

Draft 2026-2035 Levy Capital Plan



NorfolkCounty.ca/Budget



2026 BUDGET

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Message from the Mayor

November 2025

I am pleased to present Norfolk County's Draft 2026-2035 Levy Capital Plan.

This year's budget process reflects a new chapter for our municipality, following the Province of Ontario's granting of Strong Mayor Powers under part VI.1 of the Municipal Act, 2001. While this new framework provides mayors with additional authority, I committed in July to maintaining our longstanding approach to budget development: one that values the input of staff, Council, and the public. For 25 years, this collaborative process has helped shape responsible and transparent financial planning for Norfolk County.

In keeping with my commitment, I provided direction to staff that the 10-Year Levy Capital Plan be prepared in alignment with Council-approved objectives like keeping capital reserve balances positive, not exceeding debt repayment limits, and following through with the sustainable financing strategy established in Norfolk's Asset Management Plan earlier this year. I also asked that timelines and overall process remain consistent with previous years. As this staff-prepared budget reflects that direction, and was developed through a collaborative effort, I have not exercised Strong Mayor Powers to amend it.

I look forward to working with Council as we review the budget and continue our efforts to build a more sustainable and predictable future for Norfolk. Together, this Capital Plan helps advance our strategic priorities by making investments in roads, buildings, and emergency services equipment, keeping you—our residents—safe, connected, and at the forefront of Council and staff's efforts.

Thank you to staff, Council members, and residents for your contributions to this important work. Your input is essential to building a County where residents and businesses can thrive.

Message from the Treasurer

The Draft 2026-2035 Levy Capital Plan is the second budget being presented to Budget Committee for the 2026 budget cycle. This document highlights all capital investments planned for levy-related assets over the next 10 years, totalling over \$750 million. Combined with the forecast of water and wastewater capital projects adopted in October, the County's capital investment is projected to reach nearly \$1.2 billion over the next 10 years.

84% of the spending in this Draft 2026-2035 Levy Capital Plan is targeted towards renewal projects intended to get existing assets into a better condition. While these projects don't always make headlines, fundamental investments into maintaining what Norfolk already owns is required before sustainably building more.

Council's endorsement of a financial strategy earlier this year to close the funding shortfall helped to decrease the reliance on expensive funding sources like debt over the next decade, even after considering increases to forecasted spending guided by the asset management plan. This demonstrates that through disciplined planning and project prioritization we can align capital investments with long-term funding strategies to ensure that decisions made today do not compromise flexibility in the future. When capital investments are guided by sound asset management planning, we can ensure that we invest in the right assets at the right time, extending their useful life and minimizing future liabilities.

Moving forward, some exciting milestones lie ahead in the Finance department. In tandem with recent updates to the Purchasing Policy, a future Budget Control Policy will reshape the way that projects being adopted today will be tendered and communicated to Council, allowing projects to be completed more efficiently. On the growth front, a Development Charges Background Study is in the works to respond to recent legislation, improve the identification of growth-related capital, and align the collection of revenues with the most appropriate stakeholders.

I want to share that this forecast was developed through open consultation across the organization, rigorous analysis, and clear reporting, so that residents and stakeholders can trace how funds are allocated and understand the rationale behind major projects. As a final note, I want to offer my thanks to Council for its leadership, and to all members of Norfolk County's Senior Leadership Team, project managers, and the Finance department for their hard work and dedication supporting the 2026 budget process.



SECTION 1

Corporate Services Report

Budget Committee Meeting – November 20, 2025

Subject: Draft 2026-2035 Levy Capital Plan
Report Number: CS-25-160
Division: Corporate Services
Department: Finance
Ward: All Wards
Purpose: For Decision

Recommendation(s):

That Report CS-25-160 Draft 2026-2035 Levy Capital Plan be received as information; and

That the 2026 Levy Capital Budget totaling \$69,729,000 be adopted; and

Further that the Levy Capital Forecast for the years 2027-2035 totaling \$680,992,000 be received as information.

Executive Summary:

Purpose of the Report: This report presents the Draft 2026-2035 Levy Capital Plan, which outlines the investments the County expects to complete over the next 10 years in key public service areas like roads, facilities, fleet, parks, and stormwater.

Background and Context: The Draft 2026 Levy Capital Budget includes \$69.7 million in capital projects recommended for adoption, and a total of \$750.7 million recommended over the capital forecast period, nearing \$1.2 billion over the next 10 years in combination with the Rate Budget, received by Budget Committee in October.

Key Findings and Analysis: With Council's endorsement of a long-term financial strategy earlier this year, the 10-Year Capital Plan forecasts a much more sustainable level of funding available to pay for the recommended projects. Continued support of this strategy will be critical to following through with the project recommendations.

Conclusion / Recommendation: Project recommendations are included in Sections 2-7. Budget Committee may adopt or amend the amount, timing, or scope of any projects.

Financial Implications: This report covers the impacts of undertaking the recommended projects on key financial tools and concepts such as the County's reserves, debt capacity, lifecycle costing, and property taxes.

Discussions:

Introduction

Each year, the 10-Year Levy Capital Plan provides an updated financial snapshot of the County, as well as a path for the County's future success. It is developed through a collaborative process led by Finance, involving teamwork across all County departments, oversight by the Senior Leadership Team, and input from Norfolk County residents and Council. It takes into consideration current service levels, financial sustainability, and project management capacity.

This year's update plans to provide \$750 million over 10 years to support home-building with investments that enable complete communities, improve infrastructure like roads that residents drive on every day, and protect environmental assets to keep Norfolk's natural heritage strong.

Council's adoption of a long-term financial strategy supporting the asset management plan (AMP) has set Norfolk on a clear path for sustainability. With improved data-driven lifecycle analysis informing project recommendations, Norfolk's capital planning processes have reached a new level of maturity. Combined with a 10-year plan in place to close the infrastructure funding shortfall, the community should be assured more than ever that funds will be available to pay for the needs of all existing assets as they arise. However, as asset data and cost estimates continue to evolve and improve, funding projections will need to be revisited.

The remaining Discussion portion of this report is presented in four key sections:

1. Active Levy Capital: a reminder of the projects which have commenced in previous years that are still active and ongoing.
2. Draft 2026 Levy Capital Budget: an overview of the projects being recommended for adoption in 2026.
3. Draft 2026-2035 Levy Capital Plan: an overview of the entirety of the 10-Year capital planning period.
4. Infrastructure Funding: a summary of the reserve- and debt-funding that is required to make the Draft 2026-2035 Levy Capital Plan a reality.

As a whole, this report comprises Section 1 of the budget document. Sections 2-7 provide the recommended projects, while Section 8 includes appendices with information on subjects such as how recommended reserve contributions are determined, what each column of the capital plan means, how funding source recommendations minimize property tax impacts, when or why debt is used, and how development charges (DCs) are calculated, for readers wanting more assistance on interpreting the capital plan or those looking for more detail on the County's processes.

Active Levy Capital (2025 & Prior)

Norfolk County maintains a large portfolio of capital projects at any given time, many of which require several years to reach completion. Bi-annually, a Capital Status Report (CSR) is prepared which highlights progress on active projects, allowing Council and the public to monitor capital spending and seek general status updates.

Before considering new project recommendations for 2026 and the future, it is important to consider what is already underway. As reported on the latest CSR, presented at the September 9th, 2025 Council-in-Committee Meeting, Norfolk has approximately \$309.2 million in capital work underway, with \$136.4 million pertaining to approximately 350 levy-supported projects (the rest pertains to water- or wastewater-related projects).

These projects include major investments to support the community, like the \$6.4 million purchase and renovation of the Gilbertson Administration Building, \$4.9 million for the widening of Highway 59, \$4.1 million for energy-saving retrofits to the Simcoe Recreation Centre, and \$3.9 million for the reconstruction of West St.

As the 10-Year Capital Plan is prepared, staff try to optimize funding recommendations to avoid expensive forms of financing like debt. With Council's adoption of GP-029 Debt Management Policy, granting delegated authority to the Treasurer to amend the funding source of active capital projects if it will decrease debt funding required by the County, this year staff also re-evaluated funding recommendations for all projects that were currently underway. A few opportunities for debt avoidance were identified by using excess reserve funding that had built up over the last year due to higher-than-expected investment earnings in capital reserves, and projects being completed underbudget throughout the year. As a result, the Treasurer exercised her delegated authority and decreased the amount of debt funding required for the County via:

- Reducing budgeted Debt by \$2,996,000 and increasing funding from the Drain Construction Reserve by \$2,996,000 across 18 projects including FR Gregory Drain, VanLoon Drain, Zdriluk Drain, Normandale Drain, Smith Subdivision Petition, Elliott-Kitchen Drain, Port Ryerse Petition, Ammerman Drain, Wallace Marsh Drain, Ninth Concession, Van Tyne Drain, Municipal System No.2, Waldick Petition, Southern Turkey Point Relief, Department of Highways No.1, Dertinger Drain Improvement, Andrew Drain, and Kwasnik Drain Construction.

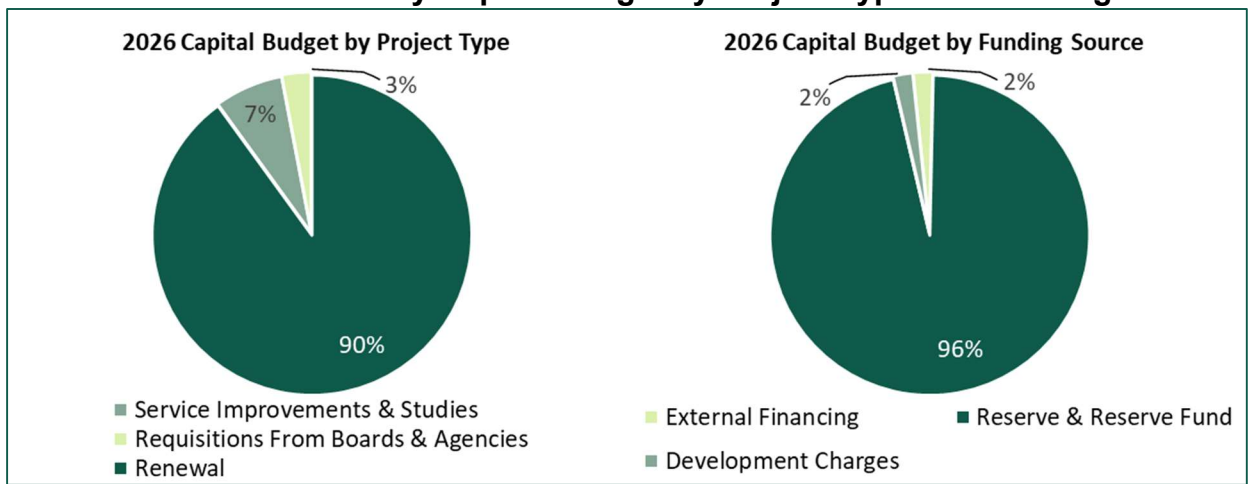
The expenditure budgets are not anticipated to change, but in total these funding amendments bring the amount of debt avoided since last year’s 10-Year Levy Capital Plan approval to over \$12.5 million for levy-supported projects, and \$36.9 million for all projects including water and wastewater.

The benefits of the amendments listed above include lowering the impact against the County’s Tax-Supported Repayment Target by 0.3% in the peak year (see Chart 4), and lowering the debt servicing charges carried in the Draft 2026 Levy Operating Budget by up to \$0.4 million, all while keeping the projected Drain Construction Reserve balance above its target uncommitted balance throughout the forecast period.

Draft Levy Capital Budget (2026)

The Draft 2026 Levy Capital Budget includes approximately \$69.7 million in recommended projects including new life-saving paramedic equipment, splash pad upgrades in Simcoe, multi-use court renovations in Courtland, a fire truck replacement at Station #8, plus design work on a new playground in Waterford, a road extension in Delhi, and the first potential roundabout in the County. Chart 1 summarizes the types of projects being recommended (left) and how those projects are being funded (right).

Chart 1 – Draft 2026 Levy Capital Budget by Project Type and Funding Source



The left side of Chart 1 indicates that, as usual, nearly all the projects (90%) being recommended in 2026 relate to renewal (replacements / rehabilitations of existing assets). Projects that create new assets or incrementally increase the service of existing assets follow at a share of 7%, while requisitions from boards & agencies like the Norfolk County Public Library make up the final 3%.

As highlighted on the right side of Chart 1, the majority of the projects in 2026 are recommended to be funded using capital reserves (96%). The other 4% is split between external recoveries (e.g., drainage assessments, recoveries from other municipalities for joint projects, etc.) and development charges (DCs), meaning no debt is required to complete projects being recommended in 2026. This follows the 2026 Rate Budget adopted in October, which also avoided the use debt financing for the projects adopted for 2026. In both cases, there is debt approved but not yet issued from previous years and debt in the forecast period, but for the immediate one-year capital budget to be adopted via this report, no new debt is recommended for the second year in a row.

A framework for the future utilization of facilities was recently adopted. Some of the recommendations outlined in that framework affect capital spending but may not be reflected in the Draft 2026-2035 Levy Capital Plan, as discussed during the October 21st, 2025 Special Council meeting. For example, work on certain facilities that were recommended to be disposed may still appear in the Draft 2026-2035 Levy Capital Plan to continue showing the scope of spending expected for those facilities. Future reports to declare those facilities surplus may come forward for Council’s deliberation and at that time, if approved, amendments will be made to the capital plan to remove those projects. Similarly, additions or expansions may not appear in the Draft 2026-2035 Levy Capital Plan yet due to the timing of the two documents, or if they were dependent on other disposals.

Draft Levy Capital Plan (2026-2035)

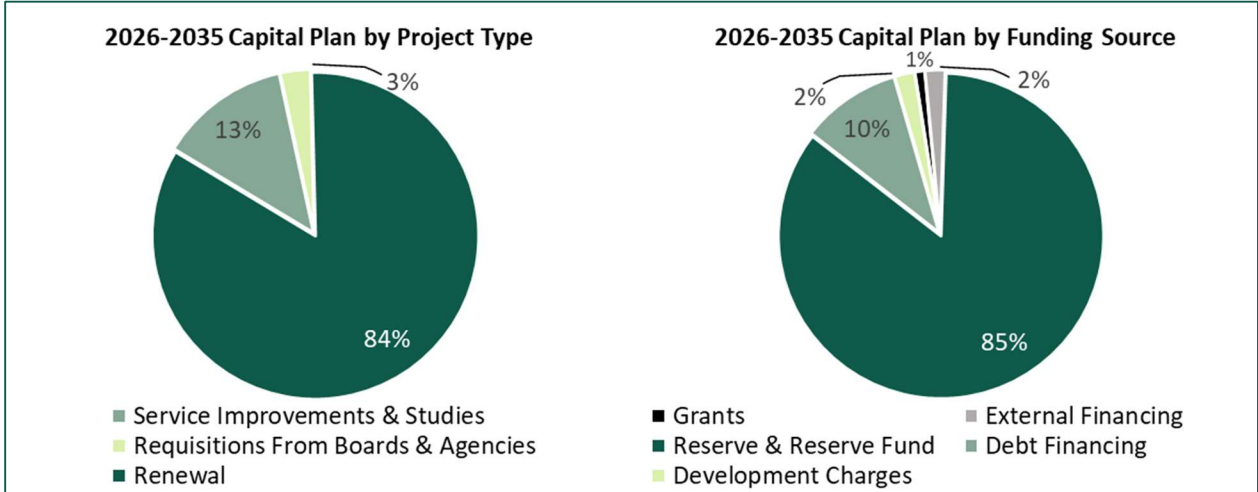
Looking at the entire 10-year forecast period, \$750.7 million is planned for levy-related capital spending. This is an increase of \$66.3 million over the Final 2025-2034 Levy Capital Plan. The primary drivers of the changes are provided below:

- 1. (\$35.0) million Corporate Facility Centralization: removed per resolutions of Report OPS-25-004 as the acquisition of the Gilbertson Administration Building alleviates the need to build more administrative space for 10+ years.
- 2. \$32.7 million Reconstructions and Resurfacings: additional roads projects identified via the AMP to achieve approved service levels.
- 3. \$14.7 million Bridges and Culverts: additional structures projects identified via the AMP to achieve approved service levels.
- 4. \$9.6 million Fleet and Equipment: additional vehicle projects identified via the AMP to achieve approved service levels.
- 5. \$9.2 million EMS Bases: budget and timing updates to existing projects based on revised scoping, plus new projects estimated using updated \$/sq.ft. market rates.
- 6. \$7.8 million Drainage Construction: increased allocations based on re-evaluation of average annual petitions and Norfolk County portion of assessments.
- 7. \$6.9 million Right of Way Assets: additional projects for parking lots, sidewalks, traffic lights, etc. identified via the AMP to achieve approved service levels.
- 8. \$5.6 million Enterprise Resource Management System: cost estimates revised based on recent tenders of other municipalities for similar projects.

While forecasted spending increased, the drivers above show increases were not driven by escalating inflation or reactive maintenance in the early years of the forecast, unlike previous updates to the 10-Year Levy Capital Plan. Instead, most changes were driven by proactively adding projects throughout the forecast period to uphold appropriate service levels, after better identifying needs using an improved data-driven lifecycle approach, supported by the AMP adopted earlier this year. Staff view this as an important evolution to the County’s capital planning process that should lead to renewal needs stabilizing in future updates to the 10-Year Levy Capital Plan.

Like Chart 1, Chart 2 summarizes project types (left), and how projects are being funded (right), but for the full 10-year forecast.

Chart 2 – Draft 2026-2035 Levy Capital Plan by Project Type and Funding Source



Renewal projects continue making up the majority of planned capital spending (84%), similar to Chart 1. As a reminder, these are projects recommended with the intent of maintaining current levels of service. There is an uptick in service improvements over the course of the 10 years though, as a few sizeable projects occur over the longer-term; mainly facility expansions. These strategic investments should draw the closest examination as service levels are considered.

On the right of Chart 2, it is shown that reserves continue funding the majority (85%) of all planned levy-related projects over the next 10 years. Compared to last year this is an improvement, which was expected as an outcome of Council’s endorsement of the financial strategy. Contrasting to the one-year outlook in Chart 1, there are certain projects that are anticipated to require debt financing over the 10 years, but only 10%,

another improvement from the Final 2025-2034 Levy Capital Plan's 19% outlook. Further, 7% of this amount is for service improvements—still debt—but more acceptable for expensive and long-term strategic investments compared to standard renewal projects. Following the financial strategy's phase-in, eliminating the use of debt on all renewal projects would be ideal, a goal Norfolk is now well on the way towards.

The right side of Chart 2 also includes a similar slice for development charges as Chart 1 (2%). However, it should be noted that roughly half of the total debt relates to forecasted DC debt. This debt is used when Development Charge Reserve Fund balances and ongoing DC collections are insufficient to fund DC-eligible projects at a given time. As a result, approximately 7% of the 10-Year Levy Capital Plan is expected to ultimately be funded by developers. Outcomes of a renewed DC Background Study may change these proportions materially in the near future. Chart 2 also adds a small slice for grants (1%). Staff only included grants as a funding source where funding has already been confirmed or projects are only recommended to be completed if grants can be secured (funding-contingent). Norfolk will apply for far more grants over the forecast period as opportunities arise, which may influence the funding mix in actuality.

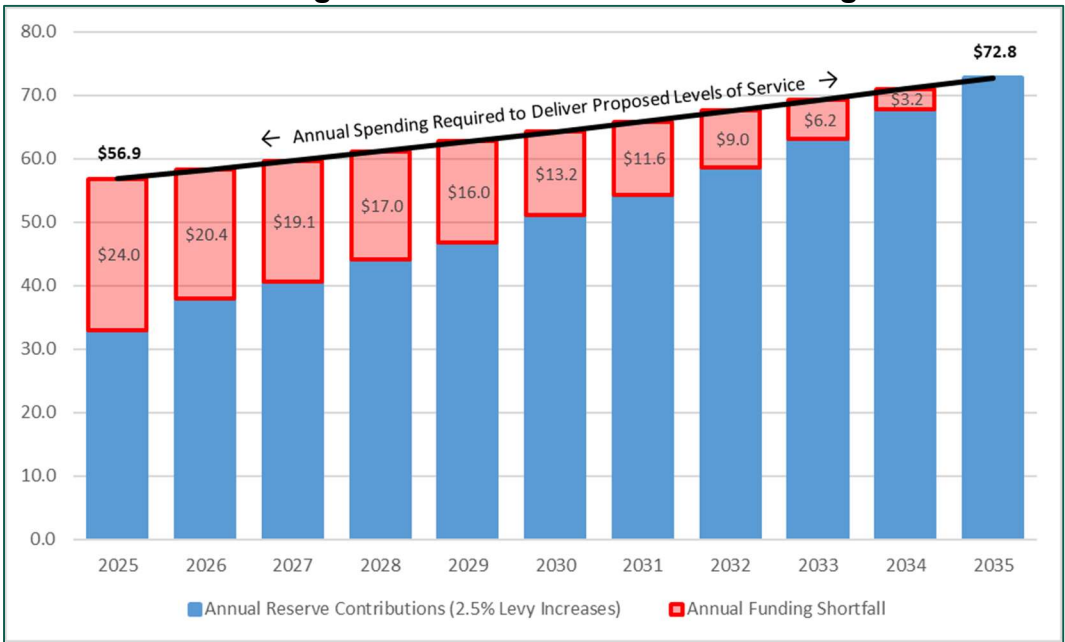
Overall, the spending recommended in the 10-Year Levy Capital Plan exceeds \$750 million for investments in important public infrastructure like roads, facilities, equipment, parks, accessibility, and environmental protections. Combined with water- and wastewater-related investments adopted in last month's Rate Budget, Norfolk's 10-Year outlook reaches almost \$1.2 billion, a historic infrastructure investment for the County.

Infrastructure Funding – Reserves

Reserves are a critical tool for ensuring the County has money available to pay for infrequent or expensive projects. Over the past several years, the commentary around 10-Year Levy Capital Plan updates has focused on the importance of making sufficient reserve contributions and ensuring enough money is made available to fund all future needs of the County. Since last year, Council endorsed a financial strategy supported by the AMP which clearly quantified exactly what was meant by “sufficient” and established a clear path to future financial sustainability.

In Report EIS-25-021 2025 Asset Management Plan, a chart was included showing the County's current levy capital reserve contributions, how large the infrastructure funding shortfall was, how spending was expected to grow over 10 years, and how the financial strategy was expected to close the infrastructure funding shortfall. Staff are pleased to re-present an updated chart below.

Chart 3 – Closing the Annual Infrastructure Funding Shortfall



As seen in Chart 3, spending required to deliver proposed levels of service is estimated to have increased due to inflation, but the financial strategy helped raise contributions enough to cut the annual infrastructure funding shortfall to \$20.4 million in 2026. By 2035, so long as the strategy continues to be endorsed, the County will raise its levy

capital reserve contributions to \$72.8 million annually, matching the estimated spending to deliver proposed levels of service and eliminating the infrastructure funding shortfall.

Each year the financial strategy should be re-examined for whether it is ahead of schedule or behind pace, so changing the annual increase percentage or length of the phase-in can be considered. Overall, post-AMP adoption for 2026, the financial strategy is still working exactly as intended and is on track.

Over this term of Council, staff have tried in different ways to quantify Norfolk’s reserve contribution sufficiency. While the chart above accomplishes that in dollars (\$20.4 million annual shortfall for levy service areas), it is helpful to contextualize it in other ways, such as a percentage, which staff have tried to do in the past by comparing contributions to average annual spending in the 10-Year Capital Plan. Other than realizing contributions likely had to increase significantly, needing to lay the groundwork during this period by consolidating reserves and determining data limitations led to challenges like moving targets acting as barriers to communicating a clear path forward.

The completion of a fully-compliant AMP this year has generated a longer-term, stable, defensible target that Norfolk has been building towards establishing. While periodic reviews and updates of the County’s asset values, asset service lives, and acquisitions or dispositions will still move this target, to use a consistent methodology moving forward, staff have developed a ratio for reserve contribution sufficiency that can be used to benchmark progress at any point in time. Table 1 shows this ratio, going back to the start of this term of Council.

Table 1 – Reserve Contribution Sufficiency							
Year	2022	2023	2024	2025	2026	2027	2028
Sufficiency	26%	30%	36%	45%	52%	56%	61%
Year (Cont’d)	2029	2030	2031	2032	2033	2034	2035
Sufficiency	64%	70%	75%	80%	87%	93%	100%

The sufficiency is calculated by taking the levy capital reserve contributions in a given year (e.g., \$37.9 million for 2026) and dividing it by the 2035 AMP target (\$72.8 million). 100% indicates the completion of the financial strategy and elimination of the annual infrastructure funding shortfall, currently on track for 2035.

It should be noted that many years ago, and even in recent years, the County did not know what it knows now in terms of how large the scale of its infrastructure spending target needed to be in order to maintain its service levels. The County could not have known, because the tools and information were not in place yet to have that understanding. This is a common challenge across many municipalities province-wide. Unfortunately, asset management knowledge and regulations are relatively new best practices in local government and have forced municipalities to scrutinize their processes / data more closely and face tougher investment decisions in recent years.

Recognizing the caveat above, if the AMP target was applied back to the start of this term of Council, reserve contribution sufficiency started at 26%, and next year will reach 52%. These are relatively small compared to the 100% target, but the progress is quite remarkable as sufficiency has doubled in just 4 years. This has had a big financial impact, illustrated by the amount of projects the County has undertaken without the use of debt in recent years. For example, the Final 2022-2031 Capital Plan included over \$94 million for levy-related debt compared to today’s estimate of only \$76 million, despite forecasted 10-year levy capital spending increasing nearly \$300 million in that time.

To illustrate at a service area level, the recommended contributions to each of the County’s levy capital reserves are included in Table 2 below, which shows the County’s current level versus what will be included in the Draft 2026 Levy Operating Budget and how the contributions will phase into the sustainable level by 2035 that matches the target established in the AMP.

Table 2 – Recommended Reserve Contributions Compared to AMP Target

Levy Capital Reserves*	2025 Contribution	2026 Contribution	2035 Contribution	AMP Target
Cemeteries Reserve	\$0.1 million	\$0.1 million	\$0.2 million	\$0.2 million
Drainage Construction Reserve	\$0.5 million	\$0.9 million	\$1.4 million	\$1.4 million
Facilities Reserve	\$5.9 million	\$6.4 million	\$13.7 million	\$13.7 million
Fleet Reserve	\$6.5 million	\$10.7 million	\$11.5 million	\$11.5 million
General Capital Replacement Reserve	\$5.1 million	\$3.7 million	\$6.6 million	\$6.6 million
Land Reserve	\$0.2 million	\$0.2 million	\$0.2 million	\$0.2 million
Roadway Construction Reserve	\$14.6 million	\$15.9 million	\$39.2 million	\$39.2 million
Total Levy Capital Reserves	\$32.9 million	\$37.9 million	\$72.8 million	\$72.8 million

**Table 2 only lists levy capital reserves included in the financial strategy. As a result, it excludes reserves for requisitions like the Library Reserve, operating reserves like the Contingency Reserve, and reserves funded from other revenues like the Parkland Reserve or DC Reserve Funds. Some of these excluded reserves may also have additional changes recommended to their contributions for 2026.*

Infrastructure Funding – Debt

Debt is an important financing tool that that allows municipalities to make strategic infrastructure investments they otherwise would not be able to afford upfront, but it is important to monitor the use of debt and balance it with the County’s own assets. Table 3 summarizes how Norfolk’s debt evolved since last year’s 10-Year Levy Capital Plan, and how it will continue to evolve next year and into the next decade.

Table 3 – Outstanding Debt as of 2025, 2026, and Projected through 2026-2034

Outstanding Debt*	Existing (2025)	2026	2027-2035
Levy Debt at Start of Period	\$41.9 million	\$37.9 million	\$51.2 million
Planned Levy Debt during Period	-	\$17.7 million**	\$76.1 million***
Levy Debt Repaid during Period	(\$4.0) million	(\$4.4 million)	(\$70.8) million
Levy Debt at End of Period	\$37.9 million	\$51.2 million	\$56.6 million
Total Debt at End of Period (incl. Rate)	\$70.8 million	\$163.2 million	\$280.9 million

**The entire table is inclusive of DC Debt for levy-related service areas.*

***As discussed throughout the report, no new debt is expected to be required for projects being recommended in 2026, however, \$17.7 million of projects exist for which debt is an approved funding source but has not yet been issued. This also assumes all approved not yet issued debt, is issued in 2026, which may not be the case depending on how project spending progresses.*

****Excludes approx. \$0.6 million portion of rate-related debt for underground components of Project 5532514 Argyle Ave Ext. presented in this budget; otherwise matches the financing forecast on page 18 and figures noted throughout this report.*

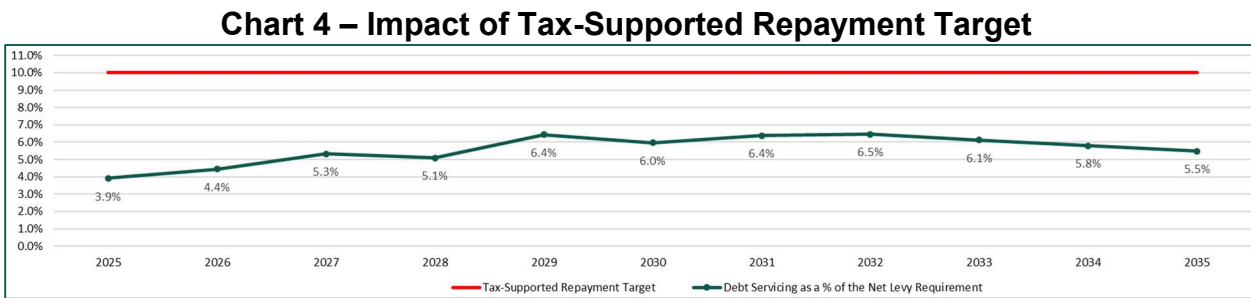
As seen in Table 3, the County started 2025 with \$41.9 million levy-related debt (\$77.6 million total; not shown above). Throughout the year no new levy debt was issued and \$4.0 million of the levy-related debt was repaid (\$6.8 million total; not shown above), leaving the County with \$37.9 million levy-related debt to start 2026 (\$70.8 million total).

Over the course of 2026, the County could issue up to another \$17.7 million in levy-related debt, but if so, it would also repay up to \$4.4 million, leaving approximately \$51.2 million in levy-related debt at the end of next year (\$163.2 million total).

By the end of 2035, the County could be looking at up to \$56.6 million in levy-debt outstanding (\$280.9 million total debt). While the subject of this report is not water- or wastewater-related information, staff continue to emphasize rate affordability challenges because, as can be seen, the impacts of the Rate Budget on the County’s debt trajectory are making up a far greater share across the years, which is exacerbated by the distribution of payers. Norfolk’s smaller levy debt burden is borne by the County’s entire population and supported by a net levy requirement of \$136.4 million (2025), while the much larger rate debt burden is borne by roughly half of the County’s population and supported by a net rate requirement of only \$32.8 million (2025).

As noted in a previous section, approximately half of the levy-related debt forecast pertains to DC Debt, expected to be needed because DC Reserve Fund balances will be insufficient at the time of those projects. In these cases, DC collections pay for the debt servicing costs to ensure that growth still pays for growth, but an updated DC Background study is expected to help increase collections that may alleviate the need for a lot of these projects to eventually incur debt.

Generally, the County tries to minimize debt because interest charges make it an expensive form of financing, so as it relates to the operating costs of debt, in July, Council adopted GP-029 Debt Management Policy. That policy established a Tax-Supported Repayment Target to keep debt servicing costs (principal repayments + interest charges) below 10% of the net levy requirement. Chart 4 shows that the Draft 2026-2035 Levy Capital Plan’s recommendations are compliant with this policy.



As seen in Chart 4, levy-related borrowing is anticipated to stay within a stable, reasonable level around the midpoint of a no debt scenario and the maximum target.

The Province of Ontario also outlines a legislated metric, called the Annual Repayment Limit, which mandates all debt servicing costs (not just levy-related borrowings) must stay below 25% of own source revenues. From a corporate perspective, the County is currently at 5.5%, and is projected to peak at 13.1% in 2031 using conservative assumptions, remaining compliant with this legislation. Compared to previous years, both measures have improved due to various decisions made over the year like the amendments disclosed in this report and utilization of surplus funds, for example. Decisions like those have led to a greater-than million dollar reduction to the Draft 2026 Levy Operating Budget for debt servicing costs as well, expanded on in the Finance Comments. Continued endorsement of the financial strategy to address the infrastructure funding shortfall will be crucial for maintaining this positive trajectory.

Finance Comments:

Council-in-Committee received Report EIS-25-021 2025 Asset Management Plan on June 12th, 2025, and adopted a resolution to include \$3,410,400, as an increase to the Draft 2026 Levy Operating Budget to address the infrastructure funding shortfall, equivalent to 2.5% of the net levy requirement. Later, the Mayor accepted this as a guideline in Report CS-25-105 Budget Timetable & Guidance, as part of the overall projected increase of 7.4% to the average residential taxpayer. The financing strategy designed for the Draft 2026-2035 Levy Capital Plan adhered to this guideline exactly, and the infrastructure funding changes recommended to accommodate the planned capital spending are included in Table 4 below for transparency.

Table 4 – Planned 2026 Infrastructure Funding Council Approved Initiative (CAI)		
Driver	Change	% of Net Levy
Reserve Contributions*	\$5,389,500	3.95%
Debt Servicing Costs	(\$1,714,200)	(1.26%)
Transfer from DC Reserve Fund	(\$264,900)	(0.19%)
Impact to Draft 2026 Net Levy Requirement	\$3,410,400	2.50%

As discussed with the consideration of the AMP, more intensive analysis than ever went into projecting long-term increases sufficient to address the infrastructure funding shortfall, and 2.5% annually was approved in principle over a 10-year period. This achieves an appropriately data-driven level of investment while allowing the County to

ease off of bolder increases of 4.0%+ that were dedicated to infrastructure funding in recent years, achieving a more affordable and stable outlook for the 2026 budget cycle.

As the financial strategy has been optimized to accommodate the expenditures within this 10-Year Capital Plan, any adjustments to funding recommendations this year or over the next 10 years could have adverse impacts, underscoring the importance of continual commitment to this strategy. With the amount of spending forecasted, a deviation from this strategy without supporting analysis could lead to risks like taking on more debt, capital reserve balances returning to a negative outlook, or the need to defer projects which ultimately results in decreased asset condition.

Interdepartmental Implications:

All projects adopted from the Draft 2026 Levy Capital Budget will be completed by the project managers of the departments that recommended the projects.

Consultation(s):

The Draft 2026-2035 Levy Capital Plan was developed with extensive collaboration of all departments across Norfolk County and guidance from the Senior Leadership Team.

Strategic Plan Linkage:

Sustaining Norfolk - Creating a sustainable community and a positive legacy

Explanation: The 10-Year Levy Capital Plan is used to guide a realistic, affordable, and sustainable long-term financial strategy by establishing a solid infrastructure foundation.

Attachment(s):

- Draft 2026-2035 Levy Capital Plan

Approval:

Approved By:
Al Meneses
Chief Administrative Officer

Reviewed By:
Amy Fanning, CPA
Treasurer / Director, Finance

Chris Everets, CPA
Manager, Financial Planning

Prepared By:
Jared Carter, CPA
Supervisor, Financial Initiatives & Planning

SECTIONS 2-7

Capital Plan



DRAFT 2026-2035 LEVY CAPITAL PLAN
SUMMARY BY DIVISION

Division	LTD Approved Budget	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL FORECAST
Office of the CAO		36,000	260,000			140,000			40,000	240,000		716,000
Community and Development Services	569,000	20,996,000	28,561,000	17,704,000	38,393,000	10,029,000	8,299,000	12,534,000	12,123,000	15,709,000	10,968,000	175,316,000
Corporate Services	150,000	706,000	10,604,000	857,000	573,000	643,000	551,000	583,000	483,000	687,000	623,000	16,310,000
Emergency and Social Services		5,485,000	6,027,000	13,766,000	4,940,000	9,707,000	27,600,000	25,211,000	5,543,000	20,857,000	4,187,000	123,323,000
Public Works	3,639,000	40,640,000	34,785,000	42,505,000	41,491,000	46,143,000	39,580,000	38,565,000	42,037,000	41,800,000	42,330,000	409,876,000
Requisitions from Boards & Agencies		1,866,000	2,215,000	3,501,000	2,746,000	2,036,000	2,125,000	2,829,000	2,560,000	2,727,000	2,575,000	25,180,000
Total NORFOLK COUNTY SUMMARY	4,358,000	69,729,000	82,452,000	78,333,000	88,143,000	68,698,000	78,155,000	79,722,000	62,786,000	82,020,000	60,683,000	750,721,000



DRAFT 2026-2035 LEVY CAPITAL PLAN
SUMMARY BY PROJECT TYPE

Project Type	LTD Approved Budget	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL FORECAST
Service Improvements & Studies	619,000	5,369,000	9,411,000	13,891,000	26,116,000	9,671,000	23,509,000	4,498,000	1,816,000	3,784,000	1,260,000	99,325,000
Renewal	3,739,000	62,494,000	70,826,000	60,941,000	59,281,000	56,991,000	52,521,000	72,395,000	58,410,000	75,509,000	56,848,000	626,216,000
Requisitions From Boards & Agencies		1,866,000	2,215,000	3,501,000	2,746,000	2,036,000	2,125,000	2,829,000	2,560,000	2,727,000	2,575,000	25,180,000
Total PROJECT TYPES	4,358,000	69,729,000	82,452,000	78,333,000	88,143,000	68,698,000	78,155,000	79,722,000	62,786,000	82,020,000	60,683,000	750,721,000



DRAFT 2026-2035 LEVY CAPITAL PLAN SUMMARY BY FUNDING SOURCES

Funding Sources	LTD Approved Budget	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL FORECAST
External Financing	15,000	1,000,000	1,646,000	2,063,000	1,464,000	1,500,000	1,538,000	1,577,000	1,616,000	1,656,000	2,536,000	16,596,000
Grants			1,207,000	160,000	18,000	2,125,000	269,000		164,000	33,000		3,976,000
Debt Financing*			12,141,000	5,782,000	27,500,000	5,452,000	18,574,000	5,765,000	133,000	1,330,000		76,677,000
Reserves & Reserve Funds	4,343,000	67,434,000	65,708,000	68,130,000	58,122,000	57,954,000	53,244,000	71,028,000	59,877,000	78,012,000	56,846,000	636,355,000
Development Charges		1,295,000	1,750,000	2,198,000	1,039,000	1,667,000	4,530,000	1,352,000	996,000	989,000	1,301,000	17,117,000
Total FUNDING SOURCES	4,358,000	69,729,000	82,452,000	78,333,000	88,143,000	68,698,000	78,155,000	79,722,000	62,786,000	82,020,000	60,683,000	750,721,000

*Includes Development Charge (DC) Debt of \$1,491,000 in 2027, \$5,782,000 in 2028, \$11,000,000 in 2029, \$4,552,000 in 2030, \$9,574,000 in 2031, \$1,265,000 in 2032, \$133,000 in 2033, and \$1,330,000 in 2034, for a total of \$35,127,000.

2. OFFICE OF THE CAO

The Office of the CAO is an administrative division that provides strategic direction to the rest of the County. As a result, it has a minimal capital plan and most projects are led by other divisions, although it includes some studies to support Council’s strategic plan.

Human Resources

Strategic Initiatives

Economic Development



Key Capital Projects

Transit Master Plan	The Draft Capital Plan includes \$195,000 in 2034 to conduct a 10-year update to the County’s Transit Master Plan to determine the path forward for the service.
Economic Development Strategy Updates	The Draft Capital Plan includes \$180,000 over the next 10 years for the department to update their economic data and tailor a new four-year plan following Council’s new strategic priorities being approved.
Wayfinding Signage Strategy	The Draft Capital Plan includes \$150,000 in 2027 to analyze location, condition, and relevance of existing signage, and then implement a more consistent and updated brand across the County.
Strategic Priority Updates	The Draft Capital Plan includes \$121,000 over the next 10 years for future terms of Council to develop their strategic plans that will shape the County’s direction moving forward.



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Service Improvements & Studies																	
Strategic Initiatives																	
Studies & Assessments																	
p.76 2132701 2026 Norfolk County Strategic Priority Update		36,000										36,000			(36,000)		(36,000)
2133101 2030 Norfolk County Strategic Priority Update						40,000						40,000			(40,000)		(40,000)
2133401 2034 Norfolk County Strategic Priority Update										45,000		45,000			(45,000)		(45,000)
Total Studies & Assessments		36,000				40,000				45,000		121,000			(121,000)		(121,000)
Total Strategic Initiatives		36,000				40,000				45,000		121,000			(121,000)		(121,000)
Economic Development																	
Studies & Assessments																	
8432602 Regional Film & Creative Industry Strategy (FC)			70,000									70,000	(70,000)				(70,000)
8432603 Wayfinding Signage Strategy			150,000									150,000			(150,000)		(150,000)
8432702 Economic Development Strategy Update (Minor)			40,000									40,000			(40,000)		(40,000)
8433102 Economic Development Strategy Update (Major)						100,000						100,000			(50,000)	(50,000)	(100,000)
8433402 Economic Development Strategy Update (Minor)									40,000			40,000			(40,000)		(40,000)
7233401 Transit Master Plan										195,000		195,000			(195,000)		(195,000)
Total Studies & Assessments			260,000			100,000			40,000	195,000		595,000	(70,000)		(475,000)	(50,000)	(595,000)
Total Economic Development			260,000			100,000			40,000	195,000		595,000	(70,000)		(475,000)	(50,000)	(595,000)
Total Service Improvements & Studies		36,000	260,000			140,000			40,000	240,000		716,000	(70,000)		(596,000)	(50,000)	(716,000)
Total Office of the CAO		36,000	260,000			140,000			40,000	240,000		716,000	(70,000)		(596,000)	(50,000)	(716,000)

3. COMMUNITY AND DEVELOPMENT SERVICES

The Community and Development Services division combines the management of the County’s current operations with its future growth. As a result, its capital plan mixes renewal projects for existing assets with a lot of service improvements and periodic studies.

Fleet and Facilities Services

Parks, Recreation and Culture

Building and By-Law Services

Planning and Realty Services



Key Capital Projects

Vehicles & Equipment Renewal	The Draft Capital Plan includes over \$40 million over the next 10 years to maintain the County’s entire fleet of licensed vehicles in a state of good repair.
Expansion & Renovation – SRC / ACAC	The Draft Capital Plan includes over \$20 million by 2029 for the construction of upgrades to the Simcoe Recreation Centre / Annaleise Carr Aquatic Centre.
2026 Facilities Renewal Projects	The Draft Capital Plan includes \$6,600,000 in 2026 to complete repairs to the County’s facility portfolio with the goal of returning it to a state of good repair.
Talbot Gardens Ice Rink & Bleachers	The Draft Capital Plan includes \$5,126,000 by 2028 to refurbish the interior of Talbot Gardens, including replacement of the ice surface and refrigeration components, dasher boards, and spectator seating.



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Service Improvements & Studies																	
Fleet and Facilities Services - Facilities																	
Building Security Program																	
p.77 5332612 2026 Video Surveillance Program		150,000										150,000			(150,000)		(150,000)
5332611 Access Control System New Installations			250,000									250,000			(250,000)		(250,000)
5332725 2027 Video Surveillance Program			150,000									150,000			(150,000)		(150,000)
5332809 2028 Video Surveillance Program				150,000								150,000			(150,000)		(150,000)
5332913 2029 Video Surveillance Program					150,000							150,000			(150,000)		(150,000)
Total Building Security Program		150,000	400,000	150,000	150,000							850,000			(850,000)		(850,000)
Energy Conservation Measures Program																	
p.78 5332615 2026 LED Street Lighting Retrofit Program		105,000										105,000			(105,000)		(105,000)
5332406 2027 LED Street Lighting Retrofit Program			105,000									105,000			(105,000)		(105,000)
5332614 HVAC Optimization Pilot Project			117,000									117,000			(117,000)		(117,000)
5432621 Energy Conservation EV Fleet Expansion			250,000									250,000			(250,000)		(250,000)
5332807 EV Charging Stations at County Facilities (FC)				200,000								200,000	(160,000)		(40,000)		(200,000)
5332812 2028 LED Street Lighting Retrofit Program				105,000								105,000			(105,000)		(105,000)
5332912 2029 LED Street Lighting Retrofit Program					105,000							105,000			(105,000)		(105,000)
5432921 Energy Conservation EV Fleet Expansion					450,000							450,000			(450,000)		(450,000)
5333110 EV Charging Stations at County Facilities (FC)							276,000					276,000	(220,000)		(56,000)		(276,000)
Total Energy Conservation Measures Program		105,000	472,000	305,000	555,000		276,000					1,713,000	(380,000)		(1,333,000)		(1,713,000)
Climate Change Program																	
p.79 5332606 CCA - Weather Stations, Tree Planting, Consvr. Strategy		110,000										110,000			(110,000)		(110,000)
5332718 2027 Climate Change Adaptation Program			112,000									112,000			(112,000)		(112,000)
5332805 2028 Climate Change Adaptation Program				114,000								114,000			(114,000)		(114,000)
5332908 2029 Climate Change Adaptation Program					116,000							116,000			(116,000)		(116,000)
5333004 2030 Climate Change Adaptation Program						118,000						118,000			(118,000)		(118,000)
5333104 2031 Climate Change Adaptation Program							120,000					120,000			(120,000)		(120,000)
5333208 2032 Climate Change Adaptation Program								123,000				123,000			(123,000)		(123,000)
5333301 2033 Climate Change Adaptation Program									125,000			125,000			(125,000)		(125,000)
5333401 2034 Climate Change Adaptation Program										129,000		129,000			(129,000)		(129,000)
5333501 2035 Climate Change Adaptation Program											132,000	132,000			(132,000)		(132,000)
Total Climate Change Program		110,000	112,000	114,000	116,000	118,000	120,000	123,000	125,000	129,000	132,000	1,199,000			(1,199,000)		(1,199,000)
Other New Initiatives																	



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing*	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
p.80 3332004 Elevator Installation - Langton Arena		100,000	900,000									1,000,000		(900,000)	(100,000)		(1,000,000)
p.81 5332617 County Facility Backflow Prevention Program		100,000										100,000			(100,000)		(100,000)
p.82 5332728 PA System Installation at County Buildings		21,000										21,000			(21,000)		(21,000)
5332808 Elevator Installation - Port Dover Arena				105,000	950,000							1,055,000			(1,055,000)		(1,055,000)
7332213 Expansion & Renovation - SRC / ACAC				2,000,000	20,000,000							22,000,000		(20,000,000)	(2,000,000)		(22,000,000)
Total Other New Initiatives		221,000	900,000	2,105,000	20,950,000							24,176,000		(20,900,000)	(3,276,000)		(24,176,000)
Studies & Assessments																	
p.83 5332813 Corporate Renewable Energy Feasibility Study		98,000										98,000			(98,000)		(98,000)
5332341 Norfolk County Greenhouse Gas Emissions Reduction Plan			100,000									100,000			(100,000)		(100,000)
5332719 Structural Review - Arenas (5x)			30,000									30,000			(30,000)		(30,000)
5332814 Energy Audits of County Facilities				60,000								60,000			(60,000)		(60,000)
5332720 Structural Review - Arenas (5x)								34,000				34,000			(34,000)		(34,000)
5333201 Building Condition Assessments								350,000				350,000			(350,000)		(350,000)
Total Studies & Assessments		98,000	130,000	60,000				384,000				672,000			(672,000)		(672,000)
Total Fleet and Facilities Services - Facilities		684,000	2,014,000	2,734,000	21,771,000	118,000	396,000	507,000	125,000	129,000	132,000	28,610,000	(380,000)	(20,900,000)	(7,330,000)		(28,610,000)
Fleet and Facilities Services - Fleet																	
New Initiatives																	
p.84 5432615 SUV Replacements (2x) - Convert P011		86,000										86,000			(86,000)		(86,000)
p.85 5432616 Side Flail Mower		22,000										22,000			(22,000)		(22,000)
p.86 5432640 Enhancement of Automated Vehicle Locating System		500,000										500,000			(500,000)		(500,000)
p.84 5432647 SUV Replacements (2x) - Convert P015		86,000										86,000			(86,000)		(86,000)
p.87 5432649 New Fleet Service Van		85,000										85,000			(85,000)		(85,000)
p.87 5432650 New Fleet Service Van		85,000										85,000			(85,000)		(85,000)
p.88 5432651 Forks for Delhi Loader		20,000										20,000			(20,000)		(20,000)
p.89 5432652 Thumb for Delhi Backhoe - B093		27,000										27,000			(27,000)		(27,000)
p.84 5432718 SUV Replacement (2x) - Convert P020		86,000										86,000			(86,000)		(86,000)
p.90 7332620 Turf Roller		15,000										15,000			(15,000)		(15,000)
5432519 Sidewalk Plows (4x)			958,000									958,000			(958,000)		(958,000)
Total New Initiatives		1,012,000	958,000									1,970,000			(1,970,000)		(1,970,000)
Total Fleet and Facilities Services - Fleet		1,012,000	958,000									1,970,000			(1,970,000)		(1,970,000)
Parks, Recreation and Culture - Parks & Rec																	
New Park Development Program																	
p.91 7332619 Accessible Play Park - Waterford Cedarwood Park		40,000	400,000									440,000			(220,000)	(220,000)	(440,000)

*Includes Development Charge (DC) Debt of \$11,000,000 for Project 7332213 Expansion & Renovation - SRC / ACAC in 2029.



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
7332315 Simcoe Soccer Park - Back Area Development			50,000	500,000								550,000	(150,000)			(400,000)	(550,000)
7332013 Dog Park - Port Rowan					45,000							45,000	(18,000)		(9,000)	(18,000)	(45,000)
Total New Park Development Program		40,000	450,000	500,000	45,000							1,035,000	(168,000)		(229,000)	(638,000)	(1,035,000)
Other New Initiatives																	
p.92 7331941 Lynn River Silt Trap - Clifton Park Simcoe		50,000										50,000			(50,000)		(50,000)
p.93 7332412 East Field Lighting - McLaughlin Soccer Park		20,000	100,000									120,000			(120,000)		(120,000)
p.94 7332621 Simcoe Kinsmen Splash Pad Sun Shade		25,000										25,000			(25,000)		(25,000)
p.95 7332635 Archaeological Assessment and Columbarium - Bayview		145,000										145,000			(145,000)		(145,000)
7331937 Multi Use Sports Pad - Port Rowan Community Centre			200,000									200,000				(200,000)	(200,000)
7332033 Irrigation System - Simcoe Memorial Ball Park			42,000									42,000			(42,000)		(42,000)
7332215 Kent St. Trail Upgrade - Greater Wellington Park			56,000									56,000			(56,000)		(56,000)
7332428 Disc Golf Course			32,000									32,000			(32,000)		(32,000)
7332719 Security Lighting - Delcrest Park			30,000									30,000			(30,000)		(30,000)
7332721 Niche Cartesian Columbariums 100 Unit - Oakwood			108,000									108,000			(108,000)		(108,000)
7332725 Port Dover Splash Pad (Conditional)			720,000									720,000	(700,000)		(20,000)		(720,000)
7332822 Expansion - Oakwood Cemetery				95,000								95,000			(95,000)		(95,000)
7332823 Site Plan and Columbarium - Delhi Cemetery				152,000								152,000			(152,000)		(152,000)
7332722 Disc Golf Course					35,000							35,000			(35,000)		(35,000)
7333008 Niche Cartesian Columbariums 100 Unit - Oakwood						116,000						116,000			(116,000)		(116,000)
7332016 Delhi Park Upgrades							533,000					533,000				(533,000)	(533,000)
7333113 Niche Cartesian Columbariums 100 Unit - Delhi							119,000					119,000			(119,000)		(119,000)
7333304 Niche Cartesian Columbariums 100 Unit - Oakwood									125,000			125,000			(125,000)		(125,000)
7332636 Niche Cartesian Columbariums 100 Unit - Delhi										128,000		128,000			(128,000)		(128,000)
Total Other New Initiatives		240,000	1,288,000	247,000	35,000	116,000	652,000		125,000	128,000		2,831,000	(700,000)		(1,398,000)	(733,000)	(2,831,000)
Studies & Assessments																	
p.96 7332622 Sports Field Light Tower Structural Reviews		30,000										30,000			(30,000)		(30,000)
7333012 Parks Master Plan						250,000						250,000			(125,000)	(125,000)	(250,000)
Total Studies & Assessments		30,000				250,000						280,000			(155,000)	(125,000)	(280,000)
Total Parks, Recreation and Culture - Parks & Rec		310,000	1,738,000	747,000	80,000	366,000	652,000		125,000	128,000		4,146,000	(868,000)		(1,782,000)	(1,496,000)	(4,146,000)
Parks, Recreation and Culture - Marinas																	
New Initiatives																	
p.97 7632607 PDHM Dock Security Gates		25,000										25,000			(25,000)		(25,000)
p.98 7632608 PRHM Automated Ramp Arm and Digital Technology		25,000										25,000			(25,000)		(25,000)



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
7631706 PDHM Wastewater System				194,000	3,000,000							3,194,000		(3,000,000)	(194,000)		(3,194,000)
7632901 PDHM Purchase Travel Lift					500,000							500,000			(500,000)		(500,000)
Total New Initiatives		50,000		194,000	3,500,000							3,744,000		(3,000,000)	(744,000)		(3,744,000)
Studies & Assessments																	
p.99 7632609 PRHM Pier Inspections		15,000										15,000			(15,000)		(15,000)
Total Studies & Assessments		15,000										15,000			(15,000)		(15,000)
Total Parks, Recreation and Culture - Marinas		65,000		194,000	3,500,000							3,759,000		(3,000,000)	(759,000)		(3,759,000)
Building and By-Law Services																	
Studies & Assessments																	
8532801 Building Permit Fee Study				54,000								54,000			(54,000)		(54,000)
8533301 Building Permit Fee Study									59,000			59,000			(59,000)		(59,000)
Total Studies & Assessments				54,000					59,000			113,000			(113,000)		(113,000)
Total Building and By-Law Services				54,000					59,000			113,000			(113,000)		(113,000)
Planning and Realty Services																	
Studies & Assessments																	
p.100 8232302 Cultural Plan & Archaeological Management Plan		250,000										250,000			(250,000)		(250,000)
p.101 8232603 Housing Needs Assessment Phase 2		25,000										25,000			(25,000)		(25,000)
8232601 Natural Heritage Systems Study			165,000									165,000			(165,000)		(165,000)
8232901 Official Plan Update - 10 Year Review				100,000								100,000			(100,000)		(100,000)
8232902 Urban Area Plan - Port Rowan					50,000							50,000			(50,000)		(50,000)
8233101 Comprehensive Zoning By-Law Update					65,000							65,000			(65,000)		(65,000)
8232602 Two-Zone Floodplain Study / Options - Simcoe						142,000						142,000			(142,000)		(142,000)
8233102 Future Studies - Planning							100,000					100,000				(100,000)	(100,000)
8233201 Future Studies - Planning								102,000				102,000				(102,000)	(102,000)
8233301 Future Studies - Planning									105,000			105,000				(105,000)	(105,000)
8233401 Future Studies - Planning										108,000		108,000				(108,000)	(108,000)
8233501 Future Studies - Planning											111,000	111,000				(111,000)	(111,000)
Total Studies & Assessments		275,000	165,000	100,000	115,000	142,000	100,000	102,000	105,000	108,000	111,000	1,323,000			(797,000)	(526,000)	(1,323,000)
Total Planning and Realty Services		275,000	165,000	100,000	115,000	142,000	100,000	102,000	105,000	108,000	111,000	1,323,000			(797,000)	(526,000)	(1,323,000)
Total Service Improvements & Studies		2,346,000	4,875,000	3,829,000	25,466,000	626,000	1,148,000	609,000	414,000	365,000	243,000	39,921,000	(1,248,000)	(23,900,000)	(12,751,000)	(2,022,000)	(39,921,000)
Renewal																	
Fleet and Facilities Services - Facilities																	
Admin Building Renewal																	



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5332504 Exterior Repairs - County Administration Building 3	30,000	300,000										300,000			(300,000)		(300,000)
3231601 Renovations to Council Chambers		250,000										250,000			(250,000)		(250,000)
5332619 Exit Staircase Replacement - Delhi Administration Building		28,000										28,000			(28,000)		(28,000)
5332622 Partial Pipe Insulation Replacement - County Admin Building		30,000										30,000			(30,000)		(30,000)
5332623 Carpet Replacement - County Administration Building		70,000										70,000			(70,000)		(70,000)
5332624 Museum Artifact Storage Renovation - GAB		150,000										150,000			(150,000)		(150,000)
5332627 Skylight & Partial Roof Replacement - CAB		30,000	500,000									530,000			(530,000)		(530,000)
5332726 2027 Administration Building Renewal Program			774,000									774,000			(774,000)		(774,000)
5331915 2028 Administration Building Renewal Program				369,000								369,000			(369,000)		(369,000)
5332903 2029 Administration Building Renewal Program					437,000							437,000			(437,000)		(437,000)
5333005 2030 Administration Building Renewal Program						292,000						292,000			(292,000)		(292,000)
5333105 2031 Administration Building Renewal Program							413,000					413,000			(413,000)		(413,000)
5333207 2032 Administration Building Renewal Program								109,000				109,000			(109,000)		(109,000)
5333305 2033 Administration Building Renewal Program									160,000			160,000			(160,000)		(160,000)
5333404 2034 Administration Building Renewal Program										865,000		865,000			(865,000)		(865,000)
5333502 2035 Administration Building Renewal Program											590,000	590,000			(590,000)		(590,000)
Total Admin Building Renewal	30,000	858,000	1,274,000	369,000	437,000	292,000	413,000	109,000	160,000	865,000	590,000	5,367,000			(5,367,000)		(5,367,000)
County Building Renewal																	
5332625 Skylight Replacement - Simcoe Library		250,000										250,000			(250,000)		(250,000)
5332107 Exterior & Interior Repairs - South Walsingham Hall		40,000	400,000									440,000			(440,000)		(440,000)
5332626 Window Replacement - Simcoe Library		15,000	75,000									90,000			(90,000)		(90,000)
5332635 County-Wide Access Control System Replacement		300,000										300,000			(300,000)		(300,000)
5332636 Siding Replacement - Walsingham Transfer Station		15,000										15,000			(15,000)		(15,000)
5332637 Siding Replacement - Simcoe Transfer Station		15,000										15,000			(15,000)		(15,000)
5332638 Fire Separation Repairs - Waterford Library		40,000										40,000			(40,000)		(40,000)
5332639 Canopy Structural Column Repairs - Norview Lodge		40,000										40,000			(40,000)		(40,000)
5332641 Exterior Repairs - Courtland Community Centre		60,000										60,000			(60,000)		(60,000)
5332338 Structural and Building Repairs - Vittoria Old Town Hall			1,050,000									1,050,000			(1,050,000)		(1,050,000)
5332456 Exterior Restoration - Teeterville Hall			225,000									225,000			(225,000)		(225,000)
5332727 2027 County Building Renewal Program			234,000									234,000			(234,000)		(234,000)
5332738 Foundation Repairs - Port Rowan Medical Centre			25,000									25,000			(25,000)		(25,000)
5332811 2028 County Building Renewal Program				91,000								91,000			(91,000)		(91,000)
5332911 2029 County Building Renewal Program					270,000							270,000			(270,000)		(270,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5332920 Window Replacements - Port Rowan Medical Centre					65,000							65,000			(65,000)		(65,000)
5333009 2030 County Building Renewal Program						140,000						140,000			(140,000)		(140,000)
5333112 2031 County Building Renewal Program							99,000					99,000			(99,000)		(99,000)
5333119 Plaster Repairs - Norfolk Arts Centre							81,000					81,000	(49,000)		(32,000)		(81,000)
5333123 Sidewalk Addition & Step Repair - Teeterville Hall							120,000					120,000			(120,000)		(120,000)
5333212 2032 County Building Renewal Program								55,000				55,000			(55,000)		(55,000)
5333219 Interior Renovations - Port Rowan Medical Centre								120,000				120,000			(120,000)		(120,000)
5333306 2033 County Building Renewal Program									70,000			70,000			(70,000)		(70,000)
5333313 Brick Repointing - Norfolk Arts Centre									10,000	55,000		65,000	(39,000)		(26,000)		(65,000)
5333316 Tower Decommissioning - Port Rowan Medical Centre									15,000			15,000			(15,000)		(15,000)
5333406 2034 County Building Renewal Program										101,000		101,000			(101,000)		(101,000)
5333411 Window and Door Replacements - Norview Lodge										2,100,000		2,100,000			(2,100,000)		(2,100,000)
5333505 2035 County Building Renewal Program											265,000	265,000			(265,000)		(265,000)
5333510 Overhead Door Replacement - Norview Lodge											60,000	60,000			(60,000)		(60,000)
Total County Building Renewal		775,000	2,009,000	91,000	335,000	140,000	300,000	175,000	95,000	2,256,000	325,000	6,501,000	(88,000)		(6,413,000)		(6,501,000)
Elevator Renewal																	
5331912 Elevator Replacements - County Administration Building		30,000	500,000									530,000			(530,000)		(530,000)
5332048 Vertical Lift - Delhi Friendship Centre			113,000									113,000			(113,000)		(113,000)
5332049 Vertical Lift - Simcoe Talbot Gardens			113,000									113,000			(113,000)		(113,000)
5332306 Elevator Refurbishment - Norfolk County Archives			267,000									267,000			(267,000)		(267,000)
5332506 Vertical Lift - Port Dover Harbour Museum			113,000									113,000			(113,000)		(113,000)
8332308 Elevator Replacement - Norfolk Arts Centre			267,000									267,000	(160,000)		(107,000)		(267,000)
5332566 Elevator Replacement - Simcoe Library				300,000								300,000			(300,000)		(300,000)
5332567 Lift 2 Replacement - SRC/ ACAC				85,000								85,000			(85,000)		(85,000)
5332507 Vertical Lift - Port Rowan Library						90,000						90,000			(90,000)		(90,000)
Total Elevator Renewal		30,000	1,373,000	385,000		90,000						1,878,000	(160,000)		(1,718,000)		(1,878,000)
Fire & Paramedic Building Renewal																	
5332628 Electrical Replacements - Courtland Fire Station		50,000										50,000			(50,000)		(50,000)
5332629 Electrical Replacements - Fairground Fire Station		30,000										30,000			(30,000)		(30,000)
5332729 2027 Fire & Paramedics Building Renewal Program			185,000									185,000			(185,000)		(185,000)
5332816 2028 Fire & Paramedics Building Renewal Program				101,000								101,000			(101,000)		(101,000)
5332914 2029 Fire & Paramedics Building Renewal Program					140,000							140,000			(140,000)		(140,000)
5333010 2030 Fire & Paramedics Building Renewal Program						145,000						145,000			(145,000)		(145,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5333115 2031 Fire & Paramedics Building Renewal Program							217,000					217,000			(217,000)		(217,000)
5333215 2032 Fire & Paramedics Building Renewal Program								180,000				180,000			(180,000)		(180,000)
5333308 2033 Fire & Paramedics Building Renewal Program									260,000			260,000			(260,000)		(260,000)
5333407 2034 Fire & Paramedics Building Renewal Program										216,000		216,000			(216,000)		(216,000)
5333503 2035 Fire & Paramedics Building Renewal Program											255,000	255,000			(255,000)		(255,000)
Total Fire & Paramedic Building Renewal		80,000	185,000	101,000	140,000	145,000	217,000	180,000	260,000	216,000	255,000	1,779,000			(1,779,000)		(1,779,000)
Generator Renewal																	
5332803 Generator Replacement - Simcoe Recreation Centre		180,000										180,000			(180,000)		(180,000)
5332906 Generator Replacement - Port Rowan Portable Generator		54,000										54,000			(54,000)		(54,000)
5332804 Generator Replacement - GAB West Side Generator		125,000										125,000			(125,000)		(125,000)
5332045 Generator Replacement - Norview Lodge					127,000							127,000			(127,000)		(127,000)
5333114 Generator Replacement - Vittoria Fire Station					21,000							21,000			(21,000)		(21,000)
5333214 Generator Replacement - Fairground Fire Station					21,000							21,000			(21,000)		(21,000)
5333213 Generator Replacement - Courtland Fire Station								22,000				22,000			(22,000)		(22,000)
5333307 Generator Replacement - County Administration Building										67,000		67,000			(67,000)		(67,000)
5333113 Generator Replacement - Delhi EMS Base											22,000	22,000			(22,000)		(22,000)
Total Generator Renewal		359,000			169,000			22,000		67,000	22,000	639,000			(639,000)		(639,000)
Heritage & Culture Building Renewal																	
3331505 Accessible Washrooms - Delhi Tobacco Museum	10,000	96,000										96,000			(96,000)		(96,000)
5332328 AODA Washroom - Norfolk County Archives	15,000	87,000										87,000			(87,000)		(87,000)
7332217 Building Restoration - Delhi Quance Mill	10,000	30,000	400,000									430,000			(430,000)		(430,000)
5332452 Front Entrance Sidewalk / Stairs - Delhi Tobacco Museum	10,000	65,000										65,000			(65,000)		(65,000)
5332460 Lighting Replacement - Norfolk County Archives	7,000	51,000										51,000			(51,000)		(51,000)
5332461 Lighting Replacement - Port Dover Harbour Museum	7,000	51,000										51,000			(51,000)		(51,000)
5332554 Exterior Repairs - Carillon Tower	25,000	50,000	2,100,000									2,150,000			(2,150,000)		(2,150,000)
5331806 Insulate Back Storage Room - WHAM		20,000	105,000									125,000			(125,000)		(125,000)
5332424 Partial Window Replacement - WHAM		40,000										40,000			(40,000)		(40,000)
5332555 Exterior Stair Replacement - Delhi Quance Mill		30,000	62,000									92,000			(92,000)		(92,000)
5332630 Main Entrance Door Replacement - Delhi Tobacco Museum		25,000										25,000			(25,000)		(25,000)
5332631 Deck Re-Stain - Port Dover Harbour Museum		15,000										15,000			(15,000)		(15,000)
5332632 Washroom Renovation - Port Dover Harbour Museum		25,000										25,000			(25,000)		(25,000)
5332633 Net Shanty Structural Repairs - Port Dover Harbour Museum		30,000	370,000									400,000			(400,000)		(400,000)
5332634 North Gable Wall Repairs - Norfolk County Archives		15,000	85,000									100,000			(100,000)		(100,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5332420 Porch Restoration - Norfolk Arts Centre	25,000		341,000									341,000	(205,000)		(136,000)		(341,000)
5332733 Vinyl Siding Replacement - Port Dover Harbour Museum			100,000									100,000			(100,000)		(100,000)
8331814 Pipe Insulation Replacement - Norfolk County Archives			20,000									20,000			(20,000)		(20,000)
8331913 Facade Repairs - WHAM				36,000								36,000			(36,000)		(36,000)
5332915 Partial Flooring Replacement - Norfolk County Archives					16,000							16,000			(16,000)		(16,000)
5332918 Window Replacement - Delhi Tobacco Museum					12,000							12,000			(12,000)		(12,000)
5333013 Interior Painting - Delhi Tobacco Museum						50,000						50,000			(50,000)		(50,000)
8333001 Flooring Replacement - Port Dover Harbour Museum						36,000						36,000			(36,000)		(36,000)
5333106 Interior Painting - Norfolk County Archives							25,000					25,000			(25,000)		(25,000)
5333118 Foundation Repairs - WHAM							20,000	80,000				100,000			(100,000)		(100,000)
5333204 Window and Door Replacements - WHAM								100,000				100,000			(100,000)		(100,000)
5333309 Re-Painting - Port Dover Lighthouse									30,000			30,000			(30,000)		(30,000)
5333310 Flooring Replacement - WHAM									150,000			150,000			(150,000)		(150,000)
5333405 Flooring Repair & Replacement - Delhi Tobacco Museum										45,000		45,000			(45,000)		(45,000)
5333410 Stucco Replacement - Norfolk County Archives										105,000		105,000			(105,000)		(105,000)
5332668 Partial Flooring Replacement - Norfolk County Archives											40,000	40,000			(40,000)		(40,000)
5333509 Metal Siding Replacement - Delhi Tobacco Museum											180,000	180,000			(180,000)		(180,000)
Total Heritage & Culture Building Renewal	109,000	630,000	3,583,000	36,000	28,000	86,000	45,000	180,000	180,000	150,000	220,000	5,138,000	(205,000)		(4,933,000)		(5,138,000)
HVAC Renewal																	
5332533 Make Up Air Replacement - County Administration Building	10,000	30,000										30,000			(30,000)		(30,000)
5332540 HVAC Replacements (4x) - Talbot Gardens	40,000		410,000									410,000			(410,000)		(410,000)
5332658 HVAC Replacement / Upgrade - Norfolk County Archives		350,000										350,000			(350,000)		(350,000)
5332659 HVAC Replacement / Upgrade - Waterford Museum		450,000										450,000			(450,000)		(450,000)
5332660 A/C Replacement - Culver Operations Building		30,000										30,000			(30,000)		(30,000)
5332661 HVAC Replacement - Vittoria Fire Station		45,000										45,000			(45,000)		(45,000)
5332662 Heat Pump Replacements - County Administration Building		40,000										40,000			(40,000)		(40,000)
5332663 Boiler System Replacement - Delhi Kinsmen Pool		85,000										85,000			(85,000)		(85,000)
5332664 Rooftop Unit Replacement - Delhi Library		25,000										25,000			(25,000)		(25,000)
5332665 HVAC Replacement - Vittoria Community Centre		80,000										80,000			(80,000)		(80,000)
5332666 Rooftop Unit Replacement - Gilbertson Admin Building		25,000										25,000			(25,000)		(25,000)
5332667 HVAC Replacement - Port Dover Community Centre		10,000	95,000									105,000			(105,000)		(105,000)
5332419 HVAC Replacement - Norfolk Arts Centre			144,000									144,000	(87,000)		(57,000)		(144,000)
5332542 Tube Heater Replacement - Schellburg Operations Yard			37,000									37,000			(37,000)		(37,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5332710 2027 HVAC Renewal Program			41,000									41,000			(41,000)		(41,000)
5332735 Rooftop Unit Replacement - Delhi Friendship Centre			26,000									26,000			(26,000)		(26,000)
5332736 HVAC Replacement - Port Rowan Medical Centre			36,000									36,000			(36,000)		(36,000)
5332737 Furnace & A/C Replacement - Waterford Lions CC			15,000									15,000			(15,000)		(15,000)
5332817 2028 HVAC Renewal Program				291,000								291,000			(291,000)		(291,000)
5332820 HVAC Replacement - Teeterville Hall				61,000								61,000			(61,000)		(61,000)
5332821 Furnace and A/C Replacement - Port Dover Kinsmen Hall				15,000								15,000			(15,000)		(15,000)
5332910 2029 HVAC Renewal Program					622,000							622,000			(622,000)		(622,000)
5332919 Furnace & A/C Replacement - Port Dover Scout Hall					15,000							15,000			(15,000)		(15,000)
5333002 2030 HVAC Renewal Program						282,000						282,000			(282,000)		(282,000)
5333015 HVAC Replacement - Courtland Scout Hall						40,000						40,000			(40,000)		(40,000)
5333102 2031 HVAC Renewal Program							201,000					201,000			(201,000)		(201,000)
5333121 HVAC Replacement - South Walsingham Hall							45,000					45,000			(45,000)		(45,000)
5333122 Tube Heater Replacement - Villa Nova Operations Yard							40,000					40,000			(40,000)		(40,000)
5332426 2032 HVAC Renewal Program								492,000				492,000			(492,000)		(492,000)
5333218 Furnace & A/C Replacement - Courtland Operations Yard								5,000	20,000			25,000			(25,000)		(25,000)
5333303 2033 HVAC Renewal Program									540,000			540,000			(540,000)		(540,000)
5333315 HVAC Replacement - Teeterville Pioneer Museum									15,000			15,000			(15,000)		(15,000)
5333402 2034 HVAC Renewal Program										550,000		550,000			(550,000)		(550,000)
5333504 2035 HVAC Renewal Program											217,000	217,000			(217,000)		(217,000)
Total HVAC Renewal	50,000	1,170,000	804,000	367,000	637,000	322,000	286,000	497,000	575,000	550,000	217,000	5,425,000	(87,000)		(5,338,000)		(5,425,000)
Operations Building Renewal																	
5332311 Exterior Wall Repairs - Schellburg Ops Building	10,000		105,000									105,000			(105,000)		(105,000)
5332312 Washroom Renovation - Schellburg Ops Building		100,000										100,000			(100,000)		(100,000)
5332620 Window Replacement - Culver Operations Building		65,000										65,000			(65,000)		(65,000)
5332621 Partial Flooring Replacement - Culver Operations Building		75,000										75,000			(75,000)		(75,000)
5332648 Washroom Renovation - Villa Nova Ops Yard		125,000										125,000			(125,000)		(125,000)
5332649 Exhaust Extraction System - Norfolk County Garage		130,000										130,000			(130,000)		(130,000)
5332650 Fuel Kiosk Replacement - Norfolk County Garage		25,000										25,000			(25,000)		(25,000)
5332651 Brine Tank Containment System - Schellburg Ops Facility		15,000										15,000			(15,000)		(15,000)
5332652 Overhead Door Replacements (3x) - Norfolk County Garage		45,000										45,000			(45,000)		(45,000)
5332653 Floor Drain Repair - Villa Nova Operations Yard		30,000										30,000			(30,000)		(30,000)
5632608 2026 Material Storage Dome Reshingling			70,000									70,000			(70,000)		(70,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5332732 2027 Operations Building Renewal Program			88,000									88,000			(88,000)		(88,000)
5332734 Exterior Repairs - Dundurn Salt Storage Building			51,000									51,000			(51,000)		(51,000)
5332744 Interior Renovations - Schellburg Operations Building			106,000									106,000			(106,000)		(106,000)
5332745 Electrical Replacements - Schellburg Operations Building			92,000									92,000			(92,000)		(92,000)
5332746 Structural Coating - Villa Nova Operations Building			41,000									41,000			(41,000)		(41,000)
5332747 Overhead Door Replacement - Villa Nova Operations Building			15,000									15,000			(15,000)		(15,000)
5333008 FOB North Salt Dome Replacement			90,000	1,200,000								1,290,000			(1,290,000)		(1,290,000)
5332819 2028 Operations Building Renewal Program				181,000								181,000			(181,000)		(181,000)
5332823 Exterior Repairs - Loader Storage Garage				20,000								20,000			(20,000)		(20,000)
5332824 Exterior Repairs - Courtland Operations Building				256,000								256,000			(256,000)		(256,000)
5632808 2028 Material Storage Dome Reshingling				72,000								72,000			(72,000)		(72,000)
5332917 Overhead Door Replacements - West Roads Ops Building					20,000							20,000			(20,000)		(20,000)
5332924 Overhead Door Replacement - Courtland Operations Building					30,000							30,000			(30,000)		(30,000)
5332925 Fuel Kiosk Replacement - Courtland Operations Building					25,000							25,000			(25,000)		(25,000)
5332926 Storage Building Replacement - Courtland Operations Building					150,000							150,000			(150,000)		(150,000)
5332927 Water Cistern - Villa Nova Operations Building					30,000							30,000			(30,000)		(30,000)
5332928 Overhead Door Replacements - Schellburg Ops Building					15,000							15,000			(15,000)		(15,000)
5332929 Overhead Door Replacement - Villa Nova Operations Building					15,000							15,000			(15,000)		(15,000)
5332930 Brine Tank Containment System - Villa Nova Ops Building					15,000							15,000			(15,000)		(15,000)
5333012 2030 Operations Building Renewal Program						116,000						116,000			(116,000)		(116,000)
5333017 Overhead Door Replacement - Coutland Operations Building						16,000						16,000			(16,000)		(16,000)
5333018 Interior Wall Repair - Villa Nova Operations Building						20,000						20,000			(20,000)		(20,000)
5333019 Overhead Door Replacements - Schellburg Ops Building						15,000						15,000			(15,000)		(15,000)
5333020 Overhead Door Replacement - Villa Nova Operations Building						15,000						15,000			(15,000)		(15,000)
5633001 2030 Material Storage Dome Reshingling						76,000						76,000			(76,000)		(76,000)
5332724 Salt Dome Replacement - Norfolk County Garage						100,000	1,300,000					1,400,000			(1,400,000)		(1,400,000)
5333117 2031 Operations Building Renewal Program							83,000					83,000			(83,000)		(83,000)
5333125 Overhead Door Replacement - Courtland Operations Building							16,000					16,000			(16,000)		(16,000)
5333126 Overhead Door Replacements - Schellburg Operations Facility							15,000					15,000			(15,000)		(15,000)
5333127 Fuel Kiosk Replacement - Villa Nova Operations							30,000					30,000			(30,000)		(30,000)
5333128 Overhead Door Replacement - Villa Nova Operations Building							16,000					16,000			(16,000)		(16,000)
5333211 Salt Dome Replacement - Facilities Operations Building								105,000	1,366,000			1,471,000			(1,471,000)		(1,471,000)
5333217 2032 Operations Building Renewal Program								97,000				97,000			(97,000)		(97,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5333225 Overhead Door Replacements - Schellburg Ops Building								16,000				16,000			(16,000)		(16,000)
5333226 Fencing - Villa Nova Operations Building								50,000				50,000			(50,000)		(50,000)
5333227 Overhead Door Replacement - Villa Nova Operations Building								16,000				16,000			(16,000)		(16,000)
5333228 Window & Door Replacement - Villa Nova Operations Building								30,000				30,000			(30,000)		(30,000)
5333229 Brine Tank Containment System - Courtland Roads Operations I								15,000				15,000			(15,000)		(15,000)
5633204 2032 Material Storage Dome Reshingling								80,000				80,000			(80,000)		(80,000)
5333312 2033 Operations Building Renewal Program									177,000			177,000			(177,000)		(177,000)
5333317 Overhead Door Replacement - Villa Nova Operations Building									16,000			16,000			(16,000)		(16,000)
5333318 Bollards Replacement - Villa Nova Operations Building									25,000			25,000			(25,000)		(25,000)
5333409 2034 Operations Building Renewal Program										603,000		603,000			(603,000)		(603,000)
5333416 Overhead Door Replacement - Villa Nova Operations Building										16,000		16,000			(16,000)		(16,000)
5333507 Overhead Door Replacement - Central Roads Ops Storage											45,000	45,000			(45,000)		(45,000)
5333519 Door Replacement - Schellburg Operations Storage Building											15,000	15,000			(15,000)		(15,000)
5333520 Ceiling Replacement - Schellburg Operations Building											40,000	40,000			(40,000)		(40,000)
5333521 Bollard Replacements - Villa Nova Operations Building											20,000	20,000			(20,000)		(20,000)
5333522 Fencing Replacement - Schellburg Operations Building											100,000	100,000			(100,000)		(100,000)
5333523 Metal Siding Replacement - Villa Nova Operations Building											225,000	225,000			(225,000)		(225,000)
5333524 Fencing Replacement - Schellburg Operations Building											100,000	100,000			(100,000)		(100,000)
5333525 Exterior Lighting Replacements - Villa Nova Ops Building											20,000	20,000			(20,000)		(20,000)
Total Operations Building Renewal	10,000	610,000	658,000	1,729,000	300,000	358,000	1,460,000	409,000	1,584,000	619,000	565,000	8,292,000			(8,292,000)		(8,292,000)
Parks & Recreation Building Renewal																	
7332330 Exterior Doors Replacement - Port Dover Arena	15,000	170,000										170,000			(170,000)		(170,000)
7332332 Front Entrance Doors Replacement - Talbot Gardens Arena	10,000	142,000										142,000			(142,000)		(142,000)
5332557 Structural Repairs - Delhi Arena	35,000	365,000										365,000			(365,000)		(365,000)
5332640 Door & Window - Lawn Bowling Clubhouse & Storage		25,000										25,000			(25,000)		(25,000)
5332642 Skylight Replacement - Port Dover Community Centre		35,000										35,000			(35,000)		(35,000)
5332643 Flooring Replacements - Port Dover Arena		90,000										90,000			(90,000)		(90,000)
5332644 Structural Repairs - Langton Arena		15,000	85,000									100,000			(100,000)		(100,000)
5332645 Exterior Repairs - Port Dover Community Centre		15,000	100,000									115,000			(115,000)		(115,000)
5332646 Exterior Repairs - Langton Parks Storage		20,000	220,000									240,000			(240,000)		(240,000)
5332647 Pavillon Block Repairs - Port Dover Powell Park		15,000	35,000									50,000			(50,000)		(50,000)
5332731 2027 Parks & Recreation Building Renewal Program			545,000									545,000			(545,000)		(545,000)
5332739 Flooring Replacement - Delhi Friendship Centre			42,000									42,000			(42,000)		(42,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5332740 Exterior Repairs - Delhi Friendship Centre			113,000									113,000			(113,000)		(113,000)
5332741 Parks Storage Siding Replacement - Delhi Friendship Centre			41,000									41,000			(41,000)		(41,000)
5332742 Interior Renovations - Port Dover Scout Hall			77,000									77,000			(77,000)		(77,000)
5332743 Window Replacement - Port Dover Scout Hall			67,000									67,000			(67,000)		(67,000)
7332018 Ice Rink Floor & Boards Replacement - Talbot Gardens	205,000		1,891,000									1,891,000			(1,891,000)		(1,891,000)
5332618 Bleacher Replacement - Talbot Gardens Arena			262,000	2,768,000								3,030,000			(3,030,000)		(3,030,000)
5332818 2028 Parks & Recreation Building Renewal Program				524,000								524,000			(524,000)		(524,000)
5332822 Siding Replacement - Port Dover Kinsmen Hall				30,000								30,000			(30,000)		(30,000)
5332916 2029 Parks & Recreation Building Renewal Program					1,052,000							1,052,000			(1,052,000)		(1,052,000)
5332921 Foundation Repairs - Waterford Lions CC					80,000							80,000			(80,000)		(80,000)
5332922 Interior Renovations - Courtland Scout Hall					60,000							60,000			(60,000)		(60,000)
5332923 Flooring Replacement - Port Dover Kinsmen Hall					15,000							15,000			(15,000)		(15,000)
5333011 2030 Parks & Recreation Building Renewal Program						425,000						425,000			(425,000)		(425,000)
5333016 Interior Renovation - Teeterville Hall						60,000						60,000			(60,000)		(60,000)
5333116 2031 Parks & Recreation Building Renewal Program							515,000					515,000			(515,000)		(515,000)
5333124 Exterior Repairs - Scout Hall							20,000					20,000			(20,000)		(20,000)
5333216 2032 Parks & Recreation Building Renewal Program								645,000				645,000			(645,000)		(645,000)
5333220 Retaining Walls & Guardrails - Waterford Lions CC								300,000				300,000			(300,000)		(300,000)
5333221 Sidewalk & Stair Replacements - Waterford Lions CC								20,000				20,000			(20,000)		(20,000)
5333222 Foundation Repairs - Waterford Lions CC								80,000				80,000			(80,000)		(80,000)
5333223 Wall Renovation - Delhi Friendship Centre								30,000				30,000			(30,000)		(30,000)
5333224 Exterior Repairs - Courtland Scout Hall								75,000				75,000			(75,000)		(75,000)
5333311 2033 Parks & Recreation Building Renewal Program									698,000			698,000			(698,000)		(698,000)
5333408 2034 Parks & Recreation Building Renewal Program										567,000		567,000			(567,000)		(567,000)
5333413 Interior Renovations - Waterford Lions CC										160,000		160,000			(160,000)		(160,000)
5333414 Window & Door Replacement - Waterford Lions CC										20,000		20,000			(20,000)		(20,000)
5333415 Canopy Replacement - Delhi Friendship Centre										40,000		40,000			(40,000)		(40,000)
5333506 2035 Parks & Recreation Building Renewal Program											480,000	480,000			(480,000)		(480,000)
5333512 Electrical Replacements - Delhi Friendship Centre											20,000	20,000			(20,000)		(20,000)
5333513 Lighting Replacements - Port Dover Kinsmen Hall											15,000	15,000			(15,000)		(15,000)
5333514 Accessible Entrance - South Walsingham Hall											75,000	75,000			(75,000)		(75,000)
5333515 Lighting Replacements - Waterford Lions CC											15,000	15,000			(15,000)		(15,000)
5333516 Lighting Replacements - Courtland Scout Hall											25,000	25,000			(25,000)		(25,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5333517 Exterior Lighting - Delhi Friendship Centre											15,000	15,000			(15,000)		(15,000)
5333518 Overhead Door Replacement - DFC Storage Building											45,000	45,000			(45,000)		(45,000)
Total Parks & Recreation Building Renewal	265,000	892,000	3,478,000	3,322,000	1,207,000	485,000	535,000	1,150,000	698,000	787,000	690,000	13,244,000			(13,244,000)		(13,244,000)
Roof Renewal																	
5332444 Partial Roof Replacement - Norview Lodge	15,000	282,000										282,000			(282,000)		(282,000)
5332547 Roof Replacement - CAB 3	20,000	230,000										230,000			(230,000)		(230,000)
5332548 Roof Replacement - Facilities Operations Building		29,000	600,000									629,000			(629,000)		(629,000)
5332654 Partial Roof Replacement - Vittoria Community Centre		300,000										300,000			(300,000)		(300,000)
5332655 Roof Replacement - Teeterville Hall		25,000										25,000			(25,000)		(25,000)
5332656 Partial Roof Replacement - Waterford Library		180,000										180,000			(180,000)		(180,000)
5332657 Roof Replacement - Port Dover Community Centre		40,000	575,000									615,000			(615,000)		(615,000)
5332528 Roof Replacement - Norfolk Arts Centre			316,000									316,000	(190,000)		(126,000)		(316,000)
5332709 2027 Roof Renewal Program			1,722,000									1,722,000			(1,722,000)		(1,722,000)
5332748 Roof Replacement - Waterford Lions CC			184,000									184,000			(184,000)		(184,000)
5332749 Partial Roof Replacement - Teeterville Pioneer Museum			25,000									25,000			(25,000)		(25,000)
5332750 Chapel Roof Replacement - Teeterville Pioneer Museum			10,000									10,000			(10,000)		(10,000)
5331913 2028 Roof Renewal Program				696,000								696,000			(696,000)		(696,000)
5332825 Roof Replacement - Teeterville Pioneer Mason House				25,000								25,000			(25,000)		(25,000)
5332901 2029 Roof Renewal Program					1,982,000							1,982,000			(1,982,000)		(1,982,000)
5333001 2030 Roof Renewal Program						1,650,000						1,650,000			(1,650,000)		(1,650,000)
5333111 2031 Roof Renewal Program							315,000					315,000			(315,000)		(315,000)
5333120 Partial Roof Replacement - Norview Lodge							100,000					100,000			(100,000)		(100,000)
5333129 Roof Replacement - Delhi Friendship Centre							260,000					260,000			(260,000)		(260,000)
5333210 2032 Roof Renewal Program								830,000				830,000			(830,000)		(830,000)
5333304 2033 Roof Renewal Program									600,000			600,000			(600,000)		(600,000)
5333314 Partial Roof Replacement - Norview Lodge									275,000			275,000			(275,000)		(275,000)
5333319 Roof Replacement - DFC Storage Building									115,000			115,000			(115,000)		(115,000)
5333403 2034 Roof Renewal Program										70,000		70,000			(70,000)		(70,000)
5333417 Roof Replacement - Port Rowan Medical Centre										100,000		100,000			(100,000)		(100,000)
5333418 Roof Replacement - Villa Nova Operations Yard										250,000		250,000			(250,000)		(250,000)
5333419 Roof Replacement - Villa Nova Operations Yard Salt Storage										110,000		110,000			(110,000)		(110,000)
5333508 2035 Roof Renewal Program											2,755,000	2,755,000			(2,755,000)		(2,755,000)
Total Roof Renewal	35,000	1,086,000	3,432,000	721,000	1,982,000	1,650,000	675,000	830,000	990,000	530,000	2,755,000	14,651,000	(190,000)		(14,461,000)		(14,651,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Disposals / Decommissioning																	
5332459 Abandoned Cistern Demolition - WHAM		110,000										110,000			(110,000)		(110,000)
Total Disposals / Decommissioning		110,000										110,000			(110,000)		(110,000)
Total Fleet and Facilities Services - Facilities	499,000	6,600,000	16,796,000	7,121,000	5,235,000	3,568,000	3,931,000	3,552,000	4,542,000	6,040,000	5,639,000	63,024,000	(730,000)		(62,294,000)		(63,024,000)
Fleet and Facilities Services - Fleet																	
Pickup Truck Renewal																	
5432602 Pickup Truck Replacement - P001		72,000										72,000			(72,000)		(72,000)
5432614 Pickup Truck Replacement - P024		72,000										72,000			(72,000)		(72,000)
5432646 Pickup Truck Replacement - P143		72,000										72,000			(72,000)		(72,000)
5432703 Pickup Truck Replacement - P083		72,000										72,000			(72,000)		(72,000)
5432712 Pickup Truck Replacement - P087		72,000										72,000			(72,000)		(72,000)
5432713 Pickup Truck Replacement - P092		72,000										72,000			(72,000)		(72,000)
5432716 Pickup Truck Replacement - P142		72,000										72,000			(72,000)		(72,000)
5432901 Pickup Truck Replacement - P165			74,000									74,000			(74,000)		(74,000)
5432908 Pickup Truck Replacement - P166			74,000									74,000			(74,000)		(74,000)
5432909 Pickup Truck Replacement - P167			74,000									74,000			(74,000)		(74,000)
5432809 Pickup Truck Replacement - P161			74,000									74,000			(74,000)		(74,000)
5432810 Pickup Truck Replacement - P162			74,000									74,000			(74,000)		(74,000)
5432811 Pickup Truck Replacement - P163			74,000									74,000			(74,000)		(74,000)
5432812 Pickup Truck Replacement - P164			74,000									74,000			(74,000)		(74,000)
5433001 Pickup Truck Replacement - P171				75,000								75,000			(75,000)		(75,000)
5433012 Pickup Truck Replacement - P172				75,000								75,000			(75,000)		(75,000)
5433013 Pickup Truck Replacement - P173				75,000								75,000			(75,000)		(75,000)
5433014 Pickup Truck Replacement - P174				75,000								75,000			(75,000)		(75,000)
5433015 Pickup Truck Replacement - P175				75,000								75,000			(75,000)		(75,000)
5433016 Pickup Truck Replacement - P176				75,000								75,000			(75,000)		(75,000)
5433101 Pickup Truck Replacement - P178				75,000								75,000			(75,000)		(75,000)
5432910 Pickup Truck Replacement - P168				75,000								75,000			(75,000)		(75,000)
5432911 Pickup Truck Replacement - P169				75,000								75,000			(75,000)		(75,000)
5432912 Pickup Truck Replacement - P170				75,000								75,000			(75,000)		(75,000)
5433106 Pickup Truck Replacement - P179					77,000							77,000			(77,000)		(77,000)
5433107 Pickup Truck Replacement - P180					77,000							77,000			(77,000)		(77,000)
5433108 Pickup Truck Replacement - P181					77,000							77,000			(77,000)		(77,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5433109 Pickup Truck Replacement - P182					77,000							77,000			(77,000)		(77,000)
5433110 Pickup Truck Replacement - P183					77,000							77,000			(77,000)		(77,000)
5433204 Pickup Truck Replacement - P185					77,000							77,000			(77,000)		(77,000)
5433205 Pickup Truck Replacement - P186					77,000							77,000			(77,000)		(77,000)
5433206 Pickup Truck Replacement - P187					77,000							77,000			(77,000)		(77,000)
5433207 Pickup Truck Replacement - P188					77,000							77,000			(77,000)		(77,000)
5433208 Pickup Truck Replacement - P202					77,000							77,000			(77,000)		(77,000)
5433209 Pickup Truck Replacement						79,000						79,000			(79,000)		(79,000)
5433213 Pickup Truck Replacement						79,000						79,000			(79,000)		(79,000)
5433301 Pickup Truck Replacement						79,000						79,000			(79,000)		(79,000)
5433302 Pickup Truck Replacement						79,000						79,000			(79,000)		(79,000)
5433303 Pickup Truck Replacement						79,000						79,000			(79,000)		(79,000)
5433304 Pickup Truck Replacement						79,000						79,000			(79,000)		(79,000)
5433305 Pickup Truck Replacement						79,000						79,000			(79,000)		(79,000)
5433402 Pickup Truck Replacement						79,000						79,000			(79,000)		(79,000)
5433403 Pickup Truck Replacement						79,000						79,000			(79,000)		(79,000)
5433404 Pickup Truck Replacement						79,000						79,000			(79,000)		(79,000)
5432922 Pickup Truck Replacement							81,000					81,000			(81,000)		(81,000)
5432923 Pickup Truck Replacement							81,000					81,000			(81,000)		(81,000)
5432924 Pickup Truck Replacement							81,000					81,000			(81,000)		(81,000)
5432925 Pickup Truck Replacement							81,000					81,000			(81,000)		(81,000)
5433405 Pickup Truck Replacement							81,000					81,000			(81,000)		(81,000)
5433406 Pickup Truck Replacement							81,000					81,000			(81,000)		(81,000)
5433407 Pickup Truck Replacement							81,000					81,000			(81,000)		(81,000)
5433023 Pickup Truck Replacement								83,000				83,000			(83,000)		(83,000)
5433024 Pickup Truck Replacement								83,000				83,000			(83,000)		(83,000)
5433025 Pickup Truck Replacement								83,000				83,000			(83,000)		(83,000)
5433026 Pickup Truck Replacement								83,000				83,000			(83,000)		(83,000)
5433113 Pickup Truck Replacement								83,000				83,000			(83,000)		(83,000)
5433222 Pickup Truck Replacement								83,000				83,000			(83,000)		(83,000)
5433223 Pickup Truck Replacement								83,000				83,000			(83,000)		(83,000)
5433315 Pickup Truck Replacement								83,000				83,000			(83,000)		(83,000)
5433316 Pickup Truck Replacement									85,000			85,000			(85,000)		(85,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5433317 Pickup Truck Replacement									85,000			85,000			(85,000)		(85,000)
5433318 Pickup Truck Replacement									85,000			85,000			(85,000)		(85,000)
5433326 Pickup Truck Replacement									85,000			85,000			(85,000)		(85,000)
5433327 Pickup Truck Replacement									85,000			85,000			(85,000)		(85,000)
5433328 Pickup Truck Replacement									85,000			85,000			(85,000)		(85,000)
5433411 Pickup Truck Replacement									85,000			85,000			(85,000)		(85,000)
5433412 Pickup Truck Replacement									85,000			85,000			(85,000)		(85,000)
5433413 Pickup Truck Replacement									85,000			85,000			(85,000)		(85,000)
5433414 Pickup Truck Replacement									85,000			85,000			(85,000)		(85,000)
5433425 Pickup Truck Replacement										87,000		87,000			(87,000)		(87,000)
5433426 Pickup Truck Replacement										87,000		87,000			(87,000)		(87,000)
5433427 Pickup Truck Replacement										87,000		87,000			(87,000)		(87,000)
5433428 Pickup Truck Replacement										87,000		87,000			(87,000)		(87,000)
5433429 Pickup Truck Replacement										87,000		87,000			(87,000)		(87,000)
5433430 Pickup Truck Replacement										87,000		87,000			(87,000)		(87,000)
5433431 Pickup Truck Replacement										87,000		87,000			(87,000)		(87,000)
5433432 Pickup Truck Replacement										87,000		87,000			(87,000)		(87,000)
5433433 Pickup Truck Replacement										87,000		87,000			(87,000)		(87,000)
5433434 Pickup Truck Replacement										87,000		87,000			(87,000)		(87,000)
5433501 Pickup Truck Replacement											89,000	89,000			(89,000)		(89,000)
5433502 Pickup Truck Replacement											89,000	89,000			(89,000)		(89,000)
5433503 Pickup Truck Replacement											89,000	89,000			(89,000)		(89,000)
5433504 Pickup Truck Replacement											89,000	89,000			(89,000)		(89,000)
5433505 Pickup Truck Replacement											89,000	89,000			(89,000)		(89,000)
5433506 Pickup Truck Replacement											89,000	89,000			(89,000)		(89,000)
5433507 Pickup Truck Replacement											89,000	89,000			(89,000)		(89,000)
5433508 Pickup Truck Replacement											89,000	89,000			(89,000)		(89,000)
5433509 Pickup Truck Replacement											89,000	89,000			(89,000)		(89,000)
5433510 Pickup Truck Replacement											89,000	89,000			(89,000)		(89,000)
Total Pickup Truck Renewal		504,000	518,000	750,000	770,000	790,000	567,000	664,000	850,000	870,000	890,000	7,173,000			(7,173,000)		(7,173,000)
Van Renewal																	
5432648 Van Replacement - V011		85,000										85,000			(85,000)		(85,000)
5432815 Van Replacement - V016			87,000									87,000			(87,000)		(87,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5432816 Van Replacement - Norview V018			87,000									87,000			(87,000)		(87,000)
5432804 Van Replacement - V083				90,000								90,000			(90,000)		(90,000)
5432904 Van Replacement - V084				90,000								90,000			(90,000)		(90,000)
5433003 Van Replacement - V015					92,000							92,000			(92,000)		(92,000)
5432915 Van Replacement - V019						94,000						94,000			(94,000)		(94,000)
5432916 Van Replacement - V085						94,000						94,000			(94,000)		(94,000)
5433117 Van Replacement - V022							96,000					96,000			(96,000)		(96,000)
5433118 Van Replacement - V023							96,000					96,000			(96,000)		(96,000)
5433119 Van Replacement - V024							96,000					96,000			(96,000)		(96,000)
5433120 Van Replacement - V025							96,000					96,000			(96,000)		(96,000)
5433220 Van Replacement - V012								99,000				99,000			(99,000)		(99,000)
5433226 Van Replacement - V030								99,000				99,000			(99,000)		(99,000)
5433227 Van Replacement - V031								99,000				99,000			(99,000)		(99,000)
5433124 Service Van Replacement									101,000			101,000			(101,000)		(101,000)
5433319 Van Replacement									101,000			101,000			(101,000)		(101,000)
5433320 Van Replacement - V020									101,000			101,000			(101,000)		(101,000)
5433329 Service Van Replacement									101,000			101,000			(101,000)		(101,000)
5433415 Van Replacement										104,000		104,000			(104,000)		(104,000)
5433416 Van Replacement										104,000		104,000			(104,000)		(104,000)
5433511 Van Replacement											106,000	106,000			(106,000)		(106,000)
Total Van Renewal		85,000	174,000	180,000	92,000	188,000	384,000	297,000	404,000	208,000	106,000	2,118,000			(2,118,000)		(2,118,000)
Single Axle Truck Renewal																	
5432510 Street Sweeper Replacement - S023		550,000										550,000			(550,000)		(550,000)
5432918 Single Axle Truck Replacement - S132		431,000										431,000			(431,000)		(431,000)
5432312 Single Axle Truck Replacement - S111			442,000									442,000			(442,000)		(442,000)
5432720 Street Sweeper Replacement - S072			564,000									564,000			(564,000)		(564,000)
5432903 Single Axle Truck Replacement - S147						476,000						476,000			(476,000)		(476,000)
5433217 Single Axle Truck Replacement - S144						476,000						476,000			(476,000)		(476,000)
5433218 Single Axle Truck Replacement - S145						476,000						476,000			(476,000)		(476,000)
5433408 Single Axle Truck Replacement - S146						476,000						476,000			(476,000)		(476,000)
5433409 Single Axle Truck Replacement - S148									512,000			512,000			(512,000)		(512,000)
5432919 Single Axle Truck Replacement - S142										525,000		525,000			(525,000)		(525,000)
5432920 Single Axle Truck Replacement - S143										525,000		525,000			(525,000)		(525,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5433410 Single Axle Truck Replacement - S024										525,000		525,000			(525,000)		(525,000)
Total Single Axle Truck Renewal		981,000	1,006,000			1,904,000			512,000	1,575,000		5,978,000			(5,978,000)		(5,978,000)
Tandem Axle Truck Renewal																	
5432609 Tandem Axle Truck Replacement - T323		513,000										513,000			(513,000)		(513,000)
5432610 Tandem Axle Truck Replacement - T365		513,000										513,000			(513,000)		(513,000)
5432617 Tandem Axle Truck Replacement - T366		513,000										513,000			(513,000)		(513,000)
5432709 Tandem Axle Truck Replacement - T371		513,000										513,000			(513,000)		(513,000)
5432710 Tandem Axle Truck Replacement - T376		513,000										513,000			(513,000)		(513,000)
5432711 Tandem Axle Truck Replacement - T377		513,000										513,000			(513,000)		(513,000)
5432802 Tandem Axle Truck Replacement - T393		513,000										513,000			(513,000)		(513,000)
5432806 Tandem Axle Truck Replacement - T395		513,000										513,000			(513,000)		(513,000)
5432807 Tandem Axle Truck Replacement - T351			526,000									526,000			(526,000)		(526,000)
5432902 Tandem Axle Truck Replacement - T352			526,000									526,000			(526,000)		(526,000)
5432906 Tandem Axle Truck Replacement - T367				539,000								539,000			(539,000)		(539,000)
5432907 Tandem Axle Truck Replacement - T302									610,000			610,000			(610,000)		(610,000)
5433002 Tandem Axle Truck Replacement - T303									610,000			610,000			(610,000)		(610,000)
5433010 Tandem Axle Truck Replacement - T304									610,000			610,000			(610,000)		(610,000)
5433011 Tandem Axle Truck Replacement - T305									610,000			610,000			(610,000)		(610,000)
5433306 Tandem Vac Truck Replacement										1,400,000		1,400,000			(1,400,000)		(1,400,000)
5433103 Tandem Axle Truck Replacement - T306										625,000		625,000			(625,000)		(625,000)
5433104 Tandem Axle Truck Replacement - T307										625,000		625,000			(625,000)		(625,000)
5433105 Tandem Axle Truck Replacement - T308										625,000		625,000			(625,000)		(625,000)
5433201 Tandem Axle Truck Replacement - T309											641,000	641,000			(641,000)		(641,000)
5433202 Tandem Axle Truck Replacement - T310											641,000	641,000			(641,000)		(641,000)
5433203 Tandem Axle Truck Replacement - T311											641,000	641,000			(641,000)		(641,000)
Total Tandem Axle Truck Renewal		4,104,000	1,052,000	539,000					2,440,000	3,275,000	1,923,000	13,333,000			(13,333,000)		(13,333,000)
One Ton Truck Renewal																	
5432618 One Ton Truck Replacement - T412		150,000										150,000			(150,000)		(150,000)
5432717 One Ton Truck Replacement - T445		150,000										150,000			(150,000)		(150,000)
5433004 One Ton Truck Replacement - T455		150,000										150,000			(150,000)		(150,000)
5432704 One Ton Truck Replacement - T419			154,000									154,000			(154,000)		(154,000)
5433018 One Ton Truck Replacement - T408				158,000								158,000			(158,000)		(158,000)
5433214 One Ton Truck Replacement - T409				158,000								158,000			(158,000)		(158,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5433215 One Ton Truck Replacement - T410				158,000								158,000			(158,000)		(158,000)
5433216 One Ton Truck Replacement - T414						166,000						166,000			(166,000)		(166,000)
5433312 One Ton Truck Replacement - T415								174,000				174,000			(174,000)		(174,000)
5433313 One Ton Truck Replacement - T416								174,000				174,000			(174,000)		(174,000)
5433314 One Ton Truck Replacement - T417								174,000				174,000			(174,000)		(174,000)
5433321 One Ton Truck Replacement - T411									179,000			179,000			(179,000)		(179,000)
5433322 One Ton Truck Replacement - T413									179,000			179,000			(179,000)		(179,000)
5433323 One Ton Truck Replacement - T433									179,000			179,000			(179,000)		(179,000)
5433419 One Ton Truck Replacement										183,000		183,000			(183,000)		(183,000)
5433420 One Ton Truck Replacement										183,000		183,000			(183,000)		(183,000)
5433421 One Ton Truck Replacement										183,000		183,000			(183,000)		(183,000)
5433422 One Ton Truck Replacement - T495										183,000		183,000			(183,000)		(183,000)
5433423 One Ton Truck Replacement - T496										183,000		183,000			(183,000)		(183,000)
Total One Ton Truck Renewal		450,000	154,000	474,000		166,000		522,000	537,000	915,000		3,218,000			(3,218,000)		(3,218,000)
Equipment Renewal																	
5432301 Brush Chipper Replacement - E182		85,000										85,000			(85,000)		(85,000)
5432401 Brush Chipper Replacement - E190		85,000										85,000			(85,000)		(85,000)
5432531 Landscape Trailer Replacement - T563		17,000										17,000			(17,000)		(17,000)
5432619 Landscape Trailer Replacement - T564		17,000										17,000			(17,000)		(17,000)
5432627 Backhoe Replacement - B051		300,000										300,000			(300,000)		(300,000)
5432629 Grader & Eliminator Replacement - G851		650,000										650,000			(650,000)		(650,000)
5432630 Grader & Eliminator Replacement - G861		650,000										650,000			(650,000)		(650,000)
5432632 Trailer Replacement - T544		11,000										11,000			(11,000)		(11,000)
5432633 Trailer Replacement - T545		11,000										11,000			(11,000)		(11,000)
5432634 Trailer Replacement - T574		200,000										200,000			(200,000)		(200,000)
5432635 Trailer Replacement - T579		17,000										17,000			(17,000)		(17,000)
5432636 Trailer Replacement - T581		14,000										14,000			(14,000)		(14,000)
5432637 Trailer Replacement - T582		14,000										14,000			(14,000)		(14,000)
5432639 Brush Chipper Replacement - E150		85,000										85,000			(85,000)		(85,000)
5432803 Norview Bus Replacement - N006		375,000										375,000			(375,000)		(375,000)
5432822 Trailer Replacement - T585		58,000										58,000			(58,000)		(58,000)
5433230 Trailer Replacement - T523		48,000										48,000			(48,000)		(48,000)
5432719 Landscape Trailer Replacement - T572			14,000									14,000			(14,000)		(14,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5433007 Loader Replacement - L090			288,000									288,000			(288,000)		(288,000)
7632601 PDHM Utility Vehicle Replacement			20,000									20,000			(20,000)		(20,000)
7632603 PDHM Utility Vehicle Replacement			50,000									50,000			(50,000)		(50,000)
5432409 Utility Vehicle Replacement - U014				61,000								61,000			(61,000)		(61,000)
5432820 Backhoe Replacement - B061				316,000								316,000			(316,000)		(316,000)
5432821 Chopper Replacement - G016				571,000								571,000			(571,000)		(571,000)
5432823 Trailer Replacement - T586				15,000								15,000			(15,000)		(15,000)
5432917 Loader Replacement - L002				295,000								295,000			(295,000)		(295,000)
5432926 Backhoe Replacement - B071					323,000							323,000			(323,000)		(323,000)
5433006 Loader Replacement - L014					302,000							302,000			(302,000)		(302,000)
5433027 Backhoe Replacement - B092						331,000						331,000			(331,000)		(331,000)
5433028 Grader Replacement - G801						718,000						718,000			(718,000)		(718,000)
5433029 Roller Replacement - S451						110,000						110,000			(110,000)		(110,000)
5433022 Chopper Replacement - G017							615,000					615,000			(615,000)		(615,000)
5433121 Forklift Replacement - F161							84,000					84,000			(84,000)		(84,000)
5433122 Trailer Replacement - T513							18,000					18,000			(18,000)		(18,000)
5433123 Trailer Replacement - T514							18,000					18,000			(18,000)		(18,000)
5433221 Loader Replacement - L022							318,000					318,000			(318,000)		(318,000)
5433228 Backhoe Replacement - B093								348,000				348,000			(348,000)		(348,000)
5433229 Loader Replacement - L041								325,000				325,000			(325,000)		(325,000)
5433311 Purpose Built Service Truck Replacement									267,000			267,000			(267,000)		(267,000)
5433324 Norview Bus Replacement									446,000			446,000			(446,000)		(446,000)
5433325 Rodder Replacement - R030									995,000			995,000			(995,000)		(995,000)
5433424 Grader Replacement - G814										792,000		792,000			(792,000)		(792,000)
5433513 Loader Replacement - L003											350,000	350,000			(350,000)		(350,000)
Total Equipment Renewal		2,637,000	372,000	1,258,000	625,000	1,159,000	1,053,000	673,000	1,708,000	792,000	350,000	10,627,000			(10,627,000)		(10,627,000)
Mower Equipment Renewal																	
5432805 Mower Replacement - M518		52,000										52,000			(52,000)		(52,000)
7632602 PDHM Mower Replacement			53,000									53,000			(53,000)		(53,000)
5432814 Mower Replacement - M533				55,000								55,000			(55,000)		(55,000)
5432905 Mower Replacement - M544					56,000							56,000			(56,000)		(56,000)
5432914 Mower Replacement - M554						57,000						57,000			(57,000)		(57,000)
5433009 Mower Replacement - M566							59,000					59,000			(59,000)		(59,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5433019 Mower Replacement - M611							59,000					59,000			(59,000)		(59,000)
5433020 Mower Replacement - M572								60,000				60,000			(60,000)		(60,000)
5433102 Mower Replacement - M599									62,000			62,000			(62,000)		(62,000)
5433111 Mower Replacement - M600									62,000			62,000			(62,000)		(62,000)
5433112 Mower Replacement - M602									62,000			62,000			(62,000)		(62,000)
5433210 Mower Replacement - M601										63,000		63,000			(63,000)		(63,000)
5433211 Mower Replacement - M603											65,000	65,000			(65,000)		(65,000)
5433212 Mower Replacement - M604											65,000	65,000			(65,000)		(65,000)
Total Mower Equipment Renewal		52,000	53,000	55,000	56,000	57,000	118,000	60,000	186,000	63,000	130,000	830,000			(830,000)		(830,000)
Other Renewal Projects																	
5432641 Shop Replacements - Tire Lift, AC Machine		45,000										45,000			(45,000)		(45,000)
5432653 Replacement of All Roads & By-Law Radios		251,000										251,000			(251,000)		(251,000)
5432642 Shop Hoist Replacement - First Set of Columns			80,000									80,000			(80,000)		(80,000)
5432643 Fuel Management Software and Controls Replacement				225,000								225,000			(225,000)		(225,000)
5432644 Shop Hoist Replacement - Second Set of Columns					90,000							90,000			(90,000)		(90,000)
5432645 Shop Hoist Replacement - Third Set of Columns											105,000	105,000			(105,000)		(105,000)
Total Other Renewal Projects		296,000	80,000	225,000	90,000						105,000	796,000			(796,000)		(796,000)
Total Fleet and Facilities Services - Fleet		9,109,000	3,409,000	3,481,000	1,633,000	4,264,000	2,122,000	2,216,000	6,637,000	7,698,000	3,504,000	44,073,000			(44,073,000)		(44,073,000)
Parks, Recreation and Culture - Parks & Rec																	
Parks & Recreation Facility Renewal																	
7332416 Seat Deck Seating Replacement - Waterford Arena		50,000										50,000			(50,000)		(50,000)
7332516 Fieldhouse Revitalization - Walsingham Ball Park		25,000	200,000									225,000			(225,000)		(225,000)
7332331 Floor Refinishing - Port Dover Community Center		38,000										38,000			(38,000)		(38,000)
7332623 Gazebo Replacement - Port Rowan Park		20,000										20,000			(20,000)		(20,000)
7332624 Sound System Upgrades - Community Centres (4x)		25,000										25,000			(25,000)		(25,000)
7332625 Sound System Replacement - Talbot Gardens		45,000										45,000			(45,000)		(45,000)
7332012 Dressing Room Refurbishments - Simcoe Talbot Gardens		25,000	250,000									275,000			(275,000)		(275,000)
7332038 Revitalization - Langton Fieldhouse		25,000	210,000									235,000			(235,000)		(235,000)
7332326 Self-Cleaning Trailer Replacement - Mobile Washroom			525,000									525,000			(525,000)		(525,000)
7331809 Concrete Pad and Revitalization - Langton Pavilion				80,000								80,000			(80,000)		(80,000)
7332626 Kitchen Interior Replacement - Waterford Lions CC				30,000								30,000			(30,000)		(30,000)
7332811 Interior Revitalization - Port Rowan Community Centre				221,000								221,000			(221,000)		(221,000)
7333202 Dressing Room Floor Replacement - Waterford Arena				212,000								212,000			(212,000)		(212,000)



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
7331924 Historical Gazebo Restoration - Lynnwood Park Simcoe				200,000								200,000			(200,000)		(200,000)
7332906 Revitalization - Courtland Lions Park Facility					195,000							195,000			(195,000)		(195,000)
7333105 Floor Replacement - Delhi Arena Multi-Purpose Room							79,000					79,000			(79,000)		(79,000)
7333208 Pavillion Revitalization - Courtland Lions Community Park								200,000				200,000			(200,000)		(200,000)
7332627 Chapel Revitalization - Clifton Park										166,000		166,000			(166,000)		(166,000)
Total Parks & Recreation Facility Renewal		253,000	1,185,000	743,000	195,000		79,000	200,000		166,000		2,821,000			(2,821,000)		(2,821,000)
Court Renewal																	
7332618 Multi-Use Court - Courtland Lions Community Park		287,000										287,000			(287,000)		(287,000)
7332628 Multi-Use Court - Briarwood Acres			51,000									51,000			(51,000)		(51,000)
7333011 Multi-Use Court - Crestlynn Community Park			135,000									135,000			(135,000)		(135,000)
7332617 Multi-Use Court - Langton Athletic Park				302,000								302,000			(302,000)		(302,000)
7332819 Multi-Use Court - Pinehurst Park				302,000								302,000			(302,000)		(302,000)
7333306 Multi-Use Court - Windel Park				302,000								302,000			(302,000)		(302,000)
7332724 Multi-Use Court - Port Rowan Community Park					309,000							309,000			(309,000)		(309,000)
7333207 Multi-Use Court - Waterford Community Park					108,000							108,000			(108,000)		(108,000)
7332818 Multi-Use Court - Simcoe Westwood Acres Parks						111,000						111,000			(111,000)		(111,000)
7333013 Multi-Use Court - Delcrest Park						56,000						56,000			(56,000)		(56,000)
7333209 Multi-Use Court - Delhi Lions Park								58,000				58,000			(58,000)		(58,000)
7333307 Multi-Use Court - Fairview Heights									60,000			60,000			(60,000)		(60,000)
7333403 Multi-Use Court - Port Dover Sports Complex										122,000		122,000			(122,000)		(122,000)
7333501 Multi-Use Court - Lingwood Park											63,000	63,000			(63,000)		(63,000)
7333502 Multi-Use Court - Lynndale Heights											25,000	25,000			(25,000)		(25,000)
7333503 Multi-Use Court - Optimist Park											358,000	358,000			(358,000)		(358,000)
Total Court Renewal		287,000	186,000	906,000	417,000	167,000		58,000	60,000	122,000	446,000	2,649,000			(2,649,000)		(2,649,000)
Playground Renewal																	
7332601 Playground Replacement - St. Williams Lions		125,000										125,000			(125,000)		(125,000)
7332629 Playground Replacement - Woodhouse Acres		125,000										125,000			(125,000)		(125,000)
7332704 Playground Replacement - Westwood Acres			265,000									265,000			(265,000)		(265,000)
7332903 Playground Replacement - Fairview Heights			154,000									154,000			(154,000)		(154,000)
7332820 Playground Replacement - Pinehurst Park				158,000								158,000			(158,000)		(158,000)
7333203 Playground Replacement - Delhi Lions					215,000							215,000			(215,000)		(215,000)
7333302 Playground Replacement - Golden Gardens					215,000							215,000			(215,000)		(215,000)
7332203 Playground Replacement - Simcoe Kinsmen						285,000						285,000			(285,000)		(285,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
7333014 Playground Replacement - Ashton Park						193,000						193,000			(193,000)		(193,000)
7333015 Playground Replacement - Freeman Crescent Park						193,000						193,000			(193,000)		(193,000)
7333110 Playground Replacement - Port Rowan Watertower Park							400,000					400,000			(400,000)		(400,000)
7333111 Playground Replacement - Waterworks Park							200,000					200,000			(200,000)		(200,000)
7333210 Playground Replacement - Turkey Point Park								145,000				145,000			(145,000)		(145,000)
7333211 Playground Replacement - Crestlynn Park								203,000				203,000			(203,000)		(203,000)
7333212 Playground Replacement - Simson Park								232,000				232,000			(232,000)		(232,000)
7333308 Playground Replacement - Thompson Memorial Park									268,000			268,000			(268,000)		(268,000)
7333401 Playground Replacement - Bills Corners										274,000		274,000			(274,000)		(274,000)
7333504 Playground Replacement - Courtland Lions Park (Accessible)											320,000	320,000			(320,000)		(320,000)
Total Playground Renewal		250,000	419,000	158,000	430,000	671,000	600,000	580,000	268,000	274,000	320,000	3,970,000			(3,970,000)		(3,970,000)
Other Amenity Renewal Projects																	
7331844 Fence Replacement - Port Rowan Skatepark		17,000										17,000			(17,000)		(17,000)
7332030 Fence & Backstop Replacement - Waterford Hellyer Diamond		110,000										110,000			(110,000)		(110,000)
7332048 Diamond Repairs - Delhi Arena Diamond		77,000										77,000			(77,000)		(77,000)
7332630 Revitalization - Walsingham Ball Diamond		45,000										45,000			(45,000)		(45,000)
7332631 Dugout Replacements - Simcoe Memorial Park		28,000										28,000			(28,000)		(28,000)
7332638 Light Tower Minor Electrical Repairs - Courtland Lions Park		15,000										15,000			(15,000)		(15,000)
7332010 Light Tower Replacement - Waterford Ball Diamonds (2x)		30,000	326,000									356,000			(356,000)		(356,000)
7332405 Sportsfield Lighting Retrofit - Simcoe Lions Park		20,000	326,000									346,000			(346,000)		(346,000)
7332108 Courtland - Light Tower Replacement				221,000								221,000			(221,000)		(221,000)
7332718 Light Tower Replacement - Walsingham				221,000								221,000			(221,000)		(221,000)
7332821 Revitalization - Courtland Lions Ball Diamond				308,000								308,000			(308,000)		(308,000)
7333016 Diamond Revitalization - Walsingham Park Ball						308,000						308,000			(308,000)		(308,000)
7333213 Revitalization - Langton Lions Soccer Field								308,000				308,000			(308,000)		(308,000)
7333214 Revitalization - Langton Lions Ball Diamond								308,000				308,000			(308,000)		(308,000)
7333404 Revitalization - Port Dover Skatepark										385,000		385,000			(385,000)		(385,000)
7333405 Revitalization - Delcrest Park Ball Diamond										308,000		308,000			(308,000)		(308,000)
7333406 Revitalization - Courtland Lions Soccer Field											308,000	308,000			(308,000)		(308,000)
7333303 Light Tower Replacements - Kinsmen Park											264,000	264,000			(264,000)		(264,000)
7333505 Revitalization - Simcoe Kinsmen Park Ball Diamond											187,000	187,000			(187,000)		(187,000)
Total Other Amenity Renewal Projects		342,000	652,000	750,000		308,000		616,000		693,000	759,000	4,120,000			(4,120,000)		(4,120,000)
Arena Equipment Renewal																	



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
7332606 Ice Resurfacer & Ice Leveller - Langton Arena		170,000										170,000			(170,000)		(170,000)
7332608 Plate & Frame Heat Exchanger - Waterford Arena		36,000										36,000			(36,000)		(36,000)
7332609 Electric Ice Resurfacer Battery Replacement - Port Dover Arena		46,000										46,000			(46,000)		(46,000)
7332614 Compressor & Motor - Waterford Arena		72,000										72,000			(72,000)		(72,000)
7332632 Condenser Replacement - Delhi Arena		340,000										340,000			(340,000)		(340,000)
7332709 Desiccant Dehumidifier - Port Dover Arena		140,000										140,000			(140,000)		(140,000)
7332801 Desiccant Dehumidifier - Simcoe Talbot Gardens			144,000									144,000			(144,000)		(144,000)
7332711 Plate & Frame Heat Exchanger - Delhi Arena			40,000									40,000			(40,000)		(40,000)
7332712 Plate & Frame Heat Exchanger - Port Dover Arena			40,000									40,000			(40,000)		(40,000)
7332723 Refrigeration Control System & Backup - Port Dover Arena			163,000									163,000			(163,000)		(163,000)
7333002 Desiccant Dehumidifier - Langton Arena			339,000									339,000			(339,000)		(339,000)
7332803 Ice Resurfacer - Waterford Arena				179,000								179,000			(179,000)		(179,000)
7332807 Plate & Frame Heat Exchanger - Simcoe Talbot Gardens				50,000								50,000			(50,000)		(50,000)
7332815 Condenser - Langton Arena				138,000								138,000			(138,000)		(138,000)
7332816 Brine Pumps - Delhi Arena				12,000								12,000			(12,000)		(12,000)
7332715 Electric Ice Resurfacer Battery - Talbot Gardens Arena					50,000							50,000			(50,000)		(50,000)
7332902 Ice Resurfacer - Port Dover Arena					183,000							183,000			(183,000)		(183,000)
7332908 Compressor Motors - Waterford Arena					26,000							26,000			(26,000)		(26,000)
7332909 Compressor (2x) & Pumps - Port Dover Arena					169,000							169,000			(169,000)		(169,000)
7332910 Compressor - Delhi Arena					78,000							78,000			(78,000)		(78,000)
7333009 Compressor Motors & Brine Pumps - Talbot Gardens						31,000						31,000			(31,000)		(31,000)
7333010 Compressor - Delhi Arena						79,000						79,000			(79,000)		(79,000)
7333108 Regasket - Langton Arena							27,000					27,000			(27,000)		(27,000)
7333112 Electric Ice Resurfacer - Delhi Arena							192,000					192,000			(192,000)		(192,000)
7333106 Electric Ice Resurfacer Battery - Langton Arena								54,000				54,000			(54,000)		(54,000)
7333206 Refrigeration Control System - Langton Arena								119,000				119,000			(119,000)		(119,000)
7333305 Refrigeration Control System - Talbot Gardens									122,000			122,000			(122,000)		(122,000)
7333309 Electric Ice Resurfacer Battery - Waterford Arena									55,000			55,000			(55,000)		(55,000)
7333402 Regasket - Langton Arena										29,000		29,000			(29,000)		(29,000)
7333407 Electric Ice Resurfacer - Talbot Gardens										207,000		207,000			(207,000)		(207,000)
7333506 Electric Ice Resurfacer Battery - Delhi Arena											57,000	57,000			(57,000)		(57,000)
Total Arena Equipment Renewal		804,000	726,000	379,000	506,000	110,000	219,000	173,000	177,000	236,000	57,000	3,387,000			(3,387,000)		(3,387,000)
Pool Equipment Renewal																	



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
7332528 Pool Deck & Inlet Return Repairs - ACAC	50,000	550,000										550,000			(550,000)		(550,000)
7332616 Regrout Tank - ACAC Pool		40,000										40,000			(40,000)		(40,000)
7332633 Rehabilitation - Simcoe Splash Pad		80,000										80,000	(80,000)				(80,000)
7332634 Rehabilitation - Delhi Splash Pad		65,000										65,000			(65,000)		(65,000)
Total Pool Equipment Renewal	50,000	735,000										735,000	(80,000)		(655,000)		(735,000)
Other Renewal Projects																	
7332637 Power Rake Replacement		23,000										23,000			(23,000)		(23,000)
7332720 Commercial Dishwasher Replacement - Port Rowan CC			40,000									40,000			(40,000)		(40,000)
7332414 Accessible Counter - Lions Ball Park				12,000								12,000			(12,000)		(12,000)
7332817 Shade Sail - Port Dover Riverfront Park				25,000								25,000			(25,000)		(25,000)
Total Other Renewal Projects		23,000	40,000	37,000								100,000			(100,000)		(100,000)
Disposals / Decommissioning																	
7332032 Windel Soccer Field Revitalization / Velodrome Removal			32,000									32,000			(32,000)		(32,000)
Total Disposals / Decommissioning			32,000									32,000			(32,000)		(32,000)
Total Parks, Recreation and Culture - Parks & Rec	50,000	2,694,000	3,240,000	2,973,000	1,548,000	1,256,000	898,000	1,627,000	505,000	1,491,000	1,582,000	17,814,000	(80,000)		(17,734,000)		(17,814,000)
Parks, Recreation and Culture - Marinas																	
Marina Facility Renewal																	
7632403 PDHM Washroom / Shower Floor Replacements		105,000										105,000			(105,000)		(105,000)
7632606 PDHM Roof Recoating		25,000										25,000			(25,000)		(25,000)
7632704 PDHM Exterior Repairs			11,000									11,000			(11,000)		(11,000)
7632705 PRHM Exterior Repairs			15,000									15,000			(15,000)		(15,000)
7632502 PDHM Pavilion Refurbishment				100,000								100,000			(100,000)		(100,000)
7632903 PRHM HVAC Replacement					11,000							11,000			(11,000)		(11,000)
7633001 PDHM Water Heater Replacement						15,000						15,000			(15,000)		(15,000)
7633201 PDHM Interior Painting								30,000				30,000			(30,000)		(30,000)
7633301 PDHM Flooring Replacements									25,000			25,000			(25,000)		(25,000)
7633401 PDHM Washroom Roof Repairs										80,000		80,000			(80,000)		(80,000)
7633402 PDHM Door Replacements										35,000		35,000			(35,000)		(35,000)
Total Marina Facility Renewal		130,000	26,000	100,000	11,000	15,000		30,000	25,000	115,000		452,000			(452,000)		(452,000)
Lakefront Asset Renewal																	
7632402 PRHM East Side Dock Replacement	20,000		200,000									200,000			(200,000)		(200,000)
7632401 PDHM Minor Dock Rehabs		77,000										77,000			(77,000)		(77,000)
7633101 PDHM Dock 1 & Dock 2 Full Replacement				200,000	4,500,000							4,700,000		(4,500,000)	(200,000)		(4,700,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
7633102 PDHM Dock 3 & Dock 4 Full Replacement							200,000	4,500,000				4,700,000		(4,500,000)	(200,000)		(4,700,000)
Total Lakefront Asset Renewal	20,000	77,000	200,000	200,000	4,500,000		200,000	4,500,000				9,677,000		(9,000,000)	(677,000)		(9,677,000)
Other Renewal Projects																	
7632303 PRHM Lighting Replacement		40,000										40,000			(40,000)		(40,000)
7632605 PRHM Resurface Parking Area & Roadway			15,000									15,000			(15,000)		(15,000)
7632702 PDHM Resurface Roadways / Parking - North, West, East						300,000						300,000			(300,000)		(300,000)
Total Other Renewal Projects		40,000	15,000			300,000						355,000			(355,000)		(355,000)
Total Parks, Recreation and Culture - Marinas	20,000	247,000	241,000	300,000	4,511,000	315,000	200,000	4,530,000	25,000	115,000		10,484,000		(9,000,000)	(1,484,000)		(10,484,000)
Total Renewal	569,000	18,650,000	23,686,000	13,875,000	12,927,000	9,403,000	7,151,000	11,925,000	11,709,000	15,344,000	10,725,000	135,395,000	(810,000)	(9,000,000)	(125,585,000)		(135,395,000)
Total Community and Development Services	569,000	20,996,000	28,561,000	17,704,000	38,393,000	10,029,000	8,299,000	12,534,000	12,123,000	15,709,000	10,968,000	175,316,000	(2,058,000)	(32,900,000)	(138,336,000)	(2,022,000)	(175,316,000)

4. CORPORATE SERVICES

The Corporate Services division primarily offers support services to residents and the County’s other divisions. As a result, it has a minimal capital plan including a mix of studies and technological hardware and software to ensure the rest of the County continues operating smoothly.

Finance

Legislative Services

Customer Service and
Communications

Information Technology



Key Capital Projects

Enterprise Resource Management System	The Draft Capital Plan includes over \$10 million by 2027 to implement an ERM. With the financial system provider ending support and other departments using legacy systems, this will connect the County’s systems.
Information Technology Replacement Program	The Draft Capital Plan includes \$4,006,000 over the next 10 years to maintain IT like phones and computers, as well as network infrastructure needed to keep a strong firewall.
Barrier Free Access Program	The Draft Capital Plan includes \$918,000 over the next 10 years to implement recommendations of the Accessibility Advisory Committee.
Ward Boundary Review	The Draft Capital Plan includes \$100,000 in 2027 for conducting a periodic review of ward boundaries to ensure County residents continue to receive equitable representation.



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Service Improvements & Studies																	
Finance																	
Studies & Assessments																	
4132901 Water & Wastewater Rate Study					124,000							124,000			(124,000)		(124,000)
4132801 Development Charges Study						111,000						111,000				(111,000)	(111,000)
4133201 Water & Wastewater Rate Study										141,000		141,000			(141,000)		(141,000)
4133501 Development Charges Study											126,000	126,000				(126,000)	(126,000)
Total Studies & Assessments					124,000	111,000				141,000	126,000	502,000			(265,000)	(237,000)	(502,000)
Total Finance					124,000	111,000				141,000	126,000	502,000			(265,000)	(237,000)	(502,000)
Legislative Services																	
Studies & Assessments																	
2102701 Ward Boundary Review			100,000									100,000			(100,000)		(100,000)
Total Studies & Assessments			100,000									100,000			(100,000)		(100,000)
Total Legislative Services			100,000									100,000			(100,000)		(100,000)
Customer Service and Communications																	
Barrier Free Access Program																	
p.102 3332601 2026 Barrier Free Access Program		82,000										82,000			(82,000)		(82,000)
3332701 2027 Barrier Free Access Program			84,000									84,000			(84,000)		(84,000)
3332801 2028 Barrier Free Access Program				86,000								86,000			(86,000)		(86,000)
3332903 2029 Barrier Free Access Program					88,000							88,000			(88,000)		(88,000)
3333003 2030 Barrier Free Access Program						90,000						90,000			(90,000)		(90,000)
3333102 2031 Barrier Free Access Program							93,000					93,000			(93,000)		(93,000)
3333201 2032 Barrier Free Access Program								95,000				95,000			(95,000)		(95,000)
3333301 2033 Barrier Free Access Program									97,000			97,000			(97,000)		(97,000)
3333401 2034 Barrier Free Access Program										100,000		100,000			(100,000)		(100,000)
3333501 2035 Barrier Free Access Program											103,000	103,000			(103,000)		(103,000)
Total Barrier Free Access Program		82,000	84,000	86,000	88,000	90,000	93,000	95,000	97,000	100,000	103,000	918,000			(918,000)		(918,000)
Studies & Assessments																	
p.103 3332605 Norfolk County Accessibility Design Guidelines Update		30,000										30,000			(30,000)		(30,000)
Total Studies & Assessments		30,000										30,000			(30,000)		(30,000)
Total Customer Service and Communications		112,000	84,000	86,000	88,000	90,000	93,000	95,000	97,000	100,000	103,000	948,000			(948,000)		(948,000)
Total Service Improvements & Studies		112,000	184,000	86,000	212,000	201,000	93,000	95,000	97,000	241,000	229,000	1,550,000			(1,313,000)	(237,000)	(1,550,000)



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Renewal																	
Information Technology																	
Information Technology Renewal																	
3432601 2026 Information Technology Replacement Program		444,000										444,000			(444,000)		(444,000)
3432701 2027 Information Technology Replacement Program			357,000									357,000			(357,000)		(357,000)
3432801 2028 Information Technology Replacement Program				396,000								396,000			(396,000)		(396,000)
3432901 2029 Information Technology Replacement Program					361,000							361,000			(361,000)		(361,000)
3433001 2030 Information Technology Replacement Program						418,000						418,000			(418,000)		(418,000)
3433101 2031 Information Technology Replacement Program							388,000					388,000			(388,000)		(388,000)
3433201 2032 Information Technology Replacement Program								416,000				416,000			(416,000)		(416,000)
3433301 2033 Information Technology Replacement Program									386,000			386,000			(386,000)		(386,000)
3433401 2034 Information Technology Replacement Program										446,000		446,000			(446,000)		(446,000)
3433501 2035 Information Technology Replacement Program											394,000	394,000			(394,000)		(394,000)
Total Information Technology Renewal		444,000	357,000	396,000	361,000	418,000	388,000	416,000	386,000	446,000	394,000	4,006,000			(4,006,000)		(4,006,000)
Other Renewal Projects																	
4132701 Enterprise Resource Management System	150,000	150,000	10,000,000									10,150,000		(9,750,000)	(400,000)		(10,150,000)
3432602 Database Upgrade			63,000									63,000			(63,000)		(63,000)
3432702 Server & Storage Replacement				375,000								375,000			(375,000)		(375,000)
8233001 2030 Aerial Photography Updates						24,000						24,000			(24,000)		(24,000)
3433003 Windows Server Upgrade							70,000					70,000			(70,000)		(70,000)
3433002 Database Upgrade								72,000				72,000			(72,000)		(72,000)
Total Other Renewal Projects	150,000	150,000	10,063,000	375,000		24,000	70,000	72,000				10,754,000		(9,750,000)	(1,004,000)		(10,754,000)
Total Information Technology	150,000	594,000	10,420,000	771,000	361,000	442,000	458,000	488,000	386,000	446,000	394,000	14,760,000		(9,750,000)	(5,010,000)		(14,760,000)
Total Renewal	150,000	594,000	10,420,000	771,000	361,000	442,000	458,000	488,000	386,000	446,000	394,000	14,760,000		(9,750,000)	(5,010,000)		(14,760,000)
Total Corporate Services	150,000	706,000	10,604,000	857,000	573,000	643,000	551,000	583,000	483,000	687,000	623,000	16,310,000		(9,750,000)	(6,323,000)	(237,000)	(16,310,000)

5. EMERGENCY AND SOCIAL SERVICES

The Emergency and Social Services division provides front-line services to County residents. As a result, it has a substantial capital plan that includes lots of renewal projects that keep equipment and facilities on top of industry standards to provide safety across the County.

Fire

Paramedics

Housing and Social Services

Long-Term Care



Key Capital Projects

Fire Station Replacements	The Draft Capital Plan includes over \$40 million over the next 10 years to replace many of the County’s fire stations with upgraded facilities, starting with the most in-need facility in St. Williams as early as 2027.
Paramedic Base Expansions	The Draft Capital Plan includes over \$30 million over the next 10 years to expand the County’s paramedic bases, including a new headquarters scheduled for 2031 which will help reduce operational constraints.
New Aerial Fire Truck	The Draft Capital Plan includes \$3,359,000 in 2031 to add an additional aerial apparatus to the Fire Department’s fleet to address risks as Norfolk continues growing with multi-level developments.
Norview Siding Replacement	The Draft Capital Plan includes \$820,000 over the next 10 years to complete the final phases of siding replacement on the exterior of Norview Lodge.



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing*	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Service Improvements & Studies																	
Fire																	
New Initiatives																	
7432707 New Defibrillators (22x)			50,000									50,000			(50,000)		(50,000)
7433302 New Aerial Fire Truck							3,359,000					3,359,000				(3,359,000)	(3,359,000)
Total New Initiatives			50,000				3,359,000					3,409,000			(50,000)	(3,359,000)	(3,409,000)
Total Fire			50,000				3,359,000					3,409,000			(50,000)	(3,359,000)	(3,409,000)
Paramedics																	
New Initiatives																	
p.104 7532508 Ambulance Security Safes		60,000										60,000			(60,000)		(60,000)
p.105 7532608 Mechanical CPR Devices (13x)		520,000										520,000			(520,000)		(520,000)
p.106 7532609 Spare Cardiac Monitor		70,000										70,000			(70,000)		(70,000)
7532607 Paramedic Services Station - St.Williams			90,000	900,000								990,000			(495,000)	(495,000)	(990,000)
7532708 Paramedic Services Station - Waterford			230,000	2,300,000								2,530,000		(1,265,000)	(1,265,000)		(2,530,000)
7532910 New Fully Equipped Ambulance (Fleet Expansion)			440,000									440,000				(440,000)	(440,000)
7532805 Special Event Patient Transport Carts				300,000								300,000			(300,000)		(300,000)
7532909 Paramedic Services Station - Multi-Function Headquarters						1,800,000	18,000,000					19,800,000		(19,800,000)			(19,800,000)
7533008 Paramedic Services Station - Simcoe							100,000	1,000,000				1,100,000			(550,000)	(550,000)	(1,100,000)
7532804 Paramedic Services Station - Courtland							253,000	2,530,000				2,783,000		(1,391,000)	(1,392,000)		(2,783,000)
7533209 Paramedic Services Station - Delhi									266,000	2,660,000		2,926,000		(1,463,000)	(1,463,000)		(2,926,000)
7533306 Spare Cardiac Monitor									82,000			82,000			(82,000)		(82,000)
7533405 Paramedic Services Station - Langton											280,000	280,000			(140,000)	(140,000)	(280,000)
Total New Initiatives		650,000	760,000	3,500,000		1,800,000	18,353,000	3,530,000	348,000	2,660,000	280,000	31,881,000		(23,919,000)	(6,337,000)	(1,625,000)	(31,881,000)
Total Paramedics		650,000	760,000	3,500,000		1,800,000	18,353,000	3,530,000	348,000	2,660,000	280,000	31,881,000		(23,919,000)	(6,337,000)	(1,625,000)	(31,881,000)
Housing and Social Services																	
Studies & Assessments																	
p.107 6432601 10-Year Housing & Homelessness Plan		50,000										50,000	(17,000)		(33,000)		(50,000)
Total Studies & Assessments		50,000										50,000	(17,000)		(33,000)		(50,000)
Total Housing and Social Services		50,000										50,000	(17,000)		(33,000)		(50,000)
Total Service Improvements & Studies		700,000	810,000	3,500,000		1,800,000	21,712,000	3,530,000	348,000	2,660,000	280,000	35,340,000	(17,000)	(23,919,000)	(6,420,000)	(4,984,000)	(35,340,000)
Renewal																	
Fire																	
Fire Fleet Renewal																	

*Includes Development Charge (DC) Debt of \$1,265,000 for Project 7532708 Paramedic Station - Waterford by 2028, \$9,900,000 for Project 7532909 Multi-Function Headquarters by 2031, \$1,391,000 for Project 7532804 Paramedic Station - Courtland by 2032, and \$1,463,000 for Project 7533209 Paramedic Station - Delhi by 2034.



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
7432602 Pump 2A – Fire Station #2 Port Dover		1,421,000										1,421,000			(1,421,000)		(1,421,000)
7432605 Tanker 8 – Fire Station #8 - Fairground		1,421,000										1,421,000			(1,421,000)		(1,421,000)
7432603 Tanker 11 – Fire Station #11 Vittoria			1,457,000									1,457,000			(1,457,000)		(1,457,000)
7432604 Tanker 10 – Fire Station #10 St. Williams			1,457,000									1,457,000			(1,457,000)		(1,457,000)
7432503 Fire Administration Duty Officer Vehicle - F105				79,000								79,000			(79,000)		(79,000)
7432607 Fire Administration Duty Officer Vehicle - F106				79,000								79,000			(79,000)		(79,000)
7432610 Fire Administration Duty Officer Vehicle - F107				79,000								79,000			(79,000)		(79,000)
7432705 Engine 5 - Fire Station #5 Delhi				1,786,000								1,786,000			(1,786,000)		(1,786,000)
7432706 Engine 10 - Fire Station #10 St.Williams				1,786,000								1,786,000			(1,786,000)		(1,786,000)
7432805 Rescue 11 - Fire Station #11 Vittoria				825,000								825,000			(825,000)		(825,000)
7432904 Pump 8 - Fire Station #8 Fairground					1,531,000							1,531,000			(1,531,000)		(1,531,000)
7432905 Pump 1A - Fire Station #1 Simcoe					1,531,000							1,531,000			(1,531,000)		(1,531,000)
7431904 Ranger Unit 3 & Trailer - Fire Station #3 Waterford						57,000						57,000			(57,000)		(57,000)
7432004 Ranger 6 - Fire Station #6 Courtland						57,000						57,000			(57,000)		(57,000)
7432101 Emergency Response Vehicle & Trailer - Fire Station #2						57,000						57,000			(57,000)		(57,000)
7433002 Tanker 2 - Fire Station #2 Port Dover						1,569,000						1,569,000			(1,569,000)		(1,569,000)
7433203 Tanker 5 – Fire Station #5 Delhi							1,608,000					1,608,000			(1,608,000)		(1,608,000)
7432804 Rescue 8 - Fire Station #8 Fairground								1,648,000				1,648,000			(1,648,000)		(1,648,000)
7433201 Pump 3 – Fire Station #3 Waterford								1,648,000				1,648,000			(1,648,000)		(1,648,000)
7433202 Pump 4 – Fire Station #4 Teeterville								1,648,000				1,648,000			(1,648,000)		(1,648,000)
7433205 ARGO 8 – Fire Station #8 Fairground									70,000			70,000			(70,000)		(70,000)
7433304 Pump 2 - Fire Station #2 Port Dover									1,690,000			1,690,000			(1,690,000)		(1,690,000)
7433001 Rescue 7 - Fire Station #7 Langton										1,732,000		1,732,000			(1,732,000)		(1,732,000)
7433101 Rescue 1 - Fire Station #1 Simcoe										1,732,000		1,732,000			(1,732,000)		(1,732,000)
7433102 Rescue 4 - Station #4 Teeterville										1,732,000		1,732,000			(1,732,000)		(1,732,000)
7433103 Rescue 6 - Fire Station #6 Courtland										1,732,000		1,732,000			(1,732,000)		(1,732,000)
7433501 Tanker 9 – Fire Station #9 Port Rowan											1,775,000	1,775,000			(1,775,000)		(1,775,000)
Total Fire Fleet Renewal		2,842,000	2,914,000	4,634,000	3,062,000	1,740,000	1,608,000	4,944,000	1,760,000	6,928,000	1,775,000	32,207,000			(32,207,000)		(32,207,000)
Fire Equipment Renewal																	
7432613 SCBA Air Compressor - Fire Station #1 Simcoe		80,000										80,000			(80,000)		(80,000)
7432702 Extrication Cutters & Spreaders/Rams			240,000									240,000			(240,000)		(240,000)
7432608 2028 Infrared Camera Replacements				85,000								85,000			(85,000)		(85,000)
7433404 Extrication Equipment						350,000						350,000			(350,000)		(350,000)



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
7433503 Drone Replacement											30,000	30,000			(30,000)		(30,000)
Total Fire Equipment Renewal		80,000	240,000	85,000		350,000					30,000	785,000			(785,000)		(785,000)
Fire Facility Renewal																	
7432007 Fire Station - Fire Station #10 St. Williams			703,000	4,920,000								5,623,000			(5,623,000)		(5,623,000)
7432003 Fire Station - Fire Station #6 Courtland					738,000	5,169,000						5,907,000			(5,907,000)		(5,907,000)
7432305 Fire Station - Fire Station #1 Simcoe							1,940,000	13,577,000				15,517,000			(15,517,000)		(15,517,000)
7433207 Fire Station - Fire Station #5 Delhi									1,528,000	10,698,000		12,226,000			(12,226,000)		(12,226,000)
7433402 Fire Station - Fire Station #7 Langton											856,000	856,000			(856,000)		(856,000)
Total Fire Facility Renewal			703,000	4,920,000	738,000	5,169,000	1,940,000	13,577,000	1,528,000	10,698,000	856,000	40,129,000			(40,129,000)		(40,129,000)
Total Fire		2,922,000	3,857,000	9,639,000	3,800,000	7,259,000	3,548,000	18,521,000	3,288,000	17,626,000	2,661,000	73,121,000			(73,121,000)		(73,121,000)
Paramedics																	
EMS Fleet Renewal																	
7532611 Emergency Response Cart 92-A059		56,000										56,000			(56,000)		(56,000)
7532902 Ambulance 19-A058		310,000										310,000			(310,000)		(310,000)
7533003 Emergency Response Log Vehicle Repl. 13-A046		140,000										140,000			(140,000)		(140,000)
7533004 Emergency Response Log Vehicle Repl. 13-A047		140,000										140,000			(140,000)		(140,000)
7532705 Administration Vehicle 17-A054			144,000									144,000			(144,000)		(144,000)
7532903 Emergency Support Unit 19-A060			144,000									144,000			(144,000)		(144,000)
7533207 Emergency Response Vehicle 20-A062			144,000									144,000			(144,000)		(144,000)
7533402 Emergency Response Vehicle 22-A063			144,000									144,000			(144,000)		(144,000)
7533403 Emergency Response Vehicle 22-A064				147,000								147,000			(147,000)		(147,000)
7533001 Ambulance 23-A065					334,000							334,000			(334,000)		(334,000)
7533002 Ambulance 23-A066					334,000							334,000			(334,000)		(334,000)
7533104 Ambulance 25-A050							351,000					351,000			(351,000)		(351,000)
7533105 Ambulance 25-A051							351,000					351,000			(351,000)		(351,000)
7533106 Emergency Response Vehicle 24-A067							158,000					158,000			(158,000)		(158,000)
7533201 Ambulance 25-A052							351,000					351,000			(351,000)		(351,000)
7533202 Ambulance 25-A053							351,000					351,000			(351,000)		(351,000)
7533206 Ambulance 25-A057								360,000				360,000			(360,000)		(360,000)
7533210 Ambulance 26-A058								360,000				360,000			(360,000)		(360,000)
7533211 Ambulance 25-A061								360,000				360,000			(360,000)		(360,000)
7533212 Emergency Response Log Vehicle Repl. 26-A046								163,000				163,000			(163,000)		(163,000)
7533213 Emergency Response Log Vehicle Repl. 26-A047								163,000				163,000			(163,000)		(163,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
7533214 Emergency Reponse Vehicle 24-A068								163,000				163,000			(163,000)		(163,000)
7533301 Ambulance 25-A055								360,000				360,000			(360,000)		(360,000)
7533302 Ambulance 25-A056								360,000				360,000			(360,000)		(360,000)
7533307 Ambulance 27-New Spare Replacement									369,000			369,000			(369,000)		(369,000)
7533308 Administration Vehicle 27-A054									167,000			167,000			(167,000)		(167,000)
7533309 Emergency Support Unit 27-A060									167,000			167,000			(167,000)		(167,000)
7533310 Emergency Response Vehicle 26-A062									167,000			167,000			(167,000)		(167,000)
7533311 Emergency Response Vehicle 26-A063									167,000			167,000			(167,000)		(167,000)
7533406 Emergency Response Vehicle 27-A064										171,000		171,000			(171,000)		(171,000)
7533502 Ambulance 29-A065											388,000	388,000			(388,000)		(388,000)
7533503 Ambulance 29-A066											388,000	388,000			(388,000)		(388,000)
Total EMS Fleet Renewal		646,000	576,000	147,000	668,000		1,562,000	2,289,000	1,037,000	171,000	776,000	7,872,000			(7,872,000)		(7,872,000)
EMS Equipment Renewal																	
7532601 Stretcher Replacement Program (3x)		234,000										234,000			(234,000)		(234,000)
7532602 Ambulance Defibrillator Replacement (4x)			140,000									140,000			(140,000)		(140,000)
7532701 Stretcher Replacement Program			80,000									80,000			(80,000)		(80,000)
7532707 Response and Oxygen Bag Replacement			120,000									120,000			(120,000)		(120,000)
7532802 Ambulance Defibrillator Replacement (5x)				410,000								410,000			(410,000)		(410,000)
7532904 Ambulance Defibrillator Replacements (6x)						232,000						232,000			(232,000)		(232,000)
7532907 Stretcher Replacement Program (2x)						172,000						172,000			(172,000)		(172,000)
7533006 Ambulance Defibrillator Replacements (4x)							158,000					158,000			(158,000)		(158,000)
7533005 Stretcher Replacement Program (4x)								362,000				362,000			(362,000)		(362,000)
7533103 Stretcher Replacement Program (5x)									452,000			452,000			(452,000)		(452,000)
7533101 Ambulance Defibrillator Replacements (4x)										171,000		171,000			(171,000)		(171,000)
7533204 Stretcher Replacement Program										95,000		95,000			(95,000)		(95,000)
7533208 Ambulance Defibrillator Replacements (6x)											262,000	262,000			(262,000)		(262,000)
Total EMS Equipment Renewal		234,000	340,000	410,000		404,000	158,000	362,000	452,000	266,000	262,000	2,888,000			(2,888,000)		(2,888,000)
Other Renewal Projects																	
7532610 Electronic Patient Record Software & Hardware		180,000										180,000			(180,000)		(180,000)
Total Other Renewal Projects		180,000										180,000			(180,000)		(180,000)
Total Paramedics		1,060,000	916,000	557,000	668,000	404,000	1,720,000	2,651,000	1,489,000	437,000	1,038,000	10,940,000			(10,940,000)		(10,940,000)
Long-Term Care																	
Norview Equipment Renewal - Bathing Systems																	



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
6332209 2026 Therapeutic Bathing System		34,000										34,000			(34,000)		(34,000)
6333110 2031 Therapeutic Bathing System (2x)							77,000					77,000			(77,000)		(77,000)
6333221 2033 Therapeutic Bathing System (2x)									81,000			81,000			(81,000)		(81,000)
6333206 2034 Therapeutic Bathing System (2x)										83,000		83,000			(83,000)		(83,000)
Total Norview Equipment Renewal - Bathing Systems		34,000					77,000		81,000	83,000		275,000			(275,000)		(275,000)
Norview Equipment Renewal - Lifts																	
6332603 2026 Hygiene Lift Chair (5x)		77,000										77,000			(77,000)		(77,000)
6332611 2026 Mobile Sling Lift (7x)		126,000										126,000			(126,000)		(126,000)
6332905 2029 Mobile Sling Lift					19,000							19,000			(19,000)		(19,000)
6332311 2031 Mobile Sling Lift							20,000					20,000			(20,000)		(20,000)
6333218 2032 Mobile Sling Lift (5x)								105,000				105,000			(105,000)		(105,000)
6333302 2033 Mobile Sling Lift (2x)									43,000			43,000			(43,000)		(43,000)
Total Norview Equipment Renewal - Lifts		203,000			19,000		20,000	105,000	43,000			390,000			(390,000)		(390,000)
Norview Equipment Renewal - Nursing Systems																	
6333009 2030 Nurse Call Patient Wandering System						11,000						11,000			(11,000)		(11,000)
6333106 2031 Nurse Call System							110,000					110,000			(110,000)		(110,000)
Total Norview Equipment Renewal - Nursing Systems						11,000	110,000					121,000			(121,000)		(121,000)
Norview Equipment Renewal - Laundry																	
6332801 2028 Commercial Clothes Dryer - Small (2x)				25,000								25,000			(25,000)		(25,000)
6333223 2032 Commercial Clothes Dryer - Large (4x)								123,000				123,000			(123,000)		(123,000)
6333224 2032 Commercial Clothes Washer - 50lb (2x)								95,000				95,000			(95,000)		(95,000)
Total Norview Equipment Renewal - Laundry				25,000				218,000				243,000			(243,000)		(243,000)
Norview Equipment Renewal - Kitchen																	
6332610 Commercial Dishwasher (2x)		31,000										31,000			(31,000)		(31,000)
6332612 Commercial Dishwasher - Large		52,000										52,000			(52,000)		(52,000)
6332614 Combination Ovens (2x)		96,000										96,000			(96,000)		(96,000)
6332615 Industrial Steam Kettle		12,000										12,000			(12,000)		(12,000)
6332616 Ice Maker		12,000										12,000			(12,000)		(12,000)
6332508 Commercial Grill Range / Ovens (2x)						80,000						80,000			(80,000)		(80,000)
6333013 Combination Ovens (2x)						106,000						106,000			(106,000)		(106,000)
6333303 Meat Slicer									15,000			15,000			(15,000)		(15,000)
6333304 Steamer Oven									24,000			24,000			(24,000)		(24,000)
Total Norview Equipment Renewal - Kitchen		203,000				186,000			39,000			428,000			(428,000)		(428,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Norview Facility Renewal																	
6332601 2026 Heating Boiler		270,000										270,000			(270,000)		(270,000)
6332607 2026 Carpet Replacement Program		43,000										43,000			(43,000)		(43,000)
6332609 2026 Hot Water Tank (4x)		50,000										50,000			(50,000)		(50,000)
6332701 2027 Heating Boiler			180,000									180,000			(180,000)		(180,000)
6332706 2027 Carpet Replacement Program			44,000									44,000			(44,000)		(44,000)
6332709 Patio Posts Replacement			15,000									15,000			(15,000)		(15,000)
6332802 2028 Carpet Replacement Program				45,000								45,000			(45,000)		(45,000)
6332507 2029 Loading Dock					32,000							32,000			(32,000)		(32,000)
6332901 2029 Carpet Replacement Program					46,000							46,000			(46,000)		(46,000)
6332909 2029 Mobile UV Disinfection Unit (4x)					170,000							170,000			(170,000)		(170,000)
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)
6333108 2031 Needlepoin Biopolar Ionization Units (4x)							103,000					103,000			(103,000)		(103,000)
6333109 2031 Hot Water Tank (4x)							57,000					57,000			(57,000)		(57,000)
6333215 2032 Mobile UV Disinfection Unit (3x)								137,000				137,000			(137,000)		(137,000)
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)
6333401 2034 Carpet Replacement Program										51,000		51,000			(51,000)		(51,000)
6333207 2034 UVC Disinfection System (4x)											156,000	156,000			(156,000)		(156,000)
6333501 2035 Carpet Replacement Program											52,000	52,000			(52,000)		(52,000)
Total Norview Facility Renewal		363,000	239,000	45,000	248,000	47,000	208,000	186,000	50,000	51,000	208,000	1,645,000			(1,645,000)		(1,645,000)
Other Renewal Projects																	
6332208 Phase 2 Siding Replacement - Norview Lodge			205,000									205,000			(205,000)		(205,000)
6332605 Phase 3 Siding Replacement - Norview Lodge					205,000							205,000			(205,000)		(205,000)
6332805 Phase 4 Siding Replacement - Norview Lodge							205,000					205,000			(205,000)		(205,000)
6333012 Phase 5 Siding Replacement - Norview Lodge									205,000			205,000			(205,000)		(205,000)
Total Other Renewal Projects			205,000		205,000		205,000		205,000			820,000			(820,000)		(820,000)
Total Long-Term Care		803,000	444,000	70,000	472,000	244,000	620,000	509,000	418,000	134,000	208,000	3,922,000			(3,922,000)		(3,922,000)
Total Renewal		4,785,000	5,217,000	10,266,000	4,940,000	7,907,000	5,888,000	21,681,000	5,195,000	18,197,000	3,907,000	87,983,000			(87,983,000)		(87,983,000)
Total Emergency and Social Services		5,485,000	6,027,000	13,766,000	4,940,000	9,707,000	27,600,000	25,211,000	5,543,000	20,857,000	4,187,000	123,323,000	(17,000)	(23,919,000)	(94,403,000)	(4,984,000)	(123,323,000)

6. PUBLIC WORKS

The Public Works division is responsible for infrastructure that County residents use everyday. As a result, it has an intensive capital plan including an extensive amount of renewal projects, as well as some new additions. The 2026 Rate Budget included all Water and Wastewater capital projects.

Roads

Environmental Services

Engineering and Asset
Management

Water & Wastewater Capital
Construction



Key Capital Projects

Leamon St. Reconstruction	The Draft Capital Plan includes \$5,000,000 in 2026 to reconstruct Leamon St. from Nichol St. to Thompson Road (1km), including the underground watermain and sanitary and storm sewers.
Shoreline Protection Initiatives	The Draft Capital Plan includes \$4,806,000 by 2033 to enhance shoreline protection at three priority sites based on the evaluations presented to Council in 2024 and further assessments completed in 2025.
McDowell Road Resurfacing	The Draft Capital Plan includes \$3,500,000 in 2026 to resurface McDowell Road from Highway 59 to Charlottesville West ¼ Line Road (10km) and restore it to a very good condition.
Argyle Ave Extension	The Draft Capital Plan includes \$1,985,000 by 2027 to extend Argyle Ave from the Bluegrass Phase 4 Subdivision to Fertilizer Road, providing a new road connection in Delhi.



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing*	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Service Improvements & Studies																	
Roads																	
New Initiatives																	
p.108 5632513 Asphalt Hotbox and Recycler (2x)		143,000										143,000			(143,000)		(143,000)
p.109 5632611 Multi-function Brush Cutter		575,000										575,000			(575,000)		(575,000)
5632708 Multi-function Brush Cutter			590,000									590,000			(590,000)		(590,000)
5632512 Sand Stacker				162,000								162,000			(162,000)		(162,000)
5632809 Multi-function Brush Cutter				605,000								605,000			(605,000)		(605,000)
Total New Initiatives		718,000	590,000	767,000								2,075,000			(2,075,000)		(2,075,000)
Total Roads		718,000	590,000	767,000								2,075,000			(2,075,000)		(2,075,000)
Environmental Services - Stormwater and Drainage																	
New Initiatives																	
p.110 5732604 Vac & Jetter Trailer		275,000										275,000			(275,000)		(275,000)
5532574 Weather Stations			42,000									42,000			(42,000)		(42,000)
Total New Initiatives		275,000	42,000									317,000			(317,000)		(317,000)
Total Environmental Services - Stormwater and Drainage		275,000	42,000									317,000			(317,000)		(317,000)
Engineering and Asset Management																	
New Infrastructure Construction																	
p.111 5532514 Argyle Ave Ext - Bluegrass Ph.4 to Fertilizer, Delhi		149,000	1,836,000									1,985,000		(1,376,000)	(609,000)		(1,985,000)
p.112 5532674 Pedestrian Bridge - Clifton Park		100,000										100,000			(100,000)		(100,000)
p.113 5532823 Roundabout at St John's Road and Blueline Road		347,000		3,467,000								3,814,000		(3,467,000)		(347,000)	(3,814,000)
5533047 Roundabout at St John's Road and Cockshutt Road				365,000		3,652,000						4,017,000		(4,017,000)			(4,017,000)
Total New Infrastructure Construction		596,000	1,836,000	3,832,000		3,652,000						9,916,000		(8,860,000)	(709,000)	(347,000)	(9,916,000)
New Sidewalks, Walkways, Streetlights, Crossings																	
p.114 5532621 2026 Sidewalks, Walkways, Streetlighting Improvements		228,000										228,000				(228,000)	(228,000)
5532723 2027 New Pedestrian Crossing			184,000									184,000			(184,000)		(184,000)
5532724 2027 Sidewalks, Walkways, Streetlighting Improvements			233,000									233,000				(233,000)	(233,000)
5532805 2028 Sidewalks, Walkways, Streetlighting Improvements				240,000								240,000				(240,000)	(240,000)
5532927 2029 New Pedestrian Crossing					193,000							193,000			(193,000)		(193,000)
5532928 2029 Sidewalks, Walkways, Streetlighting Improvements					245,000							245,000				(245,000)	(245,000)
5533022 2030 Sidewalks, Walkways, Streetlighting Improvements						252,000						252,000				(252,000)	(252,000)
5533122 2031 New Pedestrian Crossing							203,000					203,000			(203,000)		(203,000)
5533123 2031 Sidewalks, Walkways, Streetlighting Improvements							258,000					258,000				(258,000)	(258,000)

*Includes Development Charge (DC) Debt of \$1,376,000 for Project 5532514 Argyle Ave Ext - Bluegrass Ph. 4 to Fertilizer Rd Delhi in 2027, \$3,467,000 for Project 5532823 Roundabout at St John's Road and Blueline Road in 2028, and \$4,017,000 for Project 5533047 Roundabout at St John's Road and Cockshutt Road by 2030.



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5533204 2032 Sidewalks, Walkways, Streetlighting Improvements								264,000				264,000				(264,000)	(264,000)
5533316 2033 New Pedestrian Crossing									213,000			213,000			(213,000)		(213,000)
5533317 2033 Sidewalks, Walkways, Streetlighting Improvements									271,000			271,000				(271,000)	(271,000)
5533408 2034 Sidewalks, Walkways, Streetlighting Improvements										278,000		278,000				(278,000)	(278,000)
5533501 2035 New Pedestrian Crossing											223,000	223,000			(223,000)		(223,000)
5533502 2035 Sidewalks, Walkways, Streetlighting Improvements											285,000	285,000				(285,000)	(285,000)
Total New Sidewalks, Walkways, Streetlights, Crossings		228,000	417,000	240,000	438,000	252,000	461,000	264,000	484,000	278,000	508,000	3,570,000			(1,016,000)	(2,554,000)	(3,570,000)
Other New Initiatives																	
p.115 5532534 Nelson Street Shoreline Protection	465,000	300,000										300,000			(300,000)		(300,000)
5532634 Cedar Drive Shoreline Protection (FC)				1,250,000		3,000,000						4,250,000	(2,125,000)		(2,125,000)		(4,250,000)
7332024 Parking Area Expansion - Port Dover Arena				200,000								200,000				(200,000)	(200,000)
5532722 Cove Road Shoreline Protection (FC)							95,000		221,000			316,000	(158,000)		(158,000)		(316,000)
Total Other New Initiatives	465,000	300,000		1,450,000		3,000,000	95,000		221,000			5,066,000	(2,283,000)		(2,583,000)	(200,000)	(5,066,000)
Studies & Assessments																	
p.116 5532335 Long Point Causeway Post Construction Monitoring	154,000	58,000	47,000									105,000			(105,000)		(105,000)
5532729 Potential for Safety Improvement Study			350,000									350,000			(350,000)		(350,000)
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 Studies & Assessments	154,000	58,000	397,000	187,000					212,000			854,000			(854,000)		(854,000)
Total Engineering and Asset Management	619,000	1,182,000	2,650,000	5,709,000	438,000	6,904,000	556,000	264,000	917,000	278,000	508,000	19,406,000	(2,283,000)	(8,860,000)	(5,162,000)	(3,101,000)	(19,406,000)
Total Service Improvements & Studies	619,000	2,175,000	3,282,000	6,476,000	438,000	6,904,000	556,000	264,000	917,000	278,000	508,000	21,798,000	(2,283,000)	(8,860,000)	(7,554,000)	(3,101,000)	(21,798,000)
Renewal																	
Environmental Services - Stormwater and Drainage																	
Treatment & Control																	
5532637 Dover Landing Pond (SWM14) Forebay Cleanout		25,000	175,000									200,000			(200,000)		(200,000)
5532638 Waterford South Drain Pond (SWM25) Forebay Cleanout		25,000	450,000									475,000			(475,000)		(475,000)
5732605 Cedar Park (SWM23) Stormwater Facility Cleanout		425,000										425,000			(425,000)		(425,000)
5533040 2028 Storm Water Pond Maintenance			26,000	341,000								367,000			(367,000)		(367,000)
5532929 2029 Stormwater Pond Maintenance				26,000	350,000							376,000			(376,000)		(376,000)
5533042 2030 Stormwater Pond Maintenance					27,000	359,000						386,000			(386,000)		(386,000)
5533124 2031 Stormwater Pond Maintenance						27,000	368,000					395,000			(395,000)		(395,000)
5533214 2032 Stormwater Pond Maintenance							28,000	377,000				405,000			(405,000)		(405,000)
5533327 2033 Stormwater Pond Maintenance								29,000	386,000			415,000			(415,000)		(415,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5533410 2034 Stormwater Pond Maintenance									30,000	396,000		426,000			(426,000)		(426,000)
5733501 2035 Stormwater Pond Maintenance										31,000	406,000	437,000			(437,000)		(437,000)
5733601 2036 Stormwater Pond Maintenance											32,000	32,000			(32,000)		(32,000)
Total Treatment & Control		475,000	651,000	367,000	377,000	386,000	396,000	406,000	416,000	427,000	438,000	4,339,000			(4,339,000)		(4,339,000)
Drainage Engineering & Construction																	
5931175 D5176 - HAYMARSH REASSESSMENT, Phase:		600,000										600,000	(337,000)		(263,000)		(600,000)
5931177 D5178 - DEWITTE DRAIN		145,000										145,000	(81,000)		(64,000)		(145,000)
5931216 D5188 - KOZAK DRAIN		130,000										130,000	(73,000)		(57,000)		(130,000)
5931226 D5197 MURRAY DRAIN CULVERTS		600,000										600,000	(337,000)		(263,000)		(600,000)
5932601 2026 Drainage Engineering		150,000										150,000	(75,000)		(75,000)		(150,000)
5932701 2027 Drainage Engineering & Construction Program			2,483,000									2,483,000	(1,393,000)		(1,090,000)		(2,483,000)
5932801 2028 Drainage Engineering & Construction Program				2,545,000								2,545,000	(1,428,000)		(1,117,000)		(2,545,000)
5932901 2029 Drainage Engineering & Construction Program					2,609,000							2,609,000	(1,464,000)		(1,145,000)		(2,609,000)
5933001 2030 Drainage Engineering & Construction Program						2,674,000						2,674,000	(1,500,000)		(1,174,000)		(2,674,000)
5933101 2031 Drainage Engineering & Construction Program							2,741,000					2,741,000	(1,538,000)		(1,203,000)		(2,741,000)
5933201 2032 Drainage Engineering & Construction Program								2,810,000				2,810,000	(1,577,000)		(1,233,000)		(2,810,000)
5933301 2033 Drainage Engineering & Construction Program									2,880,000			2,880,000	(1,616,000)		(1,264,000)		(2,880,000)
5933401 2034 Drainage Engineering & Construction Program										2,952,000		2,952,000	(1,656,000)		(1,296,000)		(2,952,000)
5933501 2035 Drainage Engineering & Construction Program											3,026,000	3,026,000	(1,698,000)		(1,328,000)		(3,026,000)
Total Drainage Engineering & Construction		1,625,000	2,483,000	2,545,000	2,609,000	2,674,000	2,741,000	2,810,000	2,880,000	2,952,000	3,026,000	26,345,000	(14,773,000)		(11,572,000)		(26,345,000)
Total Environmental Services - Stormwater and Drainage		2,100,000	3,134,000	2,912,000	2,986,000	3,060,000	3,137,000	3,216,000	3,296,000	3,379,000	3,464,000	30,684,000	(14,773,000)		(15,911,000)		(30,684,000)
Environmental Services - Waste Management																	
Tom Howe Closed Site Renewal																	
5732602 Tom Howe Perimeter Gas Probes		21,000										21,000			(21,000)		(21,000)
5732801 Tom Howe Leachate Pump Replacement					40,000							40,000			(40,000)		(40,000)
5732901 Tom Howe Stormwater Management Pond Maintenance					17,000							17,000			(17,000)		(17,000)
5732601 Tom Howe Landfill Gas Flare Shell/Insulation Replacement									24,000			24,000			(24,000)		(24,000)
Total Tom Howe Closed Site Renewal		21,000			57,000				24,000			102,000			(102,000)		(102,000)
Other Renewal Projects																	
5732603 Bunker Wall Replacements at Transfer Stations		350,000										350,000			(350,000)		(350,000)
Total Other Renewal Projects		350,000										350,000			(350,000)		(350,000)
Total Environmental Services - Waste Management		371,000			57,000				24,000			452,000			(452,000)		(452,000)
Engineering and Asset Management																	



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Road Renewal - Infrastructure Reconstruction																	
5532025 Windham Street - Talbot St to West End, Simcoe	228,000	1,620,000										1,620,000			(1,620,000)		(1,620,000)
5532122 Sovereign Street - James St to Queen St, Delhi	335,000	2,286,000										2,286,000			(2,286,000)		(2,286,000)
5532223 Queen Street - William St to Sovereign St, Delhi	70,000	482,000										482,000			(482,000)		(482,000)
5532308 Leamon St - Nichol St to Thompson Rd, Waterford	462,000	5,000,000										5,000,000			(5,000,000)		(5,000,000)
5532314 Talbot Street - Maple to Windham, Simcoe	154,000	1,300,000										1,300,000			(1,300,000)		(1,300,000)
5532417 West Church St - Main to Washington, Waterford	248,000		2,000,000									2,000,000			(2,000,000)		(2,000,000)
5532429 Market St - Main to St Andrew, Port Dover	50,000		410,000									410,000			(410,000)		(410,000)
5532430 Park St - Main St to St. Andrew St, Port Dover	50,000		462,000									462,000			(462,000)		(462,000)
5532438 Eagle St - Main St of Delhi to Queen St, Delhi	89,000	587,000										587,000			(587,000)		(587,000)
5532439 Clinton St - Main St to St George St, Port Dover	69,000		457,000									457,000			(457,000)		(457,000)
5532011 Regent Ave - Nelson St to Greenock St, Port Dover	189,000	1,332,000										1,332,000			(1,332,000)		(1,332,000)
5532103 McNab Street - First Ave to West End, Port Dover	138,000	974,000										974,000			(974,000)		(974,000)
5532441 Foster St - Beckett Blvd to Bellevue Ave, Simcoe	176,000	1,500,000										1,500,000			(1,500,000)		(1,500,000)
5532543 East Quarterline Slope Rehabilitation	200,000	800,000										800,000			(800,000)		(800,000)
5532010 Dover Mills Rd - Prospect St to Cockshutt Rd, Pt Dover		755,000		2,131,000								2,886,000			(2,886,000)		(2,886,000)
5532107 Head Street - Maple to Windham, Simcoe		157,000	1,082,000									1,239,000			(1,239,000)		(1,239,000)
5532212 Metcalfe Street - Maple St to Windham St, Simcoe		157,000	1,082,000									1,239,000			(1,239,000)		(1,239,000)
5532302 Colborne St N - Windham to Queensway, Simcoe		120,000		843,000								963,000			(800,000)	(163,000)	(963,000)
5532421 North Main Street - Colborne to Norfolk, Simcoe		53,000		384,000								437,000			(437,000)		(437,000)
5532422 Park Lane - Colborne to Norfolk, Simcoe		33,000		239,000								272,000			(272,000)		(272,000)
5532423 Windham St - Colborne to Norfolk-Rd Upgrades, Simcoe		58,000		384,000								442,000			(442,000)		(442,000)
5532424 Scott Dr Watermain - Hwy 6 to John St., Port Dover		64,000	575,000									639,000			(639,000)		(639,000)
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 Rd, Waterford		235,000	1,759,000									1,994,000			(1,994,000)		(1,994,000)
5532519 Birch Ave - Prospect to 150 metres Easterly, Pt Dover		42,000	400,000									442,000			(442,000)		(442,000)
5532628 Brock Ave - James St to East End, Delhi		125,000	758,000									883,000			(883,000)		(883,000)
5532629 Gage Ave - Brock Ave to Waverly St, Delhi		62,000	378,000									440,000			(440,000)		(440,000)
5532630 Waverly St - James St to East End, Delhi		125,000	718,000									843,000			(843,000)		(843,000)
5532631 First Ave W - West End to East End, Simcoe		356,000		2,258,000								2,614,000			(2,614,000)		(2,614,000)
5532672 Mall Road - Swimming Pool Rd to Middleton Church Rd		767,000										767,000			(767,000)		(767,000)
5532673 Albert Lane - East Church St to Temperance St E, Waterford		54,000	544,000									598,000			(598,000)		(598,000)
5532210 Deer Park Rd Park Easement Sanitary Sewers, Waterford			148,000	749,000								897,000			(897,000)		(897,000)



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5532306 Church Street - James to Cloet, Delhi			853,000		6,076,000							6,929,000			(6,929,000)		(6,929,000)
5532411 Sylvia Street - Main St to east end, Waterford			164,000	1,464,000								1,628,000			(1,628,000)		(1,628,000)
5532416 Aberdeen Ave - Lansdowne to Church St., Delhi			100,000	685,000								785,000			(785,000)		(785,000)
5532420 Adams Avenue - Aberdeen to Delcrest, Delhi			220,000	1,538,000								1,758,000			(1,758,000)		(1,758,000)
5532511 Simcoe Boulevard - McCall to Wilson, Simcoe			95,000		662,000							757,000			(757,000)		(757,000)
5532512 Nelson Street - Main to St. Patrick St., Port Dover			137,000	931,000								1,068,000			(1,068,000)		(1,068,000)
5532602 Montclair Cres - Duncombe to Duncombe, Waterford			334,000		2,437,000							2,771,000			(2,771,000)		(2,771,000)
5532727 Nursery St - Temperance St E to Sylvia St, Waterford			29,000	285,000								314,000			(314,000)		(314,000)
5532728 Dean St - Norfolk St S to Stanley St, Simcoe			251,000	2,257,000								2,508,000			(2,508,000)		(2,508,000)
5532214 Gilbertson Dr - Queensway to Abandoned Railway, Simcoe				359,000		2,460,000						2,819,000			(2,819,000)		(2,819,000)
5532615 Washington St - Green St to Thompson Rd, Waterford				344,000		2,092,000						2,436,000			(2,160,000)	(276,000)	(2,436,000)
5532616 South Drive - Oak to Queen, Simcoe				330,000		2,347,000						2,677,000			(2,411,000)	(266,000)	(2,677,000)
5532706 Queen St - Queensway W to West St, Simcoe				291,000	5,099,000							5,390,000			(5,390,000)		(5,390,000)
5532713 Union Street - Colborne St to Queen St, Simcoe				282,000	1,632,000							1,914,000			(1,914,000)		(1,914,000)
5532813 Schellburg Ave - Queen St N to CNR Tracks, Simcoe				68,000	428,000							496,000			(496,000)		(496,000)
5532821 Cockshutt Rd - Ryerse to Dover Mills Rd, Port Dover				100,000	750,000							850,000			(850,000)		(850,000)
5532822 College Street - Queensway to Crescent Boulevard, Simcoe				60,000		500,000						560,000			(560,000)		(560,000)
5532925 Crescent Blvd - Norfolk St S to Queenstreet E, Simcoe				150,000		1,210,000						1,360,000			(1,360,000)		(1,360,000)
5533031 Hawthorne Ave - Crescent Blvd to Norfolk St S, Simcoe				55,000		524,000						579,000			(579,000)		(579,000)
5533307 Hwy 59 Watermain - Front Rd Southerly 720 Meters				158,000	1,418,000							1,576,000			(1,576,000)		(1,576,000)
5533326 Poplar Street - Norfolk to Elm, Simcoe				125,000	1,500,000							1,625,000			(1,625,000)		(1,625,000)
5532626 Maple St - Colborne St N to Queen St N, Simcoe					330,000	2,297,000						2,627,000			(2,627,000)		(2,627,000)
5532931 Alice Street - St. James St to Washington St, Waterford					170,000	1,700,000						1,870,000			(1,870,000)		(1,870,000)
5532932 Ireland Road - Walmart Dwy to Lynndale, Simcoe					150,000	1,500,000						1,650,000			(1,650,000)		(1,650,000)
5532933 Decou Road - Norfolk Street to Lynn River, Simcoe					200,000	1,900,000						2,100,000			(2,100,000)		(2,100,000)
5532707 Talbot St S. - Chapel St to South Dr, Simcoe						229,000	2,050,000					2,279,000			(2,279,000)		(2,279,000)
5532801 Connaught Ave - Northern Ave to Adams Ave, Delhi						263,000	2,005,000					2,268,000			(2,268,000)		(2,268,000)
5532814 Church St E - Cloet to Brantford, Delhi						348,000		2,115,000				2,463,000			(2,463,000)		(2,463,000)
5532924 Main St - King St to Eagle St, Delhi						197,000		1,157,000				1,354,000			(1,354,000)		(1,354,000)
5533016 Queensway East - Norfolk Street to Ireland, Simcoe						1,210,000		7,800,000				9,010,000			(9,010,000)		(9,010,000)
5533043 Cedar St - 0.2Km W of Warren Rd to Queen St N, Simcoe						569,000	5,685,000					6,254,000			(6,254,000)		(6,254,000)
5533044 Cedar St - Queensway W to 0.2Km W of Warren Rd, Simcoe						262,000	2,615,000					2,877,000			(2,877,000)		(2,877,000)
5533045 Warren Rd - Cedar St to South End, Simcoe						204,000	2,037,000					2,241,000			(2,241,000)		(2,241,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5533046 Ireland Road - Lynndale to Vitoria, Simcoe						260,000	2,600,000					2,860,000			(2,860,000)		(2,860,000)
5533029 Bridge Alley - St Patrick's St to East End. Port Dover							54,000		333,000			387,000			(387,000)		(387,000)
5533030 Bridge St - Lynn St to St. Patrick's, Port Dover							185,000		1,209,000			1,394,000			(1,394,000)		(1,394,000)
5533033 Robinson St - Queen St N to Elgin Ave, Simcoe							121,000		713,000			834,000			(834,000)		(834,000)
5533034 West Church St - Washington St to West End, Waterford							431,000		2,577,000			3,008,000			(3,008,000)		(3,008,000)
5533114 Wellington Ave - Main St to Queen St, Delhi							173,000		1,670,000			1,843,000			(1,843,000)		(1,843,000)
5533115 Elgin Ave - Robinson St to Marshall Ln, Simcoe							121,000		835,000			956,000			(956,000)		(956,000)
5533125 King Ln - Robinson St to Union St, Simcoe							151,000	1,505,000				1,656,000			(1,656,000)		(1,656,000)
5533126 Union St - Queen St N to West End, Simcoe							139,000	1,391,000				1,530,000			(1,530,000)		(1,530,000)
5533127 Howard St - Brown St W to Thompson Rd E, Waterford							142,000	1,422,000				1,564,000			(1,564,000)		(1,564,000)
5533128 Gibraltar St - Crosier St to Ewell St, Delhi							140,000	1,400,000				1,540,000			(1,540,000)		(1,540,000)
5533129 Gibraltar St - Ewell St to South End, Delhi							33,000	327,000				360,000			(360,000)		(360,000)
5533026 Eastern Ave - Main St of Delhi to Queen St, Delhi								138,000	812,000			950,000			(950,000)		(950,000)
5533027 Main St of Delhi - Eagle St to Gilbert Ave, Delhi								262,000	1,552,000			1,814,000			(1,814,000)		(1,814,000)
5533028 Northern Ave - Lansdowne Ave to Argyle Ave, Delhi								221,000	1,257,000			1,478,000			(1,478,000)		(1,478,000)
5533116 Head St S - West St to Robinson St, Simcoe								76,000		441,000		517,000			(517,000)		(517,000)
5533117 Head St N - Robinson St to Maple St, Simcoe								275,000		2,792,000		3,067,000			(3,067,000)		(3,067,000)
5533118 King Ln - Union St to Cedar St, Simcoe								215,000		1,351,000		1,566,000			(1,566,000)		(1,566,000)
5533120 Norfolk St N - Queensway W to Second Ave								275,000		2,781,000		3,056,000			(3,056,000)		(3,056,000)
5533206 Oakwood Ave -Potts Rd to Victoria St, Simcoe								377,000		2,676,000		3,053,000			(3,053,000)		(3,053,000)
5533207 Lansdowne Ave - James St to Northern Ave, Delhi								270,000		1,654,000		1,924,000			(1,924,000)		(1,924,000)
5533208 Young St - Colbourne St N to Head St N, Simcoe								177,000		1,164,000		1,341,000			(1,341,000)		(1,341,000)
5533219 Quance St - Western Ave to North End, Delhi								36,000	357,000			393,000			(393,000)		(393,000)
5533516 Simson Ave - Turner Dr to Decou Rd, Simcoe								234,000	2,335,000			2,569,000			(2,569,000)		(2,569,000)
5533517 Dalton Rd - Hwy 3 to Croton Ave, Delhi								240,000	2,399,000			2,639,000			(2,639,000)		(2,639,000)
5533301 Churchill Ave - Lansdowne Ave to Argyle Ave, Delhi								130,000		1,200,000		1,330,000			(1,330,000)		(1,330,000)
5533302 Queensway W - Norfolk St to 0.2km W of Hunt St, Simcoe									700,000		6,304,000	7,004,000			(7,004,000)		(7,004,000)
5533303 Main St - Talbot Rd to King St, Delhi									40,000		369,000	409,000			(409,000)		(409,000)
5533304 Queen St - King St to Talbot Rd, Delhi									55,000		615,000	670,000			(670,000)		(670,000)
5533305 Talbot Rd - King St to Main St of Delhi, Delhi									130,000		1,230,000	1,360,000			(1,360,000)		(1,360,000)
5533306 Talbot Rd - Main St of Delhi to Swimming Pool Rd, Delhi									120,000		1,128,000	1,248,000			(1,248,000)		(1,248,000)
5533323 St. Anne St - Silve Lake Dr to Black Creek Lne, Port Dover									125,000		700,000	825,000			(825,000)		(825,000)
5533324 Johnson Ave - Connaught to Argyle, Delhi									60,000		480,000	540,000			(540,000)		(540,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5533325 Connaght Ave - James to Churchill, Delhi									45,000		700,000	745,000			(745,000)		(745,000)
5533520 Ireland Rd - Decou Rd to Victoria St, Simcoe									528,000	5,284,000		5,812,000			(5,812,000)		(5,812,000)
5533518 Cherry St - Elm St to Norfolk St S, Simcoe										262,000	2,621,000	2,883,000			(2,883,000)		(2,883,000)
5533519 Elm St - Evergreen Hill Rd to South End, Simcoe										371,000	3,709,000	4,080,000			(4,080,000)		(4,080,000)
5533521 Big Creek Dr - Hillside Ave to Hwy 3, Delhi										144,000	1,439,000	1,583,000			(1,583,000)		(1,583,000)
5533522 Glendale Ave - William St to Hillside Ave, Delhi										106,000	1,062,000	1,168,000			(1,168,000)		(1,168,000)
5533523 Barnard Cres - Big Creek Dr to End, Delhi										48,000	483,000	531,000			(531,000)		(531,000)
5533524 2035 Infrastructure Reconstruction Engineering / Design											2,101,000	2,101,000			(2,101,000)		(2,101,000)
Total Road Renewal - Infrastructure Reconstruction	2,458,000	19,205,000	13,902,000	16,470,000	20,852,000	20,072,000	18,682,000	20,043,000	17,852,000	20,274,000	22,941,000	190,293,000			(189,588,000)	(705,000)	(190,293,000)
Road Renewal - Asphalt Resurfacing																	
5532432 McDowell Rd - Hwy 59 to Charlotteville W 1/4 Line Rd		3,500,000										3,500,000			(3,150,000)	(350,000)	(3,500,000)
5532625 Garden St - Brock Street to South Drive, Simcoe		205,000										205,000			(184,000)	(21,000)	(205,000)
5532639 Grenada Dr - Brock St to Queen St, Simcoe		400,000										400,000			(360,000)	(40,000)	(400,000)
5532640 Arnold Sayeau Drive - Norfolk County Hwy 59 to North End		200,000										200,000			(180,000)	(20,000)	(200,000)
5532641 Turkey Point Rd - 325m N St. John's Rd to 280m S Conc 5		788,000										788,000			(709,000)	(79,000)	(788,000)
5532642 1st Concession Road - Hwy 59 to Lakeshore/Bay Street		840,000										840,000			(756,000)	(84,000)	(840,000)
5532916 Norfolk St S - Parker Dr to 591 Norfolk St S, Simcoe		538,000										538,000			(484,000)	(54,000)	(538,000)
5532515 Vittoria Road - Turkey Point Rd to Mutual St, Vittoria			1,534,000									1,534,000			(1,380,000)	(154,000)	(1,534,000)
5532521 Highway 19 - Hwy 3 to Carson Line, Courtland			1,584,000									1,584,000			(1,425,000)	(159,000)	(1,584,000)
5532719 2027 Urban Asphalt Program			693,000									693,000			(623,000)	(70,000)	(693,000)
5532725 Grigg Dr - Park Rd to Luscombe Dr, Simcoe			150,000									150,000			(135,000)	(15,000)	(150,000)
5532726 Luscombe Drive - Grigg Dr to Karner Blue Ln, Simcoe			100,000									100,000			(90,000)	(10,000)	(100,000)
5532811 Thompson Rd W - Hwy 24 to Washington, Waterford			1,210,000									1,210,000			(1,089,000)	(121,000)	(1,210,000)
5532401 Elgin Cty Rd 55 - Norfolk Cty Rd 45 to Colonel Talbot Rd				2,121,000								2,121,000			(1,909,000)	(212,000)	(2,121,000)
5532608 McDowell Rd E - Hillcrest Rd to Turkey Point Rd, Simcoe				1,827,000								1,827,000			(1,645,000)	(182,000)	(1,827,000)
5532812 2028 Urban Asphalt Program				1,000,000								1,000,000			(900,000)	(100,000)	(1,000,000)
5532819 Hillcrest Rd - St. John's Rd to Conc 8, Simcoe					840,000							840,000			(756,000)	(84,000)	(840,000)
5532820 Main St - Green St to Alice St, Waterford				500,000								500,000			(450,000)	(50,000)	(500,000)
5532917 Fourteenth St W - Park Rd to Norfolk St, Simcoe				847,000								847,000			(762,000)	(85,000)	(847,000)
5532610 Norfolk Cty Hwy 59 - Hwy 3 to Colonel Talbot Rd, Courtland					448,000							448,000			(403,000)	(45,000)	(448,000)
5532623 Norfolk Cty Hwy 59 - Norfolk Cty Rd 21 to 2nd Con Rd					1,499,000							1,499,000			(1,350,000)	(149,000)	(1,499,000)
5532624 Lakeshore Rd - Gore A Rd to Hwy 59, Fairground					2,621,000							2,621,000			(2,359,000)	(262,000)	(2,621,000)
5532923 2029 Urban Asphalt Program					1,025,000							1,025,000			(923,000)	(102,000)	(1,025,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing*	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5532930 Hillcrest Rd - Conc. 8 to Hwy 3, Simcoe					780,000							780,000			(702,000)	(78,000)	(780,000)
5532535 Conc. 8 Townsend - Robinson Rd to Hwy 24						1,075,000						1,075,000			(967,000)	(108,000)	(1,075,000)
5532611 Norfolk Cty Hwy 59 - Norfolk Rd 21 to Prince William St						1,011,000						1,011,000			(910,000)	(101,000)	(1,011,000)
5532716 Colonel Talbot Rd - Norfolk Rd 23 to Elgin Rd 55, Courtland						624,000						624,000			(561,000)	(63,000)	(624,000)
5532717 Norfolk Hwy 59 - Norfolk Rd 60 to 3rd Conc Rd, Langton						874,000						874,000			(787,000)	(87,000)	(874,000)
5532718 Norfolk Hwy 59 - Norfolk Rd 45 to McDowell Rd, Langton						999,000						999,000			(899,000)	(100,000)	(999,000)
5533024 2030 Urban Asphalt Program						1,051,000						1,051,000			(946,000)	(105,000)	(1,051,000)
5532715 Lakeshore Rd - Elgin County Rd 55 to Gore A Rd							4,480,000					4,480,000		(448,000)	(4,032,000)		(4,480,000)
5532809 Windham Rd 12 - Brantford Rd to Windham W 1/4, Delhi							640,000					640,000			(576,000)	(64,000)	(640,000)
5533104 2031 Urban Asphalt Program							1,077,000					1,077,000			(969,000)	(108,000)	(1,077,000)
5532806 Turkey Point Rd - Charlotteville Rd 5 to St John Rd, Vittoria								1,311,000				1,311,000			(1,180,000)	(131,000)	(1,311,000)
5532807 Hillcrest Rd - Conc 8 to Hwy 3, Simcoe				780,000								780,000			(702,000)	(78,000)	(780,000)
5532808 Norfolk Hwy 59 - Hwy 3 to Norwich Townline Rd, Langton								1,311,000				1,311,000			(1,180,000)	(131,000)	(1,311,000)
5532918 Cockshutt Rd - Norfolk Rd 19 to Conc 3 Townsend, Simcoe								538,000				538,000			(484,000)	(54,000)	(538,000)
5533203 2032 Urban Asphalt Program								1,104,000				1,104,000			(994,000)	(110,000)	(1,104,000)
5532810 Norfolk Rd 19 - Hwy 24 to Brantford Rd, Delhi									1,076,000			1,076,000			(968,000)	(108,000)	(1,076,000)
5532915 Thompson Rd E - Villa Nova to County Line, Waterford									1,240,000			1,240,000			(1,116,000)	(124,000)	(1,240,000)
5532919 Thompson Rd E - Duncombe Rd to Cockshutt Rd, Waterford									1,102,000			1,102,000			(992,000)	(110,000)	(1,102,000)
5532920 Brantford Rd - Windham Rd 12 to Windham Rd 11, Delhi									552,000			552,000			(496,000)	(56,000)	(552,000)
5532921 Nixon Rd - Windham Rd 14 to Windham Rd 13, Delhi									482,000			482,000			(434,000)	(48,000)	(482,000)
5533032 Queen St S - Chapel St to West St, Simcoe									1,053,000			1,053,000			(1,053,000)		(1,053,000)
5533308 2033 Urban Asphalt Program									1,132,000			1,132,000			(1,019,000)	(113,000)	(1,132,000)
5532922 St John's Rd - Forestry Farm Rd to 1km E of Turkey Point Rd										2,894,000		2,894,000			(2,605,000)	(289,000)	(2,894,000)
5533023 Norfolk Rd 19 - Bealton to County Line, Bealton										1,350,000		1,350,000			(1,215,000)	(135,000)	(1,350,000)
5533417 2034 Urban Asphalt Program										1,160,000		1,160,000			(1,044,000)	(116,000)	(1,160,000)
5532643 2035 Urban Asphalt Program											1,189,000	1,189,000			(1,070,000)	(119,000)	(1,189,000)
5533509 Turkey Point Rd - St John's Rd W to McDowell Rd E											1,533,000	1,533,000			(1,380,000)	(153,000)	(1,533,000)
5533510 Highway 24 - Norfolk County Hwy 59 to E 1/4 S, Walsh											1,414,000	1,414,000			(1,273,000)	(141,000)	(1,414,000)
5533511 Windham Rd 12 - Windham E 1/4 to Nixon Rd											709,000	709,000			(638,000)	(71,000)	(709,000)
5533512 Front Rd - 2.4kms W of Townline Rd to Townline St											464,000	464,000			(418,000)	(46,000)	(464,000)
5533513 Conc 2 Woodhouse - Hwy 6 to 2.3km W of Hwy 6											446,000	446,000			(402,000)	(44,000)	(446,000)
5533514 Mall Road - Simcoe St to Bell Mill Sideroad											328,000	328,000	(164,000)		(164,000)		(328,000)
Total Road Renewal - Asphalt Resurfacing		6,471,000	5,271,000	7,075,000	7,213,000	5,634,000	6,197,000	4,264,000	6,637,000	5,404,000	6,083,000	60,249,000	(164,000)	(448,000)	(54,198,000)	(5,439,000)	(60,249,000)

*Includes Development Charge (DC) Debt of \$448,000 for Project 5532715 Lakeshore Rd - Elgin County Rd 55 to Gore A Rd in 2031.



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Road Renewal - Surface Treatment																	
5532466 Dedrick Rd - 1st Concession Rd to Front Rd		84,000										84,000			(84,000)		(84,000)
5532644 5th Concession Rd - Fairground Rd to Norfolk County Rd 23		147,000										147,000			(147,000)		(147,000)
5532645 Troyer Rd - Norfolk County Rd 60 to Troyer Rd		26,000										26,000			(26,000)		(26,000)
5532647 West 1/4 Line N - 12th Conc N Walsingham to NC Rd 21		117,000										117,000			(117,000)		(117,000)
5532648 Sinden Side Rd - 12th Conc N Wals. to McDowell Rd W		56,000										56,000			(56,000)		(56,000)
5532649 3rd Concession Rd - Fernlea Sideroad to Byerlay Sideroad		170,000										170,000			(170,000)		(170,000)
5532650 2nd Concession Rd - Goshen Rd to Bell Mill Side Rd		11,000										11,000			(11,000)		(11,000)
5532651 2nd Concession Rd - Bell Mill Sideroad to South End		36,000										36,000			(36,000)		(36,000)
5532652 Goshen Road - NC Rd 30 to Bayham-Norfolk Townline		96,000										96,000			(96,000)		(96,000)
5532653 Charlottesville Road 5 - Water St to Hillcrest Rd		183,000										183,000			(183,000)		(183,000)
5532654 Kitchen Rd - Chilian Rd to Norfolk County Hwy 24 E		13,000										13,000			(13,000)		(13,000)
5532657 Kitchen Rd - Chilian Road to Front Road		44,000										44,000			(44,000)		(44,000)
5532658 Concession 6 Townsend - Prov. Hwy 24 to Old Hwy 24		156,000										156,000			(156,000)		(156,000)
5532660 Woodley Road - 0.39km E of Hwy 24 to Cockshutt Rd		118,000										118,000			(118,000)		(118,000)
5532661 2nd Concession Rd - Fairground Rd to Beach Lane		78,000										78,000			(78,000)		(78,000)
5532662 2nd Concession Rd - Beach Lane to Norfolk County Rd 45		79,000										79,000			(79,000)		(79,000)
5532664 11th Conc Rd - Hazen Rd to West 1/4 Line Rd N Wals.		79,000										79,000			(79,000)		(79,000)
5532665 8th Conc Rd - West 1/4 Line Rd to County Rd 23		226,000										226,000			(226,000)		(226,000)
5532667 Middleton Church Rd - Hwy 3 to 1st Concession		74,000										74,000			(74,000)		(74,000)
5532668 Schafer Side Rd - Hwy 3 to 1st Concession		73,000										73,000			(73,000)		(73,000)
5532669 Schafer Side Rd - 1st Concession to Mall Road		44,000										44,000			(44,000)		(44,000)
5532670 Windham Road 10 - Nixon Road to Windham East 1/4 Line		141,000										141,000			(141,000)		(141,000)
5532671 Charlottesville Rd 7 - Turkey Point Rd to E 1/4 Line		156,000										156,000			(156,000)		(156,000)
5632601 2nd Concession Rd - Barth Sideroad to NC Rd 23		108,000										108,000			(108,000)		(108,000)
5632701 2027 Surface Treatment Program			2,373,000									2,373,000			(2,373,000)		(2,373,000)
5632801 2028 Surface Treatment Program				2,980,000								2,980,000			(2,980,000)		(2,980,000)
5632901 2029 Surface Treatment Program					2,493,000							2,493,000			(2,493,000)		(2,493,000)
5633002 2030 Surface Treatment Program						2,555,000						2,555,000			(2,555,000)		(2,555,000)
5533103 2031 Surface Treatment Program							2,619,000					2,619,000			(2,619,000)		(2,619,000)
5533202 2032 Surface Treatment Program								2,684,000				2,684,000			(2,684,000)		(2,684,000)
5532344 2033 Surface Treatment Program									2,751,000			2,751,000			(2,751,000)		(2,751,000)
5533402 2034 Surface Treatment Program										2,820,000		2,820,000			(2,820,000)		(2,820,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5533515 2035 Surface Treatment Program											2,890,000	2,890,000			(2,890,000)		(2,890,000)
Total Road Renewal - Surface Treatment		2,315,000	2,373,000	2,980,000	2,493,000	2,555,000	2,619,000	2,684,000	2,751,000	2,820,000	2,890,000	26,480,000			(26,480,000)		(26,480,000)
Structure Renewal - Bridges & Culverts																	
5532516 Structure 000006 - Norfolk St. Bridge South	140,000	2,350,000										2,350,000			(2,350,000)		(2,350,000)
5532502 Structure 986003 - Big Creek 5th Concession Bridge	139,000	1,250,000										1,250,000			(1,250,000)		(1,250,000)
5532603 Structure 000104 - Big Creek 6th Concession Bridge	138,000	1,550,000										1,550,000			(1,550,000)		(1,550,000)
5533107 Structure 972403 - Old Highway 24 Culvert	145,000	660,000										660,000			(660,000)		(660,000)
5532635 Structure P000013 - Robinson Pedestrian Bridge		160,000	1,100,000									1,260,000			(1,260,000)		(1,260,000)
5532636 Structure P000014 - Burt Pedestrian Bridge		160,000	960,000									1,120,000			(1,120,000)		(1,120,000)
5532703 Structure 986002 - Big Creek Conc 5 Rd Overflow		734,000										734,000			(734,000)		(734,000)
5532704 Structure 010096 - Milk Factory Culvert		127,000	625,000									752,000			(752,000)		(752,000)
5532911 Structure D00018 - Western Ave Bridge		120,000	1,234,000									1,354,000			(1,354,000)		(1,354,000)
5532708 Structure 010049 - Nanticoke Creek Bridge			160,000	1,065,000								1,225,000			(1,225,000)		(1,225,000)
5532710 Structure 030050 - Lot 20 Conc 12 Road Culvert			115,000	580,000								695,000			(695,000)		(695,000)
5532711 Structure 002038 - Graves Side Road Culvert			115,000	580,000								695,000			(695,000)		(695,000)
5532712 2027 Bridge Sustainability Program			351,000									351,000			(351,000)		(351,000)
5532901 Structure D00003 – Lot 24 Conc 2 Windham			97,000	970,000								1,067,000	(533,000)		(534,000)		(1,067,000)
5532912 Structure 974200 - Houghton Lake Erie Culvert			112,000	790,000								902,000			(902,000)		(902,000)
5532307 Structure 982101 - Lynedoch Bridge				132,000	1,640,000							1,772,000			(1,772,000)		(1,772,000)
5532902 Structure 010033 – Dunn’s Bridge on Conc 6 Woodhouse				117,000	1,000,000							1,117,000			(1,117,000)		(1,117,000)
5532903 Structure 985902 - Big Creek Bridge Hwy 59, Pt Rowan				150,000	2,200,000							2,350,000			(2,350,000)		(2,350,000)
5533111 Structure 974201 - Clear Creek Culvert				105,000	470,000							575,000			(575,000)		(575,000)
5532905 2029 Bridge Sustainability Program					363,000							363,000			(363,000)		(363,000)
5532908 Structure D00025 - Vittoria Dam					145,000	1,900,000						2,045,000			(2,045,000)		(2,045,000)
5532909 Structure 974203 - Rohrer Culvert Replacement					117,000	670,000						787,000			(787,000)		(787,000)
5532910 Structure 972101 - Venison Creek Culvert					117,000	845,000						962,000			(962,000)		(962,000)
5532913 Structure D00020 - Old Mill Road					121,000	1,140,000						1,261,000			(1,261,000)		(1,261,000)
5533039 Structure 000204 - Lot 17 Concession 4-5					111,000	570,000						681,000			(681,000)		(681,000)
5533321 Structure D00005 - Lot 11 Concession 2 Road Bridge					125,000	1,200,000						1,325,000			(1,325,000)		(1,325,000)
5533035 Structure 030046 - Lot 18 Concession 12						120,000	745,000					865,000			(865,000)		(865,000)
5533036 Structure 010064 - Hay Creek Dam						170,000	690,000					860,000			(860,000)		(860,000)
5533037 Structure 030071 - Lot 18-19 Conc 12 Townsend						120,000	805,000					925,000			(925,000)		(925,000)
5533038 Structure 984502 - Deer Creek Dam						168,000	1,820,000					1,988,000			(1,988,000)		(1,988,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5533210 Structure 000302 - Lot 3 Conc 9-10 N. Walsingham						115,000	805,000					920,000			(920,000)		(920,000)
5533211 Structure D00012 - Meserole Bridge						125,000	1,210,000					1,335,000			(1,335,000)		(1,335,000)
5532609 Structure 002404 - Lot 42 Con I-II NTR Middleton							135,000	638,000				773,000			(773,000)		(773,000)
5533105 2031 Bridge Sustainability Program							375,000					375,000			(375,000)		(375,000)
5533108 Structure 000008 - Colborne Street Bridge							115,000	920,000				1,035,000			(1,035,000)		(1,035,000)
5533109 Structure 010055 - East 1/4 Line Bridge Concession 2							121,000	1,070,000				1,191,000			(1,191,000)		(1,191,000)
5533110 Structure D00027 - Lynnville Road Bridge							130,000	700,000				830,000			(830,000)		(830,000)
5533112 Structure 000007 - Norfolk Street North Bridge							160,000	1,820,000				1,980,000			(1,980,000)		(1,980,000)
5533213 Structure 970302 - Black Creek Structural Arch							125,000	785,000				910,000			(910,000)		(910,000)
5533212 Structure 010041 - Blueline Road Bridge								135,000	1,415,000			1,550,000			(1,550,000)		(1,550,000)
5533215 Structure 970504 - Renton Concession Culvert								100,000	715,000			815,000			(815,000)		(815,000)
5533216 Structure 980501 - Misner Dam Bridge								155,000	1,640,000			1,795,000			(1,795,000)		(1,795,000)
5533217 Structure 973001 - Otter Creek Culvert								100,000	715,000			815,000			(815,000)		(815,000)
5533218 Structure 974001 - 14th Street West Culvert								95,000	600,000			695,000			(695,000)		(695,000)
5533310 2033 Bridge Sustainability Program									393,000			393,000			(393,000)		(393,000)
5533318 Structure D00019 - Lehman Bridge								140,000	2,040,000			2,180,000			(2,180,000)		(2,180,000)
5533319 Structure 980101 - Hambleton Bridge									125,000	1,640,000		1,765,000			(1,765,000)		(1,765,000)
5533322 Structure P00017 - Black Bridge									130,000	665,000		795,000			(795,000)		(795,000)
5533328 Structure 980301 - Waddle Bridge									125,000	1,820,000		1,945,000			(1,945,000)		(1,945,000)
5533329 Structure 010039 - Ryerse Bridge									135,000	1,750,000		1,885,000			(1,885,000)		(1,885,000)
5533330 Structure 971601 - Dedrick Creek Culvert									120,000	550,000		670,000			(670,000)		(670,000)
5533331 Structure 972402 - County Road 24 Culvert									100,000	1,000,000		1,100,000			(1,100,000)		(1,100,000)
5533411 Structure 981901 - Big Creek Bridge										160,000	1,250,000	1,410,000			(1,410,000)		(1,410,000)
5533412 Structure 980503 - Haviland Bridge										130,000	880,000	1,010,000			(1,010,000)		(1,010,000)
5533413 Structure D00030 - Lot 18 Con 5-6										120,000	560,000	680,000			(680,000)		(680,000)
5533414 Structure 977401 - Townline Road Culvert										120,000	555,000	675,000	(337,000)		(338,000)		(675,000)
5533415 Structure 987405 - County Road 70 Culvert										120,000	555,000	675,000	(337,000)		(338,000)		(675,000)
5533416 Structure P00015 - Pennington Bridge										115,000	490,000	605,000			(605,000)		(605,000)
5533508 2035 Bridge Sustainability Program											408,000	408,000			(408,000)		(408,000)
Total Structure Renewal - Bridges & Culverts	562,000	7,111,000	4,869,000	4,489,000	6,409,000	7,143,000	7,236,000	6,658,000	8,253,000	8,190,000	4,698,000	65,056,000	(1,207,000)		(63,849,000)		(65,056,000)
Right of Way Renewal - Parking Lots																	
7331925 Parking Lot - Port Dover Community Centre		149,000										149,000			(149,000)		(149,000)
5632706 Parking Lot - Culver Operations Building			280,000									280,000			(280,000)		(280,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
7332514 Parking Lot Rebuild - Delhi Friendship Centre			335,000									335,000			(335,000)		(335,000)
5632806 Parking Lot - Waterford Lions Community Centre				52,000								52,000			(52,000)		(52,000)
5333014 Parking Lot - Facilities Operations Building						40,000						40,000			(40,000)		(40,000)
5633006 Parking Lot - Alley Street Port Rowan						101,000						101,000			(101,000)		(101,000)
5633102 Parking Lot - 26 Kent Street Simcoe							39,000					39,000			(39,000)		(39,000)
5633202 Parking Lot - 9 Culver Street Simcoe								598,000				598,000			(598,000)		(598,000)
5533314 Parking Lot - 183 Main Street of Delhi									263,000			263,000			(263,000)		(263,000)
5333412 Pavement Resurfacing - Villa Nova Operations Yard										40,000		40,000			(40,000)		(40,000)
5333511 Parking Lot Surfacing - South Walsingham Hall											200,000	200,000			(200,000)		(200,000)
5533505 Parking Lot - Waterford Arena & Ball Park											489,000	489,000			(489,000)		(489,000)
Total Right of Way Renewal - Parking Lots		149,000	615,000	52,000		141,000	39,000	598,000	263,000	40,000	689,000	2,586,000			(2,586,000)		(2,586,000)
Right of Way Renewal - Retaining Walls																	
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)
5533332 Retaining Wall #33 & #34 Old Hill Road Turkey Point									500,000			500,000			(500,000)		(500,000)
5533406 2034 Retaining Walls										95,000		95,000			(95,000)		(95,000)
Total Right of Way Renewal - Retaining Walls		70,000			85,000			90,000	500,000	95,000		840,000			(840,000)		(840,000)
Right of Way Renewal - Roadside Barriers																	
5532632 Roadside Barrier Renewal - 4th Conc, Hwy 24		101,000										101,000			(101,000)		(101,000)
5532721 Roadside Barrier Renewal - Windham Rd 9, James St			140,000									140,000			(140,000)		(140,000)
5532818 Roadside Barrier Renewal - Old Mill Rd, Mill Pond Rd				145,000								145,000			(145,000)		(145,000)
5532926 Roadside Barrier Renewal - West Quarter Line					149,000							149,000			(149,000)		(149,000)
5533041 Roadside Barrier Renewal - 1st Concession						125,000						125,000			(125,000)		(125,000)
5533121 Roadside Barrier Renewal - 10th Concession							117,000					117,000			(117,000)		(117,000)
5533209 Roadside Barrier Renewal - Hwy 24								237,000				237,000			(237,000)		(237,000)
5533309 Roadside Barrier Renewal - 13th Concession									123,000			123,000			(123,000)		(123,000)
5533407 Roadside Barrier Renewal - Lakeshore Rd, Cultus										145,000		145,000			(145,000)		(145,000)
5533507 Roadside Barrier Renewal - Front, Tisdale, Gilbert, Townline											186,000	186,000			(186,000)		(186,000)
Total Right of Way Renewal - Roadside Barriers		101,000	140,000	145,000	149,000	125,000	117,000	237,000	123,000	145,000	186,000	1,468,000			(1,468,000)		(1,468,000)
Right of Way Renewal - Sidewalks & Walkways																	
5532601 2026 Sidewalks & Walkways Renewal		422,000										422,000			(422,000)		(422,000)
5532701 2027 Sidewalks & Walkways Renewal			499,000									499,000			(499,000)		(499,000)



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	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing*	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
5532803 2028 Sidewalks & Walkways Renewal				395,000								395,000			(395,000)		(395,000)
5532906 2029 Sidewalks & Walkways Renewal					309,000							309,000			(309,000)		(309,000)
5533021 2030 Sidewalks & Walkways Renewal						309,000						309,000			(309,000)		(309,000)
5533106 2031 Sidewalks & Walkways Renewal							397,000					397,000			(397,000)		(397,000)
5533201 2032 Sidewalks & Walkways Renewal								151,000				151,000			(151,000)		(151,000)
5533311 2033 Sidewalks & Walkways Renewal									523,000			523,000			(523,000)		(523,000)
5533401 2034 Sidewalks & Walkways Renewal										504,000		504,000			(504,000)		(504,000)
5533506 2035 Sidewalks & Walkways Renewal											344,000	344,000			(344,000)		(344,000)
Total Right of Way Renewal - Sidewalks & Walkways		422,000	499,000	395,000	309,000	309,000	397,000	151,000	523,000	504,000	344,000	3,853,000			(3,853,000)		(3,853,000)
Right of Way Renewal - Traffic Signals																	
5632603 Traffic Signals - Main & Thompson, Main & Chapman		150,000										150,000			(150,000)		(150,000)
5632704 Traffic Signals - Old Hwy 24 & Thompson, West & Queen			525,000									525,000			(525,000)		(525,000)
5532824 Traffic Signals - Union & Colborne				325,000								325,000			(325,000)		(325,000)
5632804 Traffic Signals - Norfolk & Decou				1,000,000								1,000,000		(800,000)	(200,000)		(1,000,000)
5632903 Traffic Signals - Queensway & Park					500,000							500,000			(500,000)		(500,000)
5633004 Traffic Signals - Queen & Cedar						200,000						200,000			(200,000)		(200,000)
5633101 Traffic Signals - Queensway & Gilbertson, West & Hillcrest							600,000					600,000			(600,000)		(600,000)
5633201 Traffic Signals - Norfolk & 14th, Peel & Norfolk								360,000				360,000			(360,000)		(360,000)
5633302 Traffic Signals - Queensway & Queen									368,000			368,000			(368,000)		(368,000)
5633401 Traffic Signals - Norfolk & Victoria, Norfolk & Evergreen										396,000		396,000			(396,000)		(396,000)
5533503 Traffic Signals - Norfolk & Robinson, Hwy 24 & St John's											527,000	527,000			(527,000)		(527,000)
Total Right of Way Renewal - Traffic Signals		150,000	525,000	1,325,000	500,000	200,000	600,000	360,000	368,000	396,000	527,000	4,951,000		(800,000)	(4,151,000)		(4,951,000)
Disposals / Decommissioning																	
5532617 Structure 000303 - Big Creek 8th Conc Bridge Removal			175,000									175,000			(175,000)		(175,000)
5532709 Structure 002122 - Dedrick Creek 4th Conc Bridge Removal				186,000								186,000			(186,000)		(186,000)
5533312 Structure 000103 - Venison Creek Bridge Removal									265,000			265,000			(265,000)		(265,000)
5533313 Structure 000105 - Big Creek Bridge Hazen Rd Removal									265,000			265,000			(265,000)		(265,000)
5533320 Structure 980302 - Old St. John's Rd Bridge Removal										275,000		275,000			(275,000)		(275,000)
Total Disposals / Decommissioning			175,000	186,000					530,000	275,000		1,166,000			(1,166,000)		(1,166,000)
Total Engineering and Asset Management	3,020,000	35,994,000	28,369,000	33,117,000	38,010,000	36,179,000	35,887,000	35,085,000	37,800,000	38,143,000	38,358,000	356,942,000	(1,371,000)	(1,248,000)	(348,179,000)	(6,144,000)	(356,942,000)
Total Renewal	3,020,000	38,465,000	31,503,000	36,029,000	41,053,000	39,239,000	39,024,000	38,301,000	41,120,000	41,522,000	41,822,000	388,078,000	(16,144,000)	(1,248,000)	(364,542,000)	(6,144,000)	(388,078,000)
Total Public Works	3,639,000	40,640,000	34,785,000	42,505,000	41,491,000	46,143,000	39,580,000	38,565,000	42,037,000	41,800,000	42,330,000	409,876,000	(18,427,000)	(10,108,000)	(372,096,000)	(9,245,000)	(409,876,000)

*Includes Development Charge (DC) Debt of \$800,000 for Project 5632804 Traffic Signals - Norfolk & Decou in 2028.

7. REQUISITIONS FROM BOARDS & AGENCIES

The County also plans for capital from the boards and agencies that work with Council. Requisitions are the capital requests that come from these organizations, that generally include funding commitments made by Council to support the strategic plans of these boards and agencies.

Norfolk County Public Library

Police

Long Point Region Conservation Authority

Haldimand-Norfolk Housing Corporation



Key Capital Projects

Long Point Region Conservation Authority	The Draft Capital Plan includes \$4,974,000 over the next 10 years to support the LPRCA in maintaining environmentally-important dams located across the County.
Library Materials Program	The Draft Capital Plan includes \$3,870,000 over the next 10 years to keep materials at the County’s Library branches updated and available for a growing community.
Repair & Renewal Program	The Draft Capital Plan includes \$1,257,000 in 2026 to implement HNHC’s repair and renewal program across nine community housing locations in Norfolk.
Waterford Branch Courtyard Revitalization	The Draft Capital Plan includes \$160,000 by 2029 for upgrading the outdoor space to support seasonal programming for a longer duration of the year and provide a new quality space for community use.



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Requisitions From Boards & Agencies																	
Library Board																	
New Materials Program																	
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)
9133401 2034 Library Materials										421,000		421,000			(358,000)	(63,000)	(421,000)
9133501 2035 Library Materials											432,000	432,000			(367,000)	(65,000)	(432,000)
Total New Materials Program		349,000	356,000	363,000	370,000	381,000	388,000	400,000	410,000	421,000	432,000	3,870,000			(3,291,000)	(579,000)	(3,870,000)
Other New Initiatives																	
9132803 Courtyard Revitalization - Waterford Branch				15,000	145,000							160,000			(160,000)		(160,000)
9133403 Expansion & Space Reconfiguration - Port Dover Branch								260,000				260,000			(260,000)		(260,000)
Total Other New Initiatives				15,000	145,000			260,000				420,000			(420,000)		(420,000)
Renewal Projects																	
9132605 Self Check-out Kiosk Replacements				50,000								50,000			(50,000)		(50,000)
Total Renewal Projects				50,000								50,000			(50,000)		(50,000)
Total Library Board		349,000	356,000	428,000	515,000	381,000	388,000	660,000	410,000	421,000	432,000	4,340,000			(3,761,000)	(579,000)	(4,340,000)
Long Point Region Conservation Authority																	
Renewal Projects																	
9533001 Sutton Dam		160,000										160,000			(160,000)		(160,000)
9532303 Vittoria Dam		100,000	368,000									468,000			(468,000)		(468,000)
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)
9532802 Deer Creek Dam				200,000								200,000			(200,000)		(200,000)
9533002 Vittoria Dam						100,000						100,000			(100,000)		(100,000)
9532302 Lehman Dam							119,000	487,000				606,000			(606,000)		(606,000)
9533301 Brooks Dam									300,000			300,000			(300,000)		(300,000)



DRAFT 2026-2035 LEVY CAPITAL PLAN

	LTD APPROVED BUDGET	DRAFT CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
9533302 Hay Creek Dam									100,000	512,000		612,000			(612,000)		(612,000)
9533501 Deer Creek Dam											250,000	250,000			(250,000)		(250,000)
Total Renewal Projects		260,000	476,000	1,635,000	735,000	100,000	119,000	487,000	400,000	512,000	250,000	4,974,000			(4,974,000)		(4,974,000)
Total Long Point Region Conservation Authority		260,000	476,000	1,635,000	735,000	100,000	119,000	487,000	400,000	512,000	250,000	4,974,000			(4,974,000)		(4,974,000)
Haldimand-Norfolk Housing Corporation																	
Studies & Assessments																	
9632611 Crime Prevention by Environmental Design Assessment		41,000										41,000			(41,000)		(41,000)
Total Studies & Assessments		41,000										41,000			(41,000)		(41,000)
Repair & Renewal Program																	
9632602 2026 HNHC - Arthur St, Simcoe		185,000										185,000			(185,000)		(185,000)
9632603 2026 HNHC - Scott Ave, Simcoe		126,000										126,000			(126,000)		(126,000)
9632604 2026 HNHC - Regent Ave, Port Dover		80,000										80,000			(80,000)		(80,000)
9632605 2026 HNHC - Western Ave, Delhi		62,000										62,000			(62,000)		(62,000)
9632606 2026 HNHC - William St, Delhi		139,000										139,000			(139,000)		(139,000)
9632607 2026 HNHC - Nichol St, Waterford		259,000										259,000			(259,000)		(259,000)
9632608 2026 HNHC - 2nd William St Location, Delhi		65,000										65,000			(65,000)		(65,000)
9632609 2026 HNHC - Oak St, Simcoe		208,000										208,000			(208,000)		(208,000)
9632610 2026 HNHC - Oakwood Ave and Ashton Dr, Simcoe		92,000										92,000			(92,000)		(92,000)
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)
9633401 2034 HNHC Repair and Renewal										1,794,000		1,794,000			(1,794,000)		(1,794,000)
9633501 2035 HNHC Repair and Renewal											1,893,000	1,893,000			(1,893,000)		(1,893,000)
Total Repair & Renewal Program		1,216,000	1,383,000	1,438,000	1,496,000	1,555,000	1,618,000	1,682,000	1,750,000	1,794,000	1,893,000	15,825,000			(15,825,000)		(15,825,000)
Total Haldimand-Norfolk Housing Corporation		1,257,000	1,383,000	1,438,000	1,496,000	1,555,000	1,618,000	1,682,000	1,750,000	1,794,000	1,893,000	15,866,000			(15,866,000)		(15,866,000)
Total Requisitions From Boards & Agencies		1,866,000	2,215,000	3,501,000	2,746,000	2,036,000	2,125,000	2,829,000	2,560,000	2,727,000	2,575,000	25,180,000			(24,601,000)	(579,000)	(25,180,000)
Total Requisitions from Boards & Agencies		1,866,000	2,215,000	3,501,000	2,746,000	2,036,000	2,125,000	2,829,000	2,560,000	2,727,000	2,575,000	25,180,000			(24,601,000)	(579,000)	(25,180,000)

SECTION 8

Appendices

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

2132701 2026 Norfolk County Strategic Priority Update

Project Summary

Division:

Office of the CAO

Department:

Strategic Initiatives

Capital Expenditures:

\$ 36,000

Lifecycle Costing:

\$ 9,000

Useful Life (Years):

4

Overview:

This project will provide for an update to the Norfolk County Strategic Priorities for the next term of Council, 2026-2030. Committing to strategic priorities will allow Council to respond to community feedback, as well as build a progressive, forward-thinking County specific to Norfolk's demands.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	36,000			36,000
Total Expenditures	36,000	0	0	36,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	36,000			36,000
Development Charges				0
Total Funding	36,000	0	0	36,000



Justification

The Norfolk County Strategic Plan outlines the mission, vision, and values of Norfolk and establishes a road map for the future of the County. At the start of each term of Council, strategic priorities are periodically reviewed to ensure they remain consistent with what Council is hearing from the community. This project is intended to continue building on the existing 2022-2026 Strategic Plan to enhance the day-to-day experience of our residents.

The priorities focus on things like improving and maintaining infrastructure, strengthening the agricultural sector, prioritizing local businesses and organizations, and planning for future growth. It's a blueprint Council will use to guide information they would like staff to bring forward over the rest of their term.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☐ Building Norfolk
 ☐ Connecting Norfolk
 ☒ Serving Norfolk
 ☐ Sustaining Norfolk

Periodically re-evaluating strategic priorities aligns with creating an environment of continuous improvement.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5332612 2026 Video Surveillance Program

Project Summary

Division: Community and Development Services
Department: Fleet and Facilities Services
Capital Expenditures: \$ 150,000
Lifecycle Costing: \$ 150,000
Useful Life (Years): 1

Overview:

This project is part of an annual program that supports the installation of video surveillance cameras at various Norfolk County facilities. Video surveillance cameras provide valuable information to law enforcement during crime investigations and can reduce the number of incidents at County buildings.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	150,000			150,000
Total Expenditures	150,000	0	0	150,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	150,000			150,000
Development Charges				0
Total Funding	150,000	0	0	150,000



Justification

Video surveillance provides footage that is used to help resolve incidents at County facilities, as well as provides a deterrent to reduce potential incidents as a proactive approach to security. A reduction in the number of incidents that video cameras provide will improve well-being of facility users and have positive impacts on insurance premiums in future years. Video surveillance footage is very valuable when prosecuting crimes and is the first request of law enforcement when investigating incidents.

Currently 34 County buildings have video surveillance systems. Remaining allocations of this program will ensure all County facilities become equipped with systems. Locations will be prioritized annually based on recommendations from risk management incident reports. The current schedule of installations utilizing this capital project will be: Simcoe Lions Park, Port Dover Kinsmen Park, Simcoe Recreation Centre / Annaleise Carr Aquatic Centre, Norfolk County Garage, Simcoe Memorial Park, Courtland Operations Building, West Roads Operations Yard.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
☐ Building Norfolk
☐ Connecting Norfolk
☐ Serving Norfolk
☒ Sustaining Norfolk
- Putting better video surveillance in place helps ensure a sustainable resource strategy and protects infrastructure.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5532615 2026 LED Street Lighting Retrofit Program

Project Summary

Division:

Community and Development Services

Department:

Fleet and Facilities Services

Capital Expenditures:

\$ 105,000

Lifecycle Costing:

\$ 8,750

Useful Life (Years):

12

Overview:

This project is part of an annual program endorsed through the 2024-2029 Energy Conservation and Demand Management Plan to replace high pressure sodium street lamps and fixtures with more efficient and environmentally-friendly LED bulbs.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering	15,000			15,000
Construction	90,000			90,000
Purchases / Other				0
Total Expenditures	105,000	0	0	105,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	105,000			105,000
Development Charges				0
Total Funding	105,000	0	0	105,000



Justification

Between 2019-2024 the County retrofitted approximately 3,825 inefficient, T12 incandescent high pressure sodium lamps and fixtures with LED bulbs, which has resulted in significant energy savings and utilities cost savings.

Annual allocations will be used to continue retrofitting existing street lighting assets that are approaching the end of their service life and continue this progress by replacing outdated or inefficient lamps with energy-efficient LED technology. LED fixtures use approximately 50% less electricity and have approximately four times the expected life of equivalent high pressure sodium fixtures, both of which decrease operating costs to the County whether it be through utilities or maintenance savings.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☐ Building Norfolk
 ☐ Connecting Norfolk
 ☒ Serving Norfolk
 ☐ Sustaining Norfolk

Upgrading street lighting to LED supports an environment of continuous improvement.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5332606 CCA - Weather Stations, Tree Planting, Conservation Strategy

Project Summary

Division:

Community and Development Services

Department:

Fleet and Facilities Services

Capital Expenditures:

\$ 110,000

Lifecycle Costing:

\$ 1,467

Useful Life (Years):

75

Overview:

This annual program supports the implementation of climate change adaptation measures in collaboration with multiple County departments. For 2026, the allocation is proposed to be used for the installation of weather stations, undertaking tree planting, and a completing a conservation strategy as supported by Norfolk County's in Climate Change Adaptation Plan.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	110,000			110,000
Total Expenditures	110,000	0	0	110,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	110,000			110,000
Development Charges				0
Total Funding	110,000	0	0	110,000



Justification

In February 2021, Council received the Climate Change Adaptation Plan report. This report expanded on existing adaptation actions Norfolk County was already taking and seeks to implement additional measures to further mitigate climate change.

For 2026, recommendations include implementing six localized weather stations to provide real-time precipitation, temperature, and flood monitoring to improve situational awareness during weather events. They not only support emergency response, but also infrastructure resilience.

A portion of the allocation is also recommended to continue increasing Norfolk's tree canopy via tree planting, which helps sequester carbon and reduce heat impacts.

Finally, developing a comprehensive conservation strategy will help protect against the harmful effects of climate conditions like storms, floods, heat and droughts on our agriculture, wildlife, and shorelines.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk

☐ Building Norfolk

☐ Connecting Norfolk

☐ Serving Norfolk

☒ Sustaining Norfolk
- Implementation of these initiatives is aligned with enhancing Norfolk's climate action strategies.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies



3332004 Elevator Installation - Langton Arena

Project Summary

Division: Community and Development Services
Department: Fleet and Facilities Services
Capital Expenditures: \$ 1,000,000
Lifecycle Costing: \$ 28,571
Useful Life (Years): 35

Overview:

This project will begin the design / engineering phase for the construction of an elevator at the Langton Arena. The overall project will include the construction of the elevator, scheduled for 2027.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering	100,000			100,000
Construction		900,000		900,000
Purchases / Other				0
Total Expenditures	100,000	900,000	0	1,000,000
Funding Sources				
Grants				0
Debt Financing		900,000		900,000
Reserve & Reserve Funds	100,000			100,000
Development Charges				0
Total Funding	100,000	900,000	0	1,000,000

Justification

The second floor of the Langton Arena is currently inaccessible for persons requiring a mobility device. This need was identified in 2018 as a result of numerous requests from the public regarding the inability to access the second floor of the building.

The Langton Arena's main warm viewing area within the facility is currently on the second floor. Installing an elevator in this building would greatly reduce barriers and comply with AODA standards. Engineering and feasibility studies for the potential elevator will be completed ahead of time to to determine if an elevator is feasible as is or if an expansion will be required.

Construction is currently anticipated for 2027, and should this project be viable with potential for grant eligibility staff will seek those funding opportunities.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
- ☒ Building Norfolk
- ☐ Connecting Norfolk
- ☐ Serving Norfolk
- ☐ Sustaining Norfolk
- Adding an elevator to the Langton Arena provides accessible and equitable service options.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5332617 County Facility Backflow Prevention Program

Project Summary

Division:

Community and Development Services

Department:

Fleet and Facilities Services

Capital Expenditures:

\$ 100,000

Lifecycle Costing:

\$ 5,000

Useful Life (Years):

20

Overview:

This project supports the installation of backflow prevention systems at County-owned facilities for the protection of the wider water distribution system. This work is required by the Ministry of Environment, Conservation and Parks (MECP).

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction	100,000			100,000
Purchases / Other				0
Total Expenditures	100,000	0	0	100,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	100,000			100,000
Development Charges				0
Total Funding	100,000	0	0	100,000



Justification

The Ministry of the Environment, Conservation and Parks (MECP) requires a backflow prevention program be in place. This program prevents 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 is currently rolling out a formal backflow program to address these concerns but prior to auditing the County’s IC&I sector, Norfolk’s own facilities must first become compliant.

Through initial surveys it was found that approximately 57 County-owned facilities do not have backflow prevention devices. Last year, Council approved funding to start the program and installations began in 2025, with the remaining work to be completed through this allocation of funds in 2026.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☒ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk

Implementing a County backflow prevention program helps provide a solid infrastructure foundation.

2026 CAPITAL BUDGET
Business Case for Service Improvements or Studies



5332728 PA System Installation at County Buildings

Project Summary

Division: Community and Development Services
Department: Fleet and Facilities Services
Capital Expenditures: \$ 21,000
Lifecycle Costing: \$ 1,400
Useful Life (Years): 15

Overview:

This project includes the installation of new PA Systems at County facilities. PA Systems are recommended to keep building users safe following the removal of landline telephones in County facilities. For 2026, the installation locations include the Culver Operations Building and the Delhi Administration Building.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	21,000			21,000
Total Expenditures	21,000	0	0	21,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	21,000			21,000
Development Charges				0
Total Funding	21,000	0	0	21,000

Justification

With the removal of landline phones at staff workstations, there are currently no PA systems installed at the various administration buildings throughout the County. PA Systems can play a vital role in emergency response situations through clear voice instructions which are essential for the safety of staff and visitors. They can also support daily operations as they can be used for for general announcements and calling for individuals.

Council approved an allocation in previous years to start PA System installations which are being completed throughout 2025 such as at the County Administration Building. As part of 2026's allocation, PA System installations are scheduled for the Culver Operations Building and Delhi Administration Building. Additional PA Systems will be recommended in the future for County facilities years where buildings are not currently equipped and the necessity exists.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☐ Building Norfolk
 ☒ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk

Installing PA systems at more County facilities ensures the health, safety, and well-being of the community.

2026 CAPITAL BUDGET
Business Case for Service Improvements or Studies



5332813 Corporate Renewable Energy Feasibility Study

Project Summary

Division: Community and Development Services
Department: Fleet and Facilities Services
Capital Expenditures: \$ 98,000
Lifecycle Costing: N/A
Useful Life (Years): N/A

Overview:

This project is recommended to conduct a study on the renewable energy solutions for the corporation,, and follows through with a recommendation of the 2024-2029 Energy Conservation and Demand Management Plan.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	98,000			98,000
Total Expenditures	98,000	0	0	98,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	98,000			98,000
Development Charges				0
Total Funding	98,000	0	0	98,000

Justification

In June 2024, Council received the 2024-2029 Norfolk County Energy Conservation and Demand Management Plan (ECDM). The ECDM Plan recommended a standalone Corporate Renewable Energy Feasibility Study to expand the outcomes of the ECDM by better identifying cost-saving renewable energy solutions. The study will also investigate ways to enhance energy resilience and support meeting the ECDM Plan’s consumption and emission reduction targets. It will also position the County to access further funding opportunities which often require support communicating energy conservation information.

The study will also provide a strategic road map to balance environmental, economic, and operational priorities, extending the ECDM Plan’s vision for a sustainable Norfolk County by identifying viable clean energy options that reduce Norfolk’s carbon footprint and operating costs, while improving infrastructure resilience to climate impacts. Staff have identified potential funding opportunities that are available to pursue in order to help offset the cost of undertaking this study as well.

Alignment with 2022-2026 Strategic Plan

- ☐ **Empowering Norfolk**
☐ **Building Norfolk**
☐ **Connecting Norfolk**
☐ **Serving Norfolk**
☒ **Sustaining Norfolk**
- A renewable energy feasibility study will guide recommendations that enhance Norfolk’s climate action strategies.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5432615, 5432647, 5432718 SUV Replacements (2x) - Conversions

Project Summary

Division: Community and Development Services
Department: Fleet and Facilities Services
Capital Expenditures: \$ 86,000
Lifecycle Costing: \$ 12,286
Useful Life (Years): 7

Overview:

These three projects each include the removal of one pick-up truck from the fleet inventory and addition of two additional new SUVs. This conversion would result in cost savings while adding an additional unit to the fleet. The pick-up truck units to be replaced are P011, P015, and P020.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	86,000			86,000
Total Expenditures	86,000	0	0	86,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	86,000			86,000
Development Charges				0
Total Funding	86,000	0	0	86,000



Justification

Fleet is proposing to convert one of the current pick-up trucks into two different cheaper vehicles. The anticipated budget for two SUVs is similar to that of one pick-up truck and result in adding an additional unit to the fleet, increasing flexibility, adding redundancy, and decreasing downtime due to maintenance.

With the aging fleet inventory, staff are noticing an increasing amount of units coming off the road due to cost of repair and the condition of the units. Adding an additional unit would aid in bringing the fleet back to the necessary levels. With the centralization of staff to GAB, there will be a larger access to a pool of vehicles, which will help reduce mileage and rental charges. While pick-up trucks are still needed for certain positions, the need for pick-up trucks has been re-rationalized for many positions and staff have explored a wider group of positions that can operate effectively in SUVs, yielding an opportunity for potential cost savings through the conversions of these cheaper vehicle types. These vehicles would remain with the position through any personnel changes.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☐ Building Norfolk
 ☐ Connecting Norfolk
 ☒ Serving Norfolk
 ☐ Sustaining Norfolk
- Rationalizing the fleet inventory supports an environment of continuous improvement.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5432616 Side Flail Mower

Project Summary

Division:

Community and Development Services

Department:

Fleet and Facilities Services

Capital Expenditures:

\$ 22,000

Lifecycle Costing:

\$ 1,467

Useful Life (Years):

15

Overview:

This project supports the purchase of the first side flail mower for the County.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	22,000			22,000
Total Expenditures	22,000	0	0	22,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	22,000			22,000
Development Charges				0
Total Funding	22,000	0	0	22,000



Justification

This piece of equipment would be a new addition to Norfolk County. The side flail mower will be utilized for the maintenance of trails, parks, and roadside grass and foliage to manage vegetation and growth. A side flail mower is better designed to deal with thicker brush and can mulch sticks / weeds unlike a typical lawn mower. Being side-mounted, it is ideal for uneven terrain and cutting along embankments such as rural ditching, providing a more efficient and effective option than a typical lawn mower for this service.

Currently, the fleet does not include a side flail mower. Adding this piece of equipment to the inventory would result in greater efficiencies during the routine maintenance schedules of parks, trails, and roadsides, and assists in creating a welcoming environment for Norfolk County residents and visitors.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
☐ Building Norfolk
☐ Connecting Norfolk
☒ Serving Norfolk
☐ Sustaining Norfolk

The addition of a new piece of specialized equipment will strengthen the County's service delivery.

2026 CAPITAL BUDGET
Business Case for Service Improvements or Studies



5432640 Enhancement of Automated Vehicle Locating System

Project Summary

Division: Community and Development Services
Department: Fleet and Facilities Services
Capital Expenditures: \$ 500,000
Lifecycle Costing: \$ 50,000
Useful Life (Years): 10

Overview:

This project will update the County's automated vehicle location system with numerous upgrades like tablets and scan in systems in vehicles. AVL coverage will be rolled out to more units as well, including equipment like loaders and graders for the first time.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	500,000			500,000
Total Expenditures	500,000	0	0	500,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	500,000			500,000
Development Charges				0
Total Funding	500,000	0	0	500,000

Justification

The existing AVL system assists in proving compliance with the Ontario Minimum Maintenance Standards, particularly during winter control season. Data is gathered that can be used to inform fleet when and where vehicles are at all times. This enables the ability to assist Risk Management staff when dealing with insurance claims.

Furthermore, an AVL system provides key information to staff. AVL are currently in the majority of licensed equipment in the County's fleet inventory. Staff are looking to expand the AVL program into the unlicensed category of equipment including loaders, graders, and backhoes. Additionally, the enhancement will include the addition of tablets into vehicles to streamline vehicle inspections, and the use of a driver scan in device which would allow County staff to track legislated hours of service in an efficient manner.

Alignment with 2022-2026 Strategic Plan

- ☐ **Empowering Norfolk**
☐ **Building Norfolk**
☐ **Connecting Norfolk**
☒ **Serving Norfolk**
☐ **Sustaining Norfolk**
- The enhancement of the automated vehicle locating system will strengthen the County's service delivery.

2026 CAPITAL BUDGET
Business Case for Service Improvements or Studies

5432649, 5432650 New Fleet Service Vans

Project Summary

Division:
Department:
Capital Expenditures:
Lifecycle Costing:
Useful Life (Years):

Community and Development Services
Fleet and Facilities Services
\$ 85,000
\$ 12,143
7

Overview:

These projects each support the purchase of a new service van for the fleet inventory. These new vans would replace the past practice of converting older out of service model ambulances for wider fleet purposes.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	85,000			85,000
Total Expenditures	85,000	0	0	85,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	85,000			85,000
Development Charges				0
Total Funding	85,000	0	0	85,000



Justification

In previous years, Norfolk County's Fleet department has utilized ambulances that are coming off the road as an opportunity for operational savings by retrofitting the vehicles to serve as field service vans moving forward. However, in practice, the extended useful life of ambulances are leading to the reality that by the time they come off the road it is no longer economical to convert them for new purposes. This is because they are far past a fair condition and once they go into service as a van, they require significant amounts of maintenance following the conversions just to continue operating.

As a result, Fleet is now proposing to purchase vans, and upfit the interiors rather than continuing the practice of converting used ambulances. It is expected a small cost savings will be realized in repairs and maintenance costs as the work on past-useful life vehicles decreases. The vans will be better designed with shelving and features to carry various types of tools and small equipment throughout the County as well and improve operational performance.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
☐ Building Norfolk
☐ Connecting Norfolk
☒ Serving Norfolk
☐ Sustaining Norfolk

Rationalizing the fleet inventory supports an environment of continuous improvement.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies



5432651 Forks for Delhi Loader

Project Summary

Division: Community and Development Services
Department: Fleet and Facilities Services
Capital Expenditures: \$ 20,000
Lifecycle Costing: \$ 1,111
Useful Life (Years): 18

Overview:

This project supports the purchase of fork attachments for the existing loader at the Delhi Operations Yard. Currently the loader at the Delhi Yard is not equipped with a set of forks, however having the attachment installed would increase operational efficiencies and reduce the need for other pieces of equipment, such as a forklift.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	20,000			20,000
Total Expenditures	20,000	0	0	20,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	20,000			20,000
Development Charges				0
Total Funding	20,000	0	0	20,000

Justification

Fork attachments for loaders increase operational efficiency and versatility by allowing the machine to safely lift and move palletized loads, bulky items, and other materials. A primary benefit of this attachment includes increasing productivity by reducing time and effort to load, unload, and stack heavy items on or with other pieces of equipment.

Forks provide a stable and secure grip of materials reducing the risks of loads shifting and falling during transport and providing a much safer work environment. These pieces of equipment are also cost effective, easy to maintain, and multi-functional, reducing the need for other specialized heavy machinery in the County's fleet inventory.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☐ Building Norfolk
 ☐ Connecting Norfolk
 ☒ Serving Norfolk
 ☐ Sustaining Norfolk
- The addition of a new piece of specialized equipment will strengthen the County's service delivery.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5432652 Thumb for Delhi Backhoe - B093

Project Summary

Division:

Community and Development Services

Department:

Fleet and Facilities Services

Capital Expenditures:

\$ 27,000

Lifecycle Costing:

\$ 2,250

Useful Life (Years):

12

Overview:

This project supports the purchase of a thumb attachment for the existing backhoe at the Delhi Operations Yard. Currently, the backhoe at the Delhi yard (unit B093) is not equipped with this attachment and having it available would increase efficiencies, provide better control, and enhance the operational safety of the unit.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	27,000			27,000
Total Expenditures	27,000	0	0	27,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	27,000			27,000
Development Charges				0
Total Funding	27,000	0	0	27,000



Justification

The Delhi Operations Yard would benefit from purchasing a thumb attachment for the existing backhoe in its heavy equipment inventory in order to achieve greater operational efficiencies and increased versatility.

A thumb attachment provides many benefits for the operation of the backhoe including enhanced precision and control over delicate tasks such as the moving of cement, debris, logs, and pipes which are difficult to pick up with the bucket alone. A thumb also offers an additional level of safety working with the equipment by providing a more secure and stable grip of the items being relocated which can reduce the risks of of loads slipping or falling unexpectedly.

Finally, a thumb attachment transforms the backhoe into a multi-functional tool, reducing the need for additional attachments and other specialized pieces of equipment making it a worthwhile expansion of the County's fleet and equipment inventory.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk

☐ Building Norfolk

☐ Connecting Norfolk

☒ Serving Norfolk

☐ Sustaining Norfolk
- The addition of a new piece of specialized equipment will strengthen the County's service delivery.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies



7332620 Turf Roller

Project Summary

Division: Community and Development Services
Department: Parks, Recreation and Culture
Capital Expenditures: \$ 15,000
Lifecycle Costing: \$ 750
Useful Life (Years): 20

Overview:

This project includes the purchase of a turf roller for Parks West in order to provide upkeep for numerous sports fields, open grass areas, and recreational spaces used daily by the public. The investment in a turf roller supports short-term operational needs, long-term asset management goals, and the safety and well being of residents using these spaces.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	15,000			15,000
Total Expenditures	15,000	0	0	15,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	15,000			15,000
Development Charges				0
Total Funding	15,000	0	0	15,000

Justification

Turf maintenance is a core component of parks management, ensuring that surfaces remain level, healthy, and safe for recreational use. A new turf roller will help create smoother and more even playing surfaces, reducing trip hazards and improving athlete safety across soccer fields, baseball diamonds, and general recreation areas. Investing in a new turf roller for Parks West is essential to maintain field quality, reduce safety risks, and increase maintenance efficiency.

This investment improves operational efficiency by reducing manual labor and wear on existing less purposeful equipment, ultimately lowering long-term maintenance costs. Additionally, providing staff with modern, effective tools fosters a safer, more satisfying work environment, empowering them to deliver high-quality service.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☐ Building Norfolk
 ☐ Connecting Norfolk
 ☒ Serving Norfolk
 ☐ Sustaining Norfolk
- Purchasing a turf roller to maintain parks will help strengthen the County's service delivery.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

7332619 Accessible Play Park - Waterford Cedarwood Park

Project Summary

Division:

Department:

Capital Expenditures:

Lifecycle Costing:

Useful Life (Years):

Community and Development Services

Parks, Recreation and Culture

\$ 440,000

\$ 22,000

20

Overview:

This project will begin the design / engineering phase for a play park. The overall project will include the construction of a new play park at Cedarwood Park in Waterford, scheduled for 2027.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering	40,000			40,000
Construction		400,000		400,000
Purchases / Other				0
Total Expenditures	40,000	400,000	0	440,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	220,000			220,000
Development Charges	220,000			220,000
Total Funding	440,000	0	0	440,000



Justification

As a progressive and inclusive community, Norfolk must ensure that all children, regardless of ability, have equal access to play. A fully accessible play park in Cedarwood Park would provide a safe, engaging environment where children living with disabilities can play alongside their peers. Accessible play equipment encourages physical activity, improves motor skills, and boosts confidence. It also provides critical opportunities for cognitive development and social interaction, supporting emotional and mental health for children and their families.

Investment in inclusive infrastructure ensures long-term utility and adaptability of public spaces. An accessible play park is not just a one-time expenditure, but a sustainable, future-proofed asset that will serve generations. A fully accessible play park in Cedarwood Park is a practical and forward-thinking investment in Waterford’s future. It reflects the values of equality, inclusion, and community. Installation of a new playground supports growth in this area and as a result is anticipated to be eligible for a reasonable proportion of development charges funding.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
☒ Building Norfolk
☐ Connecting Norfolk
☐ Serving Norfolk
☐ Sustaining Norfolk

Adding a play park in Waterford helps support infrastructure that ensures complete communities.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies



7331941 Lynn River Silt Trap - Clifton Park Simcoe

Project Summary

Division: Community and Development Services
Department: Parks, Recreation and Culture
Capital Expenditures: \$ 50,000
Lifecycle Costing: \$ 5,000
Useful Life (Years): 10

Overview:

This project includes the replacement of two silt traps located in the Lynn River in Clifton Park, Simcoe, plus the construction of one new larger silt trap. This work is important to protect water quality, prevent erosion, and ensure compliance with environmental regulations.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction	50,000			50,000
Purchases / Other				0
Total Expenditures	50,000	0	0	50,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	50,000			50,000
Development Charges				0
Total Funding	50,000	0	0	50,000

Justification

Silt traps are important as they help maintain water quality, prevent soil erosion, protect fish habitats, and ensure proper drainage. Silt traps require ongoing monitoring and maintenance to avoid downstream drainage systems becoming completely blocked and leading to flooding or system failure. Otherwise, costly excavation should be completed every 2-5 years to remedy silt / erosion. Ongoing silt trap maintenance programs are cheaper and require less frequent interventions, scheduled for every 10 years.

The intent of this project is to replace two silt traps in the Lynn River with one larger silt trap approximately 20' long, 8' deep, 15' wide. Staff have been working with the LPRCA on the maintenance of the existing silt traps and based on consultations with them, this project has been recommended in the past but continually been deferred until this year. Now, with additional years of wear and tear on these traps, it is becoming more important than ever to prioritize this upgrade in order to avoid potentially costly repairs and excavation in the future.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☐ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☒ Sustaining Norfolk
- Replacing the silt traps supports the community while respecting the environment.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

7332412 East Field Lighting - McLaughlin Soccer Park

Project Summary

Division:
Department:
Capital Expenditures:
Lifecycle Costing:
Useful Life (Years):

Community and Development Services
Parks, Recreation and Culture
\$ 120,000
\$ 4,800
25

Overview:

This project will begin the design / engineering phase of lighting towers. The overall project will include the installation of the towers around the east field of McLaughlin Soccer Park, including all lights and hydro connectivity, scheduled for 2027.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering	20,000			20,000
Construction		100,000		100,000
Purchases / Other				0
Total Expenditures	20,000	100,000	0	120,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	120,000			120,000
Development Charges				0
Total Funding	120,000	0	0	120,000



Justification

Norfolk Soccer Club has continued to grow their membership over the last five years and players are continuing to play later in life. The last couple years they have had multiple junior and senior teams. Lighting both fields would allow for multiple games to be played per night and alleviate inconvenient scheduling time. This would potentially allow the club to also host bigger tournaments, bringing a boost to Norfolk County's economy.

Lighting installations have already been completed on the west field of the soccer park and at that time, the underground electrical connections were installed in anticipation of future lighting connections on the east soccer pitch. As a result of this proactive measure, some cost avoidance for this this project has been achieved as the connectivity already exists.

The Norfolk Soccer Club is very independent, has a record of partnering with Norfolk County on various projects. They have expressed a willingness to contribute with this project should it be approved to proceed.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
☐ Building Norfolk
☐ Connecting Norfolk
☒ Serving Norfolk
☐ Sustaining Norfolk

Adding lighting to the East Field of McLaughlin Soccer Park strengthens service delivery.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

7332621 Simcoe Kinsmen Splash Pad Sun Shade

Project Summary

Division: Community and Development Services
Department: Parks, Recreation and Culture
Capital Expenditures: \$ 25,000
Lifecycle Costing: \$ 1,000
Useful Life (Years): 25

Overview:

This project involves the installation of a new 16' x 16' sunshade at the Simcoe Kinsmen Splash Pad. The purpose of the purchase is to provide a shaded area for parents and their children, helping to protect them from sun exposure on hot days when the splash pad is most frequently used.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	25,000			25,000
Total Expenditures	25,000	0	0	25,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	25,000			25,000
Development Charges				0
Total Funding	25,000	0	0	25,000



Justification

This project includes the installation of a new 16' x 16' sunshade on the east side of the splash pad property. The Simcoe Kinsmen Splash Pad is a great place for Norfolk's community members to cool off on a hot day, but over the years staff have received numerous pieces of feedback from the public about the lack of shade around the splash pad. Sun exposure can cause many health side effects to our residents especially on hot sunny days where the splash pad is most heavily used. For context, in the summer months the splash pad could have 30-40 people using the facility on any given day.

Staff recommend addressing the community feedback by installing the 16' x 16' sunshade to more people who use the splash pad safe and shaded. By installing this sunshade, staff would improve service levels to the Simcoe Kinsmen Splash Pad and address community members' concerns.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☒ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk
- Adding a sun shade to the Simcoe Splash Pad area will help ensure the health, safety, and well-being of the community.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

7332635 Archaeological Assessment and Columbarium - Bayview

Project Summary

Division:

Community and Development Services

Department:

Parks, Recreation and Culture

Capital Expenditures:

\$ 145,000

Lifecycle Costing:

\$ 11,154

Useful Life (Years):

13

Overview:

The location at the Bayview Cemetery has been impacted by the discovery of First Nations Artifacts. This discovery has resulted in the halting of grave sales and significant costs to conduct archaeology and monitoring on the site. This project proposes conducting Stage 3 archaeological work and investigating the addition of more columbaria.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering	60,000			60,000
Construction				0
Purchases / Other	85,000			85,000
Total Expenditures	145,000	0	0	145,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	145,000			145,000
Development Charges				0
Total Funding	145,000	0	0	145,000



Justification

Columbaria are a wise use of cemetery land, with the ability to accommodate a higher density of interments in a smaller footprint. As a result, the development of columbaria in cemeteries have the added benefit of extending the life of the cemetery. For Bayview, a columbarium addition has the benefit of eliminating interment delays for cremation, reduction of ground disturbance on artifacts, and elimination of a portion of archaeological and monitoring costs resulting in an estimated savings.

Staff recommend a 200-unit columbarium. Bayview has an interment rate of under 15 per year, making the life expectancy about 13 years. The long-term sustainability of existing cemeteries ensures the wise use of County land. The ability for residents to memorialize their families in local cemeteries establishes and maintains a physical record of a family’s legacy in the community. Having this option at the Bayview cemetery will help ensure continued cemetery services to this community.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☐ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☒ Sustaining Norfolk

Undertaking the assessment and adding columbaria protects and strengthens Norfolk’s heritage.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies



7332622 Sports Field Light Tower Structural Reviews

Project Summary

Division:
Department:
Capital Expenditures:
Lifecycle Costing:
Useful Life (Years):

Community and Development Services
Parks, Recreation and Culture
\$ 30,000
\$ 3,000
10

Overview:

This project proposes procuring an expert to complete a structural review on light poles and towers at all sports field and multi-use courts across Norfolk with the goal of maintaining sports parks in a state of good repair, enhancing the public's safety. and promoting the long-term sustainability of recreation in Norfolk County.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	30,000			30,000
Total Expenditures	30,000	0	0	30,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	30,000			30,000
Development Charges				0
Total Funding	30,000	0	0	30,000

Justification

A structural review on all sports field and multi-use courts with a focus on the light poles and towers will not only assess their condition and appropriate replacement schedule, but their immediate safety. The goal of the study is to ensure that the current sports field light poles and towers are structurally sound. The study involves identifying hazards and updating our life cycle planning for the light poles and towers.

The last structural review was conducted in 2016, and a new assessment is needed to ensure continued safety and functionality of both the light poles and light towers. Periodic reviews is a best practice for this service.

Staff believe this project will provide residents that use sports fields and multi-use courts a better sense of safety and security while also ensuring all structures are hazard-less.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
☒ Building Norfolk
☐ Connecting Norfolk
☐ Serving Norfolk
☐ Sustaining Norfolk

Undertaking the structural reviews helps ensure the health, safety, and well-being of the community.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

7632607 PDHM Dock Security Gates

Project Summary

Division:

Community and Development Services

Department:

Parks, Recreation and Culture

Capital Expenditures:

\$ 25,000

Lifecycle Costing:

\$ 5,000

Useful Life (Years):

5

Overview:

The purpose of this project is to install twelve security dock gates at each of the seasonal dock walkways of the Port Dover Harbour Marina. The design will provide a clear separation between public areas and seasonal docks to enhance security for slip holders while also ensuring the marina remains open and welcoming to the public.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction	25,000			25,000
Purchases / Other				0
Total Expenditures	25,000	0	0	25,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	25,000			25,000
Development Charges				0
Total Funding	25,000	0	0	25,000



Justification

As part of the Marina Business Sustainability Plan presented to Council in July 2025, this project was identified to construct gates and introduce gated access to each dock entrance at the Port Dover Harbour Marina.

The PDHM has twelve entrances (walkways) onto seasonal docks. While it is important the marina grounds are open and inviting to the public, keeping seasonal docks secure also protects the property of marina users. Staff would still like seasonal slip holders to have easy access to their boats while also keeping them separate from the public. Staff have concluded that the introduction of security gates at the 12 seasonal dock walkways would provide security to boaters and also keeping the marina grounds open. Staff believe this will provide slip holders with a sense of safety and security. The investment in this project shows that Norfolk County is determined to providing excellent service.

Alignment with 2022-2026 Strategic Plan

- ☒ Empowering Norfolk
 ☐ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk

Adding security gates will help create a place where both business and residents thrive.

2026 CAPITAL BUDGET
Business Case for Service Improvements or Studies

7632608 PRHM Automated Ramp Arm and Digital Technology

Project Summary

Division:
Department:
Capital Expenditures:
Lifecycle Costing:
Useful Life (Years):

Community and Development Services
Parks, Recreation and Culture
\$ 25,000
\$ 2,500
10

Overview:

This project involves the installation of an automated ramp arm and a digital pay station at the Port Rowan Harbour Marina boat ramp. As a passive marina with no on-site staff to collect fees, this technology will enable efficient, self-service payment for residents who use the boat ramp.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	25,000			25,000
Total Expenditures	25,000	0	0	25,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	25,000			25,000
Development Charges				0
Total Funding	25,000	0	0	25,000



Justification

As part of the Marina Business Sustainability Plan presented to Council in July 2025, this project was identified to install access and payment technology at the Port Rowan Harbour Marina. The PRHM has a ramp available twenty-four hours a day, seven days a week for the public to use. Currently there is no way to ensure all payments for the use of the boat ramp are collected. The installation of an automated paying station and ramp arm should help increase collection of payments.

The Port Rowan Harbour Marina has been consistently identified as unprofitable / unviable as a business operation, in part due to its passive operations. However staff have identified revenue generation as a major opportunity for the marina to grow. This investment will ensure all payments for residents using the ramp are received, while also committing to the idea of revenue generation and growth for the marina.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
☐ Building Norfolk
☐ Connecting Norfolk
☐ Serving Norfolk
☒ Sustaining Norfolk

Implementing better pay technology at PRHM helps continue an affordable and sustainable resource strategy.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

7632609 PRHM Pier Inspections

Project Summary

Division:

Community and Development Services

Department:

Parks, Recreation and Culture

Capital Expenditures:

\$ 15,000

Lifecycle Costing:

\$ 500

Useful Life (Years):

30

Overview:

The purpose of this project is to inspect the Port Rowan Harbour Marina pier to assess its condition, including any signs of damage or aging. As a long-standing feature of the Port Rowan community, the pier plays an important role for our community members. With current lower water levels, now is an ideal time to conduct a thorough inspection of the infrastructure.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	15,000			15,000
Total Expenditures	15,000	0	0	15,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	15,000			15,000
Development Charges				0
Total Funding	15,000	0	0	15,000



Justification

As part of the Marina Business Sustainability Plan presented to Council in July 2025, this project was identified to inspect the Port Rowan Harbour Marina Pier. The pier is used daily for fishing and sightseeing by local community members and tourists. Inspections of the pier would assess its condition to give community members and tourists peace of mind when it comes to their security and safety while out on the pier, as well as identifying the need for other potential capital repairs.

The inspection can also assess the feasibility of offering additional waterlots and/or seasonal or transient slips along the pier (particularly along the west side), which may lead to recommendations that have the potential to increase revenue at the Port Rowan Harbour Marina and increase its viability as a self-sustaining operation.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☒ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk

Completing marina asset inspections helps provide a solid infrastructure foundation.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

8232302 Cultural Plan & Archaeological Management Plan

Project Summary

Division:
Department:
Capital Expenditures:
Lifecycle Costing:
Useful Life (Years):

Community and Development Services
Planning and Realty Services
\$ 250,000
N/A
N/A

Overview:

As part of the Official Plan Review, a Cultural Plan and Archaeological Management Plan have to be completed in order to ensure compliance with applicable provincial policy. The Official Plan enables the County to complete these study works and provide a framework for the completion of these studies.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	250,000			250,000
Total Expenditures	250,000	0	0	250,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	250,000			250,000
Development Charges				0
Total Funding	250,000	0	0	250,000



Justification

Since the creation of the Norfolk County Official Plan, no detailed work has been undertaken regarding cultural heritage and archaeological matters beyond the establishment of standard policies. Sections 5.7.1 (g) and 5.7.4 (d) of the Official Plan provide the authority and framework for the County to carry out these studies.

The continued absence of this detailed work presents a barrier to implementing modernized policy standards. It also limits clarity around when archaeological assessments are required as part of development applications.

Completion of this project is needed in order to ensure compliance with applicable provincial policies. Completing this project will help ensure Norfolk County’s policies are current, comprehensive, compliant and in alignment with the County’s strategic plan.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
☒ Building Norfolk
☐ Connecting Norfolk
☐ Serving Norfolk
☐ Sustaining Norfolk

Completing a Cultural Plan & Archaeological Management Plan will help foster responsible growth policies.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

8232603 Housing Needs Assessment Phase 2

Project Summary

Division:

Community and Development Services

Department:

Planning and Realty Services

Capital Expenditures:

\$ 25,000

Lifecycle Costing:

N/A

Useful Life (Years):

N/A

Overview:

This is a follow-up on the Housing Needs Assessment Outcomes presented to Council in July 2025. While Phase 1 fulfilled legislative / external funding obligations, Phase 2 will focus on expanding the outcomes and providing capacity for the County to plan and deliver housing more effectively.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	25,000			25,000
Total Expenditures	25,000	0	0	25,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	25,000			25,000
Development Charges				0
Total Funding	25,000	0	0	25,000



Justification

Phase 2 it intended to disaggregate housing need by urban area allowing for more understanding of the pressures and gaps specific to each, support the County’s growing need for more localized data to inform its Secondary Plans as they extend beyond the downtowns, provide enhanced insight to support future CIP planning and land needs analyses, assist Council and staff in prioritizing infrastructure and land use decisions with a stronger housing / equity lens, and offer a bridge between Norfolk’s current growth allocations and the County’s actual capacity to deliver a diverse housing mix across the housing continuum.

As discussed in the Phase 1 report to Council, areas for further study may also include investigating housing needs for temporary agricultural workers, potential opportunities on municipally owned lands, and incentives to support diverse and affordable housing options in conjunction with other initiatives such as the Community Improvement Plan, County Land Review, and other future growth-related studies.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☒ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk

Conducting a second phase to the Housing Needs Assessment will help foster responsible growth policies.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

3332601 2026 Barrier Free Access Program

Project Summary

Division:

Corporate Services

Department:

Customer Service and Communications

Capital Expenditures:

\$ 82,000

Lifecycle Costing:

\$ 82,000

Useful Life (Years):

1

Overview:

The Barrier Free Access Program supports accessibility upgrades across Norfolk County's goods, services, and facilities. This project underscores that the County's commitment to ensuring the health, safety, accessibility, and well-being of all community members remains a top priority for staff.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction	82,000			82,000
Purchases / Other				0
Total Expenditures	82,000	0	0	82,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	82,000			82,000
Development Charges				0
Total Funding	82,000	0	0	82,000



Justification

The Barrier Free Access Program is guided by Norfolk County's Multi-Year Accessibility Plan and supports projects that identify, remove, and prevent barriers for people with disabilities. These projects aim to improve service delivery and address accessibility-related concerns raised by the community.

Funding may be used to support construction or purchase of enhancements that improve access to buildings, structures, premises, or specific areas. These upgrades help ensure that County facilities and services are inclusive and usable by all.

Completion of this project demonstrates Norfolk County's commitment to health, safety, accessibility, and well-being by providing equitable and accessible service options.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☒ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk

Accessibility initiatives develop the infrastructure and supports needed to ensure complete communities.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

3332605 Norfolk County Accessibility Design Guidelines Update

Project Summary

Division:

Corporate Services

Department:

Customer Service and Communications

Capital Expenditures:

\$ 30,000

Lifecycle Costing:

\$ 6,000

Useful Life (Years):

5

Overview:

An update to the Norfolk County Accessibility Design Guidelines is necessary to ensure the document remains current with evolving legislative requirements, technical standards, and best practices in universal design. The guidelines were last updated in 2019, since than there have been key changes to relevant standards including the AODA, and OBC.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	30,000			30,000
Total Expenditures	30,000	0	0	30,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	30,000			30,000
Development Charges				0
Total Funding	30,000	0	0	30,000



Justification

Updating the design guidelines will ensure consistency across internal departments and projects, as well as with external vendors and contractors so that all new construction, renovations, and retrofits meet a high and uniform standard of accessibility. Updating these guidelines also helps to mitigate risk by reducing the likelihood of non-compliance, legal issues, or costly retrofits resulting from outdated design requirements.

A current and updated accessibility design guideline demonstrates the County’s leadership and ongoing commitment to equity, inclusion, and public accountability. By aligning with current legislative and technical standards, the updated guidelines will support the development of safe, welcoming, and universally accessible spaces across County facilities.

Updating Norfolk's Accessibility Design Guidelines embeds accessibility and inclusion in the foundation of all built environments. By modernizing these guidelines staff are promoting policies and processes that foster responsible growth aligning with Council's strategic plan.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☒ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk

Maintaining relevant accessibility guidelines helps develop infrastructure to ensure complete communities.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

7532508 Ambulance Security Safes

Project Summary

Division:
Department:
Capital Expenditures:
Lifecycle Costing:
Useful Life (Years):

Emergency and Social Services
Paramedics
\$ 60,000
\$ 10,000
6

Overview:

This project includes the installation of security safes for medications in 11 ambulances, four emergency response vehicles, and two paramedic vehicles. Carrying the medications in the vehicles will enhance service delivery in Norfolk County by providing paramedics with additional symptom relief treatment options to manage a wider range of injuries and illnesses.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	60,000			60,000
Total Expenditures	60,000	0	0	60,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	60,000			60,000
Development Charges				0
Total Funding	60,000	0	0	60,000



Justification

There are anticipated upcoming changes to the Ambulance Act under which new medications will become an integral part of the paramedic skill set. The new medications fall into a class of controlled substances that as per legislation will require specialized storage in safes. These safes are designed to reduce the risk of drug diversion while maintaining employee accountability and compliance with all applicable legislation.

The addition of narcotics to the paramedic skill set reflects the latest evidence and best practice to manage severe life-threatening situations such as seizures, myocardial infarction, as well as improved levels of care pertaining to pain management, psychosis, and sedation.

The introduction of new medications equips paramedics with expanded treatment options to manage a broader range of injuries and illnesses. This upgrade will improve the quality of care and the service provided to community members.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
☒ Building Norfolk
☐ Connecting Norfolk
☐ Serving Norfolk
☐ Sustaining Norfolk

Adding safes to carry new medications in the vehicles ensures the health, safety, and well-being of the community.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

7532608 Mechanical CPR Devices (13x)

Project Summary

Division:

Emergency and Social Services

Department:

Paramedics

Capital Expenditures:

\$ 520,000

Lifecycle Costing:

\$ 74,286

Useful Life (Years):

7

Overview:

This project includes the acquisition of 13 mechanical CPR devices. The need for this project is related to population growth; as population grows so does the demand for emergency medical services. These devices ensure that paramedics can respond effectively in both urban and rural settings, particularly where manual CPR is difficult.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	520,000			520,000
Total Expenditures	520,000	0	0	520,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	260,000			260,000
Development Charges	260,000			260,000
Total Funding	520,000	0	0	520,000



Justification

Since 2020, Norfolk County has experienced its highest volume of cardiac arrest responses, with approximately 160 cases annually, and 84 patients receiving CPR per year. In 2023, regulatory standards were updated, requiring paramedics to perform CPR for a minimum of 20 minutes, plus transport time, in cardiac arrest cases. However, delivering consistent high-quality manual CPR in real-world conditions remains a significant challenge. An investment in automated CPR devices will help ensure consistent, guideline-compliant CPR in all environments, improve patient outcomes by maintaining optimal compression depth and rate, reduce physical strain and injury risk for paramedics, and free up paramedics to focus on other critical aspects of the cardiac arrest.

This investment supports both clinical excellence and occupational safety, aligning with best practices and enhancing our emergency response capabilities by improving patient outcomes. The use of automated CPR devices have been associated with better rates of return of spontaneous circulation (ROSC) and survival to hospital admission.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☒ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk

Purchasing new life-saving equipment ensures the health, safety, and well-being of the community.

2026 CAPITAL BUDGET
Business Case for Service Improvements or Studies



7532609 Spare Cardiac Monitor

Project Summary

Division: Emergency and Social Services
Department: Paramedics
Capital Expenditures: \$ 70,000
Lifecycle Costing: \$ 10,000
Useful Life (Years): 7

Overview:

Norfolk County Paramedic Services requires the purchase of an additional cardiac monitor to serve as a spare unit. The additional cardiac monitor will enhance reliability and resilience of Norfolk County Paramedic Services. Having a spare cardiac monitor ensures that front line responders are never without essential diagnostic tools.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	70,000			70,000
Total Expenditures	70,000	0	0	70,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds				0
Development Charges	70,000			70,000
Total Funding	70,000	0	0	70,000

Justification

Cardiac monitors are essential for patient assessment and care during pre-hospital emergencies. They provide real-time data on heart rhythm, oxygen saturation, blood pressure, other vital signs, and defibrillation. Having a spare unit readily available ensures continuity of service in the event of equipment failure or maintenance downtime. Currently, when a monitor is unavailable, staff must remove the device from another paramedic unit. The primary benefit of this investment is risk mitigation, being able to avoid service disruptions or delays due to unavailable equipment is a major benefit, that will no longer compromise patient care.

Having spare cardiac monitors ensures that front-line responders are never without essential diagnostic tools, thereby improving patient outcomes and maintaining high standards of care. It also supports operational readiness and aligns with the County's commitment to proactive and responsive public service. This investment will help staff provide excellent service by making sure employees are never without essential equipment.

Alignment with 2022-2026 Strategic Plan

- ☐ **Empowering Norfolk**
 - ☐ **Building Norfolk**
 - ☐ **Connecting Norfolk**
 - ☒ **Serving Norfolk**
 - ☐ **Sustaining Norfolk**
- Adding equipment redundancy creates an environment of continuous improvement and operational readiness.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

6432601 10-Year Housing & Homelessness Plan

Project Summary

Division:

Emergency and Social Services

Department:

Housing and Social Services

Capital Expenditures:

\$ 50,000

Lifecycle Costing:

\$ 5,000

Useful Life (Years):

10

Overview:

This project requires staff to conduct a legislatively-required long-term study. The study sets goals for staff and both Norfolk County and Haldimand County Councils to guide the Housing and Homelessness Plan throughout the next 10 years to provide positive impacts to the entire housing continuum.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	50,000			50,000
Total Expenditures	50,000	0	0	50,000
Funding Sources				
Grants / External Recovery	17,000			17,000
Debt Financing				0
Reserve & Reserve Funds	33,000			33,000
Development Charges				0
Total Funding	50,000	0	0	50,000



Justification

The 10-Year Housing and Homelessness Plan is a Ministry of Municipal Affairs and Housing requirement for all 47 Service Managers in Ontario. The plan outlines specific community needs for Haldimand and Norfolk Counties, addressing local circumstances, challenges and opportunities, and helping to implement solutions to those issues. Earlier this year, the joint advisory committee received the Year 10 update report from the existing plan, which is now up for renewal.

The 10-Year Housing and Homelessness plan sets achievable goals for staff and both Norfolk County and Haldimand County Councils. In doing so Norfolk and Haldimand will be putting the tools and resources in place to ensure our businesses' and residents' succeed maintaining alignment with both Councils' strategic plans.

The project will be funded by shared levies, so only approximately \$33,000 of the project budget is expected to be a cost to Norfolk.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☒ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk

Updating the Housing & Homelessness Plan seeks to ensure the health, safety, and well-being of the community.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies



5632513 Asphalt Hotbox and Recycler (2x)

Project Summary

Division: Public Works
Department: Roads
Capital Expenditures: \$ 143,000
Lifecycle Costing: \$ 9,533
Useful Life (Years): 15

Overview:

The project includes the purchase of two two-ton, dump trailer mounted diesel or propane fired asphalt hot boxes with recycler / reclaimer capabilities. The hot box would allow the County to increasingly repair potholes with hot mix asphalt instead of cold patch, a better practice.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	143,000			143,000
Total Expenditures	143,000	0	0	143,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	143,000			143,000
Development Charges				0
Total Funding	143,000	0	0	143,000

Justification

Patching with hot mix would allow roads to use far less cold patch, which results in a more permanent fix. This could lead to savings in materials and resources as staff would reduce the amount of times they fill the same pothole.

Generally the tender price for cold patch by the ton is more expensive than hot mix asphalt, resulting in comparative savings. With this approach, staff would still use cold patch, however, it can continue being phased down in favour of hot mix with the purchase of these additional units. The recycler / reclaimer features allow roads to utilize current stock piles and waste material with a minimal fee of an emulsion additive as well.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
- ☒ Building Norfolk
- ☐ Connecting Norfolk
- ☐ Serving Norfolk
- ☐ Sustaining Norfolk

Purchasing hotboxes will help staff maintain Norfolk's solid infrastructure foundation.

2026 CAPITAL BUDGET
Business Case for Service Improvements or Studies



5632611 Multi-function Brush Cutter Arm

Project Summary

Division: Public Works
Department: Roads
Capital Expenditures: \$ 575,000
Lifecycle Costing: \$ 38,333
Useful Life (Years): 15

Overview:

The project includes the investment of the first of three brush cutters with a multi-functional arm (purchases phased over three years). The project is expected to reduce downtime and make Norfolk County’s roadsides safer by providing brush chopping on a full time basis. Reduction in liability, claims, and machine repairs would decrease overall spending by Norfolk County.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	575,000			575,000
Total Expenditures	575,000	0	0	575,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	575,000			575,000
Development Charges				0
Total Funding	575,000	0	0	575,000

Justification

The Roads department currently operates a utility tractor with an arm and rotary head (valued at \$380,000) as well as two pay loaders with front mounted arms and rotary heads (valued at \$470,000). While these machines can be made to meet operational needs, the department is unable to maintain an adequate level of service due to a number of factors. This includes downtime for repairs, needing equipment (loaders) for other jobs that take priority, overworking machines that are not intended for Norfolk’s unique landscape, and pure volume of work. Brush chopping should be a year-round operation to maintain consistent service levels that only cease for snow removal operations. In consultation with the Fleet department, an estimated \$15,000 in annual maintenance savings may be realized from reducing strain on existing equipment.

With the investment in brush cutters, Roads would be able to brush roadsides more consistently and efficiently, which will improve public safety and reduce liability to Norfolk County.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
- ☐ Building Norfolk
- ☐ Connecting Norfolk
- ☐ Serving Norfolk
- ☒ Sustaining Norfolk

The purchase should reduce liability, claims, and repairs, continuing an affordable resource strategy.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies



5732604 Vac & Jetter Trailer

Project Summary

Division: Public Works
Department: Environmental Services
Capital Expenditures: \$ 275,000
Lifecycle Costing: \$ 27,500
Useful Life (Years): 10

Overview:

This project aims to purchase a trailer-mounted vacuum / jetter unit, which can be towed by a pickup truck and operated by a small crew. This compact unit is ideal for quick response, routine maintenance, and hard-to-reach locations. It will free up Norfolk's full-size flusher truck for larger projects, extend its lifespan, improve operation flexibility, and reduce contractor costs.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	275,000			275,000
Total Expenditures	275,000	0	0	275,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	275,000			275,000
Development Charges				0
Total Funding	275,000	0	0	275,000

Justification

Norfolk County currently uses a full-size vacuum / flusher truck for all flushing, hydro excavation, and utility locate work. While this truck is critical for larger jobs like full mainline sanitary and stormwater flushing, it is also often used for small routine work like clearing culverts, exposing buried valves or pipes, or flushing short sections of storm sewer. These smaller jobs do not require such a large unit and can create delays when the flusher truck is needed for larger projects, which leads to contracting this work out at a minimum of \$1,100 per request (4hrs x\$275).

Purchasing a trailer-mounted vacuum / jetter unit ideal for quick response, routine maintenance, and hard-to-reach locations will improve operational flexibility, reduce contractor costs, and extend the life of Norfolk's full-size flusher truck by reducing its overuse. Having this trailer in-house will reduce or eliminate the need for external equipment rentals and callouts, freeing up thousands of dollars for other stormwater initiatives. This investment improves service delivery, reduces external dependency, and extends the life of higher-value assets in alignment with the strategic plan.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
- ☒ Building Norfolk
- ☐ Connecting Norfolk
- ☐ Serving Norfolk
- ☐ Sustaining Norfolk
- Purchasing a vac & jetter trailer will help provide a solid infrastructure foundation for stormwater assets.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5532514 Argyle Ave Ext - Bluegrass Ph.4 to Fertilizer, Delhi

Project Summary

Division: Public Works
Department: Engineering and Asset Management
Capital Expenditures: \$ 1,985,000
Lifecycle Costing: \$ 132,333
Useful Life (Years): 15

Overview:

This project will begin the design / engineering phase for the Argyle Ave road extension. The overall project will include the construction of a new road to connect Argyle Ave from the Bluegrass Subdivision to Fertilizer Rd in Delhi.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering	149,000			149,000
Construction		1,836,000		1,836,000
Purchases / Other				0
Total Expenditures	149,000	1,836,000	0	1,985,000
Funding Sources				
Grants				0
Debt Financing		1,376,000		1,376,000
Reserve & Reserve Funds	149,000	460,000		609,000
Development Charges				0
Total Funding	149,000	1,836,000	0	1,985,000



Justification

The Argyle Ave extension from the east end of Argyle Ave to Fertilizer Road will provide an easterly outlet for the truck traffic servicing the Delhi Industrial Area. The project will also include excavation, road granulars, ditching and asphalt on top of installing new wastewater mains and, constructing new water mains. Installation of new underground servicing will begin water looping for this section of the community and is also anticipated to accommodate new growth, making this project eligible for a high proportion of development charge funding as approved via the 2018 Development Charges Background Study. In this case, development charges reserve funds may not have a sufficient balance to fund the project so DC debt is anticipated to be used.

Following the detailed design scheduled for 2026, if approved, construction is scheduled to be tendered in 2027.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☐ Building Norfolk
 ☒ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk
- Constructing new roads brings the community together with physical linkages and maximizes mobility options.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies



5532674 Pedestrian Bridge - Clifton Park

Project Summary

Division: Public Works
Department: Engineering and Asset Management
Capital Expenditures: \$ 100,000
Lifecycle Costing: \$ 2,000
Useful Life (Years): 50

Overview:

The proposed project involves the construction of a small pedestrian bridge near the site of Dingle Creek within Clifton Park. The existing culvert outlet is undersized and experiences frequent washouts during significant rainfall and melt events, and a solution is needed to maintain pedestrian access.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering	25,000			25,000
Construction	75,000			75,000
Purchases / Other				0
Total Expenditures	100,000	0	0	100,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	100,000			100,000
Development Charges				0
Total Funding	100,000	0	0	100,000

Justification

Culvert failures require repeated temporary repairs by Parks and Roads staff, diverting resources from other core work and creating ongoing public safety risks for park users. Sediment build-up at the downstream outlet into the Lynn River further reduces capacity and increases maintenance demands.

As a permanent stormwater solution for this area may still be several years, this project should restore pedestrian access, improve safety, and reduce repetitive maintenance. This approach will improve water conveyance, reduce sediment trapping, and provide a safe, reliable crossing for park users during high-water events. The project directly enhances public safety by eliminating a crossing prone to washouts and erosion during storm events. It will also reduce repetitive maintenance costs, supports infrastructure resilience, and address a known environmental issue causing flooding and erosion.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
- ☒ Building Norfolk
- ☐ Connecting Norfolk
- ☐ Serving Norfolk
- ☐ Sustaining Norfolk
- Constructing new pedestrian bridges helps provide a solid infrastructure foundation.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5532823 Roundabout at St John's Road and Blueline Road

Project Summary

Division:

Public Works

Department:

Engineering and Asset Management

Capital Expenditures:

\$ 3,814,000

Lifecycle Costing:

\$ 254,267

Useful Life (Years):

15

Overview:

This project will begin the design / engineering and land use planning components for traffic safety control measures at a busy intersection. The overall project will include the construction of a roundabout at St. John's Road and Blueline Road, scheduled for 2028. A roundabout is expected to deliver the highest operational performance among the alternatives considered.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering	347,000			347,000
Construction			3,467,000	3,467,000
Purchases / Other				0
Total Expenditures	347,000	0	3,467,000	3,814,000
Funding Sources				
Grants				0
Debt Financing			3,467,000	3,467,000
Reserve & Reserve Funds	347,000			347,000
Development Charges				0
Total Funding	347,000	0	3,467,000	3,814,000



Justification

In October 2025 Council received a report on traffic control options on St. John's Road, and staff recommended continued monitoring of both intersections, with plans to implement a roundabout at each location when operational performance or growth warrants a change in traffic control.

Based on the objective here to improve the overall safety of the intersection by reducing severe injury and fatal collisions, while also providing an equal or better level of service from an operational perspective, a roundabout is anticipated to be supported by 2028.

As Norfolk County is currently experiencing growth in the Port Dover and Simcoe areas, demand on these interconnecting roadways increase, likely making this project eligible for a development charge funding. In this case, the Roads Development Charge Reserve Fund may not have a sufficient balance to fund the project so DC debt is anticipated.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☒ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk

Adding roundabouts on high utilization roads ensures the health, safety, and well-being of the community.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5532621 2026 Sidewalks, Walkways, Street Lighting Improvements

Project Summary

Division:
Department:
Capital Expenditures:
Lifecycle Costing:
Useful Life (Years):

Public Works
Engineering and Asset Management
\$ 228,000
\$ 228,000
1

Overview:

This project provides an ongoing allocation for the installation of new sidewalks in Norfolk County. Projects will be determined based on public need and recommendations of supporting plans such as the ISMP's Active Transportation Study.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction	228,000			228,000
Purchases / Other				0
Total Expenditures	228,000	0	0	228,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	228,000			228,000
Development Charges				0
Total Funding	228,000	0	0	228,000



Justification

Gaps in the County's sidewalk network exist. Sidewalks are an integral part of the County's transportation, and specifically, active transportation network. Filling these gaps will increase pedestrian safety on County roadways and encourage active lifestyles. Similarly, gaps in the illuminated sections of the existing sidewalk network. The ISMP Active Transportation Strategy recommended the connection of several gaps in these network.

Overall, this program is an ongoing process that Norfolk County commits to improving on an annual basis in order to maintain strong public infrastructure. Other projects exist in the capital forecast to replace / rehabilitate degrading sections of sidewalk or street lighting, but the Sidewalks, Walkways, Street Lighting program is specifically available for adding new infrastructure and filling existing gaps.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
☐ Building Norfolk
☒ Connecting Norfolk
☐ Serving Norfolk
☐ Sustaining Norfolk

Increasing active transportation networks brings the community together with physical linkages and maximizes mobility.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5532534 Nelson Street Shoreline Protection

Project Summary

Division:

Public Works

Department:

Engineering and Asset Management

Capital Expenditures:

\$ 300,000

Lifecycle Costing:

\$ 6,000

Useful Life (Years):

50

Overview:

This project includes an allocation of funds to conduct the detailed design and construction of a shoreline solution to protect the Port Dover Water Treatment Plant. Feasibility studies already conducted have led to a recommended solution combining riprap and stacked stone.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction	300,000			300,000
Purchases / Other				0
Total Expenditures	300,000	0	0	300,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	300,000			300,000
Development Charges				0
Total Funding	300,000	0	0	300,000



Justification

In May 2024, Council received a Comprehensive Shoreline Assessment report evaluating risk exposures and environmental impacts at 34 County sites. One of those properties was a site on Nelson Street, bordering the Port Dover Water Treatment Plant (PDWTP) property. The PDWTP and its critical components are becoming increasingly susceptible to flooding, wave action, and advanced erosion. Thousands of residents rely on this property for access to clean water.

Following the initial report, Norfolk County secured funding through the Green Municipal Fund to complete a feasibility study for erosion options at the site. The study explored high-level options for nature-based and built solutions. The preferred option was selected through a multi-criteria analysis and includes installing riprap along the shoreline to enhance erosion protection, stacked stone wall in front of the pump house to mitigate wave impacts, and accounts for climate change impacts like variable water levels and more extreme storm events. Staff are exploring additional funding opportunities to support the project.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☒ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☐ Sustaining Norfolk

Constructing shoreline protection assets helps provide a solid infrastructure foundation.

2026 CAPITAL BUDGET

Business Case for Service Improvements or Studies

5532335 Long Point Causeway Post Construction Monitoring

Project Summary

Division:

Public Works

Department:

Engineering and Asset Management

Capital Expenditures:

\$ 105,000

Lifecycle Costing:

\$ 1,400

Useful Life (Years):

75

Overview:

This project includes the continued monitoring of the effects that may have impacted the habits of critical wildlife habitats in the area of the Long Point Causeway Bridge following the recent reconstruction of that infrastructure.

	2026 (\$)	2027 (\$)	2028-2035 (\$)	Total (\$)
Expenditures				
Engineering				0
Construction				0
Purchases / Other	58,000	47,000		105,000
Total Expenditures	58,000	47,000	0	105,000
Funding Sources				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	58,000	47,000		105,000
Development Charges				0
Total Funding	58,000	47,000	0	105,000



Justification

Following the reconstruction of the Long Point Causeway Bridge, it was a requirement to monitor the effects that project may have had or continue to have on critical wildlife through 2027. This requirement was mandated by the Department of Fisheries and Oceans Canada, and also by Environment and Climate Change Canada as a condition of making replacements to the Long Point Causeway Bridge.

The Long Point Causeway Bridge was reconstructed in 2022, and starting in 2023 Norfolk County the annual capital budgets have included a small allocation to remain responsible for monitoring the effects of the reconstruction. There are no changes to the scope of this project since last year's allocation was approved by Council. 2027 is anticipated to have one more final allocation of funds for this initiative.

Alignment with 2022-2026 Strategic Plan

- ☐ Empowering Norfolk
 ☐ Building Norfolk
 ☐ Connecting Norfolk
 ☐ Serving Norfolk
 ☒ Sustaining Norfolk

Monitoring the impact of bridge construction protects Norfolk's natural heritage.

Summary of Reserves & Reserve Funds

Reserve / Reserve Fund	Audited Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
CCBF Reserve Fund	13,011,285	6,530,463	7,068,766	9,208,199	13,228,040	9,911,873	6,695,168	5,982,938	4,033,905	4,027,780	1,534,815	1,310,534
Cemeteries Reserve	149,732	202,868	159,368	162,368	35,368	163,368	183,368	208,368	361,368	398,368	442,368	624,368
Drains Construction Reserve	6,456,286	2,511,413	2,692,300	2,581,450	2,517,657	2,496,551	2,517,760	2,579,886	2,643,959	2,708,994	2,775,004	2,843,019
Facilities Reserve	19,047,288	16,647,725	16,685,306	8,835,378	3,585,668	8,937,956	12,508,815	19,407,627	13,367,172	20,821,884	16,783,923	24,022,941
Fleet Reserve	13,370,862	4,316,077	1,435,898	2,574,951	2,997,245	6,982,434	10,986,801	16,373,778	18,257,594	20,858,853	18,770,246	24,628,210
General Capital Replacement Reserve	5,437,577	3,858,770	2,648,104	2,433,061	1,621,017	3,414,477	5,671,289	9,101,798	11,556,585	15,720,914	19,524,453	23,766,685
Land Reserve	4,276,586	4,156,025	4,356,025	4,556,025	4,756,025	4,956,025	5,156,025	5,356,025	5,556,025	5,756,025	5,956,025	6,156,025
Library Reserve	588,231	513,470	656,167	794,915	863,679	847,199	967,497	1,083,509	927,212	1,023,335	1,111,765	1,192,387
Marinas Reserve	3,920,766	3,817,632	3,952,645	4,212,499	4,270,205	3,592,598	3,182,937	2,883,855	2,321,462	1,755,709	1,090,119	531,270
New/Incremental Capital Reserve	17,380,529	7,202,466	1,870,466	0	0	0	0	0	0	0	0	0
OCIF Reserve Fund	3,437,714	4,714,735	6,960,984	10,388,650	9,587,157	5,581,079	7,954,329	3,868,427	5,667,215	5,255,312	5,178,835	4,547,022
Parking Reserve Fund	94,333	96,880	98,333	99,808	101,305	102,825	104,367	105,933	107,522	109,135	110,772	112,433
Parkland Reserve Fund	1,146,816	462,356	485,532	476,575	499,963	479,043	502,468	526,245	550,379	574,875	599,738	624,974
Roadway Construction Reserve	21,182,643	13,010,331	10,856,268	11,679,370	10,335,613	15,268,543	17,863,841	25,011,672	33,030,203	40,565,087	53,930,997	73,456,257
Social Housing Norfolk Reserve	643,467	1,022,677	833,377	888,377	946,377	1,006,377	1,069,377	1,134,377	1,202,377	1,272,377	1,371,377	1,447,377
Levy Capital Reserves	110,144,114	69,063,887	60,759,538	58,891,625	55,345,319	63,740,348	75,364,042	93,624,439	99,582,978	120,848,648	129,180,435	165,263,501
Ambulance Development Charge Reserve Fund	326,294	351,762	394,593	(53,819)	(476,645)	(546,769)	(617,622)	(740,471)	(2,101,426)	(3,091,643)	(4,105,487)	(5,401,549)
Ambulance Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0
Fire Development Charge Reserve Fund	2,789,026	3,012,032	3,250,367	3,497,149	3,752,607	4,016,971	4,290,477	1,164,080	1,405,653	1,656,432	1,916,759	2,186,877
Fire Protection Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0
General Government Development Charge Reserve Fund	72,770	(359,045)	(341,884)	(323,679)	(304,301)	(283,721)	(426,934)	(510,484)	(597,456)	(688,960)	(785,007)	(1,014,860)
Library Development Charge Reserve Fund	62,343	171,271	94,386	63,113	33,910	5,892	51,122	99,873	151,284	206,510	264,697	325,989
Library Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0
Parking Development Charge Reserve Fund	719,818	716,968	769,642	824,121	677,534	732,864	790,141	849,394	910,753	974,251	1,039,919	1,107,892
Parks & Recreation Development Charge Reserve Fund	3,986,436	4,393,337	4,742,118	4,667,293	4,700,661	5,079,426	4,510,887	3,528,023	3,079,937	2,633,960	2,190,327	1,749,276
Parks & Recreation Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0
Roads & Related Development Charge Reserve Fund	2,891,415	2,090,443	1,176,835	761,250	(37,484)	(1,310,043)	(2,775,239)	(4,054,401)	(5,674,401)	(7,462,822)	(9,267,664)	(11,143,251)
Roads & Related Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0
Levy DC Reserve Funds	10,848,102	10,376,768	10,086,057	9,435,429	8,346,281	7,694,620	5,822,832	336,014	(2,825,657)	(5,772,271)	(8,746,455)	(12,189,625)

CCBF 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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	10,070,425	13,011,285	6,530,463	7,068,766	9,208,199	13,228,040	9,911,873	6,695,168	5,982,938	4,033,905	4,027,780	1,534,815
Sources												
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0
Grant	4,323,611	4,437,839	4,437,839	4,615,352	4,615,352	4,615,352	4,615,352	4,615,352	4,615,352	4,615,352	4,615,352	4,615,352
Interest Earned	474,137	171,687	104,465	136,082	195,488	146,481	98,943	88,418	59,614	59,524	22,682	19,367
Uses												
Capital Commitments		-10,053,333	-4,004,000	-2,612,000	-791,000	-8,078,000	-7,931,000	-5,416,000	-6,624,000	-4,681,000	-7,131,000	-4,859,000
Capital Actuals	-1,856,888	-1,037,014										
Levy Actuals		0										
Interest Charged												
Closing Balance	13,011,285	6,530,463	7,068,766	9,208,199	13,228,040	9,911,873	6,695,168	5,982,938	4,033,905	4,027,780	1,534,815	1,310,534
Audited G/L Balance	13,011,285											
	-0											

NOTES

As per CS-25-040 presented at the April 8, 2025 CIC meeting, CCBF allocations utilized on infrastructure reconstruction projects from 2026 onwards, including water / wastewater components
Grant forecast based on most recent info published by AMO (until 2028), assumed constant thereafter
Commitments are forecast based on Draft 2026-2035 Levy Capital Plan
Key projects include: 5532516 Norfolk St. Bridge South (2026) and 5532506 East Church St - Main St to Duncombe Rd (2027)



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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	181,368	149,732	202,868	159,368	162,368	35,368	163,368	183,368	208,368	361,368	398,368	442,368
Sources												
Levy Contributions	40,000	101,500	101,500	111,000	120,000	128,000	136,000	144,000	153,000	162,000	172,000	182,000
Uses												
Capital Commitments		-48,364	-145,000	-108,000	-247,000	0	-116,000	-119,000	0	-125,000	-128,000	0
Capital Actuals	-71,636	0										
Levy Actuals		0										
Closing Balance	149,732	202,868	159,368	162,368	35,368	163,368	183,368	208,368	361,368	398,368	442,368	624,368
Audited G/L Balance	149,732											
	0											

NOTES

Contribution phasing into target established by Asset Management Plan by 2035

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 7332635 Archaeological Assessment and Columbariums at Bayview (2026) and 7332823 & 7333113 & 7332636 Columbariums at Delhi (2028 & 2031 & 2034)

Drains Construction Reserve

10-05-9990-2990

Approved Fund Purpose:

To fund the construction, replacement and major upgrades of municipal drain infrastructure.

	Audited Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	4,990,791	6,456,286	2,511,413	2,692,300	2,581,450	2,517,657	2,496,551	2,517,760	2,579,886	2,643,959	2,708,994	2,775,004
Sources												
Levy Contributions	500,000	500,000	863,100	941,000	1,016,000	1,087,000	1,158,000	1,227,000	1,258,000	1,289,000	1,321,000	1,354,000
Allowance	72,871											
Debt Avoidance		2,358,005										
Deferred Debt Payments	1,092,800	988,600										
Interest Earned		66,025	39,788	38,150	37,207	36,895	37,208	38,126	39,073	40,034	41,010	42,015
Uses												
Capital Commitments		-3,229,430	-722,000	-1,090,000	-1,117,000	-1,145,000	-1,174,000	-1,203,000	-1,233,000	-1,264,000	-1,296,000	-1,328,000
Capital Actuals	-200,176	-2,327,570										
Levy Actuals		0										
Identified Allowances		-2,300,504										
Interest Charged												
Closing Balance	6,456,286	2,511,413	2,692,300	2,581,450	2,517,657	2,496,551	2,517,760	2,579,886	2,643,959	2,708,994	2,775,004	2,843,019
Audited G/L Balance	6,456,286											
	0											

NOTES

Contribution phasing into target established by Asset Management Plan by 2035

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 5931175 Haymarsh Reassessment (2026) and 5931226 Murray Drain Culverts (2026)



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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	9,607,166	19,047,288	16,647,725	16,685,306	8,835,378	3,585,668	8,937,956	12,508,815	19,407,627	13,367,172	20,821,884	16,783,923
Sources												
Levy Contributions	4,740,000	5,892,400	6,423,000	9,970,500	11,121,300	11,465,200	12,210,000	12,943,000	13,267,000	13,599,000	13,939,000	13,749,000
Langton Lions Contribution for Proj. 7332612		5,000	5,000	5,000	5,000	5,000						
Deferred Debt Payments	649,300	827,500										
Debt Avoidance	2,332,429	4,851,357										
Interest Earned	2,975,570	437,671	246,581	130,572	52,990	132,088	184,859	286,812	197,544	307,713	248,038	355,019
Uses												
Capital Commitments		-7,973,078	-6,637,000	-17,956,000	-16,429,000	-6,250,000	-8,824,000	-6,331,000	-19,505,000	-6,452,000	-18,225,000	-6,865,000
Capital Actuals	-1,227,920	-5,576,357										
Levy Actuals	-29,257	0										
PY Land Proceeds For Recreation Purposes		-864,057										
Interest Charged												
Closing Balance	19,047,288	16,647,725	16,685,306	8,835,378	3,585,668	8,937,956	12,508,815	19,407,627	13,367,172	20,821,884	16,783,923	24,022,941
Audited G/L Balance	19,047,288											
	0											

NOTES

Contribution phasing into target established by Asset Management Plan by 2035

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 5332554 Exterior Repairs - Carillon Tower (2027) and 7432007 Fire Station #10 St. Williams (2028)



Fleet Reserve

10-05-9954-2954

Approved Fund Purpose:
To fund replacement of County vehicles.

	Audited Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	9,449,434	13,370,862	4,316,077	1,435,898	2,574,951	2,997,245	6,982,434	10,986,801	16,373,778	18,257,594	20,858,853	18,770,246
Sources												
Levy Contributions	4,717,100	6,496,500	10,670,600	8,000,000	8,640,000	9,245,000	9,846,000	10,437,000	11,063,000	11,727,000	12,431,000	11,549,000
Deferred Debt Payments	68,600	1,044,700										
Debt Avoidance	725,000	1,396,598										
Interest Earned	693,140	113,470	21,220	38,053	44,294	103,189	162,367	241,977	269,817	308,259	277,393	363,964
Uses												
Capital Commitments		-17,189,352	-13,572,000	-6,899,000	-8,262,000	-5,363,000	-6,004,000	-5,292,000	-9,449,000	-9,434,000	-14,797,000	-6,055,000
Capital Actuals	-2,282,412	-916,701										
Levy Actuals		0										
Interest Charged												
Closing Balance	13,370,862	4,316,077	1,435,898	2,574,951	2,997,245	6,982,434	10,986,801	16,373,778	18,257,594	20,858,853	18,770,246	24,628,210
Audited G/L Balance	13,370,862											
	0											

NOTES

Contribution phasing into target established by Asset Management Plan by 2035

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 7432602 Pump 2A - Fire Station #2 Port Dover (2026) and 7432605 Tanker 8 - Fire Station #8 Teeterville (2026)



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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	2,622,369	5,437,577	3,858,770	2,648,104	2,433,061	1,621,017	3,414,477	5,671,289	9,101,798	11,556,585	15,720,914	19,524,453
Sources												
Levy Contributions	4,208,500	5,070,000	3,670,000	4,000,000	4,320,000	4,622,000	4,922,000	5,217,000	5,530,000	5,862,000	6,214,000	6,587,000
Contribution for Waste Mgmt. Equipment)			129,200									
Interest Earned	175,736	101,448	39,135	35,957	23,956	50,460	83,812	134,509	170,787	232,329	288,539	351,232
Uses												
Capital Commitments		-5,349,428	-5,049,000	-4,251,000	-5,156,000	-2,879,000	-2,749,000	-1,921,000	-3,246,000	-1,930,000	-2,699,000	-2,696,000
Capital Actuals	-1,569,029	-1,400,827										
Levy Actuals		0										
Interest Charged												
Closing Balance	5,437,577	3,858,770	2,648,104	2,433,061	1,621,017	3,414,477	5,671,289	9,101,798	11,556,585	15,720,914	19,524,453	23,766,685
Audited G/L Balance	5,437,577											
	0											

NOTES

Contribution phasing into target established by Asset Management Plan by 2035

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 7332426 Ice Rink and Floor Boards Replacement - Port Dover Arena (2025) and Information Technology Replacement Program (2026-2035)

Land Reserve

10-05-9986-2986

Approved Fund Purpose:

To purchase land required to carry out the County’s strategic priorities.

	Audited Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	3,763,265	4,276,586	4,156,025	4,356,025	4,556,025	4,756,025	4,956,025	5,156,025	5,356,025	5,556,025	5,756,025	5,956,025
Sources												
Levy Contributions	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Sale of Land	528,539											
Uses												
Capital Commitments		-211,184	0	0	0	0	0	0	0	0	0	0
Capital Actuals	-101,884	-26,679										
Levy Actuals	-113,333	-2,197										
Levy Commitments		-80,500										
PY Donations for Waterfront Purposes		-36,770										
Closing Balance	4,276,586	4,156,025	4,356,025	4,556,025	4,756,025	4,956,025	5,156,025	5,356,025	5,556,025	5,756,025	5,956,025	6,156,025
Audited G/L Balance	4,276,586											
	0											

NOTES

Contribution phasing into target established by Asset Management Plan by 2035

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 8432503 Industrial Lands Sector Needs Assessment (2025)

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	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	803,860	588,231	513,470	656,167	794,915	863,679	847,199	967,497	1,083,509	927,212	1,023,335	1,111,765
Sources												
Levy Contributions	360,000	360,000	430,000	430,000	430,000	430,000	430,000	430,000	430,000	430,000	430,000	430,000
Surplus/Deficit	84,370											
Interest Earned	33,063	13,499	9,697	11,748	12,764	12,520	14,298	16,012	13,703	15,123	16,430	17,621
Uses												
Capital Commitments		-165,380	-297,000	-303,000	-374,000	-459,000	-324,000	-330,000	-600,000	-349,000	-358,000	-367,000
Capital Actuals	-654,962	-247,412										
Levy Actuals	-38,100	-4,568										
Levy Commitments		-30,900										
Interest Charged												
Closing Balance	588,231	513,470	656,167	794,915	863,679	847,199	967,497	1,083,509	927,212	1,023,335	1,111,765	1,192,387
Audited G/L Balance	588,231											
	0											

NOTES

Contributions for 2026 set to level slightly higher than average annual 10-year forecasted spending, assumed constant thereafter

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 9132803 Courtyard Revitalization - Waterford Branch (2029) and Library Materials Program (2026-2035)

Marinas Reserve

10-05-9939-2939

Approved Fund Purpose:

To fund replacements or acquisitions of infrastructure and facilities at Norfolk County marinas.

	Audited Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	2,759,563	3,920,766	3,817,632	3,952,645	4,212,499	4,270,205	3,592,598	3,182,937	2,883,855	2,321,462	1,755,709	1,090,119
Sources												
Levy Contributions	182,000	182,000	182,000	182,000	182,000	182,000	182,000	182,000	182,000	182,000	182,000	182,000
PDHM Net Surplus/(Deficit)	454,118	326,000	311,800	361,800	411,800	-296,500	-296,500	-296,500	-721,500	-721,500	-721,500	-721,500
PRHM Net Surplus/(Deficit)	-113,369	9,700										
Interest Earned	646,682	100,366	58,413	62,254	63,106	53,093	47,038	42,619	34,307	25,946	16,110	7,851
Uses												
Capital Commitments		-590,273	-312,000	-241,000	-494,000	-511,000	-315,000	-200,000	-30,000	-25,000	-115,000	0
Capital Actuals	-7,843	-4,727										
Levy Actuals	-386	0										
Levy Commitments		-126,200	-105,200	-105,200	-105,200	-105,200	-27,200	-27,200	-27,200	-27,200	-27,200	-27,200
Interest Charged												
Closing Balance	3,920,766	3,817,632	3,952,645	4,212,499	4,270,205	3,592,598	3,182,937	2,883,855	2,321,462	1,755,709	1,090,119	531,270
Audited G/L Balance	3,920,766											
	0											

NOTES

Contributions set to status quo level for 2026, assumed constant thereafter

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Net Surplus/(Deficit) and levy commitments forecast based on anticipated revenues and expenses generated from the marinas in future years and is effected by factors such as debt issuances for marina projects

Key projects include: 7632305 & 7632304 PDHM & PRHM Dredging (both 2025) and 7632403 PDHM Washroom / Shower Floor Replacements (2026)

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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	13,115,773	17,380,529	7,202,466	1,870,466	0	0	0	0	0	0	0	0
Sources												
Levy Contributions	2,100,000	2,219,300	2,471,800	2,753,000	2,973,000	3,181,000	3,388,000	3,591,000	3,806,000	4,034,000	4,276,000	4,533,000
Contributions from PY Debt Avoidance	33,900	98,000	54,200									
Contributions from Legacy Fund	6,350,000											
T/F Unused 2023 Levy Funded Capital	96,425											
CPLTC Refund	87,383											
Operating Surplus	8,184,960											
Uses												
Capital Commitments		-3,245,844	-2,829,000	-4,245,000	-1,827,000	-2,167,000	-525,000	-472,000	-218,000	-557,000	-229,000	-458,000
Capital Actuals	-2,017,100	-643,559										
Levy Actuals		0										
Levy Commitments (Waste Mgmt. Equipment)			-5,029,000									
Other Restricted Commitments		-421,000										
CPLTC-Eligible Project	-87,383											
Debt Avoidance (from PY Operating Surplus)	-10,483,429	-8,184,960										
Potential Debt Avoidance				-378,466	-1,146,000	-1,014,000	-2,863,000	-3,119,000	-3,588,000	-3,477,000	-4,047,000	-4,075,000
Closing Balance	17,380,529	7,202,466	1,870,466	0	0	0	0	0	0	0	0	0
Audited G/L Balance	9,195,570											
	8,184,960											

NOTES

Contributions increased at a decreasing rate over time to reflect subsiding inflation

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Per CS-23 Reserve and Reserve Fund Policy, excess balances assumed to be put towards debt mitigation, so forecasted balance plugged to \$0 in future years

Key projects include: 5632611 Multi-function Brush Cutter (2026) and 7532608 Mechanical CPR Devices (2026)



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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	1,309,287	3,437,714	4,714,735	6,960,984	10,388,650	9,587,157	5,581,079	7,954,329	3,868,427	5,667,215	5,255,312	5,178,835
Sources												
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0
OCIF Grant	5,527,570	6,356,706	6,992,377	6,293,139	5,663,825	5,097,443	4,587,699	4,128,929	3,716,036	3,344,432	3,009,989	3,009,989
Interest Earned	128,998	123,951	102,872	153,527	141,682	82,479	117,552	57,169	83,752	77,665	76,535	67,197
Uses												
Capital Commitments		-4,954,552	-4,849,000	-3,019,000	-6,607,000	-9,186,000	-2,332,000	-8,272,000	-2,001,000	-3,834,000	-3,163,000	-3,709,000
Capital Actuals	-3,528,140	-249,084										
Levy Actuals		0										
Interest Charged												
Closing Balance	3,437,714	4,714,735	6,960,984	10,388,650	9,587,157	5,581,079	7,954,329	3,868,427	5,667,215	5,255,312	5,178,835	4,547,022
Audited G/L Balance	3,437,714											
	-0											

NOTES

As per CS-25-040 presented at the April 8, 2025 CIC meeting, CCBF allocations utilized on infrastructure reconstruction projects from 2026 onwards, including water / wastewater components
Grant confirmed through 2026 by MOI, forecast assumed to decrease 10% thereafter until returning to pre-COVID top-up level and then held constant, due to uncertainty surrounding the ministry's long-term allocation plan
Commitments are forecast based on Draft 2026-2035 Levy Capital Plan
Key projects include: 5532122 Sovereign Street - James St to Queen St (2026) and 5532603 Big Creek 6th Concession Bridge (2026)

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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	90,274	94,333	96,880	98,333	99,808	101,305	102,825	104,367	105,933	107,522	109,135	110,772
Sources												
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0
Interest Earned	4,059	2,547	1,453	1,475	1,497	1,520	1,542	1,566	1,589	1,613	1,637	1,662
Uses												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
Interest Charged												
Closing Balance	94,333	96,880	98,333	99,808	101,305	102,825	104,367	105,933	107,522	109,135	110,772	112,433
Audited G/L Balance	94,333											
	0											

NOTES

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Parkland Reserve Fund

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)*.

[illegible]

NOTES

Developer Contributions estimated based on 2-year average number of collections times minimum rate (\$500) for 2026, assumed constant thereafter
Commitments are forecast based on Draft 2026-2035 Levy Capital Plan
Key projects include: 7332325 Memorial Ball Park Sports Field Lighting Retrofit (2025) and 7331736 Wellington Park - Playground Replacement (2025)

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	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	18,213,227	21,182,643	13,010,331	10,856,268	11,679,370	10,335,613	15,268,543	17,863,841	25,011,672	33,030,203	40,565,087	53,930,997
Sources												
Levy Contributions	12,027,300	14,641,000	15,959,000	17,395,000	18,787,000	20,102,000	22,596,800	24,103,700	27,120,900	30,264,900	33,535,400	39,110,200
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
Rate Contributions	909,500	909,500	909,500	909,500	909,500	909,500	909,500	909,500	909,500	909,500	909,500	909,500
Debt Avoidance	7,426,000											
T/F Council Initiative Reserve		0	0	0	0	103,787	300,000	300,000	300,000	300,000	300,000	300,000
Deferred Debt Payments	1,211,900											
Interest Earned	1,316,714	342,044	160,437	172,602	152,743	225,643	263,998	369,631	488,131	599,484	797,010	1,085,560
Uses												
Capital Commitments		-21,946,408	-21,183,000	-19,654,000	-23,193,000	-18,408,000	-23,475,000	-20,535,000	-22,800,000	-26,539,000	-24,176,000	-23,880,000
Capital Actuals	-21,921,998	-4,118,448										
Levy Actuals		0										
Interest Charged												
Closing Balance	21,182,643	13,010,331	10,856,268	11,679,370	10,335,613	15,268,543	17,863,841	25,011,672	33,030,203	40,565,087	53,930,997	73,456,257
Audited G/L Balance	21,182,643											
	0											

NOTES

Contribution phasing into target established by Asset Management Plan by 2035

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 5532308 Leamon St - Nichol St to Thompson Rd (2026) and McDowell Rd - Hwy 59 to Charlottesville W 1/4 Line Rd (2026)



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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	636,710	643,467	1,022,677	833,377	888,377	946,377	1,006,377	1,069,377	1,134,377	1,202,377	1,272,377	1,371,377
Sources												
Levy Contributions	632,800	1,902,800	2,027,800	1,438,000	1,496,000	1,556,000	1,618,000	1,683,000	1,750,000	1,820,000	1,893,000	1,969,000
Contribution from LPANPHC CAI			39,900									
T/F Social Housing Capital Loan Reserve	441,651											
Uses												
Capital Commitments		-633,448	-1,257,000	-1,383,000	-1,438,000	-1,496,000	-1,555,000	-1,618,000	-1,682,000	-1,750,000	-1,794,000	-1,893,000
Capital Actuals	-1,067,694	-515,142										
Levy Actuals		-375,000										
Delhi HNHC Build Commitment			-1,000,000									
Closing Balance	643,467	1,022,677	833,377	888,377	946,377	1,006,377	1,069,377	1,134,377	1,202,377	1,272,377	1,371,377	1,447,377
Audited G/L Balance	643,467											
	-0											

NOTES

Contributions grow at \$125,000 until end of 2026 in accordance with Repair & Renewal Strategy, Delhi HNHC CAI removed in 2027 and then contribution increased at 4% inflationary rate thereafter

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 9632611 Crime Prevention by Environmental Design Assessment (2026) and HNHC Repair and Renewal Program (2026-2035)

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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	297,573	326,294	351,762	394,593	-53,819	-476,645	-546,769	-617,622	-740,471	-2,101,426	-3,091,643	-4,105,487
Sources												
Development Charges	22,427	36,100	37,000	37,900	38,800	39,800	40,800	41,800	42,800	43,900	45,000	46,100
Exempt Development Charges	9,872											
Proposed Debt Proceeds				440,000	1,265,000			9,900,000	1,391,000		1,463,000	
Interest Earned	14,042	9,248	5,831									
Uses												
Capital Commitments		-11,365	0	-485,000	-450,000	0	0	-50,000	-500,000	0	0	-140,000
Capital Actuals	-17,620	-8,515										
Levy Actuals		0										
DC Debt Commitments				-440,000	-1,265,000			-9,900,000	-1,391,000		-1,463,000	
Proposed Debt Payments						-96,589	-96,589	-96,589	-852,501	-958,710	-958,710	-1,070,417
Interest Charged				-1,313	-11,625	-13,336	-15,064	-18,060	-51,254	-75,406	-100,134	-131,745
Closing Balance	326,294	351,762	394,593	-53,819	-476,645	-546,769	-617,622	-740,471	-2,101,426	-3,091,643	-4,105,487	-5,401,549
Audited G/L Balance	326,294											
	-0											

NOTES

2026 DC Collections estimated based on 2-year average incl. exemptions, assumed grow at 2.5% thereafter

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 7532910 New Fully Equiped Ambulance (2027) and 7532909 Multi-Function Headquarters (2031)



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	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	2,523,264	2,789,026	3,012,032	3,250,367	3,497,149	3,752,607	4,016,971	4,290,477	1,164,080	1,405,653	1,656,432	1,916,759
Sources												
Development Charges	115,040	185,700	190,300	195,100	200,000	205,000	210,100	215,400	220,800	226,300	232,000	237,800
Exempt Development Charges	50,506											
Interest Earned	117,836	79,187	48,035	51,682	55,457	59,364	63,406	17,203	20,773	24,479	28,326	32,318
Uses												
Capital Commitments		-33,365	0	0	0	0	0	-3,359,000	0	0	0	0
Capital Actuals	-17,620	-8,515										
Levy Actuals		0										
Interest Charged												
Closing Balance	2,789,026	3,012,032	3,250,367	3,497,149	3,752,607	4,016,971	4,290,477	1,164,080	1,405,653	1,656,432	1,916,759	2,186,877
Audited G/L Balance	2,789,026											
	0											

NOTES

2026 DC Collections estimated based on 2-year average incl. exemptions, assumed grow at 2.5% thereafter

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 7433302 New Aerial Fire Truck (2031)

Fire Protection Post DC Reserve Fund

10-05-9979-2979

Approved Fund Purpose:

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.*

	Audited Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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										
	0	0										

NOTES

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	87,439	72,770	-359,045	-341,884	-323,679	-304,301	-283,721	-426,934	-510,484	-597,456	-688,960	-785,007
Sources												
Development Charges	15,488	24,900	25,500	26,100	26,800	27,500	28,200	28,900	29,600	30,300	31,100	31,900
Exempt Development Charges	6,728											
Interest Earned	3,522											
Uses												
Capital Commitments		-426,874	0	0	0	0	-161,000	-100,000	-102,000	-105,000	-108,000	-237,000
Capital Actuals	-40,408	-17,030										
Levy Actuals		0										
Interest Charged		-12,811	-8,339	-7,895	-7,422	-6,920	-10,413	-12,451	-14,572	-16,804	-19,147	-24,753
Closing Balance	72,770	-359,045	-341,884	-323,679	-304,301	-283,721	-426,934	-510,484	-597,456	-688,960	-785,007	-1,014,860
Audited G/L Balance	72,770											
	0											

NOTES

2026 DC Collections estimated based on 2-year average incl. exemptions, assumed grow at 2.5% thereafter

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 4132801 & 4133501 Development Charges Studies (2030 & 2035)

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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	144,910	62,343	171,271	94,386	63,113	33,910	5,892	51,122	99,873	151,284	206,510	264,697
Sources												
Development Charges	72,063	133,300	136,600	140,000	143,500	147,100	150,800	154,600	158,500	162,500	166,600	170,800
Exempt Development Charges	33,846											
Proposed Debt Proceeds		646,000										
Interest Earned	7,468	4,503	1,395	933	501	87	756	1,476	2,236	3,052	3,912	4,818
Uses												
Capital Commitments		253,622	-52,000	-53,000	-54,000	-56,000	-57,000	-58,000	-60,000	-61,000	-63,000	-65,000
Capital Actuals	-126,064	-212,618										
Levy Actuals	-69,880	0										
DC Debt Commitments		-646,000										
Proposed Debt Repayment			-93,000	-49,325	-49,325	-49,325	-49,325	-49,325	-49,325	-49,325	-49,325	-49,325
Debt Principal		-62,015	-63,594	-65,213	-66,873	-68,576						
Debt Interest		-7,865	-6,286	-4,667	-3,007	-1,304						
Interest Charged												
Closing Balance	62,343	171,271	94,386	63,113	33,910	5,892	51,122	99,873	151,284	206,510	264,697	325,989
Audited G/L Balance	62,343											
	-0											

NOTES

2026 DC Collections estimated based on 2-year average incl. exemptions, assumed grow at 2.5% thereafter

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 9131801 Interior Expansion - Waterford Library (2025)



Library Post DC Reserve Fund

10-05-9989-2989

Approved Fund Purpose:

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.*

	Audited Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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										
	0	0										

NOTES

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	653,207	719,818	716,968	769,642	824,121	677,534	732,864	790,141	849,394	910,753	974,251	1,039,919
Sources												
Development Charges	25,341	40,300	41,300	42,300	43,400	44,500	45,600	46,700	47,900	49,100	50,300	51,600
Exempt Development Charges	10,893											
Interest Earned	30,377	18,849	11,374	12,179	10,013	10,831	11,677	12,553	13,459	14,398	15,368	16,373
Uses												
Capital Commitments		-51,164	0	0	-200,000	0	0	0	0	0	0	0
Capital Actuals		-10,836										
Levy Actuals		0										
Interest Charged												
Closing Balance	719,818	716,968	769,642	824,121	677,534	732,864	790,141	849,394	910,753	974,251	1,039,919	1,107,892
Audited G/L Balance	653,207											
	66,611											

NOTES

2026 DC Collections estimated based on 2-year average incl. exemptions, assumed grow at 2.5% thereafter

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 7332024 Parking Area Expansion - Port Dover Arena (2028) and 7332619 Accessible Play Park - Waterford Cedarwood Park (2027)

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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	3,988,044	3,986,436	4,393,337	4,742,118	4,667,293	4,700,661	5,079,426	4,510,887	3,528,023	3,079,937	2,633,960	2,190,327
Sources												
Development Charges	217,725	291,400	298,700	306,200	313,900	321,700	329,700	337,900	346,300	355,000	363,900	373,000
Exempt Development Charges	63,118											
Proposed Debt Proceeds						11,000,000						
Interest Earned	171,550	115,502	70,081	68,975	69,468	75,065	66,663	52,138	45,516	38,926	32,369	25,851
Uses												
Capital Commitments		0	-20,000	-450,000	-350,000	-18,000	-125,000	-533,000	0	0	0	0
Capital Actuals	-454,000	0										
Levy Actuals		0										
DC Debt Commitments						-11,000,000						
Proposed Debt Repayments							-839,902	-839,902	-839,902	-839,902	-839,902	-839,902
Interest Charged												
Closing Balance	3,986,436	4,393,337	4,742,118	4,667,293	4,700,661	5,079,426	4,510,887	3,528,023	3,079,937	2,633,960	2,190,327	1,749,276
Audited G/L Balance	3,986,436											
	0											

NOTES
2026 DC Collections estimated based on 2-year average incl. exemptions, assumed grow at 2.5% thereafter
Commitments are forecast based on Draft 2026-2035 Levy Capital Plan
Key projects include: 7332213 Expansion & Renovation - SRC / ACAC (2029) and



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

Approved Fund Purpose:

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.*

	Audited Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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										
	0	0										

NOTES

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

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 Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	2,721,960	2,891,415	2,090,443	1,176,835	761,250	-37,484	-1,310,043	-2,775,239	-4,054,401	-5,674,401	-7,462,822	-9,267,664
Sources												
Development Charges	319,004	512,100	524,900	538,000	551,500	565,300	579,400	593,900	608,700	623,900	639,500	655,500
Exempt Development Charges	138,817											
Proposed Debt Proceeds		1,619,000		826,000	4,267,000		4,017,000	448,000				
Interest Earned	130,392	54,958	17,392	11,250								
Uses												
Capital Commitments		-1,311,393	-1,223,000	-762,000	-1,043,000	-965,000	-1,136,000	-430,000	-690,000	-830,000	-818,000	-859,000
Capital Actuals	-418,759	-56,636										
Levy Actuals		0										
DC Debt Commitments		-1,619,000		-826,000	-4,267,000		-4,017,000	-448,000				
Proposed Debt Repayments			-232,900	-202,835	-306,320	-840,907	-840,907	-1,344,174	-1,400,301	-1,400,301	-1,400,301	-1,400,301
Interest Charged					-914	-31,952	-67,689	-98,888	-138,400	-182,020	-226,041	-271,787
Closing Balance	2,891,415	2,090,443	1,176,835	761,250	-37,484	-1,310,043	-2,775,239	-4,054,401	-5,674,401	-7,462,822	-9,267,664	-11,143,251
Audited G/L Balance	2,891,415											
	0											

NOTES

2026 DC Collections estimated based on 2-year average incl. exemptions, assumed grow at 2.5% thereafter

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

Key projects include: 5532514 Argyle Ave Ext - Bluegrass Ph. 4 to Fertilizer Rd (2027) and 5532823 & 5533047 Roundabouts at St John's Road (2028 & 2030)



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

Approved Fund Purpose:

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.*

	Audited Actuals	Unaudited Actuals	Projected Fund Balances (Draft 2026-2035 Levy Capital Plan)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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										
	0	0										

NOTES

Commitments are forecast based on Draft 2026-2035 Levy Capital Plan

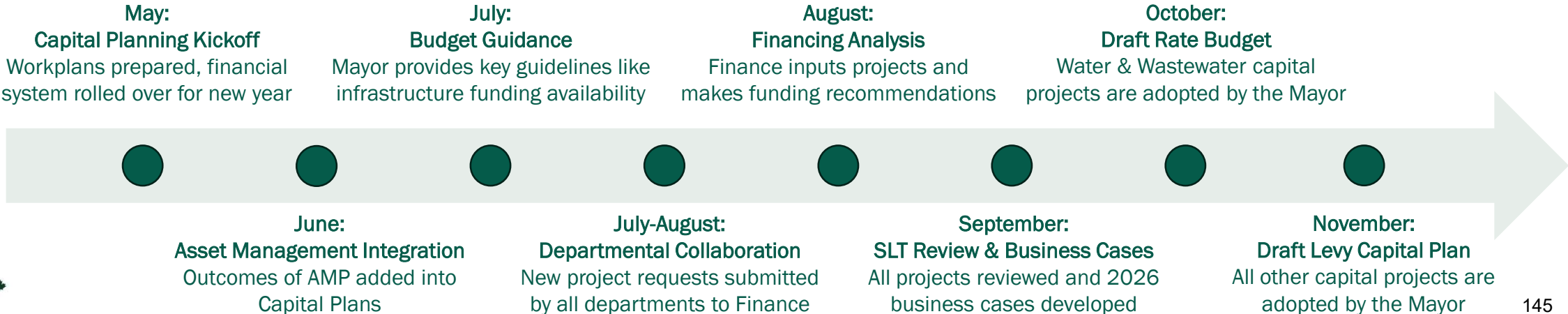
Budget Process

The County is responsible for maintaining a significant portfolio of assets, like roads, bridges, facilities, vehicles, and equipment. While minor repairs and maintenance are reflected in the operating budget, expenditures for the acquisition, renewal, and disposal are made through capital planning.

The Draft 2026-2035 Levy Capital Plan was developed with considerable input from project managers, department directors, and the Senior Leadership Team over the course of many months. While capital planning is a year-round focus for Finance staff, a simplified timeline is included below.

It's important to look beyond just 2026 to ensure capital needs are identified well in advance, in alignment with strategic priorities, and money is available to pay for them. While only the 2026 Levy Capital Budget is adopted, the entire 2026-2035 Levy Capital Plan will be "approved in principle". The Draft 2026-2035 Levy Capital Plan was prepared with the following objectives:

- 1. Delivering Value to Residents** – Budget engagement with Norfolk County residents indicated the public supports maintaining or increasing investment across most service areas. This is a challenge while facing an infrastructure funding shortfall, but staff look for opportunities to support this goal such as by applying for capital grants and continually re-examining the financing options for cheaper alternatives.
- 2. Remain Financially Responsible** – Financing the Draft 2026-2035 Levy Capital Plan requires finding a balance between the use of reserves and debt to maintain key guidelines such as maintaining positive reserve balances and remaining below the County's debt limits. A comprehensive financing strategy has been prepared to accommodate the County's forecasted capital needs, in line with Council's strategic priority Sustaining Norfolk.
- 3. Ensuring Norfolk is Prepared for the Future** – The 10-Year Levy Capital Plan considers residents of today and tomorrow, so that Norfolk County is properly prepared for any future challenges by planning for replacement projects that ensure existing assets will not fall into a state of disrepair. Significant capital investments are also required to plan for growth to ensure services don't decline as more people / businesses come to Norfolk.



Capital Plan Basics

How to Read the Capital Plan

The Draft 10-Year Levy Capital Plan is separated by Division. Following each executive summary, projects are listed as follows:

- In **Column 1**, it is further broken down by Project Type → Department → Program → Project Number & Name.
- **Column 2**, for 2025 & Prior budgets, indicates when a portion of the project was approved by Council in a previous year (which often occurs when a design / engineering component needs to precede the construction of the project).
- **Column 3** is for 2026 budgets, which indicates the amount of spending for each capital project that is recommended for Council approval immediately.
- At the top of **Columns 4-12**, each year of the 10-Year Forecast is shown to indicate which year projects are scheduled for. These projects and their budgets are “approved-in-principle” meaning project managers may not commence the projects until Council approves them as part of a future capital budget.
- **Column 13** calculates the total project budget over the course of the 10-year forecast period from 2026-2035.
- **Columns 14-17** show the approved funding sources for each of the projects. These are presented as negatives.
- Finally, **Column 18** shows the total funding which matches the total budget in Column 13, indicating the project budgets are balanced.

Column 1	2	3	4-12									13	14-17				18
Project	2025 & Prior	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL BUDGET (2026 to 2035)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2026 to 2035)
Service Improvements & Studies																	
Strategic Initiatives																	
Studies & Assessments																	
2132701 2026 Norfolk County Strategic Priority Update		36,000										36,000			(36,000)		(36,000)

Capital Plan Basics

Three Primary Project Types:

- **Service Improvements & Studies** – for acquisition of new assets where no asset existed before, as well as replacements if a significant service level increase or enhancement occurs. Also includes studies, which are included in capital to improve long-term planning and tracking of forecasted needs.
- **Renewal** – for replacement of existing assets or significant work that restores them to a condition that maintains current levels of service.
- **Requisitions from Boards & Agencies** – for summarizing requests by the Norfolk County Public Library Board, Police Services Board, Long Point Regional Conservation Authority, and Haldimand-Norfolk Housing Corporation.

Four Primary Funding Sources:

- **Reserves & reserve funds** – Reserves are accumulations of money 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 and either immediately used to finance projects in-year or build up a balance to cover the cost of future projects. Contributions may also come from other sources, 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.
- **Debt financing** – 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 with existing internal funds or availability of grants. Debt allows the County to pay for the entire cost of an asset upfront and then repay the borrowing agency over time by carrying debt servicing charges (principal + interest) in the annual operating budget(s).
- **Development charges (DCs)** – DCs ensure that “growth pays 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 accommodate development. These collections are transferred to DC reserve funds which are only withdrawn from to pay for growth-related capital projects.
- **External financing** – This primarily includes funding from Provincial or Federal agencies, and is often one-time, sporadic, or unpredictable. As such, it is only included in the Capital Plan when either a) that project was previously approved by a funding agency, or b) the project is funding-contingent (meaning staff will pursue grant opportunities and only undertake the project if grant funding is secured). External financing can come from other additional sources such as donations, recoveries from property owners related to drain projects, or cost sharing agreements with developers.

Capital Plan Basics

Capital Financing Principles

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

1. **Service Improvements** – typically funded from debt (>\$1,000,000) or the New/Incremental Capital Reserve. Since new assets can only benefit future residents, those residents should pay for the associated costs. Debt accomplishes this because the cost of the project is covered upfront when it is implemented and is then repaid over time by carrying debt servicing charges in future annual Operating Budgets.
 - For example, if a new 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, as past residents were unable to use the playground.
2. **Renewal Projects** – typically funded from reserves. Since the original TCAs were only usable by past residents, then past residents should pay for the replacement projects. Reserve withdrawals accomplish 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 was built 20 years ago and has since fallen into a state of disrepair from residents using it, then those residents who had the benefit of using it should bear the cost by funding the renewed playground from reserves, because future residents were unable to use the original playground.
3. **Growth-Related Capital** – 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.
 - 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 they will be its primary users and the rest of the County's 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 on any of the project types mentioned.

Capital Plan Basics

Norfolk County's Capital Plan			
Project Type	Renewal Projects - Replacing or Restoring Existing Assets - Service Levels Stay the Same	Service Improvements - Building New Assets or Enhancing Existing Ones - Service Levels Increase	Growth-Related Capital - Building New Assets Specific to New Group of Residents - Service Levels Stay the Same, but for More Residents
Funding Source	Reserves - Withdraw Funds Saved by Previous Levy- or Rate-payers	Debt or New/Incremental Capital Reserve - Borrow Funds Repaid by Future Levy- or Rate-payers	Development Charges - Use Funds Raised from Developers Creating the Growth
	External Financing - Non-recurring or One-time Sources of Funds (e.g., Grants, Subsidies, Donations) - Can be Used to Help Fund Any Applicable Project Type		

This graphic visualizes the different project types and their ideal funding sources based on the County’s financing principles discussed on the last page.

Beyond the County’s capital financing principles, staff also exercise discretion, leading the Capital Plan to be prepared with the following tenets in mind: 1) maximize reserve financing while keeping projected balances positive, and 2) minimize debt financing (with priority in the near-term).

The inter-connected nature of these tools 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. For 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 eliminate debt servicing charges in the operating budget.

Months of the capital planning process are spent on optimizing the financing strategy for stability and affordability. Staff have made some of the following assumptions in developing the strategy: Council continues to approve annual increases to reserve fund contributions consistent with their endorsement of the 2025 Asset Management Plan Financial Strategy, projected capital reserve balances cannot be negative, the County’s debt limits cannot be breached, \$2 million annual transfers from the Legacy Fund will continue to be transferred to a capital reserve, and uncommitted balances in the New/Incremental Capital Reserve will be used to swap the funding source of previously-approved debt-funded projects to further mitigate debt pressures.

Capital Plan Basics

How Norfolk Determines Recommended Reserve Contributions

Reserve contributions are a form of infrastructure funding raised by 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.

In understanding the capital financing principles on previous pages, ideally reserve contributions are high enough to fund all expected annual renewal projects and Requisitions from Boards & Agencies, or else the County will never progress towards financial sustainability. Currently, Norfolk's annual renewal spending exceeds its reserve contributions.

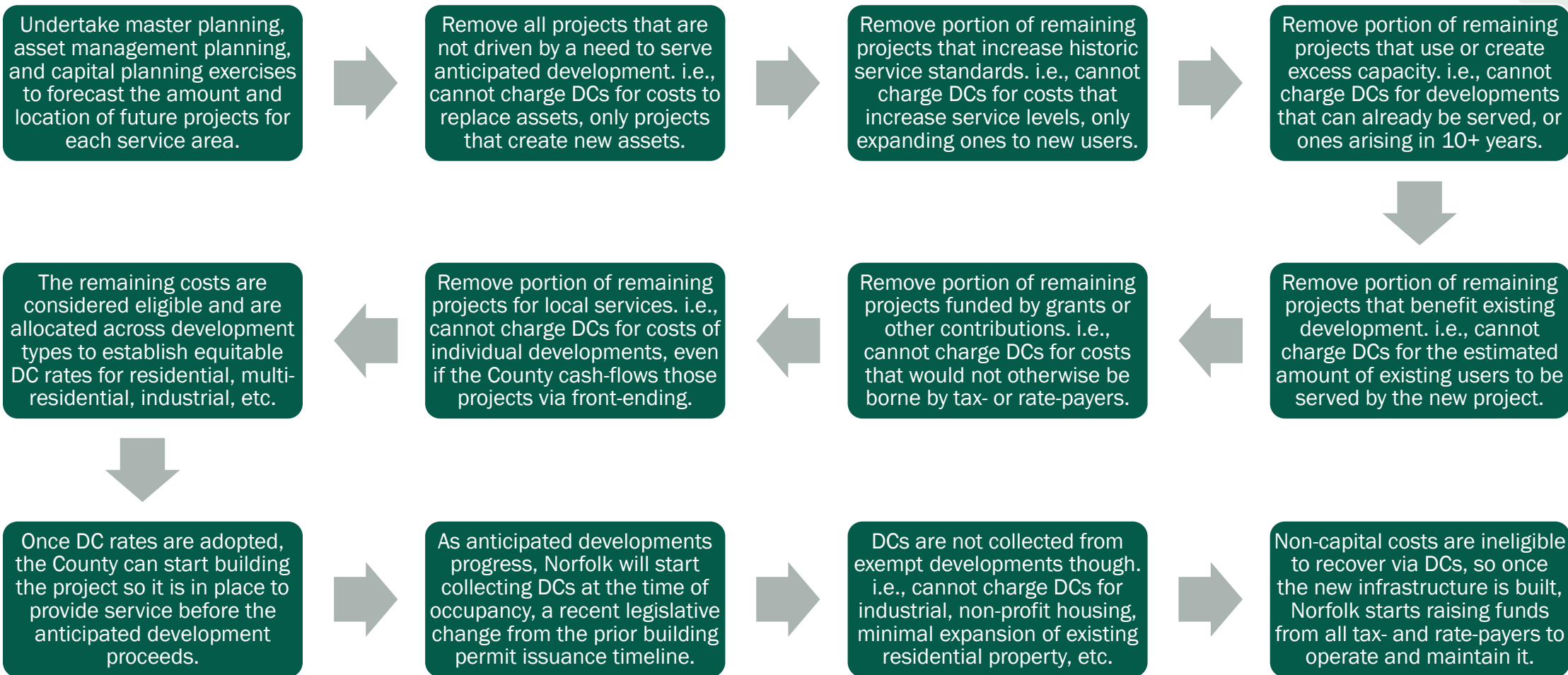
In the absence of 100% sustainability, staff must allocate the approved level of reserve contributions and any recommended increases / decreases to the total level of reserve contributions. Council has endorsed a 10-year financial strategy for determining the level of annual reserve contributions through their approval of the 2025 Asset Management Plan update. This recommendation was based on 1) determining the average annual investment required to maintain assets in a condition that achieves the service levels set in that report (e.g., 100% of emergency services vehicles kept in a state of good repair), and 2) raising contributions over a 10-year period to ensure they match the estimated level of annual spending. Staff shared different scenarios with Council comparing different period lengths for closing the shortfall with their impacts on the levy requirement, and ultimately 10 years was chosen to balance those two factors.

Once the total level of reserve contributions are determined for a given year, the final step is allocating the total pot to individual reserves. To do this, staff effectively set all applicable projects 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, until all reserve balances are positive. With this methodology, staff ensure that unnecessary debt is minimized over the course of the 10-year Capital Plan, with priority in the short-term.

Capital Plan Basics

How Do Development Charges (DCs) Work?

Development charges are governed by the *Development Charges Act, 1997*, and its regulations. The following flow chart explains the legislative steps staff must follow in identifying development charge-eligible projects, and the numerous legislative constraints in place to facilitate the growth-pays-for-growth concept and prevent over-charging certain stakeholders.



Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Administration Building Renewal Program										
County Administration Building Exterior Lighting Upgrades	51,000									51,000
Culver Operations Building Exterior Lighting Replacement	41,000									41,000
Culver Operations Building Interior Painting	72,000									72,000
Gilbertson Administration Building Interior Painting	123,000									123,000
County Administration Building Piping Replacement	461,000									461,000
Delhi Administration Building Exterior Repairs	26,000	180,000								206,000
Culver Operations Building Overhead Door Replacement		22,000								22,000
Delhi Administration Building Foundation Repairs		35,000								35,000
County Administration Building Interior Painting		102,000								102,000
CAB 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
Governor Simcoe Square Pathway Replacement			10,000	100,000						110,000
Culver Operations Building Fencing Replacements				40,000						40,000
Simcoe Library Pump Replacement				50,000						50,000
Culver Operations Building Brick Repointing				15,000						15,000
County Administration Building Partial Floor Replacement				87,000						87,000
Delhi Administration Building Electrical Equipment and System Replacement					194,000					194,000
Delhi Administration Building Fire Alarm System Replacement					54,000					54,000
CAB / Simcoe Library Fire System Replacement					25,000					25,000
County Administration Building Carpet Tile Replacement					115,000					115,000
Culver Operations Building Vinyl Siding Replacement					25,000					25,000
CAB 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
Simcoe Library Brick Repointing						20,000				20,000
Simcoe Library Partial Flooring Replacement							40,000			40,000
Culver Operations Building Exterior Lighting Replacements							40,000			40,000

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Council Chambers Plaster Repairs and Renovation							50,000	450,000		500,000
County Administration Building Council Chambers North Plaster Repairs							30,000	270,000		300,000
Culver Operations Building Overhead Door Replacement								26,000		26,000
Delhi Administration Building Interior Painting								74,000		74,000
County Administration Building Partial Brick Repointing								45,000		45,000
Delhi Administration Building Flooring Replacement									160,000	160,000
Gilbertson Administration Building Interior Flooring									180,000	180,000
Gilbertson Administration Building Exterior and Overhead Door Replacement									50,000	50,000
Culver Operations Building Electrical Replacements									200,000	200,000
Annual Admin Building Renewal Program	774,000	369,000	437,000	292,000	413,000	109,000	160,000	865,000	590,000	4,009,000

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
County Building Renewal Program										
Facilities Operations Building Roads Storage Building Repairs	164,000									164,000
Walsingham Transfer Station Deck Replacement	25,000									25,000
Simcoe Transfer Station Deck Replacement	25,000									25,000
Facilities Operations Building Plumbing Replacements	20,000									20,000
Facilities Operations Building Annex Ceiling Repairs		15,000								15,000
Facilities Operations Building Annex Partial Ceiling Replacement		15,000								15,000
Facilities Operations Building Cast Iron Plumbing Replacements		15,000								15,000
Delhi Daycare Building Siding Replacement		36,000								36,000
Delhi Library Exterior Repairs		10,000	25,000							35,000
Port Rowan Library Exterior Repairs			35,000							35,000
Facilities Operations Building Storage Building Replacement			120,000							120,000
Cedar Street Roof Snow Guard			65,000							65,000
Delhi Daycare Building Door/Window Replacement			25,000							25,000
Facilities Operations Building Fence Replacement				100,000						100,000
Facilities Operations Building Overhead Door Replacement				20,000						20,000
Port Rowan Library Window Replacement				20,000						20,000
Cedar Street Flooring Replacement					65,000					65,000
Cedar Street Interior Painting					34,000					34,000
Facilities Operations Building Overhead Door Replacement						20,000				20,000
Delhi Daycare Building Interior Renovations						35,000				35,000
Facilities Operations Building Overhead Door Replacement							20,000			20,000
Facilities Operations Building Interior Painting							50,000			50,000
Facilities Operations Building Overhead Door Replacement								21,000		21,000
Port Rowan Library Repainting								40,000		40,000
Facilities Operations Building Partial Floor Replacements								40,000		40,000
Delhi Daycare Building Lighting Replacements									15,000	15,000
Facilities Operations Building Metal Siding Replacements									250,000	250,000
Annual County Building Renewal Program	234,000	91,000	270,000	140,000	99,000	55,000	70,000	101,000	265,000	1,325,000



Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Fire & Paramedics Building Renewal Program										
Courtland Fire Station Masonry Repairs	31,000									31,000
Delhi Fire Station Exterior Repairs	36,000									36,000
Langton Fire Station Partial Flooring / Ceiling Replacement	36,000									36,000
Port Rowan EMS Base Exterior Repairs	26,000									26,000
St. Williams Fire Station Exterior Repairs	56,000									56,000
Port Rowan Fire Station Exterior Repairs		21,000								21,000
Teeterville Fire Station Ceiling Tile Replacement		25,000								25,000
Waterford Fire / EMS Base Partial Block Repointing		15,000								15,000
Fairground Fire Station Overhead Door Replacements		20,000								20,000
Port Rowan Fire Station Overhead Door Replacements		20,000								20,000
Delhi Fire Station Interior Painting			15,000							15,000
Fairground Fire Station Interior Renovations			50,000							50,000
Fairground Fire Station Overhead 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 Dover Fire Station Flooring Repairs				15,000						15,000
St. Williams Fire Sidewalk Replacement				15,000						15,000
Fairground Fire Station Overhead Door Replacements				21,000						21,000
Fairground Fire Station Window Replacement				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
Waterford Fire / EMS Base Door Replacement				18,000						18,000
Delhi EMS Base Interior Renovations					25,000					25,000
Fairground Fire Station Overhead Door Replacements					21,000					21,000
Langton Fire Station / EMS Base Interior Renovations					35,000					35,000
Port Dover EMS Base Interior Renovations					35,000					35,000
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

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Port Rowan Fire Station Window Replacements						20,000				20,000
Waterford Fire / EMS Base Flooring Replacement						25,000				25,000
Fairground Fire Station Overhead Door Replacements						22,000				22,000
Port Dover Fire Station Overhead Door Replacement						21,000				21,000
Port Rowan EMS Base Door/Window Replacement						40,000				40,000
Port Rowan EMS Base Interior Renovations						30,000				30,000
Port Rowan Fire Station Overhead Door Replacements						22,000				22,000
St. Williams Fire Station Interior Renovations							80,000			80,000
Teeterville Fire Station Flooring Replacement							60,000			60,000
Teeterville Fire Station Window Replacement							30,000			30,000
Teeterville Fire Station Overhead Door Replacement							20,000			20,000
Courtland Fire Station Interior Renovation							30,000			30,000
Delhi Fire Station Partial Flooring Replacement							40,000			40,000
Port Dover Fire Station Overhead Door Replacement								21,000		21,000
Port Rowan Fire Station Interior Renovations								70,000		70,000
Teeterville Fire Station Overhead Door Replacement								20,000		20,000
Vittoria Fire Station Interior Renovations								90,000		90,000
Waterford Fire / EMS Base Lighting Replacement								15,000		15,000
Teeterville Fire Station Lighting Replacement									15,000	15,000
Langton Fire Station / EMS Base Door & Window Replacements									35,000	35,000
Langton Fire Station / EMS Base Electrical Replacements									90,000	90,000
St. Williams Fire Station Overhead Door Replacements									40,000	40,000
St. Williams Fire Station Electrical Replacements									75,000	75,000
Annual Fire & Paramedics Renewal Program	185,000	101,000	140,000	145,000	217,000	180,000	260,000	216,000	255,000	1,699,000

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
HVAC Renewal Program										
Port Dover CC Furnace & A/C Replacement	15,000									15,000
WHAM Storage Room Furnace & A/C Replacement	26,000									26,000
Delhi Arena Partial HVAC Replacement		225,000								225,000
St. Williams Fire Station Furnace & A/C Replacement		21,000								21,000
West Roads Operations Building HVAC Replacement		30,000								30,000
Langton Fire Station / EMS Base Heater Replacement		15,000								15,000
Port Rowan Fire Station Furnace & A/C Replacement			15,000							15,000
Talbot Gardens Arena Hydronic Radiator Replacements			82,000							82,000
Langton Arena HVAC Replacement			250,000							250,000
Courtland CC HVAC Replacement			90,000							90,000
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
Waterford Tricenturena Tube Heater Replacement				20,000						20,000
Gilbertson Administration Building Rooftop Unit Replacement				27,000						27,000
Simcoe Library Make-up Air Unit Replacement				35,000						35,000
Facilities Operations Building Rooftop Unit Replacement				10,000	35,000					45,000
Norfolk County Garage HVAC Replacement					80,000					80,000
Central Roads Operations Yard Furnace & A/C Replacement					16,000					16,000
Delhi Fire Station HVAC and Fridge Replacement					25,000					25,000
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 Library HVAC Replacement						45,000				45,000
Talbot Gardens Arena Spectator Heating Replacement						60,000				60,000
Talbot Gardens Dehumidifier Replacement						40,000				40,000
ACAC Natatorium HVAC Replacement						15,000				15,000
Simcoe Recreation Centre / ACAC HVAC Replacement						150,000				150,000

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Simcoe Recreation Centre / ACAC Water Heater Replacement							70,000			70,000
County Administration Building Boiler Replacements (3)							50,000			50,000
Courtland CC Rooftop Unit Replacement							80,000			80,000
Courtland Fire Station HVAC Replacement							20,000			20,000
Delhi Arena Spectator Heating Replacement							60,000			60,000
Delhi Tobacco Museum HVAC Replacement / Upgrade							250,000			250,000
Facilities Operations Building Furnace & A/C Replacement							10,000	30,000		40,000
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
Talbot Gardens Arena Boiler Replacement								350,000		350,000
Facilities Operations Building Tube Heater Replacement								30,000		30,000
Waterford Tricenturena Tube Boiler Replacement									15,000	15,000
Port Dover Kinsmen Pavillon Lighting Replacements									12,000	12,000
Vittoria Old Town Hall HVAC Replacement									20,000	20,000
Gilbertson Administration Building Rooftop Unit Replacement									30,000	30,000
Port Dover Arena Spectator Heating Replacement									40,000	40,000
Port Dover Arena HVAC Replacement									100,000	100,000
Annual HVAC Renewal Program	41,000	291,000	622,000	282,000	201,000	492,000	540,000	550,000	217,000	3,236,000

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Operations Building Renewal Program										
West Roads Operations Facility Overhead Door Replacements	21,000									21,000
West Roads Operations Facility Slab Sealing	67,000									67,000
West Roads Operations Facility Overhead Door Replacements		20,000								20,000
West Roads Operations Facility Window & Door Replacement		45,000								45,000
Central Roads Operations Facility Storage Building Interior Painting		25,000								25,000
Central Roads Operations Facility Brine Tank Containment System		15,000								15,000
Norfolk County Garage Interior Painting		60,000								60,000
Norfolk County Garage Overhead Door Replacement		16,000								16,000
Norfolk County Garage Overhead Door Replacement				16,000						16,000
West Roads Septic System Replacement				30,000						30,000
West Roads Operations Facility Interior Renovations				50,000						50,000
West Roads Operations Facility Overhead Door Replacements				20,000						20,000
West Roads Operations Facility Brine Tank Containment System					15,000					15,000
Norfolk County Garage Overhead Door Replacement					33,000					33,000
West Roads Operations Facility Overhead Door Replacements					20,000					20,000
Simcoe Roads Operations Yard Brine Tank Containment System					15,000					15,000
Norfolk County Garage Floor Replacements						60,000				60,000
West Roads Operations Facility Overhead Door Replacements						20,000				20,000
Norfolk County Garage Overhead Door Replacement						17,000				17,000
Central Roads Operations Facility Interior Renovations							40,000			40,000
West Roads Operations Facility Overhead Door Replacements							20,000			20,000
Walsh Roads Operations Facility Brine Tank Containment System							15,000			15,000
Norfolk County Garage Fence Replacement							75,000			75,000
Norfolk County Garage Overhead Door Replacement							17,000			17,000
Norfolk County Garage Exterior Repairs							10,000	35,000		45,000
West Roads Operations Facility Overhead Door Replacements								20,000		20,000
Norfolk County Garage Overhead Door Replacement								18,000		18,000
West Roads Operations Facility Storage Building Replacement								500,000		500,000
Central Roads Operations Facility Storage Building Overhead Door Replacement								30,000		30,000
Annual Operations Building Renewal Program	88,000	181,000	-	116,000	83,000	97,000	177,000	603,000	-	1,345,000

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Parks & Recreation Building Renewal Program										
Delhi Parks Storage Building Foundation Repairs	21,000									21,000
Langton Arena Fieldhouse Exterior Repairs	21,000									21,000
Percy Carter Storage Building Exterior Repairs	15,000									15,000
Port Dover Arena Automatic Door Replacements	21,000									21,000
Port Dover Arena Structural Weld Testing	51,000									51,000
Simcoe Lions Park Bleacher Storage Exterior Repairs	15,000									15,000
South Walsingham Quonset Hut Building Repairs	174,000									174,000
Waterford Parks Unheated Storage Building Repairs	72,000									72,000
Win-Del Park Storage Building Dugout Replacements	155,000									155,000
Win-Del Park Storage Buildings Exterior Repairs		26,000								26,000
Port Dover Arena Partial Cladding Replacement		36,000								36,000
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		51,000								51,000
Talbot Gardens Arena Door and Window Replacements		21,000								21,000
Vittoria Community Centre Partial Flooring Replacement		92,000								92,000
Waterford Tricenturena Dugout Repairs		15,000								15,000
Waterford Tricenturena Metal Siding Repairs		51,000								51,000
Courtland Fieldhouse Pavillon Repairs		35,000								35,000
Langton Arena Water Treatment System Replacement		25,000								25,000
Oakwood Cemetery Building Repairs		85,000								85,000
Thompson Park Fieldhouse Interior Renovations		20,000								20,000
Delhi Community Centre Front Entrance Upgrades		30,000	180,000							210,000
ACAC / SRC Curtain Wall Replacements		15,000	150,000							165,000
Waterford Tricenturena Structural Anti-Corrison Coating			100,000							100,000
Port Dover Parks Storage Building Siding Replacements			45,000							45,000
Courtland Community Centre Walk-In Cooler Replacement			30,000							30,000
Delhi Parks Storage Building Siding Replacement			30,000							30,000
Langton Arena Repainting			30,000							30,000
Lawn Bowling Clubhouse & Storage Siding Replacement			50,000							50,000

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Port Dover Beach Washrooms Siding Replacement			30,000							30,000
Port Rowan Parks Storage Building Overhead Door Replacement			7,000							7,000
Waterford Tricenturena Flooring Replacements			400,000							400,000
Port Dover Community Centre Duct Insulation Repairs				25,000						25,000
Courtland Fieldhouse Exterior Repairs				25,000						25,000
Delhi Arena Floor Replacement				90,000						90,000
Port Dover Arena Automatic Door Replacements				20,000						20,000
Vittoria Community Centre Walk-In Cooler Replacement				30,000						30,000
Langton Community Centre Partial Soffit Replacement				30,000						30,000
Courtland Fieldhouse Interior Renovations				50,000						50,000
Delhi Arena Interior Repainting				50,000						50,000
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
Port Dover Beach Washrooms Interior Renovations					15,000					15,000
Port Rowan Parks Storage Building Repairs					25,000					25,000
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
Waterford Tricenturena Automatic Door Replacements					20,000					20,000
Waterford Tricenturena Repainting					25,000					25,000
Win-Del Park Fieldhouse Block Repairs					20,000					20,000
Win-Del Park Fieldhouse Kitchen Hood Replacement					15,000					15,000
Port Dover Community Centre Walk-In Cooler Replacement					35,000					35,000
Port Dover Kinsmen Fieldhouse Exterior Repairs					60,000					60,000
Port Dover Arena Brick Re-stain						70,000				70,000
Langton Parks Storage Interior Renovations						60,000				60,000
Port Dover Arena Automatic Door Replacements						20,000				20,000

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Talbot Gardens Arena Repainting						25,000				25,000
Vittoria Community Centre Door & Window Replacements						50,000				50,000
Waterford Tricenturena Automatic Door Replacements						20,000				20,000
ACAC / SRC Exterior Door Replacements						90,000				90,000
ACAC / SRC Floor Replacements						200,000				200,000
Langton Arena Floor Replacements						70,000				70,000
Kinsman Hall Foundation Repair						40,000				40,000
Langton Arena Overhead Door Replacements							15,000			15,000
Port Dover Arena Overhead Door Replacements							15,000			15,000
Talbot Gardens Arena Automatic Door Replacements							12,000			12,000
Talbot Gardens Arena Overhead Door Replacements							15,000			15,000
Simcoe Lions Park Dugout Wood Framing Replacements							30,000			30,000
Thompson Park Fieldhouse Exterior Repairs							35,000			35,000
Waterford Tricenturena Overhead Door Replacements							21,000			21,000
Courtland Community Centre Interior Renovations							175,000			175,000
Delhi Arena Exterior Repainting							250,000			250,000
Langton Arena Overhead Door Replacements							15,000			15,000
Port Dover Arena Automatic Door Replacements							20,000			20,000
Port Dover Community Centre Ceiling Replacement							50,000			50,000
Simcoe Kinsmen Park Pavillon Repairs							15,000			15,000
Kinsman Hall Deck Structure							20,000			20,000
Norfolk County Youth Soccer Park - Exterior Repairs							10,000	15,000		25,000
Simcoe Lions Park Fieldhouse Door Replacements								15,000		15,000
Simcoe Lions Park Pavillon Ceiling Panels								40,000		40,000
Talbot Gardens Arena Automatic Door Replacements								12,000		12,000
Talbot Gardens Arena Overhead Door Replacements								15,000		15,000
Turkey Point Pavillon Cladding Repairs								25,000		25,000
Vittoria Community Centre Interior Renovations								200,000		200,000
Waterford Tricenturena Automatic Door Replacements								20,000		20,000
Courtland Fieldhouse Pavillon Top Replacement								100,000		100,000
St. Williams Community Centre Interior Renovations								125,000		125,000

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Delhi Arena Electrical Replacements									120,000	120,000
Langton Arena Dressing Room Floor Replacements									150,000	150,000
Courtland Community Centre Door Replacements									20,000	20,000
St. Williams Community Centre Lighting Replacements									25,000	25,000
Vittoria Community Centre Lighting Replacement									60,000	60,000
Delhi Arena Metal Siding Replacement									65,000	65,000
Vittoria Community Centre Partial Flooring Replacement									40,000	40,000
Annual Parks & Recreation Renewal Program	545,000	524,000	1,052,000	425,000	515,000	645,000	698,000	567,000	480,000	5,451,000

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Roof Renewal Program										
Percy Carter Storage Building Roof Replacement	21,000									21,000
Courtland Community Centre Full Roof Replacement	389,000									389,000
West Area Roads Facility Full Roof Replacement	717,000									717,000
Norfolk County Garage Carport Roof Replacement	523,000									523,000
West Roads Operations Yard Storage Building Roof Replacement	72,000									72,000
Thompson Park Fieldhouse Roof Replacement		80,000								80,000
Thompson Park Pavillon Roof Replacement		25,000								25,000
County Administration Building Partial Roof Replacement		350,000								350,000
Delhi Administration Building Roof Reinforcement		170,000								170,000
Delhi Administration Building Roof Replacement		21,000	512,000							533,000
WHAM Full Roof Replacement		50,000	1,350,000							1,400,000
Delhi Fieldhouse Roof Replacement			20,000							20,000
Port Dover EMS Base Roof Replacement			90,000							90,000
Culver Operations Building Full Roof Replacement			10,000	1,200,000						1,210,000
Delhi Fire Station Partial Roof Replacement				350,000						350,000
Delhi Daycare Building Roof Replacement				100,000						100,000
Fairground Fire Station Roof Replacement					250,000					250,000
Langton Arena Fieldhouse Roof Replacement					35,000					35,000
Port Dover Powell Park Pavillon Roof Replacement					30,000					30,000
Simcoe Lawn Bowling Clubhouse Roof Replacement						40,000				40,000
Simcoe Memorial Park Dugout Roof Replacements						30,000				30,000
Waterford Tricenturena Partial Roof Replacement/Repairs						210,000				210,000
Central Roads Operations Facility Roof Coating						50,000				50,000
Port Dover Harbour Museum Partial Roof Replacement						200,000				200,000
Simcoe Library Partial Roof Replacement						150,000				150,000
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
Delhi Tobacco Museum Roof Replacement							150,000			150,000

Appendix: Facilities Replacement Program Placeholders

Project	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Port Dover Beach Washrooms Roof Replacement								60,000		60,000
Port Dover Arena Roof Replacement								10,000	2,500,000	2,510,000
Delhi Arena Partial Roof Replacement									90,000	90,000
Norfolk County Archives Partial Roof Replacement									80,000	80,000
Walsingham Fieldhouse Roof Replacement									30,000	30,000
St. Williams Fieldhouse Roof Replacement									55,000	55,000
Annual Roof Renewal Program	1,722,000	696,000	1,982,000	1,650,000	315,000	830,000	600,000	70,000	2,755,000	10,620,000
GRAND TOTAL	3,589,000	2,253,000	4,503,000	3,050,000	1,843,000	2,408,000	2,505,000	2,972,000	4,562,000	27,685,000