			(34,000)
5333201 Building Condition Assessments										350,000		350,000			(350,000)			(350,000)
Total Other Studies & Assessments		50,000	242,000		30,000					384,000		706,000			(706,000)			(706,000)
Total Facilities		50,000	242,000		30,000					384,000		706,000			(706,000)			(706,000)
Total Operations		50,000	242,000	51,000	30,000					384,000		757,000			(757,000)			(757,000)
Community Development																		
Building																		
Other Studies & Assessments																		
8532801 Building Permit Fee Study						50,000						50,000			(50,000)			(50,000)



**PROPOSED 2024-2033 CAPITAL PLAN
STUDIES**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
8533301 Building Permit Fee Study											50,000	50,000			(50,000)			(50,000)
Total Other Studies & Assessments						50,000					50,000	100,000			(100,000)			(100,000)
Total Building						50,000					50,000	100,000			(100,000)			(100,000)
Planning																		
Other Studies & Assessments																		
8232701 Zoning By-Law Update			50,000									50,000			(50,000)			(50,000)
8232302 Cultural Plan & Archeological Managemen			120,000									120,000			(120,000)			(120,000)
8232601 Natural Heritage Systems Study				160,000								160,000			(160,000)			(160,000)
8232602 Two-Zone Floodplain Study/Options - Po					128,000							128,000			(128,000)			(128,000)
8232402 Urban Design Guidelines						54,000						54,000			(54,000)			(54,000)
8232901 Official Plan Update - 10 Year Review						100,000						100,000			(100,000)			(100,000)
8233101 Comprehensive Zoning By-Law Update						54,000						54,000			(54,000)			(54,000)
8232902 Future Growth Related Studies - Plannin							50,000					50,000			(50,000)			(50,000)
8233002 Future Growth Related Studies - Plannin								51,000				51,000			(51,000)			(51,000)
8233102 Future Growth Related Studies - Plannin									52,000			52,000			(52,000)			(52,000)
8233201 Future Growth Related Studies - Plannin										54,000		54,000			(54,000)			(54,000)
8233301 Future Growth Related Studies - Plannin											55,000	55,000			(55,000)			(55,000)
Total Other Studies & Assessments			170,000	160,000	128,000	208,000	50,000	51,000	52,000	54,000	55,000	928,000			(928,000)			(928,000)
Total Planning			170,000	160,000	128,000	208,000	50,000	51,000	52,000	54,000	55,000	928,000			(928,000)			(928,000)
Economic Development																		
Other Studies & Assessments																		
8432402 Transit Master Plan		90,000										90,000			(90,000)			(90,000)
8432702 2027 Economic Development Strategy U					50,000							50,000			(50,000)			(50,000)
8433102 2031 Economic Development Strategy U									60,000			60,000			(60,000)			(60,000)
Total Other Studies & Assessments		90,000			50,000				60,000			200,000			(200,000)			(200,000)
Total Economic Development		90,000			50,000				60,000			200,000			(200,000)			(200,000)
Heritage & Culture																		
Other Studies & Assessments																		
8331707 Collections Storage Study		53,000										53,000			(53,000)			(53,000)
Total Other Studies & Assessments		53,000										53,000			(53,000)			(53,000)
Total Heritage & Culture		53,000										53,000			(53,000)			(53,000)
Total Community Development		143,000	170,000	160,000	178,000	258,000	50,000	51,000	112,000	54,000	105,000	1,281,000			(1,281,000)			(1,281,000)
Total STUDIES	28,000	1,424,000	1,594,000	305,000	275,000	527,000	80,000	91,000	112,000	529,000	467,000	5,404,000			(4,482,000)		(922,000)	(5,404,000)

SECTION 3D:

PROPOSED 2024 – 2033

CAPITAL PLAN

REQUISITIONS FROM BOARDS & AGENCIES



PROPOSED 2024-2033 CAPITAL PLAN
REQUISITIONS FROM BOARDS & AGENCIES

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
NORFOLK COUNTY PUBLIC LIBRARIES																		
Library Board																		
Material Replacement Program																		
9132401 2024 Library Materials		335,000										335,000			(285,000)		(50,000)	(335,000)
9132501 2025 Library Materials			342,000									342,000			(291,000)		(51,000)	(342,000)
9132603 2026 Library Materials				349,000								349,000			(297,000)		(52,000)	(349,000)
9132701 2027 Library Materials					356,000							356,000			(303,000)		(53,000)	(356,000)
9132801 2028 Library Materials						363,000						363,000			(309,000)		(54,000)	(363,000)
9132901 2029 Library Materials							370,000					370,000			(314,000)		(56,000)	(370,000)
9133001 2030 Library Materials								381,000				381,000			(324,000)		(57,000)	(381,000)
9133101 2031 Library Materials									388,000			388,000			(330,000)		(58,000)	(388,000)
9133201 2032 Library Materials										400,000		400,000			(340,000)		(60,000)	(400,000)
9133301 2033 Library Materials											410,000	410,000			(349,000)		(61,000)	(410,000)
Total Material Replacement Program		335,000	342,000	349,000	356,000	363,000	370,000	381,000	388,000	400,000	410,000	3,694,000			(3,142,000)		(552,000)	(3,694,000)
New & Enhanced Security Technology Program																		
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				25,000								25,000			(25,000)			(25,000)
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							25,000					25,000			(25,000)			(25,000)
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)
9133202 2032 Security & Technology for Libraries										25,000		25,000			(25,000)			(25,000)
9133302 2033 Security & Technology for Libraries											25,000	25,000			(25,000)			(25,000)
Total New & Enhanced Security Technology Program		20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	245,000			(245,000)			(245,000)
Other Replacements																		
9132203 Shelving Replacement - Waterford Library		95,000										95,000	(69,000)		(26,000)			(95,000)
9132404 RFID Security Gate Replacements		120,000										120,000			(120,000)			(120,000)
Total Other Replacements		215,000										215,000	(69,000)		(146,000)			(215,000)
Other New Capital Initiatives																		
9131801 Interior Expansion - Waterford Library	50,000	400,000										400,000					(400,000)	(400,000)
9132403 Library Management System Software PI		65,000										65,000			(65,000)			(65,000)
Total Other New Capital Initiatives	50,000	465,000										465,000			(65,000)		(400,000)	(465,000)



PROPOSED 2024-2033 CAPITAL PLAN
REQUISITIONS FROM BOARDS & AGENCIES

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
Total Library Board	50,000	1,035,000	367,000	374,000	381,000	388,000	395,000	406,000	413,000	425,000	435,000	4,619,000	(69,000)		(3,598,000)		(952,000)	(4,619,000)
Total NORFOLK COUNTY PUBLIC LIBRARY	50,000	1,035,000	367,000	374,000	381,000	388,000	395,000	406,000	413,000	425,000	435,000	4,619,000	(69,000)		(3,598,000)		(952,000)	(4,619,000)
LONG POINT REGION CONSERVATION AUTHORITY																		
LPRCA																		
Other Replacements																		
9532301 Hay Creek Dam		60,000	410,000									470,000			(470,000)			(470,000)
9532303 Vittoria Dam			102,000	525,000	538,000							1,165,000			(1,165,000)			(1,165,000)
9532501 Teeterville Dam					108,000	1,380,000						1,488,000			(1,488,000)			(1,488,000)
9532801 Backus Mill Dam						55,000	735,000					790,000			(790,000)			(790,000)
9533001 Sutton Dam								116,000				116,000			(116,000)			(116,000)
9532302 Lehman Dam									119,000	487,000		606,000			(606,000)			(606,000)
9533301 Brooks Dam											125,000	125,000			(125,000)			(125,000)
Total Other Replacements		60,000	512,000	525,000	646,000	1,435,000	735,000	116,000	119,000	487,000	125,000	4,760,000			(4,760,000)			(4,760,000)
Total LPRCA		60,000	512,000	525,000	646,000	1,435,000	735,000	116,000	119,000	487,000	125,000	4,760,000			(4,760,000)			(4,760,000)
Total LONG POINT REGION CONSERVATION AUTHORITY		60,000	512,000	525,000	646,000	1,435,000	735,000	116,000	119,000	487,000	125,000	4,760,000			(4,760,000)			(4,760,000)
HALDIMAND-NORFOLK HOUSING CORPORATION																		
HNHC																		
Repair & Renewal Program																		
9632401 2024 HNHC - Arthur St. Simcoe		324,000										324,000	(89,000)		(235,000)			(324,000)
9632402 2024 HNHC - Scott Ave. Simcoe		345,000										345,000	(111,000)		(234,000)			(345,000)
9632403 2024 HNHC - Nichol St., Waterford		134,000										134,000	(99,000)		(35,000)			(134,000)
9632404 2024 HNHC - William St., Delhi		65,000										65,000	(16,000)		(49,000)			(65,000)
9632405 2024 HNHC - Oak St. Simcoe		309,000										309,000	(80,000)		(229,000)			(309,000)
9632406 2024 HNHC - Western Ave, Delhi		281,000										281,000	(79,000)		(202,000)			(281,000)
9632407 2024 HNHC - William St, Delhi		238,000										238,000	(152,000)		(86,000)			(238,000)
9632408 2024 HNHC - Tile Replacement, Multiple		36,000										36,000			(36,000)			(36,000)
9632409 2024 HNHC - Oakwood and Ashton, Sim		16,000										16,000			(16,000)			(16,000)
9632501 2025 HNHC - Arthur St. Simcoe			93,000									93,000			(93,000)			(93,000)
9632502 2025 HNHC - Scott Ave, Simcoe			169,000									169,000			(169,000)			(169,000)
9632503 2025 HNHC - Nichol St, Waterford			101,000									101,000			(101,000)			(101,000)
9632504 2025 HNHC - William St, Delhi			58,000									58,000			(58,000)			(58,000)
9632505 2025 HNHC - Oak St Simcoe			82,000									82,000			(82,000)			(82,000)
9632506 2025 HNHC - Regent Ave, Port Dover			13,000									13,000			(13,000)			(13,000)
9632507 2025 HNHC - Western Ave, Delhi			152,000									152,000			(152,000)			(152,000)



PROPOSED 2024-2033 CAPITAL PLAN
REQUISITIONS FROM BOARDS & AGENCIES

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	LTD Budget (2023 & Prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL BUDGET (2024 to 2033)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2024 to 2033)
9632508 2025 HNHC - William St, Delhi			126,000									126,000			(126,000)			(126,000)
9632509 2025 HNHC - Tile Replacement - Multiple			36,000									36,000			(36,000)			(36,000)
9632510 2025 HNHC - Oakwood Ave and Ashton			72,000									72,000			(72,000)			(72,000)
9632601 2026 HNHC Repair and Renewal				1,258,000								1,258,000			(1,258,000)			(1,258,000)
9632701 2027 HNHC Repair and Renewal					1,383,000							1,383,000			(1,383,000)			(1,383,000)
9632801 2028 HNHC Repair and Renewal						1,438,000						1,438,000			(1,438,000)			(1,438,000)
9632901 2029 HNHC Repair and Renewal							1,496,000					1,496,000			(1,496,000)			(1,496,000)
9633001 2030 HNHC Repair and Renewal								1,555,000				1,555,000			(1,555,000)			(1,555,000)
9633101 2031 HNHC Repair and Renewal									1,618,000			1,618,000			(1,618,000)			(1,618,000)
9633201 2032 HNHC Repair and Renewal										1,682,000		1,682,000			(1,682,000)			(1,682,000)
9633301 2033 HNHC Repair and Renewal											1,750,000	1,750,000			(1,750,000)			(1,750,000)
Total Repair & Renewal Program		1,748,000	902,000	1,258,000	1,383,000	1,438,000	1,496,000	1,555,000	1,618,000	1,682,000	1,750,000	14,830,000	(626,000)		(14,204,000)			(14,830,000)
Total HNHC		1,748,000	902,000	1,258,000	1,383,000	1,438,000	1,496,000	1,555,000	1,618,000	1,682,000	1,750,000	14,830,000	(626,000)		(14,204,000)			(14,830,000)
Total HALDIMAND-NORFOLK HOUSING		1,748,000	902,000	1,258,000	1,383,000	1,438,000	1,496,000	1,555,000	1,618,000	1,682,000	1,750,000	14,830,000	(626,000)		(14,204,000)			(14,830,000)
Total REQUISITIONS FROM BOARDS & AGENCIES	50,000	2,843,000	1,781,000	2,157,000	2,410,000	3,261,000	2,626,000	2,077,000	2,150,000	2,594,000	2,310,000	24,209,000	(695,000)		(22,562,000)		(952,000)	(24,209,000)

SECTION 4:

CAPITAL RESERVES & DEVELOPMENT CHARGE RESERVE FUNDS

Summary of Reserves & Reserve Funds

Reserve/Reserve Fund	Unaudited	Proposed	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Ambulance Development Charge Reserve Fund	378,689	464,132	553,139	645,826	558,930	655,892	564,285	665,725	568,601	478,092	584,896	
Ambulance Post DC Reserve Fund	0	0	0	0	(741,765)	(763,128)	(1,564,936)	(1,610,006)	(2,474,270)	(3,394,289)	(3,492,045)	
Fire Development Charge Reserve Fund	2,324,094	2,452,481	2,608,374	2,769,941	1,372,483	1,516,513	854,222	994,494	181,818	129,040	78,533	
Fire Protection Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	
General Government Development Charge Reserve Fund	(269,661)	(238,064)	(343,462)	(311,998)	(278,595)	(243,170)	(205,638)	(165,912)	(123,900)	(79,509)	(32,641)	
Library Development Charge Reserve Fund	209,018	(44,886)	110,181	274,120	447,274	629,994	821,625	1,094,734	1,379,851	1,676,382	1,985,762	
Library Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	
Parking Development Charge Reserve Fund	592,717	603,860	615,213	626,779	638,562	650,567	662,798	675,259	687,953	700,887	714,064	
Parks & Recreation Development Charge Reserve Fund	3,885,088	4,208,085	4,810,736	4,939,612	5,582,520	6,047,505	361,399	960,530	1,292,318	1,938,937	2,613,271	
Parks & Recreation Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	
Roads & Related Development Charge Reserve Fund	2,611,917	2,547,065	1,662,622	891,062	983,738	746,983	813,823	780,850	758,709	1,032,314	1,226,668	
Roads & Related Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	
Levy DC Reserve Funds	9,731,863	9,992,673	10,016,802	9,835,343	8,563,147	9,241,158	2,307,579	3,395,674	2,271,081	2,481,853	3,678,507	
Wastewater Development Charge Reserve Fund	760,815	1,019,261	998,604	336,893	511,992	626,478	415,412	272,774	143,202	50,001	(1,428,031)	
Wastewater Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	
Water Development Charge Reserve Fund	7,251,894	1,187,287	2,268,023	3,226,155	4,619,857	5,928,576	7,362,679	8,894,026	10,566,721	12,335,270	14,186,351	
Water Post DC Reserve Fund	(155,349)	(159,823)	(356,647)	(559,139)	(767,464)	(981,788)	(1,202,284)	(1,429,131)	(1,662,511)	(1,902,613)	(2,149,629)	
Rate DC Reserve Funds	7,857,360	2,046,725	2,909,980	3,003,909	4,364,386	5,573,266	6,575,807	7,737,669	9,047,412	10,482,658	10,608,691	
Total DC Reserve Funds	17,589,223	12,039,398	12,926,781	12,839,252	12,927,533	14,814,424	8,883,386	11,133,343	11,318,492	12,964,511	14,287,198	
CCBF Reserve Fund	9,920,765	12,951,718	10,974,179	7,932,512	3,960,550	1,309,671	1,661,281	1,173,896	1,718,563	3,837,327	7,019,818	
Cemeteries Reserve	171,441	93,160	135,664	178,966	90,639	133,095	176,349	102,235	144,909	188,386	105,329	
Drains Construction Reserve	983,040	1,001,521	1,020,350	1,039,532	1,059,076	1,078,986	1,099,271	1,119,938	1,140,992	1,162,443	1,184,297	
Facilities Reserve	6,513,574	7,435,787	1,998,261	97,562	692,439	1,409,040	1,866,890	4,894,000	7,455,680	11,346,763	10,826,546	
Fleet Reserve	1,774,898	1,000,419	2,406,527	2,371,692	2,664,358	2,751,328	2,781,557	2,661,571	3,313,210	1,146,364	4,301,540	
General Capital Replacement Reserve	1,752,082	3,647,937	2,670,109	2,102,914	671,404	1,758,351	3,414,764	7,359,774	10,982,638	14,937,990	19,480,566	
Land Reserve	3,586,547	3,786,547	3,986,547	4,186,547	4,386,547	4,586,547	4,786,547	4,986,547	5,186,547	5,386,547	5,586,547	
Library Reserve	351,840	195,840	254,240	321,640	398,640	485,840	584,840	691,340	810,040	937,640	1,075,940	
Marinas Reserve	2,433,863	2,644,665	2,085,448	2,223,376	2,361,758	2,623,163	2,388,743	2,128,419	1,566,933	1,850,277	2,149,135	
New/Incremental Capital Reserve	0	0	0	0	0	0	0	0	0	0	0	
QCIF Reserve Fund	747,742	1,008,956	409,264	409,667	2,483,562	3,131,046	454,229	1,098,296	1,909,330	3,792,106	5,710,279	
Parking Reserve Fund	1,207	1,229	1,252	1,276	1,300	1,324	1,349	1,375	1,401	1,427	1,454	
Parkland Reserve Fund	393,431	391,658	404,115	405,600	418,319	431,277	435,310	448,588	462,115	475,897	489,938	
Roadway Construction Reserve	6,392,268	4,093,608	1,656,271	2,703,153	2,680,924	6,117,715	8,322,708	5,694,591	4,021,806	5,115,197	5,922,180	
Social Housing Capital Loan Reserve	597,790	609,028	620,478	632,143	644,027	656,135	668,470	681,037	693,841	706,885	720,175	
Social Housing Norfolk Reserve	307,270	196,700	435,537	443,521	451,656	444,967	421,749	382,406	324,290	247,966	150,849	
Levy Capital Reserves	35,927,757	39,058,774	29,058,242	25,050,100	22,965,198	26,918,486	29,064,056	33,424,012	39,732,294	51,133,213	64,724,591	
Wastewater Reserve	14,022,084	11,180,231	11,415,724	7,804,376	10,736,332	12,985,594	18,034,829	17,096,755	22,456,687	26,548,527	31,973,779	
Water Reserve	18,948,988	17,228,609	13,374,510	12,688,145	4,901,696	5,588,216	7,243,786	7,827,325	10,180,180	13,930,032	17,567,099	
Rate Capital Reserves	32,971,072	28,408,840	24,790,234	20,492,521	15,638,028	18,573,810	25,278,616	24,924,079	32,636,867	40,478,559	49,540,879	
Rate Capital Reserves Above Min. Bal.	28,394,708	23,832,476	20,030,815	15,542,726	10,490,241	13,220,111	19,710,769	19,133,519	26,614,685	34,215,489	43,027,286	
Total Capital Reserves	64,322,465	62,891,250	49,089,058	40,592,826	33,455,439	40,138,597	48,774,826	52,557,531	66,346,979	85,348,702	107,751,877	

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

Approved Fund Purpose:

To fund capital costs related to ambulance services resulting from an increased need of service. Legislated by the *Development Charges Act, 1997, s.33.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)										
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	197,505	246,484	378,689	464,132	553,139	645,826	558,930	655,892	564,285	665,725	568,601	478,092	478,092
Sources													
Development Charges	25,276	75,003	76,878	78,800	80,770	82,789	84,859	86,981	89,155	91,384	93,669	96,010	
Exempt Development Charges	19,403												
Interest Earned	4,299	6,988	8,565	10,207	11,917	10,314	12,103	10,413	12,285	10,492	8,822	10,793	
Uses													
Capital Commitments		50,214	0	0	0	-180,000	0	-189,000	0	-199,000	-193,000	0	
Capital Actuals		0											
Levy Actuals		0											
Interest Charged													
Closing Balance	246,484	378,689	464,132	553,139	645,826	558,930	655,892	564,285	665,725	568,601	478,092	584,896	
Audited G/L Balance	246,484												
	0												

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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 capital costs related to the portion of ambulance services considered excess capacity intended to benefit anticipated development after the growth period immediately following the preparation of the background study, as that portion shall not be used in the method for determining the development charges imposed by the development charge by-law in effect at that time or the reserve funds to which those development charges relate. Legislated by the *Development Charges Act, 1997, s.33*.

	Audited Actuals	Approved Budget	Projected Fund Balances (Proposed 2024-2033 Capital Plan)										
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	0	0	0	0	0	0	0	-741,765	-763,128	-1,564,936	-1,610,006	-2,474,270	-3,394,289
Sources													
Transfer to DC Fund													
Interest Earned													
Uses													
Capital Commitments		0	0	0	0	-721,000	0	-758,000	0	-795,000	-825,000	0	0
Capital Actuals		0											
Levy Actuals		0											
Interest Charged						-20,765	-21,363	-43,808	-45,070	-69,264	-95,019	-97,756	
Closing Balance	0	0	0	0	0	-741,765	-763,128	-1,564,936	-1,610,006	-2,474,270	-3,394,289	-3,492,045	
Audited G/L Balance	0												
	0												

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

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

Approved Fund Purpose:

To fund capital costs related to fire protection services resulting from an increased need of service. Legislated by the *Development Charges Act, 1997, S.33.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)										
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	1,943,705	2,216,140	2,324,094	2,452,481	2,608,374	2,769,941	1,372,483	1,516,513	854,222	994,494	181,818	129,040	129,040
Sources													
Development Charges	132,596	102,567	105,131	107,760	110,454	113,215	116,046	118,947	121,920	124,968	128,093	131,295	131,295
Exempt Development Charges	100,257												
Proposed Debt Proceeds										2,400,000			
Interest Earned	39,582	42,887	45,256	48,133	51,114	25,327	27,984	15,763	18,351	3,355	2,381	1,449	1,449
Uses													
Capital Commitments		-37,500	-22,000	0	0	-1,536,000	0	-797,000	0	-941,000	0	0	0
Capital Actuals		0											
Levy Actuals		0											
Other Commitments										-2,400,000			
Proposed Debt Payments											-183,251	-183,251	-183,251
Interest Charged													
Closing Balance	2,216,140	2,324,094	2,452,481	2,608,374	2,769,941	1,372,483	1,516,513	854,222	994,494	181,818	129,040	78,533	78,533
Audited G/L Balance	2,216,140												
		0											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Fire Protection Post DC Reserve Fund
10-05-9979-2979

To fund capital costs related to the portion of fire protection services considered excess capacity intended to benefit anticipated development after the 10-year period immediately following the preparation of the background study, as that portion shall not be used in the method for determining the development charges imposed by the development charge by-law in effect at that time or the reserve funds to which those development charges relate. Legislated by the *Development Charges Act, 1997, S.33.*

Approved Fund Purpose:

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	Actuals	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0
Sources												
Transfer to DC Fund												
Interest Earned												
Uses												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
Interest Charged												
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0
Audited G/L Balance	0											
	0											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

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

Approved Fund Purpose:

To fund capital costs related to administration services resulting from an increased need of service. Legislated by the *Development Charges Act, 1997, S.33.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	Actuals	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	158,981	118,734	-269,661	-238,064	-343,462	-311,998	-278,595	-243,170	-205,638	-165,912	-123,900	-79,509
Sources												
Development Charges	20,743	37,327	38,261	39,217	40,198	41,202	42,233	43,288	44,371	45,480	46,617	47,782
Exempt Development Charges	13,405											
Interest Earned	2,018											
Uses												
Capital Commitments		-366,636	0	-135,000	0	0	0	0	0	0	0	0
Capital Actuals	-76,414	-19,537										
Levy Actuals		0										
Levy Commitments		-32,000										
Interest Charged		-7,549	-6,664	-9,615	-8,734	-7,799	-6,807	-5,757	-4,644	-3,468	-2,226	-914
Closing Balance	118,734	-269,661	-238,064	-343,462	-311,998	-278,595	-243,170	-205,638	-165,912	-123,900	-79,509	-32,641
Audited G/L Balance	118,734											
	0	-269,661	-238,064	-343,462	-311,998	-278,595	-243,170	-205,638	-165,912	-123,900	-79,509	-32,641

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

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

Approved Fund Purpose:

To fund capital costs related to library services resulting from an increased need of service. Legislated by the *Development Charges Act, 1997, S.33.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)										
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	-39,677	113,327	209,018	-44,886	110,181	274,120	447,274	629,994	821,625	1,094,734	1,379,851	1,676,382	1,676,382
Sources													
Development Charges	180,419	260,714	267,232	273,913	280,761	287,780	294,974	302,349	309,908	317,655	325,597	333,737	333,737
Exempt Development Charges	64,890												
Interest Earned	1,417	3,857		2,033	5,058	8,254	11,625	15,162	20,201	25,463	30,934	36,643	36,643
Uses													
Capital Commitments		-73,729	-450,000	-51,000	-52,000	-53,000	-54,000	-56,000	-57,000	-58,000	-60,000	-61,000	-61,000
Capital Actuals	-23,843	-25,271											
Levy Actuals		-58,974											
Debt Principal	-57,510		-60,475	-62,015	-63,594	-65,213	-66,873	-68,576					
Debt Interest	-12,370	-10,906	-9,405	-7,865	-6,286	-4,667	-3,007	-1,304					
Interest Charged			-1,257										
Closing Balance	113,327	209,018	-44,886	110,181	274,120	447,274	629,994	821,625	1,094,734	1,379,851	1,676,382	1,676,382	1,985,762
Audited G/L Balance	113,327												
		0											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Library Post DC Reserve Fund
10-05-9989-2989

To fund capital costs related to the portion of library services considered excess capacity intended to benefit anticipated development after the 10-year period immediately following the preparation of the background study, as that portion shall not be used in the method for determining the development charges imposed by the development charge by-law in effect at that time or the reserve funds to which those development charges relate. Legislated by the *Development Charges Act, 1997, S.33.*

Approved Fund Purpose:

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	Actuals	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0
Sources												
Transfer to DC Fund												
Interest Earned												
Uses												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
Interest Charged												
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0
Audited G/L Balance	0											
	0											

NOTES
Forecast based on Proposed 2024-2033 Capital Plan
Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

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

Approved Fund Purpose:

To fund capital costs related to parking services resulting from an increased need of service. Legislated by the *Development Charges Act, 1997, S.33.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)										
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	520,049	581,780	592,717	603,860	615,213	626,779	638,562	650,567	662,798	675,259	687,953	700,887	714,064
Sources													
Development Charges	29,734												
Exempt Development Charges	21,539												
Interest Earned	10,458	10,937	11,143	11,353	11,566	11,783	12,005	12,231	12,461	12,695	12,934	13,177	
Uses													
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0											
Levy Actuals		0											
Interest Charged													
Closing Balance	581,780	592,717	603,860	615,213	626,779	638,562	650,567	662,798	675,259	687,953	700,887	714,064	
Audited G/L Balance	581,780												
		-0											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

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

Approved Fund Purpose:

To fund capital costs related to parks and recreation services resulting from an increased need of service. Legislated by the *Development Charges Act, 1997, S.33.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)										
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	3,089,070	3,522,280	3,885,088	4,208,085	4,810,736	4,939,612	5,582,520	6,047,505	6,047,505	361,399	960,530	1,292,318	1,938,937
Sources													
Development Charges	322,953	489,117	501,344	513,878	526,725	539,893	553,390	567,225	581,406	595,941	610,840	626,111	
Exempt Development Charges	121,093												
Interest Earned	63,704	71,692	77,652	88,773	91,151	103,015	111,595	6,669	17,725	23,847	35,779	48,223	
Uses													
Capital Commitments		-198,000	-256,000	0	-489,000	0	-200,000	-6,260,000	0	-288,000	0	0	
Capital Actuals	-74,539	0											
Levy Actuals		0											
Interest Charged													
Closing Balance	3,522,280	3,885,088	4,208,085	4,810,736	4,939,612	5,582,520	6,047,505	361,399	960,530	1,292,318	1,938,937	2,613,271	
Audited G/L Balance	3,522,280												
	0												

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Parks & Recreation Post DC Reserve Fund
10-05-9974-2974

To fund capital costs related to the portion of parks and recreation services considered excess capacity intended to benefit anticipated development after the 10-year period immediately following the preparation of the background study, as that portion shall not be used in the method for determining the development charges imposed by the development charge by-law in effect at that time or the reserve funds to which those development charges relate. Legislated by the *Development Charges Act, 1997, S.33*.

Approved Fund Purpose:

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	Actuals	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0
Sources												
Transfer to DC Fund												
Interest Earned												
Uses												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
Interest Charged												
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0
Audited G/L Balance	0											
	0											

NOTES
Forecast based on Proposed 2024-2033 Capital Plan
Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

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

Approved Fund Purpose:

To fund capital costs related to roads and related services resulting from an increased need of service. Legislated by the *Development Charges Act, 1997, S.33.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)											
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	2,743,113	2,772,950	2,611,917	2,547,065	1,662,622	891,062	983,738	746,983	813,823	780,850	758,709	1,032,314	1,032,314	1,032,314
Sources														
Development Charges	361,330	613,802	629,147	644,876	660,998	677,523	694,461	711,822	729,618	747,858	766,555	785,719	785,719	785,719
Exempt Development Charges	275,345													
Interest Earned	47,939	48,198	47,001	30,680	16,443	18,153	13,784	15,018	14,409	14,001	19,049	22,636	22,636	22,636
Uses														
Capital Commitments		-808,970	-741,000	-1,560,000	-1,449,000	-603,000	-945,000	-660,000	-777,000	-784,000	-512,000	-614,000	-614,000	-614,000
Capital Actuals	-654,778	-14,063												
Levy Actuals		0												
Interest Charged														
Closing Balance	2,772,950	2,611,917	2,547,065	1,662,622	891,062	983,738	746,983	813,823	780,850	758,709	1,032,314	1,032,314	1,032,314	1,226,668
Audited G/L Balance	2,772,950	0												

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

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

To fund capital costs related to the portion of roads and related services considered excess capacity intended to benefit anticipated development after the 10-year period immediately following the preparation of the background study, as that portion shall not be used in the method for determining the development charges imposed by the development charge by-law in effect at that time or the reserve funds to which those development charges relate. Legislated by the *Development Charges Act, 1997, S.33*.

Approved Fund Purpose:

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)											
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sources														
Transfer to DC Fund														
Interest Earned														
Uses														
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0												
Levy Actuals		0												
Interest Charged														
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Audited G/L Balance	0													
	0													

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

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

Approved Fund Purpose:

To fund capital costs related to wastewater services resulting from an increased need of service. Legislated by the *Development Charges Act, 1997, S.33.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)											
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	-139,786	292,967	760,815	1,019,261	998,604	336,893	511,992	626,478	415,412	272,774	143,202	50,001		
Sources														
Development Charges	982,732	1,283,349	1,315,432	1,348,318	1,382,026	1,416,577	1,451,991	1,488,291	1,525,498	1,563,636	1,602,726	1,642,795		
Exempt Development Charges	223,763													
Proposed Debt Proceeds			5,875,000				5,252,000		5,125,000					
Interest Earned	3,856	14,039	18,809	18,427	6,217	9,448	11,560	7,666	5,034	2,643	923			
Uses														
Capital Commitments	0	-42,515	-304,000	-167,000	-826,000	-27,000	-125,000	-82,000	-48,000	-49,000	-50,000	-1,434,000		
Capital Actuals	6,380	-3,113												
Rate Actuals		-617,048												
Other Commitments			-5,875,000				-5,252,000		-5,125,000					
Proposed Debt Repayment				-448,584	-448,584	-448,584	-448,584	-849,599	-849,599	-1,240,917	-1,240,917	-1,240,917		
Debt Principal	-607,239		-615,391	-626,220	-637,596	-649,841	-662,960	-676,648	-691,223	-336,724	-346,496	-356,551		
Debt Interest	-176,738	-166,864	-156,404	-145,598	-137,773	-125,500	-112,521	-98,776	-84,347	-69,209	-59,437	-49,382		
Interest Charged														-39,976
Closing Balance	292,967	760,815	1,019,261	998,604	336,893	511,992	626,478	415,412	272,774	143,202	50,001	-1,428,031		
Audited G/L Balance	292,967													
	0													

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Wastewater Post DC Reserve Fund
10-05-9981-2981

Approved Fund Purpose:

To fund capital costs related to the portion of wastewater services considered excess capacity intended to benefit anticipated development after the 10-year period immediately following the preparation of the background study, as that portion shall not be used in the method for determining the development charges imposed by the development charge by-law in effect at that time or the reserve funds to which those development charges relate. Legislated by the *Development Charges Act, 1997, S.33.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	Actuals	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0
Sources												
Transfer to DC Fund												
Interest Earned												
Uses												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Rate Actuals		0										
Interest Charged												
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0
Audited G/L Balance	0											
	0											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

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

Approved Fund Purpose:

To fund capital costs related to water services resulting from an increased need of service. Legislated by the *Development Charges Act, 1997, S.33.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)										
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	4,808,288	5,597,994	7,251,894	1,187,287	2,268,023	3,226,155	4,619,857	5,928,576	7,362,679	8,894,026	10,566,721	12,335,270	12,335,270
Sources													
Development Charges	530,644	1,517,356	1,555,290	1,594,172	1,634,027	1,674,877	1,716,749	1,759,668	1,803,660	1,848,751	1,894,970	1,942,344	
Exempt Development Charges	376,088												
Proposed Debt Proceeds			3,686,500										
Interest Earned	100,881	133,820	21,909	41,852	59,533	85,251	109,400	135,864	164,122	194,989	227,624	261,782	
Uses													
Capital Commitments		-238,900	-7,570,000	-202,000	-382,000	-13,000	-164,000	-108,000	-83,000	-32,000	-15,000	-14,000	
Capital Actuals	-146,103	313,425											
Rate Actuals		-53,954											
Other Commitments			-3,686,500										
Proposed Debt Repayment				-281,482	-281,482	-281,482	-281,482	-281,482	-281,482	-281,482	-281,482	-281,482	
Existing Debt Principal Payments	-53,097		-54,852	-55,778	-56,731	-57,726	-58,761	-59,826	-60,933	-47,679	-48,613	-49,566	
Existing Debt Interest Payments	-18,707	-17,847	-16,954	-16,029	-15,214	-14,218	-13,188	-12,121	-11,020	-9,884	-8,950	-7,997	
Interest Charged													
Closing Balance	5,597,994	7,251,894	1,187,287	2,268,023	3,226,155	4,619,857	5,928,576	7,362,679	8,894,026	10,566,721	12,335,270	14,186,351	
Audited G/L Balance	5,597,994												
		0											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Water Post DC Reserve Fund
10-05-9980-2980

Approved Fund Purpose:

To fund capital costs related to the portion of water services considered excess capacity intended to benefit anticipated development after the 10-year period immediately following the preparation of the background study, as that portion shall not be used in the method for determining the development charges imposed by the development charge by-law in effect at that time or the reserve funds to which those development charges relate. Legislated by the *Development Charges Act, 1997, S.33.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	Actuals	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	2022	2023										
Opening Balance	0	0	-155,349	-159,823	-356,647	-559,139	-767,464	-981,788	-1,202,284	-1,429,131	-1,662,511	-1,902,613
Sources												
Development Charges												
Exempt Development Charges												
Proposed Debt Proceeds			2,447,000									
Interest Earned												
Uses												
Capital Commitments		-151,000	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Rate Actuals		0										
Other Commitments			-2,447,000									
Proposed Debt Repayment				-186,840	-186,840	-186,840	-186,840	-186,840	-186,840	-186,840	-186,840	-186,840
Interest Charged		-4,349	-4,474	-9,984	-15,652	-21,484	-27,484	-33,656	-40,007	-46,540	-53,261	-60,176
Closing Balance	0	-155,349	-159,823	-356,647	-559,139	-767,464	-981,788	-1,202,284	-1,429,131	-1,662,511	-1,902,613	-2,149,629
Audited G/L Balance	0											
	0											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan
Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

CBBF Reserve Fund
10-03-9920-2920

Approved Fund Purpose:

To fund costs related to investment in infrastructure construction or re-construction in the following capital project categories; roads/bridges, public transit, water, wastewater, solid waste, energy systems, capacity building, railways, airports, broadband, brownfields, sport, recreational, cultural, tourism, or disaster mitigation. Legislated by the *Association of Municipalities of Ontario's Municipal Funding Agreement for the Transfer of Federal Gas Tax Funds, 2014, s.6.6.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)											
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	14,091,481	9,533,129	9,920,765	12,951,718	10,974,179	7,932,512	3,960,550	1,309,671	1,661,281	1,173,896	1,718,563	3,837,327		
Sources														
Levy Contributions		0	0	0	0	0	0	0	0	0	0	0	0	0
Grant	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	4,238,954	4,238,954	4,238,954	4,238,954
Interest Earned	180,872	183,069	238,999	202,507	146,379	73,084	24,167	30,656	21,662	31,713	70,811	129,537		
Uses														
Capital Commitments		-3,335,024	-1,447,000	-6,419,000	-7,427,000	-8,284,000	-6,914,000	-3,918,000	-4,748,000	-3,726,000	-2,191,000	-1,186,000		
Capital Actuals	-8,801,554	-699,362												
Levy Actuals		0												
Interest Charged														
Closing Balance	9,533,129	9,920,765	12,951,718	10,974,179	7,932,512	3,960,550	1,309,671	1,661,281	1,173,896	1,718,563	3,837,327	7,019,818		
Audited G/L Balance	9,533,129													
		-0												

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Cemeteries Reserve
10-05-9937-2937

Approved Fund Purpose:

To provide funding for the replacement or addition of cemetery capital works (such as columbarium purchases), or acquisition of cemeteries.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)										
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	134,941	156,277	171,441	93,160	135,664	178,966	90,639	133,095	176,349	102,235	144,909	188,386	188,386
Sources													
Levy Contributions		0	0	0	0	0	0	0	0	0	0	0	0
Marker Revenues	18,800	12,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Interest Earned	2,537	3,164	1,719	2,503	3,302	1,673	2,456	3,254	1,887	2,674	3,476	1,944	
Uses													
Capital Commitments		0	-120,000	0	0	-130,000	0	0	-116,000	0	0	-125,000	
Capital Actuals		0											
Levy Actuals		0											
Interest Charged													
Closing Balance	156,277	171,441	93,160	135,664	178,966	90,639	133,095	176,349	102,235	144,909	188,386	105,329	
Audited G/L Balance	156,278												
	-0												

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Drains Construction Reserve
10-05-9990-2990

Approved Fund Purpose: To fund the construction, replacement and major upgrades of municipal drain infrastructure.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	Actuals	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	1,160,413	3,573,808	983,040	1,001,521	1,020,350	1,039,532	1,059,076	1,078,986	1,099,271	1,119,938	1,140,992	1,162,443
Sources												
Levy Contributions	400,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Allowance	2,142,054											
Deferred Debt Payments	750,500	964,900										
Interest Earned		18,140	18,481	18,829	19,183	19,543	19,911	20,285	20,666	21,055	21,451	21,854
Uses												
Capital Commitments		-3,940,312	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000
Capital Actuals	-879,159	-133,496										
Levy Actuals		0										
Interest Charged												
Closing Balance	3,573,808	983,040	1,001,521	1,020,350	1,039,532	1,059,076	1,078,986	1,099,271	1,119,938	1,140,992	1,162,443	1,184,297
Audited G/L Balance	1,431,754											
	2,142,054											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

**Facilities Reserve
10-05-9956-2956**

Approved Fund Purpose:

To fund replacements, major upgrades, and renovations to County occupied buildings not otherwise financed by a different reserve.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)											
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	8,672,846	10,050,914	6,513,574	7,435,787	1,998,261	97,562	692,439	1,409,040	1,866,890	4,894,000	7,455,680	11,346,763		
Sources														
Levy Contributions	2,082,000	2,248,600	4,590,000	4,773,600	4,964,500	5,163,100	5,369,600	5,584,400	5,807,800	6,040,100	6,281,700	6,533,000		
Deferred Debt Payments	116,000	197,800												
Interest Earned		120,196	137,213	36,874	1,800	12,778	26,001	34,450	90,309	137,580	209,383	199,783		
Uses														
Capital Commitments		-5,001,353	-3,805,000	-10,248,000	-6,867,000	-4,581,000	-4,679,000	-5,161,000	-2,871,000	-3,616,000	-2,600,000	-7,253,000		
Capital Actuals	-819,933	-238,525												
Levy Actuals		0												
PY Land Sale For Recreation Purposes		-864,057												
Interest Charged														
Closing Balance	10,050,914	6,513,574	7,435,787	1,998,261	97,562	692,439	1,409,040	1,866,890	4,894,000	7,455,680	11,346,763	10,826,546		
Audited G/L Balance	10,050,914													
		0												

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Fleet Reserve
10-05-9954-2954

Approved Fund Purpose: To fund replacement of County vehicles.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	Actuals	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	6,819,296	6,323,374	1,774,898	1,000,419	2,406,527	2,371,692	2,664,358	2,751,328	2,781,557	2,661,571	3,313,210	1,146,364
Sources												
Levy Contributions	1,561,900	1,564,600	4,417,060	4,593,700	4,777,400	4,968,500	5,167,200	5,373,900	5,588,900	5,812,500	6,045,000	6,286,800
T/F EMS Vehicle & Equipment Reserve		661,860										
T/F Fire Vehicle & Equipment Reserve		3,816,229										
Deferred Debt Payments		87,300										
Interest Earned		32,752	18,461	44,408	43,765	49,166	50,770	51,328	49,114	61,139	21,154	79,377
Uses												
Capital Commitments		-9,509,200	-5,210,000	-3,232,000	-4,856,000	-4,725,000	-5,131,000	-5,395,000	-5,758,000	-5,222,000	-8,233,000	-3,211,000
Capital Actuals	-2,057,821	-1,202,017										
Levy Actuals		0										
Interest Charged												
Closing Balance	6,323,374	1,774,898	1,000,419	2,406,527	2,371,692	2,664,358	2,751,328	2,781,557	2,661,571	3,313,210	1,146,364	4,301,540
Audited G/L Balance	6,323,374											
		0										

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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 not otherwise financed by a different reserve.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	Actuals	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	-3,082,883	-2,130,055	1,752,082	3,647,937	2,670,109	2,102,914	671,404	1,758,351	3,414,764	7,359,774	10,982,638	14,937,990
Sources												
Levy Contributions	1,350,000	1,955,000	4,208,540	4,376,900	4,552,000	4,734,100	4,923,500	5,120,400	5,325,200	5,538,200	5,759,700	5,990,100
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	5,000
T/F Solid Waste Reserve Fund		1,879,255										
T/F Energy Conservation Reserve		140,799										
T/F Office Automation Equipment Reserve		521,428										
T/F EMS Vehicle & Equipment Reserve		388,712										
T/F Fire Vehicle & Equipment Reserve		754,105										
Deferred Debt Payments	84,100	247,900										
Interest Earned		32,331	67,316	49,272	38,805	12,389	32,447	63,013	135,811	202,664	275,652	359,476
Uses												
Capital Commitments		-1,832,670	-2,385,000	-5,409,000	-5,163,000	-6,183,000	-3,874,000	-3,532,000	-1,521,000	-2,123,000	-2,085,000	-1,812,000
Capital Actuals	-486,273	-209,722										
Levy Actuals		0										
Interest Charged												
Closing Balance	-2,130,055	1,752,082	3,647,937	2,670,109	2,102,914	671,404	1,758,351	3,414,764	7,359,774	10,982,638	14,937,990	19,480,566
Audited G/L Balance	-2,130,055											
		0										

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Land Reserve
10-05-9986-2986

Approved Fund Purpose: To purchase land required to carry out the County’s strategic priorities.

	Audited Actuals	Approved Budget	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	985,590	2,554,262	3,586,547	3,786,547	3,986,547	4,186,547	4,386,547	4,586,547	4,786,547	4,986,547	5,186,547	5,386,547
Sources												
Levy Contributions		0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Sale of Land	1,668,673	27,719										
T/F Industrial Land Reserve		1,597,632										
T/F Waterfront Purchase & Development RF		64,535										
Uses												
Capital Commitments		-130,470	0	0	0	0	0	0	0	0	0	0
Capital Actuals	-9,530	-510,602										
Levy Actuals	-90,471	0										
Levy Commitments		-16,529										
Closing Balance	2,554,262	3,586,547	3,786,547	3,986,547	4,186,547	4,386,547	4,586,547	4,786,547	4,986,547	5,186,547	5,386,547	5,586,547
Audited G/L Balance	2,554,262											
	0											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan
Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Library Reserve
60-05-9967-2967

Approved Fund Purpose:

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

	Audited Actuals	Approved Budget	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	792,947	940,340	351,840	195,840	254,240	321,640	398,640	485,840	584,840	691,340	810,040	937,640
Sources												
Levy Contributions	322,000	328,500	360,000	374,400	389,400	405,000	421,200	438,000	455,500	473,700	492,600	512,300
Surplus/Deficit	124,720											
Uses												
Capital Commitments		-611,636	-516,000	-316,000	-322,000	-328,000	-334,000	-339,000	-349,000	-355,000	-365,000	-374,000
Capital Actuals	-299,327	-305,364										
Levy Actuals		0										
Closing Balance	940,340	351,840	195,840	254,240	321,640	398,640	485,840	584,840	691,340	810,040	937,640	1,075,940
Audited G/L Balance	940,340											
	0											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Marinas Reserve
10-05-9939-2939

Approved Fund Purpose: To fund replacements or acquisitions of infrastructure and facilities at Norfolk County marinas.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)											
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	1,834,435	1,993,768	2,433,863	2,644,665	2,085,448	2,223,376	2,361,758	2,623,163	2,388,743	2,128,419	1,566,933	1,850,277		
Sources														
Levy Contributions	147,000	147,000	182,000	189,300	196,900	204,800	213,000	221,500	230,400	239,600	249,200	259,200		
T/F Marina Development Charge Reserve Fund		476,075												
Interest Earned	36,791	44,912	48,802	38,483	41,028	43,582	48,405	44,080	39,276	28,915	34,143	39,658		
Uses														
Capital Commitments		-210,000	-20,000	-787,000	-100,000	-110,000	0	-500,000	-530,000	-830,000	0	0		
Capital Actuals	-24,458													
Levy Actuals		0												
T/F Port Rowan Marina Reserve Fund		-17,893												
Interest Charged														
Closing Balance	1,993,768	2,433,863	2,644,665	2,085,448	2,223,376	2,361,758	2,623,163	2,388,743	2,128,419	1,566,933	1,850,277	2,149,135		
Audited G/L Balance	1,993,768													
		-0												

NOTES

Forecast based on Proposed 2024-2033 Capital Plan
Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**New/Incremental Capital Reserve
10-05-9993-2993**

Approved Fund Purpose:

To reduce the need to issue levy-related debentures, to fund financially-immaterial capital assets that provide new or enhanced level of service, and to provide an annual allocation of funds to use for strategic investment.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
	Actuals	Budget	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0
Sources												
Levy Contributions		0	2,100,000	2,133,900	2,133,900	2,133,900	2,133,900	2,133,900	2,133,900	2,133,900	2,133,900	2,133,900
Contributions from Debt Avoidance		0	33,900									
T/F Unused 2023 Levy Funded Capital		0										
Uses												
Capital Commitments		0	-1,823,000	-2,030,000	-1,489,000	-883,000	-1,264,000	-319,000	-451,000	-347,000	-408,000	-412,000
Capital Actuals		0										
Levy Actuals		0										
Potential Debt Avoidance		0	-310,900	-103,900	-644,900	-1,250,900	-869,900	-1,814,900	-1,682,900	-1,786,900	-1,725,900	-1,721,900
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0

Audited G/L Balance

0

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

OCIF Reserve Fund
10-03-9926-2926

Approved Fund Purpose:

To fund capital expenditures on the development and implementation of an asset management plan, or core infrastructure projects that are part of an asset management plan (water, wastewater, roads, bridges, and culverts). Legislated by the *Ontario Ministry of Agriculture, Food and Rural Affairs' Ontario Community Infrastructure Fund Formula-based Component Agreement, 2016, s.A3.1.*

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)											
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	2,824,296	2,272,180	747,742	1,008,956	409,264	409,667	2,483,562	3,131,046	454,229	1,098,296	1,909,330	1,909,330	3,792,106	3,792,106
Sources														
Levy Contributions		0	0	0	0	0	0	0	0	0	0	0	0	0
OCIF Grant	5,538,082	4,806,583	4,085,596	3,472,756	2,951,843	2,509,066	2,132,706	1,812,800	1,812,800	1,812,800	1,812,800	1,812,800	1,812,800	1,812,800
Interest Earned	41,929	13,798	18,618	7,552	7,560	45,829	57,777	8,382	20,267	35,233	69,976	105,372	105,372	105,372
Uses														
Capital Commitments		-6,125,316	-3,843,000	-4,080,000	-2,959,000	-481,000	-1,543,000	-4,498,000	-1,189,000	-1,037,000		0	0	0
Capital Actuals	-6,132,127	-219,503												
Levy Actuals		0												
Interest Charged														
Closing Balance	2,272,180	747,742	1,008,956	409,264	409,667	2,483,562	3,131,046	454,229	1,098,296	1,909,330	1,909,330	3,792,106	3,792,106	5,710,279
Audited G/L Balance	2,272,180													
	0													

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Parking Reserve Fund
10-03-9922-2922

Approved Fund Purpose:

To fund costs related to providing or maintaining parking facilities for building owners or occupants exempt by Norfolk County Council from providing or maintaining those parking facilities. Legislated by the *Planning Act, 1990, s.40(3)*.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)										
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	84,594	86,184	1,207	1,229	1,252	1,276	1,300	1,324	1,349	1,375	1,401	1,427	1,454
Sources													
Levy Contributions		0	0	0	0	0	0	0	0	0	0	0	0
Interest Earned	1,590	22	23	23	24	24	24	25	25	26	26	27	
Uses													
Capital Commitments		-85,000	0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0											
Levy Actuals		0											
Interest Charged													
Closing Balance	86,184	1,207	1,229	1,252	1,276	1,300	1,324	1,349	1,375	1,401	1,427	1,454	
Audited G/L Balance	86,184												
	0												

NOTES

Forecast based on Proposed 2024-2033 Capital Plan
Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Parkland Reserve Fund
10-03-9921-2921

Approved Fund Purpose:

To fund costs for conveying land of developments for park or public recreational purposes in-lieu of land required to be conveyed by developers. Legislated by the *Planning Act, 1990, s.42(15)*.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)										
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	442,209	531,171	393,431	391,658	404,115	405,600	418,319	431,277	435,310	448,588	462,115	475,897	475,897
Sources													
Levy Contributions		0	0	0	0	0	0	0	0	0	0	0	0
Developer Contributions	79,745	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	9,802	7,260	7,227	7,457	7,485	7,719	7,958	8,033	8,278	8,527	8,782	9,041	9,041
Uses													
Capital Commitments		-150,000	-14,000	0	-11,000	0	0	-9,000	0	0	0	0	0
Capital Actuals	-586	0											
Levy Actuals		0											
Interest Charged													
Closing Balance	531,171	393,431	391,658	404,115	405,600	418,319	431,277	435,310	448,588	462,115	475,897	475,897	489,938
Audited G/L Balance	531,171												
	0												

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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 (e.g., bridges and culverts).

	Audited Actuals	Approved Budget	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	2,663,853	13,840,188	6,392,268	4,093,608	1,656,271	2,703,153	2,680,924	6,117,715	8,322,708	5,694,591	4,021,806	5,115,197
Sources												
Levy Contributions	10,108,100	10,933,900	12,027,300	12,508,400	13,008,700	13,529,000	14,070,200	14,633,000	15,218,300	15,827,000	16,460,100	17,118,500
T/F Legacy Fund	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
T/F Water Capital Replacement Reserve	464,100	473,400	482,900	492,600	502,500	512,600	522,900	533,400	544,100	555,000	566,100	577,400
T/F Wastewater Capital Replacement Reserve	410,000	418,200	426,600	435,100	443,800	452,700	461,800	471,000	480,400	490,000	499,800	509,800
T/F Council Initiative Reserve								282,014	300,000	300,000	300,000	300,000
Deferred Debt Payments	1,599,600	1,679,900										
Interest Earned		117,957	75,540	30,563	49,882	49,471	112,891	153,580	105,083	74,215	94,391	109,282
Uses												
Capital Commitments		-22,204,212	-17,311,000	-17,904,000	-14,958,000	-16,566,000	-13,731,000	-15,868,000	-21,276,000	-20,919,000	-18,827,000	-19,808,000
Capital Actuals	-3,405,465	-867,065										
Levy Actuals		0										
Interest Charged												
Closing Balance	13,840,188	6,392,268	4,093,608	1,656,271	2,703,153	2,680,924	6,117,715	8,322,708	5,694,591	4,021,806	5,115,197	5,922,180
Audited G/L Balance	13,840,188	0										

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Social Housing Capital Loan RF
10-05-9942-2942

Approved Fund Purpose:

Established by By-Law 2008-254, the purpose is to provide funding to housing providers for emergency capital repairs.

**Current
Funding
Sources:**

No annual contributions.

	Audited Actuals	Approved Budget	Projected Fund Balances (Proposed 2024-2033 Capital Plan)									
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	575,931	586,759	597,790	609,028	620,478	632,143	644,027	656,135	668,470	681,037	693,841	706,885
Sources												
Levy Contributions		0	0	0	0	0	0	0	0	0	0	0
Interest Earned	10,828	11,031	11,238	11,450	11,665	11,884	12,108	12,335	12,567	12,804	13,044	13,289
Uses												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
Interest Charged												
Closing Balance	586,759	597,790	609,028	620,478	632,143	644,027	656,135	668,470	681,037	693,841	706,885	720,175
Audited G/L Balance	586,759											
	0											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Social Housing Norfolk Reserve
10-05-9992-2992

Approved Fund Purpose:

To support new affordable housing development, or getting new development project activities "shovel-ready" to improve access to funding from government contributions, and provide housing providers with access to funding for emergency capital repairs.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)											
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	0	382,800	307,270	196,700	435,537	443,521	451,656	444,967	421,749	382,406	324,290	247,966	247,966	247,966
Sources														
Levy Contributions	382,800	382,800	632,800	757,800	882,800	1,007,800	1,048,100	1,090,000	1,133,600	1,178,900	1,226,100	1,275,100	1,275,100	1,275,100
Levy Flowed Through Reserve		500,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000
Interest Earned		5,670	3,630	8,037	8,184	8,334	8,211	7,783	7,057	5,984	4,576	2,784	2,784	2,784
Uses														
Capital Commitments		-964,000	-1,122,000	-902,000	-1,258,000	-1,383,000	-1,438,000	-1,496,000	-1,555,000	-1,618,000	-1,682,000	-1,750,000	-1,750,000	-1,750,000
Capital Actuals		0												
Levy Actuals		0												
Levy Commitments														
Interest Charged														
Closing Balance	382,800	307,270	196,700	435,537	443,521	451,656	444,967	421,749	382,406	324,290	247,966	150,849	150,849	150,849
Audited G/L Balance	382,800													
	0													

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

Wastewater Reserve
10-05-9932-2932

Approved Fund Purpose:

To fund improvements, upgrades, or replacement of wastewater infrastructure and equipment, and to provide funding for unknown liabilities, emergencies, one-time initiatives, or expenditures associated with wastewater operations (e.g. operating deficits) for which no other sources of funding are available.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)											
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	16,526,648	17,242,071	14,022,084	11,180,231	11,415,724	7,804,376	10,736,332	12,985,594	18,034,829	17,096,755	22,456,687	26,548,527		
Sources														
Rate Contributions	2,389,000	2,618,400	3,464,400	4,042,900	4,777,400	5,554,500	6,387,400	7,276,400	7,841,800	8,155,500	8,481,700	8,821,000		
Deferred Debt Payments	3,326,600	3,326,600												
Surplus/Deficit	339,007													
Interest Earned	319,437	258,788	206,347	210,693	144,052	198,156	239,662	332,836	315,525	414,433	489,940	590,052		
Uses														
Capital Commitments		-7,146,598	-6,086,000	-3,583,000	-8,089,000	-2,368,000	-3,916,000	-2,089,000	-8,615,000	-2,720,000	-4,380,000	-3,476,000		
Capital Actuals	-5,248,621	-1,858,977												
Rate Actuals		0												
Rate Commitments														
T/T Roadway Construction Reserve	-410,000	-418,200	-426,600	-435,100	-443,800	-452,700	-461,800	-471,000	-480,400	-490,000	-499,800	-509,800		
Interest Charged														
Closing Balance	17,242,071	14,022,084	11,180,231	11,415,724	7,804,376	10,736,332	12,985,594	18,034,829	17,096,755	22,456,687	26,548,527	31,973,779		
Audited G/L Balance	17,242,071	0												

NOTES

Forecast based on Proposed 2024-2033 Capital Plan
Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Water Reserve
10-05-9933-2933

Approved Fund Purpose:

To fund improvements, upgrades, or replacement of water infrastructure and equipment, and to provide funding for unknown liabilities, emergencies, one-time initiatives, or expenditures associated with water operations (e.g. operating deficits) for which no other sources of funding are available.

	Audited	Approved	Projected Fund Balances (Proposed 2024-2033 Capital Plan)										
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	16,351,979	20,089,496	18,948,988	17,228,609	13,374,510	12,688,145	4,901,696	5,588,216	7,243,786	7,827,325	10,180,180	13,930,032	13,930,032
Sources													
Rate Contributions	3,981,300	4,404,400	2,959,600	3,759,700	4,489,000	4,654,700	4,826,300	5,732,300	6,295,200	6,547,000	6,808,900	7,081,300	
Deferred Debt Payments	1,650,700	1,650,700											
Surplus/Deficit	578,489												
Interest Earned	370,197	349,667	317,921	246,801	234,135	90,451	103,120	133,670	144,438	187,856	257,052	324,167	
Uses													
Capital Commitments		-6,617,498	-4,515,000	-7,368,000	-4,907,000	-12,019,000	-3,720,000	-3,677,000	-5,312,000	-3,827,000	-2,750,000	-3,191,000	
Capital Actuals	-2,379,068	-454,378											
Rate Actuals		0											
Rate Commitments													
T/T Roadway Construction Reserve	-464,100	-473,400	-482,900	-492,600	-502,500	-512,600	-522,900	-533,400	-544,100	-555,000	-566,100	-577,400	
Interest Charged													
Closing Balance	20,089,496	18,948,988	17,228,609	13,374,510	12,688,145	4,901,696	5,588,216	7,243,786	7,827,325	10,180,180	13,930,032	17,567,099	
Audited G/L Balance	20,089,496	-0											

NOTES

Forecast based on Proposed 2024-2033 Capital Plan

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

SECTION 5:

CAPITAL BUSINESS CASES

3331605 ACCESSIBLE PARKING NORVIEW LODGE

Executive Summary

Division: Environmental & Infrastructure Services **2024 Expenditures:** \$ 900,000
Department: Engineering **2024 Net Levy Impact:** \$ 85,100
Estimated In-Service/Completion Date: Dec-2024

Brief Description:

Build additional parking spaces at Norview Lodge, including renovation of existing parking lot to achieve a higher standard of accessibility, including enhanced lighting for safety. The installation of two new parking areas will accommodate staffing levels and provide additional visitor parking. Existing parking spaces do not meet AODA Design of Public Spaces standards, which these upgrades will accomplish. Two parking areas will be created, reducing the need for on-street parking on Rob Blake Way.

Justification

Qualitative Impacts

Existing parking spaces do not include access aisle and appropriate curb cuts/access routes. Three spots near the entrance do not have post signs, curb cuts, or an accessible route of travel to entrance. Norview Lodge receives ongoing complaints from visitors and guests who find current parking difficult to navigate. Currently there is one parking space per every four residents at Norview, and staffing has increased significantly over the last few years. As a facility that experiences a higher proportion of people with disabilities, the need for more accessible parking spaces is also required. The parking shortage is also compounded by the impending property development west of Norview Lodge. Parking area will be lost because of the sale with the vendor and establishment of property lines, which poses significant parking challenges. The removal of vehicles parked on the roadside will minimize safety risks of traffic and pedestrians along the roadway and improve traffic flow in and out of the parking areas. This project includes installation of additional parking spaces in grass area beside the building adjacent to the fire access route, and lighting to adhere to design standards for illumination in parking lots, and address safety concerns.

Quantitative Impacts

The parking expansion will require increased operating and maintenance budgets for line marking and snow removal, as well as a modest increase in electrical consumption with additional parking lot lighting (estimated \$20,000 combined). Additionally, debt servicing costs are projected to be \$85,100 annually (20 years, 4.5%).

Ability to Implement Project

The design of the parking lot and lighting if approved will be outsourced to an Engineering firm, tendering and contract inspection and administration will be done by Norfolk County Engineering.

Alignment with Council’s Strategic Plan

- Empowering Norfolk** Explanation:
- Building Norfolk** Building Norfolk & Serving Norfolk - The parking lot expansion will serve the immediate and future needs of Norview, providing adequate and safe parking areas for both visitors and staff.
- Connecting Norfolk**
- Serving Norfolk**
- Sustaining Norfolk**

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	10,000	30,000	0	40,000
Construction	0	870,000	0	870,000
Other	0	0	0	0
Total Expenditures:	10,000	900,000	0	910,000
Funding				
Grants	0	0	0	0
Debt Financing	0	900,000	0	900,000
Reserves	10,000	0	0	10,000
Development Charges	0	0	0	0
Total Funding:	10,000	900,000	0	910,000

The impact on the 2024 Levy Supported Operating Budget is expected to be \$85,100 (0.07%) driven by debt servicing costs associated with this project. In future years, an additional \$20,000 in annual maintenance is estimated (e.g., winter control) and \$67,500 is recommended as a reserve contribution to capture the lifecycle costing of the asset.

3332009 TRAIL ACCESS - DONLY DRIVE

Executive Summary

Division: Corporate Services	2024 Expenditures:	\$ 46,000
Department: Accessibility	2024 Net Levy Impact:	\$ 0
Estimated In-Service/Completion Date:		Dec-2024

Brief Description:

To formalize the trail system at WD3 woodlot (Donly Drive South and Victoria Street) and create an accessible trail. Will include a curb cut, tactile plate, sidewalk installation, grading of trail in woodlot, and aggregate for trail entrance.

Justification

Qualitative Impacts

The current trail access is not compliant with section 6.17 of the Norfolk County Accessibility Design Guidelines. Creating a barrier-free trail will provide enhanced access for residents and visitors alike. Individuals living with disabilities will experience increased level of accessibility to the trail system.

Quantitative Impacts

No significant quantitative impacts beyond construction costs are anticipated.

Ability to Implement Project

Adequate staff resourcing allocated within Accessibility and Special Projects.

Alignment with Council’s Strategic Plan

- | | | |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/> | Empowering Norfolk | <u>Explanation:</u> |
| <input checked="" type="checkbox"/> | Building Norfolk | Building Norfolk & Connecting Norfolk - Improving trail system by developing the infrastructure and supports needed to ensure complete communities. |
| <input checked="" type="checkbox"/> | Connecting Norfolk | |
| <input type="checkbox"/> | Serving Norfolk | |
| <input type="checkbox"/> | Sustaining Norfolk | |

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	46,000	0	46,000
Other	0	0	0	0
Total Expenditures:	0	46,000	0	46,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	46,000	0	46,000
Development Charges	0	0	0	0
Total Funding:	0	46,000	0	46,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.



3332401 2024 BARRIER FREE ACCESS PROGRAM

Executive Summary

Division: Corporate Services **2024 Expenditures:** \$ 78,000
Department: Accessibility **2024 Net Levy Impact:** \$ 0
Estimated In-Service/Completion Date: Dec-2024

Brief Description:

Each year the Accessibility Advisory Committee (AAC) reviews and ranks various proposed projects put forward by the Accessibility and Special Projects Department. Projects are intended to address service related complaints and issues brought forward. The AODA requires that for all construction, reconstruction, purchase or lease projects, that Norfolk County seeks advice from the AAC on the accessibility for persons with disabilities to a building, structure or premises, or part of a building, structure or premises.

Justification

Qualitative Impacts

Providing built-environment upgrades throughout the County improves overall quality of life for individuals living with disabilities by eliminating barriers wherever possible. Norfolk County has some buildings that are aging and would benefit greatly from accessibility-related upgrades.

Quantitative Impacts

No major quantitative impacts expected at this time.

Ability to Implement Project

Staffing resources available in Accessibility and Special Projects.

Alignment with Council’s Strategic Plan

- Empowering Norfolk Explanation:
- Building Norfolk Building Norfolk & Connecting Norfolk - Developing the infrastructure and supports needed to ensure complete communities.
- Connecting Norfolk
- Serving Norfolk
- Sustaining Norfolk

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	78,000	0	78,000
Other	0	0	0	0
Total Expenditures:	0	78,000	0	78,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	78,000	0	78,000
Development Charges	0	0	0	0
Total Funding:	0	78,000	0	78,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.



2024 CAPITAL BUDGET
New/Incremental Capital or Study Business Case

3332405 COUNTY ADMINISTRATION BUILDING ACCESSIBLE WASHROOMS

Executive Summary

Division: Corporate Services	2024 Expenditures:	\$ 77,000
Department: Accessibility	2024 Net Levy Impact:	\$ 0
Estimated In-Service/Completion Date:		Dec-2024

Brief Description:

Renovating existing men's and women's washrooms on the 2nd floor of the County Administration Building (CAB) to include a universal washroom and a single occupancy barrier-free washroom. The women's washroom will be converted into a universal washroom while the men's washroom will be converted to a single occupancy barrier-free washroom. This project was part of a successful Enabling Accessibility Fund (EAF) grant application.

Justification

Qualitative Impacts

It is necessary to improve the accessibility of CAB's washrooms to significantly increase the availability of in-person services and programs, and employment opportunities for persons with disabilities in our community. Members of the community will be able to utilize CAB to its fullest capacity by having accessible washrooms during work hours, meetings, and public hearings. This project will create a fully accessible, inclusive environment that upholds the dignity, independence, and full participation of persons with disabilities in our community.

Quantitative Impacts

This project will be majority-funded through a successful grant application. No other significant quantitative impacts anticipated.

Ability to Implement Project

Staffing resources available in both Accessibility & Special Projects and Facilities.

Alignment with Council's Strategic Plan

- Empowering Norfolk Explanation:
- Building Norfolk Building Norfolk - Upgrading CAB washroom by developing the infrastructure and supports needed to ensure complete communities.
- Connecting Norfolk
- Serving Norfolk
- Sustaining Norfolk

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	77,000	0	77,000
Other	0	0	0	0
Total Expenditures:	0	77,000	0	77,000
Funding				
Grants	0	61,000	0	61,000
Debt Financing	0	0	0	0
Reserves	0	16,000	0	16,000
Development Charges	0	0	0	0
Total Funding:	0	77,000	0	77,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

4132401 INTERDEPARTMENTAL CHARGES REVIEW

Executive Summary

Division: Corporate Services	2024 Expenditures:	\$ 40,000
Department: Financial Management & Planning	2024 Net Levy Impact:	\$ 0
Estimated In-Service/Completion Date:		Dec-2024

Brief Description:

The County's annual budgets currently include interdepartmental charges which are based on outdated methodology. The transfers are intended to provide accurate costing to operations, however, without a comprehensive review since the inception of the County, and many changes to operations and organizational structure, an update and revised policy are required.

Justification

Qualitative Impacts

A comprehensive review and overhaul of the County's Interdepartmental Transfers policy will ensure accuracy in cost allocation, maximize use of funding sources outside of the County's tax levy and rate requirement, as well as streamline the overall calculation and allocation process to improve efficiency. Completing a review will also ensure that all transfers of costs for operational departments are justifiable, transparent, and applied in a consistent manner across the organization. More accurate cost allocation will also provide directors with better overall information, on which to base decision-making.

Quantitative Impacts

Streamlining the interdepartmental charge process will reduce amount of time required from the Financial Management & Planning team. This will directly impact the ability to move other processes and financial improvements forward. Staff will be able to ensure that non-levy/rate funding sources are maximized in order to reduce burden on our tax and rate-payers to improve overall affordability.

Ability to Implement Project

Staff intend to procure the services of an external consultant to complete this engagement. The project will be led by the Financial Planning & Reporting (FPR) team, and still require a significant amount of input and follow-up to see the project through to completion, including the re-stating of operating budgets to reflect all recommended and approved changes as an outcome of the review. The FPR team will take an active role in the implementation.

Alignment with Council's Strategic Plan

<input type="checkbox"/>	Empowering Norfolk	<u>Explanation:</u>
<input type="checkbox"/>	Building Norfolk	Sustaining Norfolk - Completion of an interdepartmental charge review will ensure maximization of non-levy/rate funding, and reduce the burden of this function on staff, while increasing accuracy of financial information used in decision making.
<input type="checkbox"/>	Connecting Norfolk	
<input type="checkbox"/>	Serving Norfolk	
<input checked="" type="checkbox"/>	Sustaining Norfolk	

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	40,000	0	40,000
Total Expenditures:	0	40,000	0	40,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	40,000	0	40,000
Development Charges	0	0	0	0
Total Funding:	0	40,000	0	40,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

4132402 RISK MANAGEMENT SIGNAGE STUDY

Executive Summary

Division: Corporate Services **2024 Expenditures:** \$ 100,000
Department: Financial Management & Planning **2024 Net Levy Impact:** \$ 0
Estimated In-Service/Completion Date: Mar-2025

Brief Description:

Retain a consultant to review roadway signage (stop ahead, curve, chevrons) in the County to identify signage that doesn't currently meet the Ontario Traffic Manual (OTM) standards and complete a report with recommended improvements.

Justification

Qualitative Impacts

Staff are aware that some of our roadway signage does not meet the current OTM standards. Having accurate roadway signage improves public safety for our road users and pedestrians. When a motor vehicle accident (MVA) occurs at a location with improper/inadequate signage, the County can be subject to legal liability and financial risk if someone becomes injured. For example, a 2014 MVA resulted in the County's insurer resolving a multi million dollar lawsuit against the County as it was deemed that inadequate signage contributed to the accident.

Quantitative Impacts

Once completed, the signage review would result in the need for operational staff to make sign changes and add additional signage to the areas identified in the study which is expected to be accommodated within the existing levy supported operating budget.

Ability to Implement Project

A consultant would be retained by Engineering to conduct the study incorporating Risk Management and Operations as needed. Depending on the results of the study, the Operations team would then be requested to change/add signage as needed.

Alignment with Council's Strategic Plan

- | | |
|--|--|
| <input type="checkbox"/> Empowering Norfolk | <u>Explanation:</u>
Serving Norfolk & Sustaining Norfolk - Ensuring that roadway signage meets the OTM standards helps reduce risk for the County and results in financial savings for insurance premiums/claims, which supports fiscal responsibility. |
| <input type="checkbox"/> Building Norfolk | |
| <input type="checkbox"/> Connecting Norfolk | |
| <input checked="" type="checkbox"/> Serving Norfolk | |
| <input checked="" type="checkbox"/> Sustaining Norfolk | |

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	100,000	0	100,000
Total Expenditures:	0	100,000	0	100,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	100,000	0	100,000
Development Charges	0	0	0	0
Total Funding:	0	100,000	0	100,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

4132502 2024 WATER, WASTEWATER, STORM RATE STUDY

Executive Summary

Division: Corporate Services	2024 Expenditures: \$ 110,000
Department: Financial Management & Planning	2024 Net Levy Impact: \$ 0
Estimated In-Service/Completion Date:	Jun-2025

Brief Description:

In accordance with municipal best practices and legislation, a comprehensive Rate Study should be completed every 4-5 years to account for updated water and wastewater service demand assumptions and considerations for future financial pressures. With Norfolk County's latest Rate Study completed in 2020, a project is being included in the Proposed 2024 Capital Budget for completion by June of 2025, with the inclusion of a stormwater component.

Justification

Qualitative Impacts

The Rate Study is a foundational guiding document that is utilized to set the overall level of utility rates applied to users over a planning period, enhancing the ability to properly plan and budget for operational and capital expenditures. This Rate Study will evaluate all aspects of the Water and Wastewater Budget to ensure that the distribution of costs are equitably shared across all Norfolk County residents, while also introducing a storm water component. Options for the utility rate design and implementation will be analyzed in detail, with recommendations for adjustments will be brought forward to Council upon completion.

Quantitative Impacts

Due to the extensive changes to the Capital outlook for Water & Wastewater Infrastructure, the current Rate Study can no longer be used as a guiding document to establish defined and predictable rate increases over the remainder of the period. This study will ensure rates are accurately calculated to account for all revisions to operating costs and capital requirements for the next 10-year period.

Ability to Implement Project

Norfolk County will procure the services of an external consultant to complete this engagement. This project will be led by the Financial Management & Planning team, however will require the creation of an internal working group to allow for cross-divisional collaboration.

Alignment with Council's Strategic Plan

- | | | |
|-------------------------------------|---------------------------|--|
| <input type="checkbox"/> | Empowering Norfolk | <u>Explanation:</u> |
| <input checked="" type="checkbox"/> | Building Norfolk | Building Norfolk & Sustaining Norfolk - The completion of the Water & Wastewater Rate Study will ensure Financial Sustainability and adherence to O. Reg. 453/07. The introduction of the storm water component to this Rate Study will allow for Council to assess the future direction of Norfolk County's storm water programs. |
| <input type="checkbox"/> | Connecting Norfolk | |
| <input type="checkbox"/> | Serving Norfolk | |
| <input checked="" type="checkbox"/> | Sustaining Norfolk | |

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	110,000	0	110,000
Total Expenditures:	0	110,000	0	110,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	110,000	0	110,000
Development Charges	0	0	0	0
Total Funding:	0	110,000	0	110,000

There is no expected impact on the 2024 Rate Supported Operating Budget related to this project.

5332408 2024 CLIMATE CHANGE ADAPTATION MEASURE PROGRAM

Executive Summary

Division: Operations	2024 Expenditures:	\$ 106,000
Department: Facilities	2024 Net Levy Impact:	\$ 0
Estimated In-Service/Completion Date:		Dec-2024

Brief Description:

The Climate Change Adaptation Measure Program is used to provide funds for the implementation of the adaptation strategies as provided in the Norfolk County Climate Change Adaptation Plan. Annual projects to be implemented were prioritized through the former Climate Change Adaptation Committee which has since merged with the newly formed Sustainability Advisory Committee. Adaptation measures also provide health benefits to individuals, including vulnerable populations (e.g., heating/cooling centres, access to safe drinking water during heat advisories).

Justification

Qualitative Impacts

As per the Norfolk County Climate Change Report (2019), as well as the recently published Ontario Provincial Climate Change Impact Assessment (2023), Norfolk County and Southwestern regions of Ontario are at a "high" risk for experiencing the effects of Climate Change. Per each report, areas at high risk are buildings, roads, infrastructure (e.g., water, sewer, bridges), stormwater management and terrestrial ecosystems. The Norfolk County Climate Change Adaptation Plan identifies multiple areas in which services are anticipated to be impacted. The adaptation strategies recommended for implementation ensure that Norfolk County's built and natural assets are equipped to adapt to a changing climate and ensure that expected service levels can be met and/or exceeded. Adaptation strategies also assure that climate impacts do not affect intended operations or reduce the life-expectancy of infrastructure.

Quantitative Impacts

Adaptation strategies, when applied as intended and on a sufficient scale, can result in a reduced need for maintenance of natural and built assets. In addition, implementing adaptation strategies future-proof infrastructure with the ability to withstand anticipated impacts and guides proactive actions as opposed to reactive actions (such as as-needed infrastructure upgrades).

Ability to Implement Project

There is currently one (1) staff member to oversee and implement Norfolk County's adaptation strategies. Upon prioritization by the Sustainability Advisory Committee, the staff member will either implement and/or provide support (technical, monetary, etc.) to interdepartmental staff. There is adequate staff resourcing within Facilities; however, adequate staff resourcing may not be sufficient within interdepartmental areas and as such, should be further discussed and evaluated with all applicable Departmental Leadership Team members.

Alignment with Council's Strategic Plan

- | | | |
|-------------------------------------|---------------------------|--|
| <input type="checkbox"/> | Empowering Norfolk | <u>Explanation:</u> |
| <input checked="" type="checkbox"/> | Building Norfolk | Building Norfolk & Sustaining Norfolk - implementing and integrating climate change adaptation strategies into the built and natural environment can ensure that the new development of infrastructure is "future-ready" and supports the need to ensure complete and sustainable communities. |
| <input type="checkbox"/> | Connecting Norfolk | |
| <input type="checkbox"/> | Serving Norfolk | |
| <input checked="" type="checkbox"/> | Sustaining Norfolk | |

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	106,000	0	106,000
Total Expenditures:	0	106,000	0	106,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	106,000	0	106,000
Development Charges	0	0	0	0
Total Funding:	0	106,000	0	106,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

5332428 ENERGY AUDITS OF COUNTY FACILITIES

Executive Summary

Division: Operations	2024 Expenditures:	\$ 50,000
Department: Facilities	2024 Net Levy Impact:	\$ 0
Estimated In-Service/Completion Date:		Apr-2024

Brief Description:

Completion of energy audits of select County facilities for the development of Norfolk County Energy Conservation and Demand Management Plan, as required to be completed through Ontario Regulation 25/23 by July 1, 2024. Energy Audits were completed in advance of the existing 2019-2024 Norfolk County Energy Conservation and Demand Management Plan and is a general best practice prior to determining energy conservation measures to be implemented throughout the Corporation over the life-span of the Plan.

Justification

Qualitative Impacts

Energy audits assist in identifying problem areas within all building operating components, and can help identify areas which may be "wasting" and/or consuming more energy than intended. Full and proper functioning building components reduce service disruptions and further increase the life expectancy of operating equipment, reducing the need for facility closures during upgrades, etc.

Quantitative Impacts

Through the findings of the energy audits, identified equipment and/or building issues, once addressed and functioning as intended, will result in a reduction of required maintenance and repairs (internal and external). Additionally, properly functioning building equipment results in reduced operating costs (i.e., utilities) and negative environmental impacts (i.e., greenhouse gas emissions).

Ability to Implement Project

There is adequate staff resourcing within facilities to manage this project through to completion.

Alignment with Council’s Strategic Plan

- | | |
|---|--|
| <input type="checkbox"/> Empowering Norfolk | <u>Explanation:</u> |
| <input type="checkbox"/> Building Norfolk | Sustaining Norfolk - The findings of the Energy Audits will allow for efficiency assessment of existing Norfolk County equipment and/or infrastructure within publicly-owned facilities and result in more sustainable communities as a whole. |
| <input type="checkbox"/> Connecting Norfolk | |
| <input type="checkbox"/> Serving Norfolk | |
| <input checked="" type="checkbox"/> Sustaining Norfolk | |

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	50,000	0	50,000
Total Expenditures:	0	50,000	0	50,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	50,000	0	50,000
Development Charges	0	0	0	0
Total Funding:	0	50,000	0	50,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

5432426 COUNTY ELECTRIC VEHICLE PILOT PROJECT

Executive Summary

Division: Operations	2024 Expenditures:	\$ 60,000
Department: Fleet	2024 Net Levy Impact:	\$ 1,500
Estimated In-Service/Completion Date:		Aug-2024

Brief Description:

A mid size Electric Utility Vehicle (EUV) will be purchased for utilization by Facilities, Cemeteries, and Operations Admin staff. An EUV is cross over between an SUV and an electric vehicle. A full Battery Electric Vehicle (BEV) has a range 397 km; approximately 8 hours, 25 minutes to fully charge with a level 2 charger. The transition to fleet electrification provides public health and climate benefits for the community as well as financial and leadership benefits for the municipality.

Justification

Qualitative Impacts

This EV pilot project will demonstrate and show Norfolk County's commitment to sustainability and energy conservation. This project will also exemplify Norfolk County's dedication to becoming leaders within our community by displaying and supporting emission reduction and sustainability. Other municipalities within southern Ontario have successfully incorporated EV's into their fleet. This project will also help determine the viability/feasibility of utilizing BEV fleet vehicles throughout the corporation or an alternate approach (i.e. plug-in hybrid EV) will need to be studied as 2035 approaches. In 2035, the sale of fuel powered cars and light trucks will be banned in Canada. The purchase could yield approximately 3176 kg/year to 4124 kg/year in emission reductions.

Quantitative Impacts

Fuel consumption could reduce approximately 1600-2500 litres/year. Hourly costs to charge a EUV is approximately \$1.83 at peak. Staff expect 50% of operating and maintenance cost savings averaged over typical vehicle life time and up to 78% over the first six years. A reduced carbon tax could materialize as well. Federal government incentives at point of sale may range from \$2500 to \$5000 for the purchase of EVs.

Ability to Implement Project

Operations staff have the adequate capacity to manage project.

Alignment with Council's Strategic Plan

<input type="checkbox"/> Empowering Norfolk	<u>Explanation:</u>
<input checked="" type="checkbox"/> Building Norfolk	Sustaining Norfolk - Zero tailpipe emissions, vehicles are manufactured with Eco-friendly materials; general lifetime of an EV is 10 yrs; EVs in place of fossil fuel vehicles bring about drastic reductions in GHG emissions allowing municipalities to act on climate change, reach their corporate targets, and improve local air quality. Building Norfolk - Demonstrates that Norfolk County is a leader in the community committed to sustainability; prepares Norfolk County to be ready for future funding programs; demonstrates pilot project findings can further provide additional info to support grant application requirements for public and private EV infrastructure.
<input type="checkbox"/> Connecting Norfolk	
<input type="checkbox"/> Serving Norfolk	
<input checked="" type="checkbox"/> Sustaining Norfolk	

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	60,000	0	60,000
Total Expenditures:	0	60,000	0	60,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	60,000	0	60,000
Development Charges	0	0	0	0
Total Funding:	0	60,000	0	60,000

The impact on the 2024 Levy Supported Operating Budget is expected to be \$1,500 (0.00%) driven by maintenance from ownership. In future years, an additional \$7,700 \$67,500 is recommended as a reserve contribution to capture the lifecycle costing of the asset.

5432429 PERMANENT BY-LAW VEHICLES (6)

Executive Summary

Division: Operations **2024 Expenditures:** \$ 384,000
Department: Fleet **2024 Net Levy Impact:** \$ 0
Estimated In-Service/Completion Date: Aug-2024

Brief Description:

Staff are proposing an alternative to the current method of providing vehicles to Norfolk County By-Law staff. It is being recommended that a transition from rental vehicles to purchased vehicles be made, purely driven by the quantitative/financial impacts. The procurement of year-round vehicle rentals are no longer a viable service delivery option, due to post pandemic supply chain impacts and the respective cost escalations for this service.

Justification

Quantitative Impacts

The Approved 2023 Levy Supported Operating Budget includes an allocation of \$102,600 for the rental costs of 6 year-round vehicles for the By-Law staff, which is projected to further increase in 2024 due to market conditions. Paying more than \$17,000 annually for a vehicle rental is not an effective use of taxpayer dollars.

A cost-benefit analysis has been completed to evaluate the financial effectiveness of this decision. The existing levy allocation is sufficient to accommodate the additional costs of ownership (\$1,500 per vehicle/year), full life-cycle costing of the 6 additional vehicles (\$10,600 per vehicle/year), while also allowing for excess contributions to the Fleet Replacement Reserve of \$30,000 in aggregate to assist in closing the existing infrastructure funding gap for Norfolk County fleet. Therefore, this service delivery change can be implemented as a net \$0 change to the Levy.

The initial purchases (6 vehicles at \$64,000) is budgeted to be funded through the New/Incremental Capital Reserve, however staff are investigating the option of using remaining COVID-19 related funding for this initiative. The post pandemic supply chain constraints have resulted in significant costs and challenges to managing fleet operations, indicating that there is support for these impacts to be considered an eligible expense.

Ability to Implement Project

If approved, the Fleet department will begin the procurement process to prepare for tendering in early 2024. While there are still challenges and delays surrounding vehicles/equipment, the market has improved significantly and staff feel that vehicles can be in service by Q3 2024. This will result in the requirement to maintain an allocation in the 2024 Levy for vehicle rentals, with full financial benefits in effect beginning in 2025.

Alignment with Council’s Strategic Plan

- | | | |
|-------------------------------------|---------------------------|--|
| <input type="checkbox"/> | Empowering Norfolk | Explanation:
Sustaining Norfolk - Through the consistent review and evaluation of service delivery models, staff will continue to identify any options that may result in a more efficient use of taxpayer dollars. This is critical to ensure financial sustainability of Norfolk County. |
| <input type="checkbox"/> | Building Norfolk | |
| <input type="checkbox"/> | Connecting Norfolk | |
| <input type="checkbox"/> | Serving Norfolk | |
| <input checked="" type="checkbox"/> | Sustaining Norfolk | |

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	384,000	0	384,000
Total Expenditures:	0	384,000	0	384,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	384,000	0	384,000
Development Charges	0	0	0	0
Total Funding:	0	384,000	0	384,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project. In future years there are expected cost savings of \$93,600 related to savings associated with the current rental rates net of increased maintenance from ownership, however this amount will be offset by contributions to the Fleet Reserve to account for lifecycle costing of the vehicles.

5532246 STREETSCAPING - HARBOUR ST, PIER TO LIFT BRIDGE, PT DOVER

Executive Summary

Division: Environmental & Infrastructure Services **2024 Expenditures:** \$ 300,000
Department: Engineering **2024 Net Levy Impact:** \$ 32,200
Estimated In-Service/Completion Date: Dec-2024

Brief Description:

Additional pedestrian-oriented streetscaping on Harbour Street in conjunction with the planned 2024 reconstruction project. Port Dover is a desired destination within Norfolk County. The project links with the direction of the Port Dover Secondary Plan, including community comments and ideas. The addition of streetscaping measures will revitalize and enhance Harbour Street.

Justification

Qualitative Impacts

The project plan is to include decorative lighting, bollards, decorative crosswalks, coloured concrete, benches and signage. The Harbour Street reconstruction along the waterfront provides a critical opportunity to maximize efficiencies and transform the space for people. The inclusion of a smart, flexible streetscape can support local businesses, tourism, enhance the experience of residents and boaters. It supports the County's ability to showcase the location and will provide streetscaping features that will serve the County well for many years to come.

Quantitative Impacts

There are no additional quantitative impacts. This project is currently budgeted to be funded from the issuance of debentures, which carry annual debt servicing charges of \$32,200 (20 Years, 4.5%).

Ability to Implement Project

Staff are available to manage the project through 2024. Construction will be tendered to an external vendor.

Alignment with Council's Strategic Plan

- | | | |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/> | Empowering Norfolk | <u>Explanation:</u> |
| <input checked="" type="checkbox"/> | Building Norfolk | Building - Builds quality new infrastructure. |
| <input checked="" type="checkbox"/> | Connecting Norfolk | Connecting - Establishing waterfront linkages for the public is an important objective and there are several possibilities for utilizing this needed space, especially during peak times. |
| <input type="checkbox"/> | Serving Norfolk | |
| <input type="checkbox"/> | Sustaining Norfolk | |

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	40,000	0	0	40,000
Construction	0	300,000	0	300,000
Other	0	0	0	0
Total Expenditures:	40,000	300,000	0	340,000
Funding				
Grants	0	0	0	0
Debt Financing	40,000	300,000	0	340,000
Reserves	0	0	0	0
Development Charges	0	0	0	0
Total Funding:	40,000	300,000	0	340,000

The impact on the 2024 Levy Supported Operating Budget is expected to be \$32,200 (0.03%) driven by debt servicing costs associated with this project.

5532434 2024 SIDEWALKS & WALKWAYS INSTALLATION

Executive Summary

Division: Environmental & Infrastructure Services **2024 Expenditures:** \$ 100,000
Department: Engineering **2024 Net Levy Impact:** \$ 0
Estimated In-Service/Completion Date: Dec-2024

Brief Description:

New sidewalk installation to fill in gaps in sidewalk network, and for County contribution for sidewalks for new development on Elizabeth Street in Simcoe.

Justification

Qualitative Impacts

New Development on Elizabeth St. in Simcoe requires a sidewalk connection to Queensway. The Developer is responsible to provide this connectivity, however it is suggested that the Developer complete the road and curb repairs as part of the site plan work. The County will then complete the sidewalk installation after the development is completed. Filling in sidewalk network gaps provide connectivity and safety for pedestrians.

Quantitative Impacts

Additional sidewalk length will require continued maintenance over the life expectancy of the asset. This is expected to be accommodated through future annual Sidewalk & Walkway Reconstruction programs. All costs associated with the maintenance of additional sidewalks are anticipated to be accommodated within the existing levy allocations.

Ability to Implement Project

Project would be completed through the annual sidewalk installation program. Adequate resources are available.

Alignment with Council’s Strategic Plan

- Empowering Norfolk** Explanation:
- Building Norfolk** Connecting Norfolk & Serving Norfolk - Providing sidewalk connectivity and continuity promotes a healthy and active lifestyle.
- Connecting Norfolk**
- Serving Norfolk**
- Sustaining Norfolk**

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	15,000	0	15,000
Construction	0	85,000	0	85,000
Other	0	0	0	0
Total Expenditures:	0	100,000	0	100,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	100,000	0	100,000
Development Charges	0	0	0	0
Total Funding:	0	100,000	0	100,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

5532473 LYNN RIVER FORCEMAIN ASSESSMENT

Executive Summary

Division: Environmental & Infrastructure Services **2024 Expenditures:** \$ 100,000
Department: Engineering **2024 Net Levy Impact:** \$ 0
Estimated In-Service/Completion Date: Sep-2024

Brief Description:

Assessment of approximately 110 metres of 400mm diameter asbestos cement and steel pipe is required to determine pipe condition and replacement options. The condition of the pipe is unknown at this time. Differing technologies are to be reviewed to provide the best condition assessment attainable for the river crossing.

Justification

Qualitative Impacts

The existing forcemain is 60 years old and comprised of a combination of asbestos cement and steel pipe. In 2023 an attempt was made to install a forcemain in a new location. Due to ground water conditions and contaminated water, the project had to be abandoned. This assessment will determine if existing forcemain can be relined in its existing location. The existing forcemain is located on private lands and the Municipality has a legal easement in place.

Quantitative Impacts

This assessment is required to ensure the operating condition of the forcemain for years to come. Any type of leak or break in the aging infrastructure under the river could lead to an environmental disaster.

Ability to Implement Project

This is a smaller project and there is adequate staffing to complete the project.

Alignment with Council’s Strategic Plan

- Empowering Norfolk** Explanation:
- Building Norfolk** Building Norfolk - This pipeline serves half of Port Dover so it is considered major infrastructure and the maintenance of this system must be completed to ensure an uninterrupted level of service.
- Connecting Norfolk**
- Serving Norfolk**
- Sustaining Norfolk**

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	100,000	0	100,000
Total Expenditures:	0	100,000	0	100,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	100,000	0	100,000
Development Charges	0	0	0	0
Total Funding:	0	100,000	0	100,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

5632413 ASPHALT HOTBOX AND RECYCLER

Executive Summary

Division: Operations	2024 Expenditures:	\$ 160,000
Department: Roads	2024 Net Levy Impact:	\$ 0
Estimated In-Service/Completion Date:		Mar-2024

Brief Description:

An asphalt hotbox/recycler is a tow-behind trailer unit with a diesel fired heat source. These units are used to reheat asphalt that has cooled as well as rejuvenate/recycle millings from past reconstruction projects. This would allow staff to stock asphalt in the yards and use it fill potholes, which represents a more permanent solution than cold patching.

Justification

Qualitative Impacts

The purchase of this unit would allow staff to begin filling potholes with hot mix asphalt instead of cold patching. Cold patch tends to fail quickly and is not ideal for cold weather applications. This results in a significant amount of re-work as staff tend to fill the same potholes over and over with cold patch. Having the ability to use hot mix would reduce the number of times that a pot hole is field to one, resulting in a more efficient use of staff time. This is the first of two units to be purchased (one additional unit being proposed in 2025), which would allow for Norfolk County to transition away from Cold Patching.

Quantitative Impacts

Both material pricing and quantities required for Hot mix is favorable in comparison to Cold Patching. Additionally, using hot mix would reduce the hours spent filling pot holes and would allow staff to work on other pressing issues within Norfolk County.

Ability to Implement Project

No additional staffing resources would be required.

Alignment with Council’s Strategic Plan

- | | | |
|-------------------------------------|---------------------------|--|
| <input type="checkbox"/> | Empowering Norfolk | <u>Explanation:</u> |
| <input type="checkbox"/> | Building Norfolk | Serving Norfolk - Staff would save time and money and would be available to work on other tasks or fill additional pot holes in order to serve Norfolk more efficiently. |
| <input type="checkbox"/> | Connecting Norfolk | |
| <input checked="" type="checkbox"/> | Serving Norfolk | |
| <input type="checkbox"/> | Sustaining Norfolk | |

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	160,000	0	160,000
Total Expenditures:	0	160,000	0	160,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	160,000	0	160,000
Development Charges	0	0	0	0
Total Funding:	0	160,000	0	160,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project. In future years, a \$15,500 is recommended as a reserve contribution to capture the lifecycle costing of the asset.

5832125 BACKFLOW PREVENTION STUDY

Executive Summary

Division: Environmental & Infrastructure Services **2024 Expenditures:** \$ 50,000
Department: Water **2024 Net Levy Impact:** \$ 0
Estimated In-Service/Completion Date: Dec-2024

Brief Description:

The purpose of this project will be to retain a consultant to implement a study of Norfolk County's various industries to assess requirements, and then create a backflow prevention program.

Justification

Qualitative Impacts

The Ministry of the Environment, Conservation and Parks requires that a backflow prevention program be in place. This program will prevent high risk industries (hospitals, car washes, funeral homes etc.) from over pressurizing their internal plumbing and sending contaminated water back into the municipal drinking water system. Norfolk County currently does not have a backflow program, which puts the drinking water system at risk. This project would include an initial study to determine the industries and areas that require backflows by assessing the severity of the premises, as well as determining how many are already installed but not properly maintained.

Quantitative Impacts

After the study is complete, which would include the development of a backflow program for the County to initiate, there would be additional funds required to train a staff member in the certification for backflow prevention. The program itself could be implemented by current EIS staff to maintain documentation and customer relations. This is expected to have a negligible effect on the future rate requirement.

Ability to Implement Project

The RFP for the study and the management of it can be implemented by current staff. The program going forward may require additional funding for certification, but should be able to be implemented by current staff.

Alignment with Council's Strategic Plan

- | | | |
|-------------------------------------|---------------------------|--|
| <input type="checkbox"/> | Empowering Norfolk | <u>Explanation:</u> |
| <input type="checkbox"/> | Building Norfolk | Sustaining Norfolk - Conducting a backflow study will allow Norfolk County to assess the current status of potential threats to the drinking water system that are unknown at this time. With the implementation of a program, Norfolk County will ensure that the drinking water system is protected from these threats and satisfy the requirements of the MECP. |
| <input type="checkbox"/> | Connecting Norfolk | |
| <input type="checkbox"/> | Serving Norfolk | |
| <input checked="" type="checkbox"/> | Sustaining Norfolk | |

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	50,000	0	50,000
Total Expenditures:	0	50,000	0	50,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	50,000	0	50,000
Development Charges	0	0	0	0
Total Funding:	0	50,000	0	50,000

There is no expected impact on the 2024 Rate Supported Operating Budget related to this project.



5832610 WATER & WASTEWATER ISMP STUDY

Executive Summary

Division: Environmental & Infrastructure Services **2024 Expenditures:** \$ 750,000
Department: Water & Wastewater **2024 Net Levy Impact:** \$ 0
Estimated In-Service/Completion Date: Jun-2025

Brief Description:

Master Planning allows municipalities to effectively manage critical infrastructure and resources to ensure the community is ready for growth and climate change and in a manner that respects the community’s values and aspirations. Master Plans and regular updates are required for core infrastructure such as Water, Wastewater, Stormwater, and Transportation to meet legislative requirements.

Justification

Qualitative Impacts

Infrastructure represents the largest investments municipal government is responsible for and the provision of infrastructure in a timely manner is essential to support growth in the County. Master Plans provide a road map for building infrastructure and their absence results in lost opportunities for efficiency, higher levels of service, insufficient capacity for growth and disjointed areas of growth.

Quantitative Impacts

Master Plans are required to support Development Charge Background Studies and lay a foundation to ensure that capacity is available to support growth.

Ability to Implement Project

A separate NBI has been submitted for an additional Project Manager to lead the Master Planning processes for all our disciplines. These projects are significant undertakings and cannot be completed with current staffing levels.

Alignment with Council’s Strategic Plan

- Empowering Norfolk** Explanation:
- Building Norfolk** Building Norfolk - Master Plans support the infrastructure needs for sustainable growth in Norfolk County.
- Connecting Norfolk**
- Serving Norfolk**
- Sustaining Norfolk**

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	750,000	0	750,000
Total Expenditures:	0	750,000	0	750,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	188,000	0	188,000
Development Charges	0	562,000	0	562,000
Total Funding:	0	750,000	0	750,000

There is no expected impact on the 2024 Rate Supported Operating Budget related to this project.

5932404 MOBILE DIESEL TRASH PUMP

Executive Summary

Division: Environmental & Infrastructure Services **2024 Expenditures:** \$ 23,000
Department: Engineering **2024 Net Levy Impact:** \$ 0
Estimated In-Service/Completion Date: Dec-2024

Brief Description:

In light of increasing instances of flooding emergencies within our municipality, it is imperative to invest in robust equipment that can effectively mitigate and manage such situations. This business case outlines the benefits and justifications for acquiring a diesel trash pump that can be towed behind a truck, operated by a single staff member, and provide up to 24 hours of uninterrupted water pumping during flooding emergencies. This investment will significantly enhance flood response capabilities, ensure public safety, and minimize potential property damage.

Justification

Qualitative Impacts

The pump's extended run time allows for continuous pumping, mitigating the risk of flooding and reducing potential damages to property and infrastructure. In the event of severe weather conditions, the ability to handle large volumes of water becomes crucial for effective emergency response and preparedness. A diesel water pump is capable of moving three times as much water as a standard 3-4" trash pump, providing a significant advantage in managing stormwater- and water-related challenges. Higher capacity allows for faster water removal, reducing the duration of pumping and extent of potential damages caused by flooding. Additionally, the pump's ability to handle larger debris in intake lines minimizes downtime for maintenance.

Quantitative Impacts

Renting a pump for temporary needs at approximately \$5,500 annually is inefficient. By investing in a diesel water pump, the organization eliminates the recurring expenses associated with pump rentals and travel time to obtain the pumps. There may also be savings from reduction in refueling and staff time. Procuring a diesel water pump with an expected lifespan of 10 years provides long-term reliability. The potential for insurance claims resulting from flood damage or inadequate water management can be minimized by the organization having a robust pump solution. This pump will largely be utilized on municipal drains during flooding emergencies, with resulting cost savings shared based on assessment schedules for Norfolk County and affected landowners through maintenance billing.

Ability to Implement Project

Sourcing the Diesel Pump as proposed will be a one-time effort and EIS has the ability to source and manage this project. Maintaining and utilizing the pump once sourced will be more efficient from a staff time perspective.

Alignment with Council's Strategic Plan

<input type="checkbox"/>	Empowering Norfolk	<u>Explanation:</u>
<input type="checkbox"/>	Building Norfolk	Serving Norfolk & Sustaining Norfolk - Having a pump that has the ability to handle high-intensity storms, move large volumes of water, and handle debris in intake lines ensures efficient water management. Additionally, the anticipated cost savings resulting from eliminating pump rental expenses, reducing staff time, and optimizing fuel consumption further support the justification. Considering the potential for insurance claims and the need for reliable water management in the face of increasing storm intensity, this investment is crucial for the organization's preparedness and long-term cost-effectiveness.
<input type="checkbox"/>	Connecting Norfolk	
<input checked="" type="checkbox"/>	Serving Norfolk	
<input checked="" type="checkbox"/>	Sustaining Norfolk	

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	23,000	0	23,000
Total Expenditures:	0	23,000	0	23,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	23,000	0	23,000
Development Charges	0	0	0	0
Total Funding:	0	23,000	0	23,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project. In future years, an additional \$2,200 is recommended as a reserve contribution to capture the lifecycle costing of the asset.



7332404 2024 LEGAL TRANSFERS OF RURAL/ABANDONED CEMETERIES

Executive Summary

Division: Operations **2024 Expenditures:** \$ 10,000
Department: Parks **2024 Net Levy Impact:** \$ 0
Estimated In-Service/Completion Date: Dec-2024

Brief Description:

This is an annual program for Legal and Surveying costs associated with the assumption of rural private board managed cemeteries that have been relinquished for the County to manage.

Justification

Qualitative Impacts

Norfolk County is legislated by the Cemeteries Act to accept any relinquished cemeteries within their jurisdiction.

Quantitative Impacts

There will be definite unknown increases for management of these cemeteries. Dependent of the state of the relinquished cemetery there could be a need for updating records management/health and safety issues as well as work may be required that the cemeteries meet a safe standardized level of care. This is expected to have an immaterial impact on the existing Parks budget for cemeteries.

Ability to Implement Project

Each abandoned/rural cemeteries needs would be determined by a site to site basis as they occur (i.e. based on size/activity/level of use/demand/location) and existing staff will manage the additional work.

Alignment with Council's Strategic Plan

- | | | |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/> | Empowering Norfolk | <u>Explanation:</u> |
| <input checked="" type="checkbox"/> | Building Norfolk | Serving Norfolk - ensures Norfolk County continues to have adequate cemetery infrastructure to meet the needs/demands of Norfolk County citizens; conserving and protecting sites is both required by law and preserves our cultural heritage |
| <input type="checkbox"/> | Connecting Norfolk | |
| <input checked="" type="checkbox"/> | Serving Norfolk | Building Norfolk - ensures the well being of the community by providing affordable and accessible end of life service |
| <input type="checkbox"/> | Sustaining Norfolk | |

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	10,000	0	10,000
Total Expenditures:	0	10,000	0	10,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	10,000	0	10,000
Development Charges	0	0	0	0
Total Funding:	0	10,000	0	10,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

7431908 RADIO COMMUNICATION PAGING FREQUENCY

Executive Summary

Division: Office of the CAO	2024 Expenditures:	\$ 325,000
Department: Fire	2024 Net Levy Impact:	\$ 0
Estimated In-Service/Completion Date:		Aug-2024

Brief Description:

Currently, Fire Department emergency paging for service and fireground operation communications are completed over one (1) operations/paging frequency. This interferes with ongoing emergency radio transmissions and creates safety concerns for firefighters.

Justification

Qualitative Impacts

To ensure Norfolk County Fire Department (NCFD) emergency paging tones are not overriding communications on the fireground, NCFD is seeking a new “clean frequency” operating in a simulcast configuration. The new frequency will be provided by, Innovation, Science and Economic Development Canada (ISED), to be used solely for firefighter communications during an emergency. This will allow all emergency paging to take place over the existing operations frequency. Emergency Paging Frequency is a dedicated radio frequency used exclusively for sending emergency alerts or notifications to firefighters and emergency responders. Fireground Operation Frequencies are dedicated radio frequencies used exclusively for fireground operations during an incident. When emergency paging and fireground operations share the same frequency, it can lead to interference or overlapping messages, making it difficult for firefighters to communicate effectively during critical moments.

Quantitative Impacts

This project will see ongoing costs associated to yearly radio frequency license renewals, and regular R&M on the repeater units, and components associated to the broadcasting of the frequency between six (6) radio towers sites in Norfolk County.

Ability to Implement Project

The implementation of this project will be overseen by FD staff, and completed by a 3rd party contractor which specializes in emergency radio communications.

Alignment with Council’s Strategic Plan

<input type="checkbox"/> Empowering Norfolk	<u>Explanation:</u> Serving Norfolk - Improving the delivery of fire protection services in Norfolk County, while serving our residents and providing additional health and safety measures for our firefighters.
<input type="checkbox"/> Building Norfolk	
<input type="checkbox"/> Connecting Norfolk	
<input checked="" type="checkbox"/> Serving Norfolk	
<input type="checkbox"/> Sustaining Norfolk	

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	325,000	0	325,000
Total Expenditures:	0	325,000	0	325,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	303,000	0	303,000
Development Charges	0	22,000	0	22,000
Total Funding:	0	325,000	0	325,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

8331707 COLLECTIONS STORAGE STUDY

Executive Summary

Division: Community Development	2024 Expenditures:	\$ 53,000
Department: Heritage & Culture	2024 Net Levy Impact:	\$ 0
Estimated In-Service/Completion Date:		Oct-2024

Brief Description:

Detailed feasibility study to investigate the space requirements and the feasibility of construction (through engineering and planning analysis) of a collection storage facility (free standing or addition to existing building) on Norfolk County owned property to determine optimal location, building size, and cost. Would also include some basic preliminary design to obtain cost estimates.

Justification

Qualitative Impacts

Norfolk County owns a very large and diverse collection of artifacts, archival material including municipal records and significant works of art consisting of approximately 350,000 items. The majority of the collection has been donated by the public and is stewarded by the Heritage & Culture department. Norfolk County is at a crossroads as existing museum/archives facilities exceed capacity in terms of storage space. In order to maintain preservation standards, manage risk, optimize space, continue to collect Norfolk’s cultural heritage and provide greater public accessibility, increased and proper storage space is crucial.

Quantitative Impacts

The consultant will provide cost estimates related to future budgeting of potential solutions.

Ability to Implement Project

The Heritage & Culture team has been developing a robust and long term collections management strategy. This feasibility study is required to move forward as it will provide options and costs for consideration. There is adequate staff with the appropriate expertise in Heritage & Facilities management to lead this project.

Alignment with Council’s Strategic Plan

- | | |
|---|---|
| <input type="checkbox"/> Empowering Norfolk | <u>Explanation:</u> |
| <input checked="" type="checkbox"/> Building Norfolk | Through the proper management of Norfolk’s cultural heritage we are able to preserve (sustain) Norfolk County’s collection employing best practices and connect the public with the rich collection that we steward on their behalf. Ensuring sufficient infrastructure capacity is in place to safely house and manage the collection is a key component of the department’s collections strategy. |
| <input checked="" type="checkbox"/> Connecting Norfolk | |
| <input checked="" type="checkbox"/> Serving Norfolk | |
| <input checked="" type="checkbox"/> Sustaining Norfolk | |

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	53,000	0	53,000
Total Expenditures:	0	53,000	0	53,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	53,000	0	53,000
Development Charges	0	0	0	0
Total Funding:	0	53,000	0	53,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

8432201 PLACEMAKING ASSETS - SIMCOE AREA

Executive Summary

Division: Community Development **2024 Expenditures:** \$ 20,000
Department: Economic Development **2024 Net Levy Impact:** \$ 0
Estimated In-Service/Completion Date: Dec-2024

Brief Description:

Undertake creation and deployment of new placemaking asset(s) in downtown Simcoe. This would connect with the finalized Placemaking Study conducted via the Downtown Simcoe BIA. Could be in partnership with BIA and associated funding/grants.

Justification

Qualitative Impacts

Placemaking Assets provide many advantages including: Downtown revitalization, more attractive places for businesses and residents, tourism improvements, as well as connection to the various amenities of our community. The project also offers enhanced quality of life for residents which contributes to growth, economic development, and healthy communities.

Quantitative Impacts

A portion of this project was approved in the Final 2023 Capital Budget. There may also be the potential for assistance from the Downtown Simcoe BIA.

Ability to Implement Project

The General Manager, as project director, as well as economic development and project lead staff will provide adequate resources and can assist with project deployment.

Alignment with Council’s Strategic Plan

- Empowering Norfolk** Explanation:
 Empowering Norfolk & Connecting Norfolk - Foster and build partnerships with the community. Create a place where businesses and residents can thrive. Celebrate and connect all of our communities.
- Building Norfolk**
- Connecting Norfolk**
- Serving Norfolk**
- Sustaining Norfolk**

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	5,000	20,000	0	25,000
Total Expenditures:	5,000	20,000	0	25,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	5,000	20,000	0	25,000
Development Charges	0	0	0	0
Total Funding:	5,000	20,000	0	25,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

8432501 PLACEMAKING ASSETS - PORT RYERSE & EXISTING SIGN REPL'S

Executive Summary

Division: Community Development	2024 Expenditures: \$ 5,000
Department: Economic Development	2024 Net Levy Impact: \$ 0
Estimated In-Service/Completion Date:	Dec-2024

Brief Description:

Economic Development is partnering with a community group to contribute equal funding towards the replacement of existing and former signage (removed due to disrepair) and renewal of decorative entrance signs to the hamlet.

Justification

Qualitative Impacts

Placemaking Assets provide many advantages including: Connecting residents to 'sense of place', community ownership and pride, tourism improvements as well as enhancing the quality of life for residents which contributes to growth, economic development, and healthy communities.

Quantitative Impacts

The signage product being procured is made of more durable material which will require less maintenance and there are no utility requirements. The partnering community group is raising at least 50% the funds required to complete the project and may assist with maintenance also. There may have future operational implications if damage occurs that the community group cannot assist with. Lifecycle costs are included within the annual Placemaking Assets Program.

Ability to Implement Project

The lead from the community group has assisted with sourcing 3 quotes and resourcing to help deliver the project. Project oversight via GM's office and Economic Development is adequate with no additional resources required.

Alignment with Council’s Strategic Plan

<input checked="" type="checkbox"/> Empowering Norfolk	<u>Explanation:</u> Empowering Norfolk & Connecting Norfolk - Foster and build partnerships with the community. Create a place where businesses and residents can thrive. Celebrate and connect all of our communities.
<input type="checkbox"/> Building Norfolk	
<input checked="" type="checkbox"/> Connecting Norfolk	
<input type="checkbox"/> Serving Norfolk	
<input type="checkbox"/> Sustaining Norfolk	

Financial Impact

Financial Impact – Capital Plan:

	LTD (\$)	2024 (\$)	2025-2033 (\$)	Total (\$)
Expenditures				
Engineering	0	0	0	0
Construction	0	0	0	0
Other	0	5,000	5,000	10,000
Total Expenditures:	0	5,000	5,000	10,000
Funding				
Grants	0	0	0	0
Debt Financing	0	0	0	0
Reserves	0	5,000	5,000	10,000
Development Charges	0	0	0	0
Total Funding:	0	5,000	5,000	10,000

There is no expected impact on the 2024 Levy Supported Operating Budget related to this project.

SECTION 6:

APPENDICES

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Admin Buildings Repairs & Maintenance										
County Admin Building Partial Floor Replacement	100,000									100,000
County Admin Building - Interior Painting	100,000									100,000
County Administration Building Exterior Lighting Upgrades	50,000									50,000
Culver Operations Building Exterior Lighting Replacement	20,000									20,000
Culver Operations Building Fence Replacement	40,000									40,000
Culver Operations Building Window Replacement	65,000									65,000
Delhi Administration Building Exit Staircase Replacement	15,000									15,000
Norfolk County Garage Overhead Door Replacement	15,000									15,000
County Administration Building Fire Separation Repairs	100,000									100,000
Delhi Admin Bldg Roof Reinforcement	150,000									150,000
Norfolk County Garage Overhead Door Replacement	15,000									15,000
Culver Operations Building - Interior Painting		70,000								70,000
Gilbertson Admin Building - Interior Painting		120,000								120,000
County Administration Building - Piping Replacement		450,000								450,000
County Administration Building Basement Flooring Replacement		50,000								50,000
Culver Operations Building - Partial Flooring Replacement		75,000								75,000
Culver Operations Building - Partial Pipe Insulation Replacement		25,000								25,000
Culver Operations Building Overhead Door Replacement		21,000								21,000
Norfolk County Garage Overhead Door Replacement		15,000								15,000
Delhi Administration Building Exterior Repairs - ENG ONLY		25,000								25,000
Delhi Admin Building Electrical Equipment and System Replacement			180,000							180,000
Delhi Admin Building Fire Alarm System Replacement			50,000							50,000
Norfolk County Garage - Interior Painting			50,000							50,000
Norfolk County Garage Overhead Door Replacement			16,000							16,000
Delhi Administration Building Exterior Repairs - CONSTRUCTION ONLY			175,000							175,000
County Administration Building 2 Electrical Replacement				30,000						30,000
County Administration Building Ceiling Replacement				75,000						75,000
County Administration Building Window Restoration				80,000						80,000
Culver Operations Building Interior Renovations				250,000						250,000
Culver Operations Building Overhead Door Replacement				22,000						22,000
Norfolk County Garage Overhead Door Replacement				16,000						16,000
Governor Simcoe Square Pathway Replacement - ENG ONLY				10,000						10,000
Norfolk County Garage Overhead Door Replacement					16,000					16,000
Governor Simcoe Square Pathway Replacement - CONSTRUCTION ONLY					100,000					100,000
Culver Operations Building Overhead Door Replacement						23,000				23,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Delhi Administration Building Foundation Repairs						35,000				35,000
Norfolk County Garage Overhead Door Replacement						17,000				17,000
County Admin Building - Carpet Replacement							175,000			175,000
Norfolk County Garage Overhead Door Replacement							17,000			17,000
Delhi Admin Building - Interior Painting								70,000		70,000
County Administration Building 2 Exterior Restoration								45,000		45,000
County Administration Building Brick Repointing								20,000		20,000
Culver Operations Building Overhead Door Replacement								24,000		24,000
Norfolk County Garage Fence Replacement								75,000		75,000
Norfolk County Garage Overhead Door Replacement								17,000		17,000
Norfolk County Garage Overhead Door Replacement									18,000	18,000
Annual Admin Buildings Repairs & Maintenance Programs	670,000	851,000	471,000	483,000	116,000	75,000	192,000	251,000	18,000	3,127,000
County Buildings Repairs & Maintenance										
Exhaust Extraction System - Norfolk County Garage	60,000									60,000
Exterior Repairs - Delhi Friendship Centre	105,000									105,000
West Roads Operation Yard Fuel Kiosk Replacement	25,000									25,000
Norfolk County Garage Fuel Kiosk Replacement	25,000									25,000
ACAC / SRC - Stairwell Flooring Replacement	50,000									50,000
Access Control System Replacement	350,000									350,000
Courtland Fire Station - Electrical Replacements	60,000									60,000
Courtland Fire Station Masonry Repairs	25,000									25,000
Courtland Operations Facility Exterior Repairs	220,000									220,000
Courtland Operations Overhead Door Replacements	15,000									15,000
Courtland Operations Yard Fuel Kiosk Replacement	25,000									25,000
Delhi Daycare Building - Siding Replacement	30,000									30,000
Delhi Fire Station - Exterior Repairs	25,000									25,000
Delhi Friendship Centre Parks Storage Siding Replacement	40,000									40,000
Delhi Parks Storage Building - Foundation Repairs	15,000									15,000
Dundurn Salt Storage Building Exterior Repairs	40,000									40,000
Facilities Operations Building Roads Storage Building Repairs	160,000									160,000
Facilities Operations Building Storage Building Repairs	35,000									35,000
Langton Arena Fieldhouse Exterior Repairs	20,000									20,000
Langton Fire Station - Partial Flooring / Ceiling Replacement	35,000									35,000
Percy Carter Storage Building - Exterior Repairs	15,000									15,000
Port Dover Arena Automatic Door Replacements	20,000									20,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Port Dover Arena Structural Weld Testing	50,000									50,000
Port Dover Scout Hall - Interior Renovations	55,000									55,000
Port Dover Scout Hall - Siding and Window Replacement	55,000									55,000
Port Rowan EMS Base - Exterior Repairs	25,000									25,000
Schellburg Operations Facility Electrical Replacements	90,000									90,000
Simcoe Library -Window Replacement	70,000									70,000
Simcoe Lions Park Bleacher Storage- Exterior Repairs	15,000									15,000
South Walsingham Quonset Hut Building Repairs	150,000									150,000
St. Williams Fire Station - Exterior Repairs	50,000									50,000
Talbot Gardens Arena Concrete Encasement Repairs	60,000									60,000
Waterford Parks Unheated Storage Building - Building Repairs	70,000									70,000
Win-Del Park Storage Building - Dugout #1 Replacement	15,000									15,000
Win-Del Park Storage Building - Dugout #2 Replacement	15,000									15,000
Win-Del Park Storage Building - Dugout #5 Replacement	15,000									15,000
Win-Del Park Storage Building - Dugout #6 Replacement	15,000									15,000
Win-Del Park Storage Building - Exterior Repairs	25,000									25,000
Exterior Upgrades - Port Rowan CC	133,000									133,000
Delhi Arena Structural Repairs - ENG ONLY	30,000									30,000
Langton Arena Structural Repairs - ENG ONLY	20,000									20,000
Talbot Gardens Arena Bleacher and Slab Replacement - ENG ONLY	150,000									150,000
Port Dover Community Centre - Exterior Repairs - ENG ONLY	10,000									10,000
Langton Parks Storage - Exterior Repairs - ENG ONLY	20,000									20,000
Simcoe Library - Stair Guardrail Replacement	85,000									85,000
Delhi Friendship Centre - Flooring Replacement	40,000									40,000
Courtland Operations Overhead Door Replacements		15,000								15,000
Fairground Fire Station - Electrical Replacements		40,000								40,000
Lawn Bowling Clubhouse & Storage - Door/Window Replacement		25,000								25,000
Port Dover Arena Partial Cladding Replacement		35,000								35,000
Port Rowan Fire Station - Exterior Repairs		20,000								20,000
Port Rowan Parks Storage Building- Overhead Door Replacement		7,000								7,000
St. Williams Fieldhouse - Block Repairs		15,000								15,000
Talbot Gardens Arena Brick Repairs		50,000								50,000
Talbot Gardens Arena Door and Window Replacements		20,000								20,000
Villa Nova Operations Facility Structural Coating		35,000								35,000
Vittoria Community Centre- Partial Flooring Replacement		90,000								90,000
Waterford Tricenturena Dugout Repairs		15,000								15,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Waterford Tricenturena Metal Siding Repairs		50,000								50,000
West Roads Operations Facility Overhead Door Replacements		20,000								20,000
West Roads Operations Facility Slab Sealing		65,000								65,000
Win-Del Park Storage Building - Dugout #3 Replacement		15,000								15,000
Win-Del Park Storage Building - Dugout #4 Replacement		15,000								15,000
Win-Del Park Storage Building - Dugout #7 Replacement		15,000								15,000
Win-Del Park Storage Building - Dugout #8 Replacement		15,000								15,000
Delhi Arena Structural Repairs - CONSTRUCTION ONLY		320,000								320,000
Langton Arena Structural Repairs - CONSTRUCTION ONLY		80,000								80,000
Talbot Gardens Arena Bleacher and Slab Replacement - CONSTRUCTION ONLY		3,000,000								3,000,000
Port Dover Community Centre - Exterior Repairs - CONSTRUCTION ONLY		70,000								70,000
Port Rowan Community Centre - Exterior Repairs - ENG ONLY		20,000								20,000
Langton Parks Storage - Exterior Repairs - CONSTRUCTION ONLY		190,000								190,000
Courtland Fieldhouse Pavillon Repairs			35,000							35,000
Courtland Operations Overhead Door Replacements			15,000							15,000
Delhi Library Exterior Repairs			25,000							25,000
Langton Arena Water Treatment System Replacement			25,000							25,000
Oakwood Cemetary Building - Building Repairs			75,000							75,000
Port Dover Arena Automatic Door Replacements			20,000							20,000
Port Dover Kinsmen Hall - Siding Replacement			30,000							30,000
Port Rowan Medical Centre - Foundation Repairs			25,000							25,000
Port Rowan Parks Storage Building- Overhead Door Replacement			7,000							7,000
Teeterville Fire Station - Ceiling Tile Replacement			25,000							25,000
Thompson Park Fieldhouse - Interior Renovations			20,000							20,000
Villa Nova Operations Facility Overhead Door Replacements			15,000							15,000
Waterford Tricenturena Structural Anti-Corrison Coating			100,000							100,000
West Roads Operations Facility Overhead Door Replacements			20,000							20,000
West Roads Operations Facility Window&Door Replacement			45,000							45,000
Port Rowan Community Centre - Exterior Repairs - CONSTRUCTION ONLY			150,000							150,000
Delhi Community Centre Front Entrance Upgrades - ENG ONLY			30,000							30,000
Courtland Community Centre Walk-In Cooler Replacement				30,000						30,000
Courtland Operations Overhead Door Replacements				16,000						16,000
Courtland Scout Hall - Interior Renovations				60,000						60,000
Delhi Parks Storage Building - Siding Replacement				30,000						30,000
Fairground Fire Station - Overhead Door Replacements				20,000						20,000
Langton Arena Repainting				30,000						30,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Lawn Bowling Clubhouse & Storage - Siding Replacement				50,000						50,000
Port Dover Arena Flooring Replacements				90,000						90,000
Port Dover Beach Washrooms - Siding Replacement				30,000						30,000
Port Dover Kinsmen Hall - Flooring Replacement				15,000						15,000
Port Rowan Fire Station - Overhead Door Replacements				20,000						20,000
Port Rowan Library Exterior Repairs				35,000						35,000
Port Rowan Parks Storage Building- Overhead Door Replacement				7,000						7,000
Schellburg Operations Facility Overhead Door Replacements				15,000						15,000
Villa Nova Operations Facility Overhead Door Replacements				15,000						15,000
Waterford Tricenturena Flooring Replacements				380,000						380,000
West Roads Operations Facility Overhead Door Replacements				20,000						20,000
Delhi Community Centre Front Entrance Upgrades - CONSTRUCTION ONLY				180,000						180,000
Courtland Fieldhouse - Exterior Repairs					25,000					25,000
Courtland Operations Overhead Door Replacements					16,000					16,000
Delhi Arena Floor Replacement					90,000					90,000
Delhi Daycare Building -Door/Window Replacement					25,000					25,000
Fairground Fire Station - Interior Renovations					50,000					50,000
Fairground Fire Station - Overhead Door Replacements					20,000					20,000
Port Dover Arena Automatic Door Replacements					20,000					20,000
Port Dover EMS Base - Siding Replacement					35,000					35,000
Port Rowan Fire Station - Overhead Door Replacements					20,000					20,000
Port Rowan Medical Centre - Door/Window Replacements					65,000					65,000
Schellburg Operations Facility Overhead Door Replacements					15,000					15,000
Villa Nova Operations Facility Overhead Door Replacements					15,000					15,000
West Roads Operations Facility Interior Renovations					50,000					50,000
West Roads Operations Facility Overhead Door Replacements					20,000					20,000
Courtland Fieldhouse - Interior Renovations						12,000				12,000
Delhi Arena Interior Repainting						50,000				50,000
Facilities Operations Building Fence Replacement						100,000				100,000
Facilities Operations Building Overhead Door Replacement						20,000				20,000
Fairground Fire Station - Overhead Door Replacements						21,000				21,000
Fairground Fire Station - Window Replacement						15,000				15,000
Lawn Bowling Clubhouse - Interior Renovations						50,000				50,000
Norfolk County Youth Soccer Park - Fieldhouse Renovation						10,000				10,000
Port Dover Arena Overhead Door Replacements						15,000				15,000
Port Dover Arena Repainting						30,000				30,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Port Dover Beach Washrooms - Interior Renovations						15,000				15,000
Port Dover Fire Station - Overhead Door Replacement						20,000				20,000
Port Rowan Fire Station - Electrical Replacements						20,000				20,000
Port Rowan Fire Station - Overhead Door Replacements						21,000				21,000
Port Rowan Parks Storage Building Repairs						25,000				25,000
Schellburg Operations Facility Overhead Door Replacements						15,000				15,000
Simcoe Kinsmen Park Pavillon Ceiling Replacement						20,000				20,000
Simcoe Lions Park Fieldhouse - Interior Renovations						25,000				25,000
Simcoe Memorial Park Scorers Building - Exterior Repairs						25,000				25,000
St. Williams Fieldhouse - Interior Renovations						25,000				25,000
Talbot Gardens Arena Flooring Replacements						205,000				205,000
Villa Nova Operations Facility Fuel Kiosk Replacement						30,000				30,000
Villa Nova Operations Facility Overhead Door Replacements						16,000				16,000
Waterford Fire / EMS Base - Door Replacement						18,000				18,000
Waterford Tricenturena Automatic Door Replacements						20,000				20,000
Waterford Tricenturena Repainting						25,000				25,000
West Roads Operations Facility Overhead Door Replacements						20,000				20,000
Win-Del Park Fieldhouse - Block Repairs						20,000				20,000
Win-Del Park Fieldhouse - Kitchen Hood Replacement						15,000				15,000
Delhi Daycare Building - Interior Renovations							35,000			35,000
Delhi EMS Base - Interior Renovations							25,000			25,000
Delhi Friendship Centre - Wall Renovation							30,000			30,000
Facilities Operations Building Overhead Door Replacement							20,000			20,000
Fairground Fire Station - Overhead Door Replacements							21,000			21,000
Langton Fire Station / EMS Base - Interior Renovations							35,000			35,000
Langton Parks Storage - Interior Renovations							60,000			60,000
Port Dover Arena Automatic Door Replacements							20,000			20,000
Port Dover EMS Base - Interior Renovations							25,000			25,000
Port Dover Fire Station - Flooring Replacement							60,000			60,000
Port Dover Fire Station - Overhead Door Replacement							20,000			20,000
Port Rowan Fire Station - Overhead Door Replacements							21,000			21,000
Port Rowan Fire Station - Window Replacements							20,000			20,000
Port Rowan Medical Centre - Interior Renovations							150,000			150,000
Schellburg Operations Facility Overhead Door Replacements							16,000			16,000
Talbot Gardens Arena Repainting							25,000			25,000
Villa Nova Operations Facilities Fencing							50,000			50,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Villa Nova Operations Facility Overhead Door Replacements							16,000			16,000
Villa Nova Operations Facility Window&Door Replacement							30,000			30,000
Vittoria Community Centre- Door & Window Replacements							50,000			50,000
Waterford Fire / EMS Base - Flooring Replacement							25,000			25,000
Waterford Tricenturena Automatic Door Replacements							20,000			20,000
West Roads Operations Facility Overhead Door Replacements							20,000			20,000
Central Roads Operations Facility Interior Renovations								50,000		50,000
Courtland Scout Hall - Exterior Repairs								75,000		75,000
Facilities Operations Building Overhead Door Replacement								20,000		20,000
Fairground Fire Station - Overhead Door Replacements								22,000		22,000
Langton Arena Floor Replacements								70,000		70,000
Langton Arena Overhead Door Replacements								15,000		15,000
Port Dover Arena Overhead Door Replacements								15,000		15,000
Port Dover Fire Station - Overhead Door Replacement								21,000		21,000
Port Rowan EMS Base - Door/Window Replacement								35,000		35,000
Port Rowan EMS Base - Interior Renovations								30,000		30,000
Port Rowan Fire Station - Overhead Door Replacements								22,000		22,000
Simcoe Library Brick Repointing								20,000		20,000
St. Williams Fire Station - Interior Renovations								40,000		40,000
Talbot Gardens Arena Automatic Door Replacements								12,000		12,000
Talbot Gardens Arena Overhead Door Replacements								15,000		15,000
Teeterville Fire Station - Flooring Replacement								45,000		45,000
Teeterville Fire Station - Window Replacement								25,000		25,000
Teeterville Fire Station -Overhead Door Replacement								20,000		20,000
Thompson Park Fieldhouse - Exterior Repairs								35,000		35,000
Villa Nova Operations Facility Overhead Door Replacements								16,000		16,000
Waterford Tricenturena Automatic Door Replacements								20,000		20,000
West Roads Operations Facility Overhead Door Replacements								20,000		20,000
Courtland Community Centre - Interior Renovations									175,000	175,000
Delhi Arena Exterior Repainting									250,000	250,000
Delhi Fire Station - Partial Flooring Replacement (2033)									40,000	40,000
Facilities Operations Building Overhead Door Replacement									21,000	21,000
Langton Arena Overhead Door Replacements									15,000	15,000
Norview Lodge Window and Door Replacements									2,100,000	2,100,000
Port Dover Arena Automatic Door Replacements									20,000	20,000
Port Dover Community Centre Ceiling Replacement									50,000	50,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Port Dover Fire Station - Overhead Door Replacement									21,000	21,000
Port Rowan Fire Station - Interior Renovations									70,000	70,000
Port Rowan Library Repainting									40,000	40,000
Simcoe Kinsmen Park Pavillon Repairs									15,000	15,000
Simcoe Lions Park Fieldhouse - Door Replacements									15,000	15,000
Simcoe Lions Park Pavillon - Ceiling Panels									40,000	40,000
St. Williams Community Centre- Interior Renovations									125,000	125,000
Talbot Gardens Arena Automatic Door Replacements									12,000	12,000
Talbot Gardens Arena Overhead Door Replacements									15,000	15,000
Teeterville Fire Station -Overhead Door Replacement									20,000	20,000
Turkey Point Pavillon Cladding Repairs									25,000	25,000
Villa Nova Operations Facility Overhead Door Replacements									16,000	16,000
Vittoria Community Centre- Interior Renovations									150,000	150,000
Vittoria Fire Station - Interior Renovations									90,000	90,000
Waterford Lions CC - Interior Renovations									160,000	160,000
Waterford Lions CC - Window and Door Replacement									20,000	20,000
Waterford Tricenturena Automatic Door Replacements									20,000	20,000
West Roads Operations Facility Overhead Door Replacements									20,000	20,000
Annual County Building Repair & Maintenance Programs	2,658,000	4,242,000	662,000	1,043,000	466,000	903,000	794,000	643,000	3,545,000	14,956,000
Elevator Replacements										
Simcoe Library Elevator Replacement				300,000						300,000
Simcoe Recreation Centre/ ACAC Lift Replacement				80,000						80,000
Annual Elevator Replacement Programs	-	-	-	380,000	-	-	-	-	-	380,000
Generator Replacements										
Generator Replacement - Delhi EMS Base								20,000		20,000
Generator Replacement - Vittoria Fire Station								20,000		20,000
Generator Replacement - Courtland Fire Station									22,000	22,000
Generator Replacement - Fairground Fire Station									22,000	22,000
Generator Replacement - County Administration Building									65,000	65,000
Annual Generator Replacement Programs	-	-	-	-	-	-	-	40,000	44,000	65,000
HVAC Replacements										
ACAC Pool Boiler Replacement - Phase 2	45,000									45,000
Port Rowan CC - HVAC Replacement	300,000									300,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Norfolk County Archives - HVAC Replacement / Upgrade	350,000									350,000
Port Dover Harbour Museum - HVAC Replacement/Upgrade	500,000									500,000
Waterford Museum - HVAC Replacement/Upgrade	450,000									450,000
Central Roads Operations Yard Furnace & A/C Replacement	15,000									15,000
County Administration Building Make Up Air Replacement	30,000									30,000
County Administration Building 2 Furnace & A/C Replacement	15,000									15,000
County Administration Building 3 Furnace & A/C Replacement	30,000									30,000
Culver Operations Building A/C Replacement	30,000									30,000
Delhi Friendship Centre Rooftop Unit Replacement	25,000									25,000
Port Dover Arena HVAC Replacement	105,000									105,000
Port Dover EMS Base Furnace & A/C Replacement	13,000									13,000
Port Dover Lions CC Furnace & A/C Replacement	15,000									15,000
Port Rowan Medical Centre HVAC Replacement	35,000									35,000
Teeterville Fire Station Tube Heater Replacement	20,000									20,000
Vittoria Fire Station HVAC Replacement	45,000									45,000
Waterford CC Furnace & A/C Replacement	15,000									15,000
Waterford Fire Station HVAC Replacement	40,000									40,000
WHAM Storage Room - Furnace & A/C Replacement	25,000									25,000
Simcoe Talbot Gardens - HVAC Replacements (4) - ENG ONLY	35,000									35,000
Delhi Arena - Partial HVAC Replacement	220,000									220,000
County Administration Building Heat Pump Replacements	30,000									30,000
Schellburg Operations Yard Tube Heater Replacement	35,000									35,000
Teeterville Hall HVAC Replacement	60,000									60,000
St. Williams Fire Station Furnace & A/C Replacement	12,000									12,000
Norfolk County Archives Rooftop Unit Replacement	25,000									25,000
West Roads Operations Building - HVAC Replacement		35,000								35,000
County Administration Building Heat Pump Replacements		40,000								40,000
Delhi Pool Boiler System Replacement		85,000								85,000
Langton Fire Station / EMS Base Heater Replacement		15,000								15,000
Port Dover Kinsmen Hall Furnace & A/C Replacement		15,000								15,000
Port Dover Scout Hall Furnace & A/C Replacement		15,000								15,000
Port Rowan Fire Station Furnace & A/C Replacement		15,000								15,000
Talbot Gardens Arena Hydronic Radiator Replacements		80,000								80,000
Simcoe Talbot Gardens - HVAC Replacements (4) - CONSTRUCTION ONLY		400,000								400,000
Langton Arena - HVAC Replacement			225,000							225,000
Courtland CC - HVAC Replacement			90,000							90,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
ACAC Natatorium HVAC Replacement			185,000							185,000
Delhi Daycare Building HVAC Replacement			20,000							20,000
Port Dover Fire Station Tube Heater Replacement			20,000							20,000
Simcoe Recreation Centre / ACAC HVAC Replacement			150,000							150,000
WHAM HVAC Replacement			65,000							65,000
Simcoe Branch Library HVAC Replacement				50,000						50,000
Waterford CC Rooftop Unit Replacement				30,000						30,000
Courtland Scout Hall HVAC Replacement					40,000					40,000
South Walsingham Hall HVAC Replacement					35,000					35,000
Villa Nova Operations Yard Tube Heater Replacement					40,000					40,000
Vittoria CC HVAC Replacement					80,000					80,000
Norfolk County Garage - HVAC Replacement						120,000				120,000
Waterford Arena - HVAC Replacement						110,000				110,000
Central Roads Operations Yard Furnace & A/C Replacement						16,000				16,000
Delhi Fire Station HVAC Replacement						16,000				16,000
Port Dover Arena Parks Storage Furnace & A/C Replacement						15,000				15,000
Simcoe Recreation Centre / ACAC ERV Replacement						30,000				30,000
County Administration Building Heat Pump Replacements							32,000			32,000
Delhi Arena - Boiler Replacement							150,000			150,000
Port Rowan Branch Library HVAC Replacement							40,000			40,000
Talbot Gardens Arena Spectator Heating Replacement							60,000			60,000
ACAC Natatorium HVAC Replacement								15,000		15,000
Port Dover Lions CC HVAC Replacement								130,000		130,000
Simcoe Recreation Centre / ACAC HVAC Replacement								150,000		150,000
Simcoe Recreation Centre / ACAC Water Heater Replacement								70,000		70,000
Teeterville Pioneer Museum HVAC Replacement								15,000		15,000
County Administration Building Boiler Replacement									50,000	50,000
Courtland CC - Rooftop Unit Replacement									80,000	80,000
Courtland Fire Station HVAC Replacement									20,000	20,000
Courtland Operations Yard Furnace & A/C Replacement									17,000	17,000
Delhi Arena Spectator Heating Replacement									60,000	60,000
Delhi Tobacco Museum HVAC Replacement / Upgrade									250,000	250,000
Langton Parks Storage Rooftop Unit Replacement									30,000	30,000
Port Rowan EMS Base HVAC Replacement									30,000	30,000
Port Rowan Fire Station Tube Heater Replacement									25,000	25,000
St. Williams Community Centre HVAC Replacement									55,000	55,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Talbot Gardens Arena Boiler Replacement									350,000	350,000
Vittoria CC Rooftop Unit Replacement									35,000	35,000
Waterford Tricenturena Tube Heater Replacement									20,000	20,000
Annual HVAC Replacement Programs	2,520,000	700,000	755,000	80,000	195,000	307,000	282,000	380,000	1,022,000	6,241,000
Museum Buildings Repairs & Maintenance										
Net Shanty Building & Structural Repairs - Pt Dover Harbour Museum	365,000									365,000
Delhi Tobacco Museum Main Entrance Door Replacement	25,000									25,000
Norfolk County Archives - Partial Floor Replacement	15,000									15,000
Port Dover Harbour Museum Deck Re-Stain	15,000									15,000
Port Dover Harbour Museum Washroom Renovation	20,000									20,000
Port Dover Lighthouse Framing Repairs	20,000									20,000
Delhi Tobacco Museum Window Replacement		12,000								12,000
Port Dover Harbour Museum Floor Replacement		35,000								35,000
Norfolk County Archives - Pipe Insulation Replacement			20,000							20,000
Port Dover Harbour Museum Vinyl Siding Replacement			100,000							100,000
Port Dover Powell Park Pavillon - Block Repairs			25,000							25,000
Delhi Tobacco Museum Interior Painting				50,000						50,000
WHAM Window and Door Replacements						100,000				100,000
WHAM Floor Replacement							150,000			150,000
Norfolk County Archives Stucco Replacement								95,000		95,000
Annual Museums Repairs & Maintenance Programs	460,000	47,000	145,000	50,000	-	100,000	150,000	95,000	-	1,047,000
Roof Replacements										
Colborne Street Roof Replacement	110,000									110,000
Courtland Community Centre Full Roof Replacement	380,000									380,000
Langton Arena Partial Roof Replacement	200,000									200,000
Port Rowan Community Centre Full Roof Replacement	450,000									450,000
Vittoria Community Centre Partial Roof Replacement	300,000									300,000
Courtland Fieldhouse Roof Replacement	15,000									15,000
Courtland Fire Station Roof Replacement	300,000									300,000
Norfolk County Garage Partial Roof Replacement	300,000									300,000
Percy Carter Storage Building Roof Replacement	20,000									20,000
Port Dover Community Centre Skylight Replacement	25,000									25,000
Waterford Lions CC Roof Replacement	180,000									180,000
Facilities Operations Building Full Roof Replacement - ENG ONLY	20,000									20,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
West Area Roads Facility - Full Roof Replacement		700,000								700,000
Norfolk County Garage Carport Roof Replacement		510,000								510,000
West Roads Operations Yard Storage Building Roof Replacement		70,000								70,000
Win-Del Park Dugout Roof Replacement		35,000								35,000
Facilities Operations Building Full Roof Replacement - CONSTRUCTION ONLY		600,000								600,000
Teeterville Pioneer Museum Partial Roof Replacement			25,000							25,000
Teeterville Pioner Museum Chapel Roof Replacement			10,000							10,000
Teeterville Pioner Museum Mason House Roof Replacement			25,000							25,000
Thompson Park Fieldhouse Roof Replacement			80,000							80,000
Thompson Park Pavillon Roof Replacement			25,000							25,000
WHAM Full Roof Replacement			1,300,000							1,300,000
Port Dover Community Centre Roof Replacement				575,000						575,000
Delhi Fieldhouse Roof Replacement				20,000						20,000
Delhi Administration Building Roof Replacement - ENG ONLY				10,000						10,000
Port Dover Arena Roof Replacement - ENG ONLY				10,000						10,000
Culver Operations Building Full Roof Replacement - ENG ONLY				10,000						10,000
Delhi Fire Station Partial Roof Replacement					260,000					260,000
Delhi Administration Building Roof Replacement - CONSTRUCTION ONLY					500,000					500,000
Port Dover Arena Roof Replacement - CONSTRUCTION ONLY					2,000,000					2,000,000
Culver Operations Building Full Roof Replacement - CONSTRUCTION ONLY					1,200,000					1,200,000
Delhi Daycare Building Roof Replacement						100,000				100,000
Delhi Friendship Centre Roof Replacement						250,000				250,000
Fairground Fire Station Roof Replacement						250,000				250,000
Langton Arena Fieldhouse Roof Replacement						35,000				35,000
Norview Lodge Partial Roof Replacements						100,000				100,000
Port Dover Powell Park Pavillon Roof Replacement						25,000				25,000
Simcoe Lawn Bowling Clubhouse Roof Replacement						35,000				35,000
Simcoe Memorial Park Dugout Roof Replacement						30,000				30,000
Waterford Tricenturena Partial Roof Replacement/Repairs						175,000				175,000
County Administration Building Partial Roof Replacement							350,000			350,000
Port Dover Harbour Museum Partial Roof Replacement							200,000			200,000
Simcoe Library Partial Roof Replacement							60,000			60,000
Port Dover Fire Station Roof Replacement								150,000		150,000
Port Rowan EMS Base Roof Replacement								150,000		150,000
Win-Del Park Fieldhouse Roof Replacement								250,000		250,000
Win-Del Park Storage Building Roof Replacement								50,000		50,000

Appendix: Facilities Replacement Program Placeholders

Following the completion of the Building Condition Assessments in 2023, \$30+ million in additional replacement needs at County facilities were identified over the next 10 years and integrated into the Proposed 2024-2033 Capital Plan. Annual programs (e.g., "2025 HVAC Replacement Program") were included in the budget to facilitate a more efficient presentation. For transparency, the individually identified projects making up those programs has been disclosed below in full.

Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Courtland Fieldhouse Pavillon Roof Replacement									100,000	100,000
Delhi Friendship Centre Parks Storage Roof Replacement									115,000	115,000
Delhi Tobacco Museum Roof Replacement									150,000	150,000
Facilities Operations Building Storage Roof Replacement									30,000	30,000
Norview Lodge Partial Roof Replacements									275,000	275,000
Port Dover Beach Washrooms - Roof Replacement									20,000	20,000
Port Rowan Medical Centre Roof Replacement									75,000	75,000
Villa Nova Operations Yard Roof Replacement									220,000	220,000
Villa Nova Operations Yard Salt Storage Roof Replacement									110,000	110,000
Annual Roof Replacement Programs	2,300,000	1,915,000	1,465,000	625,000	3,960,000	1,000,000	610,000	600,000	1,095,000	13,570,000
GRAND TOTAL	8,608,000	7,755,000	3,498,000	2,661,000	4,737,000	2,385,000	2,068,000	2,013,000	5,745,000	39,470,000



PROPOSED 2024-2033 CAPITAL PLAN
DEBT FUNDED PROJECTS

Project	LTD Budget (2023 & prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL FORECAST (2024 to 2033)
5831435 Port Rowan WTP and Intake Upgrades	1,965,000											
5331910 Soil Remediation Norfolk County Garage & Woc	10,401,000			750,000								750,000
5831507 Port Dover WWTP Phase 1 Upgrades		27,829,000										27,829,000
5831711 Simcoe WWTP Phase 1 Upgrades (Digesters)	2,400,000	53,462,000										53,462,000
5832045 Inter Urban Water Supply Program Engineering	3,006,000											
5531904 Colborne St N - Robinson to Windham, Simcoe	1,643,000	2,300,000										2,300,000
7331920 Dressing Room Construction - Port Dover Arena	93,000	1,190,000										1,190,000
7332110 Dressing Room Construction - Waterford Arena	95,000	1,330,000										1,330,000
7332210 Dressing Room Construction - Delhi Arena	96,000	1,501,000										1,501,000
5532227 Structure 000305 - Big Creek E 1/4 Line Bridge	127,000	1,500,000										1,500,000
5832236 Phase 1 : Simcoe to Townsend Connection	4,812,000		20,938,000									20,938,000
7332406 Dressing Room Construction - Langton Arena	96,000	1,460,000										1,460,000
3331605 Accessible Parking Norview Lodge		900,000										900,000
5532246 Streetscaping - Harbour St, Pier to Lift Bridge, F	40,000	300,000										300,000
5532414 Structure 984202 - Port Royal Bridge	127,000		1,506,000									1,506,000
5532604 Structure 000106 - Big Creek 3rd Concession B	139,000	1,557,000										1,557,000
5832422 Simcoe WWTP Phase 2 Upgrades (Headworks					31,459,000							31,459,000
5931012 D5011 - PORT RYERSE PETITION (WD)		200,000										200,000
5931152 D5153 - AMMERMAN DRAIN, Phase:		20,000										20,000
5931156 D5157 - WALLACE MARSH, Phase:		40,000										40,000
5931174 D5175 - Ninth Concession Drain		720,000										720,000
5931176 D5177 - VAN TYNE DRAIN - BR A		36,000										36,000



PROPOSED 2024-2033 CAPITAL PLAN
DEBT FUNDED PROJECTS

Project	LTD Budget (2023 & prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL FORECAST (2024 to 2033)
5931217 D5189 - MUNICIPAL SYSTEM NO.2		75,000										75,000
5931242 D5200 - WALDICK PETITION		50,000										50,000
5931280 Southern Turkey Point Relief		660,000										660,000
5931339 D5214 - Department of Highways No. 1		20,000										20,000
5931340 D5212 - Dertinger Drain Improvement		232,000										232,000
5931354 D5218 - Andrew Drain		60,000										60,000
5931356 D5220 - Kwasnik Drain Construction		75,000										75,000
5932401 2024 Drainage Construction		1,807,000										1,807,000
5932403 2024 Drainage Engineering		150,000										150,000
5332338 Vittoria Old Town Hall Structural and Building R			1,000,000									1,000,000
5332525 2025 HVAC Replacement Program			1,300,000									1,300,000
5332526 2025 Roof Replacement Program			1,460,000									1,460,000
5832414 Phase 1 : Nanticoke WTP Upgrade #1 (10MLD)	6,000,000	13,709,000										13,709,000
5932501 2025 Drainage Engineering & Construction Proj		1,656,000										1,656,000
7531808 Base Replacement - EMS Base #3 Waterford				246,000	1,559,000							1,805,000
3332004 Elevator Installation - Langton Arena				100,000	900,000							1,000,000
5332611 Access Control System New Installations				500,000								500,000
5332613 2026 County Building Repairs & Maintenance P				3,000,000								3,000,000
5832621 Sewage Pumping Station Optimization/Upgrade								5,125,000				5,125,000
5832622 Port Dover WWTP Phase 2 Upgrades						29,981,000						29,981,000
5832627 Phase 2 : Vertical Capital				484,000		3,395,000						3,879,000
5832628 Phase 2 : Feeder Mains to ET				288,000		1,885,000						2,173,000



PROPOSED 2024-2033 CAPITAL PLAN
DEBT FUNDED PROJECTS

Project	LTD Budget (2023 & prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL FORECAST (2024 to 2033)
5932601 2026 Drainage Engineering & Construction Proj				1,698,000								1,698,000
7432007 Fire Station - Fire Station #10 St. Williams				411,000	846,000							1,257,000
5332723 Corporate Facility Centralization					28,000,000							28,000,000
5832626 Decommissioning - Simcoe WTP					1,081,000	4,525,000						5,606,000
5832729 Centralized Biosolids Management Facility						5,125,000						5,125,000
5932701 2027 Drainage Engineering & Construction Proj					750,000							750,000
7532505 Base Replacement - EMS Base #5 Delhi						258,000	1,637,000					1,895,000
5332808 Elevator Installation - Port Dover Arena						105,000	950,000					1,055,000
5932801 2028 Drainage Engineering & Construction Proj						553,000						553,000
7332213 Expansion & Renovation - Simcoe Recreation C						1,128,000	3,954,000					5,082,000
7432003 Fire Station - Fire Station #6 Courtland						432,000	1,706,000					2,138,000
7432305 Fire Station - Fire Station #1 Simcoe								512,000	2,033,000			2,545,000
7631706 PDHM Wastewater System						194,000	3,000,000					3,194,000
7633101 PDHM Dock 1 & Dock 2 Full Replacement						200,000	4,500,000					4,700,000
5832912 Phase 3: Vertical Capital							2,146,000		15,031,000			17,177,000
5832913 Phase 3: Feeder Mains to ET							821,000		4,723,000			5,544,000
5932901 2029 Drainage Engineering & Construction Proj							563,000					563,000
7631601 PDHM Main Office Building Expansion							4,000,000					4,000,000
5333007 Elevator Installation - Waterford Tricenturena								115,000	980,000			1,095,000
5833007 Simcoe Water Tower Replacement								6,209,000				6,209,000
5933001 2030 Drainage Engineering & Construction Proj								574,000				574,000
7532206 Base Replacement - EMS Base #6 Port Rowan								271,000	1,718,000			1,989,000



PROPOSED 2024-2033 CAPITAL PLAN
DEBT FUNDED PROJECTS

Project	LTD Budget (2023 & prior)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL FORECAST (2024 to 2033)
7532909 Satellite Paramedic Base									278,000	1,762,000		2,040,000
7632503 PDHM Reconstruction of Commercial Area								1,500,000				1,500,000
5933101 2031 Drainage Engineering & Construction Proj									589,000			589,000
7633102 PDHM Dock 3 & Dock 4 Full Replacement									200,000	4,500,000		4,700,000
5933201 2032 Drainage Engineering & Construction Proj										604,000		604,000
5933301 2033 Drainage Engineering & Construction Proj											619,000	619,000
7433302 New Aerial									2,400,000			2,400,000
Total Debt/Financing Proceeds	31,040,000	97,474,000	41,569,000	7,477,000	64,595,000	47,781,000	23,277,000	14,306,000	27,952,000	6,866,000	619,000	331,916,000