

# 2021 BUDGET

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FINAL 2021-2030 CAPITAL PLAN



**FINAL 2021-2030 CAPITAL PLAN  
SUMMARY BY PROJECT TYPE**

Project Type	LTD Budget (2020 & prior)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL FORECAST (2021 to 2030)
NEW / INCREMENTAL CAPITAL	170,000	8,827,000	67,144,000	18,870,000	4,853,000	38,616,000	19,728,000	18,801,000	657,000	2,158,000	15,662,000	<b>195,316,000</b>
ASSET MANAGEMENT CAPITAL	11,092,000	38,906,000	44,999,000	33,702,000	39,421,000	43,335,000	37,608,000	35,461,000	36,283,000	31,645,000	36,041,000	<b>377,401,000</b>
STUDIES		675,000	700,000	160,000	320,000	186,000	50,000	50,000		282,000	88,000	<b>2,511,000</b>
REQUISITIONS FROM BOARDS & AGENCIES	47,000	383,000	608,000	491,000	930,000	367,000	469,000	381,000	388,000	390,000	406,000	<b>4,813,000</b>
<b>Total PROJECT TYPES</b>	<b>11,309,000</b>	<b>48,791,000</b>	<b>113,451,000</b>	<b>53,223,000</b>	<b>45,524,000</b>	<b>82,504,000</b>	<b>57,855,000</b>	<b>54,693,000</b>	<b>37,328,000</b>	<b>34,475,000</b>	<b>52,197,000</b>	<b>580,041,000</b>



**FINAL 2021-2030 CAPITAL PLAN**  
**SUMMARY BY CAPITAL FUNDING SOURCE**

FUNDING SOURCES	LTD Budget (2021 & prior)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL FORECAST (2021 to 2030)
External Financing	94,000	702,000	700,000	734,000	490,000	799,000	511,000	522,000	533,000	544,000	544,000	6,079,000
Grants & Subsidies		100,000	240,000	169,000	180,000	100,000	106,000	100,000	109,000	100,000	100,000	1,304,000
Debt Financing												
Debenture Proceeds - Rate	0	2,600,000	26,300,000	10,200,000	0	9,431,000	8,220,000	9,200,000	0	0	0	65,951,000
Debenture Proceeds - Levy	7,901,000	1,357,000	1,250,000	595,000	1,349,100	3,517,000	220,000	0	170,000	1,400,000	0	9,858,100
Development Charge Debt	0	1,100,000	26,300,000	5,000,000	0	8,980,000	10,920,000	9,200,000	0	0	15,000,000	76,500,000
Debenture Proceeds - Repl Levy	323,000	4,544,000	11,444,000	5,368,000	6,004,000	5,650,000	3,634,000	4,510,000	2,138,000	1,354,000	830,000	45,476,000
Post DC Debt	0	0	3,270,000	0	246,000	987,000	0	0	0	0	0	4,503,000
<b>Total Debt Financing</b>	8,224,000	9,601,000	68,564,000	21,163,000	7,599,100	28,565,000	22,994,000	22,910,000	2,308,000	2,754,000	15,830,000	202,288,100
Reserves & Reserve Funds	2,910,000	33,814,000	37,381,000	27,517,000	32,643,000	42,392,000	31,938,000	29,818,000	32,837,000	29,602,000	34,312,000	332,254,000
Levy/Rates												
T/F General Fund	81,000	3,495,000	2,501,000	1,751,000	1,857,000	1,649,000	1,317,000	1,138,000	1,176,000	1,073,000	1,222,000	17,179,000
T/F Rate Fund	0	98,000	0	0	0	0	0	0	0	70,000	0	168,000
<b>Total Levy/Rates</b>	81,000	3,593,000	2,501,000	1,751,000	1,857,000	1,649,000	1,317,000	1,138,000	1,176,000	1,143,000	1,222,000	17,347,000
Development Charges		981,000	4,065,000	1,889,000	2,754,900	8,999,000	989,000	205,000	365,000	332,000	189,000	20,768,900
<b>TOTAL FUNDING SOURCES</b>	11,309,000	48,791,000	113,451,000	53,223,000	45,524,000	82,504,000	57,855,000	54,693,000	37,328,000	34,475,000	52,197,000	580,041,000



**FINAL 2021-2030 CAPITAL PLAN**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
<b>Requisitions from Boards &amp; Agencies</b>																		
<b>Norfolk County Public Library</b>																		
<b>HVAC Replacement Program</b>																		
9132105 Simcoe Library Heat Pumps (17)		85,000										85,000			(85,000)			(85,000)
9132205 Simcoe Library Heat Pumps (18)			90,000									90,000			(90,000)			(90,000)
9132604 Waterford Library HVAC Replacement							35,000					35,000			(35,000)			(35,000)
<b>Total HVAC Replacement Program</b>		85,000	90,000				35,000					210,000			(210,000)			(210,000)
<b>Roof Replacement Program</b>																		
9132104 Simcoe Library - Roof Replacement		300,000										300,000			(300,000)			(300,000)
<b>Total Roof Replacement Program</b>		300,000										300,000			(300,000)			(300,000)
<b>Material Replacement Program</b>																		
9132101 2021 Library Materials		316,000										316,000			(291,000)		(25,000)	(316,000)
9132201 2022 Library Materials			322,000									322,000			(297,000)		(25,000)	(322,000)
9132301 2023 Library Materials				329,000								329,000			(303,000)		(26,000)	(329,000)
9132401 2024 Library Materials					335,000							335,000			(309,000)		(26,000)	(335,000)
9132501 2025 Library Materials						342,000						342,000			(315,000)		(27,000)	(342,000)
9132603 2026 Library Materials							349,000					349,000			(322,000)		(27,000)	(349,000)
9132701 2027 Library Materials								356,000				356,000			(328,000)		(28,000)	(356,000)
9132801 2028 Library Materials									363,000			363,000			(335,000)		(28,000)	(363,000)
9132901 2029 Library Materials										370,000		370,000			(340,000)		(30,000)	(370,000)
9133001 2030 Library Materials											381,000	381,000			(351,000)		(30,000)	(381,000)
<b>Total Material Replacement Program</b>		316,000	322,000	329,000	335,000	342,000	349,000	356,000	363,000	370,000	381,000	3,463,000			(3,191,000)		(272,000)	(3,463,000)
<b>New &amp; Enhanced Security Technology Program</b>																		
9132102 2021 Security & Technology for Libraries		20,000										20,000			(20,000)			(20,000)
9132202 2022 Security & Technology for Libraries			20,000									20,000			(20,000)			(20,000)
9132302 2023 Security & Technology for Libraries				20,000								20,000			(20,000)			(20,000)
9132402 2024 Security & Technology for Libraries					20,000							20,000			(20,000)			(20,000)
9132502 2025 Security & Technology for Libraries						25,000						25,000			(25,000)			(25,000)
9132602 2026 Security & Technology for Libraries							120,000					120,000		(120,000)				(120,000)
9132702 2027 Security & Technology for Libraries								25,000				25,000			(25,000)			(25,000)
9132802 2028 Security & Technology for Libraries									25,000			25,000			(25,000)			(25,000)
9132005 2029 Security & Technology for Libraries										20,000		20,000			(20,000)			(20,000)
9133002 2030 Security & Technology for Libraries											25,000	25,000			(25,000)			(25,000)
<b>Total New &amp; Enhanced Security Technology Program</b>		20,000	20,000	20,000	20,000	25,000	120,000	25,000	25,000	20,000	25,000	320,000		(120,000)	(200,000)			(320,000)
<b>Other Replacements</b>																		
9132003 Shelving Replacement - Simcoe Library			189,000									189,000	(139,000)		(50,000)			(189,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
9132004 Carpets - Simcoe Library			30,000									30,000			(30,000)			(30,000)
9131706 Shelving Replacement - Port Rowan				95,000								95,000	(69,000)		(26,000)			(95,000)
9132203 Shelving Replacement - Waterford Library					95,000							95,000	(69,000)		(26,000)			(95,000)
9132204 Carpets - Waterford Library					30,000							30,000		(30,000)				(30,000)
<b>Total Other Replacements</b>			219,000	95,000	125,000							439,000	(277,000)	(30,000)	(132,000)			(439,000)
<b>Other New Capital Initiatives</b>																		
9131801 Courtyard Enclosure - Waterford Library					450,000							450,000		(155,000)	(45,000)		(250,000)	(450,000)
<b>Total Other New Capital Initiatives</b>					450,000							450,000		(155,000)	(45,000)		(250,000)	(450,000)
<b>Total Norfolk County Public Library</b>		<b>721,000</b>	<b>651,000</b>	<b>444,000</b>	<b>930,000</b>	<b>367,000</b>	<b>504,000</b>	<b>381,000</b>	<b>388,000</b>	<b>390,000</b>	<b>406,000</b>	<b>5,182,000</b>	<b>(277,000)</b>	<b>(305,000)</b>	<b>(4,078,000)</b>		<b>(522,000)</b>	<b>(5,182,000)</b>
<b>Police Services</b>																		
<b>Other New Capital Initiatives</b>																		
9432001 Speed Watch Signs	47,000																	
9432101 Speed Watch Signs		47,000										47,000				(47,000)		(47,000)
9432201 Speed Watch Signs			47,000									47,000				(47,000)		(47,000)
9432301 Speed Watch Signs				47,000								47,000				(47,000)		(47,000)
<b>Total Other New Capital Initiatives</b>	47,000	47,000	47,000	47,000								141,000				(141,000)		(141,000)
<b>Total Police Services</b>	47,000	47,000	47,000	47,000								141,000				(141,000)		(141,000)
<b>Total Requisitions from Boards &amp; Agencies</b>	47,000	768,000	698,000	491,000	930,000	367,000	504,000	381,000	388,000	390,000	406,000	5,323,000	(277,000)	(305,000)	(4,078,000)	(141,000)	(522,000)	(5,323,000)
<b>Office of the CAO</b>																		
<b>Office of the CAO</b>																		
<b>Other New / Initiatives</b>																		
2132101 Smart Parking Metre Initiative-PtD / TkyPt / LPt			350,000									350,000	(15,000)		(335,000)			(350,000)
<b>Total Other New / Initiatives</b>			350,000									350,000	(15,000)		(335,000)			(350,000)
<b>Total Office of the CAO</b>			350,000									350,000	(15,000)		(335,000)			(350,000)
<b>Council Services</b>																		
<b>Other New / Initiatives</b>																		
2102101 Agenda Management System		15,000										15,000				(15,000)		(15,000)
2102001 Corporate Records Management System				120,000								120,000				(120,000)		(120,000)
<b>Total Other New / Initiatives</b>		15,000		120,000								135,000				(135,000)		(135,000)
<b>Other Replacements</b>																		
3231601 Renovations to Council Chambers				30,000	170,000							200,000			(200,000)			(200,000)
<b>Total Other Replacements</b>				30,000	170,000							200,000			(200,000)			(200,000)
<b>Total Council Services</b>		15,000		150,000	170,000							335,000			(200,000)	(135,000)		(335,000)
<b>Total Office of the CAO</b>		15,000	350,000	150,000	170,000							685,000	(15,000)		(535,000)	(135,000)		(685,000)
<b>Corporate Services</b>																		
<b>Corporate Support Services</b>																		



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
<b>Barrier Free Access Program</b>																		
3331505 Accessible Washrooms - Delhi Tobacco Museum	10,000		92,000									92,000				(92,000)		(92,000)
3332008 ~ Simcoe Kinsmen Park - Phase 2		100,000										100,000				(100,000)		(100,000)
3332011 ~ Expression Swing - Lions Park & Kinsmen Park		10,000										10,000				(10,000)		(10,000)
3331605 Accessible Parking Norview Lodge			108,000									108,000				(108,000)		(108,000)
3332009 Trail Access - Donly Drive			46,000									46,000				(46,000)		(46,000)
3332010 Ring Road - Norview			8,000									8,000				(8,000)		(8,000)
3332016 Governor Simcoe Square Accessibility Project			550,000									550,000		(550,000)				(550,000)
3332201 2022 Barrier Free Access Program			91,000									91,000				(91,000)		(91,000)
3332301 2023 Barrier Free Access Program				93,000								93,000				(93,000)		(93,000)
3332401 2024 Barrier Free Access Program					94,000							94,000				(94,000)		(94,000)
3332501 2025 Barrier Free Access Program						96,000						96,000				(96,000)		(96,000)
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)
<b>Total Barrier Free Access Program</b>	10,000	110,000	895,000	93,000	94,000	96,000	98,000	100,000	102,000	104,000	106,000	1,798,000		(550,000)		(1,248,000)		(1,798,000)
<b>Other New / Initiatives</b>																		
3331401 CRM Customer Service		357,000										357,000		(357,000)				(357,000)
<b>Total Other New / Initiatives</b>		357,000										357,000		(357,000)				(357,000)
<b>Other New / Initiatives</b>																		
3332004 Elevator Installation - Langton Arena				333,000								333,000		(333,000)				(333,000)
<b>Total Other New / Initiatives</b>				333,000								333,000		(333,000)				(333,000)
<b>Barrier Free - Accessible Sidewalks Program</b>																		
3332103 2021 Accessible Sidewalks		27,000										27,000			(27,000)			(27,000)
3332205 2022 Accessible Sidewalks			27,000									27,000			(27,000)			(27,000)
3332303 2023 Accessible Sidewalks				28,000								28,000			(28,000)			(28,000)
3332403 2024 Accessible Sidewalks					28,000							28,000			(28,000)			(28,000)
3332503 2025 Accessible Sidewalks						29,000						29,000			(29,000)			(29,000)
3332603 2026 Accessible Sidewalks							29,000					29,000			(29,000)			(29,000)
3332703 2027 Accessible Sidewalks								30,000				30,000			(30,000)			(30,000)
3332803 2028 Accessible Sidewalks									30,000			30,000			(30,000)			(30,000)
3332904 2029 Accessible Sidewalks										31,000		31,000			(31,000)			(31,000)
3333004 2030 Accessible Sidewalks											31,000	31,000			(31,000)			(31,000)
<b>Total Barrier Free - Accessible Sidewalks Program</b>		27,000	27,000	28,000	28,000	29,000	29,000	30,000	30,000	31,000	31,000	290,000			(290,000)			(290,000)



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
<b>Barrier Free - Accessible Pedestrian Signals Program</b>																		
3332105 2021 Accessible Pedestrian Signals		27,000										27,000				(27,000)		(27,000)
3332206 2022 Accessible Pedestrian Signals			27,000									27,000				(27,000)		(27,000)
3332304 2023 Accessible Pedestrian Signals				28,000								28,000				(28,000)		(28,000)
3332404 2024 Accessible Pedestrian Signals					28,000							28,000				(28,000)		(28,000)
3332504 2025 Accessible Pedestrian Signals						29,000						29,000				(29,000)		(29,000)
3332604 2026 Accessible Pedestrian Signals							29,000					29,000				(29,000)		(29,000)
3332704 2027 Accessible Pedestrian Signals								30,000				30,000				(30,000)		(30,000)
3332804 2028 Accessible Pedestrian Signals									30,000			30,000				(30,000)		(30,000)
3332905 2029 Accessible Pedestrian Signals										31,000		31,000				(31,000)		(31,000)
3333005 2030 Accessible Pedestrian Signals											31,000	31,000				(31,000)		(31,000)
<b>Total Barrier Free - Accessible Pedestrian Signals Program</b>		27,000	27,000	28,000	28,000	29,000	29,000	30,000	30,000	31,000	31,000	290,000				(290,000)		(290,000)
<b>Barrier Free - Accessible Parking Spaces Program</b>																		
3332102 2021 Accessible Parking Spaces		16,000										16,000				(16,000)		(16,000)
3332204 2022 Accessible Parking Spaces			16,000									16,000				(16,000)		(16,000)
3332302 2023 Accessible Parking Spaces				17,000								17,000				(17,000)		(17,000)
3331909 2024 Accessible Parking Spaces					17,000							17,000				(17,000)		(17,000)
3332402 2025 Accessible Parking Spaces						17,000						17,000				(17,000)		(17,000)
3332502 2026 Accessible Parking Spaces							18,000					18,000				(18,000)		(18,000)
3332602 2027 Accessible Parking Spaces								18,000				18,000				(18,000)		(18,000)
3332702 2028 Accessible Parking Spaces									18,000			18,000				(18,000)		(18,000)
3332902 2029 Accessible Parking Spaces										19,000		19,000				(19,000)		(19,000)
3333002 2030 Accessible Parking Spaces											19,000	19,000				(19,000)		(19,000)
<b>Total Barrier Free - Accessible Parking Spaces Program</b>		16,000	16,000	17,000	17,000	17,000	18,000	18,000	18,000	19,000	19,000	175,000				(175,000)		(175,000)
<b>Other Replacements</b>																		
3332207 Insurance Claim Management Software Rplcmnt			50,000									50,000			(50,000)			(50,000)
<b>Total Other Replacements</b>			50,000									50,000			(50,000)			(50,000)
<b>Total Corporate Support Services</b>	10,000	537,000	1,015,000	499,000	167,000	171,000	174,000	178,000	180,000	185,000	187,000	3,293,000		(1,240,000)	(340,000)	(1,713,000)		(3,293,000)
<b>Information Technology</b>																		
<b>Other New / Initiatives</b>																		
3432103 Project DOMUS		745,000										745,000				(745,000)		(745,000)
<b>Total Other New / Initiatives</b>		745,000										745,000				(745,000)		(745,000)
<b>Other New / Initiatives</b>																		
3432204 IT Digitalization Initiative		100,000	100,000									200,000				(200,000)		(200,000)
<b>Total Other New / Initiatives</b>		100,000	100,000									200,000				(200,000)		(200,000)
<b>Information Technology Replacement Program</b>																		



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
3432101 2021 Information Technology Replacement Program		435,000										435,000			(435,000)			(435,000)
3432201 2022 Information Technology Replacement Program			375,000									375,000			(375,000)			(375,000)
3432301 2023 Information Technology Replacement Program				420,000								420,000			(420,000)			(420,000)
3432401 2024 Information Technology Replacement Program					395,000							395,000			(395,000)			(395,000)
3432501 2025 Information Technology Replacement Program						225,000						225,000			(225,000)			(225,000)
3432601 2026 Information Technology Replacement Program							365,000					365,000			(365,000)			(365,000)
3432701 2027 Information Technology Replacement Program								515,000				515,000			(515,000)			(515,000)
3432801 2028 Information Technology Replacement Program									345,000			345,000			(345,000)			(345,000)
3432901 2029 Information Technology Replacement Program										310,000		310,000			(310,000)			(310,000)
3433001 2030 Information Technology Replacement Program											225,000	225,000			(225,000)			(225,000)
<b>Total Information Technology Replacement Program</b>		435,000	375,000	420,000	395,000	225,000	365,000	515,000	345,000	310,000	225,000	3,610,000			(3,610,000)			(3,610,000)
<b>Telephone Equipment Replacement Program</b>																		
3432202 2022 Telephone Equipment Replacement Program			100,000									100,000			(100,000)			(100,000)
3432302 2023 Telephone Equipment Replacement Program				50,000								50,000			(50,000)			(50,000)
3431902 2027 Telephone Equipment Replacement Program								120,000				120,000			(120,000)			(120,000)
<b>Total Telephone Equipment Replacement Program</b>			100,000	50,000				120,000				270,000			(270,000)			(270,000)
<b>Total Information Technology</b>		1,280,000	575,000	470,000	395,000	225,000	365,000	635,000	345,000	310,000	225,000	4,825,000			(3,880,000)	(945,000)		(4,825,000)
<b>Financial Services</b>																		
<b>Other Studies &amp; Assessments</b>																		
4132301 Development Charges Study						80,000						80,000				(8,000)	(72,000)	(80,000)
4132502 Water & Wastewater Rate Study						76,000						76,000			(76,000)			(76,000)
4132901 Water & Wastewater Rate Study										82,000		82,000			(82,000)			(82,000)
4132801 Development Charges Study											88,000	88,000				(9,000)	(79,000)	(88,000)
<b>Total Other Studies &amp; Assessments</b>						156,000				82,000	88,000	326,000			(158,000)	(17,000)	(151,000)	(326,000)
<b>Total Financial Services</b>						156,000				82,000	88,000	326,000			(158,000)	(17,000)	(151,000)	(326,000)
<b>Total Corporate Services</b>	10,000	1,817,000	1,590,000	969,000	562,000	552,000	539,000	813,000	525,000	577,000	500,000	8,444,000		(1,240,000)	(4,378,000)	(2,675,000)	(151,000)	(8,444,000)
<b>Public Works</b>																		
<b>Public Works Administration Services</b>																		
<b>Other New / Initiatives</b>																		
5431927 ~Brush Chipper		60,000										60,000				(60,000)		(60,000)
<b>Total Other New / Initiatives</b>		60,000										60,000				(60,000)		(60,000)
<b>Tandem Axle Truck Replacement Program</b>																		
5432132 2021 Tandem Axle Truck Replacement Program		357,000										357,000			(357,000)			(357,000)
5432133 2021 Tandem Axle Truck Replacement Program		357,000										357,000			(357,000)			(357,000)
5432134 2021 Tandem Axle Truck Replacement Program		357,000										357,000			(357,000)			(357,000)
5432220 2022 Tandem Axle Truck Replacement Program			365,000									365,000			(365,000)			(365,000)





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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5432221 2022 Tandem Axle Truck Replacement Program			365,000									365,000			(365,000)			(365,000)
5432222 2022 Tandem Axle Truck Replacement Program			365,000									365,000			(365,000)			(365,000)
5432323 2023 Tandem Axle Truck Replacement Program				372,000								372,000			(372,000)			(372,000)
5432324 2023 Tandem Axle Truck Replacement Program				372,000								372,000			(372,000)			(372,000)
5432325 2023 Tandem Axle Truck Replacement Program				372,000								372,000			(372,000)			(372,000)
5432417 2024 Tandem Axle Truck Replacement Program					379,000							379,000			(379,000)			(379,000)
5432418 2024 Tandem Axle Truck Replacement Program					379,000							379,000			(379,000)			(379,000)
5432419 2024 Tandem Axle Truck Replacement Program					379,000							379,000			(379,000)			(379,000)
5432326 2025 Tandem Axle Truck Replacement Program						387,000						387,000			(387,000)			(387,000)
5432420 2025 Tandem Axle Truck Replacement Program						387,000						387,000			(387,000)			(387,000)
5432609 2026 Tandem Axle Truck Replacement Program							395,000					395,000			(395,000)			(395,000)
5432610 2026 Tandem Axle Truck Replacement Program							395,000					395,000			(395,000)			(395,000)
5432709 2027 Tandem Axle Truck Replacement Program								1,207,000				1,207,000			(1,207,000)			(1,207,000)
5432802 2028 Tandem Axle Truck Replacement Program									1,231,000			1,231,000			(1,231,000)			(1,231,000)
5432902 2029 Tandem Axle Truck Replacement Program										1,255,000		1,255,000			(1,255,000)			(1,255,000)
5433002 2030 Tandem Axle Truck Replacement Program											1,280,000	1,280,000			(1,280,000)			(1,280,000)
<b>Total Tandem Axle Truck Replacement Program</b>		1,071,000	1,095,000	1,116,000	1,137,000	774,000	790,000	1,207,000	1,231,000	1,255,000	1,280,000	<b>10,956,000</b>			(10,956,000)			<b>(10,956,000)</b>
<b>One Ton Truck Replacement Program</b>																		
5432032 2021 One Ton Truck Replacement Program		83,000										83,000			(83,000)			(83,000)
5432049 2021 One Ton Truck Replacement Program		83,000										83,000			(83,000)			(83,000)
5432126 2021 One Ton Truck Replacement Program		83,000										83,000			(83,000)			(83,000)
5432103 2023 One Ton Truck Replacement Program				86,000								86,000			(86,000)			(86,000)
5432116 2023 One Ton Truck Replacement Program				86,000								86,000			(86,000)			(86,000)
5432208 2023 One Ton Truck Replacement Program				86,000								86,000			(86,000)			(86,000)
5432310 2025 One Ton Truck Replacement Program						90,000						90,000			(90,000)			(90,000)
5432311 2025 One Ton Truck Replacement Program						90,000						90,000			(90,000)			(90,000)
5432704 2027 One Ton Truck Replacement Program								186,000				186,000			(186,000)			(186,000)
5433004 2030 One Ton Truck Replacement Program											298,000	298,000			(298,000)			(298,000)
<b>Total One Ton Truck Replacement Program</b>		249,000		258,000		180,000		186,000			298,000	<b>1,171,000</b>			(1,171,000)			<b>(1,171,000)</b>
<b>Pickup Truck Replacement Program</b>																		
5432136 2021 Pickup Truck Replacement Program		42,000										42,000			(42,000)			(42,000)
5432137 2021 Pickup Truck Replacement Program		42,000										42,000			(42,000)			(42,000)
5432138 2021 Pickup Truck Replacement Program		42,000										42,000			(42,000)			(42,000)
5432139 2021 Pickup Truck Replacement Program		42,000										42,000			(42,000)			(42,000)
5432140 2021 Pickup Truck Replacement Program		42,000										42,000			(42,000)			(42,000)
5432141 2021 Pickup Truck Replacement Program		42,000										42,000			(42,000)			(42,000)



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5432225 2022 Pickup Truck Replacement Program			43,000									43,000			(43,000)			(43,000)
5432226 2022 Pickup Truck Replacement Program			43,000									43,000			(43,000)			(43,000)
5432227 2022 Pickup Truck Replacement Program			43,000									43,000			(43,000)			(43,000)
5432228 2022 Pickup Truck Replacement Program			43,000									43,000			(43,000)			(43,000)
5432229 2022 Pickup Truck Replacement Program			43,000									43,000			(43,000)			(43,000)
5432230 2022 Pickup Truck Replacement Program			43,000									43,000			(43,000)			(43,000)
5432327 2023 Pickup Truck Replacement Program				43,000								43,000			(43,000)			(43,000)
5432328 2023 Pickup Truck Replacement Program				43,000								43,000			(43,000)			(43,000)
5432329 2023 Pickup Truck Replacement Program				43,000								43,000			(43,000)			(43,000)
5432330 2023 Pickup Truck Replacement Program				43,000								43,000			(43,000)			(43,000)
5432331 2023 Pickup Truck Replacement Program				43,000								43,000			(43,000)			(43,000)
5432332 2023 Pickup Truck Replacement Program				43,000								43,000			(43,000)			(43,000)
5432402 2024 Pickup Truck Replacement Program					264,000							264,000			(264,000)			(264,000)
5432505 2025 Pickup Truck Replacement Program						270,000						270,000			(270,000)			(270,000)
5432602 2026 Pickup Truck Replacement Program							276,000					276,000			(276,000)			(276,000)
5432703 2027 Pickup Truck Replacement Program								282,000				282,000			(282,000)			(282,000)
5432801 2028 Pickup Truck Replacement Program									288,000			288,000			(288,000)			(288,000)
5432901 2029 Pickup Truck Replacement Program										294,000		294,000			(294,000)			(294,000)
5433001 2030 Pickup Truck Replacement Program											302,000	302,000			(302,000)			(302,000)
<b>Total Pickup Truck Replacement Program</b>		252,000	258,000	258,000	264,000	270,000	276,000	282,000	288,000	294,000	302,000	<b>2,744,000</b>			<b>(2,744,000)</b>			<b>(2,744,000)</b>
<b>Single Axle Truck Replacement Program</b>																		
5432127 2021 Single Axle Truck Replacement Program		306,000										306,000			(306,000)			(306,000)
5432104 2023 Single Axle Truck Replacement Program				320,000								320,000			(320,000)			(320,000)
5432107 2023 Single Axle Truck Replacement Program				320,000								320,000			(320,000)			(320,000)
5432312 2026 Single Axle Truck Replacement Program							338,000					338,000			(338,000)			(338,000)
5432320 2026 Single Axle Truck Replacement Program							338,000					338,000			(338,000)			(338,000)
5432903 2029 Single Axle Truck Replacement Program										359,000		359,000			(359,000)			(359,000)
<b>Total Single Axle Truck Replacement Program</b>		306,000		640,000			676,000			359,000		<b>1,981,000</b>			<b>(1,981,000)</b>			<b>(1,981,000)</b>
<b>Mower Replacement Program</b>																		
5432011 ~ Tractor Mower Replacement - M502		40,000										40,000			(30,000)	(10,000)		(40,000)
5432015 ~ Mower Replacement - M597		30,000										30,000			(30,000)			(30,000)
5432105 Mower Replacement - M517		31,000										31,000			(31,000)			(31,000)
5432106 Mower Replacement - M518		31,000										31,000			(31,000)			(31,000)
5432118 Mower Replacement - M516		20,000										20,000			(20,000)			(20,000)
5432035 Tractor/Mower Replacement - M571				47,000								47,000			(47,000)			(47,000)
5432201 Tractor/Mower Replacement - M554			42,000									42,000			(42,000)			(42,000)



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5432119 Tractor/Mower Replacement - M585				31,000								31,000			(31,000)			(31,000)
5432319 Mower Replacement - M533				32,000								32,000			(32,000)			(32,000)
5432407 Mower Replacement - M544					32,000							32,000			(32,000)			(32,000)
5432408 Tractor/Mower Replacement - M545					43,000							43,000			(43,000)			(43,000)
5432503 Tractor/Mower Replacement - M553						33,000						33,000			(33,000)			(33,000)
5432606 2026 Mower Replacement Program							46,000					46,000			(46,000)			(46,000)
5432706 2027 Mower Replacement Program								47,000				47,000			(47,000)			(47,000)
5432805 2028 Mower Replacement Program									70,000			70,000			(70,000)			(70,000)
5432905 2029 Mower Replacement Program										72,000		72,000			(72,000)			(72,000)
<b>Total Mower Replacement Program</b>		152,000	89,000	63,000	75,000	33,000	46,000	47,000	70,000	72,000		<b>647,000</b>			(637,000)	(10,000)		<b>(647,000)</b>
<b>Van Replacement Program</b>																		
5431617 ~ 3/4 Ton Van - V081		60,000										60,000			(40,000)	(20,000)		(60,000)
5432017 Wheel Chair Accessible Van Replacement - V010		76,000										76,000			(76,000)			(76,000)
5432048 ~ 3/4 Ton Van Replacement - V082		60,000										60,000			(40,000)	(20,000)		(60,000)
5432124 Mini Van Replacement - V011				26,000								26,000			(26,000)			(26,000)
5432313 Mini Van Replacement - V016				32,000								32,000			(32,000)			(32,000)
5432209 Mini Van Replacement - V015					32,000							32,000			(32,000)			(32,000)
5432705 2027 Van Replacement Program								34,000				34,000			(34,000)			(34,000)
5432804 2028 Van Replacement Program									105,000			105,000			(105,000)			(105,000)
5432904 2029 Van Replacement Program										123,000		123,000			(123,000)			(123,000)
5433003 2030 Van Replacement Program											36,000	36,000			(36,000)			(36,000)
<b>Total Van Replacement Program</b>		196,000	58,000	32,000				34,000	105,000	123,000	36,000	<b>584,000</b>			(544,000)	(40,000)		<b>(584,000)</b>
<b>Fleet Capital Equipment Replacement Program</b>																		
5431802 Motor Grader - G861		480,000										480,000			(480,000)			(480,000)
5432043 Motor Grader - G862		260,000										260,000			(260,000)			(260,000)
5432117 Trackless with Attachments Replacement- M598		153,000										153,000			(153,000)			(153,000)
5432129 Turf Sweeper Replacement - M564		53,000										53,000			(53,000)			(53,000)
5431803 Roller Replacement - S423					239,000							239,000			(239,000)			(239,000)
5431806 Tractor/Loader/Backhoe Replacement - B051				156,000								156,000			(156,000)			(156,000)
5432001 Brush Chipper Replacement - E150				62,000								62,000			(62,000)			(62,000)
5432211 Street Sweeper Replacement - S023				353,000								353,000			(353,000)			(353,000)
5432409 Utility Vehicle - U014					23,000							23,000			(23,000)			(23,000)
5432301 Brush Chipper Replacement - E182						66,000						66,000			(66,000)			(66,000)
5432504 Chip Spreader Replacement - S710						220,000						220,000			(220,000)			(220,000)
5432305 Tar Distributor Replacement - S730							392,000					392,000			(392,000)			(392,000)
5432401 Brush Chipper - E190							67,000					67,000			(67,000)			(67,000)



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5432510 Street Sweeper Replacement - S072								302,000				302,000			(302,000)			(302,000)
5432803 Norview Bus Replacement - N006									198,000			198,000			(198,000)			(198,000)
5433005 Motor Grader - G861											310,000	310,000			(310,000)			(310,000)
5433006 Loader - L014											240,000	240,000			(240,000)			(240,000)
5433007 Loader - L090											240,000	240,000			(240,000)			(240,000)
5433008 Backhoe Replacement - B051											180,000	180,000			(180,000)			(180,000)
<b>Total Fleet Capital Equipment Replacement Program</b>		946,000	810,000		23,000	286,000	459,000	302,000	198,000		970,000	3,994,000			(3,994,000)			(3,994,000)
<b>Total Public Works Administration Services</b>		3,232,000	2,252,000	2,393,000	1,531,000	1,543,000	2,247,000	2,058,000	1,892,000	2,103,000	2,886,000	22,137,000			(22,027,000)	(110,000)		(22,137,000)
<b>Engineering</b>																		
<b>Other New / Initiatives</b>																		
5531927 ~ Pedestrian Cross Over West St, Simcoe	20,000	90,000										90,000				(90,000)		(90,000)
5532030 Pedestrian Cross Over - Cedar St, Simcoe		127,000										127,000				(127,000)		(127,000)
5531526 Traffic Signal Installation - Donly Drive @ Hwy 3				220,000								220,000					(220,000)	(220,000)
5532514 Argyle Ave Ext-Huggins Ave to Fertilizer Rd, Delhi					119,000	1,506,000						1,625,000		(906,000)			(719,000)	(1,625,000)
<b>Total Other New / Initiatives</b>	20,000	217,000		220,000	119,000	1,506,000						2,062,000		(906,000)		(217,000)	(939,000)	(2,062,000)
<b>Infrastructure Reconstruction Program</b>																		
5531715 St. Andrew St - Chapman to McNab, Pt Dover-Rd Re	160,000		1,610,000									1,610,000			(1,610,000)			(1,610,000)
5531811 Hazel, Ryerse, Glendon, Swan, Douglas - Watermain	75,000	1,555,000										1,555,000			(1,555,000)			(1,555,000)
5532222 Evergreen Hill Rd - Queen St to Norfolk St, Simcoe	500,000		3,118,000									3,118,000			(2,758,000)	(360,000)		(3,118,000)
5531817 ~ Nelson St-Mergrl Dr to 400m E of Cumberland St, Pl	190,000	5,000,000										5,000,000			(5,000,000)			(5,000,000)
5531828 South Drive - John St to Queen St, Simcoe	170,000		2,400,000									2,400,000			(2,143,000)	(257,000)		(2,400,000)
5531903 ~ Maple Blvd, Elm Ave, Kiwanis Ave Watermain Upgr	55,000	600,000										600,000			(600,000)			(600,000)
5531906 Ann Street - Main to East, Delhi	185,000	1,406,000										1,406,000			(1,406,000)			(1,406,000)
5531924 Sunninghill Drive - Inglewood to Ryerse, Port Dover	290,000		3,200,000									3,200,000			(3,200,000)			(3,200,000)
5531808 Tyrell Street - Beckett to King, Simcoe	300,000	2,028,000										2,028,000			(2,028,000)			(2,028,000)
5531905 Bellevue Ave - Foster to Tyrell, Simcoe	70,000	474,000										474,000			(474,000)			(474,000)
5532007 Eagle Street - Norfolk Ave to Main St, Delhi	50,000			347,000								347,000			(347,000)			(347,000)
5532008 Norfolk Avenue - Western to Eagle, Delhi	85,000			647,000								647,000			(647,000)			(647,000)
5532507 Union Street - Queen to Norfolk Street, Simcoe	350,000	2,650,000										2,650,000			(2,650,000)			(2,650,000)
5531904 Colborne St N - Robinson to Windham, Simcoe		428,000	3,250,000									3,678,000			(3,678,000)			(3,678,000)
5532231 Hill St - Tyrell to Dead End, Simcoe		320,000										320,000			(320,000)			(320,000)
5532232 Union St - Bellevue to Dead End, Simcoe		260,000										260,000			(260,000)			(260,000)
5532010 Dover Mills Rd - Prospect St to Cockshutt Rd, Pt Dov			224,000	1,511,000								1,735,000			(1,735,000)			(1,735,000)
5532011 Regent Ave - Nelson St. to Greenock St., Port Dover			163,000	1,122,000								1,285,000			(1,285,000)			(1,285,000)
5532017 Wellington Street - Alice St. to Brown St., Waterford			336,000	2,336,000								2,672,000			(2,672,000)			(2,672,000)
5532025 Windham Street - Talbot St to West End, Simcoe			192,000	1,353,000								1,545,000			(1,545,000)			(1,545,000)



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5532314 Talbot Street - Maple to Windham, Simcoe			130,000	889,000								1,019,000			(1,019,000)			(1,019,000)
5532103 McNab Street - First Ave to West End, Port Dover				119,000	820,000							939,000			(939,000)			(939,000)
5532104 Brown Street - Main to Washington, Waterford				213,000	1,450,000							1,663,000			(1,663,000)			(1,663,000)
5532109 Carolyn Boulevard - Dora Dr to Sunset Dr, Simcoe				145,000	990,000							1,135,000			(1,135,000)			(1,135,000)
5532110 Sunset Drive - Dora Drive to Holden Ave, Simcoe				260,000	1,783,000							2,043,000			(2,043,000)			(2,043,000)
5532111 East Street - Ann to William, Delhi				73,000	572,000							645,000			(645,000)			(645,000)
5532112 Dora Drive - Holden Ave to Sunset Drive, Simcoe				171,000	1,158,000							1,329,000			(1,329,000)			(1,329,000)
5532113 Calvert Crescent - Dora to Carolyn, Simcoe				145,000	980,000							1,125,000			(1,125,000)			(1,125,000)
5532122 Sovereign Street - James St to East St, Delhi				83,000	540,000							623,000			(623,000)			(623,000)
5532123 Ann Street - James to East, Delhi				80,000	540,000							620,000			(620,000)			(620,000)
5532207 New Lakeshore Rd - Watermain Upgrade/2nd Feed to				114,000	740,000							854,000			(598,000)	(256,000)		(854,000)
5532210 Deer Park Road - Sanitary Sewer at SPS, Waterford				52,000	318,000							370,000			(370,000)			(370,000)
5532211 Old Main St - Old Main St to Main St - WW, Waterford				24,000	158,000							182,000			(182,000)			(182,000)
5532107 Head Street - Maple to Windham, Simcoe					132,000	889,000						1,021,000			(1,021,000)			(1,021,000)
5532209 Harris Street - Ridgewood Ave to Adams Ave, Delhi					201,000	1,359,000						1,560,000			(1,560,000)			(1,560,000)
5532212 Metcalfe Street - Maple St to Windham St, Simcoe					132,000	889,000						1,021,000			(1,021,000)			(1,021,000)
5532213 Harbour St-St. Andrew St to St. George St, Pt Dover					111,000	760,000						871,000	(146,000)		(725,000)			(871,000)
5532214 Gilbertson Dr - Queensway to Abandoned Railway, S					238,000	1,627,000						1,865,000			(1,865,000)			(1,865,000)
5532223 Queen Street - William St to Sovereign St, Delhi					48,000	307,000						355,000			(355,000)			(355,000)
5532224 Sovereign Street - East St to Queen St, Delhi					122,000	824,000						946,000			(946,000)			(946,000)
5532305 Lasalle Street - Inglewood to Sunninghill, Port Dover					132,000	879,000						1,011,000			(1,011,000)			(1,011,000)
5532009 Talbot Street - Robinson St to Young, Simcoe						70,000	482,000					552,000			(552,000)			(552,000)
5532308 Leamon St - Nichol St. to Thompson Rd., Waterford						399,000	2,719,000					3,118,000			(3,118,000)			(3,118,000)
5532309 Spydell Street - Harris St. to Connaught Ave., Delhi						32,000	225,000					257,000			(257,000)			(257,000)
5532310 Potts Road - Oakwood to Victoria St, Simcoe						86,000	594,000					680,000			(680,000)			(680,000)
5532311 Homewood Ave - Oakwood to Victoria St, Simcoe						86,000	594,000					680,000			(680,000)			(680,000)
5532313 Ridgewood Cres-Argyle St. to Connaught Ave, Delhi						70,000	456,000					526,000			(526,000)			(526,000)
5532417 West Church St - Main to Washington, Waterford						214,000	1,433,000					1,647,000			(1,647,000)			(1,647,000)
5532429 Market St-Main to St Andrew Reconstruction Pt Dove						31,000	310,000					341,000			(341,000)			(341,000)
5532430 Park St- Main St to St. Andrew St Pt Dover Reconstru						31,000	310,000					341,000			(341,000)			(341,000)
5532525 James St - Argyle Ave to Wilson Ave, Delhi						600,000	5,280,000					5,880,000			(5,291,000)	(589,000)		(5,880,000)
5532302 Colborne St N - Windham to Queensway, Simcoe								101,000	674,000			775,000			(698,000)	(77,000)		(775,000)
5532415 Oakwood Avenue - Potts to Victoria, Simcoe								225,000	1,692,000			1,917,000			(1,917,000)			(1,917,000)
5532416 Aberdeen Ave - Lansdowne to Church St., Delhi								82,000	549,000			631,000			(631,000)			(631,000)
5532420 Adams Avenue - Aberdeen to Delcrest, Delhi								181,000	1,210,000			1,391,000			(1,391,000)			(1,391,000)
5532421 North Main Street - Colborne to Norfolk, Simcoe								44,000	308,000			352,000			(352,000)			(352,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5532422 Park Lane - Colborne to Norfolk, Simcoe							27,000	191,000				218,000			(218,000)			(218,000)
5532423 Windham St-Colborne to Norfolk-Road Upgrades, Simcoe							49,000	308,000				357,000			(357,000)			(357,000)
5532424 Scott Dr Watermain - Hwy 6 to John St., Port Dover							54,000	370,000				424,000			(424,000)			(424,000)
5532425 Peel Street - Waverly to Wilson, Delhi							275,000	1,870,000				2,145,000			(2,145,000)			(2,145,000)
5532506 East Church St-Main St to Duncombe Rd, Waterford							198,000	1,349,000				1,547,000			(1,547,000)			(1,547,000)
5532519 Birch Ave, Prospect to 150 metres Easterly, Pt Dover							35,000	315,000				350,000			(350,000)			(350,000)
5532306 Church Street - James to Cloet, Delhi								700,000	4,750,000			5,450,000			(5,450,000)			(5,450,000)
5532511 Simcoe Boulevard - McCall to Wilson, Simcoe								78,000	502,000			580,000			(580,000)			(580,000)
5532512 Nelson Street - Main to St. Patrick St., Port Dover								112,000	746,000			858,000			(858,000)			(858,000)
5532513 Garden Street - Brock to South Dr., Simcoe								151,000	1,021,000			1,172,000			(1,172,000)			(1,172,000)
5532602 Montclair Cres - Duncombe to Duncombe, Waterford								274,000	1,854,000			2,128,000			(2,128,000)			(2,128,000)
5532616 South Drive - Oak to Head, Simcoe								336,000	2,248,000			2,584,000			(2,325,000)	(259,000)		(2,584,000)
5532411 Sylvia Street - Main St to east end, Waterford									103,000	1,116,000		1,219,000			(1,219,000)			(1,219,000)
5532612 Marshall Avenue - Northern to Adams, Delhi									257,000	1,755,000		2,012,000			(2,012,000)			(2,012,000)
5532613 Rosseau Drive - Garden to MacKay, Simcoe									114,000	782,000		896,000			(896,000)			(896,000)
5532614 MacKay Avenue - Garden to Queen, Simcoe									108,000	724,000		832,000			(832,000)			(832,000)
5532615 Washington St-Green St to Thompson Rd, Waterford									217,000	1,448,000		1,665,000			(1,495,000)	(170,000)		(1,665,000)
5532705 Grace St, Glenwood St, Drayton St, Sloan St, Pt Dover									213,000	2,033,000		2,246,000			(2,176,000)	(70,000)		(2,246,000)
5532706 Queen St - Queensway W to West St, Simcoe										233,000	3,889,000	4,122,000			(4,122,000)			(4,122,000)
5532707 Talbot St S. - Robinson St to South Dr, Simcoe										174,000	2,467,000	2,641,000			(2,641,000)			(2,641,000)
5532801 Connaught Ave - Northern Ave to Adams Ave, Delhi										151,000	1,492,000	1,643,000			(1,643,000)			(1,643,000)
5533016 Queensway East - Norfolk Street to Ireland, Simcoe											900,000	900,000			(900,000)			(900,000)
<b>Total Infrastructure Reconstruction Program</b>	2,480,000	14,721,000	14,623,000	9,684,000	11,165,000	9,153,000	13,674,000	10,487,000	12,133,000	8,416,000	8,748,000	112,804,000	(146,000)		(110,620,000)	(70,000)	(1,968,000)	(112,804,000)
<b>Asphalt Resurfacing Program</b>																		
5532002 Asphalt Resurfacing - Norfolk County Road 21		1,620,000										1,620,000			(1,460,000)		(160,000)	(1,620,000)
5532102 Asphalt Resurfacing - Forestry Farm Road		2,200,000										2,200,000			(1,980,000)		(220,000)	(2,200,000)
5532119 Asphalt Resurfacing - Norfolk County Road 21		600,000										600,000			(540,000)		(60,000)	(600,000)
5532120 Asphalt Resurfacing-NC Rd 19 E, Hwy 24-Old Hwy 24		616,000										616,000			(556,000)		(60,000)	(616,000)
5532121 Asphalt Resurfacing-NC Rd 19 E, Cockshutt Rd-Villa		945,000										945,000			(850,000)		(95,000)	(945,000)
5532127 Asphalt Resurfacing - Jenkins Rd - Cockshutt Road to		225,000										225,000			(225,000)			(225,000)
5632104 2021 Surface Treatment Program		3,318,000										3,318,000			(3,318,000)			(3,318,000)
5532028 Haldimand Road 74 Concession 12 Walpole			519,000									519,000			(519,000)			(519,000)
5532202 Asphalt Resurfacing - Norfolk County Road 28			3,184,000									3,184,000			(2,874,000)		(310,000)	(3,184,000)
5532225 Asphalt Resurfacing - Old Highway 24			1,450,000									1,450,000			(1,305,000)		(145,000)	(1,450,000)
5532301 Asphalt Resurfacing - Blueline Road			790,000									790,000			(711,000)		(79,000)	(790,000)
5632204 2022 Surface Treatment Program			3,381,000									3,381,000			(3,381,000)			(3,381,000)



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5532315 Asphalt Resurfacing - Cockshutt Road				2,300,000								2,300,000			(2,070,000)		(230,000)	(2,300,000)
5532316 Asphalt Resurfacing - Highway 6				1,204,000								1,204,000			(1,084,000)		(120,000)	(1,204,000)
5532321 Asphalt Resurfacing - St Johns Rd - Hillcrest to Norfo				400,000								400,000			(400,000)			(400,000)
5532322 Asphalt Resurfacing - Concession 12 Townsend - Hal				142,000								142,000			(142,000)			(142,000)
5532419 Asphalt Resurfacing - Windham Centre Road				691,000								691,000			(624,000)		(67,000)	(691,000)
5532426 Asphalt Resurfacing - Windham Centre Road				832,000								832,000			(749,000)		(83,000)	(832,000)
5632304 2023 Surface Treatment Program				3,445,000								3,445,000			(3,445,000)			(3,445,000)
5532401 Asphalt Resurfacing - Elgin County Road 55					2,318,000							2,318,000			(2,086,000)		(232,000)	(2,318,000)
5532432 Asphalt Resurfacing - McDowell Rd - Hwy 59 to Fore					2,044,000							2,044,000			(1,840,000)		(204,000)	(2,044,000)
5532433 Asphalt Resurfacing - Norfolk County 19 West - Oxfor					815,000							815,000			(733,000)		(82,000)	(815,000)
5532523 Asphalt Resurfacing - Norfolk County Rd 13 - Hwy 3 t					525,000							525,000			(525,000)			(525,000)
5532607 Asphalt Resurfacing-McDowell E, Forestry Farm-Pine					912,000							912,000			(823,000)		(89,000)	(912,000)
5632404 2024 Surface Treatment Program					3,510,000							3,510,000			(3,510,000)			(3,510,000)
5532230 Asphalt Resurfacing - Old Hwy 24 - Jenkins Rd to Co						590,000						590,000			(590,000)			(590,000)
5532510 Asphalt Resurfacing - Norfolk County Road 45						2,692,000						2,692,000			(2,422,000)		(270,000)	(2,692,000)
5532515 Asphalt Resurfacing - Vittoria Road						1,260,000						1,260,000			(1,134,000)		(126,000)	(1,260,000)
5532521 Asphalt Resurfacing - Highway 19 - Hwy 3 to Carson						1,155,000						1,155,000			(1,040,000)		(115,000)	(1,155,000)
5532522 Asphalt Resurfacing - Ireland Road - Decou Rd to Hw						788,000						788,000			(788,000)			(788,000)
5532524 Asphalt Resurfacing - Decou Rd - Norfolk St S to Irele						270,000						270,000			(270,000)			(270,000)
5632505 2025 Surface Treatment Program						3,576,000						3,576,000			(3,576,000)			(3,576,000)
5532608 Asphalt Resurfacing-McDowell E, Hillcrest-Turkey Po							1,700,000					1,700,000			(1,530,000)		(170,000)	(1,700,000)
5532610 Asphalt Resurfacing-Norfolk County Hwy 59, Langton							734,000					734,000			(664,000)		(70,000)	(734,000)
5532611 Asphalt Resurfacing-Norfolk County Hwy 59, Courtlar							790,000					790,000			(711,000)		(79,000)	(790,000)
5532620 Asphalt Resurfacing - Norfolk St S - Victoria St to Hw							840,000					840,000			(840,000)			(840,000)
5632601 2026 Surface Treatment Program							5,643,000					5,643,000			(5,643,000)			(5,643,000)
5632701 2027 Surface Treatment Program								9,712,000				9,712,000			(9,712,000)			(9,712,000)
5632801 2028 Surface Treatment Program									9,782,000			9,782,000			(9,782,000)			(9,782,000)
5632901 2029 Surface Treatment Program										9,854,000		9,854,000			(9,854,000)			(9,854,000)
5633002 2030 Surface Treatment Program											9,933,000	9,933,000			(9,933,000)			(9,933,000)
<b>Total Asphalt Resurfacing Program</b>		9,524,000	9,324,000	9,014,000	10,124,000	10,331,000	9,707,000	9,712,000	9,782,000	9,854,000	9,933,000	97,305,000			(94,239,000)		(3,066,000)	(97,305,000)
<b>Bridge Rehabilitation Program</b>																		
5532115 Structure 987404 - County Line	89,000	449,000										449,000	(225,000)	(224,000)				(449,000)
5532215 Structure 970502-Black Creek Culvert (Cockshutt Rd)	67,000	611,000										611,000		(611,000)				(611,000)
5532219 Structure 010052 - Lot 9 Concession 8 Road Bridge	88,000	604,000										604,000		(604,000)				(604,000)
5532220 Structure 983701 - Swimming Pool Road Bridge	123,000	33,000	1,350,000									1,383,000		(1,383,000)				(1,383,000)
5531446 Closure of Structure 010038 - Porter Bridge, Marburg		288,000										288,000			(288,000)			(288,000)



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5531447 Structure 000110 - Big Creek Bridge, Concession A		428,000										428,000			(428,000)			(428,000)
5532125 Structure 010046 - Lot 22 Conc Rd 10, on Conc. 10		120,000	775,000									895,000		(895,000)				(895,000)
5532129 Structure P000009 - Hawthorne Ave Bridge Rehabilitt		102,000										102,000			(102,000)			(102,000)
5532226 Structure 000004 - Victoria St. Bridge		165,000	1,100,000									1,265,000		(1,265,000)				(1,265,000)
5532304 Structure 010045 - Lot 23 Concession 12 Townsend		120,000	875,000									995,000		(995,000)				(995,000)
5532227 Structure 000305 - Big Creek E 1/4 Line Bridge			125,000	1,270,000								1,395,000		(1,395,000)				(1,395,000)
5532234 Structure P000012 - Rotary Bridge Rehabilitation			136,000									136,000			(136,000)			(136,000)
5532317 Structure 002118 - East 1/4 Line Culvert			93,000	589,000								682,000		(682,000)				(682,000)
5532410 Structure 000205 - Lot 21 Conc 13 Windham			84,000	210,000								294,000		(294,000)				(294,000)
5532318 Structure 982404 - Young Creek Bridge				160,000	1,584,000							1,744,000		(1,744,000)				(1,744,000)
5532413 Structure 982402 - Bloomsburg Bridge				128,000	693,000							821,000		(821,000)				(821,000)
5532414 Structure 984202 - Port Royal Bridge				109,000	1,240,000							1,349,000		(1,349,000)				(1,349,000)
5532605 Structure D00006-Lot 11 Conc 3 Rd Windham Bridge				139,000	1,426,000							1,565,000		(1,565,000)				(1,565,000)
5532502 Structure 986003 - Big Creek 5th Conc Rd Bridge					123,000	1,250,000						1,373,000		(1,373,000)				(1,373,000)
5532516 Structure 000006 - Norfolk St. Bridge South					119,000	1,100,000						1,219,000		(1,219,000)				(1,219,000)
5532517 Structure 000018 - 13th Street West Arch					68,000	210,000						278,000		(278,000)				(278,000)
5532526 Structure P000010 - Cedar St. Bridge Rehabilitation						77,000						77,000			(77,000)			(77,000)
5532603 Structure 000104 - Big Creek 6th Concession Bridge						119,000	1,200,000					1,319,000		(1,319,000)				(1,319,000)
5532604 Structure 000106 - Big Creek 3rd Concession Bridge						115,000	1,250,000					1,365,000		(1,365,000)				(1,365,000)
5532606 Structure D00022 - East Street Underpass						37,000	100,000					137,000		(137,000)				(137,000)
5532609 Structure 002404 - Lot 42 Con I-II NTR Middleton						100,000	450,000					550,000		(550,000)				(550,000)
5532617 Structure 000303 - Big Creek 8th Concession Bridge							186,000	1,697,000				1,883,000		(1,883,000)				(1,883,000)
5532703 Structure 986002 - Big Creek Conc 5 Rd Overflow							105,000	500,000				605,000		(605,000)				(605,000)
5532704 Structure 010096 - Milk Factory Culvert							107,000	513,000				620,000		(620,000)				(620,000)
5532708 Structure 010049 - Nanticoke Creek Bridge								131,000	816,000			947,000		(947,000)				(947,000)
5532709 Structure 002122 - Dedrick Creek 4th Conc Bridge								50,000	100,000			150,000		(150,000)				(150,000)
5532710 Structure 030050 - Lot 20 Conc 12 Road Culvert								86,000	408,000			494,000		(494,000)				(494,000)
5532711 Structure 002038 - Graves Side Road Culvert								87,000	370,000			457,000		(457,000)				(457,000)
5532307 Structure 982101 - Lynedoch Bridge									96,000	1,000,000		1,096,000		(1,096,000)				(1,096,000)
5532901 Structure D00003-Lot 24 Conc 2 Windham, Windham									80,000	770,000		850,000			(850,000)			(850,000)
5532902 Structure 010033-Dunn's Bridge on Conc 6 Woodhou									95,000	780,000		875,000			(875,000)			(875,000)
5532903 Structure 985902-Big Creek Bridge Hwy 59, Pt Rowai										115,000	1,400,000	1,515,000			(1,515,000)			(1,515,000)
5532908 Structure D00025 - Vittoria Dam									101,000	890,000		991,000			(991,000)			(991,000)
5532909 Structure 974203 - Rohrer Culvert Replacement									91,000	445,000		536,000			(536,000)			(536,000)
5532910 Structure 972101 - Venison Creek Culvert									91,000	470,000		561,000			(561,000)			(561,000)
5532911 Structure D00018 - Western Ave Bridge									94,000	940,000		1,034,000			(1,034,000)			(1,034,000)





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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5532912 Structure 974200 - Houghton Lake Erie Culvert										88,000	445,000	533,000			(533,000)			(533,000)
5532913 Structure D00020 - Old Mill Road										94,000	705,000	799,000			(799,000)			(799,000)
<b>Total Bridge Rehabilitation Program</b>	367,000	2,920,000	4,538,000	2,605,000	5,253,000	3,008,000	3,398,000	3,064,000	1,965,000	3,224,000	5,295,000	35,270,000	(225,000)	(26,320,000)	(8,725,000)			(35,270,000)
<b>Bridge Sustainability Program</b>																		
5532126 2021 Bridge Sustainability Program		306,000										306,000		(306,000)				(306,000)
5532229 2022 Bridge Sustainability Program			312,000									312,000		(312,000)				(312,000)
5532320 2023 Bridge Sustainability Program				318,000								318,000		(318,000)				(318,000)
5532428 2024 Bridge Sustainability Program					324,000							324,000		(324,000)				(324,000)
5532520 2025 Bridge Sustainability Program						330,000						330,000		(330,000)				(330,000)
5532619 2026 Bridge Sustainability Program							336,000					336,000		(336,000)				(336,000)
5532712 2027 Bridge Sustainability Program								342,000				342,000		(342,000)				(342,000)
5532804 2028 Bridge Sustainability Program									348,000			348,000		(348,000)				(348,000)
5532905 2029 Bridge Sustainability Program										354,000		354,000		(354,000)				(354,000)
5533019 2030 Bridge Sustainability Program											360,000	360,000			(360,000)			(360,000)
<b>Total Bridge Sustainability Program</b>		306,000	312,000	318,000	324,000	330,000	336,000	342,000	348,000	354,000	360,000	3,330,000		(2,970,000)	(360,000)			(3,330,000)
<b>Drainage Engineering &amp; Construction Program</b>																		
5932101 2021 Drainage Engineering & Construction Program		968,000										968,000	(560,000)			(408,000)		(968,000)
5932201 2022 Drainage Engineering & Construction Program			987,000									987,000	(570,000)			(417,000)		(987,000)
5932301 2023 Drainage Engineering & Construction Program				1,004,000								1,004,000	(579,000)			(425,000)		(1,004,000)
5932401 2024 Drainage Engineering & Construction Program					1,024,000							1,024,000	(590,000)			(434,000)		(1,024,000)
5932501 2025 Drainage Engineering & Construction Program						1,043,000						1,043,000	(600,000)			(443,000)		(1,043,000)
5932601 2026 Drainage Engineering & Construction Program							1,064,000					1,064,000	(611,000)			(453,000)		(1,064,000)
5932701 2027 Drainage Engineering & Construction Program								1,084,000				1,084,000	(622,000)			(462,000)		(1,084,000)
5932801 2028 Drainage Engineering & Construction Program									1,105,000			1,105,000	(633,000)			(472,000)		(1,105,000)
5932901 2029 Drainage Engineering & Construction Program										1,126,000		1,126,000	(644,000)			(482,000)		(1,126,000)
5933001 2030 Drainage Engineering & Construction Program											1,148,000	1,148,000	(644,000)			(504,000)		(1,148,000)
<b>Total Drainage Engineering &amp; Construction Program</b>		968,000	987,000	1,004,000	1,024,000	1,043,000	1,064,000	1,084,000	1,105,000	1,126,000	1,148,000	10,553,000	(6,053,000)			(4,500,000)		(10,553,000)
<b>Sidewalks &amp; Walkways Reconstruction</b>																		
5532114 2021 Sidewalks & Walkways Reconstruction		326,000										326,000			(326,000)			(326,000)
5532216 2022 Sidewalks & Walkways Reconstruction			343,000									343,000			(343,000)			(343,000)
5532312 2023 Sidewalks & Walkways Reconstruction				360,000								360,000			(360,000)			(360,000)
5532412 2024 Sidewalks & Walkways Reconstruction					377,000							377,000			(377,000)			(377,000)
5532503 2025 Sidewalks & Walkways Reconstruction						396,000						396,000			(396,000)			(396,000)
5532601 2026 Sidewalks & Walkways Reconstruction							414,000					414,000			(414,000)			(414,000)
5532701 2027 Sidewalks & Walkways Reconstruction								434,000				434,000			(434,000)			(434,000)
5532803 2028 Sidewalks & Walkways Reconstruction									453,000			453,000			(453,000)			(453,000)



**FINAL 2021-2030 CAPITAL PLAN**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	(2021 to 2030)
5532906 2029 Sidewalks & Walkways Reconstruction										462,000		462,000			(462,000)			(462,000)
5533021 2030 Sidewalks & Walkways Reconstruction											471,000	471,000			(471,000)			(471,000)
<b>Total Sidewalks &amp; Walkways Reconstruction</b>		326,000	343,000	360,000	377,000	396,000	414,000	434,000	453,000	462,000	471,000	<b>4,036,000</b>			(4,036,000)			<b>(4,036,000)</b>
<b>Storm Water Pond Rehabilitation Program</b>																		
5832211 2022 Stormwater Pond Rehabilitation			100,000									100,000				(100,000)		(100,000)
5531454 Judd Industrial Park Storm Water Pond				180,000								180,000			(180,000)			(180,000)
5832317 2023 Stormwater Pond Rehabilitation				100,000								100,000				(100,000)		(100,000)
5832513 2025 Stormwater Pond Rehabilitation						100,000						100,000				(100,000)		(100,000)
5832611 2026 Stormwater Pond Rehabilitation							100,000					100,000				(100,000)		(100,000)
5832710 2027 Stormwater Pond Rehabilitation								100,000				100,000				(100,000)		(100,000)
5832810 2028 Stormwater Pond Rehabilitation									100,000			100,000				(100,000)		(100,000)
5832907 2029 Stormwater Pond Rehabilitation										100,000		100,000				(100,000)		(100,000)
5833006 2030 Stormwater Pond Rehabilitation											100,000	100,000				(100,000)		(100,000)
<b>Total Storm Water Pond Rehabilitation Program</b>			100,000	280,000		100,000	100,000	100,000	100,000	100,000	100,000	<b>980,000</b>			(180,000)	(800,000)		<b>(980,000)</b>
<b>Other Studies &amp; Assessments</b>																		
5532128 East Quarterline Road Slope Stabilization Study		30,000										30,000				(30,000)		(30,000)
5532431 Road Needs Study					200,000							200,000						(200,000)
5532907 Road Needs Study										200,000		200,000						(200,000)
<b>Total Other Studies &amp; Assessments</b>		30,000			200,000					200,000		<b>430,000</b>			(400,000)	(30,000)		<b>(430,000)</b>
<b>Total Engineering</b>	<b>2,867,000</b>	<b>29,012,000</b>	<b>30,227,000</b>	<b>23,485,000</b>	<b>28,586,000</b>	<b>25,867,000</b>	<b>28,693,000</b>	<b>25,223,000</b>	<b>25,886,000</b>	<b>23,736,000</b>	<b>26,055,000</b>	<b>266,770,000</b>	<b>(6,424,000)</b>	<b>(30,196,000)</b>	<b>(218,560,000)</b>	<b>(5,617,000)</b>	<b>(5,973,000)</b>	<b>(266,770,000)</b>
<b>Facilities</b>																		
<b>Energy Conservation Measures Program</b>																		
5332010 ~ Rooftop Solar Net Metering Project		30,000										30,000				(30,000)		(30,000)
5332051 Electric Vehicle Charging Station		15,000										15,000			(15,000)			(15,000)
<b>Total Energy Conservation Measures Program</b>		45,000										<b>45,000</b>			(15,000)	(30,000)		<b>(45,000)</b>
<b>Climate Change Program</b>																		
5332121 2021 Climate Change Adaptation Measure Program		100,000										100,000			(100,000)			(100,000)
5332214 2022 Climate Change Adaptation Measure Program			102,000									102,000			(102,000)			(102,000)
5332308 2023 Climate Change Adaptation Measure Program				104,000								104,000			(104,000)			(104,000)
5332408 2024 Climate Change Adaptation Measure Program					106,000							106,000			(106,000)			(106,000)
5332512 2025 Climate Change Adaptation Measure Program						108,000						108,000			(108,000)			(108,000)
5332606 2026 Climate Change Adaptation Measure Program							110,000					110,000			(110,000)			(110,000)
5332718 2027 Climate Change Adaptation Measure Program								112,000				112,000			(112,000)			(112,000)
5332805 2028 Climate Change Adaptation Measure Program									114,000			114,000			(114,000)			(114,000)
5332908 2029 Climate Change Adaptation Measure Program										116,000		116,000			(116,000)			(116,000)
5333004 2030 Climate Change Adaptation Measure Program											118,000	118,000			(118,000)			(118,000)



**FINAL 2021-2030 CAPITAL PLAN**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
<b>Total Climate Change Program</b>		100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	<b>1,090,000</b>			(1,090,000)			<b>(1,090,000)</b>
<b>Other New / Initiatives</b>																		
5332006 New Generator - Delhi Administration Building		36,000										<b>36,000</b>				(36,000)		<b>(36,000)</b>
5332019 New Generator - West Area Roads Facility		10,000										<b>10,000</b>				(10,000)		<b>(10,000)</b>
5332116 Roof Access Tie Off Points		25,000										<b>25,000</b>				(25,000)		<b>(25,000)</b>
5332050 Messenger Emergency Notification Software			30,000									<b>30,000</b>				(30,000)		<b>(30,000)</b>
5331908 Storm Sewer Connection - Norfolk County Garage					55,000	345,000						<b>400,000</b>		(400,000)				<b>(400,000)</b>
5331911 Addition - Norfolk County Garage					210,000	1,380,000						<b>1,590,000</b>		(1,590,000)				<b>(1,590,000)</b>
<b>Total Other New / Initiatives</b>		<b>71,000</b>	<b>30,000</b>		<b>265,000</b>	<b>1,725,000</b>						<b>2,091,000</b>		(1,990,000)		(101,000)		<b>(2,091,000)</b>
<b>Generator Replacement Program</b>																		
5332113 Generator Replacement - Fire Station #7 Langton					8,000							<b>8,000</b>			(8,000)			<b>(8,000)</b>
5332407 Generator Replacement - Fire Station #1 Simcoe					40,000							<b>40,000</b>			(40,000)			<b>(40,000)</b>
5332045 Generator Replacement - Norview Lodge						90,000						<b>90,000</b>			(90,000)			<b>(90,000)</b>
5332508 Generator Replacement - Fire Station #3 Waterford							8,000					<b>8,000</b>			(8,000)			<b>(8,000)</b>
5332509 Generator Replacement - Fire Station #9 Port Rowan							8,000					<b>8,000</b>			(8,000)			<b>(8,000)</b>
5332510 Generator Replacement - Fire Station #10 St. William							8,000					<b>8,000</b>			(8,000)			<b>(8,000)</b>
5332715 Generator Replacement - EMS Base #6 Port Rowan								7,000				<b>7,000</b>			(7,000)			<b>(7,000)</b>
5332802 Generator Replacement - Norfolk County Garage									45,000			<b>45,000</b>			(45,000)			<b>(45,000)</b>
5332803 Generator Replacement - Simcoe Recreation Centre									50,000			<b>50,000</b>			(50,000)			<b>(50,000)</b>
5332804 Generator Replacement - GAB West Side Generator									120,000			<b>120,000</b>			(120,000)			<b>(120,000)</b>
5332905 Generator Replacement - Fire Station #11 Vittoria										8,000		<b>8,000</b>			(8,000)			<b>(8,000)</b>
5332906 Generator Replacement - Port Rowan Portable Gene										50,000		<b>50,000</b>			(50,000)			<b>(50,000)</b>
5333003 2030 Generator Replacement Program											50,000	<b>50,000</b>			(50,000)			<b>(50,000)</b>
<b>Total Generator Replacement Program</b>					<b>48,000</b>	<b>90,000</b>	<b>24,000</b>	<b>7,000</b>	<b>215,000</b>	<b>58,000</b>	<b>50,000</b>	<b>492,000</b>			(492,000)			<b>(492,000)</b>
<b>HVAC Replacement Program</b>																		
5332011 Facilities Operations Bldg-Tube Heater Replacement		5,000										<b>5,000</b>			(5,000)			<b>(5,000)</b>
5332124 Delhi Admin Building - 2 x Upper Roof Rooftop HVAC		45,000										<b>45,000</b>			(45,000)			<b>(45,000)</b>
5332125 County Admin Building Heat Pumps (2)		20,000										<b>20,000</b>			(20,000)			<b>(20,000)</b>
5332203 2022 HVAC Replacement Program			113,000									<b>113,000</b>			(113,000)			<b>(113,000)</b>
5332213 Delhi Admin Building Furnace Replacements (3)			18,000									<b>18,000</b>			(18,000)			<b>(18,000)</b>
5332302 2023 HVAC Replacement Program				261,000								<b>261,000</b>			(261,000)			<b>(261,000)</b>
5332402 2024 HVAC Replacement Program					142,000							<b>142,000</b>			(142,000)			<b>(142,000)</b>
5332511 Facilities Operations Building HVAC Replacement						16,000						<b>16,000</b>			(16,000)			<b>(16,000)</b>
5332603 2026 HVAC Replacement Program							208,000					<b>208,000</b>			(208,000)			<b>(208,000)</b>
5332710 2027 HVAC Replacement Program								129,000				<b>129,000</b>			(129,000)			<b>(129,000)</b>
5331914 2028 HVAC Replacement Program									205,000			<b>205,000</b>			(205,000)			<b>(205,000)</b>



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5332904 2029 HVAC Replacement Program										141,000		141,000			(141,000)			(141,000)
5332907 Norfolk County Garage HVAC Replacement										170,000		170,000			(170,000)			(170,000)
5333002 2030 HVAC Replacement Program											311,000	311,000			(311,000)			(311,000)
<b>Total HVAC Replacement Program</b>		70,000	131,000	261,000	142,000	16,000	208,000	129,000	205,000	311,000	311,000	1,784,000			(1,784,000)			(1,784,000)
<b>Roof Replacement Program</b>																		
5332020 EMS Base #5 Delhi - Roof Replacement		59,000										59,000			(59,000)			(59,000)
5332119 Langton Daycare and Park Storage Building - Roof Replacement		18,000										18,000			(18,000)			(18,000)
5332017 Port Dover Harbour Museum - Wheelhouse Roof Replacement			53,000									53,000			(53,000)			(53,000)
5332208 West Area Roads Facility - Roof Replacement			165,000									165,000			(165,000)			(165,000)
5332209 County Admin Building - Partial Roof Replacement			40,000									40,000			(40,000)			(40,000)
7331921 Langton Arena - Roof Replacement			125,000									125,000			(125,000)			(125,000)
5332303 2023 Roof Replacement Program				441,000								441,000			(441,000)			(441,000)
5332403 2024 Roof Replacement Program					450,000							450,000			(450,000)			(450,000)
5332502 2025 Roof Replacement Program						344,000						344,000			(344,000)			(344,000)
5332602 2026 Roof Replacement Program							469,000					469,000			(469,000)			(469,000)
5332709 2027 Roof Replacement Program								478,000				478,000			(478,000)			(478,000)
5331913 2028 Roof Replacement Program									366,000			366,000			(366,000)			(366,000)
5332901 2029 Roof Replacement Program										359,000		359,000			(359,000)			(359,000)
5333001 2030 Roof Replacement Program											366,000	366,000			(366,000)			(366,000)
<b>Total Roof Replacement Program</b>		77,000	383,000	441,000	450,000	344,000	469,000	478,000	366,000	359,000	366,000	3,733,000			(3,733,000)			(3,733,000)
<b>Admin Buildings Repairs &amp; Maintenance Program</b>																		
5332118 Facilities Operations Building Septic Bed and Tank Repairs		20,000										20,000			(20,000)			(20,000)
5332123 CAB North and South Attic Mechanical Room Repairs		40,000										40,000			(40,000)			(40,000)
5332122 Council Chambers Plaster Repairs			75,000									75,000			(75,000)			(75,000)
5332201 County Administration Building - Skylight			60,000									60,000			(60,000)			(60,000)
5332202 2022 Admin Buildings Repairs & Maintenance Program			100,000									100,000			(100,000)			(100,000)
5332212 Simcoe Library - CAB - Fire Panel Replacement			68,000									68,000			(68,000)			(68,000)
5332301 2023 Admin Buildings Repairs & Maintenance Program				335,000								335,000			(335,000)			(335,000)
5332401 2024 Admin Buildings Repairs & Maintenance Program					338,000							338,000			(338,000)			(338,000)
5332504 2025 Admin Buildings Repairs & Maintenance Program						344,000						344,000			(344,000)			(344,000)
5332604 2026 Admin Buildings Repairs & Maintenance Program							352,000					352,000			(352,000)			(352,000)
5332711 2027 Admin Buildings Repairs & Maintenance Program								359,000				359,000			(359,000)			(359,000)
5332716 Delhi Admin Building Electrical Equipment and System Repairs								180,000				180,000			(180,000)			(180,000)
5332717 Delhi Admin Building Fire Alarm System Replacement								50,000				50,000			(50,000)			(50,000)
5331915 2028 Admin Buildings Repairs & Maintenance Program									366,000			366,000			(366,000)			(366,000)
5332903 2029 Admin Buildings Repairs & Maintenance Program										373,000		373,000			(373,000)			(373,000)



**FINAL 2021-2030 CAPITAL PLAN**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5333005 2030 Admin Buildings Repairs & Maintenance Progra											250,000	250,000			(250,000)			(250,000)
<b>Total Admin Buildings Repairs &amp; Maintenance Program</b>		60,000	303,000	335,000	338,000	344,000	352,000	589,000	366,000	373,000	250,000	<b>3,310,000</b>			(3,310,000)			<b>(3,310,000)</b>
<b>Elevator Replacement Program</b>																		
5332049 Simcoe Talbot Gardens - Vertical Lift				70,000								70,000			(70,000)			(70,000)
5332306 Norfolk County Archives - Elevator Upgrades				190,000								190,000			(190,000)			(190,000)
5331912 County Administration Building - Elevator Replacement					346,000							346,000			(346,000)			(346,000)
5332048 Delhi Friendship Centre - Vertical Lift					70,000							70,000			(70,000)			(70,000)
5332506 Port Dover Harbour Museum - Vertical Lift						75,000						75,000			(75,000)			(75,000)
5332507 Port Rowan Library - Vertical Lift										75,000		75,000			(75,000)			(75,000)
<b>Total Elevator Replacement Program</b>				260,000	416,000	75,000					75,000	<b>826,000</b>			(826,000)			<b>(826,000)</b>
<b>Museums Repairs &amp; Maintenance Program</b>																		
5332205 2022 Museums Repairs & Maintenance			51,000									51,000			(51,000)			(51,000)
5332039 Brick Repairs - Norfolk County Archives				35,000								35,000			(35,000)			(35,000)
5332304 2023 Museums Repairs & Maintenance				51,000								51,000			(51,000)			(51,000)
5332404 2024 Museums Repair & Maintenance					51,000							51,000			(51,000)			(51,000)
8332506 2025 Museums Repairs & Maintenance						51,000						51,000			(51,000)			(51,000)
8332606 2026 Museums Repairs & Maintenance							51,000					51,000			(51,000)			(51,000)
8331814 2027 Museums Repairs & Maintenance								51,000				51,000			(51,000)			(51,000)
8331913 2028 Museums Repairs & Maintenance									51,000			51,000			(51,000)			(51,000)
8332907 2029 Museums Repairs & Maintenance										51,000		51,000			(51,000)			(51,000)
8333001 2030 Museums Repairs & Maintenance											51,000	51,000			(51,000)			(51,000)
<b>Total Museums Repairs &amp; Maintenance Program</b>			51,000	86,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	<b>494,000</b>			(494,000)			<b>(494,000)</b>
<b>County Building Repair &amp; Maintenance Program</b>																		
5332022 ~ West Rds Facility - Replace CO & NO2 Detection S		7,000										7,000			(7,000)			(7,000)
5332024 Front Door Replacement - Norfolk County Garage		15,000										15,000			(15,000)			(15,000)
5332025 Exhaust Fan Replacement (3) - Port Dover Arena		25,000										25,000			(25,000)			(25,000)
5332026 Floor Drain Replacement - Facilities Operations Build		15,000										15,000			(15,000)			(15,000)
5332036 ~ Fire Separation Repairs - Port Dover Arena		15,000										15,000			(15,000)			(15,000)
5332037 ~ Fire Separation Repairs - Delhi Arena		15,000										15,000			(15,000)			(15,000)
5332111 Exterior Repairs-Langton Daycare & Parks Storage B		80,000										80,000			(80,000)			(80,000)
5332117 Heat Exchanger - Simcoe Talbot Gardens		25,000										25,000			(25,000)			(25,000)
5331917 Exhaust Extraction System - Norfolk County Garage			56,000									56,000			(56,000)			(56,000)
5332028 Exterior Lighting Replacement - Waterford Library			35,000									35,000	(1,000)		(34,000)			(35,000)
5332107 Exterior and Interior Repairs - South Walsingham Hal			200,000									200,000			(200,000)			(200,000)
5332110 Building Repairs - Langton Arena			468,000									468,000			(468,000)			(468,000)
6332008 2022 Norview Building Repairs			102,000									102,000			(102,000)			(102,000)



**FINAL 2021-2030 CAPITAL PLAN**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5332109 Exterior Repairs - Delhi Friendship Centre					105,000							105,000			(105,000)			(105,000)
6332208 2024 Norview Building Repairs					102,000							102,000			(102,000)			(102,000)
6332605 2026 Norview Building Repairs							117,000					117,000			(117,000)			(117,000)
6332805 2028 Norview Building Repairs								117,000				117,000			(117,000)			(117,000)
6333012 2030 Norview Building Repairs										120,000		120,000			(120,000)			(120,000)
<b>Total County Building Repair &amp; Maintenance Program</b>		197,000	861,000		207,000		117,000		117,000		120,000	1,619,000	(1,000)		(1,618,000)			(1,619,000)
<b>LED Street Lighting Retrofit Program</b>		150,000										150,000						(150,000)
5332008 2021 LED Street Lighting Retrofit Program		150,000										150,000						(150,000)
5332115 2022 LED Street Lighting Retrofit Program			150,000									150,000						(150,000)
5332211 2023 LED Street Lighting Retrofit Program				150,000								150,000						(150,000)
5332307 2024 LED Street Lighting Retrofit Program					150,000							150,000						(150,000)
5332406 2025 LED Street Lighting Retrofit Program						150,000						150,000						(150,000)
<b>Total LED Street Lighting Retrofit Program</b>		150,000	150,000	150,000	150,000	150,000						750,000						(750,000)
<b>Other Replacements</b>																		
5331910 Soil Remediation Norfolk County Garage & Woodlot	7,901,000	1,000,000	700,000									1,700,000		(1,700,000)				(1,700,000)
5332120 Exterior Lighting Controls Retrofit Program		30,000										30,000			(30,000)			(30,000)
<b>Total Other Replacements</b>	7,901,000	1,030,000	700,000									1,730,000		(1,700,000)	(30,000)			(1,730,000)
<b>Other Studies &amp; Assessments</b>																		
5332014 Museum Archive Study			25,000									25,000				(25,000)		(25,000)
5332712 Roof and Building Envelope Condition Assessment			170,000									170,000			(170,000)			(170,000)
<b>Total Other Studies &amp; Assessments</b>			195,000									195,000			(170,000)	(25,000)		(195,000)
<b>Total Facilities</b>	7,901,000	1,800,000	2,906,000	1,637,000	2,173,000	2,903,000	1,331,000	1,366,000	1,434,000	1,268,000	1,341,000	18,159,000	(1,000)	(3,690,000)	(13,562,000)	(906,000)		(18,159,000)
<b>Roads</b>																		
<b>Traffic Signal Controllers Program</b>		53,000										53,000				(53,000)		(53,000)
5632108 2021 Traffic Controller Program		53,000										53,000				(53,000)		(53,000)
5632208 2022 Traffic Controller Program			54,000									54,000				(54,000)		(54,000)
5632308 2023 Traffic Controller Program				55,000								55,000				(55,000)		(55,000)
5632408 2024 Traffic Controller Program					56,000							56,000				(56,000)		(56,000)
5632508 2025 Traffic Controller Program						57,000						57,000				(57,000)		(57,000)
5632603 2026 Traffic Controller Program							58,000					58,000				(58,000)		(58,000)
5632704 2027 Traffic Controller Program								59,000				59,000				(59,000)		(59,000)
5632804 2028 Traffic Controller Program									60,000			60,000				(60,000)		(60,000)
5632903 2029 Traffic Controller Program										61,000		61,000				(61,000)		(61,000)
5633004 2030 Traffic Controller Program											63,000	63,000				(63,000)		(63,000)
<b>Total Traffic Signal Controllers Program</b>		53,000	54,000	55,000	56,000	57,000	58,000	59,000	60,000	61,000	63,000	576,000				(576,000)		(576,000)
<b>Other New / Initiatives</b>																		



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5631612 Accessible Parking - CAB								30,000				30,000				(30,000)		(30,000)
<b>Total Other New / Initiatives</b>								30,000				30,000				(30,000)		(30,000)
<b>HVAC Replacement Program</b>																		
5632610 West Roads Operations Building HVAC Replacement							35,000					35,000			(35,000)			(35,000)
<b>Total HVAC Replacement Program</b>							35,000					35,000			(35,000)			(35,000)
<b>County Building Repair &amp; Maintenance Program</b>																		
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)
<b>Total County Building Repair &amp; Maintenance Program</b>						30,000	50,000					80,000			(80,000)			(80,000)
<b>Parking Lot Preservation Program</b>																		
5631815 ~ Culver/Argyle St W Side Municipal Parking Lot Resu		77,000										77,000			(77,000)			(77,000)
5631816 Culver/Argyle St E Side Municipal Parking Lot Resurf		153,000										153,000			(153,000)			(153,000)
5632210 2022 Parking Lot Preservation Program			76,000									76,000			(76,000)			(76,000)
5632310 2023 Parking Lot Preservation Program				76,000								76,000			(76,000)			(76,000)
5632410 2024 Parking Lot Preservation Program					76,000							76,000			(76,000)			(76,000)
5632510 2025 Parking Lot Preservation Program						76,000						76,000			(76,000)			(76,000)
5632606 2026 Parking Lot Preservation Program							76,000					76,000			(76,000)			(76,000)
5632706 2027 Parking Lot Preservation Program								76,000				76,000			(76,000)			(76,000)
5632806 2028 Parking Lot Preservation Program									76,000			76,000			(76,000)			(76,000)
5632905 2029 Parking Lot Preservation Program										76,000		76,000			(76,000)			(76,000)
5633006 2030 Parking Lot Preservation Program											78,000	78,000			(78,000)			(78,000)
<b>Total Parking Lot Preservation Program</b>		230,000	76,000	76,000	76,000	76,000	76,000	76,000	76,000	76,000	78,000	916,000			(916,000)			(916,000)
<b>Retaining Wall Program</b>																		
5632105 2021 Retaining Walls		63,000										63,000			(63,000)			(63,000)
5632205 2022 Retaining Walls			64,000									64,000			(64,000)			(64,000)
5632305 2023 Retaining Walls				65,000								65,000			(65,000)			(65,000)
5632405 2024 Retaining Walls					66,000							66,000			(66,000)			(66,000)
5632506 2025 Retaining Walls						67,000						67,000			(67,000)			(67,000)
5632604 2026 Retaining Walls							68,000					68,000			(68,000)			(68,000)
5632703 2027 Retaining Walls								69,000				69,000			(69,000)			(69,000)
5632803 2028 Retaining Walls									70,000			70,000			(70,000)			(70,000)
5632904 2029 Retaining Walls										71,000		71,000			(71,000)			(71,000)
5633005 2030 Retaining Walls											73,000	73,000			(73,000)			(73,000)
<b>Total Retaining Wall Program</b>		63,000	64,000	65,000	66,000	67,000	68,000	69,000	70,000	71,000	73,000	676,000			(676,000)			(676,000)
<b>Material Storage Dome Reshingling Program</b>																		
5632211 2022 Material Storage Dome Reshingling			47,000									47,000			(47,000)			(47,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5632411 2024 Material Storage Dome Reshingling					49,000							49,000			(49,000)			(49,000)
5632608 2026 Material Storage Dome Reshingling							51,000					51,000			(51,000)			(51,000)
5632808 2028 Material Storage Dome Reshingling									53,000			53,000			(53,000)			(53,000)
5633001 2030 Material Storage Dome Reshingling											55,000	55,000			(55,000)			(55,000)
<b>Total Material Storage Dome Reshingling Program</b>			47,000		49,000		51,000		53,000		55,000	<b>255,000</b>			<b>(255,000)</b>			<b>(255,000)</b>
<b>Other Replacements</b>																		
5632111 Mobile Message Board Replacement		35,000										35,000				(35,000)		(35,000)
<b>Total Other Replacements</b>		35,000										35,000				(35,000)		(35,000)
<b>Total Roads</b>		<b>381,000</b>	<b>241,000</b>	<b>196,000</b>	<b>247,000</b>	<b>230,000</b>	<b>338,000</b>	<b>234,000</b>	<b>259,000</b>	<b>208,000</b>	<b>269,000</b>	<b>2,603,000</b>			<b>(1,046,000)</b>	<b>(1,557,000)</b>		<b>(2,603,000)</b>
<b>Waste Management</b>																		
<b>Other New / Initiatives</b>																		
5732111 Tom Howe - Landfill Flare Upgrades		162,000										162,000			(162,000)			(162,000)
<b>Total Other New / Initiatives</b>		162,000										162,000			(162,000)			(162,000)
<b>Other Replacements</b>																		
5732207 Tom Howe Landfill Gas Flare Shell Insulation			9,000									9,000			(9,000)			(9,000)
<b>Total Other Replacements</b>			9,000									9,000			(9,000)			(9,000)
<b>Other Studies &amp; Assessments</b>																		
5732112 Waste Collection Audit		50,000										50,000			(50,000)			(50,000)
<b>Total Other Studies &amp; Assessments</b>		50,000										50,000			(50,000)			(50,000)
<b>Total Waste Management</b>		<b>212,000</b>	<b>9,000</b>									<b>221,000</b>			<b>(221,000)</b>			<b>(221,000)</b>
<b>Total Public Works</b>	<b>10,768,000</b>	<b>34,637,000</b>	<b>35,635,000</b>	<b>27,711,000</b>	<b>32,537,000</b>	<b>30,543,000</b>	<b>32,609,000</b>	<b>28,881,000</b>	<b>29,471,000</b>	<b>27,315,000</b>	<b>30,551,000</b>	<b>309,890,000</b>	<b>(6,425,000)</b>	<b>(33,886,000)</b>	<b>(255,416,000)</b>	<b>(8,190,000)</b>	<b>(5,973,000)</b>	<b>(309,890,000)</b>
<b>Health &amp; Social Services</b>																		
<b>Haldimand Norfolk Health Unit</b>																		
<b>Other Replacements</b>																		
6532401 Portable Dental Unit Replacement					11,000							11,000	(11,000)					(11,000)
6532601 Ultrasonic Scaler for Cleaning Teeth							6,000					6,000	(6,000)					(6,000)
6532801 Dental Equipment Sterilizer Replacement									9,000			9,000	(9,000)					(9,000)
<b>Total Other Replacements</b>					11,000		6,000		9,000			26,000	(26,000)					(26,000)
<b>Total Haldimand Norfolk Health Unit</b>					11,000		6,000		9,000			26,000	(26,000)					(26,000)
<b>Norview Lodge</b>																		
<b>Bathing System Replacement Program</b>																		
6332214 2022 Shower Panels (2)			10,000									10,000			(10,000)			(10,000)
6331908 2023 Therapeutic Bathing System (2)				70,000								70,000			(70,000)			(70,000)
6332103 2025 Therapeutic Bathing System (1)						35,000						35,000			(35,000)			(35,000)
6332209 2026 Therapeutic Bathing System							35,000					35,000			(35,000)			(35,000)
6332602 2026 Shower Panels (5)							25,000					25,000			(25,000)			(25,000)





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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
6333010 2030 Shower Panel											5,000	5,000			(5,000)			(5,000)
<b>Total Bathing System Replacement Program</b>			10,000	70,000		35,000	60,000				5,000	180,000			(180,000)			(180,000)
<b>Lift Replacement Program</b>																		
6332016 ~ 2021 Mobile Sling Lift		15,000										15,000			(15,000)			(15,000)
6332104 2022 Mobile Sling Lift (2)			30,000									30,000			(30,000)			(30,000)
6332113 2022 Standing/Raising Aid Lift (4)			24,000									24,000			(24,000)			(24,000)
6332204 2022 Mobile Sling Lift (2)			30,000									30,000			(30,000)			(30,000)
6332203 2023 Standing/Raising Aid Lift				6,000								6,000			(6,000)			(6,000)
6332311 2023 Mobile Sling Lift (2)				30,000								30,000			(30,000)			(30,000)
6332509 2025 Hygiene Lift Chair (3)						36,000						36,000			(36,000)			(36,000)
6332513 2025 Mobile Sling Lift (3)						45,000						45,000			(45,000)			(45,000)
6332603 2026 Hygiene Lift Chair (5)							60,000					60,000			(60,000)			(60,000)
6332611 2026 Mobile Sling Lift (7)							105,000					105,000			(105,000)			(105,000)
6332705 2027 Standing/Raising Aid Lift (10)								60,000				60,000			(60,000)			(60,000)
6332013 2029 Standing/Raising Aid Lift (2)										12,000		12,000			(12,000)			(12,000)
6332905 2029 Mobile Sling Lift										15,000		15,000			(15,000)			(15,000)
<b>Total Lift Replacement Program</b>		15,000	84,000	36,000		81,000	165,000	60,000		27,000		468,000			(468,000)			(468,000)
<b>Nursing Equipment Replacement Program</b>																		
6332010 2021 Mobile Blanket Warmer (2)		11,000										11,000			(11,000)			(11,000)
6332117 2021 Nurse Call System		75,000										75,000			(75,000)			(75,000)
6332413 2024 Mobile Blanket Warmer (2)					11,000							11,000			(11,000)			(11,000)
6332307 2028 Mobile Blanket Warmer (4)									22,000			22,000			(22,000)			(22,000)
6333009 2030 Nurse Call Patient Wandering System											11,000	11,000			(11,000)			(11,000)
<b>Total Nursing Equipment Replacement Program</b>		86,000			11,000				22,000		11,000	130,000			(130,000)			(130,000)
<b>Laundry Equipment Replacement Program</b>																		
6332009 ~ 2021 Commercial Clothes Dryer - Large (4)		40,000										40,000			(40,000)			(40,000)
6332107 2021 Commercial Clothes Washer - 50lb - (2)		26,000										26,000			(26,000)			(26,000)
6332405 2024 Clothes Washer - Large 65 lb - (4)					62,000							62,000			(62,000)			(62,000)
6332801 2028 Commercial Clothes Dryer - Small (2)									15,000			15,000			(15,000)			(15,000)
<b>Total Laundry Equipment Replacement Program</b>		66,000			62,000				15,000			143,000			(143,000)			(143,000)
<b>Kitchen Replacement Program</b>																		
6332114 2021 Pots & Pans Dishwasher		10,000										10,000			(10,000)			(10,000)
6332116 2021 Steamer Oven		6,000										6,000			(6,000)			(6,000)
6332212 2022 Steamer Oven (3)				17,000								17,000			(17,000)			(17,000)
6332213 2022 Walk-In Cooler Compressor (2)			15,000									15,000			(15,000)			(15,000)
6332304 2023 Meat Slicer				7,000								7,000			(7,000)			(7,000)



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
6332313 2023 Steamer Oven				6,000								6,000			(6,000)			(6,000)
6332102 2024 Ice/Water Dispenser					7,000							7,000			(7,000)			(7,000)
6332412 2024 Steamer Oven					6,000							6,000			(6,000)			(6,000)
6332306 2025 Ice/Water Dispenser						7,000						7,000			(7,000)			(7,000)
6332512 2025 Commercial Dishwasher (2)						30,000						30,000			(30,000)			(30,000)
6332515 2025 Steamer Oven						6,000						6,000			(6,000)			(6,000)
6332610 2026 Commercial Dishwasher (2)							30,000					30,000			(30,000)			(30,000)
6332804 2028 Ice/Water Dispenser									7,000			7,000			(7,000)			(7,000)
6332902 2029 Ice/Water Dispenser										7,000		7,000			(7,000)			(7,000)
6332907 2029 Walk-In Freezer Compressor										9,000		9,000			(9,000)			(9,000)
6333005 2030 Commercial Convection Double Oven											15,000	15,000			(15,000)			(15,000)
<b>Total Kitchen Replacement Program</b>		16,000	32,000	13,000	13,000	43,000	30,000		7,000	16,000	15,000	185,000			(185,000)			(185,000)
<b>Building &amp; Property Equipment Replacement Program</b>		28,000										28,000			(28,000)			(28,000)
6332110 2021 Hot Water Tank (4)		28,000										28,000			(28,000)			(28,000)
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							25,000					25,000			(25,000)			(25,000)
6332609 2026 Hot Water Tank (4)							28,000					28,000			(28,000)			(28,000)
6332701 2027 Heating Boiler								25,000				25,000			(25,000)			(25,000)
6332507 2029 Loading Dock										15,000		15,000			(15,000)			(15,000)
6333007 2030 Chiller Assurance Program											60,000	60,000			(60,000)			(60,000)
<b>Total Building &amp; Property Equipment Replacement Program</b>		28,000				235,000	63,000	25,000		15,000	60,000	426,000			(426,000)			(426,000)
<b>Carpet Replacement Program</b>		37,000										37,000			(37,000)			(37,000)
6332115 2021 Carpet Replacement Program		37,000										37,000			(37,000)			(37,000)
6332211 2022 Carpet Replacement Program			38,000									38,000			(38,000)			(38,000)
6332310 2023 Carpet Replacement Program				39,000								39,000			(39,000)			(39,000)
6332410 2024 Carpet Replacement Program					40,000							40,000			(40,000)			(40,000)
6332511 2025 Carpet Replacement Program						41,000						41,000			(41,000)			(41,000)
6332607 2026 Carpet Replacement Program							42,000					42,000			(42,000)			(42,000)
6332706 2027 Carpet Replacement Program								43,000				43,000			(43,000)			(43,000)
6332802 2028 Carpet Replacement Program									44,000			44,000			(44,000)			(44,000)
6332901 2029 Carpet Replacement Program										45,000		45,000			(45,000)			(45,000)
6333002 2030 Carpet Replacement Program											46,000	46,000			(46,000)			(46,000)
<b>Total Carpet Replacement Program</b>		37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	415,000			(415,000)			(415,000)



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
<b>Vehicle Replacement Program</b>																		
6331906 2022 Garden Tractor			30,000									30,000			(30,000)			(30,000)
6332014 2022 Golf Cart			10,000									10,000			(10,000)			(10,000)
6332309 2025 Golf Cart						10,000						10,000			(10,000)			(10,000)
<b>Total Vehicle Replacement Program</b>			40,000			10,000						50,000			(50,000)			(50,000)
<b>Total Norview Lodge</b>		248,000	204,000	158,000	126,000	445,000	360,000	128,000	88,000	103,000	137,000	1,997,000			(1,997,000)			(1,997,000)
<b>Total Health &amp; Social Services</b>		248,000	204,000	158,000	137,000	445,000	366,000	128,000	97,000	103,000	137,000	2,023,000	(26,000)		(1,997,000)			(2,023,000)
<b>Community &amp; Emergency Services</b>																		
<b>CSD Administration</b>																		
<b>Parking Area Resurfacing Program</b>																		
7132101 Parking Area Resurfacing - Culver St (Phase 2)					100,000							100,000			(100,000)			(100,000)
<b>Total Parking Area Resurfacing Program</b>					100,000							100,000			(100,000)			(100,000)
<b>Total CSD Administration</b>					100,000							100,000			(100,000)			(100,000)
<b>Administrative &amp; Client Services</b>																		
<b>Other New / Initiatives</b>																		
7232001 Ride Norfolk - Para Transit Accessible Vehicle				99,000								99,000			(99,000)			(99,000)
7232101 Ride Norfolk - Scheduling Software					26,000							26,000			(26,000)			(26,000)
7232401 Ride Norfolk - Para Transit Accessible Vehicle							104,000					104,000			(104,000)			(104,000)
7232901 Ride Norfolk - Para Transit Accessible Vehicle											112,000	112,000			(112,000)			(112,000)
<b>Total Other New / Initiatives</b>				99,000	26,000		104,000				112,000	341,000			(341,000)			(341,000)
<b>Total Administrative &amp; Client Services</b>				99,000	26,000		104,000				112,000	341,000			(341,000)			(341,000)
<b>Parks &amp; Recreation</b>																		
<b>Other New / Initiatives</b>																		
7332114 Hand Rail Installation - Langton Arena		10,000										10,000			(10,000)			(10,000)
<b>Total Other New / Initiatives</b>		10,000										10,000			(10,000)			(10,000)
<b>New Park Development Program</b>																		
7332013 2029 Dog Park - Port Rowan										39,000		39,000			(21,000)	(18,000)		(39,000)
7332014 2029 Dog Park - Port Dover										39,000		39,000			(21,000)	(18,000)		(39,000)
7332015 2029 Dog Park - Delhi										39,000		39,000			(21,000)	(18,000)		(39,000)
<b>Total New Park Development Program</b>										117,000		117,000			(63,000)	(54,000)		(117,000)
<b>Soccer Park Development Program</b>																		
7332212 Simcoe Yth Soccer Dvlpmnt-Spectator Benches				100,000								100,000			(19,000)	(81,000)		(100,000)
7332315 Simcoe Soccer Park - Back Area Development				500,000								500,000	(250,000)		(25,000)	(225,000)		(500,000)
7332032 Windel Soccer Field - Velodrome Redevelopment					30,000							30,000			(30,000)			(30,000)
<b>Total Soccer Park Development Program</b>				600,000	30,000							630,000	(250,000)		(19,000)	(55,000)	(306,000)	(630,000)
<b>Port Rowan Waterfront Development Program</b>																		



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
7331846 Sun Shelters-Pt Rowan Waterfront Park: Phase 1/3							28,000					28,000				(28,000)		(28,000)
7331923 Park Sign - Port Rowan Waterfront Park								22,000				22,000				(22,000)		(22,000)
7332017 Sun Shelters-Pt Rowan Waterfront Park: Phase 2/3								28,000				28,000				(28,000)		(28,000)
7331919 In-Ground Sprinkler System-Pt Rowan Waterfront Park									15,000			15,000				(15,000)		(15,000)
7332111 Sun Shelters-Pt Rowan Waterfront Park: Phase 3/3									28,000			28,000				(28,000)		(28,000)
<b>Total Port Rowan Waterfront Development Program</b>							28,000	50,000	43,000			121,000				(121,000)		(121,000)
<b>Rural/Abandoned Cemetery Transfers Program</b>																		
7332106 2021 Legal Transfers of Rural/Abandoned Cemetery		10,000										10,000				(10,000)		(10,000)
7332206 2022 Legal Transfers of Rural/Abandoned Cemetery			10,000									10,000				(10,000)		(10,000)
7332305 2023 Legal Transfers of Rural/Abandoned Cemetery				10,000								10,000				(10,000)		(10,000)
7332404 2024 Legal Transfers of Rural/Abandoned Cemetery					10,000							10,000				(10,000)		(10,000)
7332504 2025 Legal Transfers of Rural/Abandoned Cemetery						10,000						10,000				(10,000)		(10,000)
7332605 2026 Legal Transfers of Rural/Abandoned Cemetery							10,000					10,000				(10,000)		(10,000)
7332706 2027 Legal Transfers of Rural/Abandoned Cemetery								10,000				10,000				(10,000)		(10,000)
7332805 2028 Legal Transfers of Rural/Abandoned Cemetery									10,000			10,000				(10,000)		(10,000)
7332904 2029 Legal Transfers of Rural/Abandoned Cemetery										10,000		10,000				(10,000)		(10,000)
<b>Total Rural/Abandoned Cemetery Transfers Program</b>		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000				(90,000)		(90,000)
<b>Seasonal Plus Controller Program</b>																		
7331806 Seasonal Plus Controller - Port Dover Arena		35,000										35,000				(35,000)		(35,000)
7331911 ~ Seasonal Plus Controller - Waterford Arena		55,000										55,000				(55,000)		(55,000)
7331870 Seasonal Plus Controller - Delhi Arena			39,000									39,000				(39,000)		(39,000)
7331860 Seasonal Plus Controller - Simcoe Talbot Gardens				41,000								41,000				(41,000)		(41,000)
<b>Total Seasonal Plus Controller Program</b>		90,000	39,000	41,000								170,000				(170,000)		(170,000)
<b>Dressing Room Construction Program</b>																		
7331920 Dressing Room Construction - Port Dover Arena		575,000										575,000		(559,000)		(16,000)		(575,000)
7332110 Dressing Room Construction - Waterford Arena		575,000										575,000		(559,000)		(16,000)		(575,000)
7332210 Dressing Room Construction - Delhi Arena		575,000										575,000		(559,000)		(16,000)		(575,000)
7332308 Dressing Room Construction - SRC Arena		575,000										575,000		(559,000)		(16,000)		(575,000)
7332012 Dressing Room Construction - Simcoe Talbot Garden				500,000								500,000		(486,000)		(14,000)		(500,000)
7332406 Dressing Room Construction - Langton Arena						575,000						575,000		(559,000)		(16,000)		(575,000)
<b>Total Dressing Room Construction Program</b>		2,300,000		500,000		575,000						3,375,000		(3,281,000)		(94,000)		(3,375,000)
<b>Other New / Initiatives</b>																		
7331849 Digital Information Sign - Simcoe Recreation Centre		15,000										15,000				(15,000)		(15,000)
7331940 Ice Resurfacer Laser Levelling System-WTFD Arena		25,000										25,000				(25,000)		(25,000)
7331954 Kinsmen Park Concrete Pads - Port Dover		12,000										12,000				(12,000)		(12,000)
7331955 Concrete Pads - Port Rowan Skate Park		7,000										7,000				(7,000)		(7,000)



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7332002 ~ Roadway Resurfacing - Oakwood Cemetery		35,000										35,000				(35,000)		(35,000)
7332021 Pool Entrance Turnstile Gating - ACAC		27,000										27,000				(27,000)		(27,000)
7332046 Bull Pen - Delhi Arena Ball Diamond		12,000										12,000	(5,000)			(7,000)		(12,000)
7332049 ~ Parking Lot Surface Treatment - Port Dover Arena		15,000										15,000				(15,000)		(15,000)
7332052 SRC Conversion to Adult Community Centre	140,000	250,000										250,000				(250,000)		(250,000)
7332033 Irrigation System - Simcoe Memorial Ball Park			35,000									35,000				(35,000)		(35,000)
7332045 ~ Ice Door - Delhi Arena			7,000									7,000				(7,000)		(7,000)
7332213 Expansion & Renovation-Simcoe Recreation Centre			11,000,000									11,000,000	(200,000)	(8,238,000)			(2,562,000)	(11,000,000)
7332215 Wellington Park Trail Upgrade			50,000									50,000				(50,000)		(50,000)
7331820 Oakwood Cmty Water System Upgrades Phase 2/4					35,000							35,000				(35,000)		(35,000)
7331847 Power Rake - Parks West					12,000							12,000				(12,000)		(12,000)
7331930 Construction New Facade - Port Rowan CC					100,000							100,000			(100,000)			(100,000)
7331941 Lynn River Silt Trap - Clifton Park Simcoe					40,000							40,000				(40,000)		(40,000)
7331944 Pergola&Healing Garden-Oakwood Columbarium					20,000							20,000				(20,000)		(20,000)
7331957 Arena Swipe Card Access Control					78,000							78,000				(78,000)		(78,000)
7332024 Parking Area Expansion - Port Dover Arena					100,000							100,000				(100,000)		(100,000)
7332044 Power Failure Check Valve - Delhi Kinsmen Pool					17,000							17,000				(17,000)		(17,000)
7332412 McLaughlin Soccer Park - East Field Lighting					55,000							55,000				(55,000)		(55,000)
7331912 Oakwood Cmty Water System Upgrades Phase 3/4						70,000						70,000				(70,000)		(70,000)
7331942 Front End Loader Attachment (M571)-Simcoe Parks						7,000						7,000				(7,000)		(7,000)
7332016 Delhi Skate Park					460,000							460,000	(153,000)			(59,000)	(248,000)	(460,000)
7331937 Multi Use Sports Pad - Port Rowan Skate Park							100,000					100,000				(100,000)		(100,000)
7332009 Oakwood Cmty Water System Upgrade Phase 4/4							40,000					40,000				(40,000)		(40,000)
7331821 Pickup Truck Superintendent of Trails & Cemeteries									43,000			43,000				(43,000)		(43,000)
7331809 Install Concrete Pad - Langton Pavilion											33,000	33,000				(33,000)		(33,000)
<b>Total Other New / Initiatives</b>	140,000	398,000	11,092,000		457,000	537,000	140,000		43,000		33,000	12,700,000	(358,000)	(8,238,000)	(100,000)	(1,194,000)	(2,810,000)	(12,700,000)
<b>HVAC Replacement Program</b>																		
7332314 Delhi Arena - HVAC Controls Replacement				100,000								100,000			(100,000)			(100,000)
7332410 Langton Community Centre - HVAC Replacement					105,000							105,000			(105,000)			(105,000)
7332509 Simcoe Talbot Gardens - HVAC Replacements (4)					35,000	200,000						235,000			(235,000)			(235,000)
7332508 Port Rowan CC - HVAC Replacement						125,000						125,000			(125,000)			(125,000)
7332607 Langton Arena - HVAC Replacement							15,000					15,000			(15,000)			(15,000)
7332710 Courtland CC - HVAC Replacement								90,000				90,000			(90,000)			(90,000)
7333001 Waterford Arena - HVAC Replacement											110,000	110,000			(110,000)			(110,000)
<b>Total HVAC Replacement Program</b>				100,000	140,000	325,000	15,000	90,000			110,000	780,000			(780,000)			(780,000)
<b>Roof Replacement Program</b>																		



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
7332409 VDCC - Mansard Roof Upgrades					85,000							85,000			(85,000)			(85,000)
<b>Total Roof Replacement Program</b>					85,000							85,000			(85,000)			(85,000)
<b>Interior Building Upgrades Program</b>																		
7332027 ~ Annex Room Flooring Replacement - VDCC		8,000										8,000			(8,000)			(8,000)
7332036 Water Piping Replacement - Culver Street		22,000										22,000			(22,000)			(22,000)
7331866 WinDel Park Field House Refurbish - Wtfd Parks				71,000								71,000	(5,000)		(66,000)			(71,000)
7331854 Changeroom Refurbishment - ACAC					35,000							35,000			(35,000)			(35,000)
7331869 Washroom Refurbishment - SRC Arena					30,000							30,000			(30,000)			(30,000)
7331952 Replace Floor - Delhi Friendship Centre					30,000							30,000			(30,000)			(30,000)
7332313 Pool Building Renovation - Delhi Kinsmen Pool					638,000							638,000			(638,000)			(638,000)
<b>Total Interior Building Upgrades Program</b>		30,000		71,000	733,000							834,000	(5,000)		(829,000)			(834,000)
<b>Exterior Building Upgrades Program</b>																		
7331865 Interior & Exterior Bldg Repairs - Wtfd Park Shop		25,000										25,000			(25,000)			(25,000)
7331855 Exterior Restoration - Old Vittoria Town Hall			200,000									200,000			(200,000)			(200,000)
7331853 Front Entrance Door Upgrade - Langton Arena				61,000								61,000			(61,000)			(61,000)
7331966 Building Envelope Upgrade - Simcoe Recreation Cen				560,000								560,000			(560,000)			(560,000)
7331924 Lynnwood Park Historical Gazebo Restoration-Simco								33,000				33,000			(33,000)			(33,000)
<b>Total Exterior Building Upgrades Program</b>		25,000	200,000	621,000				33,000				879,000			(879,000)			(879,000)
<b>Parking Area Resurfacing Program</b>																		
7332034 ~ Parking Lot Refinishing - Delhi Quance Parking Lot		10,000										10,000				(10,000)		(10,000)
7331914 East Driveway Replacement - Wtfd Arena			28,000									28,000				(28,000)		(28,000)
7331925 Parking Area Resurfacing - Port Dover CC				85,000								85,000				(85,000)		(85,000)
<b>Total Parking Area Resurfacing Program</b>		10,000	28,000	85,000								123,000				(123,000)		(123,000)
<b>Kitchen Upgrades Program</b>																		
7332031 ~ Fire Suppression System Hood Range - Wtfd CC		10,000										10,000			(10,000)			(10,000)
7332118 Oven Replacement - Langton Community Centre		9,000										9,000			(9,000)			(9,000)
7332041 Commercial Dishwasher - St Williams CC			20,000									20,000			(20,000)			(20,000)
<b>Total Kitchen Upgrades Program</b>		19,000	20,000									39,000			(39,000)			(39,000)
<b>Refrigeration Equipment Replacement Program</b>																		
7332026 Plate & Frame Heat Exchanger - Simcoe Talbot Gard		25,000										25,000			(25,000)			(25,000)
7332211 Compressor - Waterford Arena		100,000										100,000			(100,000)			(100,000)
7332408 Plate & Frame Heat Exchanger Regasket - Langton A					25,000							25,000			(25,000)			(25,000)
7332507 Desiccant Dehumidifier - Delhi Arena						115,000						115,000			(115,000)			(115,000)
7332802 Desiccant Dehumidifier - Waterford Arena						116,000						116,000			(116,000)			(116,000)
7332608 Plate & Frame Heat Exchanger - Waterford Arena							28,000					28,000			(28,000)			(28,000)
7332709 Desiccant Dehumidifier - Port Dover Arena								119,000				119,000			(119,000)			(119,000)



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7332711 Plate & Frame Heat Exchanger - Delhi Arena								30,000				30,000			(30,000)			(30,000)
7332712 Plate & Frame Heat Exchanger - Port Dover Arena								30,000				30,000			(30,000)			(30,000)
7332801 Desiccant Dehumidifier - Simcoe Talbot Gardens									121,000			121,000			(121,000)			(121,000)
7332807 Plate & Frame Heat Exchanger - Simcoe Talbot Gard									31,000			31,000			(31,000)			(31,000)
7333002 Desiccant Dehumidifier - Langton Arena											126,000	126,000			(126,000)			(126,000)
<b>Total Refrigeration Equipment Replacement Program</b>		125,000			25,000	231,000	28,000	179,000	152,000		126,000	<b>866,000</b>			(866,000)			<b>(866,000)</b>
<b>Ice Resurfacer Replacements Program</b>																		
7332004 Ice Resurfacer & Ice Leveller - Delhi Arena		165,000										165,000			(140,000)	(25,000)		(165,000)
7332202 Ice Resurfacer & Ice Leveller - Simcoe Talbot Garden			170,000									170,000			(145,000)	(25,000)		(170,000)
7332411 Electric Ice Resurfacer Battery Replacement - Waterf					35,000							35,000			(35,000)			(35,000)
7332606 Ice Resurfacer & Ice Leveller - Langton Arena							175,000					175,000			(150,000)	(25,000)		(175,000)
7332609 Electric Ice Resurfacer Battery Replacement - Port D							35,000					35,000			(35,000)			(35,000)
7332803 Ice Resurfacer - Waterford Arena									175,000			175,000			(175,000)			(175,000)
7332902 Ice Resurfacer - Port Dover Arena										175,000		175,000			(175,000)			(175,000)
<b>Total Ice Resurfacer Replacements Program</b>		165,000	170,000		35,000		210,000		175,000	175,000		<b>930,000</b>			(855,000)	(75,000)		<b>(930,000)</b>
<b>Playground Replacement Program</b>																		
7332005 Briarwood Park Playground Replacement Program		75,000										75,000				(75,000)		(75,000)
7331736 Wellington Park Playground Replacement & Accessib			115,000									115,000			(115,000)			(115,000)
7332104 Lynndale Heights - Playground Replacement				75,000								75,000			(75,000)			(75,000)
7332401 2024 Playground Replacement Program					100,000							100,000			(100,000)			(100,000)
7332501 2025 Playground Replacement Program						102,000						102,000			(102,000)			(102,000)
7332601 2026 Playground Replacement Program							104,000					104,000			(104,000)			(104,000)
7332704 2027 Playground Replacement Program								106,000				106,000			(106,000)			(106,000)
7332804 2028 Playground Replacement Program									108,000			108,000			(108,000)			(108,000)
7332903 2029 Playground Replacement Program										110,000		110,000			(110,000)			(110,000)
7332203 2030 Playground Replacement Program											112,000	112,000			(112,000)			(112,000)
<b>Total Playground Replacement Program</b>		75,000	115,000	75,000	100,000	102,000	104,000	106,000	108,000	110,000	112,000	<b>1,007,000</b>			(1,007,000)			<b>(1,007,000)</b>
<b>Steel Light Tower Replacement Program</b>																		
7332010 Waterford Parks - Steel Light Tower Replacements			310,000									310,000				(310,000)		(310,000)
7332108 Courtland Parks - Steel Light Tower Replacements				161,000								161,000				(161,000)		(161,000)
7332306 2024 Steel Light Tower Replacement Program					174,000							174,000				(174,000)		(174,000)
7332405 2025 Steel Light Tower Replacement Program						300,000						300,000				(300,000)		(300,000)
<b>Total Steel Light Tower Replacement Program</b>			310,000	161,000	174,000	300,000						<b>945,000</b>				(945,000)		<b>(945,000)</b>
<b>Auto Floor Scrubber Replacement Program</b>																		
7332011 SRC Arena - Auto Floor Scrubber Replacement		7,000										7,000			(7,000)			(7,000)
7332109 Delhi Arena - Auto Floor Scrubber Replacement		7,000										7,000			(7,000)			(7,000)



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7332309 Simcoe Talbot Gardens - Auto Floor Scrubber Replac				7,000								7,000			(7,000)			(7,000)
7332209 Waterford Arena - Auto Floor Scrubber Replacement					7,000							7,000			(7,000)			(7,000)
<b>Total Auto Floor Scrubber Replacement Program</b>		14,000		7,000	7,000							28,000			(28,000)			(28,000)
<b>Other Replacements</b>																		
7331961 Rail Trail Directional Signage Replacement (32)	4,000	15,000										15,000				(15,000)		(15,000)
7331848 ~ Skatepark Ramp Replacements - SRC		40,000										40,000				(40,000)		(40,000)
7332039 Dugout&Players Bench Refurb-Simcoe Lions		33,000										33,000				(33,000)		(33,000)
7332043 ~ Pool Shell&Filtration System Upgrade- DKP		15,000	275,000									290,000			(290,000)			(290,000)
7332116 Repl Desiccant Dehumidifier Wheel-Langton Arena		33,000										33,000			(33,000)			(33,000)
7332119 Relocated Simcoe Skatepark		15,000										15,000				(15,000)		(15,000)
7331841 Fence Replacement - Walsingham Ball Park			21,000									21,000				(21,000)		(21,000)
7331856 Percy Carter Tennis Courts Reconstruction			180,000									180,000		(180,000)				(180,000)
7332018 Ice Rink & Seat Deck Overhaul - Talbot Gardens			1,450,000									1,450,000		(1,450,000)				(1,450,000)
7331830 Boundary Fence Replacement-Stalker Park				7,000								7,000				(7,000)		(7,000)
7331864 Park Shop & Compound Repairs - Simcoe Parks				29,000								29,000				(29,000)		(29,000)
7332307 Pool Vacuum Replacement - ACAC				7,000								7,000			(7,000)			(7,000)
7332038 Langton Fieldhouse Refurbishment					60,000							60,000			(60,000)			(60,000)
7332048 Diamond Repairs - Delhi Arena Diamond					28,000							28,000				(28,000)		(28,000)
7331840 Pool Vacuum Replacement - Delhi Kinsmen Pool						9,000						9,000			(9,000)			(9,000)
7331844 Fence Replacement - Port Rowan Skatepark						13,000						13,000				(13,000)		(13,000)
7332030 Fence Replacement-Waterford Hellyer Diamond						30,000						30,000				(30,000)		(30,000)
7332117 Infield Resizing - Delhi Main Diamond						33,000						33,000				(33,000)		(33,000)
7331938 Ice Rink Floor&Dashboard Replace - PD Arena								1,104,000				1,104,000		(1,104,000)				(1,104,000)
7332806 Pool Vacuum Replacement - ACAC									8,000			8,000			(8,000)			(8,000)
7332707 Pool Vacuum Replacement - Delhi Kinsmen Pool											10,000	10,000			(10,000)			(10,000)
<b>Total Other Replacements</b>	4,000	151,000	1,926,000	43,000	88,000	85,000		1,104,000	8,000		10,000	3,415,000		(2,734,000)	(417,000)	(264,000)		(3,415,000)
<b>Total Parks &amp; Recreation</b>	<b>144,000</b>	<b>3,422,000</b>	<b>13,910,000</b>	<b>2,314,000</b>	<b>1,884,000</b>	<b>2,165,000</b>	<b>535,000</b>	<b>1,572,000</b>	<b>539,000</b>	<b>412,000</b>	<b>391,000</b>	<b>27,144,000</b>	<b>(613,000)</b>	<b>(14,253,000)</b>	<b>(4,960,000)</b>	<b>(4,054,000)</b>	<b>(3,264,000)</b>	<b>(27,144,000)</b>
<b>Fire</b>																		
<b>Other New / Initiatives</b>																		
7432105 Washer Extractors / Dryers (4)		70,000										70,000				(70,000)		(70,000)
7432007 Fire Station - Fire Station #10 St. Williams			290,000	1,225,000								1,515,000		(692,000)		(823,000)		(1,515,000)
7431908 Radio Communication Paging Frequency				270,000								270,000		(262,000)		(8,000)		(270,000)
7432305 Fire Station - Fire Station #1 Simcoe					300,000	1,250,000						1,550,000		(540,000)	(591,000)	(419,000)		(1,550,000)
<b>Total Other New / Initiatives</b>		70,000	290,000	1,495,000	300,000	1,250,000						3,405,000		(1,494,000)	(591,000)	(70,000)	(1,250,000)	(3,405,000)
<b>HVAC Replacement Program</b>																		
7432107 Fire Station #6 Courtland - HVAC Replacement		15,000										15,000			(15,000)			(15,000)





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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
7432207 Fire Station #4 Teeterville - HVAC Replacement			45,000									45,000			(45,000)			(45,000)
<b>Total HVAC Replacement Program</b>		15,000	45,000									60,000			(60,000)			(60,000)
<b>County Building Repair &amp; Maintenance Program</b>																		
7432612 Inverter Replacement - Fire Station #3 Waterford							6,000					6,000				(6,000)		(6,000)
<b>Total County Building Repair &amp; Maintenance Program</b>							6,000					6,000				(6,000)		(6,000)
<b>Fire Vehicle Replacement Program</b>																		
7432404 Water Rescue Boat & Trailer #2 - Fire Station #9 Port		40,000										40,000			(40,000)			(40,000)
7432102 Fire Administration Duty Officer Vehicle F098			60,000									60,000			(60,000)			(60,000)
7432201 Fire Administration Duty Officer Vehicle F100			60,000									60,000			(60,000)			(60,000)
7432205 Aerial 1 - Fire Station #1 Simcoe			1,527,000									1,527,000			(1,527,000)			(1,527,000)
7432307 Pump 6 - Fire Station #6 Courtland			713,000									713,000			(713,000)			(713,000)
7432302 Water Rescue Boat & Trailer - Fire Station #3 Waterford				40,000								40,000			(40,000)			(40,000)
7432306 Pump 9 - Fire Station #9 Port Rowan				712,000								712,000		(712,000)				(712,000)
7432410 Tanker 4 - Fire Station #4 Teeterville				687,000								687,000		(687,000)				(687,000)
7431904 Ranger Unit 3 & Trailer - Stn#3					37,000							37,000			(37,000)			(37,000)
7432409 Tanker 3 - Fire Station #3 Waterford				698,000								698,000			(698,000)			(698,000)
7432505 Rescue 11 - Fire Station #11 Vittoria				611,000								611,000			(611,000)			(611,000)
7432601 Pump 5 - Fire Station #5 Delhi				763,000								763,000			(763,000)			(763,000)
7432602 Pump 2A - Fire Station #2 Port Dover						775,000						775,000			(775,000)			(775,000)
7432605 Tanker 8 - Fire Station #8 - Fairground						710,000						710,000			(710,000)			(710,000)
7432606 Tanker 7 - Fire Station #7 - Langton						710,000						710,000			(710,000)			(710,000)
7432004 Ranger 6 - Fire Station #6 Courtland							39,000					39,000			(39,000)			(39,000)
7432101 Emerg Response Vehicle & Trailer - Stn#2 Port Dove							38,000					38,000			(38,000)			(38,000)
7432503 Car 5 (FPO)							55,000					55,000			(55,000)			(55,000)
7432603 Tanker 11 - Fire Station #11 Vittoria							720,000					720,000			(720,000)			(720,000)
7432604 Tanker 10 - Fire Station #10 St. Williams							720,000					720,000			(720,000)			(720,000)
7432607 Car 1 (Fire Chief)							57,000					57,000			(57,000)			(57,000)
7432610 Car 6 (CSO)							55,000					55,000			(55,000)			(55,000)
7432204 Emergency Response Argo & Trailer - Fire Station #8								50,000				50,000			(50,000)			(50,000)
7432705 Engine 5 - Fire Station #5 Delhi								810,000				810,000			(810,000)			(810,000)
7432706 Engine 10 - Fire Station #10 St. Williams								810,000				810,000			(810,000)			(810,000)
7432804 Rescue 8 - Fire Station #8 Fairground									650,000			650,000			(650,000)			(650,000)
7432904 Pump 8 - Fire Station #8 Fairground										765,000		765,000			(765,000)			(765,000)
7432905 Pump 1A - Fire Station #1 Simcoe										765,000		765,000			(765,000)			(765,000)
7433001 Rescue 7 - Fire Station #7 Langton											655,000	655,000			(655,000)			(655,000)
7433002 Tanker 2 - Fire Station #2 Port Dover											725,000	725,000			(725,000)			(725,000)



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
<b>Total Fire Vehicle Replacement Program</b>		40,000	2,360,000	1,439,000	2,109,000	2,195,000	1,684,000	1,670,000	650,000	1,530,000	1,380,000	<b>15,057,000</b>		(1,399,000)	(13,658,000)			<b>(15,057,000)</b>
<b>Infrared Thermal Imaging Camera Replacement Program</b>																		
7432304 2021 Infrared Thermal Imaging Camera Replacement		22,000										<b>22,000</b>			(22,000)			<b>(22,000)</b>
7432403 2024 Infrared Thermal Imaging Camera Replacement					36,000							<b>36,000</b>			(36,000)			<b>(36,000)</b>
7432502 2025 Infrared Thermal Imaging Camera Replacement						36,000						<b>36,000</b>			(36,000)			<b>(36,000)</b>
7432608 2026 Infrared Thermal Imaging Camera Replacement							37,000					<b>37,000</b>			(37,000)			<b>(37,000)</b>
<b>Total Infrared Thermal Imaging Camera Replacement Program</b>		22,000			36,000	36,000	37,000					<b>131,000</b>			(131,000)			<b>(131,000)</b>
<b>Fire Station Building Repairs &amp; Maintenance Program</b>																		
7432108 Replace AC Split Unit - Fire Station #2 Port Dover		5,000										<b>5,000</b>			(5,000)			<b>(5,000)</b>
7432109 Plumbing and Fixture Replacements - Fire Station #7		13,000										<b>13,000</b>			(13,000)			<b>(13,000)</b>
7432202 2022 Fire Stn Building Repairs & Maintenance			125,000									<b>125,000</b>			(125,000)			<b>(125,000)</b>
7432301 2023 Fire Stn Building Repairs & Maintenance				125,000								<b>125,000</b>			(125,000)			<b>(125,000)</b>
7432401 2024 Fire Stn Building Repairs & Maintenance					125,000							<b>125,000</b>			(125,000)			<b>(125,000)</b>
7432501 2025 Fire Stn Building Repairs & Maintenance						125,000						<b>125,000</b>			(125,000)			<b>(125,000)</b>
7432609 2026 Fire Stn Building Repairs & Maintenance							125,000					<b>125,000</b>			(125,000)			<b>(125,000)</b>
7432701 2027 Fire Stn Building Repairs & Maintenance								125,000				<b>125,000</b>			(125,000)			<b>(125,000)</b>
7432801 2028 Fire Stn Building Repairs & Maintenance									125,000			<b>125,000</b>			(125,000)			<b>(125,000)</b>
7432903 2029 Fire Stn Building Repairs & Maintenance										125,000		<b>125,000</b>			(125,000)			<b>(125,000)</b>
7433004 2030 Fire Stn Building Repairs & Maintenance											125,000	<b>125,000</b>			(125,000)			<b>(125,000)</b>
<b>Total Fire Station Building Repairs &amp; Maintenance Program</b>		18,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	<b>1,143,000</b>			(1,143,000)			<b>(1,143,000)</b>
<b>SCBA Pack Replacement Program</b>																		
7432206 2022 SCBA Packs			143,000									<b>143,000</b>			(143,000)			<b>(143,000)</b>
7432308 2023 SCBA Packs				146,000								<b>146,000</b>			(146,000)			<b>(146,000)</b>
7432411 2024 SCBA Packs					149,000							<b>149,000</b>			(149,000)			<b>(149,000)</b>
7432506 2025 SCBA Packs						152,000						<b>152,000</b>			(152,000)			<b>(152,000)</b>
7432611 2026 SCBA Packs							155,000					<b>155,000</b>			(155,000)			<b>(155,000)</b>
7432704 2027 SCBA Packs								158,000				<b>158,000</b>			(158,000)			<b>(158,000)</b>
7432802 2028 SCBA Packs									161,000			<b>161,000</b>			(161,000)			<b>(161,000)</b>
7432901 2029 SCBA Packs										165,000		<b>165,000</b>			(165,000)			<b>(165,000)</b>
7433003 2030 SCBA Packs											168,000	<b>168,000</b>			(168,000)			<b>(168,000)</b>
<b>Total SCBA Pack Replacement Program</b>			143,000	146,000	149,000	152,000	155,000	158,000	161,000	165,000	168,000	<b>1,397,000</b>			(1,397,000)			<b>(1,397,000)</b>
<b>SCBA Air Compressor Replacement Program</b>																		
7432106 SCBA Air Compressor - Fire Station #2 Port Dover		60,000										<b>60,000</b>			(60,000)			<b>(60,000)</b>
7432507 SCBA Air Compressor - Fire Station #4 Teeterville						60,000						<b>60,000</b>			(60,000)			<b>(60,000)</b>
7432803 SCBA Air Compressor - Fire Station #7 Langton									60,000			<b>60,000</b>			(60,000)			<b>(60,000)</b>
<b>Total SCBA Air Compressor Replacement Program</b>		60,000				60,000			60,000			<b>180,000</b>			(180,000)			<b>(180,000)</b>



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING	
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	(2021 to 2030)	
<b>Other Replacements</b>																			
7432006 Fire Management Information System		125,000										125,000		(125,000)					(125,000)
7432003 Fire Station - Fire Station #6 Courtland					300,000	1,250,000						1,550,000		(540,000)	(592,000)		(418,000)		(1,550,000)
7432702 Extrication Equipment								240,000				240,000			(240,000)				(240,000)
<b>Total Other Replacements</b>		125,000			300,000	1,250,000		240,000				1,915,000		(665,000)	(832,000)		(418,000)		(1,915,000)
<b>Total Fire</b>		<b>350,000</b>	<b>2,963,000</b>	<b>3,205,000</b>	<b>3,019,000</b>	<b>5,068,000</b>	<b>2,007,000</b>	<b>2,193,000</b>	<b>996,000</b>	<b>1,820,000</b>	<b>1,673,000</b>	<b>23,294,000</b>		<b>(3,558,000)</b>	<b>(17,992,000)</b>	<b>(76,000)</b>	<b>(1,668,000)</b>		<b>(23,294,000)</b>
<b>Paramedic Services</b>																			
<b>Other New / Initiatives</b>																			
7531908 Paramedic Services Headquarters					300,000	1,600,000						1,900,000		(1,762,000)			(138,000)		(1,900,000)
7532105 Public Relations Response Cart									35,000			35,000				(35,000)			(35,000)
7532909 Satellite Paramedic Base										900,000		900,000		(900,000)					(900,000)
<b>Total Other New / Initiatives</b>					300,000	1,600,000			35,000	900,000		2,835,000		(2,662,000)		(35,000)	(138,000)		(2,835,000)
<b>EMS Vehicle Replacement Program</b>																			
7532201 2022 Ambulance 15-A048			162,000									162,000			(162,000)				(162,000)
7532204 2022 Ambulance 15-A049			162,000									162,000			(162,000)				(162,000)
7532301 2023 Ambulance 16-A050				165,000								165,000			(165,000)				(165,000)
7532302 2023 Ambulance 16-A051				165,000								165,000			(165,000)				(165,000)
7532306 2023 EMS RAV 13-A045 & Trailer 13-A044				60,000								60,000			(60,000)				(60,000)
7532307 2023 Emergency Response Vehicle 13-A047				60,000								60,000			(60,000)				(60,000)
7532404 2024 Ambulance 17-A052					172,000							172,000			(172,000)				(172,000)
7532405 2024 Ambulance 17-A053					172,000							172,000			(172,000)				(172,000)
7532506 2025 Ambulance 18-A055						175,000						175,000			(175,000)				(175,000)
7532507 2025 Ambulance 18-A056						175,000						175,000			(175,000)				(175,000)
7532605 2026 Ambulance 19-A057							178,000					178,000			(178,000)				(178,000)
7532606 2026 Ambulance 19-A058							178,000					178,000			(178,000)				(178,000)
7532704 2027 Ambulance 20-A059								186,000				186,000			(186,000)				(186,000)
7532705 2027 Administration Vehicle/ERV								45,000				45,000			(45,000)				(45,000)
7532901 2029 Ambulance 22-A061										184,000		184,000			(184,000)				(184,000)
7532902 2029 Ambulance 22-A062										184,000		184,000			(184,000)				(184,000)
7532903 2029 Emergency Support Unit (ESU) 19-A060										115,000		115,000			(115,000)				(115,000)
7533001 2030 Ambulance 16-A050											188,000	188,000			(188,000)				(188,000)
7533002 2030 Ambulance 16-A051											188,000	188,000			(188,000)				(188,000)
7533003 2030 Emergency Response Vehicle 09-A037											120,000	120,000			(120,000)				(120,000)
7533004 2030 Emergency Response Vehicle 10-A038											120,000	120,000			(120,000)				(120,000)
<b>Total EMS Vehicle Replacement Program</b>			324,000	450,000	344,000	350,000	356,000	231,000		483,000	616,000	3,154,000			(3,154,000)				(3,154,000)
<b>Ambulance Defibrillator Replacement Program</b>																			



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
7532004 2021 Ambulance Defibrillator Replacement Program		100,000										100,000			(100,000)			(100,000)
7532102 2022 Ambulance Defibrillator Replacement Program			128,000									128,000			(128,000)			(128,000)
7532304 2023 Ambulance Defibrillator Replacement Program				125,000								125,000			(125,000)			(125,000)
7532401 2024 Ambulance Defibrillator Replacement Program					128,000							128,000			(128,000)			(128,000)
7532502 2025 Ambulance Defibrillator Replacement Program						130,000						130,000			(130,000)			(130,000)
7532602 2026 Ambulance Defibrillator Replacement Program							167,000					167,000			(167,000)			(167,000)
7532802 2028 Ambulance Defibrillator Replacement Program									138,000			138,000			(138,000)			(138,000)
7532904 2029 Ambulance Defibrillator Replacement Program										140,000		140,000			(140,000)			(140,000)
7533006 2030 Ambulance Defibrillator Replacement Program											143,000	143,000			(143,000)			(143,000)
<b>Total Ambulance Defibrillator Replacement Program</b>		100,000	128,000	125,000	128,000	130,000	167,000		138,000	140,000	143,000	1,199,000			(1,199,000)			(1,199,000)
<b>EMS Buildings Repairs &amp; Maintenance Program</b>																		
7532101 Flooring Replacement - EMS Base #1 Simcoe		20,000										20,000			(20,000)			(20,000)
7532203 Garage Storage Room Doors Replacement and Wall			20,000									20,000			(20,000)			(20,000)
7532303 2023 EMS Buildings Repairs & Maintenance				20,000								20,000			(20,000)			(20,000)
7532402 2024 EMS Buildings Repairs & Maintenance					20,000							20,000			(20,000)			(20,000)
7532503 2025 EMS Building Repairs & Maintenance						20,000						20,000			(20,000)			(20,000)
7532603 2026 EMS Building Repairs & Maintenance							20,000					20,000			(20,000)			(20,000)
7532702 2027 EMS Building Repairs & Maintenance								20,000				20,000			(20,000)			(20,000)
7532801 2028 EMS Building Repairs & Maintenance									20,000			20,000			(20,000)			(20,000)
7532905 2029 EMS Buildings Repairs & Maintenance										20,000		20,000			(20,000)			(20,000)
7533007 2030 EMS Building Repairs & Maintenance											20,000	20,000			(20,000)			(20,000)
<b>Total EMS Buildings Repairs &amp; Maintenance Program</b>		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000			(200,000)			(200,000)
<b>Stretcher Replacement Program</b>																		
7532305 2023 Stretcher Replacement Program				110,000								110,000			(110,000)			(110,000)
7532403 2024 Stretcher Replacement Program					140,000							140,000			(140,000)			(140,000)
7532501 2025 Stretcher Replacement Program						143,000						143,000			(143,000)			(143,000)
7532601 2026 Stretcher Replacement Program							146,000					146,000			(146,000)			(146,000)
7532701 2027 Stretcher Replacement Program								90,000				90,000			(90,000)			(90,000)
7532803 2028 Stretcher Replacement Program									30,000			30,000			(30,000)			(30,000)
7532907 2029 Stretcher Replacement Program										146,000		146,000			(146,000)			(146,000)
7533005 2030 Stretcher Replacement Program											149,000	149,000			(149,000)			(149,000)
<b>Total Stretcher Replacement Program</b>				110,000	140,000	143,000	146,000	90,000	30,000	146,000	149,000	954,000			(954,000)			(954,000)
<b>Other Replacements</b>																		
7532505 Base Replacement - EMS Base #5 Delhi						850,000						850,000			(850,000)			(850,000)
7532206 Base Replacement - EMS Base #6 Port Rowan									900,000			900,000			(900,000)			(900,000)
<b>Total Other Replacements</b>						850,000			900,000			1,750,000			(1,750,000)			(1,750,000)



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	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	
<b>Other Studies &amp; Assessments</b>																		
7532106 EMS and Fire Optimization Study		150,000										150,000				(16,000)	(134,000)	(150,000)
<b>Total Other Studies &amp; Assessments</b>		150,000										150,000				(16,000)	(134,000)	(150,000)
<b>Total Paramedic Services</b>		270,000	472,000	705,000	932,000	3,093,000	689,000	341,000	1,123,000	1,689,000	928,000	10,242,000		(2,662,000)	(7,257,000)	(51,000)	(272,000)	(10,242,000)
<b>Harbour Marinas</b>																		
<b>Other New / Initiatives</b>																		
7632105 PDHM Public Internet Connectivity		25,000										25,000			(25,000)			(25,000)
7631706 PDHM Wastewater System			1,530,000									1,530,000			(1,530,000)			(1,530,000)
7631601 PDHM Main Office Building Expansion					1,560,000							1,560,000		(1,084,100)			(475,900)	(1,560,000)
7632503 PDHM Reconstruction of Commercial Area						1,500,000						1,500,000		(1,500,000)				(1,500,000)
7632202 PRHM Electrical and Bumpers for the Pier							40,000					40,000				(40,000)		(40,000)
7632303 PRHM Lighting for the Pier								40,000				40,000				(40,000)		(40,000)
7631702 PRHM Washroom Expansion									200,000			200,000		(170,000)	(30,000)			(200,000)
7632001 PRHM Municipal Water - East Slips										50,000		50,000				(50,000)		(50,000)
7632702 PDHM Resurface Marina Roadways/Parking											300,000	300,000			(300,000)			(300,000)
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 Marina Roadways/Parking												230,000			(230,000)			(230,000)
<b>Total Other New / Initiatives</b>		25,000	1,530,000		1,560,000	1,500,000	40,000	40,000	250,000	850,000	230,000	6,025,000		(3,254,100)	(2,115,000)	(180,000)	(475,900)	(6,025,000)
<b>Major Dock Rebuilds Program</b>																		
7632401 PDHM Major Overhaul Dock 2					75,000							75,000			(75,000)			(75,000)
7632701 PDHM Major Overhaul Dock 1								200,000				200,000			(200,000)			(200,000)
<b>Total Major Dock Rebuilds Program</b>					75,000			200,000				275,000			(275,000)			(275,000)
<b>Marina Equipment &amp; Vehicle Replacement Program</b>																		
7632601 PDHM Utility Task Vehicle (UTV)							20,000					20,000			(20,000)			(20,000)
7632602 PDHM Riding Lawn Mower							25,000					25,000			(25,000)			(25,000)
7632603 PDHM Compact Utility Tractor & Attachments							50,000					50,000			(50,000)			(50,000)
<b>Total Marina Equipment &amp; Vehicle Replacement Program</b>							95,000					95,000			(95,000)			(95,000)
<b>Other Replacements</b>																		
7632102 PDHM Refurbish Gazebos		40,000										40,000			(40,000)			(40,000)
7632201 PDHM Security Gate & Lighting			90,000									90,000			(90,000)			(90,000)
7632003 PRHM Transient Dock Replacement				35,000								35,000			(35,000)			(35,000)
7632402 PRHM East Side Dock Replacement					36,000							36,000			(36,000)			(36,000)
7632502 PDHM Pavilion Refurbishment						100,000						100,000			(100,000)			(100,000)
7632605 PRHM Resurface Parking Area & Roadway							15,000					15,000			(15,000)			(15,000)
7631604 PRHM Upgrades & Renovations											830,000	830,000		(830,000)				(830,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
<b>Total Other Replacements</b>		40,000	90,000	35,000	36,000	100,000	15,000				830,000	1,146,000		(830,000)	(316,000)			(1,146,000)
<b>Total Harbour Marinas</b>		65,000	1,620,000	35,000	1,671,000	1,600,000	150,000	240,000	250,000	850,000	1,060,000	7,541,000		(4,084,100)	(2,801,000)	(180,000)	(475,900)	(7,541,000)
<b>Heritage &amp; Culture</b>																		
<b>Other New / Initiatives</b>																		
8331707 Artifact Storage Facility			52,000									52,000				(52,000)		(52,000)
<b>Total Other New / Initiatives</b>			52,000									52,000				(52,000)		(52,000)
<b>HVAC Replacement Program</b>																		
8332108 HVAC Upgrade - Port Dover Harbour Museum		130,000										130,000			(130,000)			(130,000)
8332307 Delhi Tobacco Museum - HVAC Replacement				15,000								15,000			(15,000)			(15,000)
8332708 Norfolk County Archives - HVAC Replacement								80,000				80,000			(80,000)			(80,000)
8332808 Port Dover Harbour Museum - HVAC Replacement									50,000			50,000			(50,000)			(50,000)
8332809 Waterford Museum - HVAC Replacement									50,000			50,000			(50,000)			(50,000)
<b>Total HVAC Replacement Program</b>		130,000		15,000				80,000	100,000			325,000			(325,000)			(325,000)
<b>Elevator Replacement Program</b>																		
8332107 Delhi Tobacco Museum - Vertical Lift			75,000									75,000			(75,000)			(75,000)
<b>Total Elevator Replacement Program</b>			75,000									75,000			(75,000)			(75,000)
<b>Museums Repairs &amp; Maintenance Program</b>																		
8331915 ~ Loading Door Replacements - Waterford Museum		10,000										10,000			(10,000)			(10,000)
8332002 Exhibit Case Replacements - Port Dover Harbour Mu:			25,000									25,000	(15,000)		(10,000)			(25,000)
8332207 Net Shanty Building and Structural Repairs - Port Dov			210,000									210,000			(210,000)			(210,000)
5331806 Insulate Back Storage Room - Waterford Museum					60,000							60,000			(60,000)			(60,000)
<b>Total Museums Repairs &amp; Maintenance Program</b>		10,000	235,000		60,000							305,000	(15,000)		(290,000)			(305,000)
<b>Other Replacements</b>																		
8332007 ~ Microfilm Reader - Norfolk County Archives		10,000										10,000				(10,000)		(10,000)
<b>Total Other Replacements</b>		10,000										10,000				(10,000)		(10,000)
<b>Total Heritage &amp; Culture</b>		150,000	362,000	15,000	60,000			80,000	100,000			767,000	(15,000)		(690,000)	(62,000)		(767,000)
<b>Total Community &amp; Emergency Services</b>	144,000	4,257,000	19,327,000	6,373,000	7,692,000	11,926,000	3,485,000	4,426,000	3,008,000	4,771,000	4,164,000	69,429,000	(628,000)	(24,557,100)	(33,700,000)	(4,864,000)	(5,679,900)	(69,429,000)
<b>Planning &amp; Development</b>																		
<b>Planning</b>																		
<b>Aerial Photography Updates Program</b>																		
8232502 2025 Aerial Photography Updates						22,000						22,000				(22,000)		(22,000)
8233001 2030 Aerial Photography Updates											24,000	24,000				(24,000)		(24,000)
<b>Total Aerial Photography Updates Program</b>						22,000					24,000	46,000				(46,000)		(46,000)
<b>Other Studies &amp; Assessments</b>																		
8232004 Growth Management Study		300,000										300,000			(165,000)	(135,000)		(300,000)
8232102 Development Standards Study		80,000										80,000			(80,000)			(80,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
8232101 Land Evaluation and Area Review			175,000									175,000				(96,000)	(79,000)	(175,000)
8232202 Two-Zone Floodplain Study			300,000									300,000				(300,000)		(300,000)
8232201 Downtown Simcoe Plan				90,000								90,000				(50,000)	(40,000)	(90,000)
8232401 Downtown Delhi Plan					90,000							90,000				(50,000)	(40,000)	(90,000)
<b>Total Other Studies &amp; Assessments</b>		380,000	475,000	90,000	90,000							1,035,000				(741,000)	(294,000)	(1,035,000)
<b>Total Planning</b>		380,000	475,000	90,000	90,000	22,000					24,000	1,081,000				(787,000)	(294,000)	(1,081,000)
<b>Building</b>																		
<b>Other New / Initiatives</b>																		
8532101 Building Software - Electronic Plans Review		55,000										55,000			(55,000)			(55,000)
<b>Total Other New / Initiatives</b>		55,000										55,000			(55,000)			(55,000)
<b>Total Building</b>		55,000										55,000			(55,000)			(55,000)
<b>Tourism &amp; Economic Development</b>																		
<b>Gateway Signage Program</b>																		
8432103 Turkey Point Gateway Signage		25,000										25,000	(12,000)			(13,000)		(25,000)
8432201 2022 Gateway Signage Program			26,000									26,000				(26,000)		(26,000)
8432301 2023 Gateway Signage Program				26,000								26,000				(26,000)		(26,000)
8432401 2024 Gateway Signage Program					27,000							27,000				(27,000)		(27,000)
8432501 2025 Gateway Signage Program						27,000						27,000				(27,000)		(27,000)
8432601 2026 Gateway Signage Program							28,000					28,000				(28,000)		(28,000)
8432701 2027 Gateway Signage Program								29,000				29,000				(29,000)		(29,000)
8432801 2028 Gateway Signage Program									29,000			29,000				(29,000)		(29,000)
8432901 2029 Gateway Signage Program										30,000		30,000				(30,000)		(30,000)
8433001 2030 Gateway Signage Program											31,000	31,000				(31,000)		(31,000)
<b>Total Gateway Signage Program</b>		25,000	26,000	26,000	27,000	27,000	28,000	29,000	29,000	30,000	31,000	278,000	(12,000)			(266,000)		(278,000)
<b>Other Replacements</b>																		
8432002 Cedar Street Electronic Sign		31,000										31,000				(31,000)		(31,000)
8432004 Erie Shores Wind Farm Display Replacement				10,000								10,000				(10,000)		(10,000)
<b>Total Other Replacements</b>		31,000		10,000								41,000				(41,000)		(41,000)
<b>Other Studies &amp; Assessments</b>																		
8432302 Economic Development Strategy Update				40,000								40,000				(22,000)	(18,000)	(40,000)
8432702 Economic Development Strategy Update								50,000				50,000				(28,000)	(22,000)	(50,000)
<b>Total Other Studies &amp; Assessments</b>				40,000				50,000				90,000				(50,000)	(40,000)	(90,000)
<b>Total Tourism &amp; Economic Development</b>		56,000	26,000	76,000	27,000	27,000	28,000	79,000	29,000	30,000	31,000	409,000	(12,000)			(357,000)	(40,000)	(409,000)
<b>Total Planning &amp; Development</b>		491,000	501,000	166,000	117,000	49,000	28,000	79,000	29,000	30,000	55,000	1,545,000	(12,000)		(55,000)	(1,144,000)	(334,000)	(1,545,000)
<b>Water &amp; Wastewater</b>																		
<b>W&amp;WW Administration</b>																		



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
<b>Other New / Initiatives</b>																		
5832119 GPS Locating Software Program		12,000										12,000				(12,000)		(12,000)
<b>Total Other New / Initiatives</b>		12,000										12,000				(12,000)		(12,000)
<b>Total W&amp;WW Administration</b>		12,000										12,000				(12,000)		(12,000)
<b>Wastewater Operations</b>																		
<b>Other New / Initiatives</b>																		
5832115 Port Dover Wastewater Outfall		1,500,000										1,500,000		(1,500,000)				(1,500,000)
5832124 Sewer Sampling Equipment		10,000										10,000				(10,000)		(10,000)
5832126 New Van for Wastewater Operations		35,000										35,000				(35,000)		(35,000)
5832111 Simcoe WWTP Filtration Building Replacement					250,000	1,788,000						2,038,000			(1,528,000)		(510,000)	(2,038,000)
5832315 Port Dover WWTP - Capacity Upgrades										15,000,000		15,000,000		(15,000,000)				(15,000,000)
<b>Total Other New / Initiatives</b>		1,545,000			250,000	1,788,000					15,000,000	18,583,000		(16,500,000)	(1,528,000)	(45,000)	(510,000)	(18,583,000)
<b>Wastewater Equipment Replacements/Upgrades Program</b>																		
5832122 Sludge Storage Tank Coating - Port Dover		300,000										300,000			(300,000)			(300,000)
5832201 2022 Wastewater Equip Replacements & Upgrades			344,000									344,000			(310,000)		(34,000)	(344,000)
5832302 2023 Wastewater Equip Replacements & Upgrades				353,000								353,000			(318,000)		(35,000)	(353,000)
5832402 2024 Wastewater Equip Replacements & Upgrades					361,000							361,000			(325,000)		(36,000)	(361,000)
5832503 2025 Wastewater Equip Replacements & Upgrades						369,000						369,000			(332,000)		(37,000)	(369,000)
5832604 2026 Wastewater Equip Replacements & Upgrades							377,000					377,000			(339,000)		(38,000)	(377,000)
5832705 2027 Wastewater Equip Replacements & Upgrades								385,000				385,000			(346,000)		(39,000)	(385,000)
5832803 2028 Wastewater Equip Replacements & Upgrades									393,000			393,000			(354,000)		(39,000)	(393,000)
5832902 2029 Wastewater Equip Replacements & Upgrades										394,000		394,000			(355,000)		(39,000)	(394,000)
5833002 2030 Wastewater Equip Replacements & Upgrades											402,000	402,000			(362,000)		(40,000)	(402,000)
<b>Total Wastewater Equipment Replacements/Upgrades Program</b>		300,000	344,000	353,000	361,000	369,000	377,000	385,000	393,000	394,000	402,000	3,678,000			(3,341,000)		(337,000)	(3,678,000)
<b>Supervisory Control &amp; Data Acquisition Replacements Program</b>																		
5832101 2021 SCADA Replacements - Wastewater		174,000										174,000			(174,000)			(174,000)
5832202 2022 SCADA Replacements - Wastewater			84,000									84,000			(84,000)			(84,000)
5832301 2023 SCADA Replacements - Wastewater				70,000								70,000			(70,000)			(70,000)
5832401 2024 SCADA Replacements - Wastewater					215,000							215,000			(215,000)			(215,000)
5832506 2025 SCADA Replacements - Wastewater						116,000						116,000			(116,000)			(116,000)
5832605 2026 SCADA Replacements - Wastewater							96,000					96,000			(96,000)			(96,000)
5832703 2027 SCADA Replacements - Wastewater								234,000				234,000			(234,000)			(234,000)
5832805 2028 SCADA Replacements - Wastewater									124,000			124,000			(124,000)			(124,000)
5832906 2029 SCADA Replacements - Wastewater										103,000		103,000			(103,000)			(103,000)
5833004 2030 SCADA Replacements - Wastewater											200,000	200,000			(200,000)			(200,000)
<b>Total Supervisory Control &amp; Data Acquisition Replacements Program</b>		174,000	84,000	70,000	215,000	116,000	96,000	234,000	124,000	103,000	200,000	1,416,000			(1,416,000)			(1,416,000)





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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
<b>Other Replacements</b>																		
5831719 Lynn River Forcemain Crossing	250,000	1,000,000										1,000,000			(1,000,000)			(1,000,000)
5831943 Hillside Drive Pumping Station Upgrades		150,000	1,021,000									1,171,000			(1,171,000)			(1,171,000)
5832123 Port Rowan Sludge Pump Replacement		35,000										35,000			(35,000)			(35,000)
5832128 Sewer Lateral Replacement - Simcoe		80,000										80,000			(80,000)			(80,000)
5832003 Membrane Filter - Port Rowan WWTP				600,000								600,000			(600,000)			(600,000)
<b>Total Other Replacements</b>	250,000	1,265,000	1,021,000	600,000								2,886,000			(2,886,000)			(2,886,000)
<b>Other Studies &amp; Assessments</b>																		
5832125 Backflow Prevention Study		35,000										35,000				(35,000)		(35,000)
<b>Total Other Studies &amp; Assessments</b>		35,000										35,000				(35,000)		(35,000)
<b>Total Wastewater Operations</b>	250,000	3,319,000	1,449,000	1,023,000	826,000	2,273,000	473,000	619,000	517,000	497,000	15,602,000	26,598,000		(16,500,000)	(9,171,000)	(80,000)	(847,000)	(26,598,000)
<b>Water Operations</b>																		
<b>Proposed Inter Urban Water Supply Program</b>																		
5832131 Central Water Supply Infrastructure Project		2,200,000	50,000,000									52,200,000		(52,200,000)				(52,200,000)
5832408 Watermain Interconnection - Pt Dover to Simcoe			2,600,000	10,000,000								12,600,000		(12,600,000)				(12,600,000)
5832606 Watermain Interconnection - Simcoe to Waterford					1,280,000	5,120,000						6,400,000			(3,200,000)	(3,200,000)		(6,400,000)
5832707 Watermain Interconnection - Delhi to Simcoe						2,960,000	11,840,000					14,800,000		(14,800,000)				(14,800,000)
5832412 Watermain Interconnection - Pt Dover to St Williams						4,600,000	18,400,000					23,000,000		(23,000,000)				(23,000,000)
<b>Total Proposed Inter Urban Water Supply Program</b>		2,200,000	52,600,000	10,000,000	1,280,000	8,080,000	16,440,000	18,400,000				109,000,000		(102,600,000)	(3,200,000)	(3,200,000)		(109,000,000)
<b>Other New / Initiatives</b>																		
5831839 Water Modeling Software		12,000										12,000				(6,000)	(6,000)	(12,000)
5832117 Port Rowan Climate Control Unit		65,000										65,000			(65,000)			(65,000)
5831447 Waterford Well # 3				5,200,000								5,200,000		(5,200,000)				(5,200,000)
5832011 Port Dover North West Booster Station						300,000	2,700,000					3,000,000		(3,000,000)				(3,000,000)
5832209 Simcoe Water Reservoir Capacity Increases						4,484,000						4,484,000			(3,363,000)		(1,121,000)	(4,484,000)
5832313 Inter Urban Water Supply (IUWS) - Port Dover WTP						15,000,000						15,000,000		(15,000,000)				(15,000,000)
<b>Total Other New / Initiatives</b>		77,000		5,200,000		19,784,000	2,700,000					27,761,000		(23,200,000)	(3,428,000)	(6,000)	(1,127,000)	(27,761,000)
<b>Storm Water Pond Rehabilitation Program</b>																		
5832413 2024 Stormwater Pond Rehabilitation					100,000							100,000				(100,000)		(100,000)
<b>Total Storm Water Pond Rehabilitation Program</b>					100,000							100,000				(100,000)		(100,000)
<b>Water Equipment Replacements/Upgrades Program</b>																		
5832203 2022 Water Equipment Replacements & Upgrades			344,000									344,000			(310,000)		(34,000)	(344,000)
5832305 2023 Water Equipment Replacements & Upgrades				353,000								353,000			(318,000)		(35,000)	(353,000)
5832404 2024 Water Equipment Replacements & Upgrades					361,000							361,000			(325,000)		(36,000)	(361,000)
5832502 2025 Water Equipment Replacements & Upgrades						369,000						369,000			(332,000)		(37,000)	(369,000)
5832603 2026 Water Equipment Replacements & Upgrades							377,000					377,000			(339,000)		(38,000)	(377,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5832704 2027 Water Equipment Replacements & Upgrades								385,000				385,000			(346,000)		(39,000)	(385,000)
5832802 2028 Water Equipment Replacements & Upgrades									393,000			393,000			(354,000)		(39,000)	(393,000)
5832901 2029 Water Equipment Replacements & Upgrades										394,000		394,000			(355,000)		(39,000)	(394,000)
5833001 2030 Water Equipment Replacements & Upgrades											402,000	402,000			(362,000)		(40,000)	(402,000)
<b>Total Water Equipment Replacements/Upgrades Program</b>			344,000	353,000	361,000	369,000	377,000	385,000	393,000	394,000	402,000	<b>3,378,000</b>			(3,041,000)		(337,000)	<b>(3,378,000)</b>
<b>Well Rehabilitation Program</b>																		
5832108 2021 Well Rehabilitation Program - Simcoe		210,000										210,000			(210,000)			(210,000)
5832206 2022 Well Rehabilitation Program - Simcoe			215,000									215,000			(215,000)			(215,000)
5832207 2022 Well Rehabilitation Program - Waterford			102,000									102,000			(102,000)			(102,000)
5832309 2023 Well Rehabilitation Program - Simcoe				153,000								153,000			(153,000)			(153,000)
5832310 2023 Well Rehabilitation Program - Delhi				51,000								51,000			(51,000)			(51,000)
5832406 2024 Well Rehabilitation Program - Simcoe					153,000							153,000			(153,000)			(153,000)
5832504 2025 Well Rehabilitation Program - Simcoe						189,000						189,000			(189,000)			(189,000)
5832508 2025 Well Rehabilitation Program - Delhi						51,000						51,000			(51,000)			(51,000)
5832602 2026 Well Rehabilitation Program - Simcoe							153,000					153,000			(153,000)			(153,000)
5832701 2027 Well Rehabilitation Program - Simcoe								163,000				163,000			(163,000)			(163,000)
5832706 2027 Well Rehabilitation Program - Waterford								107,000				107,000			(107,000)			(107,000)
5832806 2028 Well Rehabilitation Program - Simcoe									183,000			183,000			(183,000)			(183,000)
5832807 2028 Well Rehabilitation Program - Delhi									51,000			51,000			(51,000)			(51,000)
5832903 2029 Well Rehabilitation Program - Delhi										50,000		50,000			(50,000)			(50,000)
5832904 2029 Well Rehabilitation Program - Simcoe										200,000		200,000			(200,000)			(200,000)
5833005 2030 Well Rehabilitation Program - Simcoe											180,000	180,000			(180,000)			(180,000)
<b>Total Well Rehabilitation Program</b>		210,000	317,000	204,000	153,000	240,000	153,000	270,000	234,000	250,000	180,000	<b>2,211,000</b>			(2,211,000)			<b>(2,211,000)</b>
<b>Supervisory Control &amp; Data Acquisition Replacements P</b>																		
5832104 2021 SCADA Replacements - Water		260,000										260,000			(260,000)			(260,000)
5832204 2022 SCADA Replacements - Water			322,000									322,000			(322,000)			(322,000)
5832304 2023 SCADA Replacements - Water				345,000								345,000			(345,000)			(345,000)
5832403 2024 SCADA Replacements - Water					329,000							329,000			(329,000)			(329,000)
5832505 2025 SCADA Replacements - Water						289,000						289,000			(289,000)			(289,000)
5832601 2026 SCADA Replacements - Water							131,000					131,000			(131,000)			(131,000)
5832702 2027 SCADA Replacements - Water								311,000				311,000			(311,000)			(311,000)
5832804 2028 SCADA Replacements - Water									118,000			118,000			(118,000)			(118,000)
5832905 2029 SCADA Replacements - Water										148,000		148,000			(148,000)			(148,000)
5833003 2030 SCADA Replacements - Water											200,000	200,000			(200,000)			(200,000)
<b>Total Supervisory Control &amp; Data Acquisition Replacements</b>		260,000	322,000	345,000	329,000	289,000	131,000	311,000	118,000	148,000	200,000	<b>2,453,000</b>			(2,453,000)			<b>(2,453,000)</b>
<b>Other Replacements</b>																		



**FINAL 2021-2030 CAPITAL PLAN**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2020 & Prior	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL BUDGET (2021 to 2030)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2021 to 2030)
5831941 Stalker Park & Area Watermain	90,000	10,000										10,000			(10,000)			(10,000)
5832116 Fuel Tank Replacement at Waterford WTP		50,000										50,000			(50,000)			(50,000)
5832118 Rplcmnt of Fall Arrest Equipment at Simcoe Tower		10,000										10,000			(10,000)			(10,000)
5832120 Port Rowan Tower Mixer Replacement		160,000										160,000			(160,000)			(160,000)
5832121 Roof Repairs Cedar St UV Building		45,000										45,000			(45,000)			(45,000)
5832127 Large Meter Replacement Program		100,000										100,000			(100,000)			(100,000)
5832129 Port Dover WTP - Intake Repairs		75,000										75,000			(75,000)			(75,000)
5831806 Doan's Hollow Water Facility Decommissioning			84,000									84,000			(84,000)			(84,000)
5832114 Site Planning for Delhi Filter Plant Decommissioning				50,000								50,000			(50,000)			(50,000)
5832809 Pt Rowan-St William Transmission Wtrmn-Ph 2/2					300,000	4,500,000						4,800,000			(4,800,000)			(4,800,000)
5832510 Waterford Elevated Water Storage Tank						3,057,000						3,057,000			(607,000)	(2,450,000)		(3,057,000)
5832808 Pt Dover Elevated Storage Tank Repair/Painting									2,548,000			2,548,000			(2,548,000)			(2,548,000)
<b>Total Other Replacements</b>	90,000	450,000	84,000	50,000	300,000	7,557,000			2,548,000			10,989,000			(8,539,000)	(2,450,000)		(10,989,000)
<b>Other Studies &amp; Assessments</b>																		
5832130 ISMP Study - Delhi		30,000										30,000			(8,000)	(22,000)		(30,000)
5832210 ISMP Study - Waterford			30,000									30,000			(8,000)	(22,000)		(30,000)
5832316 ISMP Study - Port Dover				30,000								30,000			(8,000)	(22,000)		(30,000)
5832411 ISMP Study - Simcoe					30,000							30,000			(8,000)	(22,000)		(30,000)
5832512 ISMP Study - Port Rowan						30,000						30,000			(8,000)	(22,000)		(30,000)
5832610 ISMP Study - Major Update							50,000					50,000			(12,000)	(38,000)		(50,000)
<b>Total Other Studies &amp; Assessments</b>		30,000	30,000	30,000	30,000	30,000	50,000					200,000			(52,000)	(148,000)		(200,000)
<b>Total Water Operations</b>	90,000	3,227,000	53,697,000	16,182,000	2,553,000	36,349,000	19,851,000	19,366,000	3,293,000	792,000	782,000	156,092,000		(125,800,000)	(22,924,000)	(106,000)	(7,262,000)	(156,092,000)
<b>Total Water &amp; Wastewater</b>	340,000	6,558,000	55,146,000	17,205,000	3,379,000	38,622,000	20,324,000	19,985,000	3,810,000	1,289,000	16,384,000	182,702,000		(142,300,000)	(32,095,000)	(198,000)	(8,109,000)	(182,702,000)
<b>Total NORFOLK COUNTY SUMMARY</b>	<b>11,309,000</b>	<b>48,791,000</b>	<b>113,451,000</b>	<b>53,223,000</b>	<b>45,524,000</b>	<b>82,504,000</b>	<b>57,855,000</b>	<b>54,693,000</b>	<b>37,328,000</b>	<b>34,475,000</b>	<b>52,197,000</b>	<b>580,041,000</b>	<b>(7,383,000)</b>	<b>(202,288,100)</b>	<b>(332,254,000)</b>	<b>(17,347,000)</b>	<b>(20,768,900)</b>	<b>(580,041,000)</b>