

# Proposed 2025-2034 Levy Capital Plan



[NorfolkCounty.ca/Budget](http://NorfolkCounty.ca/Budget)



# 2025 BUDGET

# Table of Contents

---

## Section 1 – Preamble

- Message from the Treasurer 3
- Budget Process 4
- Supplemental Background Information 5

## Section 2 – Corporate Services Report

- CS-24-162 Proposed 2025-2034 Levy Capital Plan 9

## Section 3 – Proposed 2025-2034 Levy Capital Plan

- Summary by Division, Project Type, and Funding Source 19
- Section 3A – New / Incremental Capital 23
- Section 3B – Studies 32
- Section 3C – Replacements / Rehabilitations 37
- Section 3D – Disposals 71
- Section 3E – Requisitions from Boards & Agencies 73

## Section 4 – Capital Business Cases

- Capital Business Cases 76

## Section 5 – Appendices

- Key Capital Projects 112
- Facilities Replacement Program Placeholders 113
- Marinas Project Descriptions 129

## Section 6 – Capital Reserves & DC Reserve Funds

- Reserve & Reserve Fund Continuity Schedules 132

# SECTION 1

## Preamble

---

## MESSAGE FROM THE TREASURER

---

The Proposed 2025-2034 Levy Capital Plan is the second of three documents being presented to Budget Committee for 2025. This budget highlights projects related to levy-supported assets, which have a combined scope of \$685 million over the 10-year forecast. It is worth noting that the complete forecast including both the Rate Capital Plan approved in October 2024 and the Levy Capital Plan surpasses \$1.1 billion.

Key themes in the Proposed 2025 Levy Capital Budget include preparing for long-term facility plans, reviewing the investment in Norfolk County's marina assets, taking a more proactive approach to stormwater assets, navigating rampant vehicle inflation, and planning a historic level of roads spending to ensure safe transportation for all residents.

Separating the presentation of the Levy and Rate Capital Plans for the first time this year introduced a new perspective. Corporately, the message has been, and will continue to be, that ambitious water and wastewater plans leave Norfolk in a position with constrained debt capacity. When the picture is separated however, I'm cautiously optimistic that Council's continued investments in levy capital reserves are beginning to form the basis of a solid financial foundation for levy supported assets.

Throughout the budget process more and more indicators pointed towards this progress, which are highlighted throughout the Proposed 2025-2034 Capital Plan. By increasing grant funding, keeping a keen eye on investment opportunities, and optimizing Norfolk's financing strategy, my team was able to avoid more than \$15 million in debt issuances for levy-related projects in the last year alone, in addition to the historic wastewater grant success announced in August. No debt is anticipated to be required to fund any new projects for 2025 in this Proposed Capital Budget either, helping to keep Norfolk's debt servicing costs below Council's internal repayment limit. Reserve contributions also grew significantly last year, and are set to grow again with the recommendations in this document, which contributes to a projected outlook that maintains every levy capital reserve in a positive balance for the entire forecast period.

However, I believe more work lies ahead. There are still a number of asset replacements in the forecast period that are anticipated to be debt-financed. Despite investments in reserves starting to compound, planned capital spending also grew significantly compared to the forecast presented just last year. In 2025, more money will be withdrawn from levy capital reserves than put in once again, extending a downtrend of actual reserve balances in the short to medium term, that leaves some of the County's most used reserves with little room to accommodate additional projects. While financial flexibility is still limited from the perspective of being able to react to major changes, overall the County is financially prepared to take on the 10-Year Levy Capital Plan in front of Council today.

As we move forward, some exciting milestones lie ahead in 2025 that should give Council more control of shaping the future of Norfolk County's assets. Over the next year, Norfolk's Asset Management journey will turn the page to adjusting the service levels that are currently being provided to the community and developing a net capital financing strategy. This strategy will ensure that any infrastructure funding gaps arising from those service levels are closed over time. Lastly it is important to note that an upcoming Development Charges Background Study will improve the collection of revenues that the County uses to pay for growth related projects and that significant grant opportunities are anticipated to be launched in 2025, which Norfolk will continue to pursue.



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

# BUDGET PROCESS

The County is responsible for maintaining a significant portfolio of tangible capital assets (TCAs). These assets include roads, bridges, facilities, vehicles, and equipment. While expenditures for minor repairs and maintenance of TCAs are primarily reflected in the operating budget, expenditures for the acquisition, replacement, and renewal of TCAs are made through capital planning.

The Proposed 2025-2034 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 for this year's budget process involving staff across the entire corporation is outlined to the right for reference.

Preparing a 10-Year Capital Plan allows the County to properly plan for future economic, social, and environmental concerns. It's important to look far beyond just 2025 to ensure that capital needs are identified well in advance, in alignment with strategic priorities, and money is available to pay for them when they come due. While Council ultimately only approves the spending authorization for the 2025 Levy Capital Budget, the entirety of the 2025-2034 Levy Capital Plan will be "approved in principle" through the deliberations.

The Proposed 2025-2034 Levy Capital Plan was prepared with the following objectives:

### 1) Delivering Value to Residents

As budget engagement with Norfolk County residents has concluded, we know the public expects service levels to remain the same or slightly increase in the future. This is a challenge while reacting to macro-economic factors that continue rapidly raising the costs of capital purchases. Staff must evaluate opportunities for continuous improvement and efficiencies throughout the capital planning process in order to deliver this, while still maintaining an awareness of resident affordability. Finance also looks for the cheapest financing options to maximize the amount of projects that can be undertaken at an affordable level.

### 2) Remain Financially Responsible

Financing the Proposed 2025-2034 Levy Capital Plan remains a challenge with limited flexibility. A new balance must be found each year between the use of reserves and debt to maintain key guidelines such as maintaining positive reserve balances and remaining below the Annual Repayment Limit. The Finance team continues to advocate for fiscal responsibility. A comprehensive financing strategy has been prepared to accommodate the County's proposed capital needs, in line with Council's strategic priority Sustaining Norfolk.

### 3) Ensuring Norfolk is Prepared for the Future

The Levy Capital Plan considers both residents of today as well as residents of 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.

**May 2024**

#### Capital Planning Kickoff

Finance staff roll forward the annual budget and prepare workplans for the upcoming budget process.

**June 2024**

#### Asset Management Integration

This year, the Asset Management & Finance departments started collaborating on how to ensure no asset replacements are missed by fully populating long-term plans. Further integration is expected as Norfolk's Asset Management maturity progresses.

**July 2024**

#### Interdepartmental Collaboration

The previous year's unadjusted Capital Plan is sent to departments across Norfolk County for revisions, which include additions and removals of projects, changes to scope or timing, and updates of cost estimates based on relative market pricing, which are then confirmed by Finance after ensuring submissions comply with capital planning principles and strategic priorities.

**August 2024**

#### Preliminary Capital Plan Financing

Once all expenditure budgets are received, Finance staff draft the financial strategy that will be used to pay for the projects.

**Early September 2024**

#### Senior Leadership Team Review

Finance presents the Preliminary 2025-2034 Capital Plans to SLT, starting with Rate and then Levy, and focuses discussions on core financial principles and concerns. SLT completes a line-by-line review of all 2025 projects to ensure only core priorities move forward, and then completes additional review of the remaining forecast period. Finance updates adjustments accordingly to prepare the Proposed 2025-2034 Capital Plans.

**Late September 2024**

#### Capital Business Case Compilation

Finance staff coordinate with departments to complete Capital Business Cases for all of the New / Incremental Capital & Studies projects approved by SLT.

**Early October 2024**

#### Comprehensive Financing Strategy

Financial Management & Planning staff re-optimize the financing strategy to be utilized and draft the Proposed 2025-2034 Capital Plans for Council and the public.

**October 31<sup>st</sup>, 2024**

#### Proposed 2025-2034 Rate Capital Plan

Council approves the Final 2025-2034 Rate Capital Plan.

**November 21<sup>st</sup>, 2024**

#### Proposed 2025-2034 Levy Capital Plan

The Proposed 2025-2034 Levy Capital Plan is presented to Budget Committee for deliberation.

---

# SUPPLEMENTAL BACKGROUND INFORMATION

---

## Understanding Budgeted Expenditures

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

1. New/Incremental Capital – for the acquisition of new assets where no asset existed before, as well as replacements if a significant change to the service level or enhancement is created.
2. Studies – for studies, which are generally considered operating-related rather than capital-related, but have been included as a separate category to improve long-term planning and tracking of the forecasted projects.
3. Replacements / Rehabilitations – for the replacement of existing Tangible Capital Assets (TCAs) or significant work that restores them to a condition that maintains current levels of service.
4. Disposals – for identification of existing assets which are planned to be disposed of, and not replaced. Asset disposals can often have extensive capital costs associated.
5. Requisitions from Boards & Agencies – for summarizing requests proposed by the Norfolk County Public Library Board, Police Services Board, Long Point Regional Conservation Authority, and Haldimand-Norfolk Housing Corporation.

The Capital Plan document includes projects broken out by several different subsections such as Divisions, Departments, and Capital Programs. Each capital project includes a 7-digit project identifier (project number). The year planned funding source for completion is also identified.

## Understanding Budgeted Funding Sources

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

### External Financing & Grants

Most of this funding results from Provincial or Federal government grant opportunities. This funding is often one-time, sporadic, or unpredictable. As such, it is only included in the Capital Plan when either a) that project was previously been submitted for a grant and confirmation has been received, or b) the project is funding-contingent (meaning staff will pursue grant opportunities and only undertake the project if grant funding is secured). Other external financing can come from a variety of additional sources, such as donations, recoveries from property owners related to drain projects, or recoveries from cost sharing agreements with developers.

### Debt Financing (Debentures)

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

### Reserves & Reserve Funds

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

### Development Charges

Development charges 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 development charge reserve funds which should only be withdrawn to pay for growth-related capital projects provided for in a Development Charges Background Study. If a development charge reserve fund balance is insufficient to cover a growth-related capital project, debt may be borrowed to pay for the upfront costs, with annual servicing costs (principal and interest) being repaid from the reserve fund in the long-term. The County also administers Post DC Reserve Funds, which allow staff to plan for post-period growth (i.e., to build assets which will service the County into the indefinite future, not just for immediate 10-year forecast period). All DC-related Debt is accounted for under “Debt Financing” in the funding source column.

## 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 (examples provided are hypothetical and do not reflect actual capital projects):

1. New/Incremental Projects – 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.

- i. 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, because past residents were unable to use the playground.
2. Replacements / Rehabilitations – 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.
  - i. 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 over that time should bear the cost by funding the renewed playground from reserves, because future residents were unable to use the original playground.
3. Growth Projects – typically funded from development charges. Since the need for additional TCAs arises from a growing population, then residents causing that growth should pay for those projects. Development charges accomplish this by adding a surcharge on new developments to pay their fair portion of TCAs required to accommodate growth.
  - i. For example, if a playground is being built as part of a new subdivision development in accordance with parkland provisions in the County’s Official Plan, then those residents/developers building the subdivision should bear the cost of the playground, because the rest of the 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. The graphic included below visualizes the different project types and their ideal funding sources according to the County’s financing principles. The Capital financing strategy is summarized below.

**Graphic 1: Norfolk County’s Financing Strategy**

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

Beyond the County’s capital financing principles, staff exercise discretion so that the Capital Plan is prepared with the following two 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 the tools used to finance the Capital Plan creates consequences; any single change presents an offsetting opportunity or challenge, and often time creates ripple effects. For example, swapping a debt-funded project to reserve funding without approving an offsetting increase to reserve contributions may result in the reserve falling below \$0, requiring the County to pay interest on the balance that must be accounted for in the operating budget. In another example, cancelling a reserve funded project may present the possibility of avoiding debt on another project by funding it from reserves in place of the cancelled one, creating an opportunity to reduce the County’s Annual Repayment Limit and eliminate debt servicing charges in the upcoming operating budget.

Staff emphasize that months have been spent optimizing the financing strategy of this Capital Plan for stability and affordability, using the following financing assumptions:

1. Continued Reserve Contribution Increases – that Council, with recognition of the significant capital pressures and significant infrastructure gap (to be quantified in upcoming asset management reporting), will continue to support greater-than inflationary annual increases to reserve contributions during the forecast period.
2. Projected Reserve Balances – that staff will present Proposed 10-Year Capital Plans with no Levy Capital Reserve or Rate Capital Reserve that projects a negative balance.
3. Annual Repayment Limit – that staff will present Proposed 10-Year Capital Plans that result in projected debt servicing charges which do not breach the County’s 15% Internal Repayment Limit.
4. Canada Community-Building Fund – that future annual allocations from CCBF will continue to be received during the forecast period at least equal to the most recent guidance & estimates provided from AMO and be used primarily for levy capital only.
5. Ontario Community Infrastructure Fund – in the most recent OCIF funding letter, the province indicated the intent to limit fluctuations in allocations to ±15% of the current year. For

conservatism, it is assumed that future annual allocations from OCIF will decrease 15% annually and be used for levy capital only.

6. Annual transfer from the Legacy Fund – that \$2M continues to be transferred annually during the forecast period to the Roadway Construction Reserve until it reaches a sustainable position.
7. Annual transfers from the Rate Budget – that annual transfers are made to the Roadway Construction Reserve from the Water and Wastewater units during the forecast period to help fund the cost of infrastructure reconstructions.
8. Debt avoidance – that uncommitted balances in the New/Incremental Capital Reserve are used to swap the funding source of previously-approved debt-funded projects to further mitigate debt pressures. This results in the balance of the Reserve perpetually being forecasted at \$0, even though many transactions may flow through the reserve each year.

### How Staff Determine Reserve Contribution Allocations

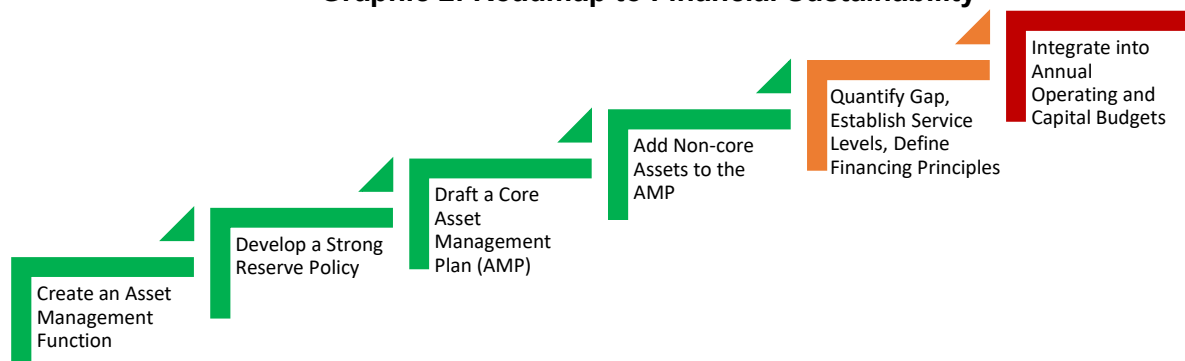
Reserve contributions are a form of infrastructure funding raised by carrying a charge in the annual operating budgets. They often make up a significant portion of the operating budgets, so it is important to understand how those allocations are determined. There are three main steps.

1. In understanding the above capital financing principles, step one is clear: to raise total reserve contributions high enough to fund all expected annual replacements / rehabilitations and Requisitions from Boards & Agencies, or the County will never progress towards financial sustainability. In the absence of an Asset Management Plan with better lifecycle costing information, individual reserve contributions should at least equal the average annual capital spend. That is, the sum of replacements / rehabilitations and Requisitions from Boards & Agencies in the 10-year period, divided by 10.
2. As echoed in the report, the average annual spend in the Proposed 10-year Capital Plan far exceeds the proposed level of reserve contributions, so the second step is adopting an “as much as possible” approach to determine the change in contributions for the given year: staff recognize closing the difference between the current contribution and the average annual spend in a single year would be unfair to taxpayers, so Council feedback received through the annual budget guidance report is used to understand what percentage increase to the total levy requirement is considered realistic, and what portion of that can be bookmarked for reserve contributions. The Budget Guidance provided to Council ahead of the 2025 Budget Cycle was that the 2025 Levy Operating Budget would include an addition to infrastructure funding equivalent to 4% of the 2024 Approved Net Levy Requirement. The Proposed 2025-2034 Levy Capital Plan has been financed according to this guiding principle.
3. The final step is allocating the total pot of reserve contributions (the previous year’s starting point plus the current year’s increase) to the 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.

### Asset Management Integration

The visualization below provides a reminder of the biggest milestones for achieving sustainability as Norfolk County’s Asset Management function grows in responsibility and starts integrating with Financial Management & Planning. The County’s progress has been highlighted in green, with ongoing work in orange, and future strategies staff plan to present for Council highlighted in red.

**Graphic 2: Roadmap to Financial Sustainability**





# SECTION 2

# Corporate Services Report

## Budget Committee Meeting – November 21, 2024

Subject: Proposed 2025-2034 Levy Capital Plan  
Report Number: CS-24-162  
Division: Corporate Services  
Department: Financial Management & Planning  
Purpose: For Decision

### Recommendation(s):

THAT Report CS-24-162 Proposed 2025-2034 Levy Capital Plan be received as information;

AND THAT the 2025 Levy Capital Budget totaling \$59,376,000 be approved;

AND THAT the 2025 Infrastructure Funding allocation as stated in Table 6 be reflected as a Council Approved Initiative (CAI) in the Proposed 2025 Levy Operating Budget;

AND THAT the Capital Forecast for the years 2026 to 2034 be received as information, in the amount of \$625,145,000.

### Executive Summary:

The Proposed 2025-2034 Levy Capital Plan consists of \$59,376,000 in capital projects proposed for approval in 2025, with an additional \$625,145,000 to be approved in principle for the capital forecast period. The underfunding of reserves, market pricing that has rapidly inflated for items such as vehicle purchases and facility construction, and limitations in available debt capacity continue to create a large challenge towards affordably financing the County's future.

However, decisions made by staff and Council over the last several years have remarkably improved Norfolk County's financial position, particularly for levy-funded service areas. Ensuring consistent alignment with the County's strategic priorities, continued efforts to address asset management weaknesses, and keeping the proverbial foot on the gas pedal as it pertains to infrastructure funding helps to ensure that Norfolk County overcomes any persisting challenges on its path to financial sustainability.

This report provides Council with a financial snapshot of today, as well as an outlook for where the County is headed.

### Discussion:

#### Introduction

The Levy Capital Plan is developed through a collaborative process led by Financial Management & Planning and involving staff from all County departments, with oversight from the Senior Leadership Team. It takes into consideration current service standards, financial sustainability, and project management capacity.

Staff have streamlined the body of this report for Council's information by breaking it down into four key sections.

1. Active Levy Capital: a reminder of the projects which have been approved in previous years that are still active and ongoing.
2. Proposed 2025 Levy Capital Budget: an overview of the projects being proposed for approval in 2025.
3. Proposed 2025-2034 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 Proposed 2025-2034 Levy Capital Plan a reality.

2025 marked the first-year staff have chosen to present a comprehensive Rate Budget comprising both capital and operating (October 31<sup>st</sup>, 2024 Budget Committee Meeting). As a result, Council and the public should understand the scope of this report and the 10-Year Levy Capital Plan only includes capital projects related to levy-supported assets, but contributes to a total capital forecast that tops \$1.1 billion when considering the 2025-2034 Rate Capital Plan approved in October. This total represents the most extensive capital outlook in Norfolk County’s history.

**Active Levy Capital (2024 & Prior)**

Norfolk County’s project managers maintain a large portfolio of capital works at any given time, many of which require several years to reach completion. On a biannual basis, staff prepare a Capital Status Report which highlights progress made on previously approved projects, allowing Council and the public to monitor capital spending and seek general status updates.

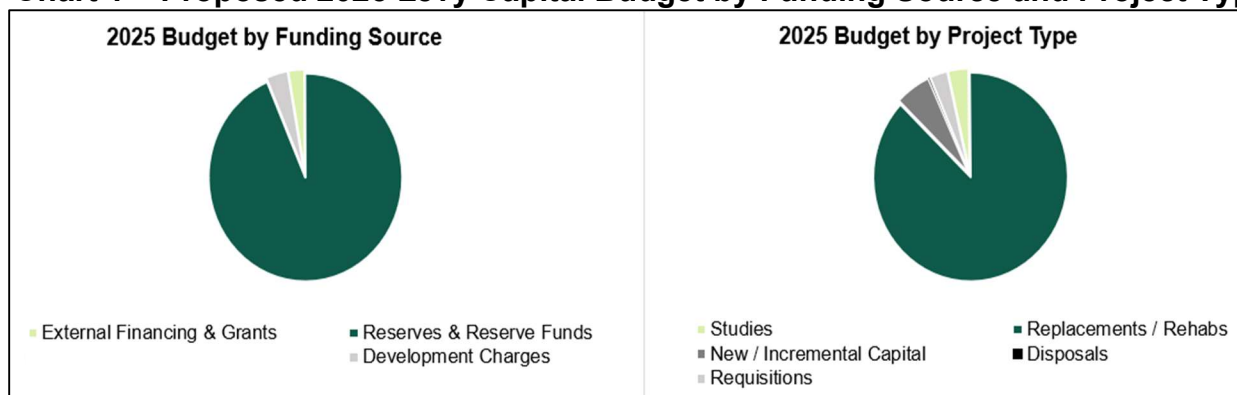
Inclusive of amendments required through other reports on the November 21<sup>st</sup>, 2024 Budget Committee agenda, but prior to the approval of any additional projects in the Proposed 2025 Levy Capital Budget, the previously Approved Capital Budget includes an allocation of \$132 million in levy-related capital projects. This is headlined with several major capital investments for the community, including over \$9 million for fire department vehicles, \$8.5 million for several dressing room expansions, \$6.1 million for the Colborne St. reconstruction (Phase 1 & 2), \$4.9 million for the Long Point causeway resurfacing, and \$4.1 million for a major retrofit at the Simcoe Recreation Centre.

As highlighted in more detail under the Infrastructure Funding section below, the County is only able to accommodate this planned capital spending due to the continued commitment from Council to increase contributions to Capital Reserves over the last several years. Staff understand this trade-off comes with continued pressures on the tax levy, however with extensive capital spending **it’s critical to continue investing in reserves to ensure that a solid financial foundation is set, which staff are cautiously optimistic is beginning to form.**

**Proposed Levy Capital Budget (2025)**

The Proposed 2025 Levy Capital Budget includes approximately \$59 million for projects being proposed today. Chart 1 summarizes how those projects are funded (left) and the types of projects being proposed (right).

**Chart 1 – Proposed 2025 Levy Capital Budget by Funding Source and Project Type**



As highlighted on the left side of Chart 1, the majority of the projects being proposed in 2025 can be accommodated using Capital Reserves (94%), pending the planned increase to Infrastructure Funding is approved as presented. This represents a significant win for the County, which has historically had to rely heavily on the issuance of debentures for capital replacements. However, this year **no new debt will be required to undertake any projects included in the Proposed 2025 Levy Capital Budget if Council approves the recommendations outlined within this report.** This follows the 2025 Rate Budget approved in October, which also presented that the limited number of 2025 rate-related projects would not require the use of debt-financing.

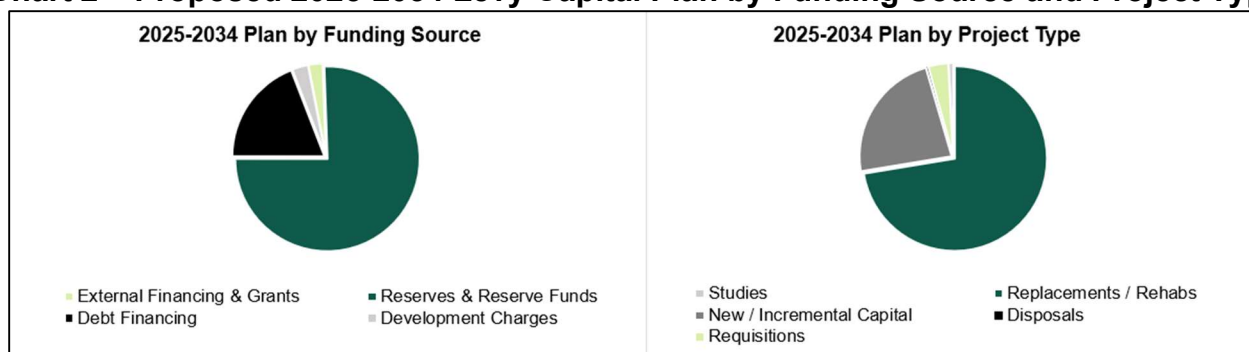
The right side of Chart 1 indicates that, as usual, the majority of projects being proposed in 2025 relate to replacements / rehabilitations of existing assets (87%). Projects that

create new assets or incrementally increase the service of existing assets follow at a 6% share, while the other three categories share the final 7%. While minimal, a new category, “Disposals”, has been added to capital planning documents to highlight to Council the assets that are expected to be removed from the community, and to align project types with the major lifecycle activities integrated throughout the County’s Approved Asset Management Plan.

**Proposed Levy Capital Plan (2025-2034)**

Looking at the entire 10-Year Levy Capital Plan, just short of \$685 million in spending is currently being planned over the forecast period for levy-related capital. This level of spending continues the post-COVID trend of escalating 12% - 15% per year. Like Chart 1, Chart 2 summarizes how those projects are funded (left), and summarizes the types of projects being proposed (right).

**Chart 2 – Proposed 2025-2034 Levy Capital Plan by Funding Source and Project Type**



Assuming Council commits to the level of contributions recommended to build solid financial foundations, reserves are projected to fund 76% of all planned levy-related projects over the next 10 years. Comparing Chart 1 with Chart 2, a few considerable projects occur within the longer-term that drive the requirement for some use of debt (19%). Of the projects requiring debt financing, however, it could be considered an optimal funding source, by spreading the repayment of new assets over the future periods residents will benefit from them. This is a stark difference from previous years, where a significant amount of replacement projects required debt financing, which Finance would ideally advise against. As 2025 progresses, preparing a renewed DC Background Study and undertaking efforts to secure more grant funding will likely influence the funding mix by increasing the proportion of these funding sources.

On the right side of Chart 2, replacements and rehabilitations appear to continue making up the majority of planned capital spending (72%). As a reminder, these are projects proposed by staff with the intent of maintaining the interpreted current level of service, and as a result, should only change in timing or need if Council directs changes to the underlying service. New/Incremental Capital projects (23%) start to represent a larger part of the pie chart, demonstrating how many of these projects are deferred to future years as staff tried to prioritize only the most crucial requests for the 2025 Levy Capital Budget.

**Summary of Drivers**

Just like any other budget year, tough decisions must be made as there are extensive capital needs with a limited financial capacity. As a result, the County continues to find itself tackling an infrastructure gap for core and non-core assets. Projects brought forward for 2025, as well as projects included in the future period, are what project managers deem as the most critical projects for the County.

The Proposed 2025-2034 Levy Capital Plan has increased by \$75.4 million (12.4%) compared to the levy-related portion of the Final 2024-2033 Capital Plan. The primary drivers of the year-over-year changes are provided below:

1. \$29.3M Refined Emergency Services Facilities Scoping: 4x Fire Station & EMS Attachment expansions re-scoped and updated to market-pricing.
2. \$20.5M Major Facility Project Escalation: incl. Corporate Facility Centralization, SRC expansion, and Talbot Gardens Interior projects.

3. \$14.0M Fire Truck Cost Escalation: based on tender results received in October for active vehicles, market pricing has significantly evolved.
4. (\$12.4M) Removal of 2024 Projects: more 2024 projects were dropped from the forecast period than 2034 projects were added, resulting in a net reduction.
5. \$8.20M Fleet Cost Escalation (incl. EMS): updated based on comparable tender results/market pricing for vehicles.
6. \$7.23M Road & Bridge Infrastructure: highlighted by projects at St. John's Road and Crosier Street.
7. (\$6.52M) Review of Marinas Capital Needs: reductions based on Council direction in October to eliminate "wants" from Marinas Capital Plan.
8. \$5.59M Priority Shoreline Protection: 3x priority projects selected from the Shoreline Assessment Report presented in May 2024.
9. \$9.45M Other Project Additions: sum of all other changes. Includes better identification of stormwater and refrigeration equipment projects, Ride Norfolk service delivery plans, increase in studies, splash pad placeholder, etc.

Changes Made by the Senior Leadership Team

To verify the Proposed 2025 Capital Budget only includes projects that are of the highest importance as identified by Norfolk County's strategic priorities. The Senior Leadership Team also conducts a line-by-line review, which results in several adjustments. Considerations include financial feasibility, project management capacity, and an analysis of the needs versus the wants of the County. During this process, a total of 77 changes were made. Table 1 below summarizes some of these adjustments.

**Table 1 – Preliminary Changes Made by the Senior Leadership Team**

Project/Program Name	Details on Adjustments
<b>Project Removals</b>	
Review of Marinas Capital	A net reduction of \$6.41 million was made to the Capital Plan of the Marinas.
Accessible Parking Spaces & Sidewalks	Approx. \$0.50 million removed from these programs based on review of prior year's spending, to be accommodated within existing Barrier Free Access and Reconstruction programs.
Refrigeration Equipment	Approx. \$0.35 million in projects identified as redundant
<b>Project Deferrals</b>	
Re-scoped Components	\$3.02 million in components of 2025 projects were separated and deferred to a future year incl. PA Installations, Backflow Prevention, and Talbot Gardens Interior work.
Other Deferrals	\$3.24 million in other projects were identified for deferral.

Facilities Review & Recreation Master Plan Alignment

A major factor for SLT in deciding which projects to propose in 2025 vs defer to a later year was consideration towards two major engagements Norfolk County is in the process of; the Facilities Review and the Recreation Master Plan. These projects are looking to shape the future of many assets across the County, and to respect their potential future recommendations, projects were only prioritized through the 2025 Levy Capital Budget if they were sure to align with these guiding documents and/or were required to prevent health and safety concerns. This was a major challenge, as staff had to evaluate the risks associated with further deferring capital needs, such as the potential for service disruptions.

As a result, there were dozens of projects that were brought forward by project managers due to scheduled replacements that SLT later decided to defer. This approach was taken to ensure that the County does not invest in any corporate facility that could have a potential change in use. There are also projects brought forward for approval in 2025, which could be impacted by the outcomes of these two engagements. These projects may not proceed immediately following the ratification of the Levy Capital Plan to ensure alignment with these studies, however, are being brought forward to Council today due to the urgency of their need, to show shovel-readiness for potential grant opportunities in 2025, and/or to avoid potential budget amendments when the recommendations of these studies are presented so that Council can make

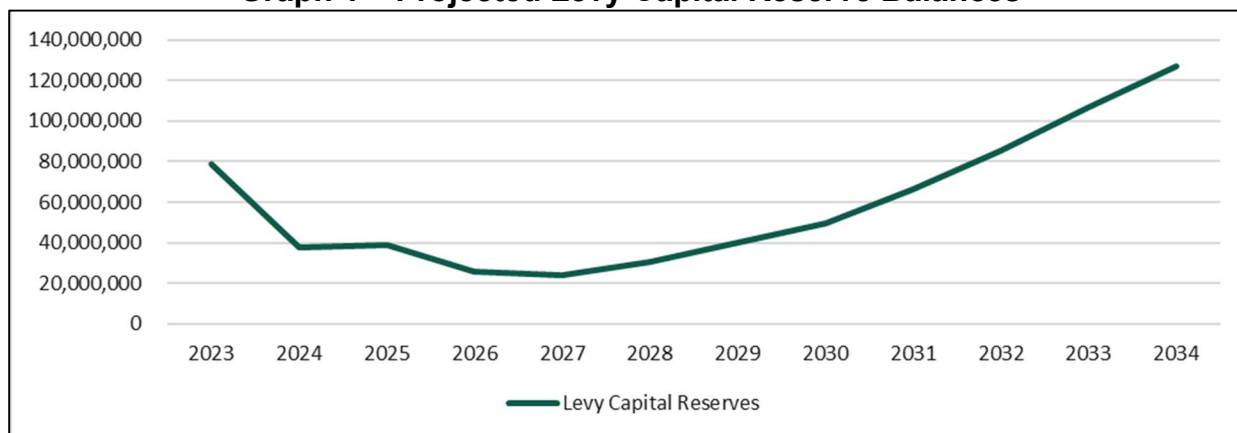
their decision today in conjunction with the full information of the Levy Capital Plan attached.

### **Infrastructure Funding – Reserves**

#### **Projected Balances**

Reserves play a crucial role in the County’s long-term financing plan. Over the past several years, a significant turnaround has started taking shape regarding the financial outlook for levy-funded services. This can be attributed to several tough decisions made, none more considerable than increased contributions to capital reserves. Graph 1 visualizes the cumulative projected balances of the County’s Levy Capital Reserves.

**Graph 1 – Projected Levy Capital Reserve Balances**



As illustrated in Graph 1, 2025 remains relatively flat, despite the net withdrawal (discussed in the next sub-section), due to anticipated interest earned on the cumulative positive balances and increases to the County’s CCBF & OCIF allocations. To summarize the short- to medium-term, even with the recommended increase in contributions to capital reserves, the level of planned capital spending still places downward pressure on projected balances.

In the latter years of the forecast period, more progress can be seen where balances start replenishing and exceeding the levels of today as the compounding effect of contributions have more time to grow. However, it should be noted that the further out projects are forecasted, the less confidence there is in when they will be required and how much they will cost, so it is possible that the trend may be hampered as needs are better understood.

Overall, the Proposed 2025-2034 Levy Capital Plan utilized capital reserve financing wherever possible, to avoid the requirements for additional debt. This capital financing decision, however, leads to limited flexibility to accommodate fluctuations to capital costs estimates throughout project timelines, leaving little available room in each individual reserve to fund any amendments that arise, which can be seen through Section 6 of the Proposed 2025-2034 Levy Capital Plan document.

#### **Net Reserve Contributions/(Withdrawals)**

Another important reserve-related metric is proposed contributions compared to proposed commitments. When contributions are higher than commitments, this will result in improved reserve positions. Conversely, when commitments are higher than contributions, reserve balances will be depleted.

Best practice suggests if reserve balances are in a sustainable position, annual reserve contributions should be approximately equal to commitments. Table 2 shows the net impact on reserves based on the Proposed 2025 Levy Capital Budget, assuming the recommended increase in contributions is approved.

**Table 2 – 2025 Levy Capital Reserve Contributions vs Commitments**

	<b>2025</b>
Proposed Reserve Contributions*	\$36,456,000
Proposed Reserve Commitments*	(\$38,300,000)
<b>Excess Contributions/(Commitments)</b>	<b>(\$1,844,000)</b>

\*Contributions & commitments only pertain to levy capital reserves, so transfers from the rate budget to the Roadway Construction Reserve for funding reconstruction projects are excluded, for example

Even with the recommended increase to contributions being proposed for 2025, the County would still not be contributing at a sufficient level to fund the planned capital spending, as more is being spent from the reserves than what is being put in. This could lead to a continued trend in declining balances and is something that must be addressed in future years.

Reserve Contribution Sufficiency

To further illustrate why the County must continue to increase capital reserve contributions towards the pace of rising capital costs, Table 3 benchmarks the 2025 Proposed Contributions against the Average Annual Spending on projects related to each of the reserve’s purposes. This “adopted target” identifies how much the County would need to contribute to each reserve to sustainably fund the exact projects included within the Proposed 2025-2034 Levy Capital Plan, assuming nothing changes in the 10 years.

**Table 3 – Proposed Reserve Contributions Compared to Average Annual Spend**

<b>Levy Capital Reserves*</b>	<b>Approved 2024 Contribution</b>	<b>Proposed 2025 Contribution</b>	<b>Avg. Annual Spend / Adopted Target</b>
Cemeteries Reserve**	\$40,000	\$40,000	\$38,800
Drains Construction Reserve	500,000	500,000	808,000
Facilities Reserve	4,740,000	5,892,400	6,264,100
Fleet Reserve	4,810,700	6,130,500	6,942,400
Gen. Cap. Repl. Reserve**	4,208,500	5,070,000	4,861,900
Land Reserve	200,000	200,000	-
Library Reserve**	360,000	360,000	342,000
Marinas Reserve	182,000	182,000	1,096,900
New/Incr. Capital Reserve	2,133,900	2,317,300	2,317,300
Roadway Construction Reserve	12,027,300	14,631,000	25,650,500
Social Housing Norfolk Reserve	1,007,800	1,132,800	1,382,800
<b>Total Levy Capital Reserves</b>	<b>\$30,210,200</b>	<b>\$36,456,000</b>	<b>\$49,704,700</b>

\*The Table only includes levy-related capital reserves that the County contributes to from the Levy Operating Budget. As a result, it excludes operating reserves such as the Contingency Reserve or Council Initiative Reserve, and excludes reserves primarily funded from other sources such as the Parkland Reserve or Development Charge Reserve Funds.

\*\*Certain reserves’ contributions may exceed the average annual spend due to rounding or projects being front-loaded (i.e., needs arise in the first half of the 10-year Capital Plan and subside in the second half, and higher-than-average contributions are needed to maintain the reserve balance above \$0).

**Despite the recommended increase in proposed contributions to levy capital reserves in 2025, the capital reserves remain entirely insufficient to handle the level of spending being proposed for approval in principle today.** Using the adopted targets, contributions to levy-related capital reserves are 73% of where they would have to be to sustainably self-fund the 10-Year Levy Capital Plan. In saying that, the needle is moving. When comparing the proposed 2025 contribution level against the approved 2024 contributions, this has improved by 12% from 61% last year, if the recommended increase to contributions is approved.

The above analysis should not be misconstrued with an “infrastructure gap” or “funding gap”, which are likely much larger due to a longer-term view and stronger asset management principles, which continue to be prepared for the upcoming Asset Management Plan update coming prior to July 2025 in order to remain in compliance with O.Reg 588/17. This update will require Norfolk County Council to adopt a fulsome financing strategy that establishes how the County plans to close funding gaps in June/July 2025. This is a challenge confronting all municipalities and is going to lead to

tough decisions being made. The County could look to primarily tackle this gap from a funding perspective by increasing contributions, but it is likely that the impact on taxpayers will be far too significant. A more prudent approach will be to take a deeper look into the services provided to residents, and addressing the County’s financial challenges by reducing service levels and associated spending where possible, in conjunction with more reasonable reserve contribution increases, instead.

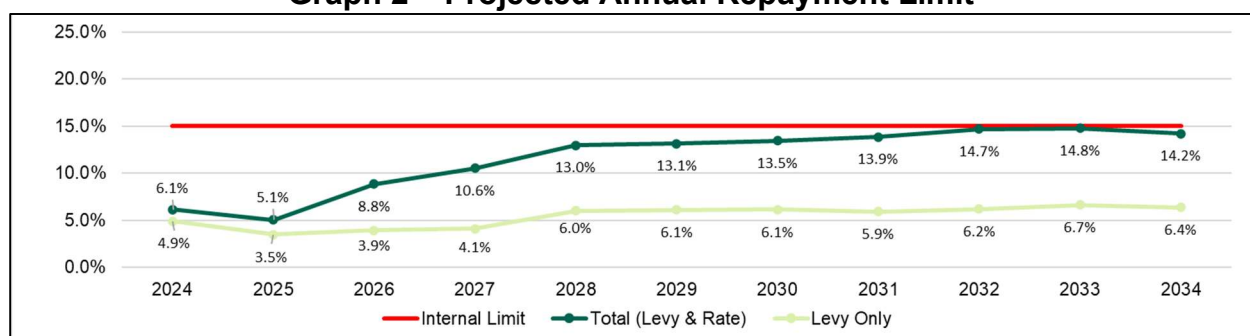
## **Infrastructure Funding – Debentures**

### **Annual Repayment Limit Update**

The Province regulates the total level of debt that can be borrowed by municipalities through the Annual Repayment Limit (ARL), which restricts servicing costs from exceeding 25% of the municipalities’ own source revenues (e.g., tax levies, rate generated revenue, or user fees). To support an even more prudent approach to capital financing, Council established an internal corporate limit of 15% in 2019.

Graph 2 below highlights the internal limit (red line), the County’s projection compared to the internal limit (dark green line), and the amount that only levy-related projects are contributing (light green line).

**Graph 2 – Projected Annual Repayment Limit**



As seen in Graph 2, the projects included in the Proposed 2025-2034 Levy Capital Plan indicate that levy-related borrowing requirements are anticipated to stay within a stable, reasonable level throughout the forecast period. At the corporate level, the 15% internal limit has been upheld per Council’s guidance, barely, peaking at 14.8% in the highest year (2033).

The reason the corporate limit is so much higher than the levy-only limit is due to the extensive borrowing requirements for water- and wastewater-related capital projects. As discussed in detail at the October 31<sup>st</sup>, 2024 Budget Committee Meeting, there is a material imbalance of borrowing requirements between taxpayers and ratepayers. Finance staff continue to exercise caution that the current trajectory of borrowing required to accommodate rate-related capital projects will place a serious burden on ratepayers, which indirectly limits the County’s corporate flexibility. In a nutshell, the levy is positioned in a reasonable spot to tackle many upcoming corporate challenges, but most of the debt capacity across the corporation is being depleted by rate capital.

It is also important to recognize these projections only account for projects within the Capital Plans (levy and rate) and do not address the infrastructure gap, other emerging infrastructure requirements, additions that may be identified over the next years that were not foreseen today, or the impact of capital spending after 2034 (which is also sure to grow). Overall, there will be no flexibility to increase debt as additional needs arise, which supports the importance of flexibility on the reserve side.

### **Outstanding Debt**

Table 4 summarizes the total amount of Debt that Norfolk County currently has and the projected amount it will grow by the end of the forecast period. The “Planned Debt during Period” row includes debt approved in a previous Capital Plan that has not yet been issued. As such, the figure in that row captures all outstanding, approved, and proposed debt.



**Table 4 – Outstanding Debt as of 2024, 2025, and Projected in 2026-2034**

Outstanding Debt	Existing (2024)	2025	2026-2034
Levy Debt at Start of Period	\$46,664,647	\$41,940,995	\$61,896,744
Planned Debt during Period	-	23,935,413	130,738,000
Debt Repaid during Period	(4,723,652)	(3,979,665)	(64,963,199)
<b>Levy Debt at End of Period</b>	<b>\$41,940,995</b>	<b>61,896,744</b>	<b>\$127,671,545</b>
<b>Total Debt at End of Period (incl. Rate)</b>	<b>\$77,599,852</b>	<b>\$194,565,479</b>	<b>\$395,428,364</b>

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

As of January 1st, 2025, the County will have \$41.9 million in outstanding levy-related debt (\$77.6 million total debt) that has already been borrowed and is obligated to be repaid. By the end of 2025, it could peak at \$61.9 million in levy-related debt (\$194 million total debt). It will likely not materialize that high during 2025 as it is the County’s policy to issue debt upon substantial completion of a project, and many of the applicable debt-funded projects will likely have multi-year construction periods, but it is expected to need to be issued at some point. By the end of 2034, the County could be looking at up to \$127 million in outstanding levy-related debt (\$395 million total debt).

Approximately 27% of the levy-related debt over the forecast period is DC Debt, expected to be issued because Development Charge Reserve Fund balances are insufficient to fund the project budgets alone, so will instead be used to fund the debt repayments to ensure that growth still pays for growth. An updated DC Background study is expected to help implement more accurate rates that will increase collections to a point where some of this debt may be avoided before the projects commence.

Overall, Table 4 highlights once again how much more of Norfolk’s expected borrowing is related to water and wastewater rather than the levy, which is in a favourable position. Staff will continue to highlight the imbalance between rate-related debt and levy-related debt, wherever possible.

**Impacts on the Proposed 2025 Levy Operating Budget**

Council-in-Committee approved Report CS-24-096 Budget Timetable & Guidance on July 9th, 2024, which projected an increase of 8.5% to the net levy requirement, with an increase of 7.5% to the average residential taxpayer. Within this estimate, Infrastructure Funding was expected to contribute 4.0% of the 8.5%. **The financing strategy designed for the Proposed 2025-2034 Levy Capital Plan adhered to this assumption and only remains possible if the associated level of Infrastructure Funding is approved.** Changes to Infrastructure Funding required to accommodate the planned capital spending are included in Table 5 below.

**Table 5 – Planned 2025 Infrastructure Funding Council Approved Initiative (CAI)**

Driver	Change	% to Net Levy
Reserve & Reserve Fund Contributions	\$6,245,800	4.86%
Debt Servicing Costs (Existing & Proposed)	(\$1,033,800)	(0.80%)
Transfer from DC Reserve Fund	(\$70,300)	(0.06%)
<b>Impact to 2025 Net Levy Requirement</b>	<b>\$5,141,700</b>	<b>4.00%</b>

Overall, **staff are recommending that the operating impact related to the Proposed 2025-2034 Levy Capital Plan and respective appendices, equating to a 4.00% (\$5,141,700) increase to the net levy requirement, be reflected as a Council Approved Initiative in the Proposed 2025 Levy Operating Budget.** As the capital financing strategy has been optimized to accommodate the expenditures within this Capital Plan, any adjustments to funding level recommendations will have adverse impacts, such as the requirement to take on more debt, which a limited availability to do so exists within Council’s existing guidance of a 15% Internal Repayment Limit. The level of contributions being recommended is required, or the County will risk reserve balances becoming negative as early as 2027.

Staff fully understand that taking continued strides towards financial sustainability can be challenging, however they are crucial to ensure that Norfolk County builds on its solid foundation and prepares for future capital requirements. A 4% levy commitment towards reserve contributions in 2025 will mark significantly more progress. As Norfolk County develops a 2025-compliant asset management plan, Finance will assist by preparing a net capital financing strategy. A consistent minimum increase to levy capital reserves will be recommended in order to close funding gaps, which will give Council more control of fluctuations to the net levy requirement related to infrastructure by allowing Council to choose the amount, time period, and how this is addressed.

#### **Interdepartmental Implications:**

All projects included within the Proposed 2025-2034 Levy Capital Plan are requested by the source departments, which will guide their long-term workplans.

#### **Consultation(s):**

The Proposed 2025-2034 Levy Capital Plan was developed through extensive collaboration across all divisions in Norfolk County, with full support of our Senior Leadership Team.

#### **Strategic Plan Linkage:**

This report aligns with the 2022-2026 Council Strategic Priority Sustaining Norfolk - Creating a sustainable community and a positive legacy.

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

#### **Conclusion:**

The Proposed 2025-2034 Levy Capital Plan has been prepared using resources including studies, assessments, and current asset conditions. The Capital Budget includes expenditures and funding sources to acquire, construct, upgrade, rehabilitate, and replace Norfolk County assets such as facilities, roads, bridges, and vehicles. Upon approval of the 2025 Capital Budget and respective infrastructure funding, staff will be authorized to initiate all 2025 capital projects.

#### **Attachment(s):**

- Appendix 1 – Proposed 2025-2034 Levy Capital Plan

#### **Approval:**

**Approved by:**

Al Meneses  
Chief Administrative Officer

**Reviewed by:**

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

Chris Everets  
Manager, Financial Management & Planning

**Prepared by:**

Jacob Graham  
Supervisor, Financial Initiatives & Planning

Jared Carter, CPA  
Senior Financial Analyst



# SECTION 3

# Proposed 2025-2034 Levy Capital Plan



**PROPOSED 2025-2034 LEVY CAPITAL PLAN  
SUMMARY BY DIVISION**

Division	LTD Approved Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL FORECAST
Requisitions from Boards & Agencies	60,000	1,756,000	2,132,000	2,385,000	3,236,000	2,601,000	2,052,000	2,125,000	2,569,000	2,385,000	2,727,000	<b>23,968,000</b>
Office of the CAO		4,103,000	3,731,000	4,527,000	10,684,000	5,429,000	10,448,000	22,662,000	21,429,000	3,547,000	18,478,000	<b>105,038,000</b>
Corporate Services		787,000	750,000	4,963,000	860,000	461,000	456,000	623,000	552,000	680,000	485,000	<b>10,617,000</b>
Environmental & Infrastructure Services	4,290,000	40,125,000	44,769,000	34,630,000	32,938,000	31,574,000	39,138,000	32,955,000	27,141,000	28,701,000	28,993,000	<b>340,964,000</b>
Health & Social Services		532,000	502,000	370,000	70,000	466,000	225,000	600,000	568,000	424,000	121,000	<b>3,878,000</b>
Operations	401,000	11,280,000	28,341,000	54,079,000	13,645,000	38,802,000	7,805,000	8,137,000	12,024,000	10,796,000	9,854,000	<b>194,763,000</b>
Community Development		793,000	380,000	334,000	1,490,000	430,000	104,000	345,000	84,000	919,000	414,000	<b>5,293,000</b>
<b>Total NORFOLK COUNTY SUMMARY</b>	4,751,000	<b>59,376,000</b>	80,605,000	101,288,000	62,923,000	79,763,000	60,228,000	67,447,000	64,367,000	47,452,000	61,072,000	<b>684,521,000</b>



**PROPOSED 2025-2034 LEVY CAPITAL PLAN  
SUMMARY BY PROJECT TYPE**

Project Type	LTD Approved Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL FORECAST
New / Incremental Capital	201,000	3,541,000	7,255,000	43,465,000	11,928,000	27,183,000	11,190,000	22,866,000	14,905,000	3,422,000	12,095,000	<b>157,850,000</b>
Studies	89,000	2,055,000	639,000	352,000	689,000	50,000	91,000	315,000	529,000	509,000	427,000	<b>5,656,000</b>
Replacements / Rehabilitations	4,401,000	51,874,000	70,474,000	54,852,000	46,943,000	49,929,000	46,895,000	42,141,000	46,364,000	40,541,000	45,613,000	<b>495,626,000</b>
Disposals		150,000	105,000	234,000	127,000					595,000	210,000	<b>1,421,000</b>
Requisitions From Boards & Agencies	60,000	1,756,000	2,132,000	2,385,000	3,236,000	2,601,000	2,052,000	2,125,000	2,569,000	2,385,000	2,727,000	<b>23,968,000</b>
<b>Total PROJECT TYPES</b>	4,751,000	<b>59,376,000</b>	80,605,000	101,288,000	62,923,000	79,763,000	60,228,000	67,447,000	64,367,000	47,452,000	61,072,000	<b>684,521,000</b>



**PROPOSED 2025-2034 LEVY CAPITAL PLAN  
SUMMARY BY FUNDING SOURCES**

Funding Sources	LTD Approved Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL FORECAST
External Financing & Grants	5,000	1,610,000	2,866,000	2,261,000	2,288,000	1,020,000	2,865,000	1,096,000	778,000	1,573,000	817,000	<b>17,174,000</b>
Debt Financing			5,698,000	37,476,000	6,090,000	29,173,000	4,316,000	20,118,000	18,855,000	798,000	8,214,000	<b>130,738,000</b>
Reserves & Reserve Funds	4,746,000	55,581,000	70,969,000	59,934,000	51,159,000	48,406,000	50,297,000	45,051,000	43,958,000	44,187,000	47,672,000	<b>517,214,000</b>
Development Charges		2,185,000	1,072,000	1,617,000	3,386,000	1,164,000	2,750,000	1,182,000	776,000	894,000	4,369,000	<b>19,395,000</b>
<b>Total FUNDING SOURCES</b>	<b>4,751,000</b>	<b>59,376,000</b>	<b>80,605,000</b>	<b>101,288,000</b>	<b>62,923,000</b>	<b>79,763,000</b>	<b>60,228,000</b>	<b>67,447,000</b>	<b>64,367,000</b>	<b>47,452,000</b>	<b>61,072,000</b>	<b>684,521,000</b>

*Portions of the debt budgets in 2027 (\$826,000), 2029 (\$20,000,000), 2031 (\$9,225,000), and 2032 (\$4,189,000) relate to Development Charge (DC) Debt due to insufficient DC Reserve Fund Balances at that time, for a total of \$34,240,000*



# SECTION 3A

## **New / Incremental Capital**



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
<b>New / Incremental Capital</b>																	
<b>Office of the CAO</b>																	
★ <b>Fire</b>																	
<b>New Initiatives</b>																	
7432510 Mobile SCBA Tank Fill Unit (FC)			140,000									140,000	(110,000)		(30,000)		(140,000)
7432007 Fire Station - Fire Station #10 St. Williams				703,000	4,920,000							5,623,000		(3,402,000)	(703,000)	(1,518,000)	(5,623,000)
7432003 Fire Station - Fire Station #6 Courtland						738,000	5,169,000					5,907,000		(3,575,000)	(738,000)	(1,594,000)	(5,907,000)
7432305 Fire Station - Fire Station #1 Simcoe								1,940,000	13,577,000			15,517,000		(13,577,000)	(1,940,000)		(15,517,000)
7433302 New Aerial Fire Truck								3,359,000				3,359,000		(3,359,000)			(3,359,000)
7433207 Fire Station - Fire Station #5 Delhi										1,528,000	10,698,000	12,226,000		(7,397,000)	(1,528,000)	(3,301,000)	(12,226,000)
<b>Total New Initiatives</b>			140,000	703,000	4,920,000	738,000	5,169,000	5,299,000	13,577,000	1,528,000	10,698,000	42,772,000	(110,000)	(31,310,000)	(4,939,000)	(6,413,000)	(42,772,000)
<b>Total Fire</b>			140,000	703,000	4,920,000	738,000	5,169,000	5,299,000	13,577,000	1,528,000	10,698,000	42,772,000	(110,000)	(31,310,000)	(4,939,000)	(6,413,000)	(42,772,000)
★ <b>Paramedic Services</b>																	
<b>New Initiatives</b>																	
7532508 Ambulance Security Safes			88,000									88,000			(88,000)		(88,000)
7532607 Paramedic Services Attachment - St. Williams				71,000	704,000							775,000			(517,000)	(258,000)	(775,000)
7532804 Paramedic Services Attachment - Courtland						74,000	740,000					814,000			(543,000)	(271,000)	(814,000)
7532910 New Ambulance (Fleet Expansion)						339,000						339,000				(339,000)	(339,000)
7532909 Satellite Paramedic Base Multi-Function Station							1,600,000	16,000,000				17,600,000	(16,000,000)	(1,600,000)			(17,600,000)
7533008 Paramedic Services Attachment - Simcoe								78,000	777,000			855,000			(570,000)	(285,000)	(855,000)
7533209 Paramedic Services Attachment - Delhi										82,000	817,000	899,000			(600,000)	(299,000)	(899,000)
<b>Total New Initiatives</b>			88,000	71,000	704,000	413,000	2,340,000	16,078,000	777,000	82,000	817,000	21,370,000	(16,000,000)	(3,918,000)	(1,452,000)	(1,452,000)	(21,370,000)
<b>Total Paramedic Services</b>			88,000	71,000	704,000	413,000	2,340,000	16,078,000	777,000	82,000	817,000	21,370,000	(16,000,000)	(3,918,000)	(1,452,000)	(1,452,000)	(21,370,000)
<b>Total Office of the CAO</b>			228,000	774,000	5,624,000	1,151,000	7,509,000	21,377,000	14,354,000	1,610,000	11,515,000	64,142,000	(110,000)	(47,310,000)	(8,857,000)	(7,865,000)	(64,142,000)
<b>Corporate Services</b>																	
<b>Accessibility and Special Projects</b>																	
<b>Barrier Free Access Program</b>																	
3332501 2025 Barrier Free Access Program		80,000										80,000			(80,000)		(80,000)
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)

Portions of the debt budgets in Projects 7432305 Fire Station #1 Simcoe (\$4,189,000), 7433302 New Aerial Fire Truck (\$3,359,000), and 7532909 Satellite Paramedic Base Multi-Function Station (\$5,866,000) relate to Development Charge (DC) Debt due to insufficient DC Reserve Fund Balances (FC) = Funding Contingent. Project will not move forward unless external funding is confirmed





PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
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)
<b>Total Barrier Free Access Program</b>		80,000	82,000	84,000	86,000	88,000	90,000	93,000	95,000	97,000	100,000	895,000			(895,000)		(895,000)
<b>Total Accessibility and Special Projects</b>		80,000	82,000	84,000	86,000	88,000	90,000	93,000	95,000	97,000	100,000	895,000			(895,000)		(895,000)
<b>Total Corporate Services</b>		80,000	82,000	84,000	86,000	88,000	90,000	93,000	95,000	97,000	100,000	895,000			(895,000)		(895,000)
<b>Environmental &amp; Infrastructure Services</b>																	
<b>Engineering</b>																	
<b>New Infrastructure Construction</b>																	
5532475 St. Johns Road - Cockshutt Road and Blueline Road	201,000		4,000,000									4,000,000		(4,000,000)			(4,000,000)
5532540 Crosier Street - Gibraltar to Main Street, Delhi		1,428,000										1,428,000	(562,000)		(866,000)		(1,428,000)
5532514 Argyle Ave Ext - Bluegrass Ph.4 to Fertilizer, Delhi			149,000	1,836,000								1,985,000		(826,000)	(609,000)	(550,000)	(1,985,000)
<b>Total New Infrastructure Construction</b>	201,000	1,428,000	4,149,000	1,836,000								7,413,000	(562,000)	(4,826,000)	(1,475,000)	(550,000)	(7,413,000)
<b>New Sidewalk, Walkways, and Crossings</b>																	
5532621 2026 Sidewalks & Walkways Installation			174,000									174,000			(174,000)		(174,000)
5532723 2027 New Pedestrian Crossing				184,000								184,000			(184,000)		(184,000)
5532805 2028 Sidewalks & Walkways Installation					182,000							182,000			(182,000)		(182,000)
5532927 2029 New Pedestrian Crossing						193,000						193,000			(193,000)		(193,000)
5533022 2030 Sidewalks & Walkways Installation							192,000					192,000			(192,000)		(192,000)
5533122 2031 New Pedestrian Crossing								203,000				203,000			(203,000)		(203,000)
5533204 2032 Sidewalks & Walkways Installation									202,000			202,000			(202,000)		(202,000)
5533316 2033 New Pedestrian Crossing										213,000		213,000			(213,000)		(213,000)
5533408 2034 Sidewalks & Walkways Installation											212,000	212,000			(212,000)		(212,000)
<b>Total New Sidewalk, Walkways, and Crossings</b>			174,000	184,000	182,000	193,000	192,000	203,000	202,000	213,000	212,000	1,755,000			(1,755,000)		(1,755,000)
<b>Parking Lot Program</b>																	
5532578 Parking Improvement at St. James St. & Alice St., Waterford		40,000										40,000				(40,000)	(40,000)
5532579 Parking Improvement at Abigail Becker Lot		25,000										25,000			(3,000)	(22,000)	(25,000)
7332024 Parking Area Expansion - Port Dover Arena					200,000							200,000				(200,000)	(200,000)

Portions of the debt budgets in Project 5532514 Argyle Ave Ext - Bluegrass Ph. 4 to Fertilizer, Delhi (\$826,000) relate to Development Charge (DC) Debt due to insufficient DC Reserve Fund Balances



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
7332812 Parking Lot Construction - Waterford Lions Park					218,000							218,000				(218,000)	(218,000)
<b>Total Parking Lot Program</b>		65,000			418,000							483,000			(3,000)	(480,000)	(483,000)
<b>Other New Initiatives</b>																	
5532539 2025 Streetlighting Infills		100,000										100,000			(100,000)		(100,000)
★ 5532534 Nelson Street Shoreline Protection (FC)		465,000		1,065,000								1,530,000	(765,000)		(765,000)		(1,530,000)
5532724 2027 Streetlighting Infills				103,000								103,000			(103,000)		(103,000)
5532634 Cedar Drive Shoreline Protection (FC)					1,250,000		3,000,000					4,250,000	(2,125,000)		(2,125,000)		(4,250,000)
5532928 2029 Streetlighting Infills						110,000						110,000			(110,000)		(110,000)
5532722 Cove Road Shoreline Protection (FC)								95,000		221,000		316,000	(158,000)		(158,000)		(316,000)
5533123 2031 Streetlighting Infills								116,000				116,000			(116,000)		(116,000)
5533317 2033 Streetlighting Infills										122,000		122,000			(122,000)		(122,000)
<b>Total Other New Initiatives</b>		565,000		1,168,000	1,250,000	110,000	3,000,000	211,000		343,000		6,647,000	(3,048,000)		(3,599,000)		(6,647,000)
<b>Total Engineering</b>	201,000	2,058,000	4,323,000	3,188,000	1,850,000	303,000	3,192,000	414,000	202,000	556,000	212,000	16,298,000	(3,610,000)	(4,826,000)	(6,832,000)	(1,030,000)	(16,298,000)
<b>Stormwater</b>																	
<b>New Initiatives</b>																	
5532572 CCTV Camera Locator Inspection Equipment		85,000										85,000			(85,000)		(85,000)
5532573 Flusher Truck Attachments		60,000										60,000			(60,000)		(60,000)
5532574 Weather Stations				42,000								42,000			(42,000)		(42,000)
<b>Total New Initiatives</b>		145,000		42,000								187,000			(187,000)		(187,000)
<b>Total Stormwater</b>		145,000		42,000								187,000			(187,000)		(187,000)
<b>Total Environmental &amp; Infrastructure Services</b>	201,000	2,203,000	4,323,000	3,230,000	1,850,000	303,000	3,192,000	414,000	202,000	556,000	212,000	16,485,000	(3,610,000)	(4,826,000)	(7,019,000)	(1,030,000)	(16,485,000)
<b>Operations</b>																	
<b>Parks</b>																	
<b>New Park Development Program</b>																	
7332417 Langton Sports Park Diamond Repurposing			43,000									43,000			(43,000)		(43,000)
7332315 Simcoe Soccer Park - Back Area Development			539,000									539,000	(269,000)		(28,000)	(242,000)	(539,000)
7332613 Turkey Point Pickleball Court			120,000									120,000			(120,000)		(120,000)
7332032 Windel Soccer Field - Velodrome Redevelopment				32,000								32,000			(32,000)		(32,000)
7332013 Dog Park - Port Rowan						45,000						45,000	(18,000)		(9,000)	(18,000)	(45,000)
<b>Total New Park Development Program</b>			702,000	32,000		45,000						779,000	(287,000)		(232,000)	(260,000)	(779,000)
<b>Other New Initiatives</b>																	

(FC) = Funding Contingent. Project will not move forward unless external funding is confirmed



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
7331860 Seasonal Plus Controller - Simcoe Talbot Gardens		44,000										44,000			(44,000)		(44,000)
7332520 Electronic Scoreboard - Delhi Kinsmen Ball Park		30,000										30,000	(10,000)		(20,000)		(30,000)
7331847 Power Rake - Parks West		21,000										21,000			(21,000)		(21,000)
7331941 Lynn River Silt Trap - Clifton Park Simcoe			50,000									50,000			(50,000)		(50,000)
7332412 East Field Lighting - McLaughlin Soccer Park			75,000									75,000			(75,000)		(75,000)
7332519 Fence Installation - Waterford Yin's Park			24,000									24,000			(24,000)		(24,000)
7331937 Multi Use Sports Pad - Port Rowan CC				154,000								154,000				(154,000)	(154,000)
7332033 Irrigation System - Simcoe Memorial Ball Park				42,000								42,000			(42,000)		(42,000)
7332215 Trail Upgrade - Wellington Park				56,000								56,000			(56,000)		(56,000)
7332317 Washroom Construction - Delhi Kinsmen Ball Park				515,000								515,000			(258,000)	(257,000)	(515,000)
7332719 Delcrest Park - Security Lighting				30,000								30,000			(30,000)		(30,000)
7332721 Niche Cartesian Columbariums 100 Unit				108,000								108,000			(108,000)		(108,000)
7332725 Port Dover Splash Pad (Conditional)				720,000								720,000	(700,000)		(20,000)		(720,000)
7331919 Sprinkler System-Port Rowan Waterfront Park					17,000							17,000			(17,000)		(17,000)
7331809 Concrete Pad - Langton Pavilion							39,000					39,000			(39,000)		(39,000)
7333008 Niche Cartesian Columbariums 100 Unit							116,000					116,000			(116,000)		(116,000)
7332016 Delhi Park Upgrades								533,000				533,000	(177,000)		(68,000)	(288,000)	(533,000)
7333304 Niche Cartesian Columbariums 100 Unit										125,000		125,000			(125,000)		(125,000)
<b>Total Other New Initiatives</b>		95,000	149,000	1,625,000	17,000		155,000	533,000		125,000		2,699,000	(887,000)		(1,113,000)	(699,000)	(2,699,000)
<b>Total Parks</b>		95,000	851,000	1,657,000	17,000	45,000	155,000	533,000		125,000		3,478,000	(1,174,000)		(1,345,000)	(959,000)	(3,478,000)
<b>Marinas</b>																	
<b>New Initiatives</b>																	
5332543 Port Dover Harbour Marina A/C Installation		25,000										25,000			(25,000)		(25,000)
7632303 PRHM Lighting for the Pier			40,000									40,000			(40,000)		(40,000)
7631706 PDHM Wastewater System					194,000	3,000,000						3,194,000	(3,000,000)		(194,000)		(3,194,000)
7632901 PDHM Purchase Travel Lift						500,000						500,000			(500,000)		(500,000)
<b>Total New Initiatives</b>		25,000	40,000		194,000	3,500,000						3,759,000	(3,000,000)		(759,000)		(3,759,000)
<b>Total Marinas</b>		25,000	40,000		194,000	3,500,000						3,759,000	(3,000,000)		(759,000)		(3,759,000)
<b>Fleet</b>																	
<b>New Initiatives</b>																	
5432516 Pickup Truck Replacement - Convert to Cars (2x)		70,000										70,000			(70,000)		(70,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5432518 Five Ton Dump Trailer		15,000										15,000			(15,000)		(15,000)
5432615 Pickup Truck Replacement - Convert to Cars (2)			72,000									72,000			(72,000)		(72,000)
5432616 Side Flail Mower			22,000									22,000			(22,000)		(22,000)
5432519 Sidewalk Plows (4x)				958,000								958,000			(958,000)		(958,000)
5432718 Pickup Truck Replacement - Convert to Cars (2)				74,000								74,000			(74,000)		(74,000)
<b>Total New Initiatives</b>		85,000	94,000	1,032,000								1,211,000			(1,211,000)		(1,211,000)
<b>Total Fleet</b>		85,000	94,000	1,032,000								1,211,000			(1,211,000)		(1,211,000)
<b>Facilities</b>																	
<b>Building Security Program</b>																	
5332523 2025 Video Surveillance Program		150,000										150,000			(150,000)		(150,000)
5332611 Access Control System New Installations			250,000	250,000								500,000			(500,000)		(500,000)
5332612 2026 Video Surveillance Program			150,000									150,000			(150,000)		(150,000)
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)
<b>Total Building Security Program</b>		150,000	400,000	400,000	150,000							1,100,000			(1,100,000)		(1,100,000)
<b>Energy Conservation Measures Program</b>																	
5332307 2025 LED Street Lighting Retrofit Program		105,000										105,000			(105,000)		(105,000)
5332522 EV Charging Stations at County Facilities (FC)			210,000									210,000	(168,000)		(42,000)		(210,000)
5332614 HVAC Optimization Pilot Project			115,000									115,000			(115,000)		(115,000)
5332615 2026 LED Street Lighting Retrofit Program			105,000									105,000			(105,000)		(105,000)
5432621 Energy Conservation EV Fleet Expansion			230,000									230,000			(230,000)		(230,000)
5332406 2027 LED Street Lighting Retrofit Program				105,000								105,000			(105,000)		(105,000)
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)								200,000				200,000	(160,000)		(40,000)		(200,000)
<b>Total Energy Conservation Measures Program</b>		105,000	660,000	105,000	305,000	555,000		200,000				1,930,000	(488,000)		(1,442,000)		(1,930,000)
<b>Climate Change Program</b>																	
5332512 2025 Climate Change Adaptation Program		35,000										35,000			(35,000)		(35,000)
5332606 2026 Climate Change Adaptation Program			110,000									110,000			(110,000)		(110,000)

(FC) = Funding Contingent. Project will not move forward unless external funding is confirmed



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
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)
<b>Total Climate Change Program</b>		35,000	110,000	112,000	114,000	116,000	118,000	120,000	123,000	125,000	129,000	1,102,000			(1,102,000)		(1,102,000)
<b>Other New Initiatives</b>																	
5332529 PA System Installations at Admin Buildings		20,000										20,000			(20,000)		(20,000)
5332563 West Roads Operation Yard Washroom Expansion		75,000										75,000			(75,000)		(75,000)
5332565 County Facility Backflow Prevention Program		125,000										125,000			(125,000)		(125,000)
3332004 Elevator Installation - Langton Arena			100,000	900,000								1,000,000		(900,000)	(100,000)		(1,000,000)
5332617 County Facility Backflow Prevention Program			100,000									100,000			(100,000)		(100,000)
★ 5332723 Corporate Facility Centralization				35,000,000								35,000,000		(35,000,000)			(35,000,000)
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		(950,000)	(105,000)		(1,055,000)
★ 7332213 Expansion & Renovation - SRC/ACAC					2,000,000	20,000,000						22,000,000		(22,000,000)			(22,000,000)
<b>Total Other New Initiatives</b>		220,000	200,000	35,921,000	2,105,000	20,950,000						59,396,000		(58,850,000)	(546,000)		(59,396,000)
<b>Total Facilities</b>		510,000	1,370,000	36,538,000	2,674,000	21,621,000	118,000	320,000	123,000	125,000	129,000	63,528,000	(488,000)	(58,850,000)	(4,190,000)		(63,528,000)
<b>Roads</b>																	
<b>Traffic Signal Program</b>																	
5632508 2025 Traffic Signal Program		87,000										87,000			(87,000)		(87,000)
5632603 2026 Traffic Signal Program			89,000									89,000			(89,000)		(89,000)
5632704 2027 Traffic Signal Program				91,000								91,000			(91,000)		(91,000)
5632804 2028 Traffic Signal Program					93,000							93,000			(93,000)		(93,000)
5632903 2029 Traffic Signal Program						95,000						95,000			(95,000)		(95,000)
5633004 2030 Traffic Signal Program							97,000					97,000			(97,000)		(97,000)
5633101 2031 Traffic Signal Program								99,000				99,000			(99,000)		(99,000)
5633201 2032 Traffic Signal Program									101,000			101,000			(101,000)		(101,000)

Portions of the debt budgets in Project 7332213 Expansion & Renovation - SRC/ACAC (\$20,000,000) relate to Development Charge (DC) Debt due to insufficient DC Reserve Fund Balances



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5633302 2033 Traffic Signal Program										104,000		104,000			(104,000)		(104,000)
5633401 2034 Traffic Signal Program											107,000	107,000			(107,000)		(107,000)
<b>Total Traffic Signal Program</b>		87,000	89,000	91,000	93,000	95,000	97,000	99,000	101,000	104,000	107,000	963,000			(963,000)		(963,000)
<b>Other New Initiatives</b>																	
5632513 Asphalt Hotbox and Recycler (2x)			143,000									143,000			(143,000)		(143,000)
5632512 Sand Stacker					162,000							162,000			(162,000)		(162,000)
<b>Total Other New Initiatives</b>			143,000		162,000							305,000			(305,000)		(305,000)
<b>Total Roads</b>		87,000	232,000	91,000	255,000	95,000	97,000	99,000	101,000	104,000	107,000	1,268,000			(1,268,000)		(1,268,000)
<b>Total Operations</b>		802,000	2,587,000	39,318,000	3,140,000	25,261,000	370,000	952,000	224,000	354,000	236,000	73,244,000	(1,662,000)	(61,850,000)	(8,773,000)	(959,000)	(73,244,000)
<b>Community Development</b>																	
<b>Economic Development</b>																	
<b>Placemaking Assets Program</b>																	
8432301 Placemaking Assets - Delhi Area			5,000	22,000								27,000			(27,000)		(27,000)
8432701 2027-28 Placemaking Assets Program				5,000	22,000							27,000			(27,000)		(27,000)
8432801 2028-29 Placemaking Assets Program					6,000	23,000						29,000			(29,000)		(29,000)
8432901 2029-30 Placemaking Assets Program						6,000	23,000					29,000			(29,000)		(29,000)
8433001 2030-31 Placemaking Assets Program							6,000	24,000				30,000			(30,000)		(30,000)
8433101 2031-32 Placemaking Assets Program								6,000	24,000			30,000			(30,000)		(30,000)
8433201 2032-33 Placemaking Assets Program									6,000	25,000		31,000			(31,000)		(31,000)
8433301 2033-34 Placemaking Assets Program										6,000	26,000	32,000			(32,000)		(32,000)
8433401 2034-35 Placemaking Assets Program											6,000	6,000			(6,000)		(6,000)
<b>Total Placemaking Assets Program</b>			5,000	27,000	28,000	29,000	29,000	30,000	30,000	31,000	32,000	241,000			(241,000)		(241,000)
<b>Other New Initiatives</b>																	
8432403 Shelters & Accessible Concrete Pads		138,000										138,000	(110,000)		(28,000)		(138,000)
7232001 Ride Norfolk - Para Transit Accessible Vehicle		318,000										318,000	(254,000)		(64,000)		(318,000)
7232801 Charging Stations (FC)					1,200,000							1,200,000	(960,000)		(240,000)		(1,200,000)
7232401 Ride Norfolk - Para Transit Accessible Vehicle (FC)						351,000						351,000	(280,000)		(71,000)		(351,000)
7232901 Ride Norfolk - Electric Para Transit Accessible Vehicle (FC)										387,000		387,000	(309,000)		(78,000)		(387,000)
7233301 Ride Norfolk - Electric Para Transit Accessible Vehicle (FC)										387,000		387,000	(309,000)		(78,000)		(387,000)
<b>Total Other New Initiatives</b>		456,000			1,200,000	351,000					774,000	2,781,000	(2,222,000)		(559,000)		(2,781,000)
<b>Total Economic Development</b>		456,000	5,000	27,000	1,228,000	380,000	29,000	30,000	30,000	805,000	32,000	3,022,000	(2,222,000)		(800,000)		(3,022,000)

(FC) = Funding Contingent. Project will not move forward unless external funding is confirmed



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)	
<b>Recreation</b>																		
<b>New Initiatives</b>																		
7332428 2026 Disc Golf Course			30,000									30,000				(30,000)		(30,000)
7332722 2027 Disc Golf Course				32,000								32,000				(32,000)		(32,000)
<b>Total New Initiatives</b>			30,000	32,000								62,000				(62,000)		(62,000)
<b>Total Recreation</b>			30,000	32,000								62,000				(62,000)		(62,000)
<b>Total Community Development</b>		456,000	35,000	59,000	1,228,000	380,000	29,000	30,000	30,000	805,000	32,000	3,084,000	(2,222,000)		(862,000)			(3,084,000)
<b>Total New / Incremental Capital</b>	<b>201,000</b>	<b>3,541,000</b>	<b>7,255,000</b>	<b>43,465,000</b>	<b>11,928,000</b>	<b>27,183,000</b>	<b>11,190,000</b>	<b>22,866,000</b>	<b>14,905,000</b>	<b>3,422,000</b>	<b>12,095,000</b>	<b>157,850,000</b>	<b>(7,604,000)</b>	<b>(113,986,000)</b>	<b>(26,406,000)</b>	<b>(9,854,000)</b>	<b>(157,850,000)</b>	

# SECTION 3B

## **Studies**





PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
<b>Studies</b>																	
<b>Office of the CAO</b>																	
<b>Office of the CAO</b>																	
<b>Studies &amp; Assessments</b>																	
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)
<b>Total Studies &amp; Assessments</b>			36,000				40,000				45,000	121,000			(121,000)		(121,000)
<b>Total Office of the CAO</b>			36,000				40,000				45,000	121,000			(121,000)		(121,000)
<b>Total Office of the CAO</b>			36,000				40,000				45,000	121,000			(121,000)		(121,000)
<b>Corporate Services</b>																	
<b>Financial Management &amp; Planning</b>																	
<b>Studies &amp; Assessments</b>																	
4132301 2025 Development Charges Study		150,000										150,000			(15,000)	(135,000)	(150,000)
4132901 2028 Water & Wastewater Rate Study					82,000							82,000			(82,000)		(82,000)
4133201 2032 Water & Wastewater Rate Study									91,000			91,000			(91,000)		(91,000)
4132801 2033 Development Charges Study										183,000		183,000			(19,000)	(164,000)	(183,000)
<b>Total Studies &amp; Assessments</b>		150,000			82,000				91,000	183,000		506,000			(207,000)	(299,000)	(506,000)
<b>Total Financial Management &amp; Planning</b>		150,000			82,000				91,000	183,000		506,000			(207,000)	(299,000)	(506,000)
<b>Total Corporate Services</b>		150,000			82,000				91,000	183,000		506,000			(207,000)	(299,000)	(506,000)
<b>Environmental &amp; Infrastructure Services</b>																	
<b>Engineering</b>																	
<b>Studies &amp; Assessments</b>																	
5532335 Long Point Causeway Post Construction Monitoring	89,000	65,000	58,000	47,000								170,000			(170,000)		(170,000)
5532538 Transportation, Stormwater, Biosolids ISMP Study		1,000,000										1,000,000			(775,000)	(225,000)	(1,000,000)
5532542 Delhi Area Traffic Impact Study		100,000										100,000	(50,000)		(50,000)		(100,000)
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)
<b>Total Studies &amp; Assessments</b>	89,000	1,165,000	58,000	47,000	187,000				212,000			1,669,000	(50,000)		(1,394,000)	(225,000)	(1,669,000)
<b>Total Engineering</b>	89,000	1,165,000	58,000	47,000	187,000				212,000			1,669,000	(50,000)		(1,394,000)	(225,000)	(1,669,000)
<b>Stormwater</b>																	



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
<b>Studies &amp; Assessments</b>																	
5532575 Stormwater Management Facility Inspection Surveys		125,000										125,000			(125,000)		(125,000)
<b>Total Studies &amp; Assessments</b>		125,000										125,000			(125,000)		(125,000)
<b>Total Stormwater</b>		125,000										125,000			(125,000)		(125,000)
<b>Total Environmental &amp; Infrastructure Services</b>	89,000	1,290,000	58,000	47,000	187,000					212,000		1,794,000	(50,000)		(1,519,000)	(225,000)	(1,794,000)
<b>Operations</b>																	
<b>Facilities</b>																	
<b>Studies &amp; Assessments</b>																	
5332521 Accessibility Audits of County Facilities		150,000										150,000			(150,000)		(150,000)
5332530 Structural Assessments of Communication Towers		35,000										35,000			(35,000)		(35,000)
5332558 Langton Arena Detailed Structural Review		15,000										15,000			(15,000)		(15,000)
5332341 Norfolk County Greenhouse Gas Emissions Reduction Plan			100,000									100,000			(100,000)		(100,000)
5332616 Vulnerability Assessments of County Infrastructure (FC)			100,000									100,000	(70,000)		(30,000)		(100,000)
5332719 Structural Review - Arenas (5)				30,000								30,000			(30,000)		(30,000)
5332813 Corporate Renewable Energy Feasibility Study					98,000							98,000			(98,000)		(98,000)
5332814 Energy Audits of County Facilities					60,000							60,000			(60,000)		(60,000)
5332720 Structural Review - Arenas (5)									34,000			34,000			(34,000)		(34,000)
5333201 Building Condition Assessments									350,000			350,000			(350,000)		(350,000)
<b>Total Studies &amp; Assessments</b>		200,000	200,000	30,000	158,000				384,000			972,000	(70,000)		(902,000)		(972,000)
<b>Total Facilities</b>		200,000	200,000	30,000	158,000				384,000			972,000	(70,000)		(902,000)		(972,000)
<b>Roads</b>																	
<b>Studies &amp; Assessments</b>																	
5632514 Sign Inventory & Reflectivity Study		100,000										100,000			(100,000)		(100,000)
<b>Total Studies &amp; Assessments</b>		100,000										100,000			(100,000)		(100,000)
<b>Total Roads</b>		100,000										100,000			(100,000)		(100,000)
<b>Total Operations</b>		300,000	200,000	30,000	158,000				384,000			1,072,000	(70,000)		(1,002,000)		(1,072,000)
<b>Community Development</b>																	
<b>Planning</b>																	
<b>Studies &amp; Assessments</b>																	
8232701 Zoning By-Law / OP Update (Urban Area Plans)		50,000										50,000			(50,000)		(50,000)
8232302 Cultural Plan & Archeological Management Plan			125,000									125,000			(125,000)		(125,000)

(FC) = Funding Contingent. Project will not move forward unless external funding is confirmed



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
8232601 Natural Heritage Systems Study				165,000								165,000			(165,000)		(165,000)
8232402 Urban Design Guidelines					54,000							54,000			(54,000)		(54,000)
8232901 Official Plan Update - 10 Year Review					100,000							100,000			(100,000)		(100,000)
8233101 Comprehensive Zoning By-Law Update					54,000							54,000			(54,000)		(54,000)
8232902 Urban Area Plan - Port Rowan						50,000						50,000			(50,000)		(50,000)
8233002 Future Studies - Planning							51,000					51,000				(51,000)	(51,000)
8232602 Two-Zone Floodplain Study/Options - Port Dover								142,000				142,000			(142,000)		(142,000)
8233102 Future Studies - Planning								52,000				52,000				(52,000)	(52,000)
8233201 Future Studies - Planning									54,000			54,000				(54,000)	(54,000)
8233301 Future Studies - Planning										55,000		55,000				(55,000)	(55,000)
8233401 Future Studies - Planning											56,000	56,000				(56,000)	(56,000)
<b>Total Studies &amp; Assessments</b>		50,000	125,000	165,000	208,000	50,000	51,000	194,000	54,000	55,000	56,000	1,008,000			(740,000)	(268,000)	(1,008,000)
<b>Total Planning</b>		50,000	125,000	165,000	208,000	50,000	51,000	194,000	54,000	55,000	56,000	1,008,000			(740,000)	(268,000)	(1,008,000)
<b>Building</b>																	
<b>Studies &amp; Assessments</b>																	
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)
<b>Total Studies &amp; Assessments</b>					54,000					59,000		113,000			(113,000)		(113,000)
<b>Total Building</b>					54,000					59,000		113,000			(113,000)		(113,000)
<b>Economic Development</b>																	
<b>Studies &amp; Assessments</b>																	
8432502 Municipal Accommodation Tax Study		50,000										50,000			(50,000)		(50,000)
8432503 Industrial Lands Sector Needs Assessment		215,000										215,000			(215,000)		(215,000)
8432602 Film & Creative Industry Strategy			70,000									70,000			(70,000)		(70,000)
8432603 Wayfinding Signage Strategy			150,000									150,000			(150,000)		(150,000)
8432702 2027 Economic Development Strategy Update				110,000								110,000			(110,000)		(110,000)
8433102 2031 Economic Development Strategy Update								121,000				121,000			(121,000)		(121,000)
7233401 Transit Master Plan											195,000	195,000			(195,000)		(195,000)
8433402 2034 Economic Development Strategy Update											131,000	131,000			(131,000)		(131,000)
<b>Total Studies &amp; Assessments</b>		265,000	220,000	110,000				121,000			326,000	1,042,000			(1,042,000)		(1,042,000)
<b>Total Economic Development</b>		265,000	220,000	110,000				121,000			326,000	1,042,000			(1,042,000)		(1,042,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
Total Community Development		315,000	345,000	275,000	262,000	50,000	51,000	315,000	54,000	114,000	382,000	2,163,000			(1,895,000)	(268,000)	(2,163,000)
Total Studies	89,000	2,055,000	639,000	352,000	689,000	50,000	91,000	315,000	529,000	509,000	427,000	5,656,000	(120,000)		(4,744,000)	(792,000)	(5,656,000)



# SECTION 3C

# Replacements / Rehabilitations



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
<b>Replacements / Rehabilitations</b>																	
<b>Office of the CAO</b>																	
<b>Fire</b>																	
★ <b>Fire Vehicle Replacement Program</b>																	
7432606 Tanker 7 - Fire Station #7 - Langton		1,336,000										1,336,000			(1,336,000)		(1,336,000)
7432503 Fire Administration Duty Officer Vehicle - F105			75,000									75,000			(75,000)		(75,000)
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			1,369,000									1,369,000			(1,369,000)		(1,369,000)
7432607 Fire Administration Duty Officer Vehicle - F106			75,000									75,000			(75,000)		(75,000)
7432610 Fire Administration Duty Officer Vehicle - F107			75,000									75,000			(75,000)		(75,000)
7432603 Tanker 11 - Fire Station #11 Vittoria				1,403,000								1,403,000			(1,403,000)		(1,403,000)
7432604 Tanker 10 - Fire Station #10 St. Williams				1,403,000								1,403,000			(1,403,000)		(1,403,000)
7432705 Engine 5 - Fire Station #5 Delhi					1,559,000							1,559,000			(1,559,000)		(1,559,000)
7432706 Engine 10 - Fire Station #10 St. Williams					1,559,000							1,559,000			(1,559,000)		(1,559,000)
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 - Stn#3							57,000					57,000			(57,000)		(57,000)
7432004 Ranger 6 - Fire Station #6 Courtland							57,000					57,000			(57,000)		(57,000)
7432101 Emerg Response Vehicle & Trailer - Stn#2 Port Dover							57,000					57,000			(57,000)		(57,000)
7433002 Tanker 2 - Fire Station #2 Port Dover							1,511,000					1,511,000			(1,511,000)		(1,511,000)
7432804 Rescue 8 - Fire Station #8 Fairground									1,402,000			1,402,000			(1,402,000)		(1,402,000)
7433201 Pump 3 - Fire Station #3 Waterford									1,531,000			1,531,000			(1,531,000)		(1,531,000)
7433202 Pump 4 - Fire Station #4 Teeterville									1,531,000			1,531,000			(1,531,000)		(1,531,000)
7433203 Tanker 5 - Fire Station #5 Delhi									1,588,000			1,588,000			(1,588,000)		(1,588,000)
7433205 ARGO 8 - Fire Station #8 Fairground									69,000			69,000			(69,000)		(69,000)
7433304 Pump 2A - Fire Station #2 Port Dover										1,531,000		1,531,000			(1,531,000)		(1,531,000)
7433001 Rescue 7 - Fire Station #7 Langton											1,473,000	1,473,000			(1,473,000)		(1,473,000)
7433101 Rescue 1 - Fire Station #1 Simcoe											1,473,000	1,473,000			(1,473,000)		(1,473,000)
7433102 Rescue 4 - Station #4 Teeterville											1,473,000	1,473,000			(1,473,000)		(1,473,000)
7433103 Rescue 6 - Fire Station #6 Courtland											1,473,000	1,473,000			(1,473,000)		(1,473,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
<b>Total Fire Vehicle Replacement Program</b>		1,336,000	3,015,000	2,806,000	3,943,000	3,062,000	1,682,000		6,121,000	1,531,000	5,892,000	<b>29,388,000</b>			(29,388,000)		<b>(29,388,000)</b>
<b>Infrared Thermal Imaging Camera Replacement Program</b>																	
7432502 2025 Infrared Camera Replacements (6x)		96,000										<b>96,000</b>			(96,000)		<b>(96,000)</b>
7432608 2028 Infrared Camera Replacements (5x)					85,000							<b>85,000</b>			(85,000)		<b>(85,000)</b>
<b>Total Infrared Thermal Imaging Camera Replacement Program</b>		<b>96,000</b>			<b>85,000</b>							<b>181,000</b>			<b>(181,000)</b>		<b>(181,000)</b>
<b>Fire Station Building Repairs &amp; Maintenance Program</b>																	
7432501 2025 Fire Stn Building Repairs & Maintenance		120,000										<b>120,000</b>			(120,000)		<b>(120,000)</b>
7432609 2026 Fire Stn Building Repairs & Maintenance			53,000									<b>53,000</b>			(53,000)		<b>(53,000)</b>
7432701 2027 Fire Stn Building Repairs & Maintenance				54,000								<b>54,000</b>			(54,000)		<b>(54,000)</b>
7432801 2028 Fire Stn Building Repairs & Maintenance					55,000							<b>55,000</b>			(55,000)		<b>(55,000)</b>
7432903 2029 Fire Stn Building Repairs & Maintenance						57,000						<b>57,000</b>			(57,000)		<b>(57,000)</b>
7433004 2030 Fire Stn Building Repairs & Maintenance							58,000					<b>58,000</b>			(58,000)		<b>(58,000)</b>
7433104 2031 Fire Stn Building Repairs & Maintenance								59,000				<b>59,000</b>			(59,000)		<b>(59,000)</b>
7533205 2032 Fire Stn Building Repairs & Maintenance									61,000			<b>61,000</b>			(61,000)		<b>(61,000)</b>
7433301 2033 Fire Stn Buildings Repairs & Maintenance										62,000		<b>62,000</b>			(62,000)		<b>(62,000)</b>
7433401 2034 Fire Stn Buildings Repairs & Maintenance											64,000	<b>64,000</b>			(64,000)		<b>(64,000)</b>
<b>Total Fire Station Building Repairs &amp; Maintenance Program</b>		<b>120,000</b>	<b>53,000</b>	<b>54,000</b>	<b>55,000</b>	<b>57,000</b>	<b>58,000</b>	<b>59,000</b>	<b>61,000</b>	<b>62,000</b>	<b>64,000</b>	<b>643,000</b>			<b>(643,000)</b>		<b>(643,000)</b>
<b>SCBA Pack Replacement Program</b>																	
★ 7432509 Conversion of SCBA Packs (County Wide)		1,733,000										<b>1,733,000</b>			(1,733,000)		<b>(1,733,000)</b>
<b>Total SCBA Pack Replacement Program</b>		<b>1,733,000</b>										<b>1,733,000</b>			<b>(1,733,000)</b>		<b>(1,733,000)</b>
<b>Other Replacements</b>																	
7432803 SCBA Air Compressor - Fire Station #7 Langton		75,000										<b>75,000</b>			(75,000)		<b>(75,000)</b>
7432613 SCBA Air Compressor - Fire Station #1 Simcoe			77,000									<b>77,000</b>			(77,000)		<b>(77,000)</b>
7432702 Extrication Cutters & Spreaders/Rams (6x)				240,000								<b>240,000</b>			(240,000)		<b>(240,000)</b>
7432504 2031 Fire Management Information System								150,000				<b>150,000</b>			(150,000)		<b>(150,000)</b>
7433404 Extrication Equipment											285,000	<b>285,000</b>			(285,000)		<b>(285,000)</b>
<b>Total Other Replacements</b>		<b>75,000</b>	<b>77,000</b>	<b>240,000</b>				<b>150,000</b>			<b>285,000</b>	<b>827,000</b>			<b>(827,000)</b>		<b>(827,000)</b>
<b>Total Fire</b>		<b>3,360,000</b>	<b>3,145,000</b>	<b>3,100,000</b>	<b>4,083,000</b>	<b>3,119,000</b>	<b>1,740,000</b>	<b>209,000</b>	<b>6,182,000</b>	<b>1,593,000</b>	<b>6,241,000</b>	<b>32,772,000</b>			<b>(32,772,000)</b>		<b>(32,772,000)</b>
<b>Paramedic Services</b>																	
<b>EMS Vehicle Replacement Program</b>																	
7532306 EMS RAV 13-A045 & Trailer 13-A044		190,000										<b>190,000</b>			(190,000)		<b>(190,000)</b>



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
7532901 2025 Ambulance 19-A061		307,000										307,000			(307,000)		(307,000)
7532902 2027 Ambulance 22-A062				323,000								323,000			(323,000)		(323,000)
7532705 Administration Vehicle/ ERV A054					140,000							140,000			(140,000)		(140,000)
7533001 2028 Ambulance 23-A065					331,000							331,000			(331,000)		(331,000)
7533002 2028 Ambulance 23-A066					331,000							331,000			(331,000)		(331,000)
7532903 Emergency Support Unit (ESU) 19-A060						170,000						170,000			(170,000)		(170,000)
7533104 2029 Ambulance 24-A069						339,000						339,000			(339,000)		(339,000)
7533105 2029 Ambulance 24-A070						339,000						339,000			(339,000)		(339,000)
7533003 Emergency Response Vehicle 09-A037							147,000					147,000			(147,000)		(147,000)
7533004 Emergency Response Vehicle 10-A038							147,000					147,000			(147,000)		(147,000)
7533201 2030 Ambulance 25-A071							347,000					347,000			(347,000)		(347,000)
7533202 2030 Ambulance 25-A072							347,000					347,000			(347,000)		(347,000)
7533301 2031 Ambulance 26-A073								356,000				356,000			(356,000)		(356,000)
7533302 2031 Ambulance 26-A074								356,000				356,000			(356,000)		(356,000)
7533206 2032 Ambulance 27-A075									365,000			365,000			(365,000)		(365,000)
7533207 Emergency Response Vehicle 22-A064									155,000			155,000			(155,000)		(155,000)
7533402 Emergency Response Vehicle 24-A067										162,000		162,000			(162,000)		(162,000)
7533403 Emergency Response Vehicle 24-A068										162,000		162,000			(162,000)		(162,000)
<b>Total EMS Vehicle Replacement Program</b>		497,000		323,000	802,000	848,000	988,000	712,000	520,000		324,000	5,014,000			(5,014,000)		(5,014,000)
<b>Ambulance Defibrillator Replacement Program</b>																	
7532602 2026 Ambulance Defibrillator Replacements (5)			167,000									167,000			(167,000)		(167,000)
7532802 2027 Ambulance Defibrillator Replacements (5)				171,000								171,000			(171,000)		(171,000)
7532904 2028 Ambulance Defibrillator Replacements (5)					175,000							175,000			(175,000)		(175,000)
7533006 2029 Ambulance Defibrillator Replacements (4)						144,000						144,000			(144,000)		(144,000)
7533101 2031 Ambulance Defibrillator Replacements (5)								189,000				189,000			(189,000)		(189,000)
7533208 2032 Ambulance Defibrillator Replacements (5)									193,000			193,000			(193,000)		(193,000)
7533303 2033 Ambulance Defibrillator Replacements (4)										159,000		159,000			(159,000)		(159,000)
7533404 2034 Ambulance Defibrillator Replacements (4)											163,000	163,000			(163,000)		(163,000)
<b>Total Ambulance Defibrillator Replacement Program</b>			167,000	171,000	175,000	144,000		189,000	193,000	159,000	163,000	1,361,000			(1,361,000)		(1,361,000)
<b>Stretcher Replacement Program</b>																	
7532501 2025 Stretcher Replacement Program (2x)		151,000										151,000			(151,000)		(151,000)





PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
7532601 2026 Stretcher Replacement Program (2x)			155,000									155,000			(155,000)		(155,000)
7532701 2027 Stretcher Replacement Program				79,000								79,000			(79,000)		(79,000)
7532907 2029 Stretcher Replacement Program (2x)						167,000						167,000			(167,000)		(167,000)
7533005 2030 Stretcher Replacement Program (2x)							171,000					171,000			(171,000)		(171,000)
7533103 2031 Stretcher Replacement Program (2x)								175,000				175,000			(175,000)		(175,000)
7533204 2032 Stretcher Replacement Program (2x)									180,000			180,000			(180,000)		(180,000)
7533305 2033 Stretcher Replacement Program (2x)										185,000		185,000			(185,000)		(185,000)
7533401 2034 Stretcher Replacement Program (2x)											190,000	190,000			(190,000)		(190,000)
<b>Total Stretcher Replacement Program</b>		151,000	155,000	79,000		167,000	171,000	175,000	180,000	185,000	190,000	1,453,000			(1,453,000)		(1,453,000)
<b>Other Replacements</b>																	
7532509 Wifi Cradle Replacement		95,000										95,000			(95,000)		(95,000)
7532707 Response Bag Replacement				80,000								80,000			(80,000)		(80,000)
<b>Total Other Replacements</b>		95,000		80,000								175,000			(175,000)		(175,000)
<b>Total Paramedic Services</b>		743,000	322,000	653,000	977,000	1,159,000	1,159,000	1,076,000	893,000	344,000	677,000	8,003,000			(8,003,000)		(8,003,000)
<b>Total Office of the CAO</b>		4,103,000	3,467,000	3,753,000	5,060,000	4,278,000	2,899,000	1,285,000	7,075,000	1,937,000	6,918,000	40,775,000			(40,775,000)		(40,775,000)
<b>Corporate Services</b>																	
<b>Information Technology</b>																	
<b>Information Technology Replacement Program</b>																	
3432501 2025 Information Technology Replacement Program		407,000										407,000			(407,000)		(407,000)
3432601 2026 Information Technology Replacement Program			518,000									518,000			(518,000)		(518,000)
3432701 2027 Information Technology Replacement Program				366,000								366,000			(366,000)		(366,000)
3432801 2028 Information Technology Replacement Program					369,000							369,000			(369,000)		(369,000)
3432901 2029 Information Technology Replacement Program						373,000						373,000			(373,000)		(373,000)
3433001 2030 Information Technology Replacement Program							366,000					366,000			(366,000)		(366,000)
3433101 2031 Information Technology Replacement Program								390,000				390,000			(390,000)		(390,000)
3433201 2032 Information Technology Replacement Program									366,000			366,000			(366,000)		(366,000)
3433301 2033 Information Technology Replacement Program										400,000		400,000			(400,000)		(400,000)
3433401 2034 Information Technology Replacement Program											385,000	385,000			(385,000)		(385,000)
<b>Total Information Technology Replacement Program</b>		407,000	518,000	366,000	369,000	373,000	366,000	390,000	366,000	400,000	385,000	3,940,000			(3,940,000)		(3,940,000)
<b>Other Replacements</b>																	
★ 4132701 Enterprise Resource Management System		150,000	150,000	4,450,000								4,750,000			(4,750,000)		(4,750,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
3432602 Database Upgrade				63,000								63,000			(63,000)		(63,000)
3432702 Server & Storage Replacement					323,000							323,000			(323,000)		(323,000)
3433002 Database Upgrade								70,000				70,000			(70,000)		(70,000)
3433003 Windows Server Upgrade								70,000				70,000			(70,000)		(70,000)
<b>Total Other Replacements</b>		150,000	150,000	4,513,000	323,000			140,000				5,276,000			(5,276,000)		(5,276,000)
<b>Total Information Technology</b>		557,000	668,000	4,879,000	692,000	373,000	366,000	530,000	366,000	400,000	385,000	9,216,000			(9,216,000)		(9,216,000)
<b>Total Corporate Services</b>		557,000	668,000	4,879,000	692,000	373,000	366,000	530,000	366,000	400,000	385,000	9,216,000			(9,216,000)		(9,216,000)
<b>Environmental &amp; Infrastructure Services</b>																	
<b>Engineering</b>																	
★ <b>Infrastructure Reconstruction Program</b>																	
5532207 New Lakeshore Rd Watermain Upgrade, Feed to Tower	341,000	2,622,000										2,622,000			(1,748,000)	(874,000)	(2,622,000)
5532238 West St - Brook St to Talbot St. S, Simcoe	477,000	4,500,000										4,500,000			(4,500,000)		(4,500,000)
5532342 Walker Street - Main St to Lift Bridge, Port Dover	89,000	1,065,000										1,065,000			(1,065,000)		(1,065,000)
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)
5532305 Lasalle Street - Inglewood to Sunninghill & Oak Knoll St, PD	219,000	2,128,000										2,128,000			(2,128,000)		(2,128,000)
5532308 Leamon St - Nichol St. to Thompson Rd., Waterford	462,000		3,283,000									3,283,000			(3,283,000)		(3,283,000)
5532314 Talbot Street - Maple to Windham, Simcoe	154,000		1,056,000									1,056,000			(1,056,000)		(1,056,000)
5532417 West Church St - Main to Washington, Waterford	248,000		1,702,000									1,702,000			(1,702,000)		(1,702,000)
5532438 Eagle St - Main St of Delhi to Queen St, Delhi	89,000		587,000									587,000			(587,000)		(587,000)
5532440 Emily St - Inglewood Dr to South End, Port Dover	72,000	1,132,000										1,132,000			(1,132,000)		(1,132,000)
5532444 Old Hill Road - Cedar Dr to Front Rd, Turkey Point	165,000	540,000										540,000			(540,000)		(540,000)
5532705 Grace St, Glenwood St, Drayton St, Sloan St, Pt Dover	266,000	2,601,000										2,601,000			(2,601,000)		(2,601,000)
5532815 Water St - Grace St to Sloan St, Port Dover	62,000	384,000										384,000			(384,000)		(384,000)
5532816 Market St W - St George St to Water St, Port Dover	38,000	660,000										660,000			(660,000)		(660,000)
5532011 Regent Ave - Nelson St. to Greenock St., Port Dover		189,000	1,332,000									1,521,000			(1,521,000)		(1,521,000)
5532103 McNab Street - First Ave to West End. Port Dover		138,000	974,000									1,112,000			(1,112,000)		(1,112,000)
5532429 Market St - Main to St Andrew Reconstr Pt Dover		50,000	400,000									450,000			(450,000)		(450,000)
5532430 Park St - Main St to St. Andrew St Pt Dover Reconstr		50,000	450,000									500,000			(500,000)		(500,000)
5532439 Clinton St - Main St to St George St, Port Dover		69,000	446,000									515,000			(515,000)		(515,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5532441 Foster St - Beckett Blvd to Bellevue Ave, Simcoe		176,000	1,181,000									1,357,000			(1,357,000)		(1,357,000)
5532543 East Quarterline Slope Rehabilitation		200,000	800,000									1,000,000			(1,000,000)		(1,000,000)
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			(698,000)	(265,000)	(963,000)
5532416 Aberdeen Ave - Lansdowne to Church St., Delhi			98,000	669,000								767,000			(767,000)		(767,000)
5532420 Adams Avenue - Aberdeen to Delcrest, Delhi			215,000	1,500,000								1,715,000			(1,715,000)		(1,715,000)
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	450,000								514,000			(514,000)		(514,000)
5532425 Peel Street - Waverly to Brock, Delhi			161,000	946,000								1,107,000			(1,107,000)		(1,107,000)
5532506 East Church St - Main St to Duncombe 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)
5532627 James St - Crosier to Wilson, Delhi			356,000	3,267,000								3,623,000			(3,623,000)		(3,623,000)
5532628 Brock Ave - James St to East End, 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)
5532713 Union Street - Colborne St to Queen St			268,000		1,592,000							1,860,000			(1,860,000)		(1,860,000)
5533307 Hwy 59 Watermain - Front Rd Southerly 720 Meters			150,000	1,350,000								1,500,000			(1,500,000)		(1,500,000)
5532010 Dover Mills Rd - Prospect St to Cockshutt Rd, Pt Dover				373,000	2,516,000							2,889,000			(2,889,000)		(2,889,000)
5532210 Deer Park Rd Park Easement Sanitary Sewers, Waterford				148,000	749,000							897,000			(897,000)		(897,000)
5532306 Church Street - James to Cloet, Delhi				853,000		6,076,000						6,929,000			(6,929,000)		(6,929,000)
5532511 Simcoe Boulevard - McCall to Wilson, Simcoe				95,000	646,000							741,000			(741,000)		(741,000)
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	2,378,000							2,712,000			(2,712,000)		(2,712,000)
5532616 South Drive - Oak to Queen, Simcoe				322,000	2,234,000							2,556,000			(2,300,000)	(256,000)	(2,556,000)
5532626 Maple St - Colborne St N to Queen St N, Simcoe				321,000		2,241,000						2,562,000			(2,562,000)		(2,562,000)
5532214 Gilbertson Dr - Queensway to Abandoned Railway, Simcoe					359,000	2,400,000						2,759,000			(2,759,000)		(2,759,000)
5532615 Washington St - Green St to Thompson Rd, Waterford					344,000	2,041,000						2,385,000			(2,151,000)	(234,000)	(2,385,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5532706 Queen St - Queensway W to West St, Simcoe					291,000		5,099,000					5,390,000			(5,390,000)		(5,390,000)
5532813 Schellburg Ave - Queen St N to CNR Tracks, Simcoe					68,000		428,000					496,000			(496,000)		(496,000)
5532411 Sylvia Street - Main St to east end, Waterford						164,000	1,464,000					1,628,000			(1,628,000)		(1,628,000)
5532707 Talbot St S. - Chapel St to South Dr, Simcoe						223,000	2,000,000					2,223,000			(2,223,000)		(2,223,000)
5532801 Connaught Ave - Northern Ave to Adams Ave, Delhi						256,000	1,956,000					2,212,000			(2,212,000)		(2,212,000)
5532814 Church St E - Cloet to Brantford, Delhi						339,000	2,013,000					2,352,000			(2,352,000)		(2,352,000)
5532924 Main St of Delhi - King St to Eagle St, Delhi						192,000	1,101,000					1,293,000			(1,293,000)		(1,293,000)
5532925 Crescent Blvd - Norfolk St S to Queenstreet E, Simcoe						224,000	1,324,000					1,548,000			(1,548,000)		(1,548,000)
5533016 Queensway East - Norfolk Street to Ireland, Simcoe						1,180,000		7,609,000				8,789,000			(8,789,000)		(8,789,000)
5533026 Eastern Ave - Main St of Delhi to Queen St, Delhi							131,000	773,000				904,000			(904,000)		(904,000)
5533027 Main St of Delhi - Eagle St to Gilbert Ave, Delhi							249,000	1,478,000				1,727,000			(1,727,000)		(1,727,000)
5533028 Northern Ave - Lansdowne Ave to Argyle Ave, Delhi							210,000	1,196,000				1,406,000			(1,406,000)		(1,406,000)
5533031 Hawthorne Ave - Crescent Blvd to Norfolk St S, Simcoe							85,000	524,000				609,000			(609,000)		(609,000)
5533032 Queen St S - Chapel St to West St, Simcoe							125,000	880,000				1,005,000			(1,005,000)		(1,005,000)
5533033 Robinson St - Queen St N to Elgin Ave, Simcoe								121,000	695,000			816,000			(816,000)		(816,000)
5533034 West Church St - Washington St to West End, Waterford								431,000	2,514,000			2,945,000			(2,945,000)		(2,945,000)
5533029 Bridge Alley - St Patrick's St to East End, Port Dover								54,000	324,000			378,000			(378,000)		(378,000)
5533030 Bridge St - Lynn St to St. Patrick's, Port Dover								185,000	1,179,000			1,364,000			(1,364,000)		(1,364,000)
5533114 Wellington Ave - Main St to Queen St, Delhi								173,000	1,629,000			1,802,000			(1,802,000)		(1,802,000)
5533115 Elgin Ave - Robinson St to Marshall Ln, Simcoe								121,000	814,000			935,000			(935,000)		(935,000)
5533116 Head St S - West St to Robinson St, Simcoe								74,000	420,000			494,000			(494,000)		(494,000)
5533117 Head St N - Robinson St to Maple St, Simcoe								268,000	2,657,000			2,925,000			(2,925,000)		(2,925,000)
5533118 King Ln - Union Street to Cedar St									215,000	1,318,000		1,533,000			(1,533,000)		(1,533,000)
5533120 Norfolk St N - Queensway W to Second Ave									275,000	2,713,000		2,988,000			(2,988,000)		(2,988,000)
5533206 Oakwood Ave -Potts Rd to Victoria St, Simcoe									377,000	2,611,000		2,988,000			(2,988,000)		(2,988,000)
5533207 Lansdowne Ave - James St to Northern Ave, Delhi									270,000	1,614,000		1,884,000			(1,884,000)		(1,884,000)
5533208 Young St - Colbourne St N to Head St N, Simcoe									177,000	1,136,000		1,313,000			(1,313,000)		(1,313,000)
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	6,150,000	6,850,000			(6,850,000)		(6,850,000)
5533303 Main St of Delhi - Talbot Rd to King St, Delhi										40,000	360,000	400,000			(400,000)		(400,000)
5533304 Queen St - King St to Talbot Rd, Delhi										55,000	600,000	655,000			(655,000)		(655,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5533305 Talbot Rd - King St to Main St of Delhi, Delhi										130,000	1,200,000	1,330,000			(1,330,000)		(1,330,000)
5533306 Talbot Rd - Main St of Delhi to Swimming Pool Rd, Delhi										120,000	1,100,000	1,220,000			(1,220,000)		(1,220,000)
5533323 St. Anne St - Silve Lake Dr to Black Creek Lne, Port Dover											125,000	125,000			(125,000)		(125,000)
5533324 Johnson Ave - Connaught to Argyle, Delhi											60,000	60,000			(60,000)		(60,000)
5533325 Connaght Ave - James to Churchill, Delhi											45,000	45,000			(45,000)		(45,000)
5533326 Poplar Street - Norfolk to Elm, Simcoe											125,000	125,000			(125,000)		(125,000)
<b>Total Infrastructure Reconstruction Program</b>	3,315,000	16,504,000	19,434,000	16,942,000	16,216,000	15,336,000	16,185,000	13,887,000	11,546,000	10,567,000	10,965,000	147,582,000			(145,953,000)	(1,629,000)	(147,582,000)
<b>Asphalt Resurfacing Program</b>																	
5532433 Norfolk County 19 W - Oxford Ln to Windham Rd 4		2,700,000										2,700,000			(2,430,000)	(270,000)	(2,700,000)
5532529 Turkey Point - Cedar & Ordnance		945,000										945,000			(850,000)	(95,000)	(945,000)
5532530 Conc 12 Townsend - Haldimand Rd 74 to HN Boundary		33,000										33,000			(30,000)	(3,000)	(33,000)
5532531 Port Dover - Mergl Dr, Dixon Dr & Roselawn Ct		470,000										470,000			(423,000)	(47,000)	(470,000)
5532536 Blueline Road From Hwy 6 to Hwy 3		2,560,000										2,560,000			(2,304,000)	(256,000)	(2,560,000)
5532544 Slaght St & Orchard Cres, Waterford		203,000										203,000			(183,000)	(20,000)	(203,000)
5532545 Mackay Ave & Rosseau Dr, Simcoe		225,000										225,000			(203,000)	(22,000)	(225,000)
5532580 Rokeby Side Road Boundary		250,000										250,000			(250,000)		(250,000)
5532620 Norfolk St S - Victoria St to Hwy 24, Simcoe		1,250,000										1,250,000			(1,125,000)	(125,000)	(1,250,000)
5532432 McDowell Rd - Hwy 59 to Charlottesville W 1/4 Line Rd			3,500,000									3,500,000			(3,150,000)	(350,000)	(3,500,000)
5532510 Norfolk Cty Road 45 - Hwy 59 to Forestry Farm Rd, Langton			2,000,000									2,000,000			(1,800,000)	(200,000)	(2,000,000)
5532625 2026 Urban Asphalt Program			812,000									812,000			(731,000)	(81,000)	(812,000)
5532916 Park Rd - Windham Rd 13 to CN Railway, Simcoe			538,000									538,000			(484,000)	(54,000)	(538,000)
5532917 Fourteenth St W - Park Rd to Norfolk St, Simcoe			806,000									806,000			(725,000)	(81,000)	(806,000)
5532401 Elgin Cty Rd 55 - Norfolk Cty Rd 45 to Colonel Talbot Rd				2,069,000								2,069,000			(1,862,000)	(207,000)	(2,069,000)
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				832,000								832,000			(749,000)	(83,000)	(832,000)
5532522 Ireland Road - Decou Rd to Hwy 3, Simcoe					998,000							998,000			(899,000)	(99,000)	(998,000)
5532524 Decou Rd - Norfolk St S to Ireland Rd, Simcoe					374,000							374,000			(336,000)	(38,000)	(374,000)
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)
5532610 Norfolk Cty Hwy 59 - Hwy 3 to Colonel Talbot Rd, Courtland					437,000							437,000			(393,000)	(44,000)	(437,000)
5532623 Norfolk Cty Hwy 59 - Norfolk Cty Rd 21 to 2nd Con Rd					1,462,000							1,462,000			(1,315,000)	(147,000)	(1,462,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5532812 2028 Urban Asphalt Program					853,000							853,000			(768,000)	(85,000)	(853,000)
5532535 Conc. 8 Townsend from Robinson Rd to Hwy 24						1,049,000						1,049,000			(945,000)	(104,000)	(1,049,000)
5532611 Norfolk Cty Hwy 59 - Norfolk Rd 21 to Prince William St						986,000						986,000			(888,000)	(98,000)	(986,000)
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						874,000						874,000			(787,000)	(87,000)	(874,000)
5532715 Lakeshore Rd - Elgin County Rd 55 to Gore A Rd							4,371,000					4,371,000			(3,934,000)	(437,000)	(4,371,000)
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							896,000					896,000			(806,000)	(90,000)	(896,000)
5532806 Turkey Point Rd - Charlotteville Rd 5 to St John Rd, Vittoria								1,279,000				1,279,000			(1,151,000)	(128,000)	(1,279,000)
5532807 Hillcrest Rd - St Johns Rd to McDowell Rd, Simcoe								1,536,000				1,536,000			(1,382,000)	(154,000)	(1,536,000)
5532808 Norfolk Hwy 59 - Hwy 3 to Norwich Townline Rd, Langton								1,279,000				1,279,000			(1,151,000)	(128,000)	(1,279,000)
5532809 Windham Rd 12 - Brantford Rd to Windham W 1/4, Delhi								640,000				640,000			(576,000)	(64,000)	(640,000)
5532810 Norfolk Rd 19 - Hwy 24 to Brantford Rd, Delhi								1,024,000				1,024,000			(921,000)	(103,000)	(1,024,000)
5532811 Thompson Rd W - Hwy 24 to Washington, Waterford								1,152,000				1,152,000			(1,037,000)	(115,000)	(1,152,000)
5533104 2031 Urban Asphalt Program								918,000				918,000			(826,000)	(92,000)	(918,000)
5532915 Thompson Rd E - Villa Nova to County Line, Waterford									1,210,000			1,210,000			(1,089,000)	(121,000)	(1,210,000)
5532918 Cockshutt Rd - Norfolk Rd 19 to Conc 3 Townsend, Simcoe									538,000			538,000			(484,000)	(54,000)	(538,000)
5532919 Thompson Rd E - Duncombe Rd to Cockshutt Rd, Waterford									1,075,000			1,075,000			(967,000)	(108,000)	(1,075,000)
5533203 2032 Urban Asphalt Program									940,000			940,000			(846,000)	(94,000)	(940,000)
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)
5532922 St Johns Rd - Forestry Farm Rd to 1km E of Turkey Point Rd										2,823,000		2,823,000			(2,541,000)	(282,000)	(2,823,000)
5533023 Norfolk Rd 19 - Bealton to County Line, Bealton										1,317,000		1,317,000			(1,186,000)	(131,000)	(1,317,000)
5533308 2033 Urban Asphalt Program										965,000		965,000			(868,000)	(97,000)	(965,000)
5533409 2034 Asphalt Resurfacing Program											6,500,000	6,500,000			(5,850,000)	(650,000)	(6,500,000)
<b>Total Asphalt Resurfacing Program</b>		8,636,000	7,656,000	6,019,000	5,951,000	5,530,000	7,764,000	7,828,000	3,763,000	6,139,000	6,500,000	65,786,000			(59,231,000)	(6,555,000)	(65,786,000)
<b>Surface Treatment Program</b>																	
5532546 Charlotteville W 1/4 - Charlotteville 11 to Lynedoch Road		58,000										58,000			(58,000)		(58,000)
5532547 Windham Rd 11 - Windham Rd 19 to Swimming Pool Road		74,000										74,000			(74,000)		(74,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5532548 Angling Rd - Conc 6 Townsend to 0.6km S of Cty Rd 19		168,000										168,000			(168,000)		(168,000)
5532549 New Lakeshore Rd - 0.3km E of Lakeview Ave to E 1/4		113,000										113,000			(113,000)		(113,000)
5532550 Mall Road - Byerlay Side Road to Fernlea Side Road		114,000										114,000			(114,000)		(114,000)
5532551 Norwich Townline - Swimming Pool Road to Hawtrey Rd		87,000										87,000			(87,000)		(87,000)
5532552 Hillcrest Rd - Charlotteville Rd 5 to 0.36km S of St. Johns Rd		53,000										53,000			(53,000)		(53,000)
5532553 Charlotteville W 1/4 Line - Charlotteville 8 to McDowell Rd E		77,000										77,000			(77,000)		(77,000)
5532554 Charlotteville W 1/4 Line - Charlotteville 10 Charlotteville Rd		62,000										62,000			(62,000)		(62,000)
5532555 Bell Mill Side Road - 2nd Conc NTR to Rokeby Side Road		113,000										113,000			(113,000)		(113,000)
5532556 12th Conc Rd - West 1/4 Line N Wals to Norfolk Cty Rd 23		164,000										164,000			(164,000)		(164,000)
5532557 Windham Rd 14 - Windham E 1/4 to Nixon Rd		188,000										188,000			(188,000)		(188,000)
5532558 Norfolk Cty Rd 19 W - Brantford Rd to 0.52km E		27,000										27,000			(27,000)		(27,000)
5532559 Norfolk Cty Rd 19 W - 0.52km E of Brantford Rd to Hwy 24		141,000										141,000			(141,000)		(141,000)
5532560 N Wals Townline Rd - E 1/4 to Norfolk County Hwy 59		191,000										191,000			(191,000)		(191,000)
5532561 Windham Rd 12 Highway 24 to Windham E 1/4 Line		169,000										169,000			(169,000)		(169,000)
5532562 Windham Rd 13 - Windham E 1/4 Line to Nixon Road		194,000										194,000			(194,000)		(194,000)
5532563 12th Concession Rd - Sinden Side Road to E 1/4 N Wals		116,000										116,000			(116,000)		(116,000)
5532564 Bell Mill Side Road - Plowmans Line to 2nd Con NTR		121,000										121,000			(121,000)		(121,000)
5532565 Windham Road 14 - Nixon Road to Windham W 1/4 Line		187,000										187,000			(187,000)		(187,000)
5532566 Fertilizer Road - Lyndoch Road to Highway 3		28,000										28,000			(28,000)		(28,000)
5532567 Windham E 1/4 - 0.4km N of Windham 11 to Windham 10		46,000										46,000			(46,000)		(46,000)
5532568 Jackson Side Rd - Colonel Talbot Rd to Goshen Rd		165,000										165,000			(165,000)		(165,000)
5532569 Water St - Charlotteville Rd 5 to St. John's Rd		67,000										67,000			(67,000)		(67,000)
5532570 Windham W 1/4 Line - Windham Rd 14 to Windham Rd 13		72,000										72,000			(72,000)		(72,000)
5532571 Windham W 1/4 Line - Highway 3 to Windham Rd 14		71,000										71,000			(71,000)		(71,000)
5632505 Lyndoch Road - Pinegrove Road to Yeull Road		100,000										100,000			(100,000)		(100,000)
5532466 Dedrick Road - 1st Concession Road to Front Road			84,000									84,000			(84,000)		(84,000)
5632601 2026 Surface Treatment Program			2,760,000									2,760,000			(2,760,000)		(2,760,000)
5632701 2027 Surface Treatment Program				2,837,000								2,837,000			(2,837,000)		(2,837,000)
5632801 2028 Surface Treatment Program					2,915,000							2,915,000			(2,915,000)		(2,915,000)
5632901 2029 Surface Treatment Program						2,997,000						2,997,000			(2,997,000)		(2,997,000)
5633002 2030 Surface Treatment Program							3,080,000					3,080,000			(3,080,000)		(3,080,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5533103 2031 Surface Treatment Program								3,165,000				3,165,000			(3,165,000)		(3,165,000)
5533202 2032 Surface Treatment Program									3,253,000			3,253,000			(3,253,000)		(3,253,000)
5532344 2033 Surface Treatment Program										3,334,000		3,334,000			(3,334,000)		(3,334,000)
5533402 2034 Surface Treatment Program											3,418,000	3,418,000			(3,418,000)		(3,418,000)
<b>Total Surface Treatment Program</b>		2,966,000	2,844,000	2,837,000	2,915,000	2,997,000	3,080,000	3,165,000	3,253,000	3,334,000	3,418,000	<b>30,809,000</b>			(30,809,000)		<b>(30,809,000)</b>
<b>Bridge Rehabilitation Program</b>																	
5532414 Structure 984202 - Port Royal Bridge	127,000	2,000,000										2,000,000			(2,000,000)		(2,000,000)
5532413 Structure 982402 - Bloomsburg Bridge	152,000	845,000										845,000			(845,000)		(845,000)
5532516 Structure 000006 - Norfolk St. Bridge South	140,000		1,900,000									1,900,000			(1,900,000)		(1,900,000)
5532517 Structure 000018 - 13th Street West Arch	80,000	430,000										430,000			(430,000)		(430,000)
5532605 Structure D00006 - Lot 11 Conc 3 Rd Windham Bridge	161,000	1,820,000										1,820,000			(1,820,000)		(1,820,000)
5532502 Structure 986003 - Big Creek 5th Conc Rd Bridge		139,000	1,250,000									1,389,000			(1,389,000)		(1,389,000)
5532603 Structure 000104 - Big Creek 6th Concession Bridge		138,000	1,510,000									1,648,000			(1,648,000)		(1,648,000)
5533107 Structure 972403 - Old Highway 24 Culvert		145,000	660,000									805,000			(805,000)		(805,000)
5532635 Structure P000013 - Robinson Pedestrian Bridge			120,000	500,000								620,000			(620,000)		(620,000)
5532636 Structure P000014 - Burt Pedestrian Bridge			120,000	500,000								620,000			(620,000)		(620,000)
5532703 Structure 986002 - Big Creek Conc 5 Rd Overflow			125,000	609,000								734,000			(734,000)		(734,000)
5532704 Structure 010096 - Milk Factory Culvert			127,000	625,000								752,000			(752,000)		(752,000)
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				105,000	545,000							650,000			(650,000)		(650,000)
5532711 Structure 002038 - Graves Side Road Culvert				107,000	525,000							632,000			(632,000)		(632,000)
5532901 Structure D00003 - Lot 24 Conc 2 Windham				97,000	962,000							1,059,000	(527,000)		(532,000)		(1,059,000)
5532307 Structure 982101 - Lynedoch Bridge					119,000	1,280,000						1,399,000			(1,399,000)		(1,399,000)
5532902 Structure 010033 - Dunn's Bridge on 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					142,000	1,793,000						1,935,000			(1,935,000)		(1,935,000)
5532908 Structure D00025 - Vittoria Dam						130,000	1,450,000					1,580,000			(1,580,000)		(1,580,000)
5532909 Structure 974203 - Rohrer Culvert Replacement						116,000	615,000					731,000			(731,000)		(731,000)
5532910 Structure 972101 - Venison Creek Culvert						116,000	790,000					906,000			(906,000)		(906,000)
5532911 Structure D00018 - Western Ave Bridge						120,000	1,234,000					1,354,000			(1,354,000)		(1,354,000)
5532912 Structure 974200 - Houghton Lake Erie Culvert						112,000	790,000					902,000			(902,000)		(902,000)
5532913 Structure D00020 - Old Mill Road						121,000	1,140,000					1,261,000			(1,261,000)		(1,261,000)





PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
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	685,000				805,000			(805,000)		(805,000)
5533038 Structure 984502 - Deer Creek Dam							168,000	1,615,000				1,783,000			(1,783,000)		(1,783,000)
5533039 Structure 000204 - Lot 17 Concession 4-5							111,000	570,000				681,000			(681,000)		(681,000)
5532609 Structure 002404 - Lot 42 Con I-II NTR Middleton								135,000	638,000			773,000			(773,000)		(773,000)
5533108 Structure 000008 - Colborne Street Bridge								105,000	905,000			1,010,000			(1,010,000)		(1,010,000)
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								105,000	570,000			675,000			(675,000)		(675,000)
5533111 Structure 974201 - Clear Creek Culvert								105,000	445,000			550,000			(550,000)		(550,000)
5533112 Structure 000007 - Norfolk Street North Bridge								147,000	1,820,000			1,967,000			(1,967,000)		(1,967,000)
5533210 Structure 000302 - Lot 3 Conc 9-10 N. Walsingham									135,000	590,000		725,000			(725,000)		(725,000)
5533211 Structure D00012 - Meserole Bridge									125,000	1,210,000		1,335,000			(1,335,000)		(1,335,000)
5533212 Structure 010041 - Blueline Road Bridge									135,000	1,415,000		1,550,000			(1,550,000)		(1,550,000)
5533213 Structure 970302 - Black Creek Structural Arch									125,000	785,000		910,000			(910,000)		(910,000)
5533318 Structure D00019 - Lehman Bridge										140,000	1,850,000	1,990,000			(1,990,000)		(1,990,000)
5533319 Structure 980101 - Hambleton Bridge										125,000	1,450,000	1,575,000			(1,575,000)		(1,575,000)
5533321 Structure D00005 - Lot 11 Concession 2 Road Bridge										125,000	1,200,000	1,325,000			(1,325,000)		(1,325,000)
5533322 Structure P00017 - Black Bridge										120,000	665,000	785,000			(785,000)		(785,000)
<b>Total Bridge Rehabilitation Program</b>	660,000	5,517,000	5,812,000	2,703,000	3,475,000	4,788,000	6,708,000	5,023,000	5,968,000	4,510,000	5,165,000	49,669,000	(527,000)		(49,142,000)		(49,669,000)
<b>Bridge Sustainability Program</b>																	
5532520 2025 Bridge Sustainability Program		338,000										338,000			(338,000)		(338,000)
5532712 2027 Bridge Sustainability Program				351,000								351,000			(351,000)		(351,000)
5532905 2029 Bridge Sustainability Program						363,000						363,000			(363,000)		(363,000)
5533105 2031 Bridge Sustainability Program								375,000				375,000			(375,000)		(375,000)
5533310 2033 Bridge Sustainability Program										393,000		393,000			(393,000)		(393,000)
<b>Total Bridge Sustainability Program</b>		338,000		351,000		363,000		375,000		393,000		1,820,000			(1,820,000)		(1,820,000)
<b>Drainage Engineering &amp; Construction Program</b>																	
5931420 D5225 - P.F. Potters		500,000										500,000	(480,000)		(20,000)		(500,000)
5931389 D5223 Mills-South Norwich Branch A		160,000										160,000	(144,000)		(16,000)		(160,000)
5932601 2026 Drainage Engineering & Construction Program			3,395,000									3,395,000	(1,697,000)	(1,698,000)			(3,395,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5932701 2027 Drainage Engineering & Construction Program				1,500,000								1,500,000	(750,000)	(750,000)			(1,500,000)
5932801 2028 Drainage Engineering & Construction Program					1,375,000							1,375,000	(687,000)	(688,000)			(1,375,000)
5932901 2029 Drainage Engineering & Construction Program						1,445,000						1,445,000	(722,000)	(723,000)			(1,445,000)
5933001 2030 Drainage Engineering & Construction Program							1,481,000					1,481,000	(740,000)	(741,000)			(1,481,000)
5933101 2031 Drainage Engineering & Construction Program								1,518,000				1,518,000	(759,000)	(759,000)			(1,518,000)
5933201 2032 Drainage Engineering & Construction Program									1,556,000			1,556,000	(778,000)	(778,000)			(1,556,000)
5933301 2033 Drainage Engineering & Construction Program										1,595,000		1,595,000	(797,000)	(798,000)			(1,595,000)
5933401 2034 Drainage Engineering & Construction Program											1,634,000	1,634,000	(817,000)	(817,000)			(1,634,000)
<b>Total Drainage Engineering &amp; Construction Program</b>		660,000	3,395,000	1,500,000	1,375,000	1,445,000	1,481,000	1,518,000	1,556,000	1,595,000	1,634,000	<b>16,159,000</b>	(8,371,000)	(7,752,000)	(36,000)		<b>(16,159,000)</b>
<b>Parking Lot Program</b>																	
5532533 222 Main Street of Delhi Parking Lot Rehabilitation	10,000	230,000										230,000			(230,000)		(230,000)
5532577 Talbot Gardens Arena Parking Lot		293,000										293,000			(293,000)		(293,000)
5632510 2025 Parking Lot Preservation Program		111,000										111,000			(111,000)		(111,000)
7332514 Delhi Friendship Centre Parking Lot Rebuild			327,000									327,000			(327,000)		(327,000)
5632606 2026 Parking Lot Preservation Program			114,000									114,000			(114,000)		(114,000)
7331925 Parking Area Resurfacing - Port Dover CC			149,000									149,000			(149,000)		(149,000)
5632706 2027 Parking Lot Preservation Program				116,000								116,000			(116,000)		(116,000)
5632806 2028 Parking Lot Preservation Program					88,000							88,000			(88,000)		(88,000)
5632905 2029 Parking Lot Preservation Program						90,000						90,000			(90,000)		(90,000)
5633006 2030 Parking Lot Preservation Program							92,000					92,000			(92,000)		(92,000)
5633102 2031 Parking Lot Preservation Program								94,000				94,000			(94,000)		(94,000)
5633202 2032 Parking Lot Preservation Program									96,000			96,000			(96,000)		(96,000)
5533314 2033 Parking Lot Preservation Program										98,000		98,000			(98,000)		(98,000)
5533404 2034 Parking Lot Preservation Program											101,000	101,000			(101,000)		(101,000)
<b>Total Parking Lot Program</b>	10,000	634,000	590,000	116,000	88,000	90,000	92,000	94,000	96,000	98,000	101,000	<b>1,999,000</b>			(1,999,000)		<b>(1,999,000)</b>
<b>Sidewalks &amp; Walkways Reconstruction</b>																	
5532503 2025 Sidewalks & Walkways Reconstruction		226,000										226,000			(226,000)		(226,000)
5532601 2026 Sidewalks & Walkways Reconstruction			232,000									232,000			(232,000)		(232,000)
5532701 2027 Sidewalks & Walkways Reconstruction				238,000								238,000			(238,000)		(238,000)
5532803 2028 Sidewalks & Walkways Reconstruction					244,000							244,000			(244,000)		(244,000)
5532906 2029 Sidewalks & Walkways Reconstruction						250,000						250,000			(250,000)		(250,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5533021 2030 Sidewalks & Walkways Reconstruction							256,000					256,000			(256,000)		(256,000)
5533106 2031 Sidewalks & Walkways Reconstruction								262,000				262,000			(262,000)		(262,000)
5533201 2032 Sidewalks & Walkways Reconstruction									268,000			268,000			(268,000)		(268,000)
5533311 2033 Sidewalks & Walkways Reconstruction										275,000		275,000			(275,000)		(275,000)
5533401 2034 Sidewalks & Walkways Reconstruction											275,000	275,000			(275,000)		(275,000)
<b>Total Sidewalks &amp; Walkways Reconstruction</b>		226,000	232,000	238,000	244,000	250,000	256,000	262,000	268,000	275,000	275,000	2,526,000			(2,526,000)		(2,526,000)
<b>Retaining Wall Program</b>																	
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)
5533406 2034 Retaining Walls											95,000	95,000			(95,000)		(95,000)
<b>Total Retaining Wall Program</b>			70,000			85,000			90,000		95,000	340,000			(340,000)		(340,000)
<b>Other Replacements</b>																	
5532532 2025 Roadside Safety Barrier Replacement Program		102,000										102,000			(102,000)		(102,000)
5532632 2026 Roadside Safety Barrier Replacement Program			105,000									105,000			(105,000)		(105,000)
5532721 2027 Roadside Safety Barrier Replacement Program				108,000								108,000			(108,000)		(108,000)
5532818 2028 Roadside Safety Barrier Replacement Program					110,000							110,000			(110,000)		(110,000)
5532926 2029 Roadside Safety Barrier Replacement Program						114,000						114,000			(114,000)		(114,000)
5533041 2030 Roadside Safety Barrier Replacement Program							117,000					117,000			(117,000)		(117,000)
5533121 2031 Roadside Safety Barrier Replacement Program								120,000				120,000			(120,000)		(120,000)
5533209 2032 Roadside Safety Barrier Replacement Program									123,000			123,000			(123,000)		(123,000)
5533309 2033 Roadside Safety Barrier Replacement Program										125,000		125,000			(125,000)		(125,000)
5533407 2034 Roadside Safety Barrier Replacement Program											128,000	128,000			(128,000)		(128,000)
<b>Total Other Replacements</b>		102,000	105,000	108,000	110,000	114,000	117,000	120,000	123,000	125,000	128,000	1,152,000			(1,152,000)		(1,152,000)
<b>Total Engineering</b>	3,985,000	35,583,000	40,138,000	30,814,000	30,374,000	30,998,000	35,683,000	32,272,000	26,663,000	27,036,000	28,281,000	317,842,000	(8,898,000)	(7,752,000)	(293,008,000)	(8,184,000)	(317,842,000)
<b>Stormwater</b>																	
★ <b>Stormwater Pond Rehabilitation Program</b>																	
5531454 Judd Industrial Park Stormwater Pond	15,000	285,000										285,000			(285,000)		(285,000)
5532576 Sommerset (SWM7) & Other Pond Maintenance		400,000										400,000			(400,000)		(400,000)
5532720 Pine Ridge Estates (SWM13) Stormwater Facility Clean Out		25,000	200,000									225,000			(225,000)		(225,000)
5532637 Dover Landing Pond (SWM14) Forebay Cleanout			25,000	100,000								125,000			(125,000)		(125,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5532638 Waterford South Drain Pond (SWM25) Forebay Cleanout			25,000	175,000								200,000			(200,000)		(200,000)
5532817 Silver Lake Estates (SWM32) Stormwater Facility Clean Out				30,000	150,000							180,000			(180,000)		(180,000)
5533040 2028 Storm Water Pond Maintenance					250,000							250,000			(250,000)		(250,000)
5532929 2029 Stormwater Pond Maintenance						256,000						256,000			(256,000)		(256,000)
5533042 2030 Stormwater Pond Maintenance							263,000					263,000			(263,000)		(263,000)
5533124 2031 Stormwater Pond Maintenance								269,000				269,000			(269,000)		(269,000)
5533214 2032 Stormwater Pond Maintenance									276,000			276,000			(276,000)		(276,000)
5533327 2033 Stormwater Pond Maintenance										283,000		283,000			(283,000)		(283,000)
5533410 2034 Stormwater Pond Maintenance											290,000	290,000			(290,000)		(290,000)
<b>Total Stormwater Pond Rehabilitation Program</b>	15,000	710,000	250,000	305,000	400,000	256,000	263,000	269,000	276,000	283,000	290,000	3,302,000			(3,302,000)		(3,302,000)
<b>Total Stormwater</b>	<b>15,000</b>	<b>710,000</b>	<b>250,000</b>	<b>305,000</b>	<b>400,000</b>	<b>256,000</b>	<b>263,000</b>	<b>269,000</b>	<b>276,000</b>	<b>283,000</b>	<b>290,000</b>	<b>3,302,000</b>			<b>(3,302,000)</b>		<b>(3,302,000)</b>
<b>Waste Management</b>																	
<b>Tom Howe Management Program</b>																	
5732509 Leachate Manhole Covers & Extensions		69,000										69,000			(69,000)		(69,000)
5732901 Tom Howe Stormwater Management Pond Maintenance						17,000						17,000			(17,000)		(17,000)
5732601 Landfill Gas Flare Shell/Insulation Replacement										19,000		19,000			(19,000)		(19,000)
<b>Total Tom Howe Management Program</b>		69,000				17,000				19,000		105,000			(105,000)		(105,000)
<b>Other Replacements</b>																	
5732507 Concrete Pad for L&Y Waste Bunker Simcoe Transfer Station		50,000										50,000			(50,000)		(50,000)
5732508 Concrete Pad for L&Y Waste Bunker South Wal TS		50,000										50,000			(50,000)		(50,000)
5732510 Holding Tank Repairs - South Walsingham Transfer Station		20,000										20,000			(20,000)		(20,000)
<b>Total Other Replacements</b>		120,000										120,000			(120,000)		(120,000)
<b>Total Waste Management</b>		<b>189,000</b>				<b>17,000</b>				<b>19,000</b>		<b>225,000</b>			<b>(225,000)</b>		<b>(225,000)</b>
<b>Total Environmental &amp; Infrastructure Services</b>	<b>4,000,000</b>	<b>36,482,000</b>	<b>40,388,000</b>	<b>31,119,000</b>	<b>30,774,000</b>	<b>31,271,000</b>	<b>35,946,000</b>	<b>32,541,000</b>	<b>26,939,000</b>	<b>27,338,000</b>	<b>28,571,000</b>	<b>321,369,000</b>	<b>(8,898,000)</b>	<b>(7,752,000)</b>	<b>(296,535,000)</b>	<b>(8,184,000)</b>	<b>(321,369,000)</b>
<b>Health &amp; Social Services</b>																	
<b>Norview Lodge</b>																	
<b>Bathing System Replacement Program</b>																	
6332103 2025 Therapeutic Bathing System (1)		28,000										28,000			(28,000)		(28,000)
6332209 2026 Therapeutic Bathing System (1)			29,000									29,000			(29,000)		(29,000)
6333110 2031 Therapeutic Bathing System (2)								65,000				65,000			(65,000)		(65,000)
6333221 2033 Therapeutic Bathing System (2)										68,000		68,000			(68,000)		(68,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
6333206 2034 Therapeutic Bathing System (2)											70,000	70,000			(70,000)		(70,000)
<b>Total Bathing System Replacement Program</b>		28,000	29,000					65,000		68,000	70,000	260,000			(260,000)		(260,000)
<b>Lift Replacement Program</b>																	
6332509 2025 Hygiene Lift Chair (3)		45,000										45,000			(45,000)		(45,000)
6332513 2025 Mobile Sling Lift (3)		47,000										47,000			(47,000)		(47,000)
6332603 2026 Hygiene Lift Chair (5)			77,000									77,000			(77,000)		(77,000)
6332611 2026 Mobile Sling Lift (7)			112,000									112,000			(112,000)		(112,000)
6332905 2029 Mobile Sling Lift						17,000						17,000			(17,000)		(17,000)
6332311 2031 Mobile Sling Lift (1)								18,000				18,000			(18,000)		(18,000)
6333218 2032 Mobile Sling Lift (5)									93,000			93,000			(93,000)		(93,000)
6333302 2033 Mobile Sling Lift (2)										38,000		38,000			(38,000)		(38,000)
<b>Total Lift Replacement Program</b>		92,000	189,000			17,000		18,000	93,000	38,000		447,000			(447,000)		(447,000)
<b>Nursing Equipment Replacement Program</b>																	
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)
<b>Total Nursing Equipment Replacement Program</b>							11,000	110,000				121,000			(121,000)		(121,000)
<b>Laundry Equipment Replacement Program</b>																	
6332801 2028 Commercial Clothes Dryer - Small (2)					25,000							25,000			(25,000)		(25,000)
6333223 2032 Commercial Clothes Dryer - Large (4)									123,000			123,000			(123,000)		(123,000)
6333224 2032 Commercial Clothes Washer - 50lb (2)									95,000			95,000			(95,000)		(95,000)
<b>Total Laundry Equipment Replacement Program</b>					25,000				218,000			243,000			(243,000)		(243,000)
<b>Kitchen Replacement Program</b>																	
6332512 2025 Commercial Dishwasher (2)		30,000										30,000			(30,000)		(30,000)
6332515 2025 Steamer Oven		20,000										20,000			(20,000)		(20,000)
6332610 2026 Commercial Dishwasher (2)			31,000									31,000			(31,000)		(31,000)
6332612 2026 Commercial Dishwasher - Large			47,000									47,000			(47,000)		(47,000)
6332508 2030 Commercial Grill Range/Ovens (2)							72,000					72,000			(72,000)		(72,000)
6333005 2030 Commercial Convection Double Oven							95,000					95,000			(95,000)		(95,000)
6333107 2032 Steamer Oven (3)									71,000			71,000			(71,000)		(71,000)
6333303 2033 Meat Slicer										15,000		15,000			(15,000)		(15,000)
6333304 2033 Steamer Oven										24,000		24,000			(24,000)		(24,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
<b>Total Kitchen Replacement Program</b>		50,000	78,000				167,000		71,000	39,000		<b>405,000</b>			(405,000)		<b>(405,000)</b>
<b>Building &amp; Property Equipment Replacement Program</b>																	
6332501 2025 Heating Boiler		115,000										<b>115,000</b>			(115,000)		<b>(115,000)</b>
6332601 2026 Heating Boiler			118,000									<b>118,000</b>			(118,000)		<b>(118,000)</b>
6332609 2026 Hot Water Tank (4)			45,000									<b>45,000</b>			(45,000)		<b>(45,000)</b>
6332701 2027 Heating Boiler				121,000								<b>121,000</b>			(121,000)		<b>(121,000)</b>
6332507 2029 Loading Dock						28,000						<b>28,000</b>			(28,000)		<b>(28,000)</b>
6332909 2029 Mobile UV Disinfection Unit (4)						170,000						<b>170,000</b>			(170,000)		<b>(170,000)</b>
6333108 2031 Needlepoint Biopolar Ionization Units (4)								103,000				<b>103,000</b>			(103,000)		<b>(103,000)</b>
6333109 2031 Hot Water Tank (4)								51,000				<b>51,000</b>			(51,000)		<b>(51,000)</b>
6333215 2032 Mobile UV Disinfection Unit (3)									137,000			<b>137,000</b>			(137,000)		<b>(137,000)</b>
6333305 2033 Hot Water Tank (2)										24,000		<b>24,000</b>			(24,000)		<b>(24,000)</b>
<b>Total Building &amp; Property Equipment Replacement Program</b>		<b>115,000</b>	<b>163,000</b>	<b>121,000</b>		<b>198,000</b>		<b>154,000</b>	<b>137,000</b>	<b>24,000</b>		<b>912,000</b>			(912,000)		<b>(912,000)</b>
<b>Carpet Replacement Program</b>																	
6332511 2025 Carpet Replacement Program		42,000										<b>42,000</b>			(42,000)		<b>(42,000)</b>
6332607 2026 Carpet Replacement Program			43,000									<b>43,000</b>			(43,000)		<b>(43,000)</b>
6332706 2027 Carpet Replacement Program				44,000								<b>44,000</b>			(44,000)		<b>(44,000)</b>
6332802 2028 Carpet Replacement Program					45,000							<b>45,000</b>			(45,000)		<b>(45,000)</b>
6332901 2029 Carpet Replacement Program						46,000						<b>46,000</b>			(46,000)		<b>(46,000)</b>
6333002 2030 Carpet Replacement Program							47,000					<b>47,000</b>			(47,000)		<b>(47,000)</b>
6333103 2031 Carpet Replacement Program								48,000				<b>48,000</b>			(48,000)		<b>(48,000)</b>
6333217 2032 Carpet Replacement Program									49,000			<b>49,000</b>			(49,000)		<b>(49,000)</b>
6333306 2033 Carpet Replacement Program										50,000		<b>50,000</b>			(50,000)		<b>(50,000)</b>
6333401 2034 Carpet Replacement Program											51,000	<b>51,000</b>			(51,000)		<b>(51,000)</b>
<b>Total Carpet Replacement Program</b>		<b>42,000</b>	<b>43,000</b>	<b>44,000</b>	<b>45,000</b>	<b>46,000</b>	<b>47,000</b>	<b>48,000</b>	<b>49,000</b>	<b>50,000</b>	<b>51,000</b>	<b>465,000</b>			(465,000)		<b>(465,000)</b>
<b>Other Replacements</b>																	
★ 6332008 Phase 1 Siding Replacement - Norview Lodge		205,000										<b>205,000</b>			(205,000)		<b>(205,000)</b>
6332208 Phase 2 Siding Replacement - Norview Lodge				205,000								<b>205,000</b>			(205,000)		<b>(205,000)</b>
6332605 Phase 3 Siding Replacement - Norview Lodge						205,000						<b>205,000</b>			(205,000)		<b>(205,000)</b>
6332805 Phase 4 Siding Replacement - Norview Lodge								205,000				<b>205,000</b>			(205,000)		<b>(205,000)</b>
6333012 Phase 5 Siding Replacement - Norview Lodge										205,000		<b>205,000</b>			(205,000)		<b>(205,000)</b>



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
<b>Total Other Replacements</b>		205,000		205,000		205,000		205,000		205,000		1,025,000			(1,025,000)		(1,025,000)
<b>Total Norview Lodge</b>		532,000	502,000	370,000	70,000	466,000	225,000	600,000	568,000	424,000	121,000	3,878,000			(3,878,000)		(3,878,000)
<b>Total Health &amp; Social Services</b>		532,000	502,000	370,000	70,000	466,000	225,000	600,000	568,000	424,000	121,000	3,878,000			(3,878,000)		(3,878,000)
<b>Operations</b>																	
<b>Parks</b>																	
<b>Interior Building Program</b>																	
7331866 WinDel Park Field House Refurbish	25,000	205,000										205,000			(205,000)		(205,000)
7332416 Waterford Arena Seat Deck Seating Replacement			38,000									38,000			(38,000)		(38,000)
7332516 Walsingham Ball Park Fieldhouse Refurbishment			21,000	149,000								170,000			(170,000)		(170,000)
7332331 Port Dover Community Center - Floor Refinishing			38,000									38,000			(38,000)		(38,000)
7332012 Dressing Room Refurbishments - Simcoe Talbot Gardens				38,000	212,000							250,000			(250,000)		(250,000)
7332811 Port Rowan Community Centre Interior Refurbishment					221,000							221,000			(221,000)		(221,000)
7332906 Courtland Lions Park Facility Refurbishments						195,000						195,000			(195,000)		(195,000)
7333105 Floor Replacement - Delhi Arena Multi-Purpose Room								79,000				79,000			(79,000)		(79,000)
7333202 Waterford Arena Dressing Room Floor Replacement									212,000			212,000			(212,000)		(212,000)
<b>Total Interior Building Program</b>	25,000	205,000	97,000	187,000	433,000	195,000		79,000	212,000			1,408,000			(1,408,000)		(1,408,000)
<b>Exterior Building Program</b>																	
7331924 Historical Gazebo Restoration - Lynnwood Park Simcoe				100,000								100,000			(100,000)		(100,000)
<b>Total Exterior Building Program</b>				100,000								100,000			(100,000)		(100,000)
<b>Ice Resurfacer Replacements Program</b>																	
7332606 Ice Resurfacer & Ice Leveller - Langton Arena			170,000									170,000			(170,000)		(170,000)
7332609 Electric Ice Resurfacer Battery Replacement - PD Arena			46,000									46,000			(46,000)		(46,000)
7332803 Ice Resurfacer - Waterford Arena			170,000									170,000			(170,000)		(170,000)
7332715 Electric Ice Resurfacer Battery - Talbot Gardens Arena				48,000								48,000			(48,000)		(48,000)
7332716 Delhi Arena Electric Ice Resurfacer Battery Replacement				41,000								41,000			(41,000)		(41,000)
7332902 Ice Resurfacer - Port Dover Arena						183,000						183,000			(183,000)		(183,000)
7333106 Electric Ice Resurfacer Battery - Langton Arena								53,000				53,000			(53,000)		(53,000)
<b>Total Ice Resurfacer Replacements Program</b>			386,000	89,000		183,000		53,000				711,000			(711,000)		(711,000)
<b>Multi-Use Court Refurbishment Program</b>																	
7332529 Multi-Use Court - Vittoria Thompson Memorial Park		280,000										280,000			(280,000)		(280,000)
7332618 Multi-Use Court - Courtland Lions Community Park			287,000									287,000			(287,000)		(287,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
7332617 Multi-Use Court - Langton Athletic Park				294,000								294,000			(294,000)		(294,000)
7332724 Multi-Use Court - Port Rowan Community Park					302,000							302,000			(302,000)		(302,000)
7332818 Multi-Use Court - Simcoe Westwood Acres Parks						309,000						309,000			(309,000)		(309,000)
7333011 Multi-Use Court - Crestlynn Community Park							317,000					317,000			(317,000)		(317,000)
7333109 Multi-Use Court - Pinegrove Community Park								325,000				325,000			(325,000)		(325,000)
7333207 Multi-Use Court - Waterford Community Park									333,000			333,000			(333,000)		(333,000)
7333306 Multi-Use Court - Windel Park										341,000		341,000			(341,000)		(341,000)
7333403 Multi-Use Court - Port Dover Sports Complex											350,000	350,000			(350,000)		(350,000)
<b>Total Multi-Use Court Refurbishment Program</b>		280,000	287,000	294,000	302,000	309,000	317,000	325,000	333,000	341,000	350,000	<b>3,138,000</b>			(3,138,000)		<b>(3,138,000)</b>
<b>Playground Replacement Program</b>																	
7332517 Lynndale Heights - Playground Replacement Program		102,000										102,000			(102,000)		(102,000)
7332530 Accessible Playground Resurfacing - Simcoe Kinsmen Park		120,000										120,000			(120,000)		(120,000)
7332601 St. Williams Lions - Playground Replacement Program			104,000									104,000			(104,000)		(104,000)
7332704 Westwood Acres - Playground Replacement Program				106,000								106,000			(106,000)		(106,000)
7332804 2028 Playground Replacement Program					108,000							108,000			(108,000)		(108,000)
7332903 Fairview Heights - Playground Replacement Program						110,000						110,000			(110,000)		(110,000)
7332203 Simcoe Kinsmen - Playground Replacement Program							112,000					112,000			(112,000)		(112,000)
7333102 Teeterville Womens - Playground Replacement Program								114,000				114,000			(114,000)		(114,000)
7333203 Delhi Lions - Playground Replacement Program									116,000			116,000			(116,000)		(116,000)
7333302 Golden Gardens - Playground Replacement Program										119,000		119,000			(119,000)		(119,000)
7333401 2034 Playground Replacement Program											122,000	122,000			(122,000)		(122,000)
<b>Total Playground Replacement Program</b>		222,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	119,000	122,000	<b>1,233,000</b>			(1,233,000)		<b>(1,233,000)</b>
<b>Refrigeration Equipment Replacement Program</b>																	
7332521 Gylcol Pump - Waterford Arena		11,000										11,000			(11,000)		(11,000)
7332525 Condenser - Delhi Arena		125,000										125,000			(125,000)		(125,000)
7332527 Refrigeration Control Backup - Delhi Arena		55,000										55,000			(55,000)		(55,000)
7332802 Desiccant Dehumidifier - Waterford Arena		308,000										308,000			(308,000)		(308,000)
7332608 Plate & Frame Heat Exchanger - Waterford Arena			36,000									36,000			(36,000)		(36,000)
7332614 Compressor & Motor - Waterford Arena			72,000									72,000			(72,000)		(72,000)
7332615 Refrigeration Control Backup - Waterford Arena			56,000									56,000			(56,000)		(56,000)
7332801 Desiccant Dehumidifier - Simcoe Talbot Gardens			140,000									140,000			(140,000)		(140,000)





PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
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)
7332709 Desiccant Dehumidifier - Port Dover Arena					150,000							150,000			(150,000)		(150,000)
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)
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)
7333002 Desiccant Dehumidifier - Langton Arena						339,000						339,000			(339,000)		(339,000)
7333009 Compressor Motors & Brine Pumps - Simcoe 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)
7333206 Refrigeration Control System - Langton Arena									119,000			119,000			(119,000)		(119,000)
7333305 Refrigeration Control System - Simcoe Talbot Gardens										122,000		122,000			(122,000)		(122,000)
7333402 Regasket - Langton Arena											29,000	29,000			(29,000)		(29,000)
<b>Total Refrigeration Equipment Replacement Program</b>		499,000	304,000	243,000	350,000	612,000	110,000	27,000	119,000	122,000	29,000	<b>2,415,000</b>			(2,415,000)		<b>(2,415,000)</b>
<b>Steel Light Tower Replacement Program</b>																	
7332108 Courtland - Steel Light Tower Replacement - 1 Diamond			210,000									210,000			(210,000)		(210,000)
7332010 Waterford - Steel Light Tower Replacement - 2 Diamonds			326,000									326,000			(326,000)		(326,000)
7332405 Simcoe Lions Park - Steel Light Tower Replacement				316,000								316,000			(316,000)		(316,000)
7332718 Walsingham - Steel Light Tower Replacement					221,000							221,000			(221,000)		(221,000)
7333303 Kinsmen Parks - Steel Light Tower Replacements										251,000		251,000			(251,000)		(251,000)
<b>Total Steel Light Tower Replacement Program</b>			536,000	316,000	221,000					251,000		<b>1,324,000</b>			(1,324,000)		<b>(1,324,000)</b>
<b>Other Replacements</b>																	
★ 7332426 Ice Rink Floor & Boards Replacement - PD Arena	200,000	1,800,000										1,800,000			(1,800,000)		(1,800,000)
7332513 Delhi Quance Pavilion Concrete Pad Replacement		20,000										20,000			(20,000)		(20,000)
7332528 ACAC Pool Deck & Inlet Return Repairs		50,000	550,000									600,000			(600,000)		(600,000)
7331844 Fence Replacement - Port Rowan Skatepark			17,000									17,000			(17,000)		(17,000)
7332030 Fence Replacement - Waterford Hellyer Diamond			50,000									50,000	(5,000)		(45,000)		(50,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
7332048 Diamond Repairs - Delhi Arena Diamond			77,000									77,000			(77,000)		(77,000)
7332326 Mobile Washroom Self-Cleaning Trailer Replacement			513,000									513,000			(513,000)		(513,000)
7332414 Accessible Counter - Lions Ball Park			11,000									11,000	(5,000)		(6,000)		(11,000)
7332415 Waterford Arena Resurfacer Area Asphalt Replacement			52,000									52,000			(52,000)		(52,000)
7332616 Regrout ACAC Pool Tank			40,000									40,000			(40,000)		(40,000)
7332038 Langton Fieldhouse Refurbishment				210,000								210,000			(210,000)		(210,000)
7332717 Port Rowan Tennis Court Reconstruction				155,000								155,000			(155,000)		(155,000)
7332720 Port Rowan CC - Commercial Dishwasher Replacement				40,000								40,000			(40,000)		(40,000)
7332817 Shade Sail Port Dover Riverfront Park					25,000							25,000			(25,000)		(25,000)
7333006 Waterford Hellyer Ball Diamond Backstop Replacements							59,000					59,000			(59,000)		(59,000)
<b>Total Other Replacements</b>	200,000	1,870,000	1,310,000	405,000	25,000		59,000					3,669,000	(10,000)		(3,659,000)		(3,669,000)
<b>Total Parks</b>	<b>225,000</b>	<b>3,076,000</b>	<b>3,024,000</b>	<b>1,740,000</b>	<b>1,439,000</b>	<b>1,409,000</b>	<b>598,000</b>	<b>598,000</b>	<b>780,000</b>	<b>833,000</b>	<b>501,000</b>	<b>13,998,000</b>	<b>(10,000)</b>		<b>(13,988,000)</b>		<b>(13,998,000)</b>
<b>Marinas</b>																	
<b>Major Dock Rebuilds Program</b>																	
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)
7633102 PDHM Dock 3 & Dock 4 Full Replacement								200,000	4,500,000			4,700,000	(4,500,000)	(200,000)			(4,700,000)
<b>Total Major Dock Rebuilds Program</b>	20,000		277,000		200,000	4,500,000		200,000	4,500,000			9,677,000	(9,000,000)	(677,000)			(9,677,000)
<b>Marina Equipment &amp; Vehicle Replacement Program</b>																	
7632601 PDHM Utility Task Vehicle (UTV)				20,000								20,000			(20,000)		(20,000)
7632602 PDHM Riding Lawn Mower				25,000								25,000			(25,000)		(25,000)
7632603 PDHM Compact Utility Tractor & Attachments				50,000								50,000			(50,000)		(50,000)
<b>Total Marina Equipment &amp; Vehicle Replacement Program</b>				95,000								95,000			(95,000)		(95,000)
<b>Other Replacements</b>																	
7632304 PRHM Dredging		410,000										410,000			(410,000)		(410,000)
7632504 PDHM Sewer Inspection & Cleanout		20,000										20,000			(20,000)		(20,000)
7632403 PDHM Washroom/Shower Floor Replacements			105,000									105,000			(105,000)		(105,000)
7632502 PDHM Pavilion Refurbishment			100,000									100,000			(100,000)		(100,000)
7632606 PDHM Roof Recoating			25,000									25,000			(25,000)		(25,000)
7632605 PRHM Resurface Parking Area & Roadway				15,000								15,000			(15,000)		(15,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
7632704 PDHM Exterior Repairs				11,000								11,000			(11,000)		(11,000)
7632705 PRHM Exterior Repairs				15,000								15,000			(15,000)		(15,000)
7632903 PRHM HVAC Replacement						11,000						11,000			(11,000)		(11,000)
7632702 PDHM Resurface Roadways/Parking - North, West and East							300,000					300,000			(300,000)		(300,000)
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)
<b>Total Other Replacements</b>		430,000	230,000	41,000		11,000	315,000		30,000	25,000	115,000	1,197,000			(1,197,000)		(1,197,000)
<b>Total Marinas</b>	20,000	430,000	507,000	136,000	200,000	4,511,000	315,000	200,000	4,530,000	25,000	115,000	10,969,000		(9,000,000)	(1,969,000)		(10,969,000)
<b>Fleet</b>																	
<b>Tandem Axle Truck Replacement Program</b>																	
5432326 2025 Tandem Axle Truck Replacement		500,000										500,000			(500,000)		(500,000)
5432420 2025 Tandem Axle Truck Replacement		500,000										500,000			(500,000)		(500,000)
5432520 2025 Tandem Axle Truck Replacement		500,000										500,000			(500,000)		(500,000)
5432609 2026 Tandem Axle Truck Replacement			513,000									513,000			(513,000)		(513,000)
5432610 2026 Tandem Axle Truck Replacement			513,000									513,000			(513,000)		(513,000)
5432617 2026 Tandem Axle Truck Replacement			513,000									513,000			(513,000)		(513,000)
5432709 2027 Tandem Axle Truck Replacement				525,000								525,000			(525,000)		(525,000)
5432710 2027 Tandem Axle Truck Replacement				525,000								525,000			(525,000)		(525,000)
5432711 2027 Tandem Axle Truck Replacement				525,000								525,000			(525,000)		(525,000)
5432802 2028 Tandem Axle Truck Replacement					538,000							538,000			(538,000)		(538,000)
5432806 2028 Tandem Axle Truck Replacement					538,000							538,000			(538,000)		(538,000)
5432807 2028 Tandem Axle Truck Replacement					538,000							538,000			(538,000)		(538,000)
5432902 2029 Tandem Axle Truck Replacement						552,000						552,000			(552,000)		(552,000)
5432906 2029 Tandem Axle Truck Replacement						552,000						552,000			(552,000)		(552,000)
5432907 2029 Tandem Axle Truck Replacement						552,000						552,000			(552,000)		(552,000)
5433002 2030 Tandem Axle Truck Replacement							566,000					566,000			(566,000)		(566,000)
5433010 2030 Tandem Axle Truck Replacement							566,000					566,000			(566,000)		(566,000)
5433011 2030 Tandem Axle Truck Replacement							566,000					566,000			(566,000)		(566,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5433103 2031 Tandem Axle Truck Replacement								580,000				580,000			(580,000)		(580,000)
5433104 2031 Tandem Axle Truck Replacement								580,000				580,000			(580,000)		(580,000)
5433105 2031 Tandem Axle Truck Replacement								580,000				580,000			(580,000)		(580,000)
5433201 2032 Tandem Axle Truck Replacement									594,000			594,000			(594,000)		(594,000)
5433202 2032 Tandem Axle Truck Replacement									594,000			594,000			(594,000)		(594,000)
5433203 2032 Tandem Axle Truck Replacement									594,000			594,000			(594,000)		(594,000)
5433306 2033 Tandem Axle Truck Replacement										609,000		609,000			(609,000)		(609,000)
5433307 2033 Tandem Axle Truck Replacement										609,000		609,000			(609,000)		(609,000)
5433308 2033 Tandem Axle Truck Replacement											624,000	624,000			(624,000)		(624,000)
5433401 2034 Tandem Axle Truck Replacement											624,000	624,000			(624,000)		(624,000)
<b>Total Tandem Axle Truck Replacement Program</b>		1,500,000	1,539,000	1,575,000	1,614,000	1,656,000	1,698,000	1,740,000	1,782,000	1,218,000	1,248,000	15,570,000			(15,570,000)		(15,570,000)
<b>One Ton Truck Replacement Program</b>																	
5432310 2025 One Ton Truck Replacement		116,000										116,000			(116,000)		(116,000)
5432311 2025 One Ton Truck Replacement		116,000										116,000			(116,000)		(116,000)
5432521 2025 One Ton Truck Replacement (Water) - T433		220,000										220,000			(220,000)		(220,000)
5432618 2026 One Ton Truck Replacement			122,000									122,000			(122,000)		(122,000)
5432704 2026 One Ton Truck Replacement			122,000									122,000			(122,000)		(122,000)
5432717 2026 One Ton Truck Replacement			122,000									122,000			(122,000)		(122,000)
5433004 2029 One Ton Truck Replacement						131,000						131,000			(131,000)		(131,000)
5433017 2029 One Ton Truck Replacement						131,000						131,000			(131,000)		(131,000)
5433018 2029 One Ton Truck Replacement						131,000						131,000			(131,000)		(131,000)
5433214 2031 One Ton Truck Replacement								138,000				138,000			(138,000)		(138,000)
5433215 2031 One Ton Truck Replacement								138,000				138,000			(138,000)		(138,000)
5433216 2031 One Ton Truck Replacement								138,000				138,000			(138,000)		(138,000)
5433312 2033 One Ton Truck Replacement										141,000		141,000			(141,000)		(141,000)
5433313 2033 One Ton Truck Replacement										141,000		141,000			(141,000)		(141,000)
5433314 2033 One Ton Truck Replacement										141,000		141,000			(141,000)		(141,000)
<b>Total One Ton Truck Replacement Program</b>		452,000	366,000			393,000		414,000		423,000		2,048,000			(2,048,000)		(2,048,000)
<b>Pickup Truck Replacement Program</b>																	
5432517 Pickup Truck Replacement - Convert from Van (V015)		70,000										70,000			(70,000)		(70,000)
5432505 2025 Pickup Truck Replacement		70,000										70,000			(70,000)		(70,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5432512 2025 Pickup Truck Replacement		70,000										70,000			(70,000)		(70,000)
5432513 2025 Pickup Truck Replacement		70,000										70,000			(70,000)		(70,000)
5432514 2025 Pickup Truck Replacement		70,000										70,000			(70,000)		(70,000)
5432515 2025 Pickup Truck Replacement		70,000										70,000			(70,000)		(70,000)
5432602 2026 Pickup Truck Replacement			72,000									72,000			(72,000)		(72,000)
5432611 2026 Pickup Truck Replacement			72,000									72,000			(72,000)		(72,000)
5432612 2026 Pickup Truck Replacement			72,000									72,000			(72,000)		(72,000)
5432613 2026 Pickup Truck Replacement			72,000									72,000			(72,000)		(72,000)
5432614 2026 Pickup Truck Replacement			72,000									72,000			(72,000)		(72,000)
5432703 2027 Pickup Truck Replacement				74,000								74,000			(74,000)		(74,000)
5432712 2027 Pickup Truck Replacement				74,000								74,000			(74,000)		(74,000)
5432713 2027 Pickup Truck Replacement				74,000								74,000			(74,000)		(74,000)
5432714 2027 Pickup Truck Replacement				74,000								74,000			(74,000)		(74,000)
5432715 2027 Pickup Truck Replacement				74,000								74,000			(74,000)		(74,000)
5432716 2027 Pickup Truck Replacement				74,000								74,000			(74,000)		(74,000)
5432801 2028 Pickup Truck Replacement					75,000							75,000			(75,000)		(75,000)
5432808 2028 Pickup Truck Replacement					75,000							75,000			(75,000)		(75,000)
5432809 2028 Pickup Truck Replacement					75,000							75,000			(75,000)		(75,000)
5432810 2028 Pickup Truck Replacement					75,000							75,000			(75,000)		(75,000)
5432811 2028 Pickup Truck Replacement					75,000							75,000			(75,000)		(75,000)
5432812 2028 Pickup Truck Replacement					75,000							75,000			(75,000)		(75,000)
5432901 2029 Pickup Truck Replacement						77,000						77,000			(77,000)		(77,000)
5432908 2029 Pickup Truck Replacement						77,000						77,000			(77,000)		(77,000)
5432909 2029 Pickup Truck Replacement						77,000						77,000			(77,000)		(77,000)
5432910 2029 Pickup Truck Replacement						77,000						77,000			(77,000)		(77,000)
5432911 2029 Pickup Truck Replacement						77,000						77,000			(77,000)		(77,000)
5432912 2029 Pickup Truck Replacement						77,000						77,000			(77,000)		(77,000)
5433001 2030 Pickup Truck Replacement							79,000					79,000			(79,000)		(79,000)
5433012 2030 Pickup Truck Replacement							79,000					79,000			(79,000)		(79,000)
5433013 2030 Pickup Truck Replacement							79,000					79,000			(79,000)		(79,000)
5433014 2030 Pickup Truck Replacement							79,000					79,000			(79,000)		(79,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5433015 2030 Pickup Truck Replacement							79,000					79,000			(79,000)		(79,000)
5433016 2030 Pickup Truck Replacement							79,000					79,000			(79,000)		(79,000)
5433101 2031 Pickup Truck Replacement								81,000				81,000			(81,000)		(81,000)
5433106 2031 Pickup Truck Replacement								81,000				81,000			(81,000)		(81,000)
5433107 2031 Pickup Truck Replacement								81,000				81,000			(81,000)		(81,000)
5433108 2031 Pickup Truck Replacement								81,000				81,000			(81,000)		(81,000)
5433109 2031 Pickup Truck Replacement								81,000				81,000			(81,000)		(81,000)
5433110 2031 Pickup Truck Replacement								81,000				81,000			(81,000)		(81,000)
5433204 2032 Pickup Truck Replacement									83,000			83,000			(83,000)		(83,000)
5433205 2032 Pickup Truck Replacement									83,000			83,000			(83,000)		(83,000)
5433206 2032 Pickup Truck Replacement									83,000			83,000			(83,000)		(83,000)
5433207 2032 Pickup Truck Replacement									83,000			83,000			(83,000)		(83,000)
5433208 2032 Pickup Truck Replacement									83,000			83,000			(83,000)		(83,000)
5433209 2032 Pickup Truck Replacement									83,000			83,000			(83,000)		(83,000)
5433213 2033 Pickup Truck Replacement										85,000		85,000			(85,000)		(85,000)
5433301 2033 Pickup Truck Replacement										85,000		85,000			(85,000)		(85,000)
5433302 2033 Pickup Truck Replacement										85,000		85,000			(85,000)		(85,000)
5433303 2033 Pickup Truck Replacement										85,000		85,000			(85,000)		(85,000)
5433304 2033 Pickup Truck Replacement										85,000		85,000			(85,000)		(85,000)
5433305 2033 Pickup Truck Replacement										85,000		85,000			(85,000)		(85,000)
5433402 2034 Pickup Truck Replacement											87,000	87,000			(87,000)		(87,000)
5433403 2034 Pickup Truck Replacement											87,000	87,000			(87,000)		(87,000)
5433404 2034 Pickup Truck Replacement											87,000	87,000			(87,000)		(87,000)
5433405 2034 Pickup Truck Replacement											87,000	87,000			(87,000)		(87,000)
5433406 2034 Pickup Truck Replacement											87,000	87,000			(87,000)		(87,000)
5433407 2034 Pickup Truck Replacement											87,000	87,000			(87,000)		(87,000)
<b>Total Pickup Truck Replacement Program</b>		420,000	360,000	444,000	450,000	462,000	474,000	486,000	498,000	510,000	522,000	4,626,000			(4,626,000)		(4,626,000)
<b>Single Axle Truck Replacement Program</b>																	
5432522 2025 Single Axle Truck Replacement		420,000										420,000			(420,000)		(420,000)
5432523 2025 Single Axle Truck Replacement		420,000										420,000			(420,000)		(420,000)
5432524 2025 Single Axle Truck Replacement		420,000										420,000			(420,000)		(420,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5432312 2026 Single Axle Truck Replacement			431,000									431,000			(431,000)		(431,000)
5432320 2026 Single Axle Truck Replacement			431,000									431,000			(431,000)		(431,000)
5432903 2029 Single Axle Truck Replacement						464,000						464,000			(464,000)		(464,000)
5432918 2029 Single Axle Truck Replacement						464,000						464,000			(464,000)		(464,000)
5432919 2029 Single Axle Truck Replacement						464,000						464,000			(464,000)		(464,000)
5432920 2029 Single Axle Truck Replacement						464,000						464,000			(464,000)		(464,000)
5433217 2032 Single Axle Truck Replacement									499,000			499,000			(499,000)		(499,000)
5433218 2032 Single Axle Truck Replacement									499,000			499,000			(499,000)		(499,000)
5433408 2034 Single Axle Truck Replacement											525,000	525,000			(525,000)		(525,000)
5433409 2034 Single Axle Truck Replacement											525,000	525,000			(525,000)		(525,000)
5433410 2034 Single Axle Truck Replacement											525,000	525,000			(525,000)		(525,000)
<b>Total Single Axle Truck Replacement Program</b>		1,260,000	862,000			1,856,000			998,000		1,575,000	6,551,000			(6,551,000)		(6,551,000)
<b>Mower Replacement Program</b>																	
5432503 Tractor/Mower Replacement - M553		51,000										51,000			(51,000)		(51,000)
5432606 2026 Tractor/Mower Replacement			52,000									52,000			(52,000)		(52,000)
5432706 2027 Tractor/Mower Replacement				53,000								53,000			(53,000)		(53,000)
5432805 2028 Mower Replacement					41,000							41,000			(41,000)		(41,000)
5432813 2028 Mower Replacement					41,000							41,000			(41,000)		(41,000)
5432814 2028 Mower Replacement					41,000							41,000			(41,000)		(41,000)
5432905 2029 Mower Replacement						42,000						42,000			(42,000)		(42,000)
5432913 2029 Mower Replacement						42,000						42,000			(42,000)		(42,000)
5432914 2029 Mower Replacement						42,000						42,000			(42,000)		(42,000)
5433009 2030 Mower Replacement							43,000					43,000			(43,000)		(43,000)
5433019 2030 Mower Replacement							43,000					43,000			(43,000)		(43,000)
5433020 2030 Mower Replacement							43,000					43,000			(43,000)		(43,000)
5433102 2031 Mower Replacement								44,000				44,000			(44,000)		(44,000)
5433111 2031 Mower Replacement								44,000				44,000			(44,000)		(44,000)
5433112 2031 Mower Replacement								44,000				44,000			(44,000)		(44,000)
5433210 2032 Mower Replacement									45,000			45,000			(45,000)		(45,000)
5433211 2032 Mower Replacement									45,000			45,000			(45,000)		(45,000)
5433212 2032 Mower Replacement									45,000			45,000			(45,000)		(45,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5433309 2033 Mower Replacement										46,000		46,000			(46,000)		(46,000)
5433310 2033 Mower Replacement										46,000		46,000			(46,000)		(46,000)
<b>Total Mower Replacement Program</b>		51,000	52,000	53,000	123,000	126,000	129,000	132,000	135,000	92,000		893,000			(893,000)		(893,000)
<b>Van Replacement Program</b>																	
5432525 Mini Van Replacement - V012		40,000										40,000			(40,000)		(40,000)
5432705 Mini Van Replacement - V016				42,000								42,000			(42,000)		(42,000)
5432804 2028 Van Replacement					71,000							71,000			(71,000)		(71,000)
5432815 2028 Van Replacement					71,000							71,000			(71,000)		(71,000)
5432816 2028 Van Replacement					71,000							71,000			(71,000)		(71,000)
5432904 2029 Van Replacement						73,000						73,000			(73,000)		(73,000)
5432915 2029 Van Replacement						73,000						73,000			(73,000)		(73,000)
5432916 2029 Van Replacement						73,000						73,000			(73,000)		(73,000)
5433003 2030 Van Replacement							75,000					75,000			(75,000)		(75,000)
5433219 2032 Van Replacement									79,000			79,000			(79,000)		(79,000)
5433220 2032 Van Replacement									79,000			79,000			(79,000)		(79,000)
<b>Total Van Replacement Program</b>		40,000		42,000	213,000	219,000	75,000		158,000			747,000			(747,000)		(747,000)
<b>Fleet Capital Equipment Replacement Program</b>																	
5432526 Landscape Trailer Replacement - T512		13,000										13,000			(13,000)		(13,000)
5432527 Landscape Trailer Replacement - T532		13,000										13,000			(13,000)		(13,000)
5432528 Landscape Trailer Replacement - T548		13,000										13,000			(13,000)		(13,000)
5432529 Landscape Trailer Replacement - T582		13,000										13,000			(13,000)		(13,000)
5432530 Grader Shoulder Eliminator Attachment		55,000										55,000			(55,000)		(55,000)
5432301 Brush Chipper Replacement - E182			77,000									77,000			(77,000)		(77,000)
5432409 Utility Vehicle Replacement - U014			50,000									50,000			(50,000)		(50,000)
5432531 Landscape Trailer Replacement - T563			13,000									13,000			(13,000)		(13,000)
5432619 Landscape Trailer Replacement - T564			13,000									13,000			(13,000)		(13,000)
5432620 Grader Shoulder Eliminator Attachment			56,000									56,000			(56,000)		(56,000)
5432401 Brush Chipper Replacement - E190				79,000								79,000			(79,000)		(79,000)
5432510 Street Sweeper Replacement - S072				537,000								537,000			(537,000)		(537,000)
5432719 Landscape Trailer Replacement - T572				14,000								14,000			(14,000)		(14,000)
5432803 Norview Bus Replacement - N006					316,000							316,000			(316,000)		(316,000)





PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5432917 Loader Replacement - L002						302,000						302,000			(302,000)		(302,000)
5433006 Loader Replacement - L014							310,000					310,000			(310,000)		(310,000)
5433007 Loader Replacement - L090							310,000					310,000			(310,000)		(310,000)
5433022 Chopper Replacement - G017							600,000					600,000			(600,000)		(600,000)
5433221 Loader Replacement - L022									325,000			325,000			(325,000)		(325,000)
5433311 Purpose Built Service Truck Replacement										267,000		267,000			(267,000)		(267,000)
<b>Total Fleet Capital Equipment Replacement Program</b>		107,000	209,000	630,000	316,000	302,000	1,220,000		325,000	267,000		3,376,000			(3,376,000)		(3,376,000)
<b>Total Fleet</b>		<b>3,830,000</b>	<b>3,388,000</b>	<b>2,744,000</b>	<b>2,716,000</b>	<b>5,014,000</b>	<b>3,596,000</b>	<b>2,772,000</b>	<b>3,896,000</b>	<b>2,510,000</b>	<b>3,345,000</b>	<b>33,811,000</b>			<b>(33,811,000)</b>		<b>(33,811,000)</b>
<b>Facilities</b>																	
<b>Admin Buildings Repairs &amp; Maintenance Program</b>																	
5332201 County Administration Building - Skylight	12,000	250,000										250,000			(250,000)		(250,000)
5332504 County Administration Building 3 Exterior Repairs		30,000	270,000									300,000			(300,000)		(300,000)
5332549 County Admin Building Partial Floor Replacement		20,000										20,000			(20,000)		(20,000)
5332552 County Administration Building Fire Separation Repairs		110,000										110,000			(110,000)		(110,000)
5332553 Culver Operations Building Overhead Door Replacement		35,000										35,000			(35,000)		(35,000)
5332550 Delhi Administration Building Exit Staircase Replacement			26,000									26,000			(26,000)		(26,000)
5332604 2026 Admin Buildings Repairs & Maintenance Program			1,001,000									1,001,000			(1,001,000)		(1,001,000)
5332726 2027 Admin Buildings Repairs & Maintenance Program				751,000								751,000			(751,000)		(751,000)
5331915 2028 Admin Buildings Repairs & Maintenance Program					483,000							483,000			(483,000)		(483,000)
5332903 2029 Admin Buildings Repairs & Maintenance Program						216,000						216,000			(216,000)		(216,000)
5333005 2030 Admin Buildings Repairs & Maintenance Program							130,000					130,000			(130,000)		(130,000)
5333105 2031 Admin Buildings Repairs & Maintenance Program								217,000				217,000			(217,000)		(217,000)
5333207 2032 Admin Buildings Repairs & Maintenance Program									301,000			301,000			(301,000)		(301,000)
5333305 2033 Admin Buildings Repairs & Maintenance Program										98,000		98,000			(98,000)		(98,000)
5333404 2034 Admin Buildings Repairs & Maintenance Program											965,000	965,000			(965,000)		(965,000)
<b>Total Admin Buildings Repairs &amp; Maintenance Program</b>	12,000	445,000	1,297,000	751,000	483,000	216,000	130,000	217,000	301,000	98,000	965,000	4,903,000			(4,903,000)		(4,903,000)
<b>County Building Repair &amp; Maintenance Program</b>																	
7332330 Port Dover Arena Exterior Doors Replacement	15,000		170,000									170,000			(170,000)		(170,000)
7332332 Talbot Gardens Arena - Front Entrance Doors Replacement	10,000		142,000									142,000			(142,000)		(142,000)
5332311 Exterior Wall Repairs - Schellburg Ops Building	10,000		102,000									102,000			(102,000)		(102,000)
5332422 Simcoe Branch Public Library Skylight Replacement		110,000										110,000			(110,000)		(110,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5332527 Talbot Gardens Arena Concrete Encasement Repairs		110,000										110,000			(110,000)		(110,000)
5332551 Norfolk County Garage Overhead Door Replacement		15,000										15,000			(15,000)		(15,000)
5332556 SRC/ACAC Stairwell Flooring Replacement		50,000										50,000			(50,000)		(50,000)
5332557 Delhi Arena Structural Repairs		35,000	365,000									400,000			(400,000)		(400,000)
5332559 Simcoe Branch Library Stair Guardrail Replacement		95,000										95,000			(95,000)		(95,000)
5332561 West Roads Operation Yard Fuel Kiosk Replacement		25,000										25,000			(25,000)		(25,000)
5332562 Simcoe Branch Public Library Entrance Door Replacement		30,000										30,000			(30,000)		(30,000)
5332564 Talbot Gardens Arena Partial Floor Replacement		60,000										60,000			(60,000)		(60,000)
7332018 Talbot Gardens Ice Rink Floor & Boards Replacement		205,000	1,845,000									2,050,000			(2,050,000)		(2,050,000)
5332107 Exterior & Interior Repairs - South Walsingham Hall			32,000	368,000								400,000			(400,000)		(400,000)
5332312 Washroom Renovation - Schellburg Ops Building			79,000									79,000			(79,000)		(79,000)
5332465 Schellburg Operations Building Interior Renovations			104,000									104,000			(104,000)		(104,000)
5332560 Delhi Friendship Centre Flooring Replacement			41,000									41,000			(41,000)		(41,000)
5332613 2026 County Building Repairs & Maintenance Program			2,857,000									2,857,000			(2,857,000)		(2,857,000)
5332618 Talbot Gardens Bleacher Replacement			256,000	2,768,000								3,024,000			(3,024,000)		(3,024,000)
5332727 2027 County Building Repairs & Maintenance Program				1,310,000								1,310,000			(1,310,000)		(1,310,000)
5332811 2028 County Building Repairs & Maintenance Program					1,413,000							1,413,000			(1,413,000)		(1,413,000)
5332911 2029 County Building Repairs & Maintenance Program						526,000						526,000			(526,000)		(526,000)
5333009 2030 County Building Repairs & Maintenance Program							1,011,000					1,011,000			(1,011,000)		(1,011,000)
5333112 2031 County Building Repairs & Maintenance Program								1,109,000				1,109,000			(1,109,000)		(1,109,000)
5333212 2032 County Building Repairs & Maintenance Program									723,000			723,000			(723,000)		(723,000)
5333306 2033 County Building Repairs & Maintenance Program										3,545,000		3,545,000			(3,545,000)		(3,545,000)
5333406 2034 County Building Repairs & Maintenance Program											1,625,000	1,625,000			(1,625,000)		(1,625,000)
<b>Total County Building Repair &amp; Maintenance Program</b>	35,000	735,000	5,993,000	4,446,000	1,413,000	526,000	1,011,000	1,109,000	723,000	3,545,000	1,625,000	<b>21,126,000</b>			(21,126,000)		<b>(21,126,000)</b>
<b>Elevator Replacement Program</b>																	
5332524 Simcoe Recreation Centre/ACAC Lift 1 Replacement		85,000										85,000			(85,000)		(85,000)
5331912 County Administration Building - Elevator Replacements			461,000									461,000			(461,000)		(461,000)
5332048 Delhi Friendship Centre - Vertical Lift			97,000									97,000			(97,000)		(97,000)
5332049 Simcoe Talbot Gardens - Vertical Lift			113,000									113,000			(113,000)		(113,000)
5332306 Norfolk County Archives - Elevator Upgrades			267,000									267,000			(267,000)		(267,000)
5332506 Port Dover Harbour Museum - Vertical Lift			103,000									103,000			(103,000)		(103,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
8332308 Norfolk Arts Centre - Elevator Replacement			262,000									262,000	(157,000)		(105,000)		(262,000)
5332566 Simcoe Library Elevator Replacement					300,000							300,000			(300,000)		(300,000)
5332567 Simcoe Recreation Centre/ACAC Lift 2 Replacement					85,000							85,000			(85,000)		(85,000)
5332507 Port Rowan Library - Vertical Lift							90,000					90,000			(90,000)		(90,000)
<b>Total Elevator Replacement Program</b>		85,000	1,303,000		385,000		90,000					1,863,000	(157,000)		(1,706,000)		(1,863,000)
<b>Generator Replacement Program</b>																	
5332802 Generator Replacement - Norfolk County Garage		50,000										50,000			(50,000)		(50,000)
5332045 Generator Replacement - Norview Lodge			118,000									118,000			(118,000)		(118,000)
5332803 Generator Replacement - Simcoe Recreation Centre			110,000									110,000			(110,000)		(110,000)
5332906 Generator Replacement - Port Rowan Portable Generator			54,000									54,000			(54,000)		(54,000)
5332804 Generator Replacement - GAB West Side Generator					120,000							120,000			(120,000)		(120,000)
5333113 Delhi EMS Base Generator Replacement								20,000				20,000			(20,000)		(20,000)
5333114 Vittoria Fire Station Generator Replacement								20,000				20,000			(20,000)		(20,000)
5333213 Courtland Fire Station Generator Replacement									22,000			22,000			(22,000)		(22,000)
5333214 Fairground Fire Station Generator Replacement									22,000			22,000			(22,000)		(22,000)
5333307 County Administration Building Generator Replacement										65,000		65,000			(65,000)		(65,000)
<b>Total Generator Replacement Program</b>		50,000	282,000		120,000			40,000	44,000	65,000		601,000			(601,000)		(601,000)
<b>HVAC Replacement Program</b>																	
5332437 Waterford Tricenturena HVAC Replacement	10,000	150,000										150,000			(150,000)		(150,000)
5332525 ACAC Pool Boiler Replacement - Phase 2		45,000										45,000			(45,000)		(45,000)
5332531 Port Rowan CC HVAC Replacement		15,000	300,000									315,000			(315,000)		(315,000)
5332532 Central Roads Operations Yard Furnace & A/C Replacement		20,000										20,000			(20,000)		(20,000)
5332533 County Administration Building Make Up Air Replacement		10,000	25,000									35,000			(35,000)		(35,000)
5332534 CAB 2 Furnace & A/C Replacement		30,000										30,000			(30,000)		(30,000)
5332535 CAB 3 Furnace & A/C Replacement		38,000										38,000			(38,000)		(38,000)
5332536 Port Dover Arena RTU HVAC Replacement (x2)		105,000										105,000			(105,000)		(105,000)
5332537 Port Dover EMS Base FurnAce & A/C Replacement		18,000										18,000			(18,000)		(18,000)
5332538 Teeterville Fire Station Tube Heater Replacement		20,000										20,000			(20,000)		(20,000)
5332539 Waterford Fire Station HVAC Replacement		45,000										45,000			(45,000)		(45,000)
5332540 Talbot Gardens HVAC Replacements (x4)		40,000	400,000									440,000			(440,000)		(440,000)
5332541 County Administration Building Heat Pump Replacements		30,000										30,000			(30,000)		(30,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5332542 Schellburg Operations Yard Tube Heater Replacement			36,000									36,000			(36,000)		(36,000)
5332419 Norfolk Arts Centre HVAC Replacement			140,000									140,000			(140,000)		(140,000)
5332603 2026 HVAC Replacement Program			2,125,000									2,125,000			(2,125,000)		(2,125,000)
5332710 2027 HVAC Replacement Program				875,000								875,000			(875,000)		(875,000)
5332910 2029 HVAC Replacement Program						235,000						235,000			(235,000)		(235,000)
5333002 2030 HVAC Replacement Program							367,000					367,000			(367,000)		(367,000)
5333102 2031 HVAC Replacement Program								322,000				322,000			(322,000)		(322,000)
5332426 2032 HVAC Replacement Program									255,000			255,000			(255,000)		(255,000)
5333303 2033 HVAC Replacement Program										1,035,000		1,035,000			(1,035,000)		(1,035,000)
5333402 2034 HVAC Replacement Program											147,000	147,000			(147,000)		(147,000)
<b>Total HVAC Replacement Program</b>	10,000	566,000	3,026,000	875,000		235,000	367,000	322,000	255,000	1,035,000	147,000	<b>6,828,000</b>			(6,828,000)		<b>(6,828,000)</b>
<b>Museums Repairs &amp; Maintenance Program</b>																	
3331505 Accessible Washrooms - Delhi Tobacco Museum	10,000		96,000									96,000			(96,000)		(96,000)
5332328 Norfolk County Archives - AODA Washroom	15,000		87,000									87,000			(87,000)		(87,000)
7332217 Delhi Quance Mill Building Restoration	10,000		400,000									400,000			(400,000)		(400,000)
5332420 Norfolk Arts Centre - Porch Restoration	25,000		333,000									333,000	(200,000)		(133,000)		(333,000)
5332452 Delhi Tobacco Museum Front Entrance Sidewalk and Stairs	10,000		62,000									62,000			(62,000)		(62,000)
5332460 Norfolk County Archives Lighting Replacement	7,000		51,000									51,000			(51,000)		(51,000)
5332461 Port Dover Harbour Museum Lighting Replacement	7,000		51,000									51,000			(51,000)		(51,000)
5332554 Carillon Tower Exterior Repairs		25,000		2,100,000								2,125,000			(2,125,000)		(2,125,000)
8332506 Port Dover Lighthouse Framing Repairs		25,000										25,000			(25,000)		(25,000)
5331806 Insulate Back Storage Room - Waterford Museum			10,000	94,000								104,000			(104,000)		(104,000)
5332338 Vittoria Old Town Hall Structural and Building Repairs			1,025,000									1,025,000			(1,025,000)		(1,025,000)
5332424 WHAM - Window Replacement			40,000									40,000			(40,000)		(40,000)
5332427 WHAM - Facade Repairs			35,000									35,000			(35,000)		(35,000)
5332456 Teeterville Women's Institute Exterior Restoration			263,000									263,000			(263,000)		(263,000)
5332555 Delhi Quance Mill Exterior Stair Replacement			31,000	62,000								93,000			(93,000)		(93,000)
8332606 2026 Museums Repairs & Maintenance			537,000									537,000			(537,000)		(537,000)
8331814 2027 Museums Repairs & Maintenance				230,000								230,000			(230,000)		(230,000)
5332815 WHAM Foundation Repairs					20,000	80,000						100,000			(100,000)		(100,000)
8331913 2028 Museums Repairs & Maintenance					75,000							75,000			(75,000)		(75,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
8333001 2030 Museums Repairs & Maintenance							100,000					100,000			(100,000)		(100,000)
5333106 2031 Museums Repairs & Maintenance								150,000				150,000			(150,000)		(150,000)
5333204 2032 Museums Repairs & Maintenance									105,000			105,000			(105,000)		(105,000)
5333405 2034 Museums Repairs & Maintenance											150,000	150,000			(150,000)		(150,000)
<b>Total Museums Repairs &amp; Maintenance Program</b>	84,000	50,000	3,021,000	2,486,000	95,000	80,000	100,000	150,000	105,000		150,000	6,237,000	(200,000)		(6,037,000)		(6,237,000)
<b>Roof Replacement Program</b>																	
5332444 Norview Lodge Partial Roof Replacement	15,000		282,000									282,000			(282,000)		(282,000)
5332526 Langton Arena Partial Roof Replacement		260,000										260,000			(260,000)		(260,000)
5332544 Courtland Fieldhouse Roof Replacement		15,000										15,000			(15,000)		(15,000)
5332545 Courtland Fire Station Roof Replacement		308,000										308,000			(308,000)		(308,000)
5332546 Norfolk County Garage Partial Roof Replacement		308,000										308,000			(308,000)		(308,000)
5332547 County Administration Building 3 Roof Replacement		20,000	230,000									250,000			(250,000)		(250,000)
5332548 Facilities Operations Building Full Roof Replacement			29,000	666,000								695,000			(695,000)		(695,000)
5332528 Norfolk Arts Centre Roof Replacement			308,000									308,000	(185,000)		(123,000)		(308,000)
5332602 2026 Roof Replacement Program			2,690,000									2,690,000			(2,690,000)		(2,690,000)
5332709 2027 Roof Replacement Program				765,000								765,000			(765,000)		(765,000)
5331913 2028 Roof Replacement Program					2,045,000							2,045,000			(2,045,000)		(2,045,000)
5332901 2029 Roof Replacement Program						1,550,000						1,550,000			(1,550,000)		(1,550,000)
5333001 2030 Roof Replacement Program							1,055,000					1,055,000			(1,055,000)		(1,055,000)
5333111 2031 Roof Replacement Program								700,000				700,000			(700,000)		(700,000)
5333210 2032 Roof Replacement Program									600,000			600,000			(600,000)		(600,000)
5333304 2033 Roof Replacement Program										1,200,000		1,200,000			(1,200,000)		(1,200,000)
5333403 2034 Roof Replacement Program											2,770,000	2,770,000			(2,770,000)		(2,770,000)
<b>Total Roof Replacement Program</b>	15,000	911,000	3,539,000	1,431,000	2,045,000	1,550,000	1,055,000	700,000	600,000	1,200,000	2,770,000	15,801,000	(185,000)		(15,616,000)		(15,801,000)
<b>Material Storage Dome Replacement Program</b>																	
5632608 2026 Material Storage Dome Reshingling			69,000									69,000			(69,000)		(69,000)
5332724 Norfolk County Garage Salt Dome Replacement				90,000	1,200,000							1,290,000			(1,290,000)		(1,290,000)
5632808 2028 Material Storage Dome Reshingling					72,000							72,000			(72,000)		(72,000)
5333008 FOB North Salt Dome Replacement							97,000	1,077,000				1,174,000			(1,174,000)		(1,174,000)
5633001 2030 Material Storage Dome Reshingling							76,000					76,000			(76,000)		(76,000)
5333211 FOB South Salt Dome Replacement									102,000	1,131,000		1,233,000			(1,233,000)		(1,233,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
5633204 2032 Material Storage Dome Reshingling									80,000			80,000			(80,000)		(80,000)
<b>Total Material Storage Dome Replacement Program</b>			69,000	90,000	1,272,000		173,000	1,077,000	182,000	1,131,000		3,994,000			(3,994,000)		(3,994,000)
<b>Other Replacements</b>																	
3231601 Renovations to Council Chambers				32,000	179,000							211,000			(211,000)		(211,000)
<b>Total Other Replacements</b>				32,000	179,000							211,000			(211,000)		(211,000)
<b>Total Facilities</b>	156,000	2,842,000	18,530,000	10,111,000	5,992,000	2,607,000	2,926,000	3,615,000	2,210,000	7,074,000	5,657,000	61,564,000	(542,000)		(61,022,000)		(61,564,000)
<b>Total Operations</b>	401,000	10,178,000	25,449,000	14,731,000	10,347,000	13,541,000	7,435,000	7,185,000	11,416,000	10,442,000	9,618,000	120,342,000	(552,000)	(9,000,000)	(110,790,000)		(120,342,000)
<b>Community Development</b>																	
<b>Planning</b>																	
<b>Aerial Photography Updates Program</b>																	
8232502 2025 Aerial Photography Updates		22,000										22,000			(22,000)		(22,000)
8233001 2030 Aerial Photography Updates							24,000					24,000			(24,000)		(24,000)
<b>Total Aerial Photography Updates Program</b>		22,000					24,000					46,000			(46,000)		(46,000)
<b>Total Planning</b>		22,000					24,000					46,000			(46,000)		(46,000)
<b>Total Community Development</b>		22,000					24,000					46,000			(46,000)		(46,000)
<b>Total Replacements / Rehabilitations</b>	4,401,000	51,874,000	70,474,000	54,852,000	46,943,000	49,929,000	46,895,000	42,141,000	46,364,000	40,541,000	45,613,000	495,626,000	(9,450,000)	(16,752,000)	(461,240,000)	(8,184,000)	(495,626,000)

# SECTION 3D

## **Disposals**



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
<b>Disposals</b>																	
<b>Environmental &amp; Infrastructure Services</b>																	
<b>Engineering</b>																	
<b>Disposals / Decommissioning</b>																	
5532537 Pedestrian Structure Removals (P000010 and P000011)		150,000										150,000			(150,000)		(150,000)
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					59,000	127,000						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										65,000	210,000	275,000			(275,000)		(275,000)
<b>Total Disposals / Decommissioning</b>		150,000		234,000	127,000					595,000	210,000	1,316,000			(1,316,000)		(1,316,000)
<b>Total Engineering</b>		150,000		234,000	127,000					595,000	210,000	1,316,000			(1,316,000)		(1,316,000)
<b>Total Environmental &amp; Infrastructure Services</b>		150,000		234,000	127,000					595,000	210,000	1,316,000			(1,316,000)		(1,316,000)
<b>Operations</b>																	
<b>Facilities</b>																	
<b>Disposals / Decommissioning</b>																	
5332459 WHAM Abandoned Cistern Demolition			105,000									105,000			(105,000)		(105,000)
<b>Total Disposals / Decommissioning</b>			105,000									105,000			(105,000)		(105,000)
<b>Total Facilities</b>			105,000									105,000			(105,000)		(105,000)
<b>Total Operations</b>			105,000									105,000			(105,000)		(105,000)
<b>Total Disposals</b>		150,000	105,000	234,000	127,000					595,000	210,000	1,421,000			(1,421,000)		(1,421,000)



# SECTION 3E

# Requisitions from Boards



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
<b>Requisitions From Boards &amp; Agencies</b>																	
<b>Requisitions from Boards &amp; Agencies</b>																	
<b>Norfolk County Public Library</b>																	
<b>Material Replacement Program</b>																	
9132501 2025 Library Materials		342,000										342,000			(291,000)	(51,000)	(342,000)
9132603 2026 Library Materials			349,000									349,000			(297,000)	(52,000)	(349,000)
9132701 2027 Library Materials				356,000								356,000			(303,000)	(53,000)	(356,000)
9132801 2028 Library Materials					363,000							363,000			(309,000)	(54,000)	(363,000)
9132901 2029 Library Materials						370,000						370,000			(314,000)	(56,000)	(370,000)
9133001 2030 Library Materials							381,000					381,000			(324,000)	(57,000)	(381,000)
9133101 2031 Library Materials								388,000				388,000			(330,000)	(58,000)	(388,000)
9133201 2032 Library Materials									400,000			400,000			(340,000)	(60,000)	(400,000)
9133301 2033 Library Materials										410,000		410,000			(349,000)	(61,000)	(410,000)
9133401 2034 Library Materials											421,000	421,000			(358,000)	(63,000)	(421,000)
<b>Total Material Replacement Program</b>		<b>342,000</b>	<b>349,000</b>	<b>356,000</b>	<b>363,000</b>	<b>370,000</b>	<b>381,000</b>	<b>388,000</b>	<b>400,000</b>	<b>410,000</b>	<b>421,000</b>	<b>3,780,000</b>			<b>(3,215,000)</b>	<b>(565,000)</b>	<b>(3,780,000)</b>
<b>Total Norfolk County Public Library</b>		<b>342,000</b>	<b>349,000</b>	<b>356,000</b>	<b>363,000</b>	<b>370,000</b>	<b>381,000</b>	<b>388,000</b>	<b>400,000</b>	<b>410,000</b>	<b>421,000</b>	<b>3,780,000</b>			<b>(3,215,000)</b>	<b>(565,000)</b>	<b>(3,780,000)</b>
<b>Long Point Region Conservation Authority</b>																	
<b>Other Replacements</b>																	
9532301 Hay Creek Dam	60,000	410,000										410,000			(410,000)		(410,000)
9532303 Vittoria Dam		102,000	525,000	538,000								1,165,000			(1,165,000)		(1,165,000)
9532501 Teeterville Dam				108,000	1,380,000							1,488,000			(1,488,000)		(1,488,000)
9532801 Backus Mill Dam					55,000	735,000						790,000			(790,000)		(790,000)
9533001 Sutton Dam							116,000					116,000			(116,000)		(116,000)
9532302 Lehman Dam								119,000	487,000			606,000			(606,000)		(606,000)
9533301 Brooks Dam										125,000		125,000			(125,000)		(125,000)
9533302 Hay Creek Dam										100,000	512,000	612,000			(612,000)		(612,000)
<b>Total Other Replacements</b>	<b>60,000</b>	<b>512,000</b>	<b>525,000</b>	<b>646,000</b>	<b>1,435,000</b>	<b>735,000</b>	<b>116,000</b>	<b>119,000</b>	<b>487,000</b>	<b>225,000</b>	<b>512,000</b>	<b>5,312,000</b>			<b>(5,312,000)</b>		<b>(5,312,000)</b>
<b>Total Long Point Region Conservation Authority</b>	<b>60,000</b>	<b>512,000</b>	<b>525,000</b>	<b>646,000</b>	<b>1,435,000</b>	<b>735,000</b>	<b>116,000</b>	<b>119,000</b>	<b>487,000</b>	<b>225,000</b>	<b>512,000</b>	<b>5,312,000</b>			<b>(5,312,000)</b>		<b>(5,312,000)</b>
<b>Haldimand Norfolk Housing Corporation</b>																	
<b>Repair &amp; Renewal Program</b>																	
9632501 2025 HNHC - Arthur St. Simcoe		93,000										93,000			(93,000)		(93,000)



PROPOSED 2025-2034 LEVY CAPITAL PLAN

Project	LTD APPROVED BUDGET	PROPOSED CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES				
	2024 & Prior	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL BUDGET (2025 to 2034)	External Financing & Grants	Debt Financing	Reserves & Reserve Funds	Development Charges	TOTAL FUNDING (2025 to 2034)
9632502 2025 HNHC - Scott Ave, Simcoe		169,000										169,000			(169,000)		(169,000)
9632503 2025 HNHC - Nichol St, Waterford		101,000										101,000			(101,000)		(101,000)
9632504 2025 HNHC - William St, Delhi		58,000										58,000			(58,000)		(58,000)
9632505 2025 HNHC - Oak St Simcoe		82,000										82,000			(82,000)		(82,000)
9632506 2025 HNHC - Regent Ave, Port Dover		13,000										13,000			(13,000)		(13,000)
9632507 2025 HNHC - Western Ave, Delhi		152,000										152,000			(152,000)		(152,000)
9632508 2025 HNHC - William St, Delhi		126,000										126,000			(126,000)		(126,000)
9632509 2025 HNHC - Tile Replacement - Multiple Locations		36,000										36,000			(36,000)		(36,000)
9632510 2025 HNHC - Oakwood Ave and Ashton Dr, Simcoe		72,000										72,000			(72,000)		(72,000)
9632602 2026 HNHC - Arthur St., Simcoe			191,000									191,000			(191,000)		(191,000)
9632603 2026 HNHC - Scott Ave., Simcoe			130,000									130,000			(130,000)		(130,000)
9632604 2026 HNHC - Regent Ave., Port Dover			83,000									83,000			(83,000)		(83,000)
9632605 2026 HNHC - Western Ave., Delhi			64,000									64,000			(64,000)		(64,000)
9632606 2026 HNHC - William St., Delhi			144,000									144,000			(144,000)		(144,000)
9632607 2026 HNHC - Nichol St., Waterford			268,000									268,000			(268,000)		(268,000)
9632608 2026 HNHC - 2nd William St., Delhi			68,000									68,000			(68,000)		(68,000)
9632609 2026 HNHC - Oak St., Simcoe			215,000									215,000			(215,000)		(215,000)
9632610 2026 HNHC - Oakwood Ave. and Ashton Dr., Simcoe			95,000									95,000			(95,000)		(95,000)
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)
<b>Total Repair &amp; Renewal Program</b>		<b>902,000</b>	<b>1,258,000</b>	<b>1,383,000</b>	<b>1,438,000</b>	<b>1,496,000</b>	<b>1,555,000</b>	<b>1,618,000</b>	<b>1,682,000</b>	<b>1,750,000</b>	<b>1,794,000</b>	<b>14,876,000</b>			<b>(14,876,000)</b>		<b>(14,876,000)</b>
<b>Total Haldimand Norfolk Housing Corporation</b>		<b>902,000</b>	<b>1,258,000</b>	<b>1,383,000</b>	<b>1,438,000</b>	<b>1,496,000</b>	<b>1,555,000</b>	<b>1,618,000</b>	<b>1,682,000</b>	<b>1,750,000</b>	<b>1,794,000</b>	<b>14,876,000</b>			<b>(14,876,000)</b>		<b>(14,876,000)</b>
<b>Total Requisitions from Boards &amp; Agencies</b>	<b>60,000</b>	<b>1,756,000</b>	<b>2,132,000</b>	<b>2,385,000</b>	<b>3,236,000</b>	<b>2,601,000</b>	<b>2,052,000</b>	<b>2,125,000</b>	<b>2,569,000</b>	<b>2,385,000</b>	<b>2,727,000</b>	<b>23,968,000</b>			<b>(23,403,000)</b>	<b>(565,000)</b>	<b>(23,968,000)</b>
<b>Total Requisitions From Boards &amp; Agencies</b>	<b>60,000</b>	<b>1,756,000</b>	<b>2,132,000</b>	<b>2,385,000</b>	<b>3,236,000</b>	<b>2,601,000</b>	<b>2,052,000</b>	<b>2,125,000</b>	<b>2,569,000</b>	<b>2,385,000</b>	<b>2,727,000</b>	<b>23,968,000</b>			<b>(23,403,000)</b>	<b>(565,000)</b>	<b>(23,968,000)</b>

# SECTION 4

# Capital Business Cases

**3332501 2025 Barrier Free Access Program**

**Project Summary**

**Division:** Corporate Services **Capital Expenditures:** \$ 80,000  
**Department:** Accessibility **2025 Net Levy Impact:** \$ 0

Overview:

Each year the Accessibility Advisory Committee (AAC) reviews and ranks various proposed projects put forward by the Accessibility and Special Projects Department. This Program budget is utilized to implement such capital related upgrades.

**Justification**

Projects are intended to address service related complaints and issues brought forward. The AODA requires that for all construction, reconstruction, purchase or lease projects, that Norfolk County seeks advice from the AAC on the accessibility for persons with disabilities to a building, structure or premises, or part of a building.

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

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |  |
|-------------------------------------|---------------------------|--|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br>Developing the infrastructure and supports needed to ensure complete communities. |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |  |
| <input checked="" type="checkbox"/> | <b>Connecting Norfolk</b> |  |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |  |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |  |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction	80,000			80,000
Purchases / Other				0
<b>Total Expenditures</b>	80,000	0	0	80,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	80,000			80,000
Development Charges				0
<b>Total Funding</b>	80,000	0	0	80,000

Operating Impacts (if any)

There are no direct Operating Budget Impacts related to the completion of this project.

**5532540 Crosier Street- Gibraltar to Main Street, Delhi**

**Project Summary**

**Division:** Environmental & Infrastructure      **Capital Expenditures:** \$ 1,428,000  
**Department:** Engineering                      **2025 Net Levy Impact:** \$ 0

Overview:

This project will align the replacement of a poor condition road and cast iron watermain with required upgrades to the storm sewer to address capacity deficiencies with a nearby development.

**Justification**

Crosier Street is in need of rehabilitation (Roads PCI Score of 44 in the Road Needs Study). The watermain is also circa 1968 cast iron (due for replacement).

A nearby development (Banstead) has identified the need to upgrade the storm sewer along this section of road to address capacity deficiencies. The County should align its needs and funding with that of the local development and undertake a complete street project through a cost sharing agreement and coordinated project with the area development.

All costs associated with the replacement of deficient infrastructure will be a County borne cost, with those of direct benefit to the developer to be recovered through a Developer Contribution Agreement.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br>Project coordination and cost sharing can deliver multiple benefits to the area (opportunity for cost efficiencies and minimized neighborhood disruption). |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |   |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |   |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |   |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	1,428,000			1,428,000
<b>Total Expenditures</b>	1,428,000	0	0	1,428,000
<b>Funding Sources</b>				
External Financing	562,000			562,000
Debt Financing				0
Reserve & Reserve Funds	866,000			866,000
Development Charges				0
<b>Total Funding</b>	1,428,000	0	0	1,428,000

Operating Impacts (if any)

There are no direct Operating Budget Impacts related to the completion of this project.

**5532578 Parking Improvement at St. James St. & Alice St., Waterford**

**Project Summary**

**Division:** Environmental & Infrastructure      **Capital Expenditures:** \$ 40,000  
**Department:** Engineering                      **2025 Net Levy Impact:** \$ 0

Overview:

Improvements to the parking area and boat launch on St. James Street South in Waterford. This would include the addition of base gravel, regrading, placement of a tar and chip surface, line painting and stop blocks. Most work will be completed in house by operations staff and the surface will be contracted out.

**Justification**

This area is currently used as a parking lot and an area to launch boats, kayaks, canoes, etc. This proposal would formalize the parking area by creating designated parking for vehicles with trailers, a boat launch and 11 standard vehicle parking stalls. This design/concept was generated by LEA through the Comprehensive Parking Study and accepted/approved by Council through report OPS-24-010.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br><br>More formalized parking and access to recreational activities and amenities. |
| <input type="checkbox"/>            | <b>Building Norfolk</b>   |   |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |   |
| <input checked="" type="checkbox"/> | <b>Serving Norfolk</b>    |   |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction	40,000			40,000
Purchases / Other				0
<b>Total Expenditures</b>	40,000	0	0	40,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds				0
Development Charges	40,000			40,000
<b>Total Funding</b>	40,000	0	0	40,000

Operating Impacts (if any)

The operating impacts associated with the completion of this project are anticipated to be immaterial.

**5532579 Parking Improvement at Abigail Becker Lot**

**Project Summary**

**Division:** Environmental & Infrastructure      **Capital Expenditures:** \$ 25,000  
**Department:** Engineering                      **2025 Net Levy Impact:** \$ 0

Overview:

Improvements to the parking area on Abigail Becker Parkway in Long Point. Operations staff will regrade the current sand parking lot, remove old posts, and have new guardrail and posts installed around the perimeter. Staff will then add parking blocks and paint lines on the guardrail to delineate parking spaces. Staff will also reconfigure the on street parking by repaint

**Justification**

This area is currently used as a parking lot and is part of our seasonal paid parking. This proposal would formalize the parking area by creating designated parking for vehicles. In total there will be 49 seasonal paid parking spaces; 36 in the lot, 7 on the West side of the street, and 6 on the East side of the street. This design/concept was generated by LEA through the Comprehensive Parking Study and accepted/approved by Council through report OPS-24-010.

**Alignment with 2022-2026 Strategic Plan**

- Empowering Norfolk
  - Building Norfolk
  - Connecting Norfolk
  - Serving Norfolk
  - Sustaining Norfolk
- Explanation:  
 More formalized parking and access to recreational activities and amenities.

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction	25,000			25,000
Purchases / Other				0
<b>Total Expenditures</b>	25,000	0	0	25,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	3,000			3,000
Development Charges	22,000			22,000
<b>Total Funding</b>	25,000	0	0	25,000

Operating Impacts (if any)

The operating impacts associated with the completion of this project are anticipated to be immaterial.



**5532539 2025 Streetlighting Infills**

**Project Summary**

**Division:** Environmental & Infrastructure      **Capital Expenditures:** \$ 100,000  
**Department:** Engineering                              **2025 Net Levy Impact:** \$ 0

Overview:

Streetlight Upgrades within Norfolk County

**Justification**

Norfolk County has areas within its streetlight network where additional lights or light upgrades are required or desired in order to provide proper or desirable/balance illumination levels. Uniform and/or balanced lighting levels allow for improved identification or awareness of the presence of persons and objects, allowing for improved reaction times and improved avoidance of collisions. Improving illumination levels along sections of roadways or intersection where existing street lighting is determined to be sub-par (i.e. it has a section or sections with an illumination uniformity level notably out of alignment with the average for the existing street).

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br><br>Providing improved and/or desired minimum lighting levels can enhance the safety for those traveling by foot or on bike along our roadways and roadside edges. |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |   |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |   |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |   |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction	100,000			100,000
Purchases / Other				0
<b>Total Expenditures</b>	100,000	0	0	100,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	100,000			100,000
Development Charges				0
<b>Total Funding</b>	100,000	0	0	100,000

Operating Impacts (if any)

The additional operating costs associated with additional street lighting are expected to be immaterial.

**5532534 Nelson Street Shoreline Protection (Engineering/Design for Approval)**

**Project Summary**

**Division:** Environmental & Infrastructure      **Capital Expenditures:** \$ 465,000  
**Department:** Engineering                      **2025 Net Levy Impact:** \$ 0

Overview:

As identified in the 2023 Shoreline Assessment Report, the Nelson Street Shoreline is the location in Norfolk carrying the greatest risk. Due to the significant time requirement for design/permitting for shoreline works, this project is being proposed to begin initiation well ahead of the planned construction.

**Justification**

The 2023 Shoreline Assessment Project identified shoreline infrastructure needs along the Lake Erie Shoreline that are necessary to protect the public interest in land and/or nearby/adjacent public infrastructure.

This location is mission critical to protect the supply of safe drinking water to residents in Port Dover.

Initiation of Construction will be contingent on a minimum of 50% cost share agreement in place with provincial/federal bodies.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |  |
|-------------------------------------|---------------------------|--|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br><br>Shoreline protection projects are necessary to protect shoreline or near shore land interests and public infrastructure at risk of damage from erosion and wave action. |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |  |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |  |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |  |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |  |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering	465,000			465,000
Construction			1,065,000	1,065,000
Purchases / Other				0
<b>Total Expenditures</b>	465,000	0	1,065,000	1,530,000
<b>Funding Sources</b>				
Grants			765,000	765,000
Debt Financing				0
Reserve & Reserve Funds	465,000		300,000	765,000
Development Charges				0
<b>Total Funding</b>	465,000	0	1,065,000	1,530,000

Operating Impacts (if any)

There are no direct Operating Budget Impacts related to the completion of this project.

**5532572 CCTV Camera Locator Inspection Equipment (Stormwater)**

**Project Summary**

**Division:** Environmental & Infrastructure      **Capital Expenditures:** \$ 85,000  
**Department:** Environmental Services      **2025 Net Levy Impact:** \$ 0

Overview:

The acquisition of CCTV/manhole inspection and locator equipment is critical for maintaining and ensuring the efficiency and safety of Norfolk County's Urban Stormwater Management Systems. The Environmental Compliance Approval (ECA) 070-S701, under Schedule E – Operating Conditions, necessitates regular inspections and maintenance.

**Justification**

**Compliance with ECA:** The CLI-ECA mandates the need for regular inspections to detect and rectify issues promptly. Non-compliance can lead to legal and environmental repercussions.

**Preventative Maintenance:** Regular inspections using CCTV and locator equipment will help in early detection of blockages, structural damage, and other issues, reducing emergency repair costs.

**Data Collection:** The equipment will facilitate accurate data collection on the condition of the infrastructure, aiding in informed decision-making and strategic planning.

**Operational Efficiency:** Enhances the efficiency of maintenance operations by precisely locating and identifying problem areas, reducing the time and labor required for inspections.

**Safety:** Improves the safety of maintenance personnel by reducing the need for confined space entries and manual inspections in potentially hazardous conditions.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |  |
|-------------------------------------|---------------------------|--|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br><br>This project aligns with the strategic goal of maintaining and enhancing the county's infrastructure to ensure long-term sustainability and reliability of systems. |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |  |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |  |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |  |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |  |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	85,000			85,000
<b>Total Expenditures</b>	85,000	0	0	85,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	85,000			85,000
Development Charges				0
<b>Total Funding</b>	85,000	0	0	85,000

Operating Impacts (if any)

There are no direct Operating Budget Impacts related to the completion of this project.

**5532573 Flusher Truck Attachments**

**Project Summary**

**Division:** Environmental & Infrastructure      **Capital Expenditures:** \$ 60,000  
**Department:** Environmental Services      **2025 Net Levy Impact:** \$ 0

Overview:

The procurement of specialized attachments for the flusher truck is essential for the effective maintenance and operation of Norfolk County's Urban Stormwater Management System. These attachments will enhance our Flusher Trucks capability to handle various stormwater infrastructure tasks, ensuring ECA compliance, and improving efficiencies.

**Justification**

**Compliance with ECA:** The CLI-ECA mandates routine maintenance and cleaning of the stormwater infrastructure to prevent blockages and ensure optimal performance.

**Enhanced Maintenance Capability:** The attachments will include nozzles, root cutters, and high-pressure hoses specifically designed for stormwater infrastructure, improving the truck's usefulness.

**Cost Efficiency:** Investing in attachments will reduce the need for external contractors, leading to long-term cost savings.

**Operational Efficiency:** These attachments will allow for quicker and more thorough cleaning, reducing downtime and improving the overall efficiency of the stormwater systems.

**Safety:** Specialized attachments will enhance safety by minimizing the need for manual interventions in hazardous conditions, and larger repair and restoration costs.

**Alignment with 2022-2026 Strategic Plan**

<input type="checkbox"/> <b>Empowering Norfolk</b>	<u>Explanation:</u>  This project aligns with the strategic goal of maintaining and enhancing the County's infrastructure to ensure long-term sustainability and reliability of the stormwater management systems.
<input checked="" type="checkbox"/> <b>Building Norfolk</b>	
<input type="checkbox"/> <b>Connecting Norfolk</b>	
<input type="checkbox"/> <b>Serving Norfolk</b>	
<input type="checkbox"/> <b>Sustaining Norfolk</b>	

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	60,000			60,000
<b>Total Expenditures</b>	60,000	0	0	60,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	60,000			60,000
Development Charges				0
<b>Total Funding</b>	60,000	0	0	60,000

Operating Impacts (if any)

There are no direct Operating Budget Impacts related to the completion of this project.

**7331860 Seasonal Plus Controller - Simcoe Talbot Gardens**

**Project Summary**

<b>Division:</b> Operations	<b>Capital Expenditures:</b>	\$ 44,000
<b>Department:</b> Parks	<b>2025 Net Levy Impact:</b>	\$ 0

Overview:

Install Seasonal Plus Controller with Infra-red Sensor in Refrigeration Plant - Talbot Gardens Arena.

**Justification**

Installing Seasonal Plus Controller with Infra-red Sensor to monitor the true ice sheet temperature will produce a more efficient refrigeration plant and better quality ice conditions.

This will noticeably reduce energy costs of the arena refrigeration plant. This is due to more accurate ice temperature readings as well as the ability to raise the ice temperature when not in use.

**Alignment with 2022-2026 Strategic Plan**

- |  |   |
|--|---|
| <input type="checkbox"/> Empowering Norfolk          | <u>Explanation:</u><br>Ensuring Norfolk County has the required equipment built for effective service delivery. |
| <input checked="" type="checkbox"/> Building Norfolk |   |
| <input type="checkbox"/> Connecting Norfolk          |   |
| <input type="checkbox"/> Serving Norfolk             |   |
| <input type="checkbox"/> Sustaining Norfolk          |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	44,000			44,000
<b>Total Expenditures</b>	44,000	0	0	44,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	44,000			44,000
Development Charges				0
<b>Total Funding</b>	44,000	0	0	44,000

Operating Impacts (if any)

There will be operational savings materialized due to more efficient refrigeration.

**7332520 Electronic Scoreboard - Delhi Kinsmen Ball Park**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 30,000  
**Department:** Parks **2025 Net Levy Impact:** \$ 0

Overview:

To provide Delhi's premier baseball facility with a new electronic score board.

**Justification**

The existing scoreboard is in disrepair and parts are obsolete, leaving the score board unusable. This ballpark is used daily throughout the season, servicing youth local leagues and rep leagues, as well as adult recreation leagues. Both Delhi and Simcoe minor ball utilize this diamond to host multiple tournaments a season.

This project will be half funded by donations. Delhi Kinsmen Club has pledged 25%, Delhi Minor Baseball 12.5%, and Delhi Slo-Pitch 12.5%.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br>Continuance of upgrading this facility will rejuvenate this premier ballpark in Delhi. |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |   |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |   |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |   |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction	30,000			30,000
Purchases / Other				0
<b>Total Expenditures</b>	30,000	0	0	30,000
<b>Funding Sources</b>				
Donations	10,000			10,000
Debt Financing				0
Reserve & Reserve Funds	20,000			20,000
Development Charges				0
<b>Total Funding</b>	30,000	0	0	30,000

Operating Impacts (if any)

There may be immaterial operating impacts related to the completion of this project.

**7331847 Power Rake - Parks West**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 21,000  
**Department:** Parks **2025 Net Levy Impact:** \$ 0

Overview:

Purchase new power rake for parks primarily in the west of Norfolk County.

**Justification**

There is currently only 1 power rake in the equipment pool for utilization by all Parks staff. It is kept in Simcoe, but is used to maintain over 2 km of parks, walking trails, ball diamonds, gravel parking lots, ground protection in playgrounds and beach volleyball courts.

It makes it very challenging for staff to coordinate use and is quite expensive to move this piece of equipment throughout the County.

This purchase of this additional power rake will result in an increase in service levels in parks to the west of Norfolk County.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br><br>An additional power rake will allow staff to deliver excellent customer service more efficiently |
| <input type="checkbox"/>            | <b>Building Norfolk</b>   |   |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |   |
| <input checked="" type="checkbox"/> | <b>Serving Norfolk</b>    |   |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	21,000			21,000
<b>Total Expenditures</b>	21,000	0	0	21,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	21,000			21,000
Development Charges				0
<b>Total Funding</b>	21,000	0	0	21,000

Operating Impacts (if any)

There are no direct Operating Budget Impacts related to the completion of this project.

**5332543 Port Dover Harbour Marina AC Installation**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 25,000  
**Department:** Marinas **2025 Net Levy Impact:** \$ 0

Overview:

Installation of an air-conditioning system at the Port Dover Harbour Marina site office.

**Justification**

The Port Dover Harbour Marina site office is not currently equipped with an air conditioning system. Due to the increased frequency of heat events, staff are recommending the installation of an A/C system at this facility in order to appropriately address the buildings cooling and indoor air quality requirements. This would allow staff and guests to be more comfortable year round ensuring the health, safety and well-being of both staff and the community.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br>This ensures the wellbeing of staff and patrons year-round by providing a space for comfortable and accessible service to take place. The modern energy efficient unit will meet current and future demands. |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |   |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |   |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |   |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering	5,000			5,000
Construction	20,000			20,000
Purchases / Other				0
<b>Total Expenditures</b>	25,000	0	0	25,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	25,000			25,000
Development Charges				0
<b>Total Funding</b>	25,000	0	0	25,000

Operating Impacts (if any)

The additional operating costs associated with additional electricity consumption are expected to be immaterial.



**5432516 Pickup Truck Replacement - Convert to Cars (2)**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 70,000  
**Department:** Fleet **2025 Net Levy Impact:** \$ 0

Overview:

In place of one pickup truck replacement scheduled for 2025, Fleet is proposing to instead purchase 2 passenger vehicles (Car or SUV) to allow for an expansion of existing fleet.

**Justification**

Norfolk County's existing fleet complement continues to be challenged with a growing community, and is in need of a fleet expansion. Currently, the County procures standard pickup trucks for all operating departments across the organization. Many staff (largely supervisors) do not require the utilization of a pickup truck, and instead could fulfill their job requirements with the use of a passenger vehicle.

Optimizing the fleet complement would see County staff operate in a vehicle that efficiently meets department requirements. Where possible, staff are proposing to supply departments with passenger vehicles in place of pickup trucks. For the same price as one pickup truck replacement, the County can expand its fleet to better address departmental needs without additional financial burden. Operating costs on these two vehicles would be similar to that one of pickup truck, and therefore would not have negative impacts on fleet operating budgets.

**Alignment with 2022-2026 Strategic Plan**

- |  |  |
|--|--|
| <input type="checkbox"/> <b>Empowering Norfolk</b>         | <u>Explanation:</u><br>Attracting, developing and retaining employees who will work collaboratively to deliver excellent customer service. |
| <input type="checkbox"/> <b>Building Norfolk</b>           |  |
| <input type="checkbox"/> <b>Connecting Norfolk</b>         |  |
| <input checked="" type="checkbox"/> <b>Serving Norfolk</b> |  |
| <input type="checkbox"/> <b>Sustaining Norfolk</b>         |  |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	70,000			70,000
<b>Total Expenditures</b>	70,000	0	0	70,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	70,000			70,000
Development Charges				0
<b>Total Funding</b>	70,000	0	0	70,000

Operating Impacts (if any)

The expansion of fleet in this delivery model would allow for minimal impacts on operating budgets. There may also be an opportunity to reduce the requirements of student rentals.

**5432518 Five Ton Dump Trailer**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 15,000  
**Department:** Fleet **2025 Net Levy Impact:** \$ 0

Overview:

Staff are proposing the purchase of a new Five Ton Dump Trailer to the fleet, to better suit department (Water) requirements.

**Justification**

Currently the Water department has a 2.5 Ton dump trailer (Unit T587) that does not meet the needs for their operation. This impacts the departments ability to efficiency meet their goals because it does not currently suit the tasks it is needed for. With the Water Dept, aiming to complete more work internally, adding a properly spec'd trailer to the fleet would allow them to safely and legally move material into areas that a tandem dump truck cannot reach. The existing trailed (Unit T587) would be reallocated to the Parks department for various tasks.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br><br>This will assist staff in delivering excellent customer service more efficiently |
| <input type="checkbox"/>            | <b>Building Norfolk</b>   |   |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |   |
| <input checked="" type="checkbox"/> | <b>Serving Norfolk</b>    |   |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	15,000			15,000
<b>Total Expenditures</b>	15,000	0	0	15,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	15,000			15,000
Development Charges				0
<b>Total Funding</b>	15,000	0	0	15,000

Operating Impacts (if any)

There are no direct Operating Budget Impacts related to the completion of this project.

**5332523 2025 Video Surveillance Program**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 150,000  
**Department:** Facilities **2025 Net Levy Impact:** \$ 0

Overview:

Installation of video surveillance cameras at Norfolk County facilities at high risk locations which do not currently video surveillance.

**Justification**

Video surveillance provides footage to resolved incidents at County facilities as well as provides a deterrent to reduce potential incidents, a proactive approach to security. A reduction in the number of incidents video cameras will improve well-being of facility users and will 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 22 County buildings have video surveillance systems, this program will ensure all County facilities have 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, Gilbertson Administration Building, Port Dover Kinsmen Park, Simcoe Recreation Centre/Annaleise Carr Aquatic Centre, Schellburg Operations Yard.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |  |
|-------------------------------------|---------------------------|--|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br>Building Norfolk - Installation of video surveillance in and around Norfolk County facilities will ensure the health, safety and well-being of the community. |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |  |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |  |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |  |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |  |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	150,000			150,000
<b>Total Expenditures</b>	150,000	0	0	150,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	150,000			150,000
Development Charges				0
<b>Total Funding</b>	150,000	0	0	150,000

Operating Impacts (if any)

The additional operating costs associated with additional security cameras are expected to be immaterial.

**5332307 2025 LED Street Lighting Retrofit Program**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 105,000  
**Department:** Facilities **2025 Net Levy Impact:** \$ 0

Overview:

Replacement of existing, inefficient and near end-of-life high pressure sodium decorative street light fixtures with high efficiency LED fixtures over 5 years. Replacement fixtures range from \$800 up to \$1,700.

**Justification**

Streetlighting can be one of the largest electricity users, and therefore costs, of a municipality. LED technology has emerged as the primary choice for streetlighting, promoted by the expected 40-50% in energy savings, resulting in reduced operating costs.

The operational lifespan of LED luminaires is significantly longer than that currently being utilized and is equipped with more reliable technology, resulting in fewer failures, reducing overall maintenance costs.

Simple payback is 9.5 years and ROI is 10.5%.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br>Replacement of existing streetlighting will ensure that Norfolk has the required infrastructure in place for current and future needs. |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |   |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |   |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |   |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction	105,000			105,000
Purchases / Other				0
<b>Total Expenditures</b>	105,000	0	0	105,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	105,000			105,000
Development Charges				0
<b>Total Funding</b>	105,000	0	0	105,000

Operating Impacts (if any)

The conversion of street lighting to more efficient LED units will result in savings materialized within the Levy Supported Operating Budget in future years.

**5332512 2025 Climate Change Adaptation Program**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 35,000  
**Department:** Facilities **2025 Net Levy Impact:** \$ 0

Overview:

The Climate Change Adaptation Measure Program is used to provide funds for the implementation of adaptation strategies as identified in the Norfolk County Climate Change Adaptation Plan.

**Justification**

The Norfolk County Climate Change Adaptation Plan identifies 18 local climate risks and 114 corresponding adaptation strategies.

Adaptation strategies, when applied as intended and on a sufficient scale, can result in a reduced need for maintenance of natural and built assets.

In summary, adaptation implementation improves resiliency, reduces the vulnerability of built and natural infrastructure and ensures that expected service levels can be met/maintained with the consideration of local climate projections and observed impacts.

The Canadian Climate Institute estimates that every \$1 spent on adaptation measures can result in \$13-\$15 in total benefits.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br><br>Building Norfolk: Improved resiliency to ensure infrastructure can service current and future needs.<br><br>Sustaining Norfolk: Improving resiliency of natural and built assets and overall sustainability within the County. |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |   |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |   |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |   |
| <input checked="" type="checkbox"/> | <b>Sustaining Norfolk</b> |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	35,000			35,000
<b>Total Expenditures</b>	35,000	0	0	35,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	35,000			35,000
Development Charges				0
<b>Total Funding</b>	35,000	0	0	35,000

Operating Impacts (if any)

There are no direct Operating Budget Impacts related to the completion of this project.

**5332529 PA Installations at Admin Buildings**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 20,000  
**Department:** Facilities **2025 Net Levy Impact:** \$ 0

Overview:

To install new public address (PA) systems in all administration buildings for facility emergencies.

**Justification**

Public address systems are an essential component of facility emergency procedures as they provide clear instantaneous directions to staff for their movement during an emergency.

With the transition to Microsoft Teams as the phone system (and the removal of landline telephones) there are currently not PA systems installed at the select administration buildings throughout the county. The new PA systems will be integrated with Microsoft Teams however, new speaker systems (and associated wiring) is required.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br>Installation of PA systems in Norfolk County administration facilities will ensure the health, safety and well-being of the community. |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |   |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |   |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |   |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction	20,000			20,000
Purchases / Other				0
<b>Total Expenditures</b>	20,000	0	0	20,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	20,000			20,000
Development Charges				0
<b>Total Funding</b>	20,000	0	0	20,000

Operating Impacts (if any)

The additional operating costs associated with systems are expected to be immaterial.

**5332563 West Roads Operation Yard Washroom Expansion**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 75,000  
**Department:** Facilities **2025 Net Levy Impact:** \$ 0

Overview:

Construction of a second washroom and changeroom at the West Road Operations facility.

**Justification**

The West Roads Operations Facility/Yard currently only has one combined washroom/changeroom and is not appropriately sized/separated for the number of staff.

The intended expansion is to meet the Ontario Building Code and the Occupational Health and Safety Act (OHSA) requirements for number of washrooms and changerooms.

**Alignment with 2022-2026 Strategic Plan**

- |   |  |
|---|--|
| <input type="checkbox"/> Empowering Norfolk<br><input type="checkbox"/> Building Norfolk<br><input type="checkbox"/> Connecting Norfolk<br><input checked="" type="checkbox"/> Serving Norfolk<br><input type="checkbox"/> Sustaining Norfolk | <u>Explanation:</u><br>Construction of a second washroom/changeroom at the West Roads Operations facilities will assist with attracting and retaining employees. |
|---|--|

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering	10,000			10,000
Construction	65,000			65,000
Purchases / Other				0
<b>Total Expenditures</b>	75,000	0	0	75,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	75,000			75,000
Development Charges				0
<b>Total Funding</b>	75,000	0	0	75,000

Operating Impacts (if any)

The additional operating costs associated with the completion of this project are expected to be immaterial.

**5332565 County Facility Backflow Prevention Program**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 125,000  
**Department:** Facilities **2025 Net Levy Impact:** \$ 0

Overview:

Installation of backflow prevention devices at County Facilities.

**Justification**

The Ministry of the Environment, Conservation and Parks (MECP) requires that 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 but prior to auditing the County’s IC&I sector, Norfolk facilities had to become compliant first.

Through initial surveys it was found that approximately 57 facilities do not have backflow prevention devices. To become compliant with MECP requirements, Norfolk County will have to install these devices.

Prior to expectation for the IC&I industry to become compliant with Norfolk County’s backflow prevention program, it’s necessary for Norfolk owned facilities to become compliant. The implementation of the backflow program has allowed Norfolk County to assess the current status of potential threats to the drinking water system that are at this time unknown.

**Alignment with 2022-2026 Strategic Plan**

- Empowering Norfolk
- Building Norfolk Explanation:  
Ensure the health, safety and well-being of the community
- Connecting Norfolk
- Serving Norfolk
- Sustaining Norfolk

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	125,000			125,000
<b>Total Expenditures</b>	125,000	0	0	125,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	125,000			125,000
Development Charges				0
<b>Total Funding</b>	125,000	0	0	125,000

Operating Impacts (if any)

There will be some cost to stock parts, but there will also be savings as the work will no longer be contracted to an outside source for issues/repairs.



**5632508 2025 Traffic Signal Program**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 87,000  
**Department:** Roads **2025 Net Levy Impact:** \$ 0

Overview:

Install traffic control cameras at signalized intersections in lieu of pavement loops and traffic counters. This project also considers any requests for Accessibility for Ontarians with Disabilities Act (AODA) compliance issues which may warrant upgrades to the signalized intersection.

**Justification**

Traffic control cameras eliminate the need for traffic loops in the pavement. Traffic loops are prone to breaking due to freeze/thaw cycles and deteriorating pavement conditions at intersections. Repairs or replacement of traffic loops are costly since it often requires excavation and repaving of the intersection.

Norfolk County is committed to improving the accessibility of persons with disabilities and this program will assist in upgrading our intersections for this purpose. As per AODA legislation, where new traffic control signal systems with pedestrian control signals are being installed or existing pedestrian control signals are being replaced, the pedestrian control signals must meet the requirements for accessible pedestrian control signals.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |  |
|-------------------------------------|---------------------------|--|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br>Ensuring the safety and well-being of the community |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |  |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |  |
| <input checked="" type="checkbox"/> | <b>Serving Norfolk</b>    |  |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |  |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	87,000			87,000
<b>Total Expenditures</b>	87,000	0	0	87,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	87,000			87,000
Development Charges				0
<b>Total Funding</b>	87,000	0	0	87,000

Operating Impacts (if any)

There are no direct Operating Budget Impacts related to the completion of this project.

**8432403 Shelters & Accessible Concrete Pads**

**Project Summary**

**Division:** Community Development                      **Capital Expenditures:** \$ 138,000  
**Department:** Economic Development                      **2025 Net Levy Impact:** \$ 0

Overview:

This project will install five new transit shelters across Simcoe and increase accessibility of concrete pads to place a mix of existing and new shelters on. Proposed locations strategically include Donly Dr. near shopping centre, Queensway and Oak Street near apartment complexes, Gilbertson Dr near the Health Unit, & Park Road near the industrial park.

**Justification**

This project was submitted as part of the scope of the application to the Rural Transit Solutions Fund, which was approved earlier in 2024. As a result, 80% of eligible project costs will be funded from the Federal Grant, allowing Norfolk to complete these beneficial upgrades for a fraction of the amount that would otherwise have to be raised by taxpayers.

The goals of the project to encourage transit use, expand availability, and increase accessibility are supported by Norfolk County's Multi-Year Accessibility Plan and is anticipated to play an important role in supporting the outcomes of the Transit Master Plan update which remains ongoing.

The project will help to better serve vulnerable riders by locating infrastructure in strategic locations such as next to dense residential areas, retirement homes, and public services. These updates represent an opportunity to add public-facing assets for a small capital impact during a time in which the County's financial outlook is constrained. If the project is not approved as part of the 2025 Capital Budget deliberations the County will risk forfeiting a portion of the successful grant funding.

**Alignment with 2022-2026 Strategic Plan**

- Empowering Norfolk**
  - Building Norfolk**
  - Connecting Norfolk**
  - Serving Norfolk**
  - Sustaining Norfolk**
- Explanation:  
This project commits to connecting Norfolk by expanding the County's mobility linkages through new transit locations.

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction	138,000			138,000
Purchases / Other				0
<b>Total Expenditures</b>	138,000	0	0	138,000
<b>Funding Sources</b>				
Grants	110,000			110,000
Debt Financing				0
Reserve & Reserve Funds	28,000			28,000
Development Charges				0
<b>Total Funding</b>	138,000	0	0	138,000

Operating Impacts (if any)

The County's transit provider is able to service the new locations. No additional cost impacts are expected and minimal revenue may be generated through advertising opportunities.

**7232001 Ride Norfolk - Transit Accessible Vehicle**

**Project Summary**

**Division:** Community Development      **Capital Expenditures:** \$ 318,000  
**Department:** Economic Development      **2025 Net Levy Impact:** \$ 0

Overview:

This project includes purchasing a new accessible transit vehicle (bus) for use in transporting riders in Ride Norfolk's daily operations.

**Justification**

This project was submitted as part of the scope of the application to the Rural Transit Solutions Fund, which was approved earlier in 2024. As a result, 80% of eligible project costs will be funded from the Federal Grant, allowing Norfolk to complete these beneficial upgrades for a fraction of the amount that would otherwise have to be raised by taxpayers. If the project is not approved as part of the 2025 Capital Budget deliberations the County will risk forfeiting a portion of the successful grant funding.

The goals of the project to encourage transit use, expand availability, and increase accessibility are supported by Norfolk County's Multi-Year Accessibility Plan and is anticipated to play an important role in supporting the outcomes of the Transit Master Plan update which remains ongoing.

The project will seek to address gaps in service delivery by expanding bus capacity and adding the equipment to transport bicycles and persons using wheelchairs that should encourage new ridership.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br><br>This project commits to connecting Norfolk by expanding bus capacity and improving the accessible ridership across the County. |
| <input type="checkbox"/>            | <b>Building Norfolk</b>   |   |
| <input checked="" type="checkbox"/> | <b>Connecting Norfolk</b> |   |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |   |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |   |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	318,000			318,000
<b>Total Expenditures</b>	318,000	0	0	318,000
<b>Funding Sources</b>				
Grants	254,000			254,000
Debt Financing				0
Reserve & Reserve Funds	64,000			64,000
Development Charges				0
<b>Total Funding</b>	318,000	0	0	318,000

Operating Impacts (if any)

Options on operating the vehicle through the existing service provider vs in-house are being investigated. If a service delivery change is required offsetting savings would likely exist, but any impacts would be presented as an NBI in the 2026 Levy Supported Operating Budget.

**4132301 2025 Development Charges Study**

**Project Summary**

<b>Division:</b> Corporate Services	<b>Capital Expenditures:</b> \$ 150,000
<b>Department:</b> Finance	<b>2025 Net Levy Impact:</b> \$ 0

Overview:

Update of Development Charges Background Study from 2018.

**Justification**

A Development Charge Background Study is a required report under the Development Charges Act, 1997 that identifies; the amount, type and location of growth, the servicing needs to accommodate that growth, and the capital costs to provide services to meet the needs. The study also calculates net costs and allocates them between residential and non-residential benefit and then divides it by growth to provide a development charge.

In 2023 the Development Charge Background study was put on hold due to changes in legislation to the Development Charges Act through Bill 23 in addition to other concerns identified at that time. Since then, many of the concerns previously identified have been resolved and staff are therefore recommending the re-initiating of the development charge background study to commence in 2025.

**Alignment with 2022-2026 Strategic Plan**

<input type="checkbox"/> <b>Empowering Norfolk</b>	<u>Explanation:</u>  Accurate and up-to-date DC ease the financial burden on residents to fund new services as the result of growth. Having clear development charge policies in place is important for addressing future growth within the County.
<input checked="" type="checkbox"/> <b>Building Norfolk</b>	
<input type="checkbox"/> <b>Connecting Norfolk</b>	
<input type="checkbox"/> <b>Serving Norfolk</b>	
<input type="checkbox"/> <b>Sustaining Norfolk</b>	

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	150,000			150,000
<b>Total Expenditures</b>	150,000	0	0	150,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	15,000			15,000
Development Charges	135,000			135,000
<b>Total Funding</b>	150,000	0	0	150,000

Operating Impacts (if any)

There are no direct Operating Budget Impacts related to the completion of this project.

**5532335 Long Point Causeway Post Construction Monitoring**

**Project Summary**

**Division:** Environmental & Infrastructure      **Capital Expenditures:** \$ 65,000  
**Department:** Engineering                      **2025 Net Levy Impact:** \$ 0

Overview:

This project is a mandatory requirement to monitor the impacts on critical wildlife habitat disturbance which occurred during the Long Point Causeway Bridge Reconstruction.

**Justification**

As mandated by the Department of Fisheries and Oceans Canada and Environment and Climate Change Canada. Monitoring efforts must remain in effect until 2027 as a condition of the replacement of the Long Point Causeway Bridge.

**Alignment with 2022-2026 Strategic Plan**

- Empowering Norfolk
  - Building Norfolk
  - Connecting Norfolk
  - Serving Norfolk
  - Sustaining Norfolk
- Explanation:  
 The completion of the identified works is a mandatory requirement to Norfolk County.

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	65,000	58,000	47,000	170,000
<b>Total Expenditures</b>	<b>65,000</b>	<b>58,000</b>	<b>47,000</b>	<b>170,000</b>
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	65,000	58,000	47,000	170,000
Development Charges				0
<b>Total Funding</b>	<b>65,000</b>	<b>58,000</b>	<b>47,000</b>	<b>170,000</b>

Operating Impacts (if any)

There are no direct Operating Impacts related to the completion of this project.

**5532538 Transportation, Stormwater, Biosolids ISMP Study**

**Project Summary**

**Division:** Environmental & Infrastructure      **Capital Expenditures:** \$ 1,000,000  
**Department:** Engineering                      **2025 Net Levy Impact:** \$ 0

Overview:

Master Planning allows municipalities to effectively manage critical infrastructure and resources to ensure the community is ready for growth and climate change in a manner that respects the County's values and aspirations. This Integrated Sustainable Master Plan (ISMP) is required to meet legislative requirements, to be completed with Approved Project 5832610 (W&WW).

**Justification**

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

Master Plans also lay the foundation to support Development Charge Background Studies to ensure that infrastructure planning aligns with financing principles.

**Alignment with 2022-2026 Strategic Plan**

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

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	1,000,000			1,000,000
<b>Total Expenditures</b>	1,000,000	0	0	1,000,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	775,000			775,000
Development Charges	225,000			225,000
<b>Total Funding</b>	1,000,000	0	0	1,000,000

Operating Impacts (if any)

The Approved Levy Supported Operating Budget includes an allocation for a Master Planning Specialist FTE (2024 NBI) to complete both this project and prior Approved Project 5832610.

**5532542 Delhi Area Traffic Impact Study**

**Project Summary**

**Division:** Environmental & Infrastructure      **Capital Expenditures:** \$ 100,000  
**Department:** Engineering                      **2025 Net Levy Impact:** \$ 0

Overview:

Multi-developments impact study within the area of Highway 3

**Justification**

The Ministry of Transportation requested that Norfolk County complete an area Traffic Impact Study that examines the impact of the multi-developments under review within the area of Highway 3, in particular the section of Highway 3 between Ewell Street and Pinegrove Road. The County has arranged to participate with the developers in the area to complete this work at a 50% Cost Share (Norfolk County commitment of approximately \$50,000). Should any intersection improvements arise out of this study, such works would be included into the upcoming Development Charge Study to capture the necessary funding from upcoming area developments.

**Alignment with 2022-2026 Strategic Plan**

- |                                     |                           |  |
|-------------------------------------|---------------------------|--|
| <input type="checkbox"/>            | <b>Empowering Norfolk</b> | <u>Explanation:</u><br><br>This study is of mutual benefit to the County and nearby developments by ensuring that any necessary intersection/roadway upgrades are forecast and cost apportioned appropriately. |
| <input checked="" type="checkbox"/> | <b>Building Norfolk</b>   |  |
| <input type="checkbox"/>            | <b>Connecting Norfolk</b> |  |
| <input type="checkbox"/>            | <b>Serving Norfolk</b>    |  |
| <input type="checkbox"/>            | <b>Sustaining Norfolk</b> |  |

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	100,000			100,000
<b>Total Expenditures</b>	100,000	0	0	100,000
<b>Funding Sources</b>				
External Financing	50,000			50,000
Debt Financing				0
Reserve & Reserve Funds	50,000			50,000
Development Charges				0
<b>Total Funding</b>	100,000	0	0	100,000

Operating Impacts (if any)

There are no direct Operating Impacts related to the completion of this project.

**5532575 Stormwater Management Facility Inspection Surveys**

**Project Summary**

**Division:** Environmental & Infrastructure      **Capital Expenditures:** \$ 125,000  
**Department:** Environmental Services      **2025 Net Levy Impact:** \$ 0

Overview:

Norfolk County is behind on the completion of sediment surveys and inspections on several Storm Water Management Facilities (SWMF). These surveys and inspections will be used to appropriately establish maintenance needs moving forward and to solidify a proper 10-year Capital Plan for our clean out projects, as required by the MECP.

**Justification**

SWMF are designed to provide water quality and/or water quantity control for urbanized catchments to protect downstream receiving watercourses from flooding, erosion, and water quality impacts. Water quality control is achieved by providing a permanent pool volume that allows total suspended solids (TSS) to drop out of suspension as stormwater moves through the facility. The MECP recommends removing the stored sediment when the TSS removal rate drops by 5% below the required design removal rate.

To streamline the facility sediment clean-out process, the 5% reduction in TSS removal was equated to an average percentage of sediment accumulation compared to the design permanent pool volume. The 5% reduction in TSS removal efficiency corresponds to an average decrease of 30% in permanent pool storage volume. If the permanent pool is more than 30% full it is recommended that sediment be removed.

To ensure the forebay (if applicable) is operating appropriately sediment should be removed from the forebay once it has reached 50% of the forebay permanent pool volume. Maintaining a clean forebay will reduce the main cell cleanout frequency and long-term project costs.

**Alignment with 2022-2026 Strategic Plan**

<input type="checkbox"/> <b>Empowering Norfolk</b>	<u>Explanation:</u>  Stormwater management is a core service underlying a municipality. Understanding how the infrastructure operates and integrates to provide relief from flooding and damage to properties is fundamental to the program.
<input checked="" type="checkbox"/> <b>Building Norfolk</b>	
<input type="checkbox"/> <b>Connecting Norfolk</b>	
<input type="checkbox"/> <b>Serving Norfolk</b>	
<input type="checkbox"/> <b>Sustaining Norfolk</b>	

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	125,000			125,000
<b>Total Expenditures</b>	125,000	0	0	125,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	125,000			125,000
Development Charges				0
<b>Total Funding</b>	125,000	0	0	125,000

Operating Impacts (if any)

There are no direct Operating Impacts related to the completion of this project.



**5332521 Accessibility Audits of County Facilities**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 150,000  
**Department:** Facilities **2025 Net Levy Impact:** \$ 0

Overview:

Accessibility audits of all public access Norfolk County facilities.

**Justification**

Accessibility audits will provide the County with a long-term plan and capital requirements to improve the accessibility and to ensure equitable access to Norfolk County amenities within Norfolk County facilities. These audits will inform a roadmap needed to improve the accessibility of Norfolk county facilities. Improving these facilities would help better serve the community.

**Alignment with 2022-2026 Strategic Plan**

- Empowering Norfolk
  - Building Norfolk
  - Connecting Norfolk
  - Serving Norfolk
  - Sustaining Norfolk
- Explanation:  
 Ensuring that all Norfolk County public-facing facilities are adequately built for access by all individuals.

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	150,000			150,000
<b>Total Expenditures</b>	150,000	0	0	150,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	150,000			150,000
Development Charges				0
<b>Total Funding</b>	150,000	0	0	150,000

Operating Impacts (if any)

There are no direct Operating Impacts related to the completion of this project.

**5332530 Structural Assessments of Communication Towers**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 35,000  
**Department:** Facilities **2025 Net Levy Impact:** \$ 0

Overview:

Structural assessments of all Norfolk County communication towers.

**Justification**

To inspect and review the steel structures of all Norfolk County owned communication towers to ensure structural integrity and provide 20 year repair program for state of good repair. Welds, bolted connections, visual examinations to occur. 6 communication towers; Walsh Tower, Bonnieheath Tower, West Roads Tower, Fire St. 1 (Simcoe) Tower, Fire St. 4 (Teeterville) Tower and Fire St. 6 (Courtland) Tower.

**Alignment with 2022-2026 Strategic Plan**

- Empowering Norfolk
  - Building Norfolk
  - Connecting Norfolk
  - Serving Norfolk
  - Sustaining Norfolk
- Explanation:  
 The completion of structural assessments of the communication towers will ensure the towers are kept in a good state of repair and ensure financial sustainability.

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering	35,000			35,000
Construction				0
Purchases / Other				0
<b>Total Expenditures</b>	35,000	0	0	35,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	35,000			35,000
Development Charges				0
<b>Total Funding</b>	35,000	0	0	35,000

Operating Impacts (if any)

There are no direct Operating Impacts related to the completion of this project.

**5332558 Langton Arena Detailed Structural Review**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 15,000  
**Department:** Facilities **2025 Net Levy Impact:** \$ 0

Overview:

Completion of a detailed structural review at the Langton Arena.

**Justification**

The 2022 structural review of the Langton arena identified five medium priority structural deficiencies including cracking of the wood arched frames and steel bracing. A detailed structural review is required to further investigate and determine a long-term remediation plan.

**Alignment with 2022-2026 Strategic Plan**

- |   |  |
|---|--|
| <input type="checkbox"/> Empowering Norfolk<br><input type="checkbox"/> Building Norfolk<br><input type="checkbox"/> Connecting Norfolk<br><input type="checkbox"/> Serving Norfolk<br><input checked="" type="checkbox"/> Sustaining Norfolk | <u>Explanation:</u><br><br>The completion of the detailed structural review will ensure the arena is kept in a good state of repair and ensure financial sustainability. |
|---|--|

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering	15,000			15,000
Construction				0
Purchases / Other				0
<b>Total Expenditures</b>	15,000	0	0	15,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	15,000			15,000
Development Charges				0
<b>Total Funding</b>	15,000	0	0	15,000

Operating Impacts (if any)

There are no direct Operating Impacts related to the completion of this project.

**5632514 Sign Inventory & Reflectivity Study**

**Project Summary**

**Division:** Operations **Capital Expenditures:** \$ 100,000  
**Department:** Roads **2025 Net Levy Impact:** \$ 0

Overview:

Completion of a Sign Inventory & Reflectivity Study.

**Justification**

Under the Municipal Act Section 239/02 Minimum Maintenance Standards for Municipal Highways, The County is required to inspect all roadway signage annually to ensure signs meet the retro-reflectivity requirements of the Ontario Traffic Manual.

Failing to complete these inspections can result in a legal liability exposure to the County in the event of a motor vehicle accident claim.

**Alignment with 2022-2026 Strategic Plan**

- Empowering Norfolk
  - Building Norfolk
  - Connecting Norfolk
  - Serving Norfolk
  - Sustaining Norfolk
- Explanation:  
 Staying up to date would ensure the safety and well-being of the community

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	100,000			100,000
<b>Total Expenditures</b>	100,000	0	0	100,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	100,000			100,000
Development Charges				0
<b>Total Funding</b>	100,000	0	0	100,000

Operating Impacts (if any)

There are no direct Operating Impacts related to the completion of this project.

**8232701 Zoning By-Law/Official Plan Update(Urban Area Plans&PPS Conformity)**

**Project Summary**

**Division:** Community Development      **Capital Expenditures:** \$ 50,000  
**Department:** Planning      **2025 Net Levy Impact:** \$ 0

Overview:

Prepare new zoning and updates to coincide and conform to Official Plan Amendments and PPS. Also to prepare new and updated Official Plan designations/policies and new zoning to be applied through the Urban Area Plans.

**Justification**

Following the completion of the comprehensive review, and to coincide with the Phase 2 Official Plan Amendment and new Provincial Planning Statement conformity exercise, section 26 of the Planning Act requires that the zoning bylaw be updated to ensure that it conforms to the Official Plan. 26(9) - Updating zoning by-laws: No later than three years after a revision under subsection (1) or (8) comes into effect, the council of the municipality shall amend all zoning by-laws that are in effect in the municipality to ensure that they conform with the official plan. 2006, c. 23, s. 13. The intent is that with any recommendations regarding the approach to the agricultural area that updated zoning may be required, such as the creation of new Rural zoning categories and/or amendments to Agricultural zoning to implement any new or revised Official Plan designations/policies. This may also include updates for natural heritage system or other PPS conformity purposes.

Also, new Official Plan and Zoning categories, policies and provisions are needed for mixed use and other changes in order to apply them in the Urban Area Plans (Delhi/Courtland, Waterford, Simcoe, Port Dover, Port Rowan) to have modernized approach to allowing range of housing and densification in certain areas.

**Alignment with 2022-2026 Strategic Plan**

<input type="checkbox"/> <b>Empowering Norfolk</b>	<u>Explanation:</u>  Ensure and implement responsible growth policies and strategies. This project will help with the next level of policies and specifically at the zoning level to guide future development.
<input checked="" type="checkbox"/> <b>Building Norfolk</b>	
<input type="checkbox"/> <b>Connecting Norfolk</b>	
<input type="checkbox"/> <b>Serving Norfolk</b>	
<input type="checkbox"/> <b>Sustaining Norfolk</b>	

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	50,000			50,000
<b>Total Expenditures</b>	50,000	0	0	50,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	50,000			50,000
Development Charges				0
<b>Total Funding</b>	50,000	0	0	50,000

Operating Impacts (if any)

There are no direct Operating Impacts related to the completion of this project.

**8432502 Municipal Accommodation Tax Study**

**Project Summary**

<b>Division:</b> Community Development	<b>Capital Expenditures:</b> \$ 50,000
<b>Department:</b> Economic Development	<b>2025 Net Levy Impact:</b> \$ 0

Overview:

A Municipal Accommodation Tax (MAT) is imposed on accommodation rentals fewer than 30 days (hotels, motels, motor hotels, lodges, inns, resorts, bed and breakfast...etc.). Funds received are split, with part going directly back into tourism projects, and the other to be used at the discretion of Norfolk County. This would have a tremendous positive impact for tourism.

**Justification**

A study would confirm/reject the place for an MAT in Norfolk County. Benefits from an MAT include:

1. Tourism Infrastructure Development: Provides funding to improve infrastructure like signage, parking facilities, enhancing the overall Norfolk experience.
2. Promotion and Marketing: MAT revenues can be allocated towards destination marketing campaigns aimed at attracting more visitors and overnight stays to Norfolk County.
3. Community Investment: By generating additional revenue through a MAT, Norfolk County can invest in community amenities that benefit both residents and visitors.
4. Business Support: MAT funds can be used to support local businesses, such as funding grants or programs aimed at improving tourism related services.
5. Quality of Life Enhancement: A thriving visitor economy supported by a MAT can contribute to a vibrant local economy, providing job opportunities and improving overall quality of life for residents through increased amenities and cultural activities.
6. Economic Impact: Conducting an economic impact study can demonstrate how revenue from the MAT flows through the local economy.

**Alignment with 2022-2026 Strategic Plan**

<input checked="" type="checkbox"/> <b>Empowering Norfolk</b>	<u>Explanation:</u> Implementing the Municipal Accommodation Tax improves the quality of life for business owners and residents. It puts the tools in place to foster community success and sustainable development.
<input type="checkbox"/> <b>Building Norfolk</b>	
<input type="checkbox"/> <b>Connecting Norfolk</b>	
<input type="checkbox"/> <b>Serving Norfolk</b>	
<input type="checkbox"/> <b>Sustaining Norfolk</b>	

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	50,000			50,000
<b>Total Expenditures</b>	50,000	0	0	50,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	50,000			50,000
Development Charges				0
<b>Total Funding</b>	50,000	0	0	50,000

Operating Impacts (if any)

There are no immediate direct Operating Impacts related to the completion of this project.  
 NOTE: Ec Dev staff have applied for the Federal Tourism fund to off set this capital item.

**8432503 Industrial Lands Sector Needs Assessment**

**Project Summary**

**Division:** Community Development      **Capital Expenditures:** \$ 215,000  
**Department:** Economic Development      **2025 Net Levy Impact:** \$ 0

Overview:

An Industrial Lands Sector Needs Assessment is required to take advantage of present and future industrial growth opportunities in Norfolk County. This initiative is in alignment with the Approved Economic Development Strategy with the goal of attracting new business investment and job creation in Norfolk County.

**Justification**

A Land Needs Assessment is required for Norfolk County for a variety of reasons:

1. Strategic Planning: Guide long-term strategic planning for Norfolk County by looking at clarifying current and future land inventories ensuring that development aligns with employment and business needs.
2. Community Engagement: Fostering transparency and inclusivity by allowing community members to voice concerns, share perspectives, and contribute to shaping development plans that reflect their values and priorities.
3. Infrastructure Planning: The study is crucial for planning essential infrastructure such as transportation networks, utilities, and public services.
4. Economic Development Opportunities: The study augments the new growth study and supports the lands identified as industrial opportunities with potential. It facilitates and solidifies suitable sites for specific commercial, industrial, and agricultural / food production development
5. Infrastructure Cost-effectiveness: Planning infrastructure investments based on accurate land needs assessment data enhances cost-effectiveness. It minimizes infrastructure sprawl, reduces maintenance costs, and optimizes the use of existing infrastructure assets.

**Alignment with 2022-2026 Strategic Plan**

<input type="checkbox"/> Empowering Norfolk	<u>Explanation:</u>  This project supports Building Norfolk by taking a holistic planning approach to ensure optimal land use and infrastructure development to promote economic vitality.
<input checked="" type="checkbox"/> Building Norfolk	
<input type="checkbox"/> Connecting Norfolk	
<input type="checkbox"/> Serving Norfolk	
<input type="checkbox"/> Sustaining Norfolk	

**Financial Impact**

	2025 (\$)	2026 (\$)	2027-2034 (\$)	Total (\$)
<b>Expenditures</b>				
Engineering				0
Construction				0
Purchases / Other	215,000			215,000
<b>Total Expenditures</b>	215,000	0	0	215,000
<b>Funding Sources</b>				
Grants				0
Debt Financing				0
Reserve & Reserve Funds	215,000			215,000
Development Charges				0
<b>Total Funding</b>	215,000	0	0	215,000

Operating Impacts (if any)

There are no direct Operating Impacts related to the completion of this project.

# SECTION 5

# **Appendices**



## Appendix: Key Capital Projects

Project	Page	Project Summary
Emergency Services Facilities	23	Subject to outcomes recommended within the Facilities Review, major emergency service base improvements and re-alignments are recommended to meet the needs of the County's growing population and response time expectations. The County plans to undertake a comprehensive look at emergency services within this engagement.
Shoreline Management Program	25	Following the completion of shoreline assessments, the three most critical locations are being added to the Proposed 2025-2034 Levy Capital Plan. This will be a focal point of future capital planning with the objective of safeguarding existing assets from the impacts of climate change and shoreline erosion.
5332723 Corporate Facility Centralization	28	Norfolk County's administrative facilities have to be evaluated to ensure corporate needs are being met and operational efficiencies are taken advantage of. This project is subject to outcomes of the Facilities Review, and is included within the Proposed 2025-2034 Levy Capital Plan as a placeholder.
7332213 Expansion & Renovation - SRC/ACAC	28	This project would include the design/engineering and subsequent construction for major renovations (expansion) to the Simcoe Recreation Centre and Annaleise Carr Aquatics Centre. This project moving forward would be subject to outcomes of the Recreation Master Plan, and is included within the Proposed 2025-2034 Levy Capital Plan as a placeholder. Any future upgrades would look to meet the needs of Norfolk County's growing community and improve recreation service offerings to residents.
Fire Vehicle Replacement Program	37	The Proposed 2025-2034 Levy Capital Plan includes over \$29 million for the Fire Vehicle Replacement Program, representing a major budget driver, based on updated tender pricing received in Q4 2024.
7432509 Conversion of SCBA Packs (County Wide)	38	Primarily due to the manufacturer discontinuing the production of 2216 PSI SCBA units, the Fire Department is requesting a capital budget to upgrade all 11 fire stations to 4500 PSI units in 2025. The County-wide conversion will allow for operational efficiencies and ensure that health & safety risks aren't present by having one standard SCBA unit for use at all stations.
4132701 Enterprise Resource Management System	40	Norfolk County's ERM System is becoming dated and operational improvements & efficiencies could be realized by replacing with modern technology. This multi-year project will centralize many disconnected systems across the organization to improve system integration amongst multiple departments.
Infrastructure Reconstruction, Asphalt Resurfacing, and Surface Treatment Programs	41	Over \$28 million of capital projects are currently proposed in 2025 under the Infrastructure Reconstruction, Asphalt Resurfacing, and Surface Treatment Programs. This extensive re-investment highlights the commitment to maintain Norfolk County's road networks in great condition. These programs are equal to over \$244 million over the Capital Planning period.
Stormwater Management Capital	50	With the maturity of Norfolk County's Stormwater department, work will continue to be identified to address existing service gaps. The Proposed 2025-2034 Levy Capital Plan begins to plan for major re-investment into stormwater assets, and is expected to be a major capital driver in future years.
6332008 Phase 1 Siding Replacement - Norview Lodge	53	Included within the Proposed 2025 Levy Capital Budget is the first of 5 phases for a full replacement of siding at Norview Lodge. This is being phased over many years to minimize the interruption to residents.
7332426 Ice Rink Floor & Boards Replacement - Port Dover Arena	56	This project represents a major capital investment into the Port Dover Arena replacing many elements of existing infrastructure that are well beyond their service life expectations. An application for funding has been submitted for this project through the Community Sport and Recreation Infrastructure Fund (CSRIF).

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
<b>Admin Buildings Repairs &amp; Maintenance</b>										
County Administration Building Exterior Lighting Upgrades	50,000									50,000
Culver Operations Building Exterior Lighting Replacement	20,000									20,000
Culver Operations Building Window Replacement	65,000									65,000
Norfolk County Garage Overhead Door Replacement	15,000									15,000
Culver Operations Building Interior Painting	70,000									70,000
Gilbertson Admin Building Interior Painting	120,000									120,000
County Administration Building Piping Replacement	450,000									450,000
County Administration Building Basement Flooring Replacement	50,000									50,000
Culver Operations Building Partial Flooring Replacement	75,000									75,000
Culver Operations Building Partial Pipe Insulation Replacement	25,000									25,000
Culver Operations Building Overhead Door Replacement	21,000									21,000
Norfolk County Garage Overhead Door Replacement	15,000									15,000
Delhi Administration Building Exterior Repairs - ENG ONLY	25,000									25,000
Delhi Administration Building Exterior Repairs - CONSTRUCTION ONLY		175,000								175,000
County Admin Building Interior Painting		100,000								100,000
Delhi Admin Bldg Roof Reinforcement		170,000								170,000
Delhi Admin Building Electrical Equipment and System Replacement		180,000								180,000
Delhi Admin Building Fire Alarm System Replacement		50,000								50,000
Norfolk County Garage Interior Painting		60,000								60,000
Norfolk County Garage Overhead Door Replacement		16,000								16,000
County Administration Building 2 Electrical Replacement			30,000							30,000
County Administration Building Ceiling Replacement			75,000							75,000
County Administration Building Window Restoration			80,000							80,000
Culver Operations Building Interior Renovations			250,000							250,000
Culver Operations Building Overhead Door Replacement			22,000							22,000
Norfolk County Garage Overhead Door Replacement			16,000							16,000
Governor Simcoe Square Pathway Replacement - ENG ONLY			10,000							10,000
Governor Simcoe Square Pathway Replacement - CONSTRUCTION ONLY				100,000						100,000
Norfolk County Garage Overhead Door Replacement				16,000						16,000
Culver Operations Building Brick Repointing				15,000						15,000
County Admin Building Partial Floor Replacement				85,000						85,000
Culver Operations Building Overhead Door Replacement					23,000					23,000
Delhi Administration Building Foundation Repairs					35,000					35,000
Norfolk County Garage Overhead Door Replacement					17,000					17,000
Facilities Operations Building Parking Lot					40,000					40,000

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
CAB / Simcoe Library Fire System Replacement					15,000					15,000
County Admin Building Carpet Replacement						175,000				175,000
Norfolk County Garage Overhead Door Replacement						17,000				17,000
Culver Operations Building Vinyl Siding Replacement						25,000				25,000
Delhi Admin Building Interior Painting							70,000			70,000
County Administration Building 2 Exterior Restoration							45,000			45,000
County Administration Building Brick Repointing							20,000			20,000
Culver Operations Building Overhead Door Replacement							24,000			24,000
Norfolk County Garage Fence Replacement							75,000			75,000
Norfolk County Garage Overhead Door Replacement							17,000			17,000
Facilities Operations Building Interior Painting							50,000			50,000
Norfolk County Garage Overhead Door Replacement								18,000		18,000
Council Chambers Plaster Repairs and Renovation - ENG ONLY								50,000		50,000
County Administration Building Council Chambers North Plaster Repairs - ENG ONLY								30,000		30,000
Council Chambers Plaster Repairs and Renovation - CONSTRUCTION ONLY									450,000	450,000
County Administration Building Council Chambers North Plaster Repairs - CONSTRUCTION ONLY									270,000	270,000
Facilities Operations Building Partial Floor Replacements									40,000	40,000
County Administration Building Partial Brick Repointing									45,000	45,000
Delhi Administration Building Flooring Replacement									160,000	160,000
										-
<b>Annual Admin Buildings Repairs &amp; Maintenance Programs</b>	<b>1,001,000</b>	<b>751,000</b>	<b>483,000</b>	<b>216,000</b>	<b>130,000</b>	<b>217,000</b>	<b>301,000</b>	<b>98,000</b>	<b>965,000</b>	<b>4,162,000</b>

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
<b>County Buildings Repairs &amp; Maintenance</b>										
Norfolk County Garage Exhaust Extraction System	60,000									60,000
Delhi Friendship Centre Exterior Repairs	110,000									110,000
Norfolk County Garage Fuel Kiosk Replacement	25,000									25,000
Access Control System Replacement	350,000									350,000
Courtland Fire Station Electrical Replacements	60,000									60,000
Courtland Fire Station Masonry Repairs	30,000									30,000
Courtland Operations Facility Exterior Repairs	250,000									250,000
Courtland Operations Overhead Door Replacements	15,000									15,000
Delhi Daycare Building Siding Replacement	35,000									35,000
Delhi Fire Station Exterior Repairs	35,000									35,000
Delhi Friendship Centre Parks Storage Siding Replacement	40,000									40,000
Delhi Parks Storage Building Foundation Repairs	20,000									20,000
Dundurn Salt Storage Building Exterior Repairs	50,000									50,000
Facilities Operations Building Roads Storage Building Repairs	160,000									160,000
Facilities Operations Building Storage Building Repairs	35,000									35,000
Langton Arena Fieldhouse Exterior Repairs	20,000									20,000
Langton Fire Station Partial Flooring / Ceiling Replacement	35,000									35,000
Percy Carter Storage Building Exterior Repairs	15,000									15,000
Port Dover Arena Automatic Door Replacements	20,000									20,000
Port Dover Arena Structural Weld Testing	50,000									50,000
Port Dover Scout Hall Interior Renovations	75,000									75,000
Port Dover Scout Hall Siding and Window Replacement	65,000									65,000
Port Rowan EMS Base Exterior Repairs	25,000									25,000
Schellburg Operations Facility Electrical Replacements	90,000									90,000
Simcoe Library Window Replacement	70,000									70,000
Simcoe Lions Park Bleacher Storage Exterior Repairs	15,000									15,000
South Walsingham Quonset Hut Building Repairs	170,000									170,000
St. Williams Fire Station Exterior Repairs	55,000									55,000
Waterford Parks Unheated Storage Building Building Repairs	70,000									70,000
Win-Del Park Storage Building Dugout #1 Replacement	15,000									15,000
Win-Del Park Storage Building Dugout #2 Replacement	15,000									15,000
Win-Del Park Storage Building Dugout #5 Replacement	15,000									15,000
Win-Del Park Storage Building Dugout #6 Replacement	15,000									15,000
Win-Del Park Storage Building Exterior Repairs	25,000									25,000

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Courtland Operations Overhead Door Replacements	15,000									15,000
Fairground Fire Station Electrical Replacements	40,000									40,000
Lawn Bowling Clubhouse & Storage Door/Window Replacement	25,000									25,000
Port Dover Arena Partial Cladding Replacement	35,000									35,000
Port Rowan Fire Station Exterior Repairs	20,000									20,000
Port Rowan Parks Storage Building Overhead Door Replacement	7,000									7,000
St. Williams Fieldhouse Block Repairs	15,000									15,000
Talbot Gardens Arena Brick Repairs	50,000									50,000
Talbot Gardens Arena Door and Window Replacements	20,000									20,000
Villa Nova Operations Facility Structural Coating	40,000									40,000
Vittoria Community Centre Partial Flooring Replacement	90,000									90,000
Waterford Tricenturena Dugout Repairs	15,000									15,000
Waterford Tricenturena Metal Siding Repairs	50,000									50,000
West Roads Operations Facility Overhead Door Replacements	20,000									20,000
West Roads Operations Facility Slab Sealing	65,000									65,000
Win-Del Park Storage Building Dugout #3 Replacement	15,000									15,000
Win-Del Park Storage Building Dugout #4 Replacement	15,000									15,000
Win-Del Park Storage Building Dugout #7 Replacement	15,000									15,000
Win-Del Park Storage Building Dugout #8 Replacement	15,000									15,000
Schellburg Operations Facility Brine Tank Containment System	15,000									15,000
Walsingham Transfer Station Siding Replacement	15,000									15,000
Simcoe Transfer Station Siding Replacement	15,000									15,000
Courtland Community Centre Exterior Repairs	60,000									60,000
Port Dover Community Centre Exterior Repairs - ENG ONLY	10,000									10,000
Langton Parks Storage Exterior Repairs - ENG ONLY	20,000									20,000
Port Rowan Community Centre Exterior Repairs - ENG ONLY	20,000									20,000
Port Dover Community Centre Exterior Repairs - CONSTRUCTION ONLY		90,000								90,000
Langton Parks Storage Exterior Repairs - CONSTRUCTION ONLY		220,000								220,000
Port Rowan Community Centre Exterior Repairs - CONSTRUCTION ONLY		150,000								150,000
Courtland Operations Yard Fuel Kiosk Replacement		25,000								25,000
Exterior Upgrades Port Rowan CC		133,000								133,000
Courtland Fieldhouse Pavillon Repairs		35,000								35,000
Courtland Operations Overhead Door Replacements		15,000								15,000
Langton Arena Water Treatment System Replacement		25,000								25,000
Oakwood Cemetary Building Building Repairs		85,000								85,000

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Port Dover Arena Automatic Door Replacements										20,000
Port Dover Kinsmen Hall Siding Replacement		30,000								30,000
Port Rowan Medical Centre Foundation Repairs		25,000								25,000
Port Rowan Parks Storage Building Overhead Door Replacement		7,000								7,000
Teeterville Fire Station Ceiling Tile Replacement		25,000								25,000
Thompson Park Fieldhouse Interior Renovations		20,000								20,000
Villa Nova Operations Facility Overhead Door Replacements		15,000								15,000
Waterford Tricenturena Structural Anti-Corrison Coating		100,000								100,000
West Roads Operations Facility Overhead Door Replacements		20,000								20,000
West Roads Operations Facility Window & Door Replacement		45,000								45,000
Central Roads Operations Facility Storage Building Interior Painting		25,000								25,000
Loader Storage Garage Exterior Repairs		20,000								20,000
Central Roads Operations Facility Brine Tank Containment System		15,000								15,000
Walsingham Transfer Station Deck Replacement		25,000								25,000
Simcoe Transfer Station Deck Replacement		25,000								25,000
Waterford Fire / EMS Base Partial Block Repointing		15,000								15,000
Port Dover Parks Storage Building Siding Replacements		45,000								45,000
Delhi Community Centre Front Entrance Upgrades - ENG ONLY		30,000								30,000
ACAC / SRC Curtain Wall Replacements - ENG ONLY		15,000								15,000
Delhi Library Exterior Repairs - ENG ONLY		10,000								10,000
Delhi Community Centre Front Entrance Upgrades - CONSTRUCTION ONLY			180,000							180,000
ACAC / SRC Curtain Wall Replacements - CONSTRUCTION ONLY			150,000							150,000
Delhi Library Exterior Repairs - CONSTRUCTION ONLY			25,000							25,000
Courtland Community Centre Walk-In Cooler Replacement			30,000							30,000
Courtland Operations Overhead Door Replacements			16,000							16,000
Courtland Scout Hall Interior Renovations			60,000							60,000
Delhi Parks Storage Building Siding Replacement			30,000							30,000
Fairground Fire Station Overhead Door Replacements			20,000							20,000
Langton Arena Repainting			30,000							30,000
Lawn Bowling Clubhouse & Storage Siding Replacement			50,000							50,000
Port Dover Arena Flooring Replacements			90,000							90,000
Port Dover Beach Washrooms Siding Replacement			30,000							30,000
Port Dover Kinsmen Hall Flooring Replacement			15,000							15,000
Port Rowan Fire Station Overhead Door Replacements			20,000							20,000
Port Rowan Library Exterior Repairs			35,000							35,000

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Port Rowan Parks Storage Building Overhead Door Replacement			7,000							7,000
Schellburg Operations Facility Overhead Door Replacements			15,000							15,000
Villa Nova Operations Facility Overhead Door Replacements			15,000							15,000
Waterford Tricenturena Flooring Replacements			400,000							400,000
West Roads Operations Facility Overhead Door Replacements			20,000							20,000
Villa Nova Operations Facility Brine Tank Containment System			15,000							15,000
Norfolk Arts Centre Plaster Repairs			75,000							75,000
Port Dover Community Centre Duct Insulation Repairs			25,000							25,000
Teeterville Hall Interior Renovation			60,000							60,000
Courtland Fieldhouse Exterior Repairs				25,000						25,000
Courtland Operations Overhead Door Replacements				16,000						16,000
Delhi Arena Floor Replacement				90,000						90,000
Delhi Daycare Building Door/Window Replacement				25,000						25,000
Fairground Fire Station Interior Renovations				50,000						50,000
Fairground Fire Station Overhead Door Replacements				20,000						20,000
Port Dover Arena Automatic Door Replacements				20,000						20,000
Port Dover EMS Base Siding Replacement				35,000						35,000
Port Rowan Fire Station Overhead Door Replacements				20,000						20,000
Port Rowan Medical Centre Door/Window Replacements				65,000						65,000
Schellburg Operations Facility Overhead Door Replacements				15,000						15,000
Villa Nova Operations Facility Overhead Door Replacements				15,000						15,000
West Roads Operations Facility Interior Renovations				50,000						50,000
West Roads Operations Facility Overhead Door Replacements				20,000						20,000
West Roads Operations Facility Brine Tank Containment System				15,000						15,000
Vittoria Community Centre Walk-In Cooler Replacement				30,000						30,000
Port Dover Fire Station Flooring Repairs				15,000						15,000
Courtland Fieldhouse Interior Renovations					50,000					50,000
Delhi Arena Interior Repainting					50,000					50,000
Facilities Operations Building Fence Replacement					100,000					100,000
Facilities Operations Building Overhead Door Replacement					20,000					20,000
Fairground Fire Station Overhead Door Replacements					21,000					21,000
Fairground Fire Station Window Replacement					15,000					15,000
Lawn Bowling Clubhouse Interior Renovations					50,000					50,000
Norfolk County Youth Soccer Park Fieldhouse Renovation					10,000					10,000
Port Dover Arena Overhead Door Replacements					15,000					15,000

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Port Dover Arena Repainting					30,000					30,000
Port Dover Beach Washrooms Interior Renovations					15,000					15,000
Port Dover Fire Station Overhead Door Replacement					20,000					20,000
Port Rowan Fire Station Electrical Replacements					20,000					20,000
Port Rowan Fire Station Overhead Door Replacements					21,000					21,000
Port Rowan Parks Storage Building Repairs					25,000					25,000
Schellburg Operations Facility Overhead Door Replacements					15,000					15,000
Simcoe Kinsmen Park Pavillon Ceiling Replacement					20,000					20,000
Simcoe Lions Park Fieldhouse Interior Renovations					25,000					25,000
Simcoe Memorial Park Scorers Building Exterior Repairs					25,000					25,000
St. Williams Fieldhouse Interior Renovations					25,000					25,000
Talbot Gardens Arena Flooring Replacements					205,000					205,000
Villa Nova Operations Facility Fuel Kiosk Replacement					30,000					30,000
Villa Nova Operations Facility Overhead Door Replacements					16,000					16,000
Waterford Fire / EMS Base Door Replacement					18,000					18,000
Waterford Tricenturena Automatic Door Replacements					20,000					20,000
Waterford Tricenturena Repainting					25,000					25,000
West Roads Operations Facility Overhead Door Replacements					20,000					20,000
Win-Del Park Fieldhouse Block Repairs					20,000					20,000
Win-Del Park Fieldhouse Kitchen Hood Replacement					15,000					15,000
Port Rowan Public Library Window Replacement					20,000					20,000
Simcoe Roads Operations Yard Brine Tank Containment System					15,000					15,000
Port Dover Community Centre Walk-In Cooler Replacement					35,000					35,000
Delhi Daycare Building Interior Renovations						35,000				35,000
Delhi EMS Base Interior Renovations						25,000				25,000
Delhi Friendship Centre Wall Renovation						30,000				30,000
Facilities Operations Building Overhead Door Replacement						20,000				20,000
Fairground Fire Station Overhead Door Replacements						21,000				21,000
Langton Fire Station / EMS Base Interior Renovations						35,000				35,000
Langton Parks Storage Interior Renovations						60,000				60,000
Port Dover Arena Automatic Door Replacements						20,000				20,000
Port Dover EMS Base Interior Renovations						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	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Port Rowan Fire Station Window Replacements						20,000				20,000
Port Rowan Medical Centre Interior Renovations						150,000				150,000
Schellburg Operations Facility Overhead Door Replacements						16,000				16,000
Talbot Gardens Arena Repainting						25,000				25,000
Villa Nova Operations Facilities Fencing						50,000				50,000
Villa Nova Operations Facility Overhead Door Replacements						16,000				16,000
Villa Nova Operations Facility Window&Door Replacement						30,000				30,000
Vittoria Community Centre Door & Window Replacements						50,000				50,000
Waterford Fire / EMS Base Flooring Replacement						25,000				25,000
Waterford Tricenturena Automatic Door Replacements						20,000				20,000
West Roads Operations Facility Overhead Door Replacements						20,000				20,000
ACAC / SRC Exterior Door Replacements						90,000				90,000
ACAC / SRC Floor Replacements						200,000				200,000
Courtland Roads Operations Facility Brine Tank Containment System						15,000				15,000
Central Roads Operations Facility Interior Renovations							50,000			50,000
Courtland Scout Hall Exterior Repairs							75,000			75,000
Facilities Operations Building Overhead Door Replacement							20,000			20,000
Fairground Fire Station Overhead Door Replacements							22,000			22,000
Langton Arena Floor Replacements							70,000			70,000
Langton Arena Overhead Door Replacements							15,000			15,000
Port Dover Arena Overhead Door Replacements							15,000			15,000
Port Dover Fire Station Overhead Door Replacement							21,000			21,000
Port Rowan EMS Base Door/Window Replacement							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
Simcoe Library Brick Repointing							20,000			20,000
St. Williams Fire Station Interior Renovations							80,000			80,000
Talbot Gardens Arena Automatic Door Replacements							12,000			12,000
Talbot Gardens Arena Overhead Door Replacements							15,000			15,000
Teeterville Fire Station Flooring Replacement							60,000			60,000
Teeterville Fire Station Window Replacement							30,000			30,000
Teeterville Fire Station Overhead Door Replacement							20,000			20,000
Thompson Park Fieldhouse Exterior Repairs							35,000			35,000
Villa Nova Operations Facility Overhead Door Replacements							16,000			16,000
Waterford Tricenturena Automatic Door Replacements							20,000			20,000

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
West Roads Operations Facility Overhead Door Replacements							20,000			20,000
Walsh Roads Operations Facility Brine Tank Containment System							15,000			15,000
Courtland Community Centre Interior Renovations								175,000		175,000
Delhi Arena Exterior Repainting								250,000		250,000
Delhi Fire Station Partial Flooring Replacement								40,000		40,000
Facilities Operations Building Overhead Door Replacement								21,000		21,000
Langton Arena Overhead Door Replacements								15,000		15,000
Norview Lodge Window and Door Replacements								2,100,000		2,100,000
Port Dover Arena Automatic Door Replacements								20,000		20,000
Port Dover Community Centre Ceiling Replacement								50,000		50,000
Port Dover Fire Station Overhead Door Replacement								21,000		21,000
Port Rowan Fire Station Interior Renovations								70,000		70,000
Port Rowan Library Repainting								40,000		40,000
Simcoe Kinsmen Park Pavillon Repairs								15,000		15,000
Simcoe Lions Park Fieldhouse Door Replacements								15,000		15,000
Simcoe Lions Park Pavillon Ceiling Panels								40,000		40,000
Talbot Gardens Arena Automatic Door Replacements								12,000		12,000
Talbot Gardens Arena Overhead Door Replacements								15,000		15,000
Teeterville Fire Station Overhead Door Replacement								20,000		20,000
Turkey Point Pavillon Cladding Repairs								25,000		25,000
Villa Nova Operations Facility Overhead Door Replacements								16,000		16,000
Vittoria Community Centre Interior Renovations								200,000		200,000
Vittoria Fire Station Interior Renovations								90,000		90,000
Waterford Lions CC Interior Renovations								160,000		160,000
Waterford Lions CC Window and Door Replacement								20,000		20,000
Waterford Tricenturena Automatic Door Replacements								20,000		20,000
West Roads Operations Facility Overhead Door Replacements								20,000		20,000
Norfolk County Garage Floor Replacements								45,000		45,000
Norfolk County Garage Exterior Repairs - ENG ONLY								10,000		10,000
Norfolk County Youth Soccer Park - Exterior Repairs - ENG ONLY								10,000		10,000
Norfolk Arts Centre - Brick Repointing - ENG ONLY								10,000		10,000
Norfolk County Garage Exterior Repairs - CONSTRUCTION ONLY									35,000	35,000
Norfolk County Youth Soccer Park - Exterior Repairs - CONSTRUCTION ONLY									15,000	15,000
Norfolk Arts Centre - Brick Repointing - CONSTRUCTION ONLY									55,000	55,000
St. Williams Community Centre Interior Renovations									125,000	125,000

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
West Roads Operations Facility Storage Building Replacement									500,000	500,000
Central Roads Operations Facility Storage Building Overhead Door Replacement									30,000	30,000
Schellburg Operations Facility Storage Building Door Replacement									15,000	15,000
Schellburg Operations Facility Ceiling Replacement									40,000	40,000
Simcoe Library Partial Flooring Replacement									40,000	40,000
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
Delhi Friendship Centre Electrical Replacements									20,000	20,000
Port Dover Kinsmen Hall Lighting Replacements									15,000	15,000
South Walsingham Hall Accessible Entrance									75,000	75,000
St. Williams Community Centre Lighting Replacements									25,000	25,000
Vittoria Community Centre Lighting Replacement									60,000	60,000
Waterford Lions CC Lighting Replacements									15,000	15,000
Courtland Scout Hall Lighting Replacements									25,000	25,000
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 Electrical Replacements									60,000	60,000
St. Williams Fire Station Electrical Replacements									15,000	15,000
Delhi Daycare Building Lighting Replacements									15,000	15,000
										-
<b>Annual County Building Repair &amp; Maintenance Programs</b>	<b>2,857,000</b>	<b>1,310,000</b>	<b>1,413,000</b>	<b>526,000</b>	<b>1,011,000</b>	<b>1,109,000</b>	<b>723,000</b>	<b>3,545,000</b>	<b>1,625,000</b>	<b>14,119,000</b>

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
<b>HVAC Replacements</b>										
Norfolk County Archives HVAC Replacement / Upgrade	350,000									350,000
Port Dover Harbour Museum HVAC Replacement/Upgrade	500,000									500,000
Waterford Museum HVAC Replacement/Upgrade	450,000									450,000
Culver Operations Building A/C Replacement	30,000									30,000
Delhi Friendship Centre Rooftop Unit Replacement	25,000									25,000
Port Dover Lions CC Furnace & A/C Replacement	15,000									15,000
Port Rowan Medical Centre HVAC Replacement	35,000									35,000
Vittoria Fire Station HVAC Replacement	45,000									45,000
Waterford CC Furnace & A/C Replacement	15,000									15,000
WHAM Storage Room Furnace & A/C Replacement	25,000									25,000
Delhi Arena Partial HVAC Replacement	220,000									220,000
Teeterville Hall HVAC Replacement	60,000									60,000
St. Williams Fire Station Furnace & A/C Replacement	20,000									20,000
Norfolk County Archives Rooftop Unit Replacement	25,000									25,000
West Roads Operations Building HVAC Replacement	35,000									35,000
County Administration Building Heat Pump Replacements	40,000									40,000
Delhi Pool Boiler System Replacement	85,000									85,000
Langton Fire Station / EMS Base Heater Replacement	15,000									15,000
Port Dover Kinsmen Hall Furnace & A/C Replacement	15,000									15,000
Port Dover Scout Hall Furnace & A/C Replacement	15,000									15,000
Port Rowan Fire Station Furnace & A/C Replacement	15,000									15,000
Talbot Gardens Arena Hydronic Radiator Replacements	80,000									80,000
Port Dover Lions CC HVAC Replacement - ENG ONLY	10,000									10,000
Port Dover Lions CC HVAC Replacement - CONSTRUCTION ONLY		95,000								95,000
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
WHAM HVAC Replacement		65,000								65,000
Courtland Scout Hall HVAC Replacement				40,000						40,000
South Walsingham Hall HVAC Replacement				45,000						45,000
Villa Nova Operations Yard Tube Heater Replacement				40,000						40,000

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Vittoria CC HVAC Replacement				80,000						80,000
Langton Community Centre Partial Soffit Replacement				30,000						30,000
Norfolk County Garage HVAC Replacement					120,000					120,000
Waterford Arena HVAC Replacement					110,000					110,000
Central Roads Operations Yard Furnace & A/C Replacement					16,000					16,000
Delhi Fire Station HVAC Replacement					16,000					16,000
Port Dover Arena Parks Storage Furnace & A/C Replacement					15,000					15,000
Simcoe Recreation Centre / ACAC ERV Replacement					30,000					30,000
Port Dover Kinsmen Fieldhouse Exterior Repairs					50,000					50,000
Facilities Operations Building Rooftop Unit Replacement - ENG ONLY					10,000					10,000
Facilities Operations Building Rooftop Unit Replacement - CONSTRUCTION ONLY						35,000				35,000
County Administration Building Heat Pump Replacements						32,000				32,000
Delhi Arena Boiler Replacement						150,000				150,000
Port Rowan Branch Library HVAC Replacement						45,000				45,000
Talbot Gardens Arena Spectator Heating Replacement						60,000				60,000
ACAC Natatorium HVAC Replacement							15,000			15,000
Simcoe Recreation Centre / ACAC HVAC Replacement							150,000			150,000
Simcoe Recreation Centre / ACAC Water Heater Replacement							70,000			70,000
Teeterville Pioneer Museum HVAC Replacement							15,000			15,000
Courtland Operations Yard Furnace & A/C Replacement - ENG ONLY							5,000			5,000
Courtland Operations Yard Furnace & A/C Replacement - CONSTRUCTION ONLY								20,000		20,000
County Administration Building Boiler Replacement								50,000		50,000
Courtland CC Rooftop Unit Replacement								80,000		80,000
Courtland Fire Station HVAC Replacement								20,000		20,000
Delhi Arena Spectator Heating Replacement								60,000		60,000
Delhi Tobacco Museum HVAC Replacement / Upgade								250,000		250,000
Langton Parks Storage Rooftop Unit Replacement								30,000		30,000
Port Rowan EMS Base HVAC Replacement								30,000		30,000
Port Rowan Fire Station Tube Heater Replacement								25,000		25,000
St. Williams Community Centre HVAC Replacement								55,000		55,000
Talbot Gardens Arena Boiler Replacement								350,000		350,000
Vittoria CC Rooftop Unit Replacement								35,000		35,000
Waterford Tricenturena Tube Heater Replacement								20,000		20,000
Facilities Operations Building Furnace & A/C Replacement - ENG ONLY								10,000		10,000
Facilities Operations Building Furnace & A/C Replacement - CONSTRUCTION ONLY									30,000	30,000

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
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
St. Williams Fire Station Overhead Door Replacements									40,000	40,000
										-
<b>Annual HVAC Replacement Programs</b>	<b>2,125,000</b>	<b>875,000</b>	<b>-</b>	<b>235,000</b>	<b>367,000</b>	<b>322,000</b>	<b>255,000</b>	<b>1,035,000</b>	<b>147,000</b>	<b>5,361,000</b>

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
<b>Museum Buildings Repairs &amp; Maintenance</b>										
Port Dover Harbour Museum Net Shanty Building & Structural Repairs	390,000									390,000
Delhi Tobacco Museum Main Entrance Door Replacement	25,000									25,000
Norfolk County Archives Partial Floor Replacement	15,000									15,000
Port Dover Harbour Museum Deck Re-Stain	15,000									15,000
Port Dover Harbour Museum Washroom Renovation	20,000									20,000
Delhi Tobacco Museum Window Replacement	12,000									12,000
Port Dover Harbour Museum Floor Replacement	35,000									35,000
Port Dover Powell Park Pavillon Block Repairs - ENG ONLY	10,000									10,000
Norfolk County Archives North Gable Wall Repairs - ENG ONLY	15,000									15,000
Port Dover Powell Park Pavillon Block Repairs - CONSTRUCTION ONLY		25,000								25,000
Norfolk County Archives North Gable Wall Repairs - CONSTRUCTION ONLY		85,000								85,000
Norfolk County Archives Pipe Insulation Replacement		20,000								20,000
Port Dover Harbour Museum Vinyl Siding Replacement		100,000								100,000
Delhi Tobacco Museum Interior Painting			50,000							50,000
Norfolk County Archives Interior Painting			25,000							25,000
WHAM Window and Door Replacements					100,000					100,000
WHAM Floor Replacement						150,000				150,000
Norfolk County Archives Stucco Replacement							105,000			105,000
Norfolk County Archives Partial Roof Replacement									80,000	80,000
Norfolk County Archives Partial Floor Replacement									40,000	40,000
Port Dover Lighthouse Re-painting									30,000	30,000
										-
<b>Annual Museums Repairs &amp; Maintenance Programs</b>	<b>537,000</b>	<b>230,000</b>	<b>75,000</b>	<b>-</b>	<b>100,000</b>	<b>150,000</b>	<b>105,000</b>	<b>-</b>	<b>150,000</b>	<b>1,347,000</b>

## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
<b>Roof Replacements</b>										
Percy Carter Storage Building Roof Replacement	20,000									20,000
Courtland Community Centre Full Roof Replacement	380,000									380,000
Port Rowan Community Centre Full Roof Replacement	450,000									450,000
Vittoria Community Centre Partial Roof Replacement	300,000									300,000
Waterford Lions CC Roof Replacement	180,000									180,000
Port Dover Community Centre Skylight Replacement	35,000									35,000
West Area Roads Facility Full Roof Replacement	700,000									700,000
Norfolk County Garage Carport Roof Replacement	510,000									510,000
West Roads Operations Yard Storage Building Roof Replacement	70,000									70,000
Win-Del Park Dugout Roof Replacement	35,000									35,000
Delhi Administration Building Roof Replacement - ENG ONLY	10,000									10,000
Delhi Administration Building Roof Replacement - CONSTRUCTION ONLY		500,000								500,000
Teeterville Pioneer Museum Partial Roof Replacement		25,000								25,000
Teeterville Pioner Museum Chapel Roof Replacement		10,000								10,000
Teeterville Pioner Museum Mason House Roof Replacement		25,000								25,000
Thompson Park Fieldhouse Roof Replacement		80,000								80,000
Thompson Park Pavillon Roof Replacement		25,000								25,000
WHAM Full Roof Replacement		50,000								50,000
Port Dover Community Centre Roof Replacement - ENG ONLY		50,000								50,000
WHAM Full Roof Replacement - ENG ONLY			1,350,000							1,350,000
Port Dover Community Centre Roof Replacement - CONSTRUCTION ONLY			575,000							575,000
Delhi Fieldhouse Roof Replacement - CONSTRUCTION ONLY			20,000							20,000
Port Dover EMS Base Roof Replacement			90,000							90,000
Culver Operations Building Full Roof Replacement - ENG ONLY			10,000							10,000
Culver Operations Building Full Roof Replacement - CONSTRUCTION ONLY				1,200,000						1,200,000
Delhi Fire Station Partial Roof Replacement				350,000						350,000
Delhi Daycare Building Roof Replacement					100,000					100,000
Delhi Friendship Centre Roof Replacement					260,000					260,000
Fairground Fire Station Roof Replacement					250,000					250,000
Langton Arena Fieldhouse Roof Replacement					35,000					35,000
Norview Lodge Partial Roof Replacements					100,000					100,000
Port Dover Powell Park Pavillon Roof Replacement					30,000					30,000
Simcoe Lawn Bowling Clubhouse Roof Replacement					40,000					40,000
Simcoe Memorial Park Dugout Roof Replacement					30,000					30,000



## Appendix: Facilities Replacement Program Placeholders

Project	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Waterford Tricenturena Partial Roof Replacement/Repairs					210,000					210,000
County Administration Building Partial Roof Replacement						350,000				350,000
Port Dover Harbour Museum Partial Roof Replacement						200,000				200,000
Simcoe Library Partial Roof Replacement						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
Courtland Fieldhouse Pavillon Roof Replacement								100,000		100,000
Delhi Friendship Centre Parks Storage Roof Replacement								115,000		115,000
Delhi Tobacco Museum Roof Replacement								150,000		150,000
Facilities Operations Building Storage Roof Replacement								30,000		30,000
Norview Lodge Partial Roof Replacements								275,000		275,000
Port Dover Beach Washrooms Roof Replacement								60,000		60,000
Port Rowan Medical Centre Roof Replacement								100,000		100,000
Villa Nova Operations Yard Roof Replacement								250,000		250,000
Villa Nova Operations Yard Salt Storage Roof Replacement								110,000		110,000
Port Dover Arena Roof Replacement - ENG ONLY								10,000		10,000
Port Dover Arena Roof Replacement - CONSTRUCTION ONLY									2,500,000	2,500,000
Waterford Library Partial Roof Replacement									180,000	180,000
Delhi Arena Partial Roof Replacement									90,000	90,000
										-
<b>Annual Roof Replacement Programs</b>	<b>2,690,000</b>	<b>765,000</b>	<b>2,045,000</b>	<b>1,550,000</b>	<b>1,055,000</b>	<b>700,000</b>	<b>600,000</b>	<b>1,200,000</b>	<b>2,770,000</b>	<b>13,375,000</b>
<b>GRAND TOTAL</b>	<b>9,210,000</b>	<b>3,931,000</b>	<b>4,016,000</b>	<b>2,527,000</b>	<b>2,663,000</b>	<b>2,498,000</b>	<b>1,984,000</b>	<b>5,878,000</b>	<b>5,657,000</b>	<b>38,364,000</b>

## Appendix: Marinas Capital Summary

Project	Year	Cost	Project Summary
5332543 Port Dover Harbour Marina A/C Installation	2025	\$ 25,000	This project includes the installation of an air-conditioning system at the Port Dover Harbour Marina site office due to increased frequency of heat events. This project was added to the Capital Plan following Council's decision to maintain ownership of the Marinas. <i>(Capital Business Case Provided)</i>
7632304 PRHM Dredging	2025	\$ 410,000	The plan for this project includes the dredging on both west and east side for seasonal slips and boathouses, removing the sediment that has built up from storm surges and due to lower water levels. Using the approved engineering budget for this project, the situation will be revised in the spring as lake factors may lead to this work not needing to occur as early as 2025.
7632504 PDHM Sewer Inspection & Cleanout	2025	\$ 20,000	This project involves inspecting aged sewer lines and pipes which are likely in need of replacement due to rusting out over the years.
7632402 PRHM East Side Dock Replacement	2026	\$ 200,000	This project includes the replacement of 14 seasonal dock fingers which are beyond their expected service life and in poor condition due to high water levels of recent years causing damage.
7632401 PDHM Minor Dock Rehabs	2026	\$ 77,000	This project includes the replacement of necessary boards, paint, electrical, etc. as some docks are nearing end of service life as a result of age and normal wear and tear. This minor rehab is being planned to resolve only immediate concerns until full replacement in 2031/2032.
7632403 PDHM Washroom/Shower Floor Replacements	2026	\$ 105,000	This project includes the replacement of the tile flooring due to safety concerns as the current tiles are cracked and chipped, and the grout is stained or discolored, which causes it to be difficult to clean.
7632502 PDHM Pavilion Refurbishment	2026	\$ 100,000	This project includes the replacement of the roof, eavestroughs, garage doors, extension of roof over barbeque area, and hydro upgrades. These replacements are required due to age and condition.
7632606 PDHM Roof Recoating	2026	\$ 25,000	This project includes the recoating of the marina roof to maintain and extend the life of the facility to ensure a full replacement does not become required in the short-medium term. This was a consultant recommendation identified in the 2023 Building Condition Assessment for this facility.
7632303 PRHM Lighting for the Pier	2026	\$ 40,000	This project includes new light installations along the marina pier to make for a more safe environment and more aesthetically pleasing for users.
7632601 PDHM Utility Task Vehicle (UTV)	2027	\$ 20,000	This project includes the replacement of current UTV with a similar type vehicle, as the existing unit is scheduled for replacement due to age.
7632602 PDHM Riding Lawn Mower	2027	\$ 25,000	This project includes the replacement of current mower with similar 48" cut, 2 wheel drive unit with rear blade attachment, aerator, and rake as the existing unit is scheduled for replacement due to age
7632603 PDHM Compact Utility Tractor & Attachments	2027	\$ 50,000	This project includes the replacement of the existing compact utility tractor and attachments, which has reached its service life expectation. Maintaining this asset is costly, and continuous downtime due to break downs have been impacting service levels.
7632605 PRHM Resurface Parking Area & Roadway	2027	\$ 15,000	This project includes resurfacing existing parking areas & roadways to ensure the longevity of these assets.
7632704 PDHM Exterior Repairs	2027	\$ 11,000	This project includes repairs to the exterior due to deficiencies in the exterior structure (metal siding). This project was identified in the 2023 Building Condition Assessment for this facility.
7632705 PRHM Exterior Repairs	2027	\$ 15,000	This project includes repairs to the exterior due to deficiencies in the exterior structure (step cracking). This project was identified in the 2023 Building Condition Assessment for this facility.

## Appendix: Marinas Capital Summary

Project	Year	Cost	Project Summary
7633101 PDHM Dock 1 & Dock 2 Full Replacement	2028/2029	\$ 4,700,000	This project includes full replacement of Docks 1 & 2 including hydro boxes, chains, anchors, water lines, and all associated hardware. These docks were constructed in approximately 1985 and were expected to remain in service for 40-45 years prior to requiring major rehabilitation/replacement.
7631706 PDHM Wastewater System	2028/2029	\$ 3,194,000	This project includes the purchase and installation of a sewage pumping system as the current harbour basin solution is not acceptable to properly remove waste and waste water from the marina.
7632901 PDHM Purchase Travel Lift	2029	\$ 500,000	This project includes the purchase of a travel lift for the launch of sailboats and large powerboats. This project remains identified in the Proposed 2025-2034 Levy Capital Plan due to uncertainties surrounding long-term arrangements with current operator, which may require a County purchase to maintain this service. <i>(Future Cost-Benefit Analysis Required)</i>
7632903 PRHM HVAC Replacement	2029	\$ 11,000	This project includes the replacement of existing HVAC equipment. This project was identified in the 2023 Building Condition Assessment for this facility, as heating was noted to be deficient, cooling of the central area provided from a fan, and only window ventilation in the washroom.
7632702 PDHM Resurface Roadways/Parking - North, West and East	2030	\$ 300,000	This project includes resurfacing existing parking areas & roadways to ensure the longevity of these assets. This location has been affected by weather impacts, higher traffic flows, land shifts, as well as increased wear & tear from the travel lift.
7633001 PDHM Water Heater Replacement	2030	\$ 15,000	This project includes the replacement of a water heater replacement which has surpassed its expected service life. This project was identified in the 2023 Building Condition Assessment for this facility.
7633102 PDHM Dock 3 & Dock 4 Full Replacement	2031/2032	\$ 4,700,000	This project includes full replacement of Docks 1 & 2 including hydro boxes, chains, anchors, water lines, and all associated hardware. These docks were constructed in approximately 1985 and were expected to remain in service for 40-45 years prior to requiring major rehabilitation/replacement.
7633201 PDHM Interior Painting	2032	\$ 30,000	This project includes painting the interior of the facility to address peeling paint and ceiling stains. This project was identified in the 2023 Building Condition Assessment for this facility.
7633301 PDHM Flooring Replacements	2033	\$ 25,000	This project includes full flooring replacements in the primary building. This project was identified in the 2023 Building Condition Assessment for this facility.
7633401 PDHM Washroom Roof Repairs	2034	\$ 80,000	This project includes repairs to the metal roofing which requires minor interventions to extend the service life of the roof (such as caulking replacements). This project was identified in the 2023 Building Condition Assessment for this facility.
7633402 PDHM Door Replacements	2034	\$ 35,000	This project includes the replacement of doors which are in poor condition with faded paint and rust, leading to water infiltration. This was a consultant recommendation identified in the 2023 Building Condition Assessment for this facility.
<b>Total 2025-2034 Marinas Capital</b>		<b>\$ 14,728,000</b>	

## SECTION 6

# Capital Reserves & Development Charges Reserve Funds

### Summary of Levy-Related Reserves & Reserve Funds

Reserve/Reserve Fund	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Ambulance Development Charge Reserve Fund	297,573	387,908	433,584	481,791	532,631	318,119	11,766	(239,695)	(218,145)	(970,971)	(1,465,678)	(2,305,658)	
Ambulance Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0	
Fire Development Charge Reserve Fund	2,523,264	2,710,855	2,974,794	3,253,109	3,546,472	2,277,619	2,540,869	1,161,921	1,389,938	1,364,928	1,011,124	(2,836,813)	
Fire Protection Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0	
General Government Development Charge Reserve Fund	87,439	(263,085)	(400,264)	(402,042)	(403,396)	(404,301)	(404,730)	(458,583)	(516,065)	(578,450)	(818,728)	(899,969)	
Library Development Charge Reserve Fund	144,910	188,201	152,802	118,292	84,810	52,500	20,473	62,523	109,042	159,165	214,178	273,340	
Library Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0	
Parking Development Charge Reserve Fund	653,207	712,065	709,631	772,380	838,440	473,534	529,661	588,940	651,496	717,459	787,066	860,463	
Parks & Recreation Development Charge Reserve Fund	3,988,044	3,917,922	4,323,095	4,498,951	4,512,522	4,960,413	5,414,042	4,323,745	2,898,074	1,722,741	508,467	(760,539)	
Parks & Recreation Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0	
Roads & Related Development Charge Reserve Fund	2,721,960	2,473,531	1,311,985	997,904	798,788	247,629	(16,677)	(409,545)	(820,704)	(812,396)	(1,041,663)	(1,309,258)	
Roads & Related Post DC Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Levy DC Reserve Funds</b>	<b>10,416,399</b>	<b>10,127,395</b>	<b>9,505,627</b>	<b>9,720,386</b>	<b>9,910,267</b>	<b>7,925,513</b>	<b>8,095,404</b>	<b>5,029,306</b>	<b>3,493,635</b>	<b>1,602,476</b>	<b>(805,234)</b>	<b>(6,978,434)</b>	
CCBF Reserve Fund	10,070,425	4,925,888	4,497,098	1,782,677	1,632,551	1,604,887	2,393,178	2,349,821	3,815,144	8,763,501	13,907,318	19,254,315	
Cemeteries Reserve	181,368	102,949	148,596	197,709	138,262	190,501	246,675	186,460	246,424	310,835	250,036	319,060	
Drains Construction Reserve	4,990,791	0	0	0	0	0	0	0	0	0	0	0	
Facilities Reserve	9,607,166	10,611,210	13,623,281	3,896,442	1,374,887	1,088,343	4,219,895	6,537,202	8,325,254	13,217,402	12,833,150	15,519,579	
Fleet Reserve	9,449,434	1,850,200	2,336,484	2,325,553	3,128,118	2,664,258	947,980	2,225,133	6,754,705	4,454,159	9,150,780	8,643,733	
General Capital Replacement Reserve	2,622,369	3,566,712	2,341,694	2,613,817	923,613	3,210,613	6,542,315	11,702,291	16,682,198	21,826,172	27,764,704	34,173,255	
Land Reserve	3,763,265	3,844,796	3,887,518	4,257,291	4,650,297	5,067,872	5,511,296	5,982,006	6,481,393	7,011,004	7,572,450	8,167,403	
Library Reserve	804,275	146,019	223,512	312,798	414,967	531,150	663,565	808,279	970,663	1,147,985	1,342,603	1,556,031	
Marinas Reserve	2,759,563	2,818,670	2,646,224	2,378,921	2,536,194	2,439,700	2,226,297	2,217,043	2,336,217	2,646,376	2,983,964	3,251,727	
New/Incremental Capital Reserve	13,115,773	0	660,300	520,300	186,700	0	0	0	0	0	0	0	
OCIF Reserve Fund	1,309,287	2,537,409	2,491,801	2,787,941	3,169,083	3,451,031	2,561,610	5,594,707	8,307,825	10,754,292	13,297,395	15,940,950	
Parking Reserve Fund	90,274	5,482	5,699	5,924	6,158	6,401	6,654	6,916	7,190	7,474	7,769	8,076	
Parkland Reserve Fund	721,702	458,041	375,302	364,139	350,456	369,496	379,933	400,138	421,141	442,974	465,669	489,260	
Roadway Construction Reserve	18,213,227	6,290,084	4,745,924	3,261,561	4,354,321	8,972,570	13,314,092	10,665,574	10,442,582	13,503,398	15,686,261	18,287,883	
Social Housing Capital Loan Reserve (Closed in 2024)	614,599	0	0	0	0	0	0	0	0	0	0	0	
Social Housing Norfolk Reserve	636,710	732,211	1,001,050	1,040,383	1,081,270	1,124,084	1,168,070	1,214,625	1,262,186	1,312,355	1,363,777	1,444,257	
<b>Levy Capital Reserves</b>	<b>78,950,227</b>	<b>37,889,671</b>	<b>38,984,484</b>	<b>25,745,454</b>	<b>23,946,876</b>	<b>30,720,905</b>	<b>40,181,558</b>	<b>49,890,194</b>	<b>66,052,922</b>	<b>85,397,928</b>	<b>106,625,875</b>	<b>127,055,529</b>	

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

**Approved Fund Purpose:**

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

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)											
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	<b>246,484</b>	<b>297,573</b>	<b>387,908</b>	<b>433,584</b>	<b>481,791</b>	<b>532,631</b>	<b>318,119</b>	<b>11,766</b>	<b>-239,695</b>	<b>-218,145</b>	<b>-970,971</b>	<b>-1,465,678</b>		
<b>Sources</b>														
Development Charges	27,806	28,500	29,200	29,900	30,600	31,400	32,200	33,000	33,800	34,600	35,500	36,400		
Exempt Development Charges	10,363													
Proposed Debt Proceeds									5,866,000					
Interest Earned	12,919	14,740	16,476	18,308	20,239	12,088	447							
<b>Uses</b>														
Capital Commitments		53,974	0	0	0	-258,000	-339,000	-271,000	0	-285,000	0	-299,000		
Capital Actuals		-6,879												
Levy Actuals		0												
Other Commitments										-5,866,000				
Proposed Debt Payments											-447,897	-447,897	-447,897	
Interest Charged									-13,461	-12,251	-54,528	-82,310	-129,482	
<b>Closing Balance</b>	<b>297,573</b>	<b>387,908</b>	<b>433,584</b>	<b>481,791</b>	<b>532,631</b>	<b>318,119</b>	<b>11,766</b>	<b>-239,695</b>	<b>-218,145</b>	<b>-970,971</b>	<b>-1,465,678</b>	<b>-2,305,658</b>		
<b>Audited G/L Balance</b>	297,573													
	-0													

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed collections grow at 2.5%

**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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	Actuals	Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Sources</b>												
Transfer to DC Fund												
Interest Earned												
<b>Uses</b>												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
Interest Charged												
<b>Closing Balance</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Audited G/L Balance</b>	0											
	0											

**NOTES**

Forecast based on Proposed 2025-2034 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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>2,215,096</b>	<b>2,523,264</b>	<b>2,710,855</b>	<b>2,974,794</b>	<b>3,253,109</b>	<b>3,546,472</b>	<b>2,277,619</b>	<b>2,540,869</b>	<b>1,161,921</b>	<b>1,389,938</b>	<b>1,364,928</b>	<b>1,011,124</b>	<b>1,011,124</b>
<b>Sources</b>													
Development Charges	143,601	147,200	150,900	154,700	158,600	162,600	166,700	170,900	175,200	179,600	184,100	188,700	
Exempt Development Charges	53,172												
Proposed Debt Proceeds									3,359,000	4,189,000			
Interest Earned	111,394	103,010	113,039	123,615	134,763	86,547	96,551	44,152	52,816	51,866	38,422		
<b>Uses</b>													
Capital Commitments		-55,740	0	0	0	-1,518,000	0	-1,594,000	0	0	0	-3,301,000	
Capital Actuals		-6,879											
Levy Actuals		0											
Other Commitments									-3,359,000	-4,189,000			
Proposed Debt Payments										-256,476	-576,326	-576,326	
Interest Charged												-159,311	
<b>Closing Balance</b>	<b>2,523,264</b>	<b>2,710,855</b>	<b>2,974,794</b>	<b>3,253,109</b>	<b>3,546,472</b>	<b>2,277,619</b>	<b>2,540,869</b>	<b>1,161,921</b>	<b>1,389,938</b>	<b>1,364,928</b>	<b>1,011,124</b>	<b>-2,836,813</b>	
<b>Audited G/L Balance</b>	<b>2,523,264</b>												
		<b>0</b>											

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed collections grow at 2.5%



**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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	Actuals	Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Sources</b>												
Transfer to DC Fund												
Interest Earned												
<b>Uses</b>												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
Interest Charged												
<b>Closing Balance</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Audited G/L Balance</b>	0											
	0											

**NOTES**

Forecast based on Proposed 2025-2034 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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	Actuals	Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	<b>118,734</b>	<b>87,439</b>	<b>-263,085</b>	<b>-400,264</b>	<b>-402,042</b>	<b>-403,396</b>	<b>-404,301</b>	<b>-404,730</b>	<b>-458,583</b>	<b>-516,065</b>	<b>-578,450</b>	<b>-818,728</b>
<b>Sources</b>												
Development Charges	19,298	19,800	20,300	20,800	21,300	21,800	22,300	22,900	23,500	24,100	24,700	25,300
Exempt Development Charges	7,081											
Interest Earned	4,500											
<b>Uses</b>												
Capital Commitments		-315,308	-135,000	0	0	0	0	-51,000	-52,000	-54,000	-219,000	-56,000
Capital Actuals	-62,173	-40,243										
Levy Actuals		0										
Levy Commitments												
Interest Charged		-14,775	-22,478	-22,578	-22,654	-22,705	-22,729	-25,753	-28,981	-32,485	-45,979	-50,541
<b>Closing Balance</b>	<b>87,439</b>	<b>-263,085</b>	<b>-400,264</b>	<b>-402,042</b>	<b>-403,396</b>	<b>-404,301</b>	<b>-404,730</b>	<b>-458,583</b>	<b>-516,065</b>	<b>-578,450</b>	<b>-818,728</b>	<b>-899,969</b>
<b>Audited G/L Balance</b>	87,439											
	0											

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan

Assumed collections grow at 2.5%

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

**Approved Fund Purpose:**

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

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>114,371</b>	<b>144,910</b>	<b>188,201</b>	<b>152,802</b>	<b>118,292</b>	<b>84,810</b>	<b>52,500</b>	<b>20,473</b>	<b>62,523</b>	<b>109,042</b>	<b>159,165</b>	<b>214,178</b>	<b>273,340</b>
<b>Sources</b>													
Development Charges	122,803	125,900	129,000	132,200	135,500	138,900	142,400	146,000	149,700	153,400	157,200	161,100	
Exempt Development Charges	31,352												
Proposed Debt Proceeds		646,000											
Interest Earned	5,859	7,151	5,806	4,495	3,223	1,995	778	2,376	4,143	6,048	8,139	10,387	
<b>Uses</b>													
Capital Commitments		613	-51,000	-52,000	-53,000	-54,000	-56,000	-57,000	-58,000	-60,000	-61,000	-63,000	
Capital Actuals		-20,495											
Levy Actuals	-58,974	0											
Other Commitments		-646,000											
Proposed Debt Repayment			-49,325	-49,325	-49,325	-49,325	-49,325	-49,325	-49,325	-49,325	-49,325	-49,325	-49,325
Debt Principal	-59,595	-60,475	-62,015	-63,594	-65,213	-66,873	-68,576						
Debt Interest	-10,906	-9,405	-7,865	-6,286	-4,667	-3,007	-1,304						
Interest Charged													
<b>Closing Balance</b>	<b>144,910</b>	<b>188,201</b>	<b>152,802</b>	<b>118,292</b>	<b>84,810</b>	<b>52,500</b>	<b>20,473</b>	<b>62,523</b>	<b>109,042</b>	<b>159,165</b>	<b>214,178</b>	<b>273,340</b>	
<b>Audited G/L Balance</b>	144,910												
	0												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed collections grow at 2.5%

**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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	Actuals	Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Sources</b>												
Transfer to DC Fund												
Interest Earned												
<b>Uses</b>												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
Interest Charged												
<b>Closing Balance</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Audited G/L Balance</b>	0											
	0											

**NOTES**

Forecast based on Proposed 2025-2034 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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>581,780</b>	<b>653,207</b>	<b>712,065</b>	<b>709,631</b>	<b>772,380</b>	<b>838,440</b>	<b>473,534</b>	<b>529,661</b>	<b>588,940</b>	<b>651,496</b>	<b>717,459</b>	<b>787,066</b>	<b>860,463</b>
<b>Sources</b>													
Development Charges	31,059	31,800	32,600	33,400	34,200	35,100	36,000	36,900	37,800	38,700	39,700	40,700	
Exempt Development Charges	11,402												
Interest Earned	28,967	27,058	26,965	29,350	31,860	17,994	20,127	22,379	24,756	27,263	29,908	32,697	
<b>Uses</b>													
Capital Commitments		0	-62,000	0	0	-418,000	0	0	0	0	0	0	0
Capital Actuals		0											
Levy Actuals		0											
Interest Charged													
<b>Closing Balance</b>	<b>653,207</b>	<b>712,065</b>	<b>709,631</b>	<b>772,380</b>	<b>838,440</b>	<b>473,534</b>	<b>529,661</b>	<b>588,940</b>	<b>651,496</b>	<b>717,459</b>	<b>787,066</b>	<b>860,463</b>	
<b>Audited G/L Balance</b>	653,207												
	0												

**NOTES**  
Forecast based on Proposed 2025-2034 Capital Plan  
Assumed collections grow at 2.5%

**Parks & Recreation Development Charge Reserve Fund**

10-03-9905-2905

**Approved Fund Purpose:**

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

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)											
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	<b>3,522,280</b>	<b>3,988,044</b>	<b>3,917,922</b>	<b>4,323,095</b>	<b>4,498,951</b>	<b>4,512,522</b>	<b>4,960,413</b>	<b>5,414,042</b>	<b>4,323,745</b>	<b>2,898,074</b>	<b>1,722,741</b>	<b>508,467</b>		
<b>Sources</b>														
Development Charges	229,287	235,000	240,900	246,900	253,100	259,400	265,900	272,500	279,300	286,300	293,500	300,800		
Exempt Development Charges	58,534													
Proposed Debt Proceeds								20,000,000						
Interest Earned	177,944	148,877	164,273	170,956	171,472	188,491	205,728	164,298	110,124	65,462	19,321			
<b>Uses</b>														
Capital Commitments		0	0	-242,000	-411,000	0	-18,000	0	-288,000	0	0	0	0	0
Capital Actuals		-454,000												
Levy Actuals		0												
Other Commitments								-20,000,000						
Proposed Debt Repayments									-1,527,095	-1,527,095	-1,527,095	-1,527,095	-1,527,095	-1,527,095
Interest Charged														-42,711
<b>Closing Balance</b>	<b>3,988,044</b>	<b>3,917,922</b>	<b>4,323,095</b>	<b>4,498,951</b>	<b>4,512,522</b>	<b>4,960,413</b>	<b>5,414,042</b>	<b>4,323,745</b>	<b>2,898,074</b>	<b>1,722,741</b>	<b>508,467</b>	<b>-760,539</b>		
<b>Audited G/L Balance</b>	<b>3,988,044</b>	<b>0</b>												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed collections grow at 2.5%

**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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	Actuals	Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Sources</b>												
Transfer to DC Fund												
Interest Earned												
<b>Uses</b>												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
Interest Charged												
<b>Closing Balance</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Audited G/L Balance</b>	0											
	0											

**NOTES**

Forecast based on Proposed 2025-2034 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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>2,772,950</b>	<b>2,721,960</b>	<b>2,473,531</b>	<b>1,311,985</b>	<b>997,904</b>	<b>798,788</b>	<b>247,629</b>	<b>-16,677</b>	<b>-409,545</b>	<b>-820,704</b>	<b>-812,396</b>	<b>-1,041,663</b>	<b>-1,041,663</b>
<b>Sources</b>													
Development Charges	395,602	405,500	415,600	426,000	436,600	447,500	458,700	470,200	482,000	494,000	506,300	519,000	
Exempt Development Charges	145,887												
Proposed Debt Proceeds				826,000									
Interest Earned	130,864	93,992	49,854	37,919	30,353	9,410							
<b>Uses</b>													
Capital Commitments		-725,555	-1,627,000	-778,000	-603,000	-945,000	-659,000	-777,000	-784,000	-377,000	-614,000	-650,000	
Capital Actuals	-723,343	-22,366											
Levy Actuals	0	0											
Other Commitments				-826,000									
Proposed Debt Repayments					-63,069	-63,069	-63,069	-63,069	-63,069	-63,069	-63,069	-63,069	
Interest Charged							-937	-22,999	-46,090	-45,623	-58,498	-73,526	
<b>Closing Balance</b>	<b>2,721,960</b>	<b>2,473,531</b>	<b>1,311,985</b>	<b>997,904</b>	<b>798,788</b>	<b>247,629</b>	<b>-16,677</b>	<b>-409,545</b>	<b>-820,704</b>	<b>-812,396</b>	<b>-1,041,663</b>	<b>-1,309,258</b>	
<b>Audited G/L Balance</b>	<b>2,721,960</b>												
	<b>0</b>												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
 Assumed collections grow at 2.5%



**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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	Actuals	Budget	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Sources</b>												
Transfer to DC Fund												
Interest Earned												
<b>Uses</b>												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
Interest Charged												
<b>Closing Balance</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Audited G/L Balance</b>	0											
	0											

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan

**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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>9,533,129</b>	<b>10,070,425</b>	<b>4,925,888</b>	<b>4,497,098</b>	<b>1,782,677</b>	<b>1,632,551</b>	<b>1,604,887</b>	<b>2,393,178</b>	<b>2,349,821</b>	<b>3,815,144</b>	<b>8,763,501</b>	<b>13,907,318</b>	<b>19,254,315</b>
<b>Sources</b>													
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
Grant	4,238,954	4,238,954	4,260,325	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
Interest Earned	401,375	187,179	170,885	67,740	62,035	60,984	90,938	89,291	144,972	333,005	528,465	731,645	
<b>Uses</b>													
Capital Commitments		-9,268,871	-4,860,000	-7,220,000	-4,650,000	-4,704,000	-3,918,000	-4,748,000	-3,295,000	0	0	0	0
Capital Actuals	-4,103,033	-301,799											
Levy Actuals	0	0											
Interest Charged													
<b>Closing Balance</b>	<b>10,070,425</b>	<b>4,925,888</b>	<b>4,497,098</b>	<b>1,782,677</b>	<b>1,632,551</b>	<b>1,604,887</b>	<b>2,393,178</b>	<b>2,349,821</b>	<b>3,815,144</b>	<b>8,763,501</b>	<b>13,907,318</b>	<b>19,254,315</b>	
<b>Audited G/L Balance</b>	10,070,425												
		-0											

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Grant forecast per AMO until 2028 and held constant thereafter

**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	Approved Budget	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Opening Balance</b>	<b>156,277</b>	<b>181,368</b>	<b>102,949</b>	<b>148,596</b>	<b>197,709</b>	<b>138,262</b>	<b>190,501</b>	<b>246,675</b>	<b>186,460</b>	<b>246,424</b>	<b>310,835</b>	<b>250,036</b>
<b>Sources</b>												
Levy Contributions	0	40,000	40,000	41,600	43,300	45,000	46,800	48,700	50,600	52,600	54,700	56,900
Marker Revenues	17,675											
Interest Earned	7,415	3,912	5,646	7,513	5,254	7,239	9,373	7,085	9,364	11,811	9,501	12,124
<b>Uses</b>												
Capital Commitments		-120,000	0	0	-108,000	0	0	-116,000	0	0	-125,000	0
Capital Actuals	0	-2,330										
Levy Actuals	0	0										
Interest Charged												
<b>Closing Balance</b>	<b>181,368</b>	<b>102,949</b>	<b>148,596</b>	<b>197,709</b>	<b>138,262</b>	<b>190,501</b>	<b>246,675</b>	<b>186,460</b>	<b>246,424</b>	<b>310,835</b>	<b>250,036</b>	<b>319,060</b>
<b>Audited G/L Balance</b>	181,368											
	0											

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed contributions grow at 4%

**Drains Construction Reserve**  
10-05-9990-2990

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

	Audited Actuals	Approved Budget	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>3,573,808</b>	<b>4,990,791</b>	0	0	0	0	0	0	0	0	0	0	0
<b>Sources</b>													
Levy Contributions	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Allowance	85,578												
Deferred Debt Payments	964,900												
Interest Earned	0	0											
<b>Uses</b>													
Capital Commitments		-3,258,302	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000
Capital Actuals	-133,496	-90,435											
Levy Actuals	0	0											
Identified Allowances		-2,142,054											
Interest Charged													
<b>Closing Balance</b>	<b>4,990,791</b>	<b>0</b>	0	0	0	0	0	0	0	0	0	0	0
<b>Audited G/L Balance</b>	4,990,791												
	0												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed contributions remain constant until commitments better identified

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

**Approved Fund Purpose:**

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

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>10,050,914</b>	<b>9,607,166</b>	<b>10,611,210</b>	<b>13,623,281</b>	<b>3,896,442</b>	<b>1,374,887</b>	<b>1,088,343</b>	<b>4,219,895</b>	<b>6,537,202</b>	<b>8,325,254</b>	<b>13,217,402</b>	<b>12,833,150</b>	<b>12,833,150</b>
<b>Sources</b>													
Levy Contributions	2,248,600	4,740,000	5,892,400	6,128,100	6,373,200	6,628,100	6,893,200	7,168,900	7,455,700	7,753,900	8,064,100	8,386,700	
Deferred Debt Payments	197,800												
Debt Avoidance		2,332,429											
Interest Earned	140,812	403,216	517,672	148,061	52,244	41,356	160,352	248,407	316,352	502,249	487,647	589,729	
<b>Uses</b>													
Capital Commitments		-5,175,369	-3,398,000	-16,003,000	-8,947,000	-6,956,000	-3,922,000	-5,100,000	-5,984,000	-3,364,000	-8,936,000	-6,290,000	
Capital Actuals	-3,030,959	-432,175											
Levy Actuals	0	0											
PY Land Sale For Recreation Purposes		-864,057											
Interest Charged													
<b>Closing Balance</b>	<b>9,607,166</b>	<b>10,611,210</b>	<b>13,623,281</b>	<b>3,896,442</b>	<b>1,374,887</b>	<b>1,088,343</b>	<b>4,219,895</b>	<b>6,537,202</b>	<b>8,325,254</b>	<b>13,217,402</b>	<b>12,833,150</b>	<b>15,519,579</b>	
<b>Audited G/L Balance</b>	9,607,166												
	0												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed contributions grow at 4%

**Fleet Reserve**  
10-05-9954-2954

**Approved Fund Purpose:** To fund replacement of County vehicles.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)											
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	<b>6,323,375</b>	<b>9,449,434</b>	<b>1,850,200</b>	<b>2,336,484</b>	<b>2,325,553</b>	<b>3,128,118</b>	<b>2,664,258</b>	<b>947,980</b>	<b>2,225,133</b>	<b>6,754,705</b>	<b>4,454,159</b>	<b>9,150,780</b>		
<b>Sources</b>														
Levy Contributions	1,564,600	4,717,100	6,130,500	6,375,700	6,630,700	6,895,900	7,171,700	7,458,600	7,756,900	8,067,200	8,389,900	8,725,500		
T/F EMS Vehicle & Equipment Reserve	661,860													
T/F Fire Vehicle & Equipment Reserve	3,816,229													
Sale of Equipment	52,212													
Deferred Debt Payments	87,300													
Debt Avoidance		725,000												
Interest Earned	130,981	70,306	88,784	88,369	118,865	101,239	36,022	84,553	256,672	169,254	347,721	328,454		
<b>Uses</b>														
Capital Commitments		-11,872,791	-5,733,000	-6,475,000	-5,947,000	-7,461,000	-8,924,000	-6,266,000	-3,484,000	-10,537,000	-4,041,000	-9,561,000		
Capital Actuals	-3,187,123	-1,238,848												
Levy Actuals	0	0												
Interest Charged														
<b>Closing Balance</b>	<b>9,449,434</b>	<b>1,850,200</b>	<b>2,336,484</b>	<b>2,325,553</b>	<b>3,128,118</b>	<b>2,664,258</b>	<b>947,980</b>	<b>2,225,133</b>	<b>6,754,705</b>	<b>4,454,159</b>	<b>9,150,780</b>	<b>8,643,733</b>		
<b>Audited G/L Balance</b>	9,449,434													
	0													

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed contributions grow at 4%

**General Capital Replacement Reserve**  
10-05-9953-2953

**Approved Fund Purpose:**

To fund replacement of general capital equipment not otherwise financed by a different reserve.

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)											
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	<b>-2,130,055</b>	<b>2,622,369</b>	<b>3,566,712</b>	<b>2,341,694</b>	<b>2,613,817</b>	<b>923,613</b>	<b>3,210,613</b>	<b>6,542,315</b>	<b>11,702,291</b>	<b>16,682,198</b>	<b>21,826,172</b>	<b>27,764,704</b>		
<b>Sources</b>														
Levy Contributions	1,955,000	4,208,500	5,070,000	5,272,800	5,483,700	5,703,000	5,931,100	6,168,300	6,415,000	6,671,600	6,938,500	7,216,000		
T/F Solid Waste Reserve Fund	1,879,255													
T/F Energy Conservation Reserve	140,799													
T/F Office Automation Equipment Reserve	521,428													
T/F EMS Vehicle & Equipment Reserve	388,712													
T/F Fire Vehicle & Equipment Reserve	754,105													
Deferred Debt Payments	247,900													
Safe Restart Usage	100,000													
Interest Earned	33,359	135,532	88,982	99,323	35,096	122,000	248,602	444,676	633,907	829,374	1,055,032	1,298,551		
<b>Uses</b>														
Capital Commitments		-2,611,952	-6,384,000	-5,100,000	-7,209,000	-3,538,000	-2,848,000	-1,453,000	-2,069,000	-2,357,000	-2,055,000	-2,106,000		
Capital Actuals	-1,268,133	-787,736												
Levy Actuals	0	0												
Interest Charged														
<b>Closing Balance</b>	<b>2,622,369</b>	<b>3,566,712</b>	<b>2,341,694</b>	<b>2,613,817</b>	<b>923,613</b>	<b>3,210,613</b>	<b>6,542,315</b>	<b>11,702,291</b>	<b>16,682,198</b>	<b>21,826,172</b>	<b>27,764,704</b>	<b>34,173,255</b>		
<b>Audited G/L Balance</b>	<b>2,622,369</b>	<b>0</b>												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed contributions grow at 4%

**Land Reserve**  
**10-05-9986-2986**

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

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>2,554,262</b>	<b>3,763,265</b>	<b>3,844,796</b>	<b>3,887,518</b>	<b>4,257,291</b>	<b>4,650,297</b>	<b>5,067,872</b>	<b>5,511,296</b>	<b>5,982,006</b>	<b>6,481,393</b>	<b>7,011,004</b>	<b>7,572,450</b>	<b>8,167,403</b>
<b>Sources</b>													
Levy Contributions	0	200,000	200,000	208,000	216,300	225,000	234,000	243,400	253,100	263,200	273,700	284,600	
Sale of Land	92,972												
T/F Industrial Land Reserve	1,597,632												
T/F Waterfront Purchase & Development RF	64,535												
Interest Earned		144,701	147,722	161,773	176,707	192,574	209,424	227,310	246,287	266,411	287,746	310,353	
<b>Uses</b>													
Capital Commitments		-78,302	-215,000	0	0	0	0	0	0	0	0	0	
Capital Actuals	-510,602	-52,168											
Levy Actuals	-35,534	0											
Levy Commitments		-132,700	-90,000										
PY Donations for Waterfront Purposes		-36,770											
Interest Charged													
<b>Closing Balance</b>	<b>3,763,265</b>	<b>3,844,796</b>	<b>3,887,518</b>	<b>4,257,291</b>	<b>4,650,297</b>	<b>5,067,872</b>	<b>5,511,296</b>	<b>5,982,006</b>	<b>6,481,393</b>	<b>7,011,004</b>	<b>7,572,450</b>	<b>8,167,403</b>	
<b>Audited G/L Balance</b>	3,763,265												
	0												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed contributions remain constant until commitments better identified



**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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>940,340</b>	<b>804,275</b>	<b>146,019</b>	<b>223,512</b>	<b>312,798</b>	<b>414,967</b>	<b>531,150</b>	<b>663,565</b>	<b>808,279</b>	<b>970,663</b>	<b>1,147,985</b>	<b>1,342,603</b>	<b>1,342,603</b>
<b>Sources</b>													
Levy Contributions	328,500	360,000	360,000	374,400	389,400	405,000	421,200	438,000	455,500	473,700	492,600	512,300	512,300
Surplus/Deficit	117,821												
Interest Earned		5,549	8,493	11,886	15,768	20,183	25,215	30,714	36,884	43,622	51,018	59,128	59,128
<b>Uses</b>													
Capital Commitments		-641,094	-291,000	-297,000	-303,000	-309,000	-314,000	-324,000	-330,000	-340,000	-349,000	-358,000	-358,000
Capital Actuals	-587,386	-313,710											
Levy Actuals	5,000	0											
Levy Commitments		-69,000											
Interest Charged													
<b>Closing Balance</b>	<b>804,275</b>	<b>146,019</b>	<b>223,512</b>	<b>312,798</b>	<b>414,967</b>	<b>531,150</b>	<b>663,565</b>	<b>808,279</b>	<b>970,663</b>	<b>1,147,985</b>	<b>1,342,603</b>	<b>1,342,603</b>	<b>1,556,031</b>
<b>Audited G/L Balance</b>	804,275												
	0												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan

Assumed contributions grow at 4%

**Marinas Reserve**  
**10-05-9939-2939**

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

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>1,993,768</b>	<b>2,759,563</b>	<b>2,818,670</b>	<b>2,646,224</b>	<b>2,378,921</b>	<b>2,536,194</b>	<b>2,439,700</b>	<b>2,226,297</b>	<b>2,217,043</b>	<b>2,336,217</b>	<b>2,646,376</b>	<b>2,983,964</b>	<b>2,983,964</b>
<b>Sources</b>													
Levy Contributions	147,000	182,000	182,000	189,300	196,900	204,800	213,000	221,500	230,400	239,600	249,200	259,200	
T/F Marina Development Charge Reserve Fund	476,075												
Interest Earned	112,384	107,107	100,554	90,397	96,373	92,706	84,597	84,245	88,774	100,560	113,388	123,562	
<b>Uses</b>													
Capital Commitments		-230,000	-455,000	-547,000	-136,000	-394,000	-511,000	-315,000	-200,000	-30,000	-25,000	-115,000	
Capital Actuals	48,230	0											
Levy Actuals		0											
T/F Port Rowan Marina Reserve Fund	-17,893												
Interest Charged													
<b>Closing Balance</b>	<b>2,759,563</b>	<b>2,818,670</b>	<b>2,646,224</b>	<b>2,378,921</b>	<b>2,536,194</b>	<b>2,439,700</b>	<b>2,226,297</b>	<b>2,217,043</b>	<b>2,336,217</b>	<b>2,646,376</b>	<b>2,983,964</b>	<b>3,251,727</b>	
<b>Audited G/L Balance</b>	2,759,563												
	0												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed contributions grow at 4%

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

**Approved Fund Purpose:**

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

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)											
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	0	13,115,773	0	660,300	520,300	186,700	0	0	0	0	0	0	0	0
<b>Sources</b>														
Levy Contributions	0	2,100,000	2,219,300	2,410,000	2,506,400	2,606,700	2,711,000	2,819,400	2,932,200	3,049,500	3,171,500	3,298,400		
Contributions from PY Debt Avoidance	0	33,900	98,000											
Contributions from Legacy Fund		1,015,000												
T/F Unused 2023 Levy Funded Capital	3,458,105	-96,425												
Operating Surplus	10,483,429													
<b>Uses</b>														
Capital Commitments		-4,432,999	-1,657,000	-2,550,000	-2,840,000	-1,583,000	-1,307,000	-565,000	-1,032,000	-551,000	-867,000	-711,000		
Capital Actuals	-825,761	-469,119												
Levy Actuals		0												
Debt Avoidance		-10,483,429												
Potential Debt Avoidance		-782,702				-1,210,400	-1,404,000	-2,254,400	-1,900,200	-2,498,500	-2,304,500	-2,587,400		
<b>Closing Balance</b>	<b>13,115,773</b>	<b>0</b>	<b>660,300</b>	<b>520,300</b>	<b>186,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Audited G/L Balance</b>	2,632,344													
	0													

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan  
Assumed contributions grow at 4%

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

**Approved Fund Purpose:**

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

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>2,272,180</b>	<b>1,309,287</b>	<b>2,537,409</b>	<b>2,491,801</b>	<b>2,787,941</b>	<b>3,169,083</b>	<b>3,451,031</b>	<b>2,561,610</b>	<b>5,594,707</b>	<b>8,307,825</b>	<b>10,754,292</b>	<b>13,297,395</b>	<b>13,297,395</b>
<b>Sources</b>													
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
OCIF Grant	4,806,583	5,527,570	6,356,706	5,403,200	4,592,720	3,903,812	3,318,240	2,820,504	2,397,429	2,037,814	2,037,814	2,037,814	2,037,814
Interest Earned	130,643	96,419	94,686	105,939	120,422	131,136	97,339	212,593	315,689	408,653	505,288	605,741	605,741
<b>Uses</b>													
Capital Commitments		-3,813,421	-6,497,000	-5,213,000	-4,332,000	-3,753,000	-4,305,000	0	0	0	0	0	0
Capital Actuals	-5,900,118	-582,446											
Levy Actuals		0											
Interest Charged													
<b>Closing Balance</b>	<b>1,309,287</b>	<b>2,537,409</b>	<b>2,491,801</b>	<b>2,787,941</b>	<b>3,169,083</b>	<b>3,451,031</b>	<b>2,561,610</b>	<b>5,594,707</b>	<b>8,307,825</b>	<b>10,754,292</b>	<b>13,297,395</b>	<b>13,297,395</b>	<b>15,940,950</b>
<b>Audited G/L Balance</b>	1,309,287												
	0												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan

Forecasted grant per MOI in 2025, assumed decreasing by 15% thereafter until returned to pre-COVID top-up levels

**Parking Reserve Fund**  
10-03-9922-2922

**Approved Fund Purpose:**

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

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	86,184	90,274	5,482	5,699	5,924	6,158	6,401	6,654	6,916	7,190	7,474	7,769	7,769
<b>Sources</b>													
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Earned	4,089	208	217	225	234	243	253	263	273	284	295	307	307
<b>Uses</b>													
Capital Commitments		-85,000	0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0											
Levy Actuals		0											
Interest Charged													
<b>Closing Balance</b>	90,274	5,482	5,699	5,924	6,158	6,401	6,654	6,916	7,190	7,474	7,769	7,769	8,076
<b>Audited G/L Balance</b>	90,274												
	0												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan

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

**Approved Fund Purpose:**

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

	Audited Actuals	Approved Budget	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	531,171	721,702	458,041	375,302	364,139	350,456	369,496	379,933	400,138	421,141	442,974	465,669	
<b>Sources</b>													
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
Developer Contributions	160,785	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Interest Earned	29,746	17,405	14,261	13,837	13,317	14,041	14,437	15,205	16,003	16,833	17,695	18,591	
<b>Uses</b>													
Capital Commitments		-255,296	-102,000	-30,000	-32,000	0	-9,000	0	0	0	0	0	0
Capital Actuals		-30,770											
Levy Actuals		0											
Interest Charged													
<b>Closing Balance</b>	<b>721,702</b>	<b>458,041</b>	<b>375,302</b>	<b>364,139</b>	<b>350,456</b>	<b>369,496</b>	<b>379,933</b>	<b>400,138</b>	<b>421,141</b>	<b>442,974</b>	<b>465,669</b>	<b>489,260</b>	
<b>Audited G/L Balance</b>	721,702												
	0												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan

**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	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>13,840,188</b>	<b>18,213,227</b>	<b>6,290,084</b>	<b>4,745,924</b>	<b>3,261,561</b>	<b>4,354,321</b>	<b>8,972,570</b>	<b>13,314,092</b>	<b>10,665,574</b>	<b>10,442,582</b>	<b>13,503,398</b>	<b>15,686,261</b>	
<b>Sources</b>													
Levy Contributions	10,933,900	12,027,300	14,631,000	15,216,200	15,824,800	16,457,800	17,116,100	17,800,700	18,512,700	19,253,200	20,023,300	20,824,200	
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	2,000,000
Rate Contributions	891,600	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		7,086,000											
T/F Council Initiative Reserve								300,000	300,000	300,000	300,000	300,000	300,000
Deferred Debt Payments	1,679,900												
Interest Earned	205,461	239,017	180,341	123,936	165,460	340,949	505,923	405,282	396,808	513,116	596,063	694,922	
<b>Uses</b>													
Capital Commitments		-30,738,990	-19,265,000	-19,734,000	-17,807,000	-15,090,000	-16,190,000	-24,064,000	-22,342,000	-19,915,000	-21,646,000	-22,127,000	
Capital Actuals	-11,337,821	-3,445,971											
Levy Actuals		0											
Interest Charged													
<b>Closing Balance</b>	<b>18,213,227</b>	<b>6,290,084</b>	<b>4,745,924</b>	<b>3,261,561</b>	<b>4,354,321</b>	<b>8,972,570</b>	<b>13,314,092</b>	<b>10,665,574</b>	<b>10,442,582</b>	<b>13,503,398</b>	<b>15,686,261</b>	<b>18,287,883</b>	
<b>Audited G/L Balance</b>	18,213,227												
	0												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan

Assumed contributions grow at 4%

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

**Approved Fund Purpose:** N/A - Closed in 2024 per Council Approved Resolution on Report CS-23-136, September 12, 2023 CIC.

**Current Funding Sources:** No annual contributions.

	Audited Actuals	Approved Budget	Projected Fund Balances (Proposed 2025-2034 Capital Plan)									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	586,759	614,599	0	0	0	0	0	0	0	0	0	0
<b>Sources</b>												
Levy Contributions	0	0	0	0	0	0	0	0	0	0	0	0
Interest Earned	27,841	0										
<b>Uses</b>												
Capital Commitments		0	0	0	0	0	0	0	0	0	0	0
Capital Actuals		0										
Levy Actuals		0										
T/T Haldimand		-172,948										
T/T Social Housing Norfolk Reserve		-441,651										
Interest Charged												
<b>Closing Balance</b>	614,599	0	0	0	0	0	0	0	0	0	0	0
<b>Audited G/L Balance</b>	614,599											
	0											

**NOTES**  
Forecast based on Proposed 2025-2034 Capital Plan



**Social Housing Norfolk Reserve**  
10-05-9992-2992

**Approved Fund Purpose:**

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

	Audited	Approved	Projected Fund Balances (Proposed 2025-2034 Capital Plan)										
	Actuals	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Opening Balance</b>	<b>382,800</b>	<b>636,710</b>	<b>732,211</b>	<b>1,001,050</b>	<b>1,040,383</b>	<b>1,081,270</b>	<b>1,124,084</b>	<b>1,168,070</b>	<b>1,214,625</b>	<b>1,262,186</b>	<b>1,312,355</b>	<b>1,363,777</b>	<b>1,363,777</b>
<b>Sources</b>													
Levy Contributions	507,800	1,007,800	1,132,800	1,257,800	1,382,800	1,438,100	1,495,600	1,555,400	1,617,600	1,682,300	1,749,600	1,819,600	1,819,600
Add'l Cont													
T/F Social Housing Capital Loan Reserve		441,651											
Interest Earned	0		38,039	39,534	41,087	42,714	44,386	46,155	47,962	49,868	51,822	54,880	54,880
<b>Uses</b>													
Capital Commitments		-1,234,976	-902,000	-1,258,000	-1,383,000	-1,438,000	-1,496,000	-1,555,000	-1,618,000	-1,682,000	-1,750,000	-1,794,000	-1,794,000
Capital Actuals	-253,890	-118,974											
Levy Actuals		0											
Levy Commitments													
Interest Charged													
<b>Closing Balance</b>	<b>636,710</b>	<b>732,211</b>	<b>1,001,050</b>	<b>1,040,383</b>	<b>1,081,270</b>	<b>1,124,084</b>	<b>1,168,070</b>	<b>1,214,625</b>	<b>1,262,186</b>	<b>1,312,355</b>	<b>1,363,777</b>	<b>1,363,777</b>	<b>1,444,257</b>
<b>Audited G/L Balance</b>	636,710												
	0												

**NOTES**

Forecast based on Proposed 2025-2034 Capital Plan

Assumed contributions grow at \$125,000 until end of 2027 R&R, grow at 4% thereafter