

FINAL 2023 - 2032 CAPITAL PLAN



2023 BUDGET

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**FINAL 2023-2032 CAPITAL PLAN
NORFOLK COUNTY SUMMARY**

Division	LTD Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL FORECAST (2023 to 2032)
Requisitions from Boards & Agencies		747,000	1,070,000	1,131,000	854,000	1,450,000	446,000	983,000	526,000	781,000	425,000	8,413,000
Office of the CAO		4,414,000	4,251,000	3,485,000	5,665,000	4,246,000	5,765,000	3,554,000	7,060,000	4,037,000	5,834,000	48,311,000
Corporate Services	10,000	953,000	899,000	634,000	1,469,000	4,361,000	1,082,000	1,143,000	814,000	947,000	549,000	12,851,000
Environmental & Infrastructure Services	2,771,000	34,498,000	38,597,000	44,116,000	29,503,000	35,291,000	27,918,000	30,237,000	29,123,000	35,013,000	30,315,000	334,611,000
Health & Social Services		318,000	186,000	446,000	428,000	150,000	111,000	229,000	122,000	382,000	338,000	2,710,000
Operations	9,661,000	9,014,000	9,124,000	11,182,000	6,445,000	4,499,000	6,389,000	17,021,000	6,923,000	5,525,000	8,923,000	85,045,000
Community Development	5,000	560,000	856,000	254,000	301,000	320,000	390,000	82,000	108,000	146,000	206,000	3,223,000
Water & Wastewater	6,325,000	10,579,000	96,346,000	53,526,000	106,604,000	1,438,000	1,728,000	1,146,000	27,880,000	2,603,000	40,710,000	342,560,000
Total NORFOLK COUNTY SUMMARY	18,772,000	61,083,000	151,329,000	114,774,000	151,269,000	51,755,000	43,829,000	54,395,000	72,556,000	49,434,000	87,300,000	837,724,000



**FINAL 2023-2032 CAPITAL PLAN
SUMMARY BY PROJECT TYPE**

Project Type	LTD Budget (2022 & prior)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL FORECAST (2023 to 2032)
NEW / INCREMENTAL CAPITAL	6,330,000	9,461,000	97,105,000	46,416,000	110,023,000	1,850,000	4,636,000	13,686,000	25,022,000	1,016,000	41,819,000	351,034,000
ASSET MANAGEMENT CAPITAL	12,442,000	49,570,000	52,734,000	66,070,000	40,053,000	48,158,000	38,328,000	39,676,000	46,829,000	47,525,000	44,619,000	473,562,000
STUDIES		1,305,000	420,000	1,157,000	339,000	297,000	419,000	50,000	179,000	112,000	437,000	4,715,000
REQUISITIONS FROM BOARDS & AGENCIES		747,000	1,070,000	1,131,000	854,000	1,450,000	446,000	983,000	526,000	781,000	425,000	8,413,000
Total PROJECT TYPES	18,772,000	61,083,000	151,329,000	114,774,000	151,269,000	51,755,000	43,829,000	54,395,000	72,556,000	49,434,000	87,300,000	837,724,000



FINAL 2023-2032 CAPITAL PLAN
SUMMARY BY CAPITAL FUNDING SOURCE

FUNDING SOURCES	LTD Budget (2023 & prior)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL FORECAST (2023 to 2032)
External Financing		1,103,000	1,849,000	1,661,000	1,966,000	570,000	878,000	602,000	402,000	589,000	423,000	10,043,000
Grants & Subsidies	271,800	2,442,300	69,000			226,000	165,000	169,000	172,000	176,000	180,000	3,599,300
Debt Financing												
Debenture Proceeds - Replacement Rate	0	0	0	0	0	0	0	0	6,209,000	0	0	6,209,000
Debenture Proceeds - Rate	3,227,500	3,710,000	47,213,000	19,521,000	51,532,000	0	0	0	0	0	20,000,000	141,976,000
Debenture Proceeds - Levy	9,691,000	1,675,000	2,955,000	2,327,000	2,236,000	750,000	553,000	2,157,000	2,074,000	799,000	1,823,000	17,349,000
Development Charge Debt	2,637,500	1,049,000	14,305,000	6,588,000	15,460,000	0	0	3,641,000	18,733,000	0	6,000,000	65,776,000
Debenture Proceeds - Repl Levy	472,000	7,644,000	7,217,000	6,725,000	6,745,000	6,017,000	4,139,000	5,909,000	1,625,000	830,000	4,500,000	51,351,000
Post DC Debt	0	2,447,000	33,047,000	13,541,000	36,071,000	0	0	0	0	0	14,000,000	99,106,000
Total Debt Financing	16,028,000	16,525,000	104,737,000	48,702,000	112,044,000	6,767,000	4,692,000	11,707,000	28,641,000	1,629,000	46,323,000	381,767,000
Reserves & Reserve Funds	2,047,200	37,122,700	39,849,000	58,115,000	30,153,000	41,248,000	34,981,000	36,335,000	40,595,000	44,943,000	38,410,000	401,751,700
Levy/Rates												
T/F General Fund	15,000	1,927,000	2,333,000	2,612,000	2,030,000	1,804,000	1,398,000	1,218,000	944,000	1,027,000	1,247,000	16,540,000
T/F Rate Fund	0	608,000	57,000	46,000	0	0	50,000	0	0	0	0	761,000
Total Levy/Rates	15,000	2,535,000	2,390,000	2,658,000	2,030,000	1,804,000	1,448,000	1,218,000	944,000	1,027,000	1,247,000	17,301,000
Development Charges	410,000	1,355,000	2,435,000	3,638,000	5,076,000	1,140,000	1,665,000	4,364,000	1,802,000	1,070,000	717,000	23,262,000
TOTAL FUNDING SOURCES	18,772,000	61,083,000	151,329,000	114,774,000	151,269,000	51,755,000	43,829,000	54,395,000	72,556,000	49,434,000	87,300,000	837,724,000



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
Requisitions from Boards & Agencies																		
Norfolk County Public Library																		
Material Replacement Program																		
9132301 2023 Library Materials		329,000										329,000			(280,000)		(49,000)	(329,000)
9132401 2024 Library Materials			335,000									335,000			(285,000)		(50,000)	(335,000)
9132501 2025 Library Materials				342,000								342,000			(291,000)		(51,000)	(342,000)
9132603 2026 Library Materials					349,000							349,000			(297,000)		(52,000)	(349,000)
9132701 2027 Library Materials						356,000						356,000			(303,000)		(53,000)	(356,000)
9132801 2028 Library Materials							363,000					363,000			(309,000)		(54,000)	(363,000)
9132901 2029 Library Materials								370,000				370,000			(314,000)		(56,000)	(370,000)
9133001 2030 Library Materials									381,000			381,000			(324,000)		(57,000)	(381,000)
9133101 2031 Library Materials										388,000		388,000			(330,000)		(58,000)	(388,000)
9133201 2032 Library Materials											400,000	400,000			(340,000)		(60,000)	(400,000)
Total Material Replacement Program		329,000	335,000	342,000	349,000	356,000	363,000	370,000	381,000	388,000	400,000	3,613,000			(3,073,000)		(540,000)	(3,613,000)
New & Enhanced Security Technology Program																		
9132302 2023 Security & Technology for Libraries		20,000										20,000			(20,000)			(20,000)
9132402 2024 Security & Technology for Libraries			20,000									20,000			(20,000)			(20,000)
9132502 2025 Security & Technology for Libraries				25,000								25,000			(25,000)			(25,000)
9132602 2026 Security & Technology for Libraries					120,000							120,000			(120,000)			(120,000)
9132702 2027 Security & Technology for Libraries						25,000						25,000			(25,000)			(25,000)
9132802 2028 Security & Technology for Libraries							25,000					25,000			(25,000)			(25,000)
9132005 2029 Security & Technology for Libraries								25,000				25,000			(25,000)			(25,000)
9133002 2030 Security & Technology for Libraries									25,000			25,000			(25,000)			(25,000)
9133102 2031 Security & Technology for Libraries										25,000		25,000			(25,000)			(25,000)
9133202 2032 Security & Technology for Libraries											25,000	25,000			(25,000)			(25,000)
Total New & Enhanced Security Technology Program		20,000	20,000	25,000	120,000	25,000	25,000	25,000	25,000	25,000	25,000	335,000			(335,000)			(335,000)
Other Replacements																		
9131706 Shelving Replacement - Port Rowan Library		95,000										95,000	(69,000)		(26,000)			(95,000)
9132204 Carpets - Waterford Library Branch		75,000										75,000			(75,000)			(75,000)
9132303 Carpets - Simcoe Library Branch		168,000										168,000			(168,000)			(168,000)
9132304 Carpets - Port Rowan Library Branch		60,000										60,000			(60,000)			(60,000)
9132203 Shelving Replacement - Waterford Library			95,000									95,000	(69,000)		(26,000)			(95,000)
Total Other Replacements		398,000	95,000									493,000	(138,000)		(355,000)			(493,000)
Other New Capital Initiatives																		
9131801 Courtyard Enclosure - Waterford Library			450,000									450,000					(450,000)	(450,000)
9132403 Library Management System Software Platform			65,000									65,000			(65,000)			(65,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
Total Other New Capital Initiatives			515,000									515,000			(65,000)		(450,000)	(515,000)
Total Norfolk County Public Library		747,000	965,000	367,000	469,000	381,000	388,000	395,000	406,000	413,000	425,000	4,956,000	(138,000)		(3,828,000)		(990,000)	(4,956,000)
Long Point Region Conservation Authority																		
Other Replacements																		
9532303 Vittoria Dam			105,000	699,000								804,000				(804,000)		(804,000)
9532301 Hay Creek Dam				65,000	330,000							395,000				(395,000)		(395,000)
9532501 Teeterville Dam					55,000	1,069,000						1,124,000				(1,124,000)		(1,124,000)
9532801 Backus Mill Dam							58,000	588,000				646,000				(646,000)		(646,000)
9532302 Lehman Dam									120,000	368,000		488,000				(488,000)		(488,000)
Total Other Replacements			105,000	764,000	385,000	1,069,000	58,000	588,000	120,000	368,000		3,457,000				(3,457,000)		(3,457,000)
Total Long Point Region Conservation Authority			105,000	764,000	385,000	1,069,000	58,000	588,000	120,000	368,000		3,457,000				(3,457,000)		(3,457,000)
Total Requisitions from Boards & Agencies		747,000	1,070,000	1,131,000	854,000	1,450,000	446,000	983,000	526,000	781,000	425,000	8,413,000	(138,000)		(3,828,000)	(3,457,000)	(990,000)	(8,413,000)
Office of the CAO																		
Other New / Initiatives																		
2132101 Online Parking Platform		95,000										95,000			(95,000)			(95,000)
2132302 Community Flag Pole - County Administration Building		15,000										15,000				(15,000)		(15,000)
Total Other New / Initiatives		110,000										110,000			(95,000)	(15,000)		(110,000)
Other Studies & Assessments																		
2132701 2027 Norfolk County Strategic Priority Update					36,000							36,000				(36,000)		(36,000)
2133101 2031 Norfolk County Strategic Priority Update									40,000			40,000				(40,000)		(40,000)
Total Other Studies & Assessments					36,000				40,000			76,000				(76,000)		(76,000)
Total Office of the CAO		110,000			36,000				40,000			186,000			(95,000)	(91,000)		(186,000)
Clerks & By-Law																		
Other New / Initiatives																		
2102001 Corporate Records Management System		120,000										120,000				(120,000)		(120,000)
Total Other New / Initiatives		120,000										120,000				(120,000)		(120,000)
Other Replacements																		
3231601 Renovations to Council Chambers						32,000	179,000					211,000			(211,000)			(211,000)
Total Other Replacements						32,000	179,000					211,000			(211,000)			(211,000)
Total Clerks & By-Law		120,000				32,000	179,000					331,000			(211,000)	(120,000)		(331,000)
Fire																		
Other New / Initiatives																		
7431908 Radio Communication Paging Frequency			290,000									290,000		(270,000)			(20,000)	(290,000)
7432007 Fire Station - Fire Station #10 St. Williams				401,000	2,324,000							2,725,000		(1,226,000)			(1,499,000)	(2,725,000)
7432003 Fire Station - Fire Station #6 Courtland						421,000	2,442,000					2,863,000		(1,393,000)	(697,000)		(773,000)	(2,863,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
7432305 Fire Station - Fire Station #1 Simcoe								500,000	2,901,000			3,401,000		(1,800,000)	(683,000)		(918,000)	(3,401,000)
Total Other New / Initiatives			290,000	401,000	2,324,000	421,000	2,442,000	500,000	2,901,000			9,279,000		(4,689,000)	(1,380,000)		(3,210,000)	(9,279,000)
Fire Vehicle Replacement Program																		
7432205 Aerial 1 – Fire Station #1 Simcoe		1,900,000										1,900,000			(1,900,000)			(1,900,000)
7432302 Water Rescue Boat & Trailer - Fire Station #3 Waterford		47,000										47,000			(47,000)			(47,000)
7432307 Pump 6 – Fire Station #6 Courtland		770,000										770,000			(770,000)			(770,000)
7432410 Tanker 4 – Fire Station #4 Teeterville		725,000										725,000		(725,000)				(725,000)
7431904 Ranger Unit 3 & Trailer - Stn#3			37,000									37,000			(37,000)			(37,000)
7432306 Pump 9 – Fire Station #9 Port Rowan			770,000									770,000			(770,000)			(770,000)
7432409 Tanker 3 – Fire Station #3 Waterford			743,000									743,000			(743,000)			(743,000)
7432505 Rescue 11 - Fire Station #11 Vittoria			666,000									666,000			(666,000)			(666,000)
7432601 Pump 5 – Fire Station #5 Delhi			789,000									789,000			(789,000)			(789,000)
7432606 Tanker 7 – Fire Station #7 - Langton				762,000								762,000			(762,000)			(762,000)
7432004 Ranger 6 - Fire Station #6 Courtland					39,000							39,000			(39,000)			(39,000)
7432101 Emerg Response Vehicle & Trailer - Stn#2 Port Dove					39,000							39,000			(39,000)			(39,000)
7432503 Car 5 - Fire Administration Duty Officer Vehicle					66,000							66,000			(66,000)			(66,000)
7432602 Pump 2A – Fire Station #2 Port Dover					830,000							830,000			(830,000)			(830,000)
7432605 Tanker 8 – Fire Station #8 - Fairground					781,000							781,000			(781,000)			(781,000)
7432607 Car 1 - Fire Administration Duty Officer Vehicle					66,000							66,000			(66,000)			(66,000)
7432610 Car 6 - Fire Administration Duty Officer Vehicle					66,000							66,000			(66,000)			(66,000)
7432204 Emergency Response Argo & Trailer - Fire Station #8						50,000						50,000			(50,000)			(50,000)
7432603 Tanker 11 – Fire Station #11 Vittoria						801,000						801,000			(801,000)			(801,000)
7432604 Tanker 10 – Fire Station #10 St. Williams						801,000						801,000			(801,000)			(801,000)
7432705 Engine 5 - Fire Station #5 Delhi							831,000					831,000			(831,000)			(831,000)
7432706 Engine 10 - Fire Station #10 St. Williams							831,000					831,000			(831,000)			(831,000)
7432804 Rescue 8 - Fire Station #8 Fairground							735,000					735,000			(735,000)			(735,000)
7432904 Pump 8 - Fire Station #8 Fairground								893,000				893,000			(893,000)			(893,000)
7432905 Pump 1A - Fire Station #1 Simcoe								893,000				893,000			(893,000)			(893,000)
7433001 Rescue 7 - Fire Station #7 Langton									773,000			773,000			(773,000)			(773,000)
7433002 Tanker 2 - Fire Station #2 Port Dover									862,000			862,000			(862,000)			(862,000)
7433101 Rescue 1 - Fire Station #1 Simcoe										792,000		792,000			(792,000)			(792,000)
7433102 Rescue 4 - Station #4 Teeterville										792,000		792,000			(792,000)			(792,000)
7433103 Rescue 6 - Fire Station #6 Courtland										792,000		792,000			(792,000)			(792,000)
7433201 Pump 3 – Fire Station #3 Waterford											962,000	962,000			(962,000)			(962,000)
7433202 Pump 4 – Fire Station #4 Teeterville											962,000	962,000			(962,000)			(962,000)
7433203 Tanker 5 – Fire Station #5 Delhi										905,000		905,000			(905,000)			(905,000)



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	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
7433204 Rescue 9 - Fire Station #9 Port Rowan											812,000	812,000			(812,000)			(812,000)
7433205 ARGO 8 - Fire Station #8 Fairground											69,000	69,000			(69,000)			(69,000)
Total Fire Vehicle Replacement Program		3,442,000	3,005,000	762,000	1,887,000	1,652,000	2,397,000	1,786,000	1,635,000	2,376,000	3,710,000	22,652,000		(725,000)	(21,927,000)			(22,652,000)
Infrared Thermal Imaging Camera Replacement Program																		
7432502 2025 Infrared Thermal Imaging Camera Rplcmnts				96,000								96,000			(96,000)			(96,000)
7432608 2028 Infrared Thermal Imaging Camera Rplcmnts							85,000					85,000			(85,000)			(85,000)
Total Infrared Thermal Imaging Camera Replacement Program				96,000			85,000					181,000			(181,000)			(181,000)
Fire Station Building Repairs & Maintenance Program																		
7432301 2023 Fire Stn Building Repairs & Maintenance		108,000										108,000			(108,000)			(108,000)
7432401 2024 Fire Stn Building Repairs & Maintenance			125,000									125,000			(125,000)			(125,000)
7432501 2025 Fire Stn Building Repairs & Maintenance				125,000								125,000			(125,000)			(125,000)
7432609 2026 Fire Stn Building Repairs & Maintenance					125,000							125,000			(125,000)			(125,000)
7432701 2027 Fire Stn Building Repairs & Maintenance						125,000						125,000			(125,000)			(125,000)
7432801 2028 Fire Stn Building Repairs & Maintenance							125,000					125,000			(125,000)			(125,000)
7432903 2029 Fire Stn Building Repairs & Maintenance								125,000				125,000			(125,000)			(125,000)
7433004 2030 Fire Stn Building Repairs & Maintenance									125,000			125,000			(125,000)			(125,000)
7433104 2031 Fire Stn Building Repairs & Maintenance										125,000		125,000			(125,000)			(125,000)
7533205 2032 Fire Stn Building Repairs & Maintenance											125,000	125,000			(125,000)			(125,000)
Total Fire Station Building Repairs & Maintenance Program		108,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,233,000			(1,233,000)			(1,233,000)
SCBA Pack Replacement Program																		
7432308 Fire Station #7 Langton - SCBA Packs (15)		156,000										156,000			(156,000)			(156,000)
7432309 Fire Station #10 St. Williams - SCBA Packs (11)		114,000										114,000			(114,000)			(114,000)
7432411 Fire Station #1 Simcoe - SCBA Packs (24)			265,000									265,000			(265,000)			(265,000)
7432506 Fire Station #4 Teeterville - SCBA Packs (14)				164,000								164,000			(164,000)			(164,000)
7432611 Fire Station #5 Delhi - SCBA Packs (16)					198,000							198,000			(198,000)			(198,000)
7432704 Fire Station #3 Waterford - SCBA Packs (17)						233,000						233,000			(233,000)			(233,000)
7432802 Fire Station #8 Fairground - SCBA Packs (14)							195,000					195,000			(195,000)			(195,000)
7432901 Fire Station #11 Vittoria - SCBA Packs (14)								207,000				207,000			(207,000)			(207,000)
7433003 Fire Station #2 Port Dover - SCBA Packs (20)									313,000			313,000			(313,000)			(313,000)
7433105 Fire Station #9 Port Rowan - SCBA Packs (14)										232,000		232,000			(232,000)			(232,000)
Total SCBA Pack Replacement Program		270,000	265,000	164,000	198,000	233,000	195,000	207,000	313,000	232,000		2,077,000			(2,077,000)			(2,077,000)
SCBA Air Compressor Replacement Program																		
7432507 SCBA Air Compressor, Bottle Rack - Fire Station #2 Fairground		75,000										75,000			(75,000)			(75,000)
7432803 SCBA Air Compressor - Fire Station #7 Langton				60,000								60,000			(60,000)			(60,000)
7432613 SCBA Air Compressor - Fire Station #1 Simcoe					62,000							62,000			(62,000)			(62,000)
Total SCBA Air Compressor Replacement Program		75,000		60,000	62,000							197,000			(197,000)			(197,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
Barrier Free Access Program																		
3331505 Accessible Washrooms - Delhi Tobacco Museum	10,000		92,000									92,000				(92,000)		(92,000)
3331605 Accessible Parking Norview Lodge		10,000	100,000									110,000				(110,000)		(110,000)
3332301 2023 Barrier Free Access Program		93,000										93,000				(93,000)		(93,000)
3332009 Trail Access - Donly Drive			46,000									46,000				(46,000)		(46,000)
3332401 2024 Barrier Free Access Program			94,000									94,000				(94,000)		(94,000)
3332501 2025 Barrier Free Access Program				96,000								96,000				(96,000)		(96,000)
3332601 2026 Barrier Free Access Program					98,000							98,000				(98,000)		(98,000)
3332701 2027 Barrier Free Access Program						100,000						100,000				(100,000)		(100,000)
3332801 2028 Barrier Free Access Program							102,000					102,000				(102,000)		(102,000)
3332903 2029 Barrier Free Access Program								104,000				104,000				(104,000)		(104,000)
3333003 2030 Barrier Free Access Program									106,000			106,000				(106,000)		(106,000)
3333102 2031 Barrier Free Access Program										109,000		109,000				(109,000)		(109,000)
3333201 2032 Barrier Free Access Program											112,000	112,000				(112,000)		(112,000)
Total Barrier Free Access Program	10,000	103,000	332,000	96,000	98,000	100,000	102,000	104,000	106,000	109,000	112,000	1,262,000				(1,262,000)		(1,262,000)
Other New / Initiatives																		
3332004 Elevator Installation - Langton Arena					538,000							538,000		(538,000)				(538,000)
Total Other New / Initiatives					538,000							538,000		(538,000)				(538,000)
Barrier Free - Accessible Sidewalks Program																		
3332303 2023 Accessible Sidewalks		28,000										28,000			(28,000)			(28,000)
3332403 2024 Accessible Sidewalks			28,000									28,000			(28,000)			(28,000)
3332503 2025 Accessible Sidewalks				29,000								29,000			(29,000)			(29,000)
3332603 2026 Accessible Sidewalks					29,000							29,000			(29,000)			(29,000)
3332703 2027 Accessible Sidewalks						30,000						30,000			(30,000)			(30,000)
3332803 2028 Accessible Sidewalks							30,000					30,000			(30,000)			(30,000)
3332904 2029 Accessible Sidewalks								31,000				31,000			(31,000)			(31,000)
3333004 2030 Accessible Sidewalks									31,000			31,000			(31,000)			(31,000)
3333103 2031 Accessible Sidewalks										32,000		32,000			(32,000)			(32,000)
3333202 2032 Accessible Sidewalks											33,000	33,000			(33,000)			(33,000)
Total Barrier Free - Accessible Sidewalks Program		28,000	28,000	29,000	29,000	30,000	30,000	31,000	31,000	32,000	33,000	301,000			(301,000)			(301,000)
Barrier Free - Accessible Pedestrian Signals Program																		
3332304 2023 Accessible Pedestrian Signals		28,000										28,000				(28,000)		(28,000)
3332404 2024 Accessible Pedestrian Signals			28,000									28,000				(28,000)		(28,000)
3332504 2025 Accessible Pedestrian Signals				29,000								29,000				(29,000)		(29,000)
3332604 2026 Accessible Pedestrian Signals					29,000							29,000				(29,000)		(29,000)
3332704 2027 Accessible Pedestrian Signals						30,000						30,000				(30,000)		(30,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
3332804 2028 Accessible Pedestrian Signals							30,000					30,000				(30,000)		(30,000)
3332905 2029 Accessible Pedestrian Signals								31,000				31,000				(31,000)		(31,000)
3333005 2030 Accessible Pedestrian Signals									31,000			31,000				(31,000)		(31,000)
3333104 2031 Accessible Pedestrian Signals										32,000		32,000				(32,000)		(32,000)
3333203 2032 Accessible Pedestrian Signals											33,000	33,000				(33,000)		(33,000)
Total Barrier Free - Accessible Pedestrian Signals Program		28,000	28,000	29,000	29,000	30,000	30,000	31,000	31,000	32,000	33,000	301,000				(301,000)		(301,000)
Barrier Free - Accessible Parking Spaces Program																		
3332302 2023 Accessible Parking Spaces		17,000										17,000				(17,000)		(17,000)
3331909 2024 Accessible Parking Spaces			17,000									17,000				(17,000)		(17,000)
3332402 2025 Accessible Parking Spaces				17,000								17,000				(17,000)		(17,000)
3332502 2026 Accessible Parking Spaces					18,000							18,000				(18,000)		(18,000)
3332602 2027 Accessible Parking Spaces						18,000						18,000				(18,000)		(18,000)
3332702 2028 Accessible Parking Spaces							18,000					18,000				(18,000)		(18,000)
3332902 2029 Accessible Parking Spaces								19,000				19,000				(19,000)		(19,000)
3333105 2030 Accessible Parking Spaces									19,000			19,000				(19,000)		(19,000)
3333002 2031 Accessible Parking Spaces										19,000		19,000				(19,000)		(19,000)
3333204 2032 Accessible Parking Spaces											19,000	19,000				(19,000)		(19,000)
Total Barrier Free - Accessible Parking Spaces Program		17,000	17,000	17,000	18,000	18,000	18,000	19,000	19,000	19,000	19,000	181,000				(181,000)		(181,000)
Total Accessibility and Special Projects	10,000	176,000	405,000	171,000	712,000	178,000	180,000	185,000	187,000	192,000	197,000	2,583,000		(538,000)	(301,000)	(1,744,000)		(2,583,000)
Information Technology																		
Information Technology Replacement Program																		
3432301 2023 Information Technology Replacement Program		627,000										627,000			(627,000)			(627,000)
3432401 2024 Information Technology Replacement Program			418,000									418,000			(418,000)			(418,000)
3432501 2025 Information Technology Replacement Program				383,000								383,000			(383,000)			(383,000)
3432601 2026 Information Technology Replacement Program					507,000							507,000			(507,000)			(507,000)
3432701 2027 Information Technology Replacement Program						683,000						683,000			(683,000)			(683,000)
3432801 2028 Information Technology Replacement Program							320,000					320,000			(320,000)			(320,000)
3432901 2029 Information Technology Replacement Program								458,000				458,000			(458,000)			(458,000)
3433001 2030 Information Technology Replacement Program									539,000			539,000			(539,000)			(539,000)
3433101 2031 Information Technology Replacement Program										755,000		755,000			(755,000)			(755,000)
3433201 2032 Information Technology Replacement Program											352,000	352,000			(352,000)			(352,000)
Total Information Technology Replacement Program		627,000	418,000	383,000	507,000	683,000	320,000	458,000	539,000	755,000	352,000	5,042,000			(5,042,000)			(5,042,000)
Other Replacements																		
3432303 Replacement of Council Chambers Microphone System		120,000										120,000			(120,000)			(120,000)
Total Other Replacements		120,000										120,000			(120,000)			(120,000)
Total Information Technology		747,000	418,000	383,000	507,000	683,000	320,000	458,000	539,000	755,000	352,000	5,162,000			(5,162,000)			(5,162,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
Financial Management & Planning																		
Other Replacements																		
4132701 Enterprise Resource Management System					250,000	3,500,000	500,000	500,000				4,750,000		(3,000,000)	(1,750,000)			(4,750,000)
Total Other Replacements					250,000	3,500,000	500,000	500,000				4,750,000		(3,000,000)	(1,750,000)			(4,750,000)
Other Studies & Assessments																		
4132302 2023 Reserve Management Study		30,000										30,000				(30,000)		(30,000)
4132502 2024 Water & Wastewater Rate Study			76,000									76,000			(76,000)			(76,000)
4132301 2025 Development Charges Study				80,000								80,000				(8,000)	(72,000)	(80,000)
4132901 2028 Water & Wastewater Rate Study							82,000					82,000			(82,000)			(82,000)
4132801 2030 Development Charges Study									88,000			88,000				(9,000)	(79,000)	(88,000)
Total Other Studies & Assessments		30,000	76,000	80,000			82,000		88,000			356,000			(158,000)	(47,000)	(151,000)	(356,000)
Total Financial Management & Planning		30,000	76,000	80,000	250,000	3,500,000	582,000	500,000	88,000			5,106,000		(3,000,000)	(1,908,000)	(47,000)	(151,000)	(5,106,000)
Total Corporate Services	10,000	953,000	899,000	634,000	1,469,000	4,361,000	1,082,000	1,143,000	814,000	947,000	549,000	12,851,000		(3,538,000)	(7,371,000)	(1,791,000)	(151,000)	(12,851,000)
Environmental & Infrastructure Services																		
Engineering																		
New Sidewalk Installations																		
5532434 2024 Sidewalks & Walkways Installation			166,000									166,000				(166,000)		(166,000)
5532621 2026 Sidewalks & Walkways Installation					174,000							174,000				(174,000)		(174,000)
5532805 2028 Sidewalks & Walkways Installation							182,000					182,000				(182,000)		(182,000)
5533022 2030 Sidewalks & Walkways Installation									192,000			192,000				(192,000)		(192,000)
5533204 2032 Sidewalks & Walkways Installation											202,000	202,000				(202,000)		(202,000)
Total New Sidewalk Installations			166,000		174,000		182,000		192,000		202,000	916,000				(916,000)		(916,000)
Other New / Initiatives																		
5532324 2023 New Pedestrian Crossing		117,000										117,000				(117,000)		(117,000)
5532343 Intersection Improvements - Norfolk and Davis St. Str		300,000										300,000				(300,000)		(300,000)
5932204 Portable CCTV Camera		31,000										31,000				(31,000)		(31,000)
5932303 GPS System Replacement - Survey Equipment		60,000										60,000				(60,000)		(60,000)
5532246 Streetscaping - Harbour St, Pier to Lift Bridge, Pt Dov	40,000		250,000									250,000		(250,000)				(250,000)
5532514 Argyle Ave Ext - Huggins Ave to Fertilizer Rd, Delhi			141,000	1,747,000								1,888,000		(1,362,000)			(526,000)	(1,888,000)
5532528 2025 New Pedestrian Crossing				118,000								118,000				(118,000)		(118,000)
Total Other New / Initiatives	40,000	508,000	391,000	1,865,000								2,764,000		(1,612,000)		(628,000)	(526,000)	(2,764,000)
Infrastructure Reconstruction Program																		
5532007 Eagle Street - Norfolk Ave to Main St, Delhi	50,000	570,000										570,000			(570,000)			(570,000)
5532008 Norfolk Avenue - Western to Eagle, Delhi	85,000	1,108,000										1,108,000			(1,108,000)			(1,108,000)
5531904 Colborne St N - Robinson to Windham, Simcoe	428,000	2,250,000	3,000,000									5,250,000		(3,676,000)	(1,574,000)			(5,250,000)
5532017 Wellington Street - Alice St. to Brown St., Waterford	344,000	3,300,000										3,300,000			(3,300,000)			(3,300,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5532213 Harbour St - St. Andrew St to St. George St, Pt Dover	160,000		1,250,000									1,250,000	(218,000)		(1,032,000)			(1,250,000)
5532238 West St - Brook St to Talbot St. S, Simcoe	477,000			4,250,000								4,250,000			(4,250,000)			(4,250,000)
5532241 West St - Holden Ave to Brook Ave. Simcoe	384,000	3,950,000										3,950,000			(3,950,000)			(3,950,000)
5532009 Talbot Street - Young St to Chapel St, Simcoe		250,000	2,000,000									2,250,000			(2,250,000)			(2,250,000)
5532104 Brown Street - Main to Washington, Waterford		246,000	1,742,000									1,988,000			(1,988,000)			(1,988,000)
5532111 East Street - Imperial to William, Delhi		151,000	1,101,000									1,252,000			(1,252,000)			(1,252,000)
5532123 Ann Street - James to East, Delhi		98,000	690,000									788,000			(788,000)			(788,000)
5532207 New Lakeshore Rd - Watermain Upgrade/2nd Feed to		341,000	2,558,000									2,899,000			(2,046,000)	(853,000)		(2,899,000)
5532310 Potts Road - Oakwood to Victoria St, Simcoe		109,000	737,000									846,000			(846,000)			(846,000)
5532311 Homewood Ave - Oakwood to Victoria St, Simcoe		87,000	563,000									650,000			(650,000)			(650,000)
5532331 James St - King St to Talbot Rd Inc. Storm Extension		462,000	3,554,000									4,016,000			(4,016,000)			(4,016,000)
5532341 St. Andrew Street - Walker St to Harbour St, Port Dover		55,000		473,000								528,000			(528,000)			(528,000)
5532342 Walker Street - Main St to Lift Bridge, Port Dover		82,000		734,000								816,000			(816,000)			(816,000)
5532525 James St - Argyle Ave to Brock Ave, Delhi	331,000	3,200,000										3,200,000	(1,923,300)		(1,276,700)			(3,200,000)
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)
5532025 Windham Street - Talbot St to West End, Simcoe			228,000	1,580,000								1,808,000			(1,808,000)			(1,808,000)
5532122 Sovereign Street - James St to Queen St, Delhi			255,000	1,643,000								1,898,000			(1,898,000)			(1,898,000)
5532214 Gilbertson Dr - Queensway to Abandoned Railway, S			325,000	2,174,000								2,499,000			(2,499,000)			(2,499,000)
5532223 Queen Street - William St to Sovereign St, Delhi			57,000	356,000								413,000			(413,000)			(413,000)
5532305 Lasalle Street - Inglewood to Sunninghill and Oak Kn			219,000	1,426,000								1,645,000			(1,645,000)			(1,645,000)
5532314 Talbot Street - Maple to Windham, Simcoe			154,000	1,030,000								1,184,000			(1,184,000)			(1,184,000)
5532438 Eagle St - Main St of Delhi to Queen St, Delhi			89,000	573,000								662,000			(662,000)			(662,000)
5532439 Clinton St - Main St to St George St, Port Dover			67,000	435,000								502,000			(502,000)			(502,000)
5532440 Emily St - Inglewood Dr to South End, Port Dover			72,000	308,000								380,000			(380,000)			(380,000)
5532441 Foster St - Beckett Blvd to Bellevue Ave, Simcoe			172,000	1,152,000								1,324,000			(1,324,000)			(1,324,000)
5532444 Old Hill Road - Cedar Dr to Front Rd, Turkey Point			165,000	788,000								953,000			(953,000)			(953,000)
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)
5532107 Head Street - Maple to Windham, Simcoe				153,000	1,056,000							1,209,000			(1,209,000)			(1,209,000)
5532212 Metcalfe Street - Maple St to Windham St, Simcoe				153,000	1,056,000							1,209,000			(1,209,000)			(1,209,000)
5532308 Leamon St - Nichol St. to Thompson Rd., Waterford				462,000	3,283,000							3,745,000			(3,745,000)			(3,745,000)
5532417 West Church St - Main to Washington, Waterford				248,000	1,702,000							1,950,000			(1,950,000)			(1,950,000)
5532429 Market St - Main to St Andrew Reconstruction Pt Dov				36,000	369,000							405,000			(405,000)			(405,000)
5532430 Park St - Main St to St. Andrew St Pt Dover Reconstri				36,000	369,000							405,000			(405,000)			(405,000)
5532302 Colborne St N - Windham to Queensway, Simcoe					120,000	822,000						942,000			(684,000)	(258,000)		(942,000)
5532416 Aberdeen Ave - Lansdowne to Church St., Delhi					98,000	669,000						767,000			(767,000)			(767,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
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	375,000						428,000			(428,000)			(428,000)
5532422 Park Lane - Colborne to Norfolk, Simcoe					33,000	233,000						266,000			(266,000)			(266,000)
5532423 Windham St - Colborne to Norfolk-Road Upgrades, S					58,000	375,000						433,000			(433,000)			(433,000)
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 Dove					42,000	400,000						442,000			(442,000)			(442,000)
5532626 Maple St - Colborne St N to Queen St N, Simcoe					313,000	2,133,000						2,446,000			(2,446,000)			(2,446,000)
5532627 James St - Brock Ave to Wilson, Delhi					356,000	3,267,000						3,623,000			(3,623,000)			(3,623,000)
5532628 Brock Ave - James St to East End, 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	2,203,000						2,559,000			(2,559,000)			(2,559,000)
5532713 Union Street - Colborne St to Queen St					268,000	1,553,000						1,821,000			(1,821,000)			(1,821,000)
5532210 Deer Park Road and Park Easement - Sanitary Sewer						148,000	749,000					897,000			(897,000)			(897,000)
5532306 Church Street - James to Cloet, Delhi						853,000	5,928,000					6,781,000			(6,781,000)			(6,781,000)
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)
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)
5532705 Grace St, Glenwood St, Drayton St, Sloan St, Pt Dove			266,000	2,601,000								2,867,000			(2,821,000)	(46,000)		(2,867,000)
5532706 Queen St - Queensway W to West St, Simcoe							291,000	4,975,000				5,266,000			(5,266,000)			(5,266,000)
5532813 Schellburg Ave - Queen St N to CNR Tracks, Simcoe							68,000	418,000				486,000			(486,000)			(486,000)
5532814 Church St E - Cloet to Brantford, Delhi							331,000	1,964,000				2,295,000			(2,295,000)			(2,295,000)
5532815 Water St - Grace St to Sloan St, Port Dover			62,000	384,000								446,000			(446,000)			(446,000)
5532816 Market St W - St George St to Water St, Port Dover			38,000	358,000								396,000			(396,000)			(396,000)
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)
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	8,401,000		9,581,000			(9,581,000)			(9,581,000)
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)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	(2023 to 2032)
5533028 Northern Ave - Lansdowne Ave to Argyle Ave, Delhi									210,000	1,196,000		1,406,000			(1,406,000)			(1,406,000)
5533029 Bridge Alley - St Patrick's St to East End, Port Dover									53,000	316,000		369,000			(369,000)			(369,000)
5533030 Bridge St - Lynn St to St. Patrick's, Port Dover									180,000	1,150,000		1,330,000			(1,330,000)			(1,330,000)
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									118,000	678,000		796,000			(796,000)			(796,000)
5533034 West Church St - Washington St to West End, Waterford									420,000	2,453,000		2,873,000			(2,873,000)			(2,873,000)
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									210,000	1,286,000		1,496,000			(1,496,000)			(1,496,000)
5533119 Metcalfe St South - West St to Chapel St, Simcoe									131,000	893,000		1,024,000			(1,024,000)			(1,024,000)
5533120 Norfolk St N - Queensway W to Second Ave									268,000	2,647,000		2,915,000			(2,915,000)			(2,915,000)
5533206 Oakwood Ave -Potts Rd to Victoria St, Simcoe									368,000	2,547,000		2,915,000			(2,915,000)			(2,915,000)
5533207 Lansdowne Ave - James St to Northern Ave, Delhi									263,000	1,575,000		1,838,000			(1,838,000)			(1,838,000)
5533208 Young St - Colbourne St N to Head St N, Simcoe									173,000	1,108,000		1,281,000			(1,281,000)			(1,281,000)
Total Infrastructure Reconstruction Program	2,259,000	16,259,000	19,364,000	21,680,000	12,825,000	20,428,000	14,273,000	12,973,000	10,596,000	19,898,000	15,576,000	163,872,000	(2,141,300)	(3,676,000)	(156,407,700)	(46,000)	(1,601,000)	(163,872,000)
Rural Asphalt Resurfacing Program																		
5532315 Cockshutt Road - Hwy 3 to Silver Lake Drive		3,200,000										3,200,000			(2,880,000)		(320,000)	(3,200,000)
5532316 Highway 6 - Hwy 24 to Thompson Dr, Port Dover		1,800,000										1,800,000			(1,620,000)		(180,000)	(1,800,000)
5532321 St Johns Rd - Hillcrest to Norfolk Hwy 24, Simcoe		500,000										500,000			(450,000)		(50,000)	(500,000)
5532322 Conc 12 Townsend - Haldimand Rd 74 to HN Bounde		175,000										175,000			(157,000)		(18,000)	(175,000)
5532327 Road 21 Lynedoch - Charlotteville Rd 12 to Botswick		1,800,000										1,800,000			(1,620,000)		(180,000)	(1,800,000)
5532230 Old Hwy 24 - Jenkins Rd to Conc 3 Townsend, Waterford			700,000									700,000			(630,000)		(70,000)	(700,000)
5532326 East 1/4 Line - Lynn Valley Rd to 500m North, Simcoe			889,000									889,000			(800,000)		(89,000)	(889,000)
5532419 Windham Centre Rd - Brantford Rd to Nixon Rd, Windham			948,000									948,000			(853,000)		(95,000)	(948,000)
5532426 Windham Centre Rd - Windham East 1/4 Line to Hwy			1,185,000									1,185,000			(1,065,000)		(120,000)	(1,185,000)
5532442 Norfolk County Rd 28 - Norfolk Rd 23 to Fairground, F			1,777,000									1,777,000		(89,000)	(1,510,000)		(178,000)	(1,777,000)
5532523 Norfolk County Rd 13 - Hwy 3 to Mall Rd, Courtland			622,000									622,000			(560,000)		(62,000)	(622,000)
5532432 McDowell Rd - Hwy 59 to Charlotteville West 1/4 Line				2,898,000								2,898,000			(2,608,000)		(290,000)	(2,898,000)
5532433 Norfolk County 19 West - Oxford Line to Windham Rc				2,549,000								2,549,000			(2,294,000)		(255,000)	(2,549,000)
5532510 Norfolk County Road 45 - Hwy 59 to Forestry Farm R				3,120,000								3,120,000			(2,808,000)		(312,000)	(3,120,000)
5532530 Concession 12 Townsend - Haldimand Rd 74 to HN E				33,000								33,000			(30,000)		(3,000)	(33,000)
5532401 Elgin County Road 55 - Norfolk County Rd 45 to Colo					2,019,000							2,019,000		(1,817,000)			(202,000)	(2,019,000)
5532515 Vittoria Road - Turkey Point Rd to Mutual St, Vittoria					1,497,000							1,497,000			(1,347,000)		(150,000)	(1,497,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5532521 Highway 19 - Hwy 3 to Carson Line, Courtland					1,545,000							1,545,000			(1,390,000)		(155,000)	(1,545,000)
5532522 Ireland Road - Decou Rd to Hwy 3, Simcoe						974,000						974,000			(877,000)		(97,000)	(974,000)
5532524 Decou Rd - Norfolk St S to Ireland Rd, Simcoe						365,000						365,000			(328,000)		(37,000)	(365,000)
5532608 McDowell Rd E - Hillcrest Rd to Turkey Point Rd, Sim						1,782,000						1,782,000			(1,604,000)		(178,000)	(1,782,000)
5532610 Norfolk County Hwy 59 - Hwy 3 to Colonel Talbot Rd,						426,000						426,000			(383,000)		(43,000)	(426,000)
5532623 Norfolk County Hwy 59 - Norfolk County Rd 21 to 2nd						1,426,000						1,426,000			(1,283,000)		(143,000)	(1,426,000)
5532611 Norfolk County Hwy 59 - Norfolk Rd 21 to Prince Willi							962,000					962,000			(866,000)		(96,000)	(962,000)
5532620 Norfolk St S - Victoria St to Hwy 24, Simcoe							1,023,000					1,023,000			(921,000)		(102,000)	(1,023,000)
5532624 Lakeshore Rd - Gore A Rd to Hwy 59, Fairground							2,557,000					2,557,000			(2,301,000)		(256,000)	(2,557,000)
5532715 Lakeshore Rd - Elgin County Rd 55 to Gore A Rd, Fa								4,264,000				4,264,000			(3,838,000)		(426,000)	(4,264,000)
5532716 Colonel Talbot Rd - Norfolk Rd 23 to Elgin Rd 55, Co								609,000				609,000			(548,000)		(61,000)	(609,000)
5532717 Norfolk Hwy 59 - Norfolk Rd 60 to 3rd Conc Rd, Lang								853,000				853,000			(768,000)		(85,000)	(853,000)
5532718 Norfolk Hwy 59 - Norfolk Rd 45 to McDowell Rd, Lanç								975,000				975,000			(877,000)		(98,000)	(975,000)
5532806 Turkey Point Rd - Charlotteville Rd 5 to St John Rd, V									1,248,000			1,248,000			(1,123,000)		(125,000)	(1,248,000)
5532807 Hillcrest Rd - St Johns Rd to McDowell Rd, Simcoe									1,499,000			1,499,000			(1,349,000)		(150,000)	(1,499,000)
5532808 Norfolk Hwy 59 - Hwy 3 to Norwich Townline Rd, Lanç									1,248,000			1,248,000			(1,123,000)		(125,000)	(1,248,000)
5532809 Windham Rd 12 - Brantford Rd to Windham W 1/4 Lir									624,000			624,000			(562,000)		(62,000)	(624,000)
5532810 Norfolk Rd 19 - Hwy 24 to Brantford Rd, Delhi									999,000			999,000			(899,000)		(100,000)	(999,000)
5532811 Thompson Rd W - Hwy 24 to Washington, Waterford									1,124,000			1,124,000			(1,012,000)		(112,000)	(1,124,000)
5532915 Thompson Rd E - Villa Nova to County Line, Waterfo										1,180,000		1,180,000			(1,062,000)		(118,000)	(1,180,000)
5532916 Park Rd - Windham Rd 13 to CN Railway, Simcoe										525,000		525,000			(472,000)		(53,000)	(525,000)
5532917 Fourteenth St W - Park Rd to Norfolk St, Simcoe										786,000		786,000			(707,000)		(79,000)	(786,000)
5532918 Cockshutt Rd - Norfolk Rd 19 to Conc 3 Townsend, S										525,000		525,000			(472,000)		(53,000)	(525,000)
5532919 Thompson Rd E - Duncombe Rd to Cockshutt Rd, W										1,049,000		1,049,000			(944,000)		(105,000)	(1,049,000)
5532920 Brantford Rd - Windham Rd 12 to Windham Rd 11, D										525,000		525,000			(472,000)		(53,000)	(525,000)
5532921 Nixon Rd - Windham Rd 14 to Windham Rd 13, Delhi										459,000		459,000			(413,000)		(46,000)	(459,000)
5532922 St Johns Rd - Forestry Farm Rd to 1km E of Turkey F											2,754,000	2,754,000			(2,479,000)		(275,000)	(2,754,000)
5533023 Norfolk Rd 19 - Bealton to County Line, Bealton											1,285,000	1,285,000			(1,081,000)		(204,000)	(1,285,000)
Total Rural Asphalt Resurfacing Program		7,475,000	6,121,000	8,600,000	5,061,000	4,973,000	4,542,000	6,701,000	6,742,000	5,049,000	4,039,000	59,303,000		(1,906,000)	(51,386,000)		(6,011,000)	(59,303,000)
Urban Asphalt Resurfacing Program																		
5532328 Port Rowan - College & Erie		210,000										210,000			(189,000)		(21,000)	(210,000)
5532329 Waterford - Russell, Ross & Hill		105,000										105,000			(94,000)		(11,000)	(105,000)
5532330 Simcoe - Thomson, Kennedy, Virginia, Stephens & A		460,000										460,000			(414,000)		(46,000)	(460,000)
5532436 Waterford - Slaght, Lingwood, Fairview, Orchard & Br			397,000									397,000			(357,000)		(40,000)	(397,000)
5532437 Simcoe - Douglas, Miller & Brock			386,000									386,000			(347,000)		(39,000)	(386,000)
5532529 2025 Urban Asphalt Program				341,000								341,000			(307,000)		(34,000)	(341,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5532531 Port Dover - Mergl Dr, Dixon Dr, Briarlea Cres, Oakw				470,000								470,000			(423,000)		(47,000)	(470,000)
5532625 2026 Urban Asphalt Program					812,000							812,000			(731,000)		(81,000)	(812,000)
5532719 2027 Urban Asphalt Program						832,000						832,000			(749,000)		(83,000)	(832,000)
5532812 2028 Urban Asphalt Program							853,000					853,000			(768,000)		(85,000)	(853,000)
5532923 2029 Urban Asphalt Program								874,000				874,000			(787,000)		(87,000)	(874,000)
5533024 2030 Urban Asphalt Program									896,000			896,000			(806,000)		(90,000)	(896,000)
5533104 2031 Urban Asphalt Program										918,000		918,000			(826,000)		(92,000)	(918,000)
5533203 2032 Urban Asphalt Program											940,000	940,000			(846,000)		(94,000)	(940,000)
Total Urban Asphalt Resurfacing Program		775,000	783,000	811,000	812,000	832,000	853,000	874,000	896,000	918,000	940,000	8,494,000			(7,644,000)		(850,000)	(8,494,000)
Surface Treatment Program																		
5632304 2023 Surface Treatment Program		2,688,000										2,688,000			(2,688,000)			(2,688,000)
5632404 2024 Surface Treatment Program			2,610,000									2,610,000			(2,610,000)			(2,610,000)
5632505 2025 Surface Treatment Program				2,684,000								2,684,000			(2,684,000)			(2,684,000)
5632601 2026 Surface Treatment Program					2,760,000							2,760,000			(2,760,000)			(2,760,000)
5632701 2027 Surface Treatment Program						2,837,000						2,837,000			(2,837,000)			(2,837,000)
5632801 2028 Surface Treatment Program							2,915,000					2,915,000			(2,915,000)			(2,915,000)
5632901 2029 Surface Treatment Program								2,997,000				2,997,000			(2,997,000)			(2,997,000)
5633002 2030 Surface Treatment Program									3,080,000			3,080,000			(3,080,000)			(3,080,000)
5533103 2031 Surface Treatment Program										3,165,000		3,165,000			(3,165,000)			(3,165,000)
5533202 2032 Surface Treatment Program											3,253,000	3,253,000			(3,253,000)			(3,253,000)
Total Surface Treatment Program		2,688,000	2,610,000	2,684,000	2,760,000	2,837,000	2,915,000	2,997,000	3,080,000	3,165,000	3,253,000	28,989,000			(28,989,000)			(28,989,000)
Bridge Rehabilitation Program																		
5532227 Structure 000305 - Big Creek E 1/4 Line Bridge	127,000		1,469,000									1,469,000		(1,469,000)				(1,469,000)
5532317 Structure 002118 - East 1/4 Line Culvert	95,000	710,000										710,000		(710,000)				(710,000)
5532318 Structure 982404 - Young Creek Bridge	163,000	1,900,000										1,900,000		(1,900,000)				(1,900,000)
5532410 Structure 000205 - Lot 21 Conc 13 Windham	87,000	250,000										250,000		(250,000)				(250,000)
5532332 Pedestrian Structure Removals (P00004,P00005,P00006)		243,000										243,000			(243,000)			(243,000)
5532414 Structure 984202 - Port Royal Bridge	127,000		1,469,000									1,596,000		(1,596,000)				(1,596,000)
5532604 Structure 000106 - Big Creek 3rd Concession Bridge	139,000		1,557,000									1,696,000		(1,696,000)				(1,696,000)
5532606 Removal of Structure D00022 - East Street Underpas		46,000	132,000									178,000			(178,000)			(178,000)
5532413 Structure 982402 - Bloomsburg Bridge			152,000	803,000								955,000		(955,000)				(955,000)
5532516 Structure 000006 - Norfolk St. Bridge South			140,000	1,276,000								1,416,000		(1,416,000)				(1,416,000)
5532517 Structure 000018 - 13th Street West Arch			80,000	244,000								324,000		(324,000)				(324,000)
5532605 Structure D00006 - Lot 11 Conc 3 Rd Windham Bridg			161,000	1,613,000								1,774,000		(1,774,000)				(1,774,000)
5532502 Structure 986003 - Big Creek 5th Conc Rd Bridge				139,000	1,449,000							1,588,000		(1,588,000)				(1,588,000)
5532526 Structure P000010 - Cedar St. Bridge Rehabilitation				89,000								89,000			(89,000)			(89,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5532603 Structure 000104 - Big Creek 6th Concession Bridge				138,000	1,426,000							1,564,000		(1,564,000)				(1,564,000)
5532609 Structure 002404 - Lot 42 Con HI NTR Middleton				116,000	534,000							650,000		(650,000)				(650,000)
5532617 Structure 000303 - Big Creek 8th Concession Bridge					221,000	2,066,000						2,287,000		(2,287,000)				(2,287,000)
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	1,019,000					1,179,000		(1,179,000)				(1,179,000)
5532709 Structure 002122 - Dedrick Creek 4th Conc Bridge						59,000	127,000					186,000		(186,000)				(186,000)
5532710 Structure 030050 - Lot 20 Conc 12 Road Culvert						105,000	509,000					614,000			(614,000)			(614,000)
5532711 Structure 002038 - Graves Side Road Culvert						107,000	461,000					568,000			(568,000)			(568,000)
5532901 Structure D00003 - Lot 24 Conc 2 Windham, Windha						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 Woodh							117,000	1,000,000				1,117,000			(1,117,000)			(1,117,000)
5532903 Structure 985902 - Big Creek Bridge Hwy 59, Pt Row							142,000	1,793,000				1,935,000			(1,935,000)			(1,935,000)
5532908 Structure D00025 - Vittoria Dam								130,000	1,166,000			1,296,000			(1,296,000)			(1,296,000)
5532909 Structure 974203 - Rohrer Culvert Replacement								116,000	585,000			701,000			(701,000)			(701,000)
5532910 Structure 972101 - Venison Creek Culvert								116,000	617,000			733,000			(733,000)			(733,000)
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	584,000			696,000			(696,000)			(696,000)
5532913 Structure D00020 - Old Mill Road								121,000	924,000			1,045,000			(1,045,000)			(1,045,000)
5533035 Structure 030046 - Lot 18 Concession 12									118,000	498,000		616,000			(616,000)			(616,000)
5533036 Structure 010064 - Hay Creek Dam									170,000	269,000		439,000			(439,000)			(439,000)
5533037 Structure 030071 - Lot 18-19 Concession 12 Townse									117,000	458,000		575,000			(575,000)			(575,000)
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	431,000		542,000			(542,000)			(542,000)
5533107 Structure 972403 - Old Highway 24 Culvert										142,000	420,000	562,000			(562,000)			(562,000)
5533108 Structure 000008 - Colborne Street Bridge										105,000	767,000	872,000			(872,000)			(872,000)
5533109 Structure 010055 - East 1/4 Line Bridge Concession ;										121,000	945,000	1,066,000			(1,066,000)			(1,066,000)
5533110 Structure D00027 - Lynnville Road Bridge										105,000	473,000	578,000			(578,000)			(578,000)
5533111 Structure 974201 - Clear Creek Culvert										105,000	368,000	473,000			(473,000)			(473,000)
5533112 Structure 000007 - Norfolk Street North Bridge										147,000	1,680,000	1,827,000			(1,827,000)			(1,827,000)
Total Bridge Rehabilitation Program	472,000	3,415,000	5,160,000	4,418,000	3,882,000	3,828,000	3,456,000	4,788,000	5,794,000	3,996,000	4,653,000	43,390,000	(527,000)	(22,429,000)	(20,434,000)			(43,390,000)
Bridge Sustainability Program																		
5532320 2023 Bridge Sustainability Program		326,000										326,000		(326,000)				(326,000)
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)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING (2023 to 2032)
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	
5533105 2031 Bridge Sustainability Program										375,000		375,000			(375,000)			(375,000)
Total Bridge Sustainability Program		326,000		338,000		351,000		363,000		375,000		1,753,000			(1,015,000)			(738,000)
Drainage Engineering & Construction Program																		
5931007 D5006 - MC GUIRE PETITION (T), Phase:		20,000										20,000		(20,000)				(20,000)
5931126 D5127 - NORMANDEALE DRAIN, Phase:		150,000										150,000	(25,000)	(125,000)				(150,000)
5931175 D5176 - HAYMARSH REASSESSMENT, Phase:		200,000										200,000	(130,000)	(70,000)				(200,000)
5931226 D5197 MURRAY DRAIN CULVERTS		400,000										400,000	(350,000)	(50,000)				(400,000)
5931341 D5213 - Lehi Re-Assessment		50,000										50,000	(30,000)	(20,000)				(50,000)
5931344 D5215 - Smith Subdivision Petition		30,000										30,000	(25,000)	(5,000)				(30,000)
5931352 D5216 Elliott-Kitchen Drain Improvements		500,000										500,000	(300,000)	(200,000)				(500,000)
5931353 D5217 Garnham Drain North Branch Relocation		150,000										150,000	(100,000)	(50,000)				(150,000)
5931355 D5219 Prescott E Relocation		150,000										150,000	(120,000)	(30,000)				(150,000)
5932301 2023 Drainage Construction Engineering		155,000										155,000		(155,000)				(155,000)
5932401 2024 Drainage Engineering & Construction Program			3,231,000									3,231,000	(1,616,000)	(1,615,000)				(3,231,000)
5932501 2025 Drainage Engineering & Construction Program				3,312,000								3,312,000	(1,656,000)	(1,656,000)				(3,312,000)
5932601 2026 Drainage Engineering & Construction Program					3,395,000							3,395,000	(1,697,000)	(1,698,000)				(3,395,000)
5932701 2027 Drainage Engineering & Construction Program						1,500,000						1,500,000	(750,000)	(750,000)				(1,500,000)
5932801 2028 Drainage Engineering & Construction Program							1,105,000					1,105,000	(552,000)	(553,000)				(1,105,000)
5932901 2029 Drainage Engineering & Construction Program								1,126,000				1,126,000	(563,000)	(563,000)				(1,126,000)
5933001 2030 Drainage Engineering & Construction Program									1,148,000			1,148,000	(574,000)	(574,000)				(1,148,000)
5933101 2031 Drainage Engineering & Construction Program										1,177,000		1,177,000	(588,000)	(589,000)				(1,177,000)
5932304 2032 Drainage Engineering & Construction Program											1,207,000	1,207,000	(603,000)	(604,000)				(1,207,000)
Total Drainage Engineering & Construction Program		1,805,000	3,231,000	3,312,000	3,395,000	1,500,000	1,105,000	1,126,000	1,148,000	1,177,000	1,207,000	19,006,000	(9,679,000)	(9,327,000)				(19,006,000)
Sidewalks & Walkways Reconstruction																		
5532312 2023 Sidewalks & Walkways Reconstruction		215,000										215,000			(215,000)			(215,000)
5532242 Rotary Trail at Verral Bridge			131,000									131,000			(131,000)			(131,000)
5532412 2024 Sidewalks & Walkways Reconstruction			220,000									220,000			(220,000)			(220,000)
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)
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)
Total Sidewalks & Walkways Reconstruction		215,000	351,000	226,000	232,000	238,000	244,000	250,000	256,000	262,000	268,000	2,542,000			(2,542,000)			(2,542,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
Storm Water Pond Rehabilitation Program																		
5532333 Sommerset (SWM6) Stormwater Management Facility		100,000										100,000			(100,000)			(100,000)
5531454 Judd Industrial Park Storm Water Pond			213,000									213,000			(213,000)			(213,000)
5532720 Pine Ridge Estates (SWM13) Stormwater Managemen					150,000							150,000			(150,000)			(150,000)
5532817 Silver Lake Estates (SWM32) Stormwater Managemen						100,000						100,000			(100,000)			(100,000)
5533040 2030 Storm Water Pond Maintenance									250,000			250,000			(250,000)			(250,000)
Total Storm Water Pond Rehabilitation Program		100,000	213,000		150,000	100,000			250,000			813,000			(813,000)			(813,000)
Other Replacements																		
5532340 2023 Roadside Safety Barrier Replacement Program		77,000										77,000				(77,000)		(77,000)
5532443 2024 Roadside Safety Barrier Replacement Program			79,000									79,000				(79,000)		(79,000)
5532532 2025 Roadside Safety Barrier Replacement Program				81,000								81,000				(81,000)		(81,000)
5532632 2026 Roadside Safety Barrier Replacement Program					83,000							83,000				(83,000)		(83,000)
5532721 2027 Roadside Safety Barrier Replacement Program						85,000						85,000				(85,000)		(85,000)
5532818 2028 Roadside Safety Barrier Replacement Program							87,000					87,000				(87,000)		(87,000)
5532926 2029 Roadside Safety Barrier Replacement Program								89,000				89,000				(89,000)		(89,000)
5533041 2030 Roadside Safety Barrier Replacement Program									91,000			91,000				(91,000)		(91,000)
5533121 2031 Roadside Safety Barrier Replacement Program										93,000		93,000				(93,000)		(93,000)
5533209 2032 Roadside Safety Barrier Replacement Program											95,000	95,000				(95,000)		(95,000)
Total Other Replacements		77,000	79,000	81,000	83,000	85,000	87,000	89,000	91,000	93,000	95,000	860,000				(860,000)		(860,000)
Retaining Wall Program																		
5632305 2023 Retaining Walls		66,000										66,000			(66,000)			(66,000)
5632405 2024 Retaining Walls			67,000									67,000			(67,000)			(67,000)
5632506 2025 Retaining Walls				69,000								69,000			(69,000)			(69,000)
5632604 2026 Retaining Walls					71,000							71,000			(71,000)			(71,000)
5632703 2027 Retaining Walls						72,000						72,000			(72,000)			(72,000)
5632803 2028 Retaining Walls							74,000					74,000			(74,000)			(74,000)
5632904 2029 Retaining Walls								76,000				76,000			(76,000)			(76,000)
5633005 2030 Retaining Walls									78,000			78,000			(78,000)			(78,000)
5633103 2031 Retaining Walls										80,000		80,000			(80,000)			(80,000)
5633203 2032 Retaining Walls											82,000	82,000			(82,000)			(82,000)
Total Retaining Wall Program		66,000	67,000	69,000	71,000	72,000	74,000	76,000	78,000	80,000	82,000	735,000			(735,000)			(735,000)
Other Studies & Assessments																		
5532245 Traffic Signal Operational Review		125,000										125,000				(125,000)		(125,000)
5532335 Long Point Causeway Post Construction Monitoring		28,000	61,000	32,000	58,000	47,000						226,000			(226,000)			(226,000)
5532336 SW Watermain Assessment - Waterford WTP to the e		138,000										138,000			(94,000)	(44,000)		(138,000)
5532337 Waterford Dam Study		83,000										83,000			(58,000)	(25,000)		(83,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5532338 West Watermain Assessment - Port Dover WTP to Lift		165,000										165,000			(133,000)		(32,000)	(165,000)
5532431 2023 Road Needs Study		150,000										150,000			(150,000)			(150,000)
5532907 2028 Road Needs Study							187,000					187,000			(187,000)			(187,000)
Total Other Studies & Assessments		689,000	61,000	32,000	58,000	47,000	187,000					1,074,000			(848,000)	(125,000)	(101,000)	(1,074,000)
Total Engineering	2,771,000	34,398,000	38,597,000	44,116,000	29,503,000	35,291,000	27,918,000	30,237,000	29,123,000	35,013,000	30,315,000	334,511,000	(12,347,300)	(39,965,000)	(270,536,700)	(2,573,000)	(9,089,000)	(334,511,000)
Waste Management																		
Other New / Initiatives																		
5732308 Retrofits for Delhi Closed Landfill Site		100,000										100,000			(100,000)			(100,000)
Total Other New / Initiatives		100,000										100,000			(100,000)			(100,000)
Total Waste Management		100,000										100,000			(100,000)			(100,000)
Total Environmental & Infrastructure Services	2,771,000	34,498,000	38,597,000	44,116,000	29,503,000	35,291,000	27,918,000	30,237,000	29,123,000	35,013,000	30,315,000	334,611,000	(12,347,300)	(39,965,000)	(270,636,700)	(2,573,000)	(9,089,000)	(334,611,000)
Health & Social Services																		
Haldimand Norfolk Health Unit																		
Other Studies & Assessments																		
6532301 HNHU Strategic Plan		20,000										20,000				(20,000)		(20,000)
6532701 Community Needs Assessment						10,000						10,000			(10,000)			(10,000)
Total Other Studies & Assessments		20,000				10,000						30,000			(30,000)			(30,000)
Total Haldimand Norfolk Health Unit		20,000				10,000						30,000			(30,000)			(30,000)
Social Services																		
Other Studies & Assessments																		
6232301 Social Housing End of Operating System Review and		50,000										50,000			(50,000)			(50,000)
Total Other Studies & Assessments		50,000										50,000			(50,000)			(50,000)
Total Social Services		50,000										50,000			(50,000)			(50,000)
Norview Lodge																		
Bathing System Replacement Program																		
6331908 2023 Therapeutic Bathing System (2)		54,000										54,000			(54,000)			(54,000)
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)
6332602 2026 Shower Panels (5)					25,000							25,000			(25,000)			(25,000)
6333010 2030 Shower Panel									6,000			6,000			(6,000)			(6,000)
6333110 2031 Therapeutic Bathing System (2)										67,000		67,000			(67,000)			(67,000)
6333219 2032 Shower Panel (2)											12,000	12,000			(12,000)			(12,000)
Total Bathing System Replacement Program		54,000		28,000	54,000				6,000	67,000	12,000	221,000			(221,000)			(221,000)
Lift Replacement Program																		
6332203 2023 Standing/Raising Aid Lift (1)		7,000										7,000			(7,000)			(7,000)
6332204 2023 Mobile Sling Lift (2)		30,000										30,000			(30,000)			(30,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
6332509 2025 Hygiene Lift Chair (3)				41,000								41,000			(41,000)			(41,000)
6332513 2025 Mobile Sling Lift (3)				45,000								45,000			(45,000)			(45,000)
6332603 2026 Hygiene Lift Chair (5)					69,000							69,000			(69,000)			(69,000)
6332611 2026 Mobile Sling Lift (7)					109,000							109,000			(109,000)			(109,000)
6332705 2027 Standing/Raising Aid Lift (10)						70,000						70,000			(70,000)			(70,000)
6332013 2029 Standing/Raising Aid Lift (2)								14,000				14,000			(14,000)			(14,000)
6332905 2029 Mobile Sling Lift								17,000				17,000			(17,000)			(17,000)
6332311 2031 Mobile Sling Lift (1)										18,000		18,000			(18,000)			(18,000)
6333218 2032 Mobile Sling Lift (5)											87,000	87,000			(87,000)			(87,000)
6333220 2032 Standing/Raising Aid Lift (5)											40,000	40,000			(40,000)			(40,000)
Total Lift Replacement Program		37,000		86,000	178,000	70,000		31,000		18,000	127,000	547,000			(547,000)			(547,000)
Nursing Equipment Replacement Program																		
6332413 2024 Mobile Blanket Warmer			11,000									11,000			(11,000)			(11,000)
6332307 2028 Mobile Blanket Warmer (2)							22,000					22,000			(22,000)			(22,000)
6333009 2030 Nurse Call Patient Wandering System									19,000			19,000			(19,000)			(19,000)
6333106 2031 Nurse Call System										90,000		90,000			(90,000)			(90,000)
Total Nursing Equipment Replacement Program			11,000				22,000		19,000	90,000		142,000			(142,000)			(142,000)
Laundry Equipment Replacement Program																		
6332314 2023 Commercial Clothes Dryer - Large (4)		44,000										44,000			(44,000)			(44,000)
6332315 2023 Commercial Clothes Washer - 50lb (2)		28,000										28,000			(28,000)			(28,000)
6332405 2024 Clothes Washer - Large 65 lb - (4)			70,000									70,000			(70,000)			(70,000)
6332801 2028 Commercial Clothes Dryer - Small (2)							25,000					25,000			(25,000)			(25,000)
Total Laundry Equipment Replacement Program		72,000	70,000				25,000					167,000			(167,000)			(167,000)
Kitchen Replacement Program																		
6332304 2023 Meat Slicer		9,000										9,000			(9,000)			(9,000)
6332313 2023 Steamer Oven		14,000										14,000			(14,000)			(14,000)
6332102 2024 Ice/Water Dispenser			9,000									9,000			(9,000)			(9,000)
6332412 2024 Steamer Oven			15,000									15,000			(15,000)			(15,000)
6332306 2025 Ice/Water Dispenser				9,000								9,000			(9,000)			(9,000)
6332512 2025 Commercial Dishwasher (2)				30,000								30,000			(30,000)			(30,000)
6332515 2025 Steamer Oven				16,000								16,000			(16,000)			(16,000)
6332610 2026 Commercial Dishwasher (2)					32,000							32,000			(32,000)			(32,000)
6332612 2026 Commercial Dishwasher - Large					40,000							40,000			(40,000)			(40,000)
6332804 2028 Ice/Water Dispenser							9,000					9,000			(9,000)			(9,000)
6332902 2029 Ice/Water Dispenser								9,000				9,000			(9,000)			(9,000)
6332907 2029 Walk-In Freezer Compressor								9,000				9,000			(9,000)			(9,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
6332508 2030 Commercial Grill Range/Ovens (2)									32,000			32,000			(32,000)			(32,000)
6333005 2030 Commercial Convection Double Oven									18,000			18,000			(18,000)			(18,000)
6333004 2031 Commercial Stove 2-Burner										5,000		5,000			(5,000)			(5,000)
6333107 2032 Steamer Oven (3)											54,000	54,000			(54,000)			(54,000)
Total Kitchen Replacement Program		23,000	24,000	55,000	72,000		9,000	18,000	50,000	5,000	54,000	310,000			(310,000)			(310,000)
Building & Property Equipment Replacement Program																		
6332316 2023 Hot Water Tank (2)		21,000										21,000			(21,000)			(21,000)
6332501 2025 Heating Boiler				25,000								25,000			(25,000)			(25,000)
6332502 2025 Humidification Boiler				30,000								30,000			(30,000)			(30,000)
6332506 2025 Cooling Tower (2)			180,000									180,000			(180,000)			(180,000)
6332109 2026 Air Compressor (2)					10,000							10,000			(10,000)			(10,000)
6332601 2026 Heating Boiler					26,000							26,000			(26,000)			(26,000)
6332609 2026 Hot Water Tank (4)					45,000							45,000			(45,000)			(45,000)
6332701 2027 Heating Boiler						26,000						26,000			(26,000)			(26,000)
6332507 2029 Loading Dock								15,000				15,000			(15,000)			(15,000)
6332909 2029 Mobile UV Disinfection Unit (4)								119,000				119,000			(119,000)			(119,000)
6333108 2031 Needlepoint Biopolar Ionization Units (4)										103,000		103,000			(103,000)			(103,000)
6333109 2031 Hot Water Tank (4)										51,000		51,000			(51,000)			(51,000)
6333215 2032 Mobile UV Disinfection Unit (3)											96,000	96,000			(96,000)			(96,000)
Total Building & Property Equipment Replacement Program		21,000		235,000	81,000	26,000		134,000	154,000	96,000		747,000			(747,000)			(747,000)
Carpet Replacement Program																		
6332310 2023 Carpet Replacement Program		41,000										41,000			(41,000)			(41,000)
6332410 2024 Carpet Replacement Program			41,000									41,000			(41,000)			(41,000)
6332511 2025 Carpet Replacement Program				42,000								42,000			(42,000)			(42,000)
6332607 2026 Carpet Replacement Program					43,000							43,000			(43,000)			(43,000)
6332706 2027 Carpet Replacement Program						44,000						44,000			(44,000)			(44,000)
6332802 2028 Carpet Replacement Program							45,000					45,000			(45,000)			(45,000)
6332901 2029 Carpet Replacement Program								46,000				46,000			(46,000)			(46,000)
6333002 2030 Carpet Replacement Program									47,000			47,000			(47,000)			(47,000)
6333103 2031 Carpet Replacement Program										48,000		48,000			(48,000)			(48,000)
6333217 2032 Carpet Replacement Program											49,000	49,000			(49,000)			(49,000)
Total Carpet Replacement Program		41,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000	48,000	49,000	446,000			(446,000)			(446,000)
Vehicle Replacement Program																		
6331906 2024 Garden Tractor			30,000									30,000			(30,000)			(30,000)
6332014 2024 Electronic Travel Vehicle			10,000									10,000	(10,000)					(10,000)
6332309 2028 Electronic Travel Vehicle							10,000					10,000	(10,000)					(10,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
7331849 Digital Information Sign - Simcoe Recreation Centre		15,000										15,000				(15,000)		(15,000)
7331954 Concrete Pads - Port Dover Kinsmen Park		20,000										20,000				(20,000)		(20,000)
7331955 Concrete Pads - Port Rowan Skate Park		12,000										12,000				(12,000)		(12,000)
7332319 Fence Installation - Waterford Yin's Park		23,000										23,000				(23,000)		(23,000)
7332335 Roof Truss Monitoring - Port Dover Arena		50,000										50,000				(50,000)		(50,000)
7331847 Power Rake - Parks West			20,000									20,000				(20,000)		(20,000)
7331941 Lynn River Silt Trap - Clifton Park Simcoe			40,000									40,000				(40,000)		(40,000)
7331944 Pergola & Healing Garden - Oakwood Columbarium			20,000									20,000				(20,000)		(20,000)
7331957 Arena Swipe Card Access Control			78,000									78,000				(78,000)		(78,000)
7332024 Parking Area Expansion - Port Dover Arena			100,000									100,000					(100,000)	(100,000)
7332033 Irrigation System - Simcoe Memorial Ball Park			39,000									39,000				(39,000)		(39,000)
7332213 Expansion & Renovation - Simcoe Recreation Centre							1,128,000	10,404,000				11,532,000	(208,000)	(8,723,000)			(2,601,000)	(11,532,000)
7332317 Washroom Construction - Delhi Kinsmen Ball Park			165,000									165,000				(165,000)		(165,000)
7332215 Trail Upgrade - Wellington Park				53,000								53,000				(53,000)		(53,000)
7331937 Multi Use Sports Pad - Port Rowan Skate Park					100,000							100,000					(100,000)	(100,000)
7332412 East Field Lighting - McLaughlin Soccer Park					58,000							58,000				(58,000)		(58,000)
7331820 Oakwood Cmty Water System Upgrades Phase 2/4						38,000						38,000				(38,000)		(38,000)
7332812 Parking Lot Construction - Waterford Lions Park							218,000					218,000				(218,000)		(218,000)
7332813 Oakwood Cemetery Asphalt Project							181,000					181,000				(181,000)		(181,000)
7331912 Oakwood Cmty Water System Upgrades Phase 3/4								77,000				77,000				(77,000)		(77,000)
7332009 Oakwood Cmty Water System Upgrade Phase 4/4								43,000				43,000				(43,000)		(43,000)
7331809 Concrete Pad - Langton Pavilion									39,000			39,000				(39,000)		(39,000)
7332016 Delhi Skate Park										533,000		533,000	(177,000)			(68,000)	(288,000)	(533,000)
Total Other New / Initiatives		120,000	462,000	53,000	158,000	38,000	1,527,000	10,524,000	39,000	533,000		13,454,000	(385,000)	(8,723,000)		(1,257,000)	(3,089,000)	(13,454,000)
Interior Building Upgrades Program																		
7331866 WinDel Park Field House Refurbish - Wtfd Parks		60,000										60,000	(5,000)		(55,000)			(60,000)
7331869 Washroom Refurbishment - SRC Seniors			30,000									30,000			(30,000)			(30,000)
7332415 Waterford Arena Resurfacers Area Asphalt Replacement			46,000									46,000			(46,000)			(46,000)
7332416 Waterford Arena Seat Deck Seating Replacement			36,000									36,000			(36,000)			(36,000)
7332516 Walsingham Ball Park Fieldhouse Refurbishment				145,000								145,000			(145,000)			(145,000)
7332331 Port Dover Community Center - Floor refinishing					38,000							38,000			(38,000)			(38,000)
7332612 Langton Community Centre Interior Refurbishment					183,000							183,000			(183,000)			(183,000)
7331952 Replace Floor - Delhi Friendship Centre						35,000						35,000			(35,000)			(35,000)
7332012 Dressing Room Refurbishments - Simcoe Talbot Gar						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)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
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)
Total Interior Building Upgrades Program		60,000	112,000	145,000	221,000	73,000	433,000	195,000		79,000	212,000	1,530,000	(5,000)		(1,489,000)	(36,000)		(1,530,000)
Exterior Building Upgrades Program																		
7331853 Front Entrance Upgrade - Langton Arena		70,000										70,000			(70,000)			(70,000)
7332329 Port Dover Arena Exterior Building Block Sealing		30,000										30,000			(30,000)			(30,000)
7331966 Building Envelope Upgrade - Simcoe Recreation Cen				404,000								404,000			(404,000)			(404,000)
7332515 Langton Parks Garage Exterior Repairs				192,000								192,000			(192,000)			(192,000)
7331924 Historical Gazebo Restoration - Lynnwood Park Sime						33,000						33,000			(33,000)			(33,000)
Total Exterior Building Upgrades Program		100,000		596,000		33,000						729,000			(729,000)			(729,000)
Parking Area Resurfacing Program																		
7332418 Port Dover Kinsmen Park Driveway and Parking Lot F			51,000									51,000				(51,000)		(51,000)
7332514 Delhi Friendship Centre Parking Lot Rebuild				236,000								236,000				(236,000)		(236,000)
7331925 Parking Area Resurfacing - Port Dover CC					110,000							110,000				(110,000)		(110,000)
Total Parking Area Resurfacing Program			51,000	236,000	110,000							397,000				(397,000)		(397,000)
Refrigeration Equipment Replacement Program																		
7332328 Port Dover Arena Condenser Replacement		145,000										145,000			(145,000)			(145,000)
7332408 Plate & Frame Heat Exchanger Regasket - Langton A			33,000									33,000			(33,000)			(33,000)
7332802 Desiccant Dehumidifier - Waterford Arena			151,000									151,000			(151,000)			(151,000)
7332801 Desiccant Dehumidifier - Simcoe Talbot Gardens				157,000								157,000			(157,000)			(157,000)
7332608 Plate & Frame Heat Exchanger - Waterford Arena					36,000							36,000			(36,000)			(36,000)
7332709 Desiccant Dehumidifier - Port Dover Arena						155,000						155,000			(155,000)			(155,000)
7332711 Plate & Frame Heat Exchanger - Delhi Arena						39,000						39,000			(39,000)			(39,000)
7332712 Plate & Frame Heat Exchanger - Port Dover Arena						39,000						39,000			(39,000)			(39,000)
7333002 Desiccant Dehumidifier - Langton Arena						163,000						163,000			(163,000)			(163,000)
7332807 Plate & Frame Heat Exchanger - Simcoe Talbot Gard							40,000					40,000			(40,000)			(40,000)
Total Refrigeration Equipment Replacement Program		145,000	184,000	157,000	36,000	396,000	40,000					958,000			(958,000)			(958,000)
Ice Resurfacer Replacements Program																		
7332202 Ice Resurfacer & Ice Leveller - Simcoe Talbot Garder		226,000										226,000			(148,000)	(78,000)		(226,000)
7332411 Electric Ice Resurfacer Battery Replacement - Waterf			46,000									46,000			(46,000)			(46,000)
7332606 Ice Resurfacer & Ice Leveller - Langton Arena					244,000							244,000			(200,000)	(44,000)		(244,000)
7332609 Electric Ice Resurfacer Battery Replacement - Port D					46,000							46,000			(46,000)			(46,000)
7332715 Electric Ice Resurfacer Battery - Talbot Gardens Aren						48,000						48,000			(48,000)			(48,000)
7332716 Delhi Arena Electric Ice Resurfacer Battery Replacem						41,000						41,000			(41,000)			(41,000)
7332803 Ice Resurfacer - Waterford Arena							256,000					256,000			(256,000)			(256,000)
7332902 Ice Resurfacer - Port Dover Arena								262,000				262,000			(262,000)			(262,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
7332217 Delhi Quance Mill Building Restoration	10,000				377,000							377,000			(377,000)			(377,000)
Total Other Replacements	10,000				377,000							377,000			(377,000)			(377,000)
Other Studies & Assessments																		
7332321 ACAC Filter Room – Condition Assessment		12,000										12,000				(12,000)		(12,000)
7332322 Cemeteries Master Plan		35,000										35,000				(35,000)		(35,000)
7332420 Parks and Trails Master Plan				200,000								200,000				(200,000)		(200,000)
7332327 NC Tennis Court Condition Assessments				50,000								50,000				(50,000)		(50,000)
Total Other Studies & Assessments		47,000		250,000								297,000				(297,000)		(297,000)
Total Parks	10,000	3,078,000	1,710,000	4,452,000	2,421,000	1,019,000	2,401,000	11,199,000	330,000	797,000	338,000	27,745,000	(687,000)	(12,492,000)	(6,779,000)	(4,317,000)	(3,470,000)	(27,745,000)
Marinas																		
Other New / Initiatives																		
7631601 PDHM Main Office Building Expansion								1,560,000				1,560,000		(1,094,000)			(466,000)	(1,560,000)
7631706 PDHM Wastewater System				1,647,000								1,647,000			(1,647,000)			(1,647,000)
7632503 PDHM Reconstruction of Commercial Area									1,500,000			1,500,000		(1,500,000)				(1,500,000)
7632202 PRHM Electrical and Bumpers for the Pier					40,000							40,000				(40,000)		(40,000)
7632303 PRHM Lighting for the Pier						40,000						40,000				(40,000)		(40,000)
7632001 PRHM Municipal Water - East Slips							50,000					50,000				(50,000)		(50,000)
7632901 PDHM Purchase Travel Lift								500,000				500,000		(500,000)				(500,000)
7632902 PDHM Connecting Link								50,000				50,000			(50,000)			(50,000)
7632302 PDHM Resurface South Parking Lot									230,000			230,000			(230,000)			(230,000)
Total Other New / Initiatives				1,647,000	40,000	40,000	50,000	2,110,000	1,730,000			5,617,000		(3,094,000)	(1,927,000)	(130,000)	(466,000)	(5,617,000)
Major Dock Rebuilds Program																		
7632401 PDHM Board Replacements Dock 2				75,000								75,000			(75,000)			(75,000)
7632402 PRHM East Side Dock Replacement				36,000								36,000			(36,000)			(36,000)
7632701 PDHM Board Replacements Dock 1							100,000					100,000			(100,000)			(100,000)
7633101 PDHM Dock 1 & Dock 2 Full Replacement											4,500,000	4,500,000	(4,500,000)					(4,500,000)
Total Major Dock Rebuilds Program				111,000			100,000				4,500,000	4,711,000	(4,500,000)	(211,000)				(4,711,000)
Marina Equipment & Vehicle Replacement Program																		
7632601 PDHM Utility Task Vehicle (UTV)							20,000					20,000			(20,000)			(20,000)
7632602 PDHM Riding Lawn Mower							25,000					25,000			(25,000)			(25,000)
7632603 PDHM Compact Utility Tractor & Attachments							50,000					50,000			(50,000)			(50,000)
Total Marina Equipment & Vehicle Replacement Program							95,000					95,000			(95,000)			(95,000)
Other Replacements																		
7632305 PDHM Dredging Entrance		120,000										120,000			(120,000)			(120,000)
7632304 PRHM Dredging				400,000								400,000			(400,000)			(400,000)
7632502 PDHM Pavilion Refurbishment					100,000							100,000			(100,000)			(100,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
7632605 PRHM Resurface Parking Area & Roadway						15,000						15,000			(15,000)			(15,000)
7632702 PDHM Resurface Roadways/Parking - North, West ar									300,000			300,000			(300,000)			(300,000)
7631604 PRHM Upgrades & Renovations										830,000		830,000		(830,000)				(830,000)
Total Other Replacements		120,000		400,000	100,000	15,000			300,000	830,000		1,765,000		(830,000)	(935,000)			(1,765,000)
Total Marinas		120,000		2,158,000	140,000	150,000	150,000	2,110,000	2,030,000	830,000	4,500,000	12,188,000		(8,424,000)	(3,168,000)	(130,000)	(466,000)	(12,188,000)
Fleet																		
Other New / Initiatives																		
5432333 Purpose Built Service Truck		200,000										200,000		(200,000)				(200,000)
7331821 Pickup Truck Superintendent of Trails & Cemeteries							52,000					52,000				(52,000)		(52,000)
Total Other New / Initiatives		200,000					52,000					252,000		(200,000)		(52,000)		(252,000)
Tandem Axle Truck Replacement Program																		
5432323 2023 Tandem Axle Truck Replacement		365,000										365,000			(365,000)			(365,000)
5432324 2023 Tandem Axle Truck Replacement		365,000										365,000			(365,000)			(365,000)
5432325 2023 Tandem Axle Truck Replacement		365,000										365,000			(365,000)			(365,000)
5432417 2024 Tandem Axle Truck Replacement				374,000								374,000			(374,000)			(374,000)
5432418 2024 Tandem Axle Truck Replacement				374,000								374,000			(374,000)			(374,000)
5432419 2024 Tandem Axle Truck Replacement				374,000								374,000			(374,000)			(374,000)
5432326 2025 Tandem Axle Truck Replacement					383,000							383,000			(383,000)			(383,000)
5432420 2025 Tandem Axle Truck Replacement					383,000							383,000			(383,000)			(383,000)
5432609 2026 Tandem Axle Truck Replacement						393,000						393,000			(393,000)			(393,000)
5432610 2026 Tandem Axle Truck Replacement						393,000						393,000			(393,000)			(393,000)
5432709 2027 Tandem Axle Truck Replacement							403,000					403,000			(403,000)			(403,000)
5432710 2027 Tandem Axle Truck Replacement							403,000					403,000			(403,000)			(403,000)
5432711 2027 Tandem Axle Truck Replacement							403,000					403,000			(403,000)			(403,000)
5432802 2028 Tandem Axle Truck Replacement								413,000				413,000			(413,000)			(413,000)
5432806 2028 Tandem Axle Truck Replacement								413,000				413,000			(413,000)			(413,000)
5432807 2028 Tandem Axle Truck Replacement								413,000				413,000			(413,000)			(413,000)
5432902 2029 Tandem Axle Truck Replacement									423,000			423,000			(423,000)			(423,000)
5432906 2029 Tandem Axle Truck Replacement									423,000			423,000			(423,000)			(423,000)
5432907 2029 Tandem Axle Truck Replacement									423,000			423,000			(423,000)			(423,000)
5433002 2030 Tandem Axle Truck Replacement										434,000		434,000			(434,000)			(434,000)
5433010 2030 Tandem Axle Truck Replacement										434,000		434,000			(434,000)			(434,000)
5433011 2030 Tandem Axle Truck Replacement										434,000		434,000			(434,000)			(434,000)
5433103 2031 Tandem Axle Truck Replacement											445,000	445,000			(445,000)			(445,000)
5433104 2031 Tandem Axle Truck Replacement											445,000	445,000			(445,000)			(445,000)
5433105 2031 Tandem Axle Truck Replacement											445,000	445,000			(445,000)			(445,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5433201 2032 Tandem Axle Truck Replacement											456,000	456,000			(456,000)			(456,000)
5433202 2032 Tandem Axle Truck Replacement											456,000	456,000			(456,000)			(456,000)
5433203 2032 Tandem Axle Truck Replacement											456,000	456,000			(456,000)			(456,000)
Total Tandem Axle Truck Replacement Program		1,095,000	1,122,000	766,000	786,000	1,209,000	1,239,000	1,269,000	1,302,000	1,335,000	1,368,000	11,491,000			(11,491,000)			(11,491,000)
One Ton Truck Replacement Program																		
5432103 2023 One Ton Truck Replacement		110,000										110,000			(110,000)			(110,000)
5432116 2023 One Ton Truck Replacement		110,000										110,000			(110,000)			(110,000)
5432208 2023 One Ton Truck Replacement		110,000										110,000			(110,000)			(110,000)
5432310 2025 One Ton Truck Replacement				116,000								116,000			(116,000)			(116,000)
5432311 2025 One Ton Truck Replacement				116,000								116,000			(116,000)			(116,000)
5432704 2027 One Ton Truck Replacement						122,000						122,000			(122,000)			(122,000)
5432717 2027 One Ton Truck Replacement						122,000						122,000			(122,000)			(122,000)
5433004 2030 One Ton Truck Replacement									131,000			131,000			(131,000)			(131,000)
5433017 2030 One Ton Truck Replacement									131,000			131,000			(131,000)			(131,000)
5433018 2030 One Ton Truck Replacement									131,000			131,000			(131,000)			(131,000)
Total One Ton Truck Replacement Program		330,000		232,000		244,000			393,000			1,199,000			(1,199,000)			(1,199,000)
Pickup Truck Replacement Program																		
5432327 2023 Pickup Truck Replacement		47,000										47,000			(47,000)			(47,000)
5432328 2023 Pickup Truck Replacement		47,000										47,000			(47,000)			(47,000)
5432329 2023 Pickup Truck Replacement		47,000										47,000			(47,000)			(47,000)
5432330 2023 Pickup Truck Replacement		47,000										47,000			(47,000)			(47,000)
5432331 2023 Pickup Truck Replacement		47,000										47,000			(47,000)			(47,000)
5432332 2023 Pickup Truck Replacement		47,000										47,000			(47,000)			(47,000)
5432402 2024 Pickup Truck Replacement			48,000									48,000			(48,000)			(48,000)
5432421 2024 Pickup Truck Replacement			48,000									48,000			(48,000)			(48,000)
5432422 2024 Pickup Truck Replacement			48,000									48,000			(48,000)			(48,000)
5432423 2024 Pickup Truck Replacement			48,000									48,000			(48,000)			(48,000)
5432424 2024 Pickup Truck Replacement			48,000									48,000			(48,000)			(48,000)
5432425 2024 Pickup Truck Replacement			48,000									48,000			(48,000)			(48,000)
5432505 2025 Pickup Truck Replacement				49,000								49,000			(49,000)			(49,000)
5432512 2025 Pickup Truck Replacement				49,000								49,000			(49,000)			(49,000)
5432513 2025 Pickup Truck Replacement				49,000								49,000			(49,000)			(49,000)
5432514 2025 Pickup Truck Replacement				49,000								49,000			(49,000)			(49,000)
5432515 2025 Pickup Truck Replacement				49,000								49,000			(49,000)			(49,000)
5432516 2025 Pickup Truck Replacement				49,000								49,000			(49,000)			(49,000)
5432602 2026 Pickup Truck Replacement					50,000							50,000			(50,000)			(50,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5432611 2026 Pickup Truck Replacement					50,000							50,000			(50,000)			(50,000)
5432612 2026 Pickup Truck Replacement					50,000							50,000			(50,000)			(50,000)
5432613 2026 Pickup Truck Replacement					50,000							50,000			(50,000)			(50,000)
5432614 2026 Pickup Truck Replacement					50,000							50,000			(50,000)			(50,000)
5432615 2026 Pickup Truck Replacement					50,000							50,000			(50,000)			(50,000)
5432703 2027 Pickup Truck Replacement						51,000						51,000			(51,000)			(51,000)
5432712 2027 Pickup Truck Replacement						51,000						51,000			(51,000)			(51,000)
5432713 2027 Pickup Truck Replacement						51,000						51,000			(51,000)			(51,000)
5432714 2027 Pickup Truck Replacement						51,000						51,000			(51,000)			(51,000)
5432715 2027 Pickup Truck Replacement						51,000						51,000			(51,000)			(51,000)
5432716 2027 Pickup Truck Replacement						51,000						51,000			(51,000)			(51,000)
5432801 2028 Pickup Truck Replacement							52,000					52,000			(52,000)			(52,000)
5432808 2028 Pickup Truck Replacement							52,000					52,000			(52,000)			(52,000)
5432809 2028 Pickup Truck Replacement							52,000					52,000			(52,000)			(52,000)
5432810 2028 Pickup Truck Replacement							52,000					52,000			(52,000)			(52,000)
5432811 2028 Pickup Truck Replacement							52,000					52,000			(52,000)			(52,000)
5432812 2028 Pickup Truck Replacement							52,000					52,000			(52,000)			(52,000)
5432901 2029 Pickup Truck Replacement								53,000				53,000			(53,000)			(53,000)
5432908 2029 Pickup Truck Replacement								53,000				53,000			(53,000)			(53,000)
5432909 2029 Pickup Truck Replacement								53,000				53,000			(53,000)			(53,000)
5432910 2029 Pickup Truck Replacement								53,000				53,000			(53,000)			(53,000)
5432911 2029 Pickup Truck Replacement								53,000				53,000			(53,000)			(53,000)
5432912 2029 Pickup Truck Replacement								53,000				53,000			(53,000)			(53,000)
5433001 2030 Pickup Truck Replacement									54,000			54,000			(54,000)			(54,000)
5433012 2030 Pickup Truck Replacement									54,000			54,000			(54,000)			(54,000)
5433013 2030 Pickup Truck Replacement									54,000			54,000			(54,000)			(54,000)
5433014 2030 Pickup Truck Replacement									54,000			54,000			(54,000)			(54,000)
5433015 2030 Pickup Truck Replacement									54,000			54,000			(54,000)			(54,000)
5433016 2030 Pickup Truck Replacement									54,000			54,000			(54,000)			(54,000)
5433101 2031 Pickup Truck Replacement										55,000		55,000			(55,000)			(55,000)
5433106 2031 Pickup Truck Replacement										55,000		55,000			(55,000)			(55,000)
5433107 2031 Pickup Truck Replacement										55,000		55,000			(55,000)			(55,000)
5433108 2031 Pickup Truck Replacement										55,000		55,000			(55,000)			(55,000)
5433109 2031 Pickup Truck Replacement										55,000		55,000			(55,000)			(55,000)
5433110 2031 Pickup Truck Replacement										55,000		55,000			(55,000)			(55,000)
5433204 2032 Pickup Truck Replacement											56,000	56,000			(56,000)			(56,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5433205 2032 Pickup Truck Replacement											56,000	56,000			(56,000)			(56,000)
5433206 2032 Pickup Truck Replacement											56,000	56,000			(56,000)			(56,000)
5433207 2032 Pickup Truck Replacement											56,000	56,000			(56,000)			(56,000)
5433208 2032 Pickup Truck Replacement											56,000	56,000			(56,000)			(56,000)
5433209 2032 Pickup Truck Replacement											56,000	56,000			(56,000)			(56,000)
Total Pickup Truck Replacement Program		282,000	288,000	294,000	300,000	306,000	312,000	318,000	324,000	330,000	336,000	3,090,000			(3,090,000)			(3,090,000)
Single Axle Truck Replacement Program																		
5432104 2023 Single Axle Truck Replacement		328,000										328,000			(328,000)			(328,000)
5432107 2023 Single Axle Truck Replacement		328,000										328,000			(328,000)			(328,000)
5432312 2026 Single Axle Truck Replacement					353,000							353,000			(353,000)			(353,000)
5432320 2026 Single Axle Truck Replacement					353,000							353,000			(353,000)			(353,000)
5432903 2029 Single Axle Truck Replacement								380,000				380,000			(380,000)			(380,000)
Total Single Axle Truck Replacement Program		656,000			706,000			380,000				1,742,000			(1,742,000)			(1,742,000)
Mower Replacement Program																		
5432119 Tractor/Mower Replacement - M585		42,000										42,000			(42,000)			(42,000)
5432319 Mower Replacement - M533		33,000										33,000			(33,000)			(33,000)
5432407 Mower Replacement - M544			34,000									34,000			(34,000)			(34,000)
5432408 Tractor/Mower Replacement - M545			43,000									43,000			(43,000)			(43,000)
5432503 Tractor/Mower Replacement - M553				44,000								44,000			(44,000)			(44,000)
5432606 2026 Tractor/Mower Replacement					45,000							45,000			(45,000)			(45,000)
5432706 2027 Tractor/Mower Replacement						46,000						46,000			(46,000)			(46,000)
5432805 2028 Mower Replacement							38,000					38,000			(38,000)			(38,000)
5432813 2028 Mower Replacement							38,000					38,000			(38,000)			(38,000)
5432814 2028 Mower Replacement							38,000					38,000			(38,000)			(38,000)
5432905 2029 Mower Replacement								39,000				39,000			(39,000)			(39,000)
5432913 2029 Mower Replacement								39,000				39,000			(39,000)			(39,000)
5432914 2029 Mower Replacement								39,000				39,000			(39,000)			(39,000)
5433009 2030 Mower Replacement									40,000			40,000			(40,000)			(40,000)
5433019 2030 Mower Replacement									40,000			40,000			(40,000)			(40,000)
5433020 2030 Mower Replacement									40,000			40,000			(40,000)			(40,000)
5433102 2031 Mower Replacement										41,000		41,000			(41,000)			(41,000)
5433111 2031 Mower Replacement										41,000		41,000			(41,000)			(41,000)
5433112 2031 Mower Replacement										41,000		41,000			(41,000)			(41,000)
5433210 2032 Mower Replacement											42,000	42,000			(42,000)			(42,000)
5433211 2032 Mower Replacement											42,000	42,000			(42,000)			(42,000)
5433212 2032 Mower Replacement											42,000	42,000			(42,000)			(42,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
Total Mower Replacement Program		75,000	77,000	44,000	45,000	46,000	114,000	117,000	120,000	123,000	126,000	887,000			(887,000)			(887,000)
Van Replacement Program																		
5432124 Mini Van Replacement - V011		35,000										35,000			(35,000)			(35,000)
5432313 Van Replacement - V013		65,000										65,000			(35,000)	(30,000)		(65,000)
5432209 Mini Van Replacement - V015			36,000									36,000			(36,000)			(36,000)
5432705 Mini Van Replacement - V016						39,000						39,000			(39,000)			(39,000)
5432804 2028 Van Replacement							65,000					65,000			(65,000)			(65,000)
5432815 2028 Van Replacement							65,000					65,000			(65,000)			(65,000)
5432816 2028 Van Replacement							65,000					65,000			(65,000)			(65,000)
5432904 2029 Van Replacement								67,000				67,000			(67,000)			(67,000)
5432915 2029 Van Replacement								67,000				67,000			(67,000)			(67,000)
5432916 2029 Van Replacement								67,000				67,000			(67,000)			(67,000)
5433003 2030 Van Replacement									69,000			69,000			(69,000)			(69,000)
Total Van Replacement Program		100,000	36,000			39,000	195,000	201,000	69,000			640,000			(610,000)	(30,000)		(640,000)
Fleet Capital Equipment Replacement Program																		
5432409 Utility Vehicle Replacement - U014			27,000									27,000			(27,000)			(27,000)
5432301 Brush Chipper Replacement - E182				73,000								73,000			(73,000)			(73,000)
5432401 Brush Chipper Replacement - E190					75,000							75,000			(75,000)			(75,000)
5432510 Street Sweeper Replacement - S072						302,000						302,000			(302,000)			(302,000)
5432803 Norview Bus Replacement - N006							198,000					198,000			(198,000)			(198,000)
5433006 Loader Replacement - L014									240,000			240,000			(240,000)			(240,000)
5433007 Loader Replacement - L090									240,000			240,000			(240,000)			(240,000)
Total Fleet Capital Equipment Replacement Program			27,000	73,000	75,000	302,000	198,000		480,000			1,155,000			(1,155,000)			(1,155,000)
Total Fleet		2,738,000	1,550,000	1,409,000	1,912,000	2,146,000	2,110,000	2,285,000	2,688,000	1,788,000	1,830,000	20,456,000		(200,000)	(20,174,000)	(82,000)		(20,456,000)
Facilities																		
Other New / Initiatives																		
5332050 Messenger Emergency Notification Software			30,000									30,000				(30,000)		(30,000)
Total Other New / Initiatives			30,000									30,000				(30,000)		(30,000)
Energy Conservation Measures Program																		
5332226 Rooftop Net Metering Consulting Services			36,000									36,000				(36,000)		(36,000)
Total Energy Conservation Measures Program			36,000									36,000				(36,000)		(36,000)
Climate Change Program																		
5332408 2024 Climate Change Adaptation Measure Program			106,000									106,000			(106,000)			(106,000)
5332512 2025 Climate Change Adaptation Measure Program				108,000								108,000			(108,000)			(108,000)
5332606 2026 Climate Change Adaptation Measure Program					110,000							110,000			(110,000)			(110,000)
5332718 2027 Climate Change Adaptation Measure Program						112,000						112,000			(112,000)			(112,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5332805 2028 Climate Change Adaptation Measure Program							114,000					114,000			(114,000)			(114,000)
5332908 2029 Climate Change Adaptation Measure Program								116,000				116,000			(116,000)			(116,000)
5333004 2030 Climate Change Adaptation Measure Program									118,000			118,000			(118,000)			(118,000)
5333104 2031 Climate Change Adaptation Measure Program										120,000		120,000			(120,000)			(120,000)
5333208 2032 Climate Change Adaptation Measure Program											123,000	123,000			(123,000)			(123,000)
Total Climate Change Program			106,000	108,000	110,000	112,000	114,000	116,000	118,000	120,000	123,000	1,027,000			(1,027,000)			(1,027,000)
Other New / Initiatives																		
5332322 Server Room Relocation - Delhi Administration Building		80,000										80,000			(80,000)			(80,000)
Total Other New / Initiatives		80,000										80,000			(80,000)			(80,000)
Material Storage Dome Reshingling Program																		
5632411 2024 Material Storage Dome Reshingling			49,000									49,000			(49,000)			(49,000)
5632608 2026 Material Storage Dome Reshingling					52,000							52,000			(52,000)			(52,000)
5632808 2028 Material Storage Dome Reshingling							55,000					55,000			(55,000)			(55,000)
5633001 2030 Material Storage Dome Reshingling									57,000			57,000			(57,000)			(57,000)
5633204 2032 Material Storage Dome Reshingling											60,000	60,000			(60,000)			(60,000)
Total Material Storage Dome Reshingling Program			49,000		52,000		55,000		57,000		60,000	273,000			(273,000)			(273,000)
Generator Replacement Program																		
5332509 Generator Replacement - Fire Station #9 Port Rowan		16,000										16,000			(16,000)			(16,000)
5332510 Generator Replacement - Fire Station #10 St. William		16,000										16,000			(16,000)			(16,000)
5332113 Generator Replacement - Fire Station #7 Langton			16,000									16,000			(16,000)			(16,000)
5332407 Generator Replacement - Fire Station #1 Simcoe			60,000									60,000			(60,000)			(60,000)
5332508 Generator Replacement - Fire Station #3 Waterford			18,000									18,000			(18,000)			(18,000)
5332045 Generator Replacement - Norview Lodge				100,000								100,000			(100,000)			(100,000)
5332802 Generator Replacement - Norfolk County Garage					50,000							50,000			(50,000)			(50,000)
5332905 Generator Replacement - Fire Station #11 Vittoria					16,000							16,000			(16,000)			(16,000)
5332803 Generator Replacement - Simcoe Recreation Centre							50,000					50,000			(50,000)			(50,000)
5332804 Generator Replacement - GAB West Side Generator							120,000					120,000			(120,000)			(120,000)
5332906 Generator Replacement - Port Rowan Portable Generator								50,000				50,000			(50,000)			(50,000)
5333003 2030 Generator Replacement Program									60,000			60,000			(60,000)			(60,000)
5333103 2031 Generator Replacement Program										61,000		61,000			(61,000)			(61,000)
5333205 2032 Generator Replacement Program											62,000	62,000			(62,000)			(62,000)
Total Generator Replacement Program		32,000	94,000	100,000	66,000		170,000	50,000	60,000	61,000	62,000	695,000			(695,000)			(695,000)
HVAC Replacement Program																		
5332314 ACAC Pool Boiler Replacement - Phase 1		35,000										35,000			(35,000)			(35,000)
5332317 County Admin Building Server Room HVAC Replacement		15,000										15,000			(15,000)			(15,000)
5332321 CO / NO2 Sensor Replacement Station #1 (Simcoe F)		10,000										10,000			(10,000)			(10,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5332323 Delhi EMS Base (Base #5) HVAC Replacement		20,000										20,000			(20,000)			(20,000)
5332325 Delhi Fire Station Furnace Replacement		8,000										8,000			(8,000)			(8,000)
5332332 Port Dover Beach Washrooms HVAC Replacement		20,000										20,000			(20,000)			(20,000)
5332335 County Admin Building Server Room HVAC Replacer		15,000										15,000			(15,000)			(15,000)
5332337 Vittoria Community Centre HVAC Replacement		15,000										15,000			(15,000)			(15,000)
5332339 West Area Roads Operations Yard HVAC Replacement		70,000										70,000			(70,000)			(70,000)
5332511 Facilities Operations Building - HVAC Replacement		20,000										20,000			(20,000)			(20,000)
5332419 Norfolk Arts Centre HVAC Replacement			120,000									120,000			(120,000)			(120,000)
5332513 ACAC Pool Boiler Replacement - Phase 2				35,000								35,000			(35,000)			(35,000)
5332603 2026 HVAC Replacement Program					173,000							173,000			(173,000)			(173,000)
5632610 West Roads Operations Building - HVAC Replacement					35,000							35,000			(35,000)			(35,000)
5332710 2027 HVAC Replacement Program						129,000						129,000			(129,000)			(129,000)
5331914 2028 HVAC Replacement Program							205,000					205,000			(205,000)			(205,000)
5332907 Norfolk County Garage - HVAC Replacement								170,000				170,000			(170,000)			(170,000)
5333002 2030 HVAC Replacement Program									311,000			311,000			(311,000)			(311,000)
5333102 2031 HVAC Replacement Program										317,000		317,000			(317,000)			(317,000)
5332426 2032 HVAC Replacement Program											325,000	325,000			(325,000)			(325,000)
Total HVAC Replacement Program		228,000	120,000	35,000	208,000	129,000	205,000	170,000	311,000	317,000	325,000	2,048,000			(2,048,000)			(2,048,000)
Roof Replacement Program																		
5332209 County Admin Building - Partial Roof Replacement		200,000										200,000			(200,000)			(200,000)
5332309 Simcoe Rec Centre Full Roof Replacement		750,000										750,000	(450,000)		(300,000)			(750,000)
5332316 Bloomsburg Communication Tower Roof Replacement		12,000										12,000			(12,000)			(12,000)
5332324 Delhi EMS Base (Base #5) Full Roof Replacement		12,000										12,000			(12,000)			(12,000)
5332336 St. Williams Fire Station (Station #10) Full Roof Replacement		25,000										25,000			(25,000)			(25,000)
5332208 West Area Roads Facility - Full Roof Replacement			451,000									451,000			(451,000)			(451,000)
5332219 Langton Fire Station - Full Roof Replacement			277,000									277,000			(277,000)			(277,000)
5332412 40 Colborne Street Roof Replacement			90,000									90,000			(90,000)			(90,000)
5332413 60 Colborne Street Roof Replacement			90,000									90,000			(90,000)			(90,000)
5332415 County Admin Building - Cedar Roof Replacement			150,000									150,000			(150,000)			(150,000)
5332417 Courtland Community Centre Full Roof Replacement			250,000									250,000			(250,000)			(250,000)
5332418 Langton Arena Partial Roof Replacement			125,000									125,000			(125,000)			(125,000)
5332516 Port Rowan Community Centre Full Roof Replacement				300,000								300,000			(300,000)			(300,000)
5332517 Vittoria Community Centre Partial Roof Replacement				250,000								250,000			(250,000)			(250,000)
5332602 2026 Roof Replacement Program					469,000							469,000			(469,000)			(469,000)
5332709 2027 Roof Replacement Program						310,000						310,000			(310,000)			(310,000)
5332721 Facilities Operations Building Full Roof Replacement						170,000						170,000			(170,000)			(170,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5331913 2028 Roof Replacement Program							493,000					493,000			(493,000)			(493,000)
5332901 2029 Roof Replacement Program								505,000				505,000			(505,000)			(505,000)
5333001 2030 Roof Replacement Program									518,000			518,000			(518,000)			(518,000)
5333107 Port Dover Arena Roof Replacement										600,000		600,000			(600,000)			(600,000)
5333108 Port Dover Community Centre Roof Replacement										400,000		400,000			(400,000)			(400,000)
5333202 Culver Operations Building Full Roof Replacement											300,000	300,000			(300,000)			(300,000)
5333210 2032 Roof Replacement Program												244,000			(244,000)			(244,000)
Total Roof Replacement Program		999,000	1,433,000	550,000	469,000	480,000	493,000	505,000	518,000	1,000,000	544,000	6,991,000	(450,000)		(6,541,000)			(6,991,000)
Admin Buildings Repairs & Maintenance Program																		
5332318 County Admin Building Structural Repairs		250,000										250,000			(250,000)			(250,000)
5332319 County Admin Building Wayfinding Signage Replacer		15,000										15,000			(15,000)			(15,000)
5332320 County Admin Building 3 Door Restoration		25,000										25,000			(25,000)			(25,000)
5332326 Gilbertson Admin Building Retaining Wall Replaceme		60,000										60,000			(60,000)			(60,000)
5332201 County Administration Building - Skylight			67,000									67,000			(67,000)			(67,000)
5332401 2024 Admin Buildings Repairs & Maintenance Progra			338,000									338,000			(338,000)			(338,000)
5332410 Delhi Admin Bldg Roof Reinforcement			100,000									100,000			(100,000)			(100,000)
5332504 2025 Admin Buildings Repairs & Maintenance Progra				344,000								344,000			(344,000)			(344,000)
5332519 Country Admin Building Partial Floor Replacement				100,000								100,000			(100,000)			(100,000)
5332520 County Admin Building - Interior Painting				100,000								100,000			(100,000)			(100,000)
5332604 2026 Admin Buildings Repairs & Maintenance Progra					352,000							352,000			(352,000)			(352,000)
5332609 Culver Operations Building - Interior Painting					70,000							70,000			(70,000)			(70,000)
5332610 Gilbertson Admin Building - Interior Painting					120,000							120,000			(120,000)			(120,000)
5332716 Delhi Admin Building Electrical Equipment and Syster						180,000						180,000			(180,000)			(180,000)
5332717 Delhi Admin Building Fire Alarm System Replacemen						50,000						50,000			(50,000)			(50,000)
5331915 2028 Admin Buildings Repairs & Maintenance Progra							366,000					366,000			(366,000)			(366,000)
5332903 2029 Admin Buildings Repairs & Maintenance Progra								373,000				373,000			(373,000)			(373,000)
5333005 2030 Admin Buildings Repairs & Maintenance Progra									380,000			380,000			(380,000)			(380,000)
5333105 2031 Admin Buildings Repairs & Maintenance Progra										389,000		389,000			(389,000)			(389,000)
5333207 2032 Admin Buildings Repairs & Maintenance Progra											330,000	330,000			(330,000)			(330,000)
5333209 Delhi Admin Building - Interior Painting											70,000	70,000			(70,000)			(70,000)
Total Admin Buildings Repairs & Maintenance Program		350,000	505,000	544,000	542,000	230,000	366,000	373,000	380,000	389,000	400,000	4,079,000			(4,079,000)			(4,079,000)
Elevator Replacement Program																		
5331912 County Administration Building - Elevator Rplcmnts			400,000									400,000			(400,000)			(400,000)
5332048 Delhi Friendship Centre - Vertical Lift				90,000								90,000			(90,000)			(90,000)
5332049 Simcoe Talbot Gardens - Vertical Lift				100,000								100,000			(100,000)			(100,000)
5332306 Norfolk County Archives - Elevator Upgrades				250,000								250,000			(250,000)			(250,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5332506 Port Dover Harbour Museum - Vertical Lift				90,000								90,000			(90,000)			(90,000)
5332507 Port Rowan Library - Vertical Lift									90,000			90,000			(90,000)			(90,000)
Total Elevator Replacement Program			400,000	530,000					90,000			1,020,000			(1,020,000)			(1,020,000)
Museums Repairs & Maintenance Program																		
5332313 Delhi Tobacco Museum Partial Floor Replacement		20,000										20,000			(20,000)			(20,000)
5332327 Norfolk Arts Centre - Foundation Assessment		10,000										10,000			(10,000)			(10,000)
5332328 Norfolk County Archives - AODA Washroom		15,000	50,000									65,000			(65,000)			(65,000)
5332330 Norfolk County Archives Structural and Building Repa		400,000										400,000			(400,000)			(400,000)
5332333 Port Dover Harbour Museum - Loading Door Replace		10,000										10,000				(10,000)		(10,000)
5332338 Vittoria Old Town Hall Structural and Building Repairs			825,000									825,000			(825,000)			(825,000)
5332340 WHAM - North Loading Door Replacement		10,000										10,000				(10,000)		(10,000)
5332420 Norfolk Arts Centre - Porch Restoration			25,000	325,000								350,000			(350,000)			(350,000)
5332421 Norfolk County Archives - Entrance Sidewalk Replace			30,000									30,000			(30,000)			(30,000)
5332424 WHAM - Window Removal			25,000									25,000			(25,000)			(25,000)
5332427 WHAM - Facade Repairs			25,000									25,000			(25,000)			(25,000)
8332506 2025 Museums Repairs & Maintenance				54,000								54,000			(54,000)			(54,000)
8332606 2026 Museums Repairs & Maintenance					55,000							55,000			(55,000)			(55,000)
8331814 2027 Museums Repairs & Maintenance						56,000						56,000			(56,000)			(56,000)
8331913 2028 Museums Repairs & Maintenance							58,000					58,000			(58,000)			(58,000)
8332907 2029 Museums Repairs & Maintenance								59,000				59,000			(59,000)			(59,000)
8333001 2030 Museums Repairs & Maintenance									61,000			61,000			(61,000)			(61,000)
5333106 2031 Museums Repairs & Maintenance										62,000		62,000			(62,000)			(62,000)
5333204 2032 Museums Repairs & Maintenance											64,000	64,000			(64,000)			(64,000)
Total Museums Repairs & Maintenance Program		465,000	980,000	379,000	55,000	56,000	58,000	59,000	61,000	62,000	64,000	2,239,000			(2,219,000)	(20,000)		(2,239,000)
County Building Repair & Maintenance Program																		
5332331 Port Dover EMS Base (Base #2) Grease Inceptor Repl		15,000										15,000			(15,000)			(15,000)
5331917 Exhaust Extraction System - Norfolk County Garage			57,000									57,000			(57,000)			(57,000)
5332107 Exterior & Interior Repairs - South Walsingham Hall			200,000									200,000			(200,000)			(200,000)
5332109 Exterior Repairs - Delhi Friendship Centre				105,000								105,000			(105,000)			(105,000)
5332228 Stone Cap Repair - 60 Colborne St, Simcoe			60,000									60,000			(60,000)			(60,000)
5332311 Exterior Wall Repairs - Schellburg Ops Building			25,000									25,000			(25,000)			(25,000)
5332312 Washroom Renovation - Schellburg Ops Building			75,000									75,000			(75,000)			(75,000)
5332416 Central Roads Operation Yard Fuel Kiosk Replaceme			20,000									20,000			(20,000)			(20,000)
5332422 Simcoe Branch Public Library Skylight Replacement			60,000									60,000			(60,000)			(60,000)
5332423 West Roads Operation Yard Fuel Kiosk Replacement			20,000									20,000			(20,000)			(20,000)
6332008 Phase 1 Siding Replacement - Norview Lodge			105,000									105,000			(105,000)			(105,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5332515 Norfolk County Garage Fuel Kiosk Replacement				20,000								20,000			(20,000)			(20,000)
5632412 Overhead Door Replacement - Villa Nova Yard				30,000								30,000			(30,000)			(30,000)
5632609 Exterior Siding Repairs & Painting - Courtland Operat					50,000							50,000			(50,000)			(50,000)
6332208 Phase 2 Siding Replacement - Norview Lodge					110,000							110,000			(110,000)			(110,000)
6332605 Phase 3 Siding Replacement - Norview Lodge							116,000					116,000			(116,000)			(116,000)
6332805 Phase 4 Siding Replacement - Norview Lodge									122,000			122,000			(122,000)			(122,000)
6333012 Phase 5 Siding Replacement - Norview Lodge											128,000	128,000			(128,000)			(128,000)
Total County Building Repair & Maintenance Program		15,000	622,000	155,000	160,000		116,000		122,000		128,000	1,318,000			(1,318,000)			(1,318,000)
LED Street Lighting Retrofit Program																		
5332211 2024 LED Street Lighting Retrofit Program			312,000									312,000				(312,000)		(312,000)
5332307 2025 LED Street Lighting Retrofit Program				162,000								162,000				(162,000)		(162,000)
5332406 2026 LED Street Lighting Retrofit Program					166,000							166,000				(166,000)		(166,000)
Total LED Street Lighting Retrofit Program			312,000	162,000	166,000							640,000				(640,000)		(640,000)
Other Replacements																		
5331910 Soil Remediation Norfolk County Garage & Woodlot	9,651,000	750,000	750,000									1,500,000		(1,500,000)				(1,500,000)
Total Other Replacements	9,651,000	750,000	750,000									1,500,000		(1,500,000)				(1,500,000)
Other Studies & Assessments																		
5332014 Museum Archive HVAC Study		25,000										25,000				(25,000)		(25,000)
5332341 Norfolk County Greenhouse Gas Emissions Reductio			90,000									90,000				(90,000)		(90,000)
5332719 Structural Review - Arenas (5)							30,000					30,000				(30,000)		(30,000)
5332720 Structural Review - Arenas (5)											34,000	34,000				(34,000)		(34,000)
5333201 Building Condition Assessments											350,000	350,000				(350,000)		(350,000)
Total Other Studies & Assessments		25,000	90,000				30,000				384,000	529,000				(529,000)		(529,000)
Total Facilities	9,651,000	2,944,000	5,527,000	2,563,000	1,828,000	1,037,000	1,577,000	1,273,000	1,717,000	1,949,000	2,090,000	22,505,000	(450,000)	(1,500,000)	(19,300,000)	(1,255,000)		(22,505,000)
Roads																		
Other New / Initiatives																		
5632311 Courtland Salt Dome			200,000									200,000				(200,000)		(200,000)
Total Other New / Initiatives			200,000									200,000				(200,000)		(200,000)
Parking Lot Preservation Program																		
5632310 2023 Parking Lot Preservation Program		78,000										78,000				(78,000)		(78,000)
5632410 2024 Parking Lot Preservation Program			80,000									80,000				(80,000)		(80,000)
5632510 2025 Parking Lot Preservation Program				82,000								82,000				(82,000)		(82,000)
5632606 2026 Parking Lot Preservation Program					84,000							84,000				(84,000)		(84,000)
5632706 2027 Parking Lot Preservation Program						86,000						86,000				(86,000)		(86,000)
5632806 2028 Parking Lot Preservation Program							88,000					88,000				(88,000)		(88,000)
5632905 2029 Parking Lot Preservation Program								90,000				90,000				(90,000)		(90,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
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)
Total Parking Lot Preservation Program		78,000	80,000	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000	870,000				(870,000)		(870,000)
Traffic Signal Controllers Program																		
5632308 2023 Traffic Controller Program		56,000										56,000			(56,000)			(56,000)
5632408 2024 Traffic Controller Program			57,000									57,000			(57,000)			(57,000)
5632508 2025 Traffic Controller Program				58,000								58,000			(58,000)			(58,000)
5632603 2026 Traffic Controller Program					60,000							60,000			(60,000)			(60,000)
5632704 2027 Traffic Controller Program						61,000						61,000			(61,000)			(61,000)
5632804 2028 Traffic Controller Program							63,000					63,000			(63,000)			(63,000)
5632903 2029 Traffic Controller Program								64,000				64,000			(64,000)			(64,000)
5633004 2030 Traffic Controller Program									66,000			66,000			(66,000)			(66,000)
5633101 2031 Traffic Controller Program										67,000		67,000			(67,000)			(67,000)
5633201 2032 Traffic Controller Program											69,000	69,000			(69,000)			(69,000)
Total Traffic Signal Controllers Program		56,000	57,000	58,000	60,000	61,000	63,000	64,000	66,000	67,000	69,000	621,000			(621,000)			(621,000)
Other Replacements																		
5632511 Rd 45 Salt Dome Facility				460,000								460,000			(460,000)			(460,000)
Total Other Replacements				460,000								460,000			(460,000)			(460,000)
Total Roads		134,000	337,000	600,000	144,000	147,000	151,000	154,000	158,000	161,000	165,000	2,151,000			(1,081,000)	(1,070,000)		(2,151,000)
Total Operations	9,661,000	9,014,000	9,124,000	11,182,000	6,445,000	4,499,000	6,389,000	17,021,000	6,923,000	5,525,000	8,923,000	85,045,000	(1,137,000)	(22,616,000)	(50,502,000)	(6,854,000)	(3,936,000)	(85,045,000)
Community Development																		
Planning																		
Aerial Photography Updates Program																		
8232502 2025 Aerial Photography Updates				22,000								22,000				(22,000)		(22,000)
8233001 2030 Aerial Photography Updates									24,000			24,000				(24,000)		(24,000)
Total Aerial Photography Updates Program				22,000					24,000			46,000				(46,000)		(46,000)
Other Studies & Assessments																		
8232301 Official Plan Update - PPS Conformity Amendment		50,000										50,000				(41,000)	(9,000)	(50,000)
8232401 Delhi Plan		80,000										80,000				(45,000)	(35,000)	(80,000)
8232402 Urban Design Guidelines				50,000								50,000				(25,000)	(25,000)	(50,000)
8232701 Zoning By-Law Update				50,000								50,000				(25,000)	(25,000)	(50,000)
8232503 Waterford Plan		90,000										90,000				(50,000)	(40,000)	(90,000)
8232302 Cultural Plan & Archeological Management Plan					120,000							120,000				(60,000)	(60,000)	(120,000)
8232602 Two-Zone Floodplain Study/Options - Port Dover					125,000							125,000				(13,000)	(112,000)	(125,000)
8232601 Natural Heritage Systems Study						160,000						160,000				(80,000)	(80,000)	(160,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
8232901 Official Plan Update - 10 Year Review							100,000					100,000				(82,000)	(18,000)	(100,000)
8233101 Comprehensive Zoning By-Law Update							50,000					50,000				(25,000)	(25,000)	(50,000)
8232902 Future Growth Related Studies - Planning								50,000				50,000				(25,000)	(25,000)	(50,000)
8233002 Future Growth Related Studies - Planning									51,000			51,000				(26,000)	(25,000)	(51,000)
8233102 Future Growth Related Studies - Planning										52,000		52,000				(26,000)	(26,000)	(52,000)
8233201 Future Growth Related Studies - Planning											53,000	53,000				(27,000)	(26,000)	(53,000)
Total Other Studies & Assessments		220,000		100,000	245,000	160,000	150,000	50,000	51,000	52,000	53,000	1,081,000				(550,000)	(531,000)	(1,081,000)
Total Planning		220,000	122,000	245,000	160,000	150,000	50,000	75,000	52,000	53,000	53,000	1,127,000				(596,000)	(531,000)	(1,127,000)
Economic Development																		
Placemaking Assets Program																		
8432201 Placemaking Assets - Simcoe Area	5,000		20,000									20,000				(20,000)		(20,000)
8432301 Placemaking Assets - Delhi Area			25,000									25,000				(25,000)		(25,000)
8432501 2025 Placemaking Assets Program				28,000								28,000				(28,000)		(28,000)
8432601 2026 Placemaking Assets Program					29,000							29,000				(29,000)		(29,000)
8432701 2027 Placemaking Assets Program						30,000						30,000				(30,000)		(30,000)
8432801 2028 Placemaking Assets Program							31,000					31,000				(31,000)		(31,000)
8432901 2029 Placemaking Assets Program								32,000				32,000				(32,000)		(32,000)
8433001 2030 Placemaking Assets Program									33,000			33,000				(33,000)		(33,000)
8433101 2031 Placemaking Assets Program										34,000		34,000				(34,000)		(34,000)
8433201 2032 Placemaking Assets Program											35,000	35,000				(35,000)		(35,000)
Total Placemaking Assets Program	5,000		45,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	297,000				(297,000)		(297,000)
Other New / Initiatives																		
7232001 Ride Norfolk - Para Transit Accessible Vehicle				104,000								104,000				(104,000)		(104,000)
7232101 Ride Norfolk - Scheduling Software					27,000							27,000				(27,000)		(27,000)
7232401 Ride Norfolk - Para Transit Accessible Vehicle							109,000					109,000				(109,000)		(109,000)
7232901 Ride Norfolk - Para Transit Accessible Vehicle											118,000	118,000				(118,000)		(118,000)
Total Other New / Initiatives				104,000	27,000		109,000				118,000	358,000				(358,000)		(358,000)
Other Replacements																		
8432002 Cedar Street Electronic Sign		46,000										46,000				(46,000)		(46,000)
Total Other Replacements		46,000										46,000				(46,000)		(46,000)
Other Studies & Assessments																		
8432302 2023 Economic Development Strategy Update		40,000										40,000				(40,000)		(40,000)
8432402 Transit Master Plan			90,000									90,000				(45,000)	(45,000)	(90,000)
8432702 2027 Economic Development Strategy Update						50,000						50,000				(50,000)		(50,000)
8433102 2031 Economic Development Strategy Update										60,000		60,000				(60,000)		(60,000)
Total Other Studies & Assessments		40,000	90,000			50,000				60,000		240,000				(195,000)	(45,000)	(240,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5832324 Pt. Dover SPS – Bridge St. Bypass Valve		21,000										21,000				(21,000)		(21,000)
Total Other New / Initiatives		21,000										21,000				(21,000)		(21,000)
Other New / Initiatives																		
5832326 Delhi WWTP – Spill Containment		16,000										16,000				(16,000)		(16,000)
5832328 Port Rowan WWTP – Spill Containment		21,000										21,000				(21,000)		(21,000)
5832329 Simcoe WWTP – Installation of Larger WAS Line		26,000										26,000				(26,000)		(26,000)
5832330 Various Locations–Flow Meters for SPS and WWTP		359,000										359,000				(359,000)		(359,000)
5832332 Waterford WWTP – Bypass Valve		12,000										12,000				(12,000)		(12,000)
5832111 Simcoe WWTP Filtration Building Replacement			336,000	2,345,000								2,681,000			(2,011,000)		(670,000)	(2,681,000)
5832315 Port Dover WWTP - Capacity Upgrades					2,500,000				18,733,000			21,233,000	(18,733,000)				(2,500,000)	(21,233,000)
Total Other New / Initiatives		434,000	336,000	2,345,000	2,500,000				18,733,000			24,348,000	(18,733,000)	(2,011,000)	(434,000)	(3,170,000)	(24,348,000)	
Wastewater Equipment Replacements/Upgrades Progra																		
5832302 2023 Wastewater Equip Replacements & Upgrades		63,000										63,000			(56,000)		(7,000)	(63,000)
5832335 Waterford WWTP – Filter Room Heaters		16,000										16,000			(16,000)			(16,000)
5832336 Delhi WWTP – Odour Control Bed Media Replaceme		21,000										21,000			(21,000)			(21,000)
5832338 Sludge Loading Pump Primary Pump House - Delhi V		21,000										21,000			(19,000)		(2,000)	(21,000)
5832339 Sewage Lift Pump 1 Hillside PS - Delhi WTP		10,000										10,000			(9,000)		(1,000)	(10,000)
5832340 Sewage Lift Pump 2 Hillside PS - Delhi WTP		10,000										10,000			(9,000)		(1,000)	(10,000)
5832341 Sewage Lift Pump Main St. PS - Delhi WTP		26,000										26,000			(23,000)		(3,000)	(26,000)
5832342 Sewage Lift Pump 1 Donjon Blvd PS8 - Port Dover W		15,000										15,000			(13,000)		(2,000)	(15,000)
5832344 Disk Filter Back-Wash Pump 1 Effluent Filter Bldg - S		15,000										15,000			(13,000)		(2,000)	(15,000)
5832345 Disk Filter Back-Wash Pump 2 Effluent Filter Bldg - S		15,000										15,000			(13,000)		(2,000)	(15,000)
5832346 Influent Pump - Waterford WTP		31,000										31,000			(28,000)		(3,000)	(31,000)
5832347 Effluent Water Pump Tertiary Treatment Bldg - Water		31,000										31,000			(28,000)		(3,000)	(31,000)
5832348 Filter Influent Water Pump Tertiary Treatment Bldg - \		31,000										31,000			(28,000)		(3,000)	(31,000)
5832349 Filter Reject Water Pump Tertiary Treatment Bldg - W		41,000										41,000			(37,000)		(4,000)	(41,000)
5832350 Sewage Lift Pumps - Waterford WTP		16,000										16,000			(14,000)		(2,000)	(16,000)
5832503 2025 Wastewater Equip Replacements & Upgrades					76,000							76,000			(68,000)		(8,000)	(76,000)
5832518 Return Sludge Pump, Pipe Gallery - Delhi WTP					9,000							9,000			(8,000)		(1,000)	(9,000)
5832519 Sewage Lift Pump, Western Ave PS - Delhi WTP					7,000							7,000			(6,000)		(1,000)	(7,000)
5832520 Sludge Recirculation Pump 1, Digester - Port Dover V					9,000							9,000			(8,000)		(1,000)	(9,000)
5832521 Sludge Recirculation Pump 2, Digester - Port Dover V					9,000							9,000			(8,000)		(1,000)	(9,000)
5832522 Sewage Lift Pump, Nelson St PS - Port Dover WTP					54,000							54,000			(48,000)		(6,000)	(54,000)
5832523 Sewage Lift Pump, Nelson St. PS - Port Dover WTP					54,000							54,000			(48,000)		(6,000)	(54,000)
5832524 Sewage Pump Lift 1, Bridge St PS, Main PS, - Port D					38,000							38,000			(34,000)		(4,000)	(38,000)
5832525 Sewage Pump Lift 2, Bridge St PS, Main PS - Port Dc					38,000							38,000			(34,000)		(4,000)	(38,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5832526 Sewage Lift Pump 3, Bridge St PS, Main PS - Port Dc				38,000								38,000			(34,000)		(4,000)	(38,000)
5832527 Sewage Lift Pump Set, Front Rd PS, - Port Rowan W				16,000								16,000			(14,000)		(2,000)	(16,000)
5832528 Sewage Lift Pump Set 1, Second Ave PS - Simcoe W				16,000								16,000			(14,000)		(2,000)	(16,000)
5832529 Sewage Lift Pump Set 2, Second Ave PS - Simcoe W				16,000								16,000			(14,000)		(2,000)	(16,000)
5832705 2027 Wastewater Equip Replacements & Upgrades						155,000						155,000			(139,000)		(16,000)	(155,000)
5832716 Sewage Lift Pump Set, Storm Water PS - Delhi WTP						29,000						29,000			(26,000)		(3,000)	(29,000)
5832717 Return Sludge Pump, Pipe Gallery - Delhi WTP						9,000						9,000			(8,000)		(1,000)	(9,000)
5832718 Return Sludge Pump, Pipe Gallery - Delhi WTP						9,000						9,000			(8,000)		(1,000)	(9,000)
5832719 Sewage Lift Pump, Harbour St PS - Port Dover WTP						12,000						12,000			(10,000)		(2,000)	(12,000)
5832720 Sewage Lift Pump Set, Ducks Landing PS - Port Row						17,000						17,000			(15,000)		(2,000)	(17,000)
5832721 Sewage Lift Pump, Mallard Walk PS - Port Rowan W						9,000						9,000			(8,000)		(1,000)	(9,000)
5832722 Backwash Pump, Effluent Filter Bldg - Simcoe WTP						17,000						17,000			(15,000)		(2,000)	(17,000)
5832723 Raw Sludge Pump 2, North Raw Sludge PH - Simcoe						17,000						17,000			(15,000)		(2,000)	(17,000)
5832724 Backwash Pump 2, Effluent Filter Bldg - Simcoe WTP						17,000						17,000			(15,000)		(2,000)	(17,000)
5832725 Effluent Water Pump, Effluent Filter Bldg, - Simcoe W						17,000						17,000			(15,000)		(2,000)	(17,000)
5832726 Effluent Water Pump, Effluent Filter Bldg - Simcoe W						17,000						17,000			(15,000)		(2,000)	(17,000)
5832727 Sewage Lift Pump Set, Talbot Street PS - Simcoe W						29,000						29,000			(26,000)		(3,000)	(29,000)
5832728 Sewage Lift Pump Set, Deer Park Rd PS - Waterford						46,000						46,000			(41,000)		(5,000)	(46,000)
5832803 2028 Wastewater Equip Replacements & Upgrades							410,000					410,000			(369,000)		(41,000)	(410,000)
5832902 2029 Wastewater Equip Replacements & Upgrades								401,000				401,000			(361,000)		(40,000)	(401,000)
5832910 Primary Raw Sludge Pump, Primary Raw Sludge Bldg								19,000				19,000			(17,000)		(2,000)	(19,000)
5833002 2030 Wastewater Equip Replacements & Upgrades									431,000			431,000			(388,000)		(43,000)	(431,000)
5833112 2031 Wastewater Equip Replacements & Upgrades										442,000		442,000			(398,000)		(44,000)	(442,000)
5532633 2032 Wastewater Equipment Replacements & Upgrades											453,000	453,000			(408,000)		(45,000)	(453,000)
Total Wastewater Equipment Replacements/Upgrades Proj		362,000		380,000		400,000	410,000	420,000	431,000	442,000	453,000	3,298,000			(2,962,000)		(336,000)	(3,298,000)
Supervisory Control & Data Acquisition Replacements F																		
5832301 2023 SCADA Replacements - Wastewater		59,000										59,000			(59,000)			(59,000)
5832322 2023 PLC Replacements - Port Dover WWTP		72,000										72,000			(72,000)			(72,000)
5832401 2024 SCADA Replacements - Wastewater			60,000									60,000			(60,000)			(60,000)
5832418 2024 PLC Replacement - Port Rowan SPS 1 Front R			16,000									16,000			(16,000)			(16,000)
5832419 2024 Historian Server Replacements			66,000									66,000			(66,000)			(66,000)
5832506 2025 SCADA Replacements - Wastewater				64,000								64,000			(64,000)			(64,000)
5832516 2025 PLC Replacements - Simcoe WWTP				76,000								76,000			(76,000)			(76,000)
5832605 2026 SCADA Replacements - Wastewater					98,000							98,000			(98,000)			(98,000)
5832618 2026 SPS PLC Replacements - Various SPS					59,000							59,000			(59,000)			(59,000)
5832619 2026 Historian Server Replacements					29,000							29,000			(29,000)			(29,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5832703 2027 SCADA Replacements - Wastewater						76,000						76,000			(76,000)			(76,000)
5832714 2027 PLC Replacements - Port Rowan WTP & Variou						126,000						126,000			(126,000)			(126,000)
5832805 2028 SCADA Replacements - Wastewater							78,000					78,000			(78,000)			(78,000)
5832816 2028 PLC Replacements - Various SPS							129,000					129,000			(129,000)			(129,000)
5832817 2028 Historian Server Replacements							74,000					74,000			(74,000)			(74,000)
5832906 2029 SCADA Replacements - Wastewater								101,000				101,000			(101,000)			(101,000)
5833004 2030 SCADA Replacements - Wastewater									85,000			85,000			(85,000)			(85,000)
5833016 2030 PLC Replacements - Delhi WWTP & Various SF									190,000			190,000			(190,000)			(190,000)
5833017 2030 Historian Server Replacements									33,000			33,000			(33,000)			(33,000)
5833113 2031 SCADA Replacements - Wastewater										87,000		87,000			(87,000)			(87,000)
5833114 2031 PLC Replacements - Simcoe WWTP & Various										106,000		106,000			(106,000)			(106,000)
1532301 2032 Historian Server Replacements											35,000	35,000			(35,000)			(35,000)
5832343 2032 SCADA Replacements - Wastewater											89,000	89,000			(89,000)			(89,000)
Total Supervisory Control & Data Acquisition Replacement		131,000	142,000	140,000	186,000	202,000	281,000	101,000	308,000	193,000	124,000	1,808,000			(1,808,000)			(1,808,000)
Other Replacements																		
5832003 Membrane Filter and LEAP System Conversion - Port		807,000										807,000			(807,000)			(807,000)
5832327 Building and Roof Maintenance Program - Various Loc		50,000	391,000	793,000								1,234,000			(1,234,000)			(1,234,000)
5832515 Port Dover SPS 2 Lynn St Repl/Rehab				632,000								632,000			(632,000)			(632,000)
5832801 SAGR Media Replacement - Waterford WWTP							174,000					174,000			(174,000)			(174,000)
5832814 Media Filter Replacement - Delhi WWTP							178,000					178,000			(178,000)			(178,000)
5832815 UV Bulb Replacement - Delhi WWTP							42,000					42,000			(42,000)			(42,000)
5833015 Media Replacement - Simcoe WWTP - Recent Rebul										345,000		345,000			(345,000)			(345,000)
Total Other Replacements		857,000	391,000	1,425,000			394,000			345,000		3,412,000			(3,412,000)			(3,412,000)
Other Studies & Assessments																		
5832125 Backflow Prevention Study			50,000									50,000				(50,000)		(50,000)
Total Other Studies & Assessments			50,000									50,000				(50,000)		(50,000)
Total Wastewater Operations		1,805,000	919,000	4,290,000	2,686,000	602,000	1,085,000	521,000	19,817,000	635,000	577,000	32,937,000		(18,733,000)	(10,193,000)	(505,000)	(3,506,000)	(32,937,000)
Water Operations																		
Proposed Inter Urban Water Supply Program																		
5832045 Inter Urban Water Supply Program Engineering	3,200,000	432,000										432,000		(216,000)			(216,000)	(432,000)
5832236 Simcoe-Townsend Water Supply	3,075,000	1,737,000	41,447,000									43,184,000		(43,184,000)				(43,184,000)
5832612 Nanticoke-Port Dover Water Supply (Treated Water)		5,253,000		38,690,000								43,943,000		(43,943,000)				(43,943,000)
5832412 Interconnections (Simcoe - Port Dover - St. Williams)			8,922,000		62,451,000							71,373,000		(71,373,000)				(71,373,000)
5832414 Nanticoke WTP - Cost Share with Haldimand County			38,057,000									38,057,000		(38,057,000)				(38,057,000)
5832606 Interconnections (Simcoe - Delhi & Simcoe - Waterfo			5,998,000		40,612,000							46,610,000		(46,610,000)				(46,610,000)
5832353 Nanticoke Upgrade - Phase 2											40,000,000	40,000,000		(40,000,000)				(40,000,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
Total Proposed Inter Urban Water Supply Program	6,275,000	7,422,000	94,424,000	38,690,000	103,063,000						40,000,000	283,599,000		(283,383,000)			(216,000)	(283,599,000)
Other New / Initiatives																		
5832325 Water Distribution All Towns – Pressure Relief Valves		123,000										123,000				(123,000)		(123,000)
5832352 Port Dover Elevated Storage Tank Chlorine Booster S		110,000										110,000			(110,000)			(110,000)
5832421 Water Modelling Software			15,000									15,000			(7,000)	(8,000)		(15,000)
Total Other New / Initiatives		233,000	15,000									248,000			(110,000)	(130,000)	(8,000)	(248,000)
Water Equipment Replacements/Upgrades Program																		
5832214 Motor Control Centre Replacement - Simcoe NW Wel	25,000	100,000										100,000			(87,000)		(13,000)	(100,000)
5832216 Motor Control Centre Replacement - Cedar St	15,000	64,000										64,000			(56,000)		(8,000)	(64,000)
5832221 Motor Control Centre Replacement - Delhi Well #1	10,000	53,000										53,000			(47,000)		(6,000)	(53,000)
5832318 Pump Rehabilitation - St Williams Booster Station		5,000										5,000			(4,000)		(1,000)	(5,000)
5832323 Generator Replacement - Cedar St Booster Station		158,000										158,000			(142,000)		(16,000)	(158,000)
5832331 Water Treatment All Towns – Replacement of Commi		51,000										51,000			(51,000)			(51,000)
5832334 Water Treatment – Waterford Filters Valve Replacem		82,000										82,000			(82,000)			(82,000)
5832404 2024 Water Equipment Replacements & Upgrades			109,000									109,000			(98,000)		(11,000)	(109,000)
5832415 Water Flow Meter Replacement (4)			36,000									36,000			(32,000)		(4,000)	(36,000)
5832416 Well Generator Replacement (2)			109,000									109,000			(98,000)		(11,000)	(109,000)
5832502 2025 Water Equipment Replacements & Upgrades				112,000								112,000			(101,000)		(11,000)	(112,000)
5832603 2026 Water Equipment Replacements & Upgrades					115,000							115,000			(103,000)		(12,000)	(115,000)
5832614 GAC Filter Replacement - Port Rowan					226,000							226,000			(203,000)		(23,000)	(226,000)
5832704 2027 Water Equipment Replacements & Upgrades						118,000						118,000			(106,000)		(12,000)	(118,000)
5832711 Pump Replacement/Rebuild - Cedar St Booster Static						96,000						96,000			(86,000)		(10,000)	(96,000)
5832802 2028 Water Equipment Replacements & Upgrades							121,000					121,000			(109,000)		(12,000)	(121,000)
5832811 Generator Replacement - Delhi Well							196,000					196,000			(176,000)		(20,000)	(196,000)
5832812 Motor Control Centre Replacement - Delhi Well 2							74,000					74,000			(67,000)		(7,000)	(74,000)
5832901 2029 Water Equipment Replacements & Upgrades								124,000				124,000			(112,000)		(12,000)	(124,000)
5832908 Generator Replacement - Waterford WTP								201,000				201,000			(181,000)		(20,000)	(201,000)
5832909 Motor Control Centre Replacement - Waterford WTP								76,000				76,000			(68,000)		(8,000)	(76,000)
5833001 2030 Water Equipment Replacements & Upgrades									127,000			127,000			(114,000)		(13,000)	(127,000)
5833008 Generator Replacement - Courtland Booster									93,000			93,000			(84,000)		(9,000)	(93,000)
5833011 Generator Replacement - Simcoe NW Reservoir									206,000			206,000			(185,000)		(21,000)	(206,000)
5833012 Motor Control Centre Replacement - Simcoe NW Res									78,000			78,000			(70,000)		(8,000)	(78,000)
5833101 2031 Water Equipment Replacements & Upgrades										130,000		130,000			(117,000)		(13,000)	(130,000)
5833103 Motor Control Centre Replacement - Simcoe NW WTI										232,000		232,000			(209,000)		(23,000)	(232,000)
5833104 Transformer Replacement - Simcoe NW WTP										40,000		40,000			(36,000)		(4,000)	(40,000)
5833105 Motor Control Centre Replacement - Port Dover WTP										153,000		153,000			(138,000)		(15,000)	(153,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
5832351 2032 Water Equipment Replacements & Upgrades											133,000	133,000			(120,000)		(13,000)	(133,000)
Total Water Equipment Replacements/Upgrades Program	50,000	513,000	254,000	112,000	341,000	214,000	391,000	401,000	504,000	555,000	133,000	3,418,000			(3,082,000)		(336,000)	(3,418,000)
Well Rehabilitation Program																		
5832309 2023 Well Rehabilitation Program - Simcoe		161,000										161,000			(161,000)			(161,000)
5832310 2023 Well Rehabilitation Program - Delhi		89,000										89,000			(89,000)			(89,000)
5832319 2023 Well Rehabilitation Program - Waterford		106,000										106,000			(106,000)			(106,000)
5832406 2024 Well Rehabilitation Program - Simcoe			165,000									165,000			(165,000)			(165,000)
5832417 2024 Well Rehabilitation Program - Delhi			38,000									38,000			(38,000)			(38,000)
5832504 2025 Well Rehabilitation Program - Simcoe				209,000								209,000			(209,000)			(209,000)
5832602 2026 Well Rehabilitation Program - Simcoe					205,000							205,000			(205,000)			(205,000)
5832615 2026 Well Rehabilitation Program - Delhi					80,000							80,000			(80,000)			(80,000)
5832701 2027 Well Rehabilitation Program - Simcoe						313,000						313,000			(313,000)			(313,000)
5832706 2027 Well Rehabilitation Program - Waterford						62,000						62,000			(62,000)			(62,000)
5832807 2028 Well Rehabilitation Program - Delhi							58,000					58,000			(58,000)			(58,000)
5832813 2028 Well Rehabilitation Program - Waterford							42,000					42,000			(42,000)			(42,000)
5832903 2029 Well Rehabilitation Program - Delhi								58,000				58,000			(58,000)			(58,000)
5833108 2031 Well Rehabilitation Program - Delhi										90,000		90,000			(90,000)			(90,000)
Total Well Rehabilitation Program		356,000	203,000	209,000	285,000	375,000	100,000	58,000		90,000		1,676,000			(1,676,000)			(1,676,000)
Supervisory Control & Data Acquisition Replacements F																		
5832304 2023 SCADA Replacements - Water		94,000										94,000			(94,000)			(94,000)
5832320 2023 PLC Replacements - Simcoe NW Well		32,000										32,000			(32,000)			(32,000)
5832321 2023 Historian Server Replacements		94,000										94,000			(94,000)			(94,000)
5832403 2024 SCADA Replacements - Water			119,000									119,000			(119,000)			(119,000)
5832505 2025 SCADA Replacements - Water				122,000								122,000			(122,000)			(122,000)
5832601 2026 SCADA Replacements - Water					135,000							135,000			(135,000)			(135,000)
5832617 2026 Historian Server Replacement - Cedar St					20,000							20,000			(20,000)			(20,000)
5832702 2027 SCADA Replacements - Water						144,000						144,000			(144,000)			(144,000)
5832713 2027 Historian Server Replacements						103,000						103,000			(103,000)			(103,000)
5832804 2028 SCADA Replacements - Water							152,000					152,000			(152,000)			(152,000)
5832905 2029 SCADA Replacements - Water								166,000				166,000			(166,000)			(166,000)
5833003 2030 SCADA Replacements - Water									144,000			144,000			(144,000)			(144,000)
5833013 2030 Historian Server Replacement - Cedar St									22,000			22,000			(22,000)			(22,000)
5833014 2030 PLC Replacements									104,000			104,000			(104,000)			(104,000)
5833109 2031 SCADA Replacements - Water										145,000		145,000			(145,000)			(145,000)
5833110 2031 Historian Server Replacements										115,000		115,000			(115,000)			(115,000)
5833111 2031 PLC Replacements										76,000		76,000			(76,000)			(76,000)



FINAL 2023-2032 CAPITAL PLAN

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2022 & Prior	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL BUDGET (2023 to 2032)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2023 to 2032)
Total Supervisory Control & Data Acquisition Replacement		220,000	119,000	122,000	155,000	247,000	152,000	166,000	270,000	336,000		1,787,000			(1,787,000)			(1,787,000)
Other Replacements																		
5832114 Delhi Filter Plant Decommissioning			57,000	590,000								647,000			(647,000)			(647,000)
5832809 Pt Rowan - St William Transmission Wtrmn - Ph 2/2			340,000	5,214,000								5,554,000			(5,554,000)			(5,554,000)
5832808 Elevated Storage Tank Repair/Painting - Port Dover				3,604,000								3,604,000			(3,604,000)			(3,604,000)
5832616 Courtland Booster Station Rehabilitation & Inspection					74,000							74,000			(74,000)			(74,000)
5833007 Simcoe Water Tower Replacement									6,209,000			6,209,000		(6,209,000)				(6,209,000)
5833009 Water Tower Rehabilitation - Port Rowan									1,080,000			1,080,000			(1,080,000)			(1,080,000)
5833102 Well UV System - Delhi										385,000		385,000			(385,000)			(385,000)
5833106 UV System Replacement - Cedar St										602,000		602,000			(602,000)			(602,000)
Total Other Replacements			397,000	9,408,000	74,000				7,289,000	987,000		18,155,000		(6,209,000)	(11,946,000)			(18,155,000)
Other Studies & Assessments																		
5832610 ISMP Study - Major Update				695,000								695,000			(172,000)		(523,000)	(695,000)
Total Other Studies & Assessments				695,000								695,000			(172,000)		(523,000)	(695,000)
Total Water Operations	6,325,000	8,744,000	95,412,000	49,236,000	103,918,000	836,000	643,000	625,000	8,063,000	1,968,000	40,133,000	309,578,000		(289,592,000)	(18,773,000)	(130,000)	(1,083,000)	(309,578,000)
Total Water & Wastewater	6,325,000	10,579,000	96,346,000	53,526,000	106,604,000	1,438,000	1,728,000	1,146,000	27,880,000	2,603,000	40,710,000	342,560,000		(308,325,000)	(28,966,000)	(680,000)	(4,589,000)	(342,560,000)
Total NORFOLK COUNTY SUMMARY	18,772,000	61,083,000	151,329,000	114,774,000	151,269,000	51,755,000	43,829,000	54,395,000	72,556,000	49,434,000	87,300,000	837,724,000	(13,642,300)	(381,767,000)	(401,751,700)	(17,301,000)	(23,262,000)	(837,724,000)