



**PROPOSED 2016 CAPITAL PLAN**

Section 1:

**Financial Services Report**





### Special Meeting – October 21, 2015

Subject: Proposed 2016 Capital Plan  
 Report Number: F.S.15- 32  
 Department: Financial Services  
 Division: Financial Planning and Reporting

Closed Session:	<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No
Budget Amendment:	<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No
Strategic Plan Linkage:	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No

#### Recommendations:

THAT Report FS 15-32 RE: Proposed 2016 Capital Plan be received;

AND THAT the 2016 Capital Budget in the amount of \$32,361,000 be approved;

AND FURTHER THAT, subject to the provisions of the Purchasing Policy, staff be authorized to proceed with 2016 Capital Projects that are not funded directly from Tax Levies or Water/Wastewater Rates;

AND FURTHER THAT the Capital Forecast for the years 2017 to 2025 be approved in principle, in the amount of \$272,655,000;

AND FURTHER THAT the proposed Tax Levies or Water/Wastewater Rates required to fund Capital projects and contributions to Reserves/Reserve Funds, be included in the 2016 Operating Budget deliberations for consideration.

**Introduction/Background:**

Norfolk County currently develops four (4) annual budgets as follows:

Annual Budget	Council Review Dates(s)
10 Year Capital Plan	October 21 & October 22, 2015 – Special Meetings
Rate Supported Operating Budget	November 24, 2015 – Regular Council-In-Committee Meeting
Public Health Operating Budget	January 5, 2016 – Regular Board of Health Meeting
Levy Supported Operating Budget	January 12, 13, and 15, 2016 – Special Meetings

For a number of years the Capital Plan has been the first of the four annual budgets presented to Council for review and adoption. The early adoption of a Capital Plan allows project managers to better plan projects, and requests for proposals can be issued in non-peak construction times which, on many occasions, results in preferential pricing. In addition, any merits/financial impacts as a result of enhanced or new initiatives approved will be included within operational plans. It is the Capital Plan where the County commits to the necessary infrastructure over the long term including operating costs and costs of program associated with the capital initiatives.

**Discussion/Analysis:**

Norfolk County Council has adopted a financial sustainability philosophy to ensure, among other things, that spending on capital programs meets the needs of the community in a cost effective manner. The Capital Plan is an integral component of Norfolk County’s long-term financial sustainability program. As a result, the Capital Plan process has been focused on strategic objectives and long term financial plans.

The Proposed 2016 Capital Plan includes the Proposed 2016 Capital Budget and Proposed Capital Forecast for the years 2017 to 2025. Council’s review of the Proposed 2016 Capital Plan provides an opportunity to approve the capital requirements to maintain or enhance infrastructure to address the needs of Norfolk County for the 2016 to 2025 period and facilitates meeting the objectives of the long-term financial sustainability philosophy.

Within the current Strategic Plan, one goal includes the annual review of the 10 Year Capital Plan to ensure projects are prioritized, rational and affordable.

The Capital Plan is the opportunity for Council to review and make any adjustments with the proposed infrastructure priorities and in the end committing and establishing the County to a long term financial plan.

### **Developing the Proposed 2016 Capital Plan**

Developing the Proposed 2016 Capital Plan is a collaborative process involving staff input from virtually every Department within the County. The Proposed 2016 Capital Plan approved by the Senior Leadership Team (SLT), for consideration by Council, is the result of input from staff regarding current and future capital needs to address the existing service levels established by Council.

All of the County's Departments/Divisions submitted a preliminary list of capital projects to be considered for inclusion in the Capital Budget for 2016. SLT reviewed in detail all of the proposed capital projects and ranked them, using the previously approved Capital Ranking Criteria, to determine the capital projects that would be recommended in the Proposed 2016 Capital Budget.

The Capital Ranking Criteria, presented on page 6, is used to rank the capital projects that are included in the Proposed 2016 Capital Budget. In most cases, capital projects, from the preliminary list of capital projects submitted by staff, that are not included in the Proposed 2016 Capital Budget were deferred and included in future years in the Proposed 2017 to 2025 Capital Forecast or later.

The driving forces for a capital project to be included in the Proposed 2016 Capital Budget include:

- Is it legislated or mandatory?
  - There has been a change in legislation requiring it to be done.
  - The County has been ordered or mandated to do it – i.e. by an MOE Order.
  
- Is the capital project to replace existing assets to maintain current service levels?
  - Required to replace an existing asset that is at the end of its useful life.
  - Examples: vehicle replacement, sewer replacement, etc.
  
- Is the capital project to maintain current levels of service for increased growth?
  - The level of service has not changed but the volume required has increased because of growth.

- Example: purchase an additional snow plow to provide service – the service level for snow removal has not changed, we just need to do more of it.
- An important criteria is if the capital project is linked to the County’s Strategic Plan. If it is not then the capital project should not be in the Capital Budget or Capital Plan as it does not fall into the County’s long term strategy for development.
- Another important criteria is whether the project can be started and/or completed this year – i.e. is it construction ready, can the engineering services be completed this year, are we ready to proceed to tender, etc.
- A last criteria is whether there will be an impact if this project is delayed.
  - If there is no impact on delaying the project this year then SLT would decide whether to proceed forward in the current year or to defer the project to the following year. This review/decision by SLT addresses workload impacts and financing requirements.

One additional step taken by SLT this year when developing the Capital Plan was to send back the preliminary requests to departments to review projects and determine with current resources if projects could be completed in the year proposed specifically concentrating on projects scheduled for 2016. As a result, some projects were deferred, other projects removed from the proposed Capital Plan or moved further past the 10-year forecast. The outcome as a result of this additional exercise is outlined further in this report.

### **Presentation of the Proposed 2016 Capital Plan**

The Proposed 2016 Capital Plan is presented in two parts:

- Proposed 2016 Capital Budget:
  - Presented in Tab 2 of the Proposed 2016 Capital Plan
  - A listing of the proposed capital projects for the year 2016 presented in each of the categories as outlined below

- Proposed 2017 – 2025 Capital Forecast:
  - Presented in Tab 3 of the Proposed 2016 Capital Plan
  - A summary of the proposed capital projects for the ten-year forecast, 2016 to 2025. (Note that the Proposed 2016 Capital Budget amounts have been included for reference purposes)
  
- Detailed Project Sheets will be readily available electronically and Financial Services staff can make copies of specific projects as requested. In addition, these Project Sheets will be available for display during Council's review of the Proposed 2016 Capital Plan.

The requirements introduced by the Public Sector Accounting Board (PSAB), for accounting for and reporting of Tangible Capital Assets (TCA) and other financial reporting, fundamentally changed how municipalities budgeted for the replacement of TCA's. The primary focus of the Capital Plan is on major capital expenditures. Expenditures for repair and maintenance of TCA's are not included in the Capital Plan however will be included in the Operating Plan because repair and maintenance costs, as defined by the revised PSAB Guidelines, are considered an operating cost not a capital cost.

The Proposed 2016 Capital Budget is presented around a framework based upon the following categories:

A. Replacements of Capital Assets

This category provides replacement of existing Tangible Capital Assets (TCA) to maintain current levels of service and can be found in the Proposed 2016 Capital Plan under Section 2A: Proposed 2016 Capital Budget – Replacement of Capital Assets.

Asset replacements presented in these sections of the Proposed 2016 Capital Plan come from the TCA Accounting System or from various reports dealing with condition and replacement of capital assets. The TCA System maintains historical information about the assets including, amongst other things, the date of acquisition or date the asset was placed in service and the estimated life expectancy. Based upon this information, the TCA System provides the expected year of replacement. As a TCA reaches the end of its useful life staff review the condition of the asset to determine when actual replacement should occur – just because an asset reaches the end of its projected useful life does not mean that replacement is automatic. If the asset can continue in operation in an effective manner, replacement may be delayed. It is important to note that this does not eliminate replacement; rather replacement is deferred to take advantage of an asset that still has more life in it.

Asset replacements in this category are a “like-for-like” replacement – there are no changes or enhancements with the replacement. For example, a ½ ton pick-up is replaced with a ½ ton pick-up. Although the technology and other changes over the years may result in the replacement having additional features which are now standard for that type of asset, it is still considered replacement of the asset with a similar asset. In the pick-up example, this may mean that the replacement has a number of power features that today are standard but were upgrades when the asset being replaced was originally purchased.

Funding for replacement of capital assets comes from capital replacement Reserves/Reserve Funds that have been established to provide funding solely for the replacement of capital assets. Policy CRS-78 re: Capital Financing provides for the establishment and use of capital replacement Reserves/Reserve Funds. Annual contributions to these Reserves/Reserve Funds are based on the annual amortization expense associated with the asset and may be enhanced to provide for inflation related to replacement costs. Capital replacement Reserves/Reserve Funds are to be used only to fund capital asset replacements and are not to be used to fund purchase of new assets for new or expanded services or programs.

Capital Replacement Reserves/Reserve Funds should be in place for all TCA’s. Where such Reserves/Reserve Funds are not in place, replacement of capital assets would have to be funded from Water/Wastewater Rates or Tax Levies.

In addition to the identified specific programs for Replacement of Capital Assets, this category also includes a sub-category entitled *Other Replacement*. The projects included in this group are for replacement of capital assets for which a specific *Replacement Program* does not exist.

### B. Replacements With Enhancements

This category provides replacement of existing TCA’s to maintain current levels of service but include some enhancement to the asset being replaced and can be found in the Proposed 2016 Capital Plan under Section 2B: Proposed 2016 Capital Budget – Replacements with Enhancements.

As is the case with Category A – Replacements of Capital Assets, replacement is initiated from the TCA System or from reports dealing with asset condition and replacement. While these are essentially replacement of a TCA, they include some *Enhancement* to the asset being replaced or provide an *Enhancement* to the service provided. The enhancement may be needed to address some health and safety issue, or to provide new technology to save costs – for example fuel saving technology, or be needed to address increased services – for example, more roads to maintain.



Asset replacements in this category are not a one-for-one replacement nor are they for purchase of a completely new TCA. Asset replacements are presented separately as there is both a replacement component and an enhancement component. In evaluating these replacements a determination needs to be made regarding the nature of the enhancement and the need for it.

Funding for capital asset *Replacements with Enhancements* could come from a variety of sources. The replacement component would likely be funded from the capital replacement Reserves/Reserve Funds that have been established to provide funding solely for the replacement of capital assets. The enhancement component may be funded from replacement Reserves/Reserve Funds if it can be shown that the cost of the acquisition is less than or equal to the cost of replacement of the existing asset. Where the cost of the enhancement component exceeds cost of replacement of the current asset, funding cannot be from replacement Reserves/Reserve Funds. Where the enhancement is to provide new/increased services as the result of growth or is to address health and safety issues or to provide cost savings through efficiencies, funding should be from new revenues, such as Development Charges, community donations, government grants, water/wastewater rates, tax levies or debt.

### C. New Capital Initiatives

This category includes capital projects for acquisition of *New* TCA's, new services or for enhancement of existing services and can be found in the Proposed 2016 Capital Plan under Section 2C: Proposed 2016 Capital Budget – New Capital Initiatives.

This category provides for acquisition of new assets where no asset existed before and does not include replacement of existing TCA's. Typically New Capital Initiatives are one-time projects and not part of an ongoing program. However, there are instances where there is an ongoing program for the acquisition of *New* TCA's to provide new services, for example the Barrier Free Access Program is an ongoing program to meet the mandate to provide barrier free access, but projects all provide for the acquisition of *New* assets.

Funding for acquisition of new TCA's should be from new revenues. Where growth has occurred as the result of development, there may be a need for additional assets to address the needs for increased service to meet the demands of growth. Such growth related asset expansion should be funded from Development Charges. This ensures that current property owners are not paying for asset expansion caused by development. Where there is an expansion of services that is not growth related – providing new services to an underserved area – funding could come from community donations, government grants, water/wastewater rates, tax levies or debt. Council may also approve the creation of

special funding programs to provide special Reserves/Reserve Funds to pre-finance construction of a new asset. The acquisition of new TCA's to provide new services are not to be funded from the replacement Reserves/Reserve Funds.

D. Studies and Assessments

Studies and Assessments were included in previous years Capital Plans based on the logic that most are on a recurring basis and the Capital Plan was the most suitable place to keep track of them because it covers a ten-year period. Given that PSAB Guidelines provide that *Studies and Assessments* are considered an operating expenditure and not a capital expenditure, a decision was made to move Studies and Assessments out of the Capital Plan and reallocate provisions within the Operating Plan.

E. Library Board

Requests proposed by the Norfolk County Library Board have been summarized for Council's consideration and review separately under Section 2D: Proposed 2016 Capital Budget - Library Board. SLT has not ranked the Library Board's requests as these requests will be presented by the Library Board.

**Analysis of the Proposed 2016 Capital Plan**

The Proposed 2016 Capital Plan presents a proposed gross capital expenditure program totaling approximately \$305 million for the ten-year forecast period for all County operations, including Rate Funded Capital Projects and Levy Supported Capital Projects. The Proposed 2016 Capital Budget includes \$32.4 million for projects planned to be completed/initiated in 2016. Table 1 provides a summary of the Proposed 2016 Capital Plan based upon the four presentation categories outlined above.

**Table 1: Summary of Proposed 2016 Capital Plan**

Capital Projects Category	Approved 2015 Capital Plan		Proposed 2016 Capital Plan	
	Year 2015	Ten-Year Forecast	Year 2016	Ten-Year Forecast
Replacement of Capital Assets	\$ 32,318,000	\$264,756,000	\$ 22,181,000	\$240,987,000
Replacement with Enhancements	14,752,000	23,343,000	2,860,000	13,961,000
New Capital Initiatives	2,327,000	129,006,000	4,930,000	44,154,000
Studies and Assessments	573,000	2,108,000	0	0
Library Board	372,000	4,769,000	2,390,000	5,914,000
<b>Total Capital Projects</b>	<b>\$50,342,000</b>	<b>\$423,982,000</b>	<b>\$32,361,000</b>	<b>\$305,016,000</b>

Table 2 provides a breakdown of the Proposed 2016 Capital Plan by base funding source for capital projects supported and funded from Tax Levies (Levy Funded Projects) and those supported and funded from Water and Wastewater Rates (Rate Funded Projects):

**Table 2: Breakdown of Proposed 2016 Capital Plan By Base Funding Source**

Capital Projects	Approved 2015 Capital Plan		Proposed 2016 Capital Plan	
	Year 2015	Ten-Year Forecast	Year 2016	Ten-Year Forecast
Levy Funded Capital Projects	\$ 31,654,000	\$ 243,600,000	\$24,678,000	230,444,000
Rate Funded Capital Projects	18,688,000	180,382,000	7,683,000	74,572,000
<b>Total Capital Projects</b>	<b>\$50,342,000</b>	<b>\$423,982,000</b>	<b>\$32,361,000</b>	<b>\$305,016,000</b>

As outlined in Tables 1 and 2 this represents a reduction of approximately \$119 Million over the Approved 2015 Capital Plan compared to the Proposed 2016 Capital Plan.

Of the \$119 Million, the most significant decrease of approximately \$83 Million relates to the removal of the potential construction of a new Central Water System within Norfolk County or alternatively a contribution to an expansion of the Nanticoke Water Treatment Plant located in Haldimand County plus construction of the feeder mains and connections to urban centres within Norfolk County. Following discussions regarding the inclusion of this major infrastructure project, SLT made the decision to remove this project based on the fact that Norfolk County would not be able to afford a project of this magnitude. The only means this proposal would be viable is if substantial Federal/Provincial funding contributions are leveraged however based on the available current Provincial and Federal infrastructure funding envelopes there is no indication that additional funding from the Federal/Provincial governments would be available for capital investments of this size. In addition, there is also the question of whether or not an argument can be made to support the major commitment in order to service approximately only 14,600 customers.

The balance of the reduction in the Capital Plan is a result of a thorough review by departments to determine with the current resources the level of activity that could be accomplished over the next 10 years.

### **Capital Financing Plan**

In 2009 Council approved Policy CRS-78 – *Capital Financing Policy* to establish financing principals for the funding of capital expenditures. In preparing the Proposed 2016 Capital Plan, staff have followed the provisions in Policy CRS-78 and funded capital projects as identified in the above description of each category. Table 3 provides a summary of the funding sources for each category of capital project:

**Table 3: Summary of Funding Sources for Capital Projects**

Capital Projects Category	Funding Source
A. Replacements Capital Assets	<ul style="list-style-type: none"> <li>• Capital Replacement Reserves/Reserve Funds</li> <li>• Water/Wastewater Rates and Tax Levies where Capital Replacement Reserves/Reserve Funds do not exist</li> </ul>
B. Replacements with Enhancements	<ul style="list-style-type: none"> <li>• Replacement component – funded in same manner as Replacement of Capital Assets</li> <li>• Enhancement component – funded from new revenue, such as Development Charges, community donations, government grants, water/wastewater rates, tax levies or debt</li> </ul>
C. New Capital Initiatives	<ul style="list-style-type: none"> <li>• New revenue, such as Development Charges, community donations, government grants, water/wastewater rates, tax levies or debt</li> </ul>

Funding Assumptions

Funding of the projects included in the Proposed 2016 Capital Plan is based upon the following assumptions:

- Proposed capital projects are included in the Proposed Capital Plan in total in the year the project is initiated
- Funding for the proposed capital projects is provided in the year the project is initiated (it is recognized that a capital project may cover a number of years and that funding will be provided on a ‘cash flow’ basis based upon the actual expenditures)
- Funding will be provided from the appropriate Reserves/Reserve Funds as required to fund the capital project, irrespective of whether there are sufficient funds in that Reserve/Reserve Fund
- If a deficit occurs in a Reserve/Reserve Fund, that deficit will be dealt with as a separate matter
- Where funding is through the issuance of debentures, such debentures will be issued in the year following the year the project is approved in the Capital Plan, with payments starting the year after the debt is issued

Table 4 provides a summary of the funding sources for the Proposed 2016 Capital Plan.

**Table 4: Summary of Funding Sources for Proposed 2016 Capital Plan**

Source of Funding	Approved 2015 Capital Plan	Proposed 2016 Capital Plan
Reserves/Reserve Funds	\$339,830,000	\$ 251,545,200
Debentures	63,500,000	28,165,000
External Financing	6,761,000	11,756,300
Grants & Subsidies	3,200,000	3,367,000
Tax Levy, Water/Wastewater Rates	10,691,000	10,182,500
<b>Total</b>	<b>\$423,982,000</b>	<b>\$305,016,000</b>

### Reserves and Reserve Funds

Reserves and Reserve Funds play a crucial role in the County's long-term financing plan and represent a significant source of funding for proposed capital projects. Tab 4 of the Proposed Capital Plan book includes a summary of the County's Reserves and Reserve Funds used to fund capital projects.

The Reserves/Reserve Funds information presented in Tab 4 starts with the final December 31, 2014 audited year-end balances in the Reserves/Reserve Funds.

- *Sources of Funds:* Funding for Reserves/Reserve Funds comes from various sources, including Water/Wastewater Rates, Tax Levies, grants and Development Charges. Some of the contributions from Water/Wastewater Rates or Tax Levies are indexed for inflation; however the majority of these contributions are based upon the amounts approved in the 2016 Operating Budgets, with no change over the ten-year forecast period.

- *Uses of Funds:* Funds are allocated to Works-in-Process in the 2016 and prior years approved Capital Budgets and for proposed projects included in the Proposed 2016 Capital Plan for the years 2016 to 2025. Funding for future capital projects is allocated on a commitment basis which may differ dramatically based on the timing when projects are completed and funds actually flowed to finance projects.

*Capital Purpose Reserves and Reserve Funds:*

These Reserves/Reserve Funds are used to fund replacement of TCA's as provided in the Capital Financing Policy. Generally contributions to these Reserves/Reserve Funds come from the Tax Levies.

Included in this group are the Water and Wastewater Capital Replacement Reserve Funds, which are used exclusively to fund replacement of water and wastewater infrastructure and related equipment. Contributions to these Reserves/Reserve Funds come from Water/Wastewater Rates.

Included in this group as well is the Gas Tax Revenue Reserve Fund, which is funds received from the Federal Government to be used to fund eligible infrastructure projects, including water, wastewater, solid waste, roads, bridges, active transportation infrastructure, capacity building and community energy systems.

Some of the Capital Purpose Reserves/Reserve Funds are projected to be in deficit by the end of the forecast period. These projected deficits could be mitigated by reducing the proposed level of capital expenditures over the forecast period, increasing annual contributions or through the issuance of additional debt; however, additional debt carries with it the impact on Water/Wastewater Rates and Tax Levies. In addition, Federal and Provincial infrastructure funding programs may provide some funding; however, given the state of their deficits funding is likely going to be limited and sporadic.

*Development Charges Reserve Funds:*

A new Development Charges Background Study was completed and approved in 2014. The results of this review and been included in the Proposed 2016 Capital Plan. These Reserve Funds are used to provide funding for acquisition of new TCA's that result from new development. Contributions to these Reserve Funds come from Development Charges collected when a building permit is issued for new construction and interest earned.

Some of the Development Charge Reserve Funds are projected to be in a deficit at some point throughout the forecast period. To a great extent, this is attributed to timing of the receipt of Development Charges on new construction. There are a number of capital projects in previous Plans and the Proposed 2016 Capital Plan to provide new assets for growth beyond the forecast period. For example, a sewage treatment plant expansion may be required today but the new construction, upon which Development Charges would be collected, may not occur for many years into the future. Development Charge Reserve Funds are maintained apart and separate from the County's General Capital Reserves. The cost of any additional debt that may be issued to cover the deficit in these Reserve Funds or that is advanced from County Funds to provide short-term funding is charged to these Reserve Funds so there is no impact on tax levies.

Debentures

The Capital Financing Policy provides that the acquisition of new TCA's, to provide new services, may be financed through the issuance of debentures.

Debt issue and repayment projections provided in the Proposed 2016 Capital Plan are based upon the following assumptions:

- Debt will be issued the year after the project is approved in the Proposed 2016 Capital Budget and Forecast, with payments starting in the year following the year debt is issued
- The repayment term for debt is a function of the life cycle for the new asset, amount of the debt to be issued and impact on Tax or Water/Wastewater Rates. For purposes of the Proposed 2016 Capital Plan, generally repayments are as follows:
  - Debt issued for levy supported capital expenditures will be repaid over a 10 year term



- Debt issued for rate supported capital expenditures will be repaid over a 20 year term
- Refinancing of all balloon debentures will be in accordance with the original debenture issue

The County's total outstanding debt – issued and to be issued - is projected to increase from approximately \$42 million at the end of 2016 to a high of approximately \$77 million by 2019 and \$46 million by the end of the forecast period. Based on the level of debt financing required throughout the forecast period, annual debt payments will increase steadily from approximately \$5.7 million in 2015 to approximately \$11 million in 2020 and declining to 7.0 in 2025. These amounts are based upon the identified requirement for debt financing in the Proposed 2015 Capital Plan and they do not include any additional debt that may be required to fund deficits in Capital Reserves/Reserve Funds.

The Province regulates the level of debt that may be incurred by municipalities. Under Ontario Regulation 403/02 the Ministry of Municipal Affairs and Housing provides the Annual Repayment Limit (ARL) *which represents the maximum amount which a municipality has to commit to payments relating to debt and financial obligations*. This Regulation provides that the total of all debt and long-term payment obligations may not be greater than 25% of the municipalities own source revenues – Tax Levies, User Rates, Rate Generated Revenue and excluding Federal and Provincial grants. The ARL calculation is the repayment limit in total, for both Tax Supported and Rate Supported (Water and Wastewater) debt payments.

The graph presented in Tab 5 illustrates the Total Projected Annual Debt Payments throughout the forecast period against the Annual Repayment Limit (ARL) as approved by the Province and indexed at the rate of 3% per year to reflect projected increases in own sources of revenue. Based upon the debt funding requirements in the Proposed 2016 Capital Plan, the available credit is reduced from approximately 69% in 2016 to a low of 56% in 2020.

The level of debt held by the municipality is a key indicator used by rating agencies in establishing a municipality's credit rating. It is this credit rating, which investors look at when they make decisions to purchase a municipality's debentures. A lower credit rating results in higher interest rates on debenture issues, which in turn, has a negative impact on annual payments and available credit limits. In addition, a lower credit rating negatively impacts the ability to market future debt issues. At the last credit rating review, the County's Credit Rating was upgraded from 'A+/Stable to AA-/Stable which is reasonable for a municipality of the size and operating scope of Norfolk County.

### External Financing

External Financing comes from a variety of sources, including donations, recoveries from property owners related to drain construction projects and recoveries from cost sharing agreements with developers. The funding from donations represents some financial uncertainty if the donations at the projected levels are not achieved. Ideally, ensuring donations are secured before a project commences can mitigate this risk; however this may not be feasible for a longer-term fundraising program. The timing of receipt of donations may also require the County to cash-flow the project until the fundraising campaign is completed.

### Grants and Subsidies

The majority of funding from Grants and Subsidies comes from the Provincial Government in the way of subsidies for Municipal Drain projects. In previous years the County received funding from Canada and Ontario under a number of infrastructure funding programs however, funding from these grants and subsidies has proven not to be a very predictable source of funding. Given the present economic conditions the upper levels of government are facing it is anticipated that any infrastructure funding programs will continue to be very modest.

### Municipal Levy and Water/Wastewater Rates

Funding from Tax Levies and Water/Wastewater Rates is allocated to fund proposed capital projects that do not have an alternative funding source and to avoid funding through the issuance of debentures. When the 2016 Capital Budget is approved, any projects that are funded from Tax Levies or Water/Wastewater Rates are *approved in principle* only and are referred to the 2016 Operating Budget deliberations for further consideration. These capital projects may not proceed until the Operating Budgets have been approved.

### **Is Norfolk County's Proposed Capital Plan Affordable?**

The County is responsible for maintaining a variety of major types of municipal capital investments with an approximate replacement value of \$802 Million based on the 2015 Financial Statements. These assets include roads, bridges, water and wastewater, facilities, vehicles and equipment etc. Included in the Proposed 2016 Capital Plan under these various asset types are projects to ensure that the County is able to continue the level of services that they have been previously provided and residents have come to expect.

For the Proposed 2016 Capital Plan, the document has been prepared and presented similar to previous years plans provided to Council.

However, as presented in previous year's documents, the goal of balancing our immediate and future needs with affordability has become difficult. Not unlike other municipalities, Norfolk County has infrastructure needs that exceed available funding and cannot be accommodated within the current envelope of available funding (excluding debt). Basically, there are limited financing sources available to the County to fund the necessary infrastructure replacements which will require Norfolk County to look at balancing capital needs.

As mentioned earlier in this report, SLT has taken some action regarding affordability and have gone through the exercise of sending the original plan back to departments to review. The Preliminary 2016 Capital Budget presented to SLT totaled \$52.1 and the Capital Plan was \$425.1 Million and has been reduced to \$32 Million and \$305 Million respectively.

Though staff have reviewed and reduced the overall plan a funding shortfall still exists that needs to be addressed. Staff is currently working on an analysis of the affordability of the Proposed 2016 Capital Plan which will be provided to Council prior to Council's review scheduled on October 21<sup>st</sup> and October 22<sup>nd</sup>, 2015.

## **2016 Capital Plan Approval**

Upon completion of the review of the Proposed 2016 Capital Plan, Council will be asked to pass a resolution to approve the 2016 Capital Budget and to adopt the 2016 to 2024 Capital Forecast in principle.

Council approval of the 2016 Capital Budget includes the following:

- Authority for staff to proceed with capital projects that are funded from Reserves/Reserve Funds or through the issuance of debentures. This timely approval of the 2016 Capital Budget provides that tenders may be called early in the New Year, thereby ensuring a more competitive bidding process and, hopefully, more favourable tender pricing.
- The revised Purchasing Policy CRS-03, approved by Council on November 8, 2011, provides General Managers with the authority to award tenders for approved capital projects under the following conditions:
  - The tender is less than \$250,000,
  - It is the lowest tender meeting specifications,
  - The scope of the project has not changed from what was approved by Council in the Capital Budget
  - The amount of the Bid, plus all related costs, is within the approved Capital Budget allocation
  - In instances, where the General Manager has authority to award contracts, funding from Reserves/Reserve Funds will be completed as provided in the Proposed 2015 Capital Budget
  - In instances where the tender is greater than \$250,000 or where the above conditions have not been met, award of the tender is subject to prior approval of Council
- Council approval is required in all instances where funding for the approved capital project is through the issuance of debentures, regardless of the value of the project.
- Capital projects, funded from Tax Levies or Water/Wastewater Rates, may not proceed until the capital funding in those Operating Budgets has been approved.
- Any potential increases in Tax Levies or Water/Wastewater Rates to provide funding for capital projects are approved in principle only and are referred to the 2016 Operating Budget deliberations for consideration.

**Corporate Strategic Plan Linkage:**

- Goal 1: Financial Sustainability and Fiscal Responsibility
- Goal 2: Improved Essential Infrastructure
- Goal 3: Recruitment and Succession Management
- Goal 4: Corporate Communications Strategy

**Communication Plan:**

- Not Required
- Media Release
- Public Consultation / Information
- Public Participation Plan

Details: [Click here to enter text.](#)

**Conclusion:**

Norfolk County has made some progress over the past years in developing a long range approach to capital budgeting however continued improvements are needed in order to manage investments in capital infrastructure. Despite the financial capital investment shortfalls, staff is recommending the Proposed 2016 Capital Plan be approved.

**Attachments:**

None

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**PROPOSED 2016 CAPITAL PLAN**

Section 2:

**Proposed 2016 Capital Budget**







**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**PROJECT TYPES**

Project ID/Name	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	<b>TOTAL FUNDING</b>
REPLACEMENTS OF CAPITAL ASSETS	22,181,000	(799,300)	(316,700)	(109,000)	(19,999,000)	(957,000)	<b>(22,181,000)</b>
REPLACEMENTS WITH ENHANCEMENTS	2,860,000	(25,000)		(286,000)	(2,184,500)	(364,500)	<b>(2,860,000)</b>
NEW CAPITAL INITIATIVES	4,930,000			(634,000)	(3,896,000)	(400,000)	<b>(4,930,000)</b>
NORFOLK COUNTY PUBLIC LIBRARIES	2,390,000	(100,000)	(200,000)	(176,000)	(1,908,000)	(6,000)	<b>(2,390,000)</b>
<b>Total PROJECT TYPES</b>	<b>32,361,000</b>	<b>(924,300)</b>	<b>(516,700)</b>	<b>(1,205,000)</b>	<b>(27,987,500)</b>	<b>(1,727,500)</b>	<b>(32,361,000)</b>





**PROPOSED 2016 CAPITAL PLAN**

Section 2A:

**Proposed 2016 Capital Budget**

**Replacements of Capital Assets**





**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Employee &amp; Business Services</b>								
<b>Information Systems</b>								
<b>Information Technology Replacement Program</b>								
3431601 Information Technology Replacement Program	Ranking 1 - B	355,000	0	0	0	(355,000)	0	(355,000)
<b>Total Information Technology Replacement Program</b>		355,000	0	0	0	(355,000)	0	(355,000)
<b>Telephone Equipment Replacement Program</b>								
3431602 Telephone Equipment Replacement Program	Ranking 1 - B	40,000	0	0	0	(40,000)	0	(40,000)
<b>Total Telephone Equipment Replacement Program</b>		40,000	0	0	0	(40,000)	0	(40,000)
<b>Total Information Systems</b>		395,000				(395,000)		(395,000)
<b>Total Employee &amp; Business Services</b>		395,000				(395,000)		(395,000)
<b>Financial Services</b>								
<b>Financial Services</b>								
<b>Other Replacements</b>								
4131601 Recreation & Facilities Booking System Replacement	Ranking 1 - B	50,000	0	0	0	0	(50,000)	(50,000)
<b>Total Other Replacements</b>		50,000	0	0	0	0	(50,000)	(50,000)
<b>Total Financial Services</b>		50,000					(50,000)	(50,000)
<b>Total Financial Services</b>		50,000					(50,000)	(50,000)
<b>Public Works &amp; Environmental Services</b>								
<b>Engineering Services</b>								
<b>Infrastructure Reconstruction Program</b>								
5531613 St. George Street - Pine to Park Ave, Delhi	Ranking 1 - B	260,000	0	0	0	(260,000)	0	(260,000)
5531616 Park Avenue - St. George St to east end	Ranking 1 - B	585,000	0	0	0	(585,000)	0	(585,000)
5531617 East Street - Pine to Park, Delhi	Ranking 1 - B	165,000	0	0	0	(165,000)	0	(165,000)
5531620 Main Street - Harbour Street to Chapman Street, Port Dover - Phase	Ranking 1 - B	1,840,000	0	0	0	(1,840,000)	0	(1,840,000)
<b>Total Infrastructure Reconstruction Program</b>		2,850,000	0	0	0	(2,850,000)	0	(2,850,000)
<b>Asphalt Resurfacing Program</b>								
5531602 Asphalt Resurfacing - Erie Boulevard	Ranking 1 - B	1,300,000	0	0	0	(1,300,000)	0	(1,300,000)
5531603 Asphalt Resurfacing - Highway 59 Langton	Ranking 1 - B	250,000	0	0	0	(250,000)	0	(250,000)
5531604 Asphalt Resurfacing - Nixon Road	Ranking 1 - B	1,200,000	0	0	0	(1,200,000)	0	(1,200,000)
5531605 Asphalt Resurfacing - Norfolk County Road 45	Ranking 1 - B	375,000	0	0	0	(375,000)	0	(375,000)
5531607 Asphalt Resurfacing - Queensway East	Ranking 1 - B	800,000	0	0	0	(800,000)	0	(800,000)
<b>Total Asphalt Resurfacing Program</b>		3,925,000	0	0	0	(3,925,000)	0	(3,925,000)
<b>Bridge Rehabilitation Program</b>								



**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
5531622 Structure 010105 - Cemetery Road Bridge	Ranking 1 - B	570,000	0	0	0	(570,000)	0	(570,000)
5531623 Structure 010092 - Concession 8 Villa Nova Road	Ranking 1 - B	650,000	0	0	0	(650,000)	0	(650,000)
5531624 Structure 010056 - Concession 2 Townsend	Ranking 1 - B	540,000	0	0	0	(540,000)	0	(540,000)
5531628 Structure 010057 - Cunningham Bridge / Townline Bridge	Ranking 1 - B	450,000	0	0	0	(450,000)	0	(450,000)
<b>Total Bridge Rehabilitation Program</b>		<b>2,210,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,210,000)</b>	<b>0</b>	<b>(2,210,000)</b>
<b>Total Engineering Services</b>		<b>8,985,000</b>				<b>(8,985,000)</b>		<b>(8,985,000)</b>
<b>Wastewater Operations</b>								
<b>Wastewater Equipment Replacements/Upgrades Program</b>								
5831619 Port Dover WWTF - Scum Pump Replacement	Ranking 1 - B	15,000	0	0	0	(15,000)	0	(15,000)
5831620 Port Dover Harbour Street SPS - Pump Rebuilds (2)	Ranking 1 - B	12,000	0	0	0	(12,000)	0	(12,000)
5831621 Port Dover SPS - HMI Installations	Ranking 1 - B	30,000	0	0	0	0	(30,000)	(30,000)
5831622 Port Rowan Front Road SPS - Pump Rebuild	Ranking 1 - B	10,000	0	0	0	(10,000)	0	(10,000)
5831624 Delhi Main Street SPS - Pump Replacement	Ranking 1 - B	8,000	0	0	0	(8,000)	0	(8,000)
5831625 Delhi Main Street SPS - Electrical Replacements/Upgrades	Ranking 1 - A	20,000	0	0	0	(20,000)	0	(20,000)
5831626 Simcoe WWTF - Digester Heat Exchanger Replacement	Ranking 1 - B	20,000	0	0	0	(20,000)	0	(20,000)
5831628 Simcoe WWTF - Hot Water Heating Loop Replacement	Ranking 1 - B	30,000	0	0	0	(30,000)	0	(30,000)
5831629 Simcoe WWTF - Supernatant Pump Station Upgrades	Ranking 1 - B	40,000	0	0	0	(40,000)	0	(40,000)
5831630 Simcoe WWTF - Air Conditioning Improvements	Ranking 1 - B	9,000	0	0	0	0	(9,000)	(9,000)
5831631 Simcoe Second Avenue SPS - Pump Rebuilds	Ranking 1 - B	12,000	0	0	0	(12,000)	0	(12,000)
5831639 Delhi Main Street SPS - Pump Discharge Valve Replacements (4)	Ranking 1 - B	20,000	0	0	0	(20,000)	0	(20,000)
<b>Total Wastewater Equipment Replacements/Upgrades Program</b>		<b>226,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(187,000)</b>	<b>(39,000)</b>	<b>(226,000)</b>
<b>Concrete Tank Repairs Program</b>								
5831604 Wastewater Treatment Facility Concrete Tank Repairs	Ranking 1 - B	100,000	0	0	0	(100,000)	0	(100,000)
<b>Total Concrete Tank Repairs Program</b>		<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(100,000)</b>	<b>0</b>	<b>(100,000)</b>
<b>Total Wastewater Operations</b>		<b>326,000</b>				<b>(287,000)</b>	<b>(39,000)</b>	<b>(326,000)</b>
<b>Water Operations</b>								
<b>Water Equipment Replacements/Upgrades Program</b>								
5831632 Port Rowan WTP - Equipment Cooling Upgrades	Ranking 1 - B	50,000	0	0	0	0	(50,000)	(50,000)
5831633 Simcoe NW WTP - Header Piping Replacement	Ranking 1 - B	15,000	0	0	0	(15,000)	0	(15,000)
5831636 Waterford WTP - Header Piping Replacement	Ranking 1 - B	15,000	0	0	0	(15,000)	0	(15,000)
<b>Total Water Equipment Replacements/Upgrades Program</b>		<b>80,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(30,000)</b>	<b>(50,000)</b>	<b>(80,000)</b>
<b>SCADA Workstation Upgrades Program</b>								
5831610 Water SCADA Programmable Logic Controller (PLC)	Ranking 1 - A	250,000	0	0	0	(250,000)	0	(250,000)



**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Total SCADA Workstation Upgrades Program</b>		250,000	0	0	0	(250,000)	0	<b>(250,000)</b>
<b>Well Rehabilitation Program</b>								
5831616 Well Rehabilitation Program - Simcoe	Ranking 1 - A	150,000	0	0	0	(150,000)	0	<b>(150,000)</b>
<b>Total Well Rehabilitation Program</b>		150,000	0	0	0	(150,000)	0	<b>(150,000)</b>
<b>Water Meter Replacements Program</b>								
5831807 Water Meter Replacement Program - Port Rowan	Ranking 1 - B	100,000	0	0	0	(100,000)	0	<b>(100,000)</b>
<b>Total Water Meter Replacements Program</b>		100,000	0	0	0	(100,000)	0	<b>(100,000)</b>
<b>Total Water Operations</b>		<b>580,000</b>				<b>(530,000)</b>	<b>(50,000)</b>	<b>(580,000)</b>
<b>Municipal Drainage Services</b>								
<b>Drainage Engineering &amp; Construction Program</b>								
5931601 Drainage Engineering & Construction Program	Ranking 1 - B	950,000	(333,300)	(316,700)	0	0	(300,000)	<b>(950,000)</b>
5931602 Drainage Maintenance Program	Ranking 1 - B	531,000	(466,000)	0	0	0	(65,000)	<b>(531,000)</b>
<b>Total Drainage Engineering &amp; Construction Program</b>		1,481,000	(799,300)	(316,700)	0	0	(365,000)	<b>(1,481,000)</b>
<b>Total Municipal Drainage Services</b>		<b>1,481,000</b>	<b>(799,300)</b>	<b>(316,700)</b>			<b>(365,000)</b>	<b>(1,481,000)</b>
<b>Fleet</b>								
<b>Fleet Capital Equipment Replacement Program</b>								
5431604 Mini Van Replacement - V061	Ranking 1 - B	22,000	0	0	0	(22,000)	0	<b>(22,000)</b>
5431608 Utility Tractor/Loader/Backhoe Replacement - B034	Ranking 1 - B	100,000	0	0	0	(100,000)	0	<b>(100,000)</b>
5431610 Tandem Axle Truck Replacement- T345	Ranking 1 - B	260,000	0	0	0	(260,000)	0	<b>(260,000)</b>
5431614 Mechanical Street Sweeper Replacement - S071	Ranking 1 - B	250,000	0	0	0	(250,000)	0	<b>(250,000)</b>
5431626 1/2 Ton Pickup Truck Replacement - P084	Ranking 1 - B	26,000	0	0	0	(26,000)	0	<b>(26,000)</b>
5431632 Mid Mount Mower Replacement - M551	Ranking 1 - B	36,000	0	0	0	(36,000)	0	<b>(36,000)</b>
5431637 One Ton Static Roller Replacement - S430	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
<b>Total Fleet Capital Equipment Replacement Program</b>		704,000	0	0	0	(704,000)	0	<b>(704,000)</b>
<b>Total Fleet</b>		<b>704,000</b>				<b>(704,000)</b>		<b>(704,000)</b>
<b>Facilities</b>								
<b>HVAC Replacement Program</b>								
5331606 HVAC Cooling Tower Replacement - CAB	Ranking 1 - B	140,000	0	0	0	(140,000)	0	<b>(140,000)</b>
5331609 HVAC - 2 Roof top Units - SRC Arena	Ranking 1 - B	35,000	0	0	0	(35,000)	0	<b>(35,000)</b>
5331610 HVAC - St. Williams Community Centre	Ranking 1 - B	38,000	0	0	0	(38,000)	0	<b>(38,000)</b>
5331622 HVAC Replacement - Facilities Operation Building	Ranking 1 - B	23,000	0	0	0	(23,000)	0	<b>(23,000)</b>
<b>Total HVAC Replacement Program</b>		236,000	0	0	0	(236,000)	0	<b>(236,000)</b>
<b>Roof Replacement Program</b>								



**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
5331637 Shingle Roof Replacement – County Admin Bldg	Ranking 1 - B	25,000	0	0	0	(25,000)	0	(25,000)
7331643 Roof Repair - Talbot Gardens Arena	Ranking 1 - B	45,000	0	0	0	(45,000)	0	(45,000)
7531614 Roof Replacement Base 06 Port Rowan	Ranking 1 - B	10,000	0	0	0	(10,000)	0	(10,000)
<b>Total Roof Replacement Program</b>		80,000	0	0	0	(80,000)	0	(80,000)
<b>Admin Buildings Repairs &amp; Maintenance Program</b>								
5331619 Exterior Wall and Foundation Repairs - Delhi Admin Building	Ranking 1 - B	110,000	0	0	0	(110,000)	0	(110,000)
<b>Total Admin Buildings Repairs &amp; Maintenance Program</b>		110,000	0	0	0	(110,000)	0	(110,000)
<b>Generator Replacement Program</b>								
7431632 Generator Replacement - Fire Station #5 Delhi	Ranking 1 - B	5,000	0	0	0	(5,000)	0	(5,000)
7431633 Generator Replacement - Fire Communication Tower Rd 45	Ranking 1 - B	5,000	0	0	0	(5,000)	0	(5,000)
<b>Total Generator Replacement Program</b>		10,000	0	0	0	(10,000)	0	(10,000)
<b>County Administration Building Masonry Repairs</b>								
5331624 Exterior Restoration - County Administration Building - West Side	Ranking 1 - B	150,000	0	0	0	(150,000)	0	(150,000)
<b>Total County Administration Building Masonry Repairs</b>		150,000	0	0	0	(150,000)	0	(150,000)
<b>Total Facilities</b>		<b>586,000</b>				<b>(586,000)</b>		<b>(586,000)</b>
<b>Road Operations</b>								
<b>Urban Street Upgrades Program</b>								
5631603 Urban Street Upgrades Program	Ranking 1 - B	125,000	0	0	0	(125,000)	0	(125,000)
<b>Total Urban Street Upgrades Program</b>		125,000	0	0	0	(125,000)	0	(125,000)
<b>Gravel Resurfacing Program</b>								
5631606 Gravel Resurfacing and Road Reconstruction	Ranking 1 - B	801,000	0	0	0	(801,000)	0	(801,000)
<b>Total Gravel Resurfacing Program</b>		801,000	0	0	0	(801,000)	0	(801,000)
<b>Retaining Wall Replacements Program</b>								
5631608 Retaining Walls	Ranking 1 - B	60,000	0	0	0	(60,000)	0	(60,000)
<b>Total Retaining Wall Replacements Program</b>		60,000	0	0	0	(60,000)	0	(60,000)
<b>Surface Treatments Program</b>								
5631604 Surface Treatment	Ranking 1 - B	1,922,000	0	0	0	(1,922,000)	0	(1,922,000)
<b>Total Surface Treatments Program</b>		1,922,000	0	0	0	(1,922,000)	0	(1,922,000)
<b>Other Replacements</b>								
5631613 Repairs to Argyle & Culver Street Parking Lot	Ranking 1 - B	100,000	0	0	0	0	(100,000)	(100,000)
<b>Total Other Replacements</b>		100,000	0	0	0	0	(100,000)	(100,000)
<b>Total Road Operations</b>		<b>3,008,000</b>				<b>(2,908,000)</b>	<b>(100,000)</b>	<b>(3,008,000)</b>
<b>Waste Management</b>								





**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Other Replacements</b>								
5731609 South Walsingham Transfer Station Site Transition	Ranking 1 - A	773,000	0	0	0	(773,000)	0	(773,000)
5731610 Simcoe Transfer Station Site Transition	Ranking 1 - A	3,625,000	0	0	0	(3,625,000)	0	(3,625,000)
<b>Total Other Replacements</b>		4,398,000	0	0	0	(4,398,000)	0	(4,398,000)
<b>Total Waste Management</b>		4,398,000				(4,398,000)		(4,398,000)
<b>Total Public Works &amp; Environmental Services</b>		20,068,000	(799,300)	(316,700)		(18,398,000)	(554,000)	(20,068,000)
<b>Health &amp; Social Services</b>								
<b>Norview Lodge</b>								
<b>Equipment Replacement Program</b>								
6331605 Commercial Dishwasher	Ranking 1 - B	8,000	0	0	0	(8,000)	0	(8,000)
6331607 Lift - Alenti with Scale (5)	Ranking 1 - B	80,000	0	0	0	(80,000)	0	(80,000)
6331608 Lift - Opera with Scale	Ranking 1 - B	13,000	0	0	0	(13,000)	0	(13,000)
6331609 2016 Lift - Tempo - Maximove(4)	Ranking 1 - B	52,000	0	0	0	(52,000)	0	(52,000)
6331612 Hot Water Tank Replacement (3)	Ranking 1 - B	21,000	0	0	0	(21,000)	0	(21,000)
6331613 Therapeutic Bathing System (2)	Ranking 1 - B	64,000	0	0	0	(64,000)	0	(64,000)
6331615 Carpet - Phase 2	Ranking 1 - B	35,000	0	0	0	0	(35,000)	(35,000)
<b>Total Equipment Replacement Program</b>		273,000	0	0	0	(238,000)	(35,000)	(273,000)
<b>Software System Upgrades/Replacements Program</b>								
6331619 Replacement of Resident Care and Trust Accounting Program	Ranking 1 - B	25,000	0	0	0	(25,000)	0	(25,000)
<b>Total Software System Upgrades/Replacements Program</b>		25,000	0	0	0	(25,000)	0	(25,000)
<b>Building Envelope Repair Program</b>								
6331614 Norview Building Envelope Repairs - Roof Dormers	Ranking 1 - B	50,000	0	0	0	(50,000)	0	(50,000)
6331618 Norview Building Envelope Repairs - Repaint Siding	Ranking 1 - B	50,000	0	0	0	(50,000)	0	(50,000)
<b>Total Building Envelope Repair Program</b>		100,000	0	0	0	(100,000)	0	(100,000)
<b>Total Norview Lodge</b>		398,000				(363,000)	(35,000)	(398,000)
<b>Total Health &amp; Social Services</b>		398,000				(363,000)	(35,000)	(398,000)
<b>Community Services</b>								
<b>Parks, Facilities &amp; Recreation</b>								
<b>Parking Area Resurfacing Program</b>								
7331639 Windel Park Phase #2 - Tar & Chip Parking Lot	Ranking 1 - B	20,000	0	0	0	0	(20,000)	(20,000)
<b>Total Parking Area Resurfacing Program</b>		20,000	0	0	0	0	(20,000)	(20,000)
<b>Refrigeration Equipment Replacement Program</b>								
7331637 Chiller & Compressor Replacement - Langton Arena	Ranking 1 - B	190,000	0	0	0	(190,000)	0	(190,000)



**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Total Refrigeration Equipment Replacement Program</b>		190,000	0	0	0	(190,000)	0	<b>(190,000)</b>
<b>Other Replacements</b>								
7331604 Water System - Oakwood Cemetery - Phase 2	Ranking 1 - B	67,000	0	0	0	0	(67,000)	<b>(67,000)</b>
7331615 Courtland CC - Parking Lot Refurbishment	Ranking 1 - B	44,000	0	0	0	0	(44,000)	<b>(44,000)</b>
7331630 Port Rowan CC - Parking Lot Refurbishment	Ranking 1 - B	42,000	0	0	0	0	(42,000)	<b>(42,000)</b>
7331632 Percy Carter Park Tennis Court Repairs - Simcoe Parks	Ranking 1 - B	109,000	0	0	(109,000)	0	0	<b>(109,000)</b>
7331645 Ball Park Light Refurbishment - Memorial Park Simcoe	Ranking 1 - B	35,000	0	0	0	0	(35,000)	<b>(35,000)</b>
7331646 Replace Fencing - Hellyer Ball Park Waterford	Ranking 1 - B	15,000	0	0	0	0	(15,000)	<b>(15,000)</b>
7331647 Wellington Park Walkway - Simcoe Parks	Ranking 1 - B	60,000	0	0	0	0	(60,000)	<b>(60,000)</b>
7331648 Sound System - Langton Arena	Ranking 1 - B	35,000	0	0	0	(35,000)	0	<b>(35,000)</b>
<b>Total Other Replacements</b>		<b>407,000</b>	<b>0</b>	<b>0</b>	<b>(109,000)</b>	<b>(35,000)</b>	<b>(263,000)</b>	<b>(407,000)</b>
<b>Total Parks, Facilities &amp; Recreation</b>		<b>617,000</b>			<b>(109,000)</b>	<b>(225,000)</b>	<b>(283,000)</b>	<b>(617,000)</b>
<b>Fire &amp; Rescue Services</b>								
<b>Infrared Thermal Imaging Camera Replacement Program</b>								
7431604 Infrared Thermal Imaging Camera Replacements	Ranking 1 - B	33,000	0	0	0	(33,000)	0	<b>(33,000)</b>
<b>Total Infrared Thermal Imaging Camera Replacement Program</b>		<b>33,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(33,000)</b>	<b>0</b>	<b>(33,000)</b>
<b>Fire Station Building Repairs &amp; Maintenance Program</b>								
7431603 Fire Station Building Repairs & Maintenance	Ranking 1 - B	51,000	0	0	0	(51,000)	0	<b>(51,000)</b>
<b>Total Fire Station Building Repairs &amp; Maintenance Program</b>		<b>51,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(51,000)</b>	<b>0</b>	<b>(51,000)</b>
<b>Total Fire &amp; Rescue Services</b>		<b>84,000</b>				<b>(84,000)</b>		<b>(84,000)</b>
<b>Emergency Medical Services</b>								
<b>EMS Vehicle Replacement Program</b>								
7531601 Ambulance 09-A036	Ranking 1 - B	137,000	0	0	0	(137,000)	0	<b>(137,000)</b>
7531602 Ambulance 09-A034	Ranking 1 - B	137,000	0	0	0	(137,000)	0	<b>(137,000)</b>
<b>Total EMS Vehicle Replacement Program</b>		<b>274,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(274,000)</b>	<b>0</b>	<b>(274,000)</b>
<b>Defibrillator Replacement Program</b>								
7531603 Defibrillator Replacement Program (5)	Ranking 1 - B	113,000	0	0	0	(113,000)	0	<b>(113,000)</b>
<b>Total Defibrillator Replacement Program</b>		<b>113,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(113,000)</b>	<b>0</b>	<b>(113,000)</b>
<b>EMS Buildings Repairs &amp; Maintenance Program</b>								
7531606 EMS Buildings Repairs & Maintenance	Ranking 1 - B	20,000	0	0	0	(20,000)	0	<b>(20,000)</b>
<b>Total EMS Buildings Repairs &amp; Maintenance Program</b>		<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(20,000)</b>	<b>0</b>	<b>(20,000)</b>
<b>Ruggedized Computer Replacement Program</b>								
7531605 Ruggedized Computer Replacement Program (7)	Ranking 1 - B	35,000	0	0	0	0	(35,000)	<b>(35,000)</b>



**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Total Ruggedized Computer Replacement Program</b>		35,000	0	0	0	0	(35,000)	<b>(35,000)</b>
<b>Stretcher Replacement Program</b>								
7531607 Stretcher Replacement Program (2)	Ranking 1 - B	12,000	0	0	0	(12,000)	0	<b>(12,000)</b>
<b>Total Stretcher Replacement Program</b>		12,000	0	0	0	(12,000)	0	<b>(12,000)</b>
<b>Total Emergency Medical Services</b>		<b>454,000</b>				<b>(419,000)</b>	<b>(35,000)</b>	<b>(454,000)</b>
<b>Total Community Services</b>		<b>1,155,000</b>			<b>(109,000)</b>	<b>(728,000)</b>	<b>(318,000)</b>	<b>(1,155,000)</b>
<b>Development &amp; Cultural Services</b>								
<b>Heritage &amp; Culture</b>								
<b>Museums Repairs &amp; Maintenance Program</b>								
5331615 Windows - WHAM - (Phase 2 of 3)	Ranking 1 - B	20,000	0	0	0	(20,000)	0	<b>(20,000)</b>
8331601 Delhi Museum Tobacco Kiln Renovations	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
8331602 Port Dover Museum Carpet Replacement	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
8331603 Teeterville Museum Exhibit Space Renovations	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
8331604 Waterford Museum Storage Area Renovations	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
8331606 Wheelhouse Restoration - Port Dover Harbour Museum	Ranking 1 - B	55,000	0	0	0	(55,000)	0	<b>(55,000)</b>
<b>Total Museums Repairs &amp; Maintenance Program</b>		115,000	0	0	0	(115,000)	0	<b>(115,000)</b>
<b>Total Heritage &amp; Culture</b>		<b>115,000</b>				<b>(115,000)</b>		<b>(115,000)</b>
<b>Total Development &amp; Cultural Services</b>		<b>115,000</b>				<b>(115,000)</b>		<b>(115,000)</b>
<b>Total REPLACEMENTS OF CAPITAL ASSETS</b>		<b>22,181,000</b>	<b>(799,300)</b>	<b>(316,700)</b>	<b>(109,000)</b>	<b>(19,999,000)</b>	<b>(957,000)</b>	<b>(22,181,000)</b>





**PROPOSED 2016 CAPITAL PLAN**

Section 2B:

**Proposed 2016 Capital Budget**

**Replacements with  
Enhancements**





**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**REPLACEMENTS WITH ENHANCEMENTS**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Employee &amp; Business Services</b>								
<b>Corporate Support Services</b>								
<b>Barrier Free Access Program - Enhancements</b>								
3331605 Accessible Parking Norview Lodge	Ranking 2	88,000	0	0	0	0	(88,000)	(88,000)
3331607 Accessible Playspace Ground Surface - Delcrest Park, Delhi	Ranking 2	45,000	0	0	0	0	(45,000)	(45,000)
3331609 Various Accessible Parking Improvements	Ranking 2	5,000	0	0	0	0	(5,000)	(5,000)
<b>Total Barrier Free Access Program - Enhancements</b>		<b>138,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(138,000)</b>	<b>(138,000)</b>
<b>Total Corporate Support Services</b>		<b>138,000</b>					<b>(138,000)</b>	<b>(138,000)</b>
<b>Information Systems</b>								
<b>Other Replacements With Enhancements</b>								
3431603 Fibre Build to Port Rowan	Ranking 2	286,000	0	0	(286,000)	0	0	(286,000)
<b>Total Other Replacements With Enhancements</b>		<b>286,000</b>	<b>0</b>	<b>0</b>	<b>(286,000)</b>	<b>0</b>	<b>0</b>	<b>(286,000)</b>
<b>Total Information Systems</b>		<b>286,000</b>			<b>(286,000)</b>			<b>(286,000)</b>
<b>Total Employee &amp; Business Services</b>		<b>424,000</b>			<b>(286,000)</b>		<b>(138,000)</b>	<b>(424,000)</b>
<b>Public Works &amp; Environmental Services</b>								
<b>Engineering Services</b>								
<b>Sidewalks &amp; Walkways Reconstruction Program</b>								
5531621 2016 Sidewalks & Walkways Reconstruction	Ranking 1 - B	175,000	0	0	0	(100,000)	(75,000)	(175,000)
<b>Total Sidewalks &amp; Walkways Reconstruction Program</b>		<b>175,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(100,000)</b>	<b>(75,000)</b>	<b>(175,000)</b>
<b>Total Engineering Services</b>		<b>175,000</b>				<b>(100,000)</b>	<b>(75,000)</b>	<b>(175,000)</b>
<b>Wastewater Operations</b>								
<b>Other Replacements With Enhancements</b>								
5831617 Sewage Pump Station Upgrades - Phase 5	Ranking 1 - A	1,600,000	0	0	0	(1,600,000)	0	(1,600,000)
<b>Total Other Replacements With Enhancements</b>		<b>1,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,600,000)</b>	<b>0</b>	<b>(1,600,000)</b>
<b>Total Wastewater Operations</b>		<b>1,600,000</b>				<b>(1,600,000)</b>		<b>(1,600,000)</b>
<b>Water Operations</b>								
<b>Other Replacements With Enhancements</b>								
5831637 Simcoe Cedar Street Reservoir - High Lift Pump VFD Installation	Ranking 1 - B	25,000	0	0	0	0	(25,000)	(25,000)
<b>Total Other Replacements With Enhancements</b>		<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(25,000)</b>	<b>(25,000)</b>
<b>Total Water Operations</b>		<b>25,000</b>					<b>(25,000)</b>	<b>(25,000)</b>
<b>Road Operations</b>								
<b>Traffic Signal Controllers Program</b>								
5631607 Traffic Controller Program - Simcoe	Ranking 2	40,000	0	0	0	0	(40,000)	(40,000)



**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**REPLACEMENTS WITH ENHANCEMENTS**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Total Traffic Signal Controllers Program</b>		40,000	0	0	0	(40,000)	0	<b>(40,000)</b>
<b>Other Replacements With Enhancements</b>								
5631610 Downtown Decorative Lighting to LED Replacements	Ranking 2	20,000	0	0	0	0	(20,000)	<b>(20,000)</b>
5631611 Salt Dome (Courtland)	Ranking 2	140,000	0	0	0	(140,000)	0	<b>(140,000)</b>
<b>Total Other Replacements With Enhancements</b>		160,000	0	0	0	(140,000)	(20,000)	<b>(160,000)</b>
<b>Total Road Operations</b>		<b>200,000</b>				<b>(180,000)</b>	<b>(20,000)</b>	<b>(200,000)</b>
<b>Waste Management</b>								
<b>Other Replacements With Enhancements</b>								
5731611 Tom Howe - Leachate Transfer Station Upgrade	Ranking 1 - A	226,000	0	0	0	(226,000)	0	<b>(226,000)</b>
<b>Total Other Replacements With Enhancements</b>		226,000	0	0	0	(226,000)	0	<b>(226,000)</b>
<b>Total Waste Management</b>		<b>226,000</b>				<b>(226,000)</b>		<b>(226,000)</b>
<b>Total Public Works &amp; Environmental Services</b>		<b>2,226,000</b>				<b>(2,106,000)</b>	<b>(120,000)</b>	<b>(2,226,000)</b>
<b>Community Services</b>								
<b>Parks, Facilities &amp; Recreation</b>								
<b>Oakwood Cemetery Road Reconstruction Program</b>								
7331603 Roadway Reconstruction Program - Oakwood Cemetery	Ranking 1 - B	20,000	0	0	0	0	(20,000)	<b>(20,000)</b>
<b>Total Oakwood Cemetery Road Reconstruction Program</b>		20,000	0	0	0	0	(20,000)	<b>(20,000)</b>
<b>Other Replacements With Enhancements</b>								
7331622 Wellington Park Bridge Rehabilitation/Replacement	Ranking 1 - B	90,000	(25,000)	0	0	(65,000)	0	<b>(90,000)</b>
7331629 Fuelmaker Natural Gas Station (VRA) - Langton Arena	Ranking 2	40,000	0	0	0	0	(40,000)	<b>(40,000)</b>
7331631 20FT - Special Events Trailer (2of 2)	Ranking 1 - C	15,000	0	0	0	(13,500)	(1,500)	<b>(15,000)</b>
<b>Total Other Replacements With Enhancements</b>		145,000	(25,000)	0	0	(78,500)	(41,500)	<b>(145,000)</b>
<b>Total Parks, Facilities &amp; Recreation</b>		<b>165,000</b>	<b>(25,000)</b>			<b>(78,500)</b>	<b>(61,500)</b>	<b>(165,000)</b>
<b>Fire &amp; Rescue Services</b>								
<b>Other Replacements With Enhancements</b>								
7431620 Parking Area Refurbishment - Stn#5 Delhi	Ranking 2	45,000	0	0	0	0	(45,000)	<b>(45,000)</b>
<b>Total Other Replacements With Enhancements</b>		45,000	0	0	0	0	(45,000)	<b>(45,000)</b>
<b>Total Fire &amp; Rescue Services</b>		<b>45,000</b>					<b>(45,000)</b>	<b>(45,000)</b>
<b>Total Community Services</b>		<b>210,000</b>	<b>(25,000)</b>			<b>(78,500)</b>	<b>(106,500)</b>	<b>(210,000)</b>
<b>Total REPLACEMENTS WITH ENHANCEMENTS</b>		<b>2,860,000</b>	<b>(25,000)</b>		<b>(286,000)</b>	<b>(2,184,500)</b>	<b>(364,500)</b>	<b>(2,860,000)</b>





**PROPOSED 2016 CAPITAL PLAN**

Section 2C:

**Proposed 2016 Capital Budget**

**New Capital Initiatives**





**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**NEW CAPITAL INITIATIVES**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Employee &amp; Business Services</b>								
<b>Corporate Support Services</b>								
<b>Barrier Free Access Program</b>								
3331604 Accessible Podium	Ranking 2	5,000	0	0	0	0	(5,000)	(5,000)
3331608 Parking and Accessible Route - Lakeview Park - Final Phase	Ranking 2	15,000	0	0	0	0	(15,000)	(15,000)
<b>Total Barrier Free Access Program</b>		<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(20,000)</b>	<b>(20,000)</b>
<b>Total Corporate Support Services</b>		<b>20,000</b>					<b>(20,000)</b>	<b>(20,000)</b>
<b>Total Employee &amp; Business Services</b>								
		<b>20,000</b>					<b>(20,000)</b>	<b>(20,000)</b>
<b>Public Works &amp; Environmental Services</b>								
<b>Wastewater Operations</b>								
<b>Supervisory Control &amp; Data Acquisition Additions Program</b>								
5831602 SCADA Additions - Wastewater	Ranking 1 - A	150,000	0	0	(137,000)	(13,000)	0	(150,000)
5831623 Port Rowan WWTF - Grit Vortex Bypass	Ranking 1 - A	16,000	0	0	0	0	(16,000)	(16,000)
<b>Total Supervisory Control &amp; Data Acquisition Additions Program</b>		<b>166,000</b>	<b>0</b>	<b>0</b>	<b>(137,000)</b>	<b>(13,000)</b>	<b>(16,000)</b>	<b>(166,000)</b>
<b>Total Wastewater Operations</b>		<b>166,000</b>			<b>(137,000)</b>	<b>(13,000)</b>	<b>(16,000)</b>	<b>(166,000)</b>
<b>Water Operations</b>								
<b>Supervisory Control &amp; Data Acquisition Additions Program</b>								
5831609 SCADA Additions - Water	Ranking 1 - A	150,000	0	0	(137,000)	(13,000)	0	(150,000)
5831611 Water SCADA Local Data Archive Installations	Ranking 1 - A	60,000	0	0	0	0	(60,000)	(60,000)
<b>Total Supervisory Control &amp; Data Acquisition Additions Program</b>		<b>210,000</b>	<b>0</b>	<b>0</b>	<b>(137,000)</b>	<b>(13,000)</b>	<b>(60,000)</b>	<b>(210,000)</b>
<b>Other New Capital Initiatives</b>								
5831614 Port Dover Water Tower	Ranking 1 - C	3,500,000	0	0	0	(3,500,000)	0	(3,500,000)
5831634 Simcoe NW WTP - Industrial Dehumidifier	Ranking 2	50,000	0	0	0	0	(50,000)	(50,000)
5831635 Waterford WTP - Industrial Dehumidifier	Ranking 2	50,000	0	0	0	0	(50,000)	(50,000)
<b>Total Other New Capital Initiatives</b>		<b>3,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,500,000)</b>	<b>(100,000)</b>	<b>(3,600,000)</b>
<b>Total Water Operations</b>		<b>3,810,000</b>			<b>(137,000)</b>	<b>(3,513,000)</b>	<b>(160,000)</b>	<b>(3,810,000)</b>
<b>Fleet</b>								
<b>Other New Capital Initiatives</b>								
5431640 Drainage 1/2 Ton Pickup	Ranking 2	20,000	0	0	0	0	(20,000)	(20,000)
5431647 Tractor With Arm - Roads Central	Ranking 1 - B	250,000	0	0	0	(250,000)	0	(250,000)
<b>Total Other New Capital Initiatives</b>		<b>270,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(250,000)</b>	<b>(20,000)</b>	<b>(270,000)</b>
<b>Total Fleet</b>		<b>270,000</b>				<b>(250,000)</b>	<b>(20,000)</b>	<b>(270,000)</b>
<b>Facilities</b>								



**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**NEW CAPITAL INITIATIVES**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Other New Capital Initiatives</b>								
5331601 Generator - Facilities Operation Building	Ranking 2	20,000	0	0	0	0	(20,000)	(20,000)
7331641 Air Quality Upgrade - Annaleise Carr Aquatic Centre	Ranking 1 - A	120,000	0	0	0	(120,000)	0	(120,000)
<b>Total Other New Capital Initiatives</b>		140,000	0	0	0	(120,000)	(20,000)	(140,000)
<b>Total Facilities</b>		140,000				(120,000)	(20,000)	(140,000)
<b>Road Operations</b>								
<b>Turkey Point Walkway Construction</b>								
5631605 Turkey Point Walkway	Ranking 2	22,000	0	0	0	0	(22,000)	(22,000)
<b>Total Turkey Point Walkway Construction</b>		22,000	0	0	0	0	(22,000)	(22,000)
<b>Total Road Operations</b>		22,000					(22,000)	(22,000)
<b>Waste Management</b>								
<b>Other New Capital Initiatives</b>								
5731612 Closed Sites - Charlotteville - Monitoring Wells	Ranking 1 - A	20,000	0	0	0	0	(20,000)	(20,000)
<b>Total Other New Capital Initiatives</b>		20,000	0	0	0	0	(20,000)	(20,000)
<b>Total Waste Management</b>		20,000					(20,000)	(20,000)
<b>Total Public Works &amp; Environmental Services</b>		4,428,000			(274,000)	(3,896,000)	(258,000)	(4,428,000)
<b>Health &amp; Social Services</b>								
<b>Norview Lodge</b>								
<b>Ceiling Lift - Maxi Sky Program</b>								
6331611 Ceiling Lift - Maxi Sky (2)	Ranking 2	7,000	0	0	0	0	(7,000)	(7,000)
<b>Total Ceiling Lift - Maxi Sky Program</b>		7,000	0	0	0	0	(7,000)	(7,000)
<b>Other New Capital Initiatives</b>								
6331620 Paperless Electronic Menu Dining Room Program	Ranking 2	60,000	0	0	0	0	(60,000)	(60,000)
<b>Total Other New Capital Initiatives</b>		60,000	0	0	0	0	(60,000)	(60,000)
<b>Total Norview Lodge</b>		67,000					(67,000)	(67,000)
<b>Total Health &amp; Social Services</b>		67,000					(67,000)	(67,000)
<b>Community Services</b>								
<b>Parks, Facilities &amp; Recreation</b>								
<b>Goose Management Program</b>								
7331621 Landscape Hardening - Goose Fencing	Ranking 2	15,000	0	0	0	0	(15,000)	(15,000)
<b>Total Goose Management Program</b>		15,000	0	0	0	0	(15,000)	(15,000)
<b>Total Parks, Facilities &amp; Recreation</b>		15,000					(15,000)	(15,000)
<b>Fire &amp; Rescue Services</b>								



**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**NEW CAPITAL INITIATIVES**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Other New Capital Initiatives</b>								
7431634 80' Cellular Tower - Fire Station #8 Fairgrounds	Ranking 2	5,000	0	0	0	0	(5,000)	(5,000)
<b>Total Other New Capital Initiatives</b>		5,000	0	0	0	0	(5,000)	(5,000)
<b>Total Fire &amp; Rescue Services</b>		5,000					(5,000)	(5,000)
<b>Emergency Medical Services</b>								
<b>Other New Capital Initiatives</b>								
7531610 EMS Resource Vehicle	Ranking 2	30,000	0	0	0	0	(30,000)	(30,000)
<b>Total Other New Capital Initiatives</b>		30,000	0	0	0	0	(30,000)	(30,000)
<b>Total Emergency Medical Services</b>		30,000					(30,000)	(30,000)
<b>Marinas</b>								
<b>Other New Capital Initiatives</b>								
7631607 80' Cellular Tower - Port Dover Harbour Marina	Ranking 2	5,000	0	0	0	0	(5,000)	(5,000)
7631705 PDHM Wastewater/Sewage Pump System	Ranking 2	360,000	0	0	(360,000)	0	0	(360,000)
<b>Total Other New Capital Initiatives</b>		365,000	0	0	(360,000)	0	(5,000)	(365,000)
<b>Total Marinas</b>		365,000			(360,000)		(5,000)	(365,000)
<b>Total Community Services</b>		415,000			(360,000)		(55,000)	(415,000)
<b>Total NEW CAPITAL INITIATIVES</b>		4,930,000			(634,000)	(3,896,000)	(400,000)	(4,930,000)





**PROPOSED 2016 CAPITAL PLAN**

Section 2D:

**Proposed 2016 Capital Budget**

**Norfolk County Public Libraries**







**NORFOLK COUNTY**  
**PROPOSED 2016 CAPITAL BUDGET**  
**NORFOLK COUNTY PUBLIC LIBRARIES**

Project ID/Name	Priority Ranking	2016 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Requisitions from Boards &amp; Agencies</b>								
<b>Library Board</b>								
<b>HVAC Replacement Program</b>								
5331612 HVAC Furnace - Port Rowan Library		16,000	0	0	0	(16,000)	0	(16,000)
<b>Total HVAC Replacement Program</b>		16,000	0	0	0	(16,000)	0	(16,000)
<b>Material Replacement Program</b>								
9131603 2016 Library Materials		300,000	0	0	0	(300,000)	0	(300,000)
<b>Total Material Replacement Program</b>		300,000	0	0	0	(300,000)	0	(300,000)
<b>Other Replacements</b>								
9131607 Exterior Restoration - Simcoe Branch Library		175,000	0	0	0	(175,000)	0	(175,000)
<b>Total Other Replacements</b>		175,000	0	0	0	(175,000)	0	(175,000)
<b>New &amp; Enhanced Security Technology for Libraries</b>								
9131602 2016 Security & Technology for Libraries		30,000	0	0	(27,000)	(3,000)	0	(30,000)
9131604 Technology & Security Upgrade ILS Minisis		10,000	0	0	0	(4,000)	(6,000)	(10,000)
<b>Total New &amp; Enhanced Security Technology for Libraries</b>		40,000	0	0	(27,000)	(7,000)	(6,000)	(40,000)
<b>Other New Capital Initiatives</b>								
9131605 Delhi Library Building Expansion		1,859,000	(100,000)	(200,000)	(149,000)	(1,410,000)	0	(1,859,000)
<b>Total Other New Capital Initiatives</b>		1,859,000	(100,000)	(200,000)	(149,000)	(1,410,000)	0	(1,859,000)
<b>Total Library Board</b>		<b>2,390,000</b>	<b>(100,000)</b>	<b>(200,000)</b>	<b>(176,000)</b>	<b>(1,908,000)</b>	<b>(6,000)</b>	<b>(2,390,000)</b>
<b>Total Requisitions from Boards &amp; Agencies</b>		<b>2,390,000</b>	<b>(100,000)</b>	<b>(200,000)</b>	<b>(176,000)</b>	<b>(1,908,000)</b>	<b>(6,000)</b>	<b>(2,390,000)</b>
<b>Total NORFOLK COUNTY PUBLIC LIBRARIES</b>		<b>2,390,000</b>	<b>(100,000)</b>	<b>(200,000)</b>	<b>(176,000)</b>	<b>(1,908,000)</b>	<b>(6,000)</b>	<b>(2,390,000)</b>





**PROPOSED 2016 CAPITAL PLAN**

Section 3:

**2016 – 2025 Capital Forecast**





**NORFOLK COUNTY**  
**PROPOSED 2016-2025 CAPITAL PLAN**  
**SUMMARY**

DEPARTMENTS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
Requisitions from Boards & Agencies	2,390,000	339,000	538,000	346,000	358,000	368,000	378,000	388,000	398,000	411,000	5,914,000
Employee & Business Services	839,000	581,000	495,000	410,000	505,000	421,000	405,000	350,000	450,000	516,000	4,972,000
Financial Services	50,000										50,000
Public Works & Environmental Services	20,215,000	29,362,000	22,599,000	23,261,000	23,165,000	19,641,000	20,199,000	17,750,000	17,212,000	23,161,000	216,565,000
Health & Social Services	465,000	411,000	250,000	256,000	282,000	168,000	173,000	185,000	192,000	153,000	2,535,000
Community Services	1,780,000	11,896,000	3,524,000	4,004,000	2,906,000	595,000	1,010,000	907,000	980,000	1,021,000	28,623,000
Development & Cultural Services	115,000	165,000	100,000	100,000	120,000	100,000	100,000	100,000	100,000	125,000	1,125,000
Water & Wastewater	6,507,000	5,006,000	8,312,000	1,453,000	4,944,000	1,110,000	1,126,000	1,142,000	1,308,000	14,324,000	45,232,000
<b>TOTAL NORFOLK COUNTY DEPARTMENT SUMMARY</b>	<b>32,361,000</b>	<b>47,760,000</b>	<b>35,818,000</b>	<b>29,830,000</b>	<b>32,280,000</b>	<b>22,403,000</b>	<b>23,391,000</b>	<b>20,822,000</b>	<b>20,640,000</b>	<b>39,711,000</b>	<b>305,016,000</b>
PROJECT TYPES	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
Replacements of Capital Assets	22,181,000	33,622,000	24,725,000	26,392,000	26,052,000	21,268,000	22,207,000	19,482,000	19,499,000	25,559,000	240,987,000
Replacements with Enhancements	2,860,000	5,085,000	1,121,000	1,735,000	1,785,000	235,000	235,000	435,000	235,000	235,000	13,961,000
New Capital Initiatives	4,930,000	8,714,000	9,434,000	1,357,000	4,085,000	532,000	571,000	517,000	508,000	13,506,000	44,154,000
Norfolk County Public Libraries	2,390,000	339,000	538,000	346,000	358,000	368,000	378,000	388,000	398,000	411,000	5,914,000
<b>TOTAL PROJECT TYPE SUMMARY</b>	<b>32,361,000</b>	<b>47,760,000</b>	<b>35,818,000</b>	<b>29,830,000</b>	<b>32,280,000</b>	<b>22,403,000</b>	<b>23,391,000</b>	<b>20,822,000</b>	<b>20,640,000</b>	<b>39,711,000</b>	<b>305,016,000</b>
FUNDING SOURCES	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
External Financing	924,300	1,473,600	824,300	829,300	844,300	1,849,300	2,361,300	872,300	883,300	894,300	11,756,300
Grants & Subsidies	516,700	316,700	316,700	316,700	316,700	316,700	316,700	316,700	316,700	316,700	3,367,000
Debt Financing	1,205,000	6,678,000	8,666,000	977,000	4,031,000	291,000	441,000	291,000	291,000	5,294,000	28,165,000
Reserves & Reserve Funds	27,987,500	37,769,700	24,118,000	26,900,000	26,209,000	19,263,000	19,531,000	18,688,000	18,498,000	32,581,000	251,545,200
Levy/Rates	1,727,500	1,522,000	1,893,000	807,000	879,000	683,000	741,000	654,000	651,000	625,000	10,182,500
<b>TOTAL FUNDING SOURCE SUMMARY</b>	<b>32,361,000</b>	<b>47,760,000</b>	<b>35,818,000</b>	<b>29,830,000</b>	<b>32,280,000</b>	<b>22,403,000</b>	<b>23,391,000</b>	<b>20,822,000</b>	<b>20,640,000</b>	<b>39,711,000</b>	<b>305,016,000</b>





## NORFOLK COUNTY PROPOSED 2016-2025 CAPITAL PLAN

Project ID/Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
<b>Requisitions from Boards &amp; Agencies</b>											
<b>Library Board</b>											
HVAC Replacement Program	16,000										16,000
Material Replacement Program	300,000	309,000	318,000	326,000	338,000	348,000	358,000	368,000	378,000	386,000	3,429,000
<b>Other Replacements</b>											
9131607 Exterior Restoration - Simcoe Branch Library	175,000										175,000
<b>Total Other Replacements</b>	175,000										175,000
<b>Other Replacements With Enhancements</b>											
9132502 2025 Security & Technology for Libraries										25,000	25,000
<b>Total Other Replacements With Enhancements</b>										25,000	25,000
<b>New &amp; Enhanced Security Technology for Libraries</b>	40,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		200,000
<b>Other New Capital Initiatives</b>											
9131605 Delhi Library Building Expansion	1,859,000										1,859,000
9131703 2017 Simcoe - Private Study Rooms		10,000									10,000
9131801 Courtyard Enclosure - Waterford Library			200,000								200,000
<b>Total Other New Capital Initiatives</b>	1,859,000	10,000	200,000								2,069,000
<b>Total Library Board</b>	2,390,000	339,000	538,000	346,000	358,000	368,000	378,000	388,000	398,000	411,000	5,914,000
<b>Total Requisitions from Boards &amp; Agencies</b>	2,390,000	339,000	538,000	346,000	358,000	368,000	378,000	388,000	398,000	411,000	5,914,000
<b>Employee &amp; Business Services</b>											
<b>Human Resources</b>											
<b>Other Replacements</b>											
3531701 Printer/Photocopier/Scanner/Fax Combo Replacement		11,000									11,000
3532101 Printer/Copier/Scanner/Fax Combo						11,000					11,000
3532501 Printer/Copier/Scanner/Fax Combo										11,000	11,000
<b>Total Other Replacements</b>		11,000				11,000				11,000	33,000
<b>Total Human Resources</b>		11,000				11,000				11,000	33,000
<b>Clerk's &amp; Council Services</b>											
<b>Council Services Document Handling Equipment Program</b>					70,000					70,000	140,000
<b>Other Replacements With Enhancements</b>											
3231601 Renovations to Council Chambers		70,000									70,000
<b>Total Other Replacements With Enhancements</b>		70,000									70,000
<b>Total Clerk's &amp; Council Services</b>		70,000			70,000					70,000	210,000
<b>Corporate Support Services</b>											
<b>POA Photocopier Replacement Program</b>					10,000					10,000	20,000
<b>Barrier Free Access Program - Enhancements</b>	138,000										138,000
<b>Barrier Free Access Program</b>	20,000	150,000	325,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,545,000
<b>Other New Capital Initiatives</b>											



## NORFOLK COUNTY PROPOSED 2016-2025 CAPITAL PLAN

Project ID/Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
3331601 CRM Customer Service - Phase 2		50,000									50,000
<b>Total Other New Capital Initiatives</b>		50,000									50,000
<b>Total Corporate Support Services</b>	158,000	200,000	325,000	150,000	160,000	150,000	150,000	150,000	150,000	160,000	1,753,000
<b>Information Systems</b>											
<b>Information Technology Replacement Program</b>	355,000	270,000	170,000	260,000	275,000	260,000	180,000	170,000	300,000	275,000	2,515,000
<b>Telephone Equipment Replacement Program</b>	40,000	30,000					50,000	30,000			150,000
<b>Other Replacements</b>											
3432203 Replacement VAN for Information Systems							25,000				25,000
<b>Total Other Replacements</b>							25,000				25,000
<b>Other Replacements With Enhancements</b>											
3431603 Fibre Build to Port Rowan	286,000										286,000
<b>Total Other Replacements With Enhancements</b>	286,000										286,000
<b>Total Information Systems</b>	681,000	300,000	170,000	260,000	275,000	260,000	255,000	200,000	300,000	275,000	2,976,000
<b>Total Employee &amp; Business Services</b>	839,000	581,000	495,000	410,000	505,000	421,000	405,000	350,000	450,000	516,000	4,972,000
<b>Financial Services</b>											
<b>Financial Services</b>											
<b>Other Replacements</b>											
4131601 Recreation & Facilities Booking System Replacement	50,000										50,000
<b>Total Other Replacements</b>	50,000										50,000
<b>Total Financial Services</b>	50,000										50,000
<b>Total Financial Services</b>	50,000										50,000
<b>Public Works &amp; Environmental Services</b>											
<b>Support Services</b>											
<b>Public Works Photocopier Replacement Program</b>		17,000			12,000		20,000			14,000	63,000
<b>Total Support Services</b>		17,000			12,000		20,000			14,000	63,000
<b>Engineering Division</b>											
<b>Infrastructure Reconstruction Program</b>	2,850,000	10,255,000	4,895,000	9,190,000	9,765,000	8,590,000	6,315,000	4,875,000	6,595,000	13,010,000	76,340,000
<b>Asphalt Resurfacing Program</b>	3,925,000	5,350,000	4,725,000	4,625,000	4,890,000	3,400,000	5,650,000	3,510,000	2,425,000	875,000	39,375,000
<b>Bridge Rehabilitation Program</b>	2,210,000	2,545,000	1,800,000	1,915,000	1,750,000	800,000	1,800,000	1,665,000	1,575,000	2,380,000	18,440,000
<b>Infrastructure Reconstruction Program</b>		1,150,000									1,150,000
<b>Sidewalks &amp; Walkways Reconstruction Program</b>	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	1,750,000
<b>New Infrastructure Construction</b>					415,000		45,000				460,000
<b>Total Engineering Division</b>	9,160,000	19,475,000	11,595,000	15,905,000	16,995,000	12,965,000	13,985,000	10,225,000	10,770,000	16,440,000	137,515,000
<b>Municipal Drainage Services</b>											
<b>Drainage Engineering &amp; Construction Program</b>	1,481,000	1,492,000	1,503,000	1,514,000	1,525,000	1,537,000	1,549,000	1,561,000	1,573,000	1,585,000	15,320,000
<b>Total Municipal Drainage Services</b>	1,481,000	1,492,000	1,503,000	1,514,000	1,525,000	1,537,000	1,549,000	1,561,000	1,573,000	1,585,000	15,320,000
<b>Facilities</b>											





## NORFOLK COUNTY PROPOSED 2016-2025 CAPITAL PLAN

Project ID/Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
<b>HVAC Replacement Program</b>	236,000	387,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,623,000
<b>Roof Replacement Program</b>	80,000	369,000	795,000	300,000	300,000	200,000	400,000	400,000	400,000	300,000	3,544,000
<b>Admin Buildings Repairs &amp; Maintenance Program</b>	110,000	229,000	300,000	300,000	300,000	300,000	355,000	300,000	300,000	300,000	2,794,000
<b>Generator Replacement Program</b>	10,000	25,000	10,000	15,000	60,000	70,000	60,000	35,000	30,000	75,000	390,000
<b>County Administration Building Masonry Repairs</b>	150,000										150,000
<b>Other Replacements</b>											
5331702 Resurface Parking Lot-Langton Administration Building			71,000								71,000
<b>Total Other Replacements</b>			71,000								71,000
<b>Other Replacements With Enhancements</b>											
5331513 Port Rowan Medical Centre - Renovations		225,000									225,000
<b>Total Other Replacements With Enhancements</b>		225,000									225,000
<b>Other New Capital Initiatives</b>											
5331601 Generator - Facilities Operation Building	20,000										20,000
5331603 Generator - DAB		30,000									30,000
7331641 Air Quality Upgrade - Annaleise Carr Aquatic Centre	120,000										120,000
<b>Total Other New Capital Initiatives</b>	140,000	30,000									170,000
<b>Total Facilities</b>	726,000	1,265,000	1,426,000	865,000	910,000	820,000	1,065,000	985,000	980,000	925,000	9,967,000
<b>Fleet</b>											
<b>Fleet Capital Equipment Replacement Program</b>	704,000	3,788,000	2,847,000	1,869,000	519,000	1,249,000	457,000	1,822,000	680,000	959,000	14,894,000
<b>Fleet Photocopier Replacement Program</b>		9,000					9,000				18,000
<b>Other New Capital Initiatives</b>											
5431640 Drainage 1/2 Ton Pickup	20,000										20,000
5431646 Tractor With Arm - Roads East		250,000									250,000
5431647 Tractor With Arm - Roads Central	250,000										250,000
5431827 Soil Remediation - Norfolk County Garage			2,100,000								2,100,000
<b>Total Other New Capital Initiatives</b>	270,000	250,000	2,100,000								2,620,000
<b>Total Fleet</b>	974,000	4,047,000	4,947,000	1,869,000	519,000	1,249,000	466,000	1,822,000	680,000	959,000	17,532,000
<b>Roads Operations</b>											
<b>Urban Street Upgrades Program</b>	125,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	125,000	1,290,000
<b>Gravel Resurfacing Program</b>	801,000	821,000	834,000	846,000	858,000	871,000	885,000	898,000	911,000	924,000	8,649,000
<b>Retaining Wall Replacements Program</b>	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000
<b>Surface Treatments Program</b>	1,922,000	1,855,000	1,883,000	1,912,000	1,940,000	1,969,000	1,999,000	2,029,000	2,059,000	2,089,000	19,657,000
<b>Street Light Replacements Program</b>			20,000	20,000	20,000						60,000
<b>Other Replacements</b>											
5631613 Repairs to Argyle & Culver Street Parking Lot	100,000										100,000
5631710 2017 Repaving Talbot Gardens - Parking Lot #1		100,000									100,000
5631809 2018 Repaving Talbot Gardens - Parking Lot #2			100,000								100,000



## NORFOLK COUNTY PROPOSED 2016-2025 CAPITAL PLAN

Project ID/Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
5631908 2019 Parking Lots				100,000							100,000
5632008 2020 Parking Lots					100,000						100,000
<b>Total Other Replacements</b>	100,000	100,000	100,000	100,000	100,000						500,000
<b>Traffic Signal Controllers Program</b>	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
<b>Other Replacements With Enhancements</b>											
5631610 Downtown Decorative Lighting to LED Replacements	20,000										20,000
5631611 Salt Dome (Courtland)	140,000										140,000
5631612 Accessible Parking - CAB			15,000								15,000
5631709 2017 Downtown Decorative Lighting to LED Replacements		20,000									20,000
<b>Total Other Replacements With Enhancements</b>	160,000	20,000	15,000								195,000
<b>Turkey Point Walkway Construction</b>	22,000	22,000	22,000								66,000
<b>Total Roads Operations</b>	3,230,000	3,048,000	3,104,000	3,108,000	3,148,000	3,070,000	3,114,000	3,157,000	3,200,000	3,238,000	31,417,000
<b>Waste Management</b>											
<b>Canborough Leachate Collection</b>									9,000		9,000
<b>Tom Howe - Gas Flare Preventative Maintenance Program</b>		18,000	24,000		56,000						98,000
<b>Other Replacements</b>											
5731609 South Walsingham Transfer Station Site Transition	773,000										773,000
5731610 Simcoe Transfer Station Site Transition	3,625,000										3,625,000
<b>Total Other Replacements</b>	4,398,000										4,398,000
<b>Other Replacements With Enhancements</b>											
5731611 Tom Howe - Leachate Transfer Station Upgrade	226,000										226,000
<b>Total Other Replacements With Enhancements</b>	226,000										226,000
<b>Other New Capital Initiatives</b>											
5731612 Closed Sites - Charlotteville - Monitoring Wells	20,000										20,000
<b>Total Other New Capital Initiatives</b>	20,000										20,000
<b>Total Waste Management</b>	4,644,000	18,000	24,000		56,000				9,000		4,751,000
<b>Total Public Works &amp; Environmental Services</b>	20,215,000	29,362,000	22,599,000	23,261,000	23,165,000	19,641,000	20,199,000	17,750,000	17,212,000	23,161,000	216,565,000
<b>Health &amp; Social Services</b>											
<b>HSS Administration</b>											
<b>Other Replacements</b>											
6132001 Health & Social Services Photocopier Replacement					25,000						25,000
<b>Total Other Replacements</b>					25,000						25,000
<b>Total HSS Administration</b>					25,000						25,000
<b>Norview Lodge</b>											
<b>Equipment Replacement Program</b>	273,000	202,000	156,000	97,000	200,000	111,000	116,000	128,000	72,000	103,000	1,458,000
<b>Vehicle Replacement Program</b>			37,000								37,000
<b>Software System Upgrades/Replacements Program</b>	25,000			52,000							77,000



## NORFOLK COUNTY PROPOSED 2016-2025 CAPITAL PLAN

Project ID/Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
<b>Building Envelope Repair Program</b>	100,000	202,000	50,000	100,000	50,000	50,000	50,000	50,000	120,000	50,000	822,000
<b>Ceiling Lift - Maxi Sky Program</b>	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000			56,000
<b>Other New Capital Initiatives</b>											
6331620 Paperless Electronic Menu Dining Room Program	60,000										60,000
<b>Total Other New Capital Initiatives</b>	60,000										60,000
<b>Total Norview Lodge</b>	465,000	411,000	250,000	256,000	257,000	168,000	173,000	185,000	192,000	153,000	2,510,000
<b>Total Health &amp; Social Services</b>	465,000	411,000	250,000	256,000	282,000	168,000	173,000	185,000	192,000	153,000	2,535,000
<b>Community Services</b>											
<b>CSD Administration</b>											
<b>Other Replacements</b>											
7131801 Asphalt Resurfacing - Culver Street			100,000								100,000
7132001 Photocopier Replacement - CSD					20,000						20,000
<b>Total Other Replacements</b>			100,000		20,000						120,000
<b>Total CSD Administration</b>			100,000		20,000						120,000
<b>Parks &amp; Facilities</b>											
<b>Interior Building Upgrades Program</b>		15,000	15,000								30,000
<b>Exterior Building Upgrades Program</b>			25,000	33,000							58,000
<b>Parking Area Resurfacing Program</b>	20,000		70,000								90,000
<b>Flooring Upgrades &amp; Replacements Program</b>			25,000								25,000
<b>Refrigeration Equipment Replacement Program</b>	190,000			100,000	150,000						440,000
<b>Spectator Seating Replacement Program</b>		420,000									420,000
<b>Ice Resurfacers Replacements Program</b>		88,000	87,000	130,000	92,000		94,000				491,000
<b>Playground Replacement Program</b>		100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
<b>Steel Light Tower Replacement Program</b>		90,000									90,000
<b>Other Replacements</b>											
7331604 Water System - Oakwood Cemetery - Phase 2	67,000										67,000
7331615 Courtland CC - Parking Lot Refurbishment	44,000										44,000
7331626 Park Shop & Compound Repairs - Simcoe Parks		25,000									25,000
7331630 Port Rowan CC - Parking Lot Refurbishment	42,000										42,000
7331632 Percy Carter Park Tennis Court Repairs - Simcoe Parks	109,000										109,000
7331645 Ball Park Light Refurbishment - Memorial Park Simcoe	35,000										35,000
7331646 Replace Fencing - Hellyer Ball Park Waterford	15,000										15,000
7331647 Wellington Park Walkway - Simcoe Parks	60,000										60,000
7331648 Sound System - Langton Arena	35,000										35,000
7331804 Install Fencing - Oakwood Cemetery			25,000								25,000
<b>Total Other Replacements</b>	407,000	25,000	25,000								457,000
<b>Small Water Works Compliance Upgrades Program</b>			50,000								50,000



## NORFOLK COUNTY PROPOSED 2016-2025 CAPITAL PLAN

Project ID/Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
<b>Oakwood Cemetery Road Reconstruction Program</b>	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
<b>Other Replacements With Enhancements</b>											
7331605 Water System - Oakwood Cemetery - Phase 3 Final			32,000								32,000
7331622 Wellington Park Bridge Rehabilitation/Replacement	90,000										90,000
7331629 Fuelmaker Natural Gas Station (VRA) - Langton Arena	40,000										40,000
7331631 20FT - Special Events Trailer (2of 2)	15,000										15,000
7331809 2018 Install Concrete Pad - Langton Pavilion			19,000								19,000
<b>Total Other Replacements With Enhancements</b>	145,000		51,000								196,000
<b>New Park Development</b>		50,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
<b>Soccer Park Development</b>			100,000								100,000
<b>Port Rowan Waterfront Development</b>		12,000									12,000
<b>Goose Management Program</b>	15,000	15,000		15,000		15,000	10,000				70,000
<b>Rural/Abandoned Cemetery Transfers</b>					13,000	10,000	9,000	10,000	8,000	6,000	56,000
<b>Infra-Red Sensor Installation - Refrigeration Plant</b>		150,000	155,000								305,000
<b>Other New Capital Initiatives</b>											
7331613 Major Renovations - Simcoe Recreation Centre		5,400,000									5,400,000
7331616 Purchase Portable Aerial Work Platform			8,000								8,000
7331633 Delhi Parks Skateboard Park		360,000									360,000
7331711 Portable Fire Weather Monitoring Station - Forest Mgmt		8,000									8,000
7331810 Purchase Chipper - Forestry Maintenance			50,000								50,000
7331904 Compressor Room Replacements - Waterford Arena				35,000							35,000
<b>Total Other New Capital Initiatives</b>		5,768,000	58,000	35,000							5,861,000
<b>Total Parks &amp; Facilities</b>	797,000	6,753,000	731,000	433,000	375,000	145,000	233,000	130,000	128,000	126,000	9,851,000
<b>Fire &amp; Rescue Services</b>											
<b>Fire Management Information System Upgrades Program</b>		125,000					150,000				275,000
<b>Fire Vehicle Replacement Program</b>		1,247,000	1,115,000	530,000	35,000	60,000	80,000	20,000	187,000	180,000	3,454,000
<b>Infrared Thermal Imaging Camera Replacement Program</b>	33,000		22,000	33,000	33,000	33,000			33,000	33,000	220,000
<b>Fire Station Building Repairs &amp; Maintenance Program</b>	51,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,176,000
<b>SCBA Replacement Program</b>		138,000									138,000
<b>Other Replacements</b>											
7431622 Standpipe Removal from Floor to Wall Station1		12,000									12,000
<b>Total Other Replacements</b>		12,000									12,000
<b>Fire Vehicle Replacements With Enhancements</b>			770,000								770,000
<b>Other Replacements With Enhancements</b>											
7431618 Fire Station - Stn#10 St. Williams				1,500,000							1,500,000
7431620 Parking Area Refurbishment - Stn#5 Delhi	45,000										45,000
7432003 2020 Fire Station - Stn#6 Courtland					1,550,000						1,550,000



**NORFOLK COUNTY**  
**PROPOSED 2016-2025 CAPITAL PLAN**

Project ID/Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
<b>Total Other Replacements With Enhancements</b>	45,000			1,500,000	1,550,000						<b>3,095,000</b>
<b>Other New Capital Initiatives</b>											
7431606 Fire Safety Trailer Support Vehicle		40,000									40,000
7431624 Radio Communication Paging Frequency		250,000									250,000
7431627 Continental Washer Extractors			57,000								57,000
7431634 80' Cellular Tower - Fire Station #8 Fairgrounds	5,000										5,000
<b>Total Other New Capital Initiatives</b>	5,000	290,000	57,000								<b>352,000</b>
<b>Total Fire &amp; Rescue Services</b>	<b>134,000</b>	<b>1,937,000</b>	<b>2,089,000</b>	<b>2,188,000</b>	<b>1,743,000</b>	<b>218,000</b>	<b>355,000</b>	<b>145,000</b>	<b>345,000</b>	<b>338,000</b>	<b>9,492,000</b>
<b>Emergency Medical Services</b>											
<b>EMS Vehicle Replacement Program</b>	<b>274,000</b>	<b>274,000</b>	<b>317,000</b>	<b>376,000</b>	<b>376,000</b>		<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>2,817,000</b>
<b>Defibrillator Replacement Program</b>	<b>113,000</b>		<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>125,000</b>		<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>838,000</b>
<b>EMS Buildings Repairs &amp; Maintenance Program</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>200,000</b>
<b>Ruggedized Computer Replacement Program</b>	<b>35,000</b>				<b>35,000</b>	<b>35,000</b>					<b>105,000</b>
<b>Stretcher Replacement Program</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>120,000</b>
<b>Other New Capital Initiatives</b>											
7531610 EMS Resource Vehicle	30,000										30,000
7531611 Replace Simcoe 01 Base				800,000							800,000
7531707 Command/Special Event Centre - EMS		65,000									65,000
<b>Total Other New Capital Initiatives</b>	<b>30,000</b>	<b>65,000</b>		<b>800,000</b>							<b>895,000</b>
<b>Total Emergency Medical Services</b>	<b>484,000</b>	<b>371,000</b>	<b>449,000</b>	<b>1,308,000</b>	<b>543,000</b>	<b>192,000</b>	<b>332,000</b>	<b>432,000</b>	<b>432,000</b>	<b>432,000</b>	<b>4,975,000</b>
<b>Marinas</b>											
<b>Major Dock Rebuilds Program</b>		<b>75,000</b>	<b>155,000</b>	<b>75,000</b>					<b>75,000</b>		<b>380,000</b>
<b>Marina Equipment &amp; Vehicle Replacement Program</b>										<b>125,000</b>	<b>125,000</b>
<b>Other Replacements</b>											
7632002 PDHM Fuel Dock					175,000						175,000
7632102 PDHM Refurbish Gazebos						40,000					40,000
7632201 PDHM Security Gate & Lighting							90,000				90,000
<b>Total Other Replacements</b>					<b>175,000</b>	<b>40,000</b>	<b>90,000</b>				<b>305,000</b>
<b>Other Replacements With Enhancements</b>											
7631603 PDHM Resurface Marina Roadways/Parking Areas		210,000									210,000
7631604 PRHM Marina Expansion		800,000									800,000
7631702 PRHM Washroom Expansion		200,000									200,000
7631704 PDHM Potable Water Supply for Docks Refurbishment		25,000									25,000
7632302 PDHM Resurface Marina Roadways/Parking Areas								200,000			200,000
<b>Total Other Replacements With Enhancements</b>		<b>1,235,000</b>						<b>200,000</b>			<b>1,435,000</b>
<b>Other New Capital Initiatives</b>											
7631601 PDHM Building Expansion		1,500,000									1,500,000



## NORFOLK COUNTY PROPOSED 2016-2025 CAPITAL PLAN

Project ID/Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
7631607 80' Cellular Tower - Port Dover Harbour Marina	5,000										5,000
7631703 PDHM Install Security Compound for Trailer Storage		25,000									25,000
7631705 PDHM Wastewater/Sewage Pump System	360,000										360,000
7632001 PRHM Municipal Water - East Slips					50,000						50,000
<b>Total Other New Capital Initiatives</b>	<b>365,000</b>	<b>1,525,000</b>			<b>50,000</b>						<b>1,940,000</b>
<b>Total Marinas</b>	<b>365,000</b>	<b>2,835,000</b>	<b>155,000</b>	<b>75,000</b>	<b>225,000</b>	<b>40,000</b>	<b>90,000</b>	<b>200,000</b>	<b>75,000</b>	<b>125,000</b>	<b>4,185,000</b>
<b>Total Community Services</b>	<b>1,780,000</b>	<b>11,896,000</b>	<b>3,524,000</b>	<b>4,004,000</b>	<b>2,906,000</b>	<b>595,000</b>	<b>1,010,000</b>	<b>907,000</b>	<b>980,000</b>	<b>1,021,000</b>	<b>28,623,000</b>
<b>Development &amp; Cultural Services</b>											
<b>Development &amp; Cultural Services Administration</b>											
DCS Photocopier Replacement Program		10,000									10,000
<b>Total Development &amp; Cultural Services Administration</b>		<b>10,000</b>									<b>10,000</b>
<b>Community Planning Services</b>											
Aerial Photography Updates Program					20,000						20,000
<b>Total Community Planning Services</b>					<b>20,000</b>						<b>20,000</b>
<b>Heritage &amp; Culture</b>											
Museums Repairs & Maintenance Program	115,000	155,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	125,000	1,095,000
<b>Total Heritage &amp; Culture</b>	<b>115,000</b>	<b>155,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>125,000</b>	<b>1,095,000</b>
<b>Total Development &amp; Cultural Services</b>	<b>115,000</b>	<b>165,000</b>	<b>100,000</b>	<b>100,000</b>	<b>120,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>125,000</b>	<b>1,125,000</b>
<b>Water &amp; Wastewater</b>											
<b>W&amp;WW Administration</b>											
<b>Other New Capital Initiatives</b>											
5831601 Water and Wastewater Reporting Base Vehicle Shelter			60,000								60,000
<b>Total Other New Capital Initiatives</b>			<b>60,000</b>								<b>60,000</b>
<b>Total W&amp;WW Administration</b>			<b>60,000</b>								<b>60,000</b>
<b>Wastewater Operations</b>											
Wastewater Equipment Replacements/Upgrades Program	226,000	298,000	306,000	314,000	922,000	330,000	338,000	346,000	354,000	362,000	3,796,000
Concrete Tank Repairs Program	100,000	100,000	100,000								300,000
<b>Other Replacements With Enhancements</b>											
5831617 Sewage Pump Station Upgrades - Phase 5	1,600,000										1,600,000
5831711 Simcoe WWTF - Headworks Building & Wetwell Construction		3,300,000									3,300,000
<b>Total Other Replacements With Enhancements</b>	<b>1,600,000</b>	<b>3,300,000</b>									<b>4,900,000</b>
<b>New Infrastructure Construction</b>											
Supervisory Control & Data Acquisition Additions Program	166,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,516,000
<b>Other New Capital Initiatives</b>											
5831605 Port Rowan WWTF - Equip/Chemical Building			250,000								250,000
5831903 WPCP Expansion, Port Dover-WASTEWATER										8,000,000	8,000,000
<b>Total Other New Capital Initiatives</b>			<b>250,000</b>							<b>8,000,000</b>	<b>8,250,000</b>



## NORFOLK COUNTY PROPOSED 2016-2025 CAPITAL PLAN

Project ID/Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL FORECAST
<b>Total Wastewater Operations</b>	<b>2,092,000</b>	<b>3,848,000</b>	<b>806,000</b>	<b>464,000</b>	<b>1,072,000</b>	<b>480,000</b>	<b>488,000</b>	<b>496,000</b>	<b>504,000</b>	<b>8,512,000</b>	<b>18,762,000</b>
<b>Water Operations</b>											
Water Equipment Replacements/Upgrades Program	80,000	298,000	306,000	314,000	322,000	330,000	338,000	346,000	354,000	362,000	3,050,000
SCADA Workstation Upgrades Program	250,000										250,000
Well Rehabilitation Program	150,000	150,000	150,000	300,000	300,000	150,000	150,000	150,000	300,000	300,000	2,100,000
Water Meter Replacements Program	100,000		400,000								500,000
Supervisory Control & Data Acquisition Replacements Program		250,000									250,000
Infrastructure Reconstruction Program		280,000									280,000
<b>Other Replacements</b>											
5831806 Doan's Hollow Water Facility Decommissioning			440,000								440,000
5831906 Spring Plant, Delhi - Water Facility Decommissioning				225,000							225,000
<b>Total Other Replacements</b>			440,000	225,000							665,000
<b>Other Replacements With Enhancements</b>											
5831637 Simcoe Cedar Street Reservoir - High Lift Pump VFD Installation	25,000										25,000
<b>Total Other Replacements With Enhancements</b>	25,000										25,000
<b>Supervisory Control &amp; Data Acquisition Additions Program</b>	<b>210,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>1,560,000</b>
<b>Proposed Central Water System Program</b>											
<b>Other New Capital Initiatives</b>											
5831614 Port Dover Water Tower	3,500,000										3,500,000
5831634 Simcoe NW WTP - Industrial Dehumidifier	50,000										50,000
5831635 Waterford WTP - Industrial Dehumidifier	50,000										50,000
5831638 Water & Wastewater Systems - Pick-up Truck		30,000									30,000
5831811 Cedar Street Well Field Water Treatment Facility			6,000,000								6,000,000
5832007 Delhi Well Trunk Watermain					3,100,000						3,100,000
5832501 Chapel Street Well Water Treatment Facility										5,000,000	5,000,000
<b>Total Other New Capital Initiatives</b>	<b>3,600,000</b>	<b>30,000</b>	<b>6,000,000</b>		<b>3,100,000</b>					<b>5,000,000</b>	<b>17,730,000</b>
<b>Total Water Operations</b>	<b>4,415,000</b>	<b>1,158,000</b>	<b>7,446,000</b>	<b>989,000</b>	<b>3,872,000</b>	<b>630,000</b>	<b>638,000</b>	<b>646,000</b>	<b>804,000</b>	<b>5,812,000</b>	<b>26,410,000</b>
<b>Total Water &amp; Wastewater</b>	<b>6,507,000</b>	<b>5,006,000</b>	<b>8,312,000</b>	<b>1,453,000</b>	<b>4,944,000</b>	<b>1,110,000</b>	<b>1,126,000</b>	<b>1,142,000</b>	<b>1,308,000</b>	<b>14,324,000</b>	<b>45,232,000</b>
<b>Total NORFOLK COUNTY SUMMARY</b>	<b>32,361,000</b>	<b>47,760,000</b>	<b>35,818,000</b>	<b>29,830,000</b>	<b>32,280,000</b>	<b>22,403,000</b>	<b>23,391,000</b>	<b>20,822,000</b>	<b>20,640,000</b>	<b>39,711,000</b>	<b>305,016,000</b>







## PROPOSED 2016 CAPITAL PLAN

### Section 4:

# Reserves & Reserve Funds



**NORFOLK COUNTY  
2014-2025 FORECASTED RESERVE/RESERVE FUND BALANCES**

#	Reserve/Reserve Fund	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Tax Levy Capital Reserves/Reserve Fund</b>													
1	General Capital Replacement Res	(895,089)	(2,096,731)	(2,952,731)	(3,322,731)	(3,716,731)	(4,262,731)	(5,061,731)	(5,463,731)	(5,855,731)	(6,200,731)	(6,487,731)	(6,915,731)
2	General Building Reserve	1,157,721	(222,717)	179,383	190,983	258,783	(7,517)	68,783	873,383	1,459,983	2,139,283	2,787,083	3,619,183
3	Roadway Construction Reserve	(21,366,114)	(40,769,455)	(45,297,355)	(52,624,255)	(55,200,655)	(59,854,055)	(65,266,855)	(69,281,555)	(71,258,355)	(74,133,555)	(78,204,355)	(85,847,855)
4	Provincial Roads Reserve	(387)	0	0	0	0	0	0	0	0	0	0	0
5	Library Reserve	(322,945)	(241,945)	(353,945)	(326,945)	(281,945)	(226,945)	(164,945)	(53,945)	70,055	206,055	356,055	523,055
6	Capital Equipment Pool Reserve	4,453,440	4,033,240	4,547,840	2,007,840	688,840	378,440	1,449,240	1,821,840	3,018,840	2,883,940	3,924,740	4,720,940
7	EMS Vehicle & Equip Reserve	510,812	450,712	380,412	314,012	208,612	48,212	(108,088)	115,812	44,012	(23,388)	(86,288)	(144,688)
8	Industrial Land Reserve	373,740	(33,260)	(33,260)	(33,260)	(33,260)	(33,260)	(33,260)	(33,260)	(33,260)	(33,260)	(33,260)	(33,260)
9	Office Automation Equipment Res	489,239	597,039	607,039	709,339	919,039	1,046,339	1,166,339	1,309,239	1,540,239	1,789,439	1,917,039	2,078,239
10	Road & Bridge Invest Reserve	159,386	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168
11	Invest in Ontario Reserve	650,535	(342,802)	(342,802)	(342,802)	(342,802)	(342,802)	(342,802)	(342,802)	(342,802)	(342,802)	(342,802)	(342,802)
12	Energy Conservation Reserve	87,633	97,133	114,133	131,133	148,133	165,133	182,133	199,133	216,133	233,133	250,133	267,133
13	Cemetery Marker Reserve Fund	171,288	190,014	209,114	228,596	248,468	268,738	289,412	310,501	332,011	353,951	376,330	399,156
14	Solid Waste Reserve Fund	2,205,843	1,506,337	(2,816,843)	(2,537,823)	(2,289,287)	(1,988,292)	(1,742,002)	(1,463,885)	(1,157,480)	(844,948)	(552,685)	(224,997)
15	Pt Rowan Community Project Res	41,635	42,467	43,317	44,183	45,067	45,968	46,888	47,825	48,782	49,757	50,753	51,768
16	Parking Reserve Fund	79,241	80,826	82,442	84,091	85,773	87,488	89,238	91,023	92,843	94,700	96,594	98,526
17	Parkland Reserve Fund	183,107	148,880	85,558	82,169	73,613	69,985	66,284	62,510	58,660	54,734	50,728	46,643
18	Transitional Funding for Prov Rd RF	348,068	172,450	175,899	179,417	183,005	186,665	190,398	194,206	198,091	202,052	206,093	210,215
19	Fire Vehicle & Equipment RF	350,544	(130,056)	570,224	37,867	(948,736)	(762,384)	(52,514)	661,252	1,404,797	2,240,223	2,943,233	3,658,366
20	Waterfront Purch & Develop RF	63,598	44,605	45,497	46,407	47,335	48,281	49,247	50,232	51,237	52,261	53,307	54,373
21	Gas Tax Revenue Reserve Fund	11,335,983	615,830	3,704,918	3,270,487	3,386,252	3,549,082	3,465,269	6,633,579	6,244,255	8,652,145	12,536,193	16,497,922
22	Port Dover Marina Reserve Fund	1,123,043	615,776	842,291	971,337	1,046,864	1,205,501	1,265,311	1,464,017	1,615,698	1,658,212	1,829,076	1,952,357
23	Port Rowan Marina Reserve Fund	(99,369)	(169,893)	(173,291)	(207,357)	(211,504)	(215,734)	(220,049)	(224,450)	(228,939)	(233,517)	(238,188)	(242,951)
		<b>1,100,953</b>	<b>(35,410,383)</b>	<b>(40,380,992)</b>	<b>(51,096,143)</b>	<b>(55,683,967)</b>	<b>(60,592,719)</b>	<b>(64,662,534)</b>	<b>(63,027,906)</b>	<b>(62,479,763)</b>	<b>(61,201,147)</b>	<b>(58,566,783)</b>	<b>(59,573,239)</b>
<b>Tax Levy DC Reserve Funds</b>													
24	Parks & Recreation Dev't Chg RF	477,401	611,780	795,987	(916,891)	(801,609)	(586,203)	(359,655)	(121,436)	133,277	400,735	681,485	976,033
25	Library Development Charge RF	(84,748)	(78,895)	(715,422)	(657,005)	(595,277)	(530,377)	(461,832)	(389,571)	(311,988)	(230,304)	(145,228)	(56,656)
26	Gen Gov't Development Chg RF	200,536	129,691	92,709	117,717	143,837	127,232	154,971	151,338	181,497	213,075	245,843	279,837
27	Fire Development Charge RF	(254,402)	(347,924)	(51,713)	122,897	306,099	(332,521)	(420,236)	(231,882)	(30,378)	181,276	403,532	636,791
28	Parking Development Charge RF	366,961	282,501	246,229	209,231	171,494	133,002	93,740	53,692	54,766	55,862	56,979	58,118
29	Roads & Related Dev't Chg RF	1,117,169	(223,681)	(41,392)	178,100	408,408	572,738	274,011	256,031	443,222	641,806	849,666	1,143,589
30	Ambulance Development Chg RF	25,641	(50,932)	(43,178)	(33,740)	(23,807)	(13,369)	(2,416)	9,061	21,279	34,148	47,524	61,421
31	Marina Development Chg RF	0	(77,214)	(369,152)	(405,299)	(347,411)	(286,632)	(222,596)	(155,240)	(83,069)	(7,312)	71,508	153,484
		<b>1,848,558</b>	<b>245,326</b>	<b>(85,934)</b>	<b>(1,384,991)</b>	<b>(738,266)</b>	<b>(916,130)</b>	<b>(944,014)</b>	<b>(428,007)</b>	<b>408,605</b>	<b>1,289,285</b>	<b>2,211,309</b>	<b>3,252,618</b>
<b>Rate Capital Reserve Funds</b>													
32	Wastewater Cap Repl RF	1,874,391	(3,123,365)	(1,943,473)	(1,026,602)	639,946	1,704,365	2,220,912	3,340,410	4,733,218	6,142,658	7,386,338	7,828,658
33	Water Capital Replacement RF	12,430,856	7,104,149	9,403,532	8,033,042	8,457,883	7,577,461	7,255,730	7,525,285	8,376,530	9,624,241	10,195,146	9,540,209
		<b>14,305,247</b>	<b>3,980,783</b>	<b>7,460,059</b>	<b>7,006,440</b>	<b>9,097,829</b>	<b>9,281,825</b>	<b>9,476,642</b>	<b>10,865,695</b>	<b>13,109,749</b>	<b>15,766,899</b>	<b>17,581,484</b>	<b>17,368,867</b>
<b>Rate DC Reserve Funds</b>													
34	Water Development Charge RF	78,962	(3,795,473)	(7,003,402)	(6,622,672)	(6,218,507)	(5,799,593)	(5,414,998)	(5,001,448)	(4,477,116)	(3,923,326)	(3,343,077)	(2,737,758)
35	Wastewater Development Chg RF	297,357	283,027	680,818	746,914	841,122	955,499	1,109,989	1,351,462	1,677,019	2,041,421	2,441,694	(2,318,877)
		<b>376,319</b>	<b>(3,512,446)</b>	<b>(6,322,584)</b>	<b>(5,875,758)</b>	<b>(5,377,385)</b>	<b>(4,844,095)</b>	<b>(4,305,010)</b>	<b>(3,649,986)</b>	<b>(2,800,097)</b>	<b>(1,881,905)</b>	<b>(901,383)</b>	<b>(5,056,636)</b>
	<b>TOTAL</b>	<b>17,631,077</b>	<b>(34,696,720)</b>	<b>(39,329,451)</b>	<b>(51,350,452)</b>	<b>(52,701,790)</b>	<b>(57,071,117)</b>	<b>(60,434,916)</b>	<b>(56,240,204)</b>	<b>(51,761,507)</b>	<b>(46,026,868)</b>	<b>(39,675,372)</b>	<b>(44,008,390)</b>

**NORFOLK COUNTY**  
**2014-2025 FORECASTED RESERVE/RESERVE FUND BALANCES**

#	Reserve/Reserve Fund	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Tax Levy Post DC Reserve Funds</b>													
36	Marina Post Dev Chg RF	0	0	(344,760)	(351,655)	(358,688)	(365,862)	(373,179)	(380,643)	(388,256)	(396,021)	(403,941)	(412,020)
37	Library Post DC RF	0	0	(626,280)	(663,286)	(884,631)	(926,804)	(969,820)	(1,013,696)	(1,058,450)	(1,104,099)	(1,150,661)	(1,150,661)
38	Parks & Rec Post DC RF	0	0	0	(3,054,900)	(3,161,898)	(3,271,036)	(3,382,357)	(3,495,904)	(3,611,722)	(3,729,856)	(3,850,353)	(3,850,353)
		<b>0</b>	<b>0</b>	<b>(971,040)</b>	<b>(4,069,841)</b>	<b>(4,405,218)</b>	<b>(4,563,702)</b>	<b>(4,725,356)</b>	<b>(4,890,243)</b>	<b>(5,058,428)</b>	<b>(5,229,977)</b>	<b>(5,404,956)</b>	<b>(5,413,035)</b>
<b>Rate Post DC Reserve Funds</b>													
39	WW Post Dev Chg RF	(2,254,809)	(2,319,804)	(2,556,468)	(2,798,510)	(3,045,521)	(3,297,428)	(3,554,219)	(3,770,389)	(3,990,883)	(4,215,786)	(4,445,985)	(7,610,253)
		<b>(2,254,809)</b>	<b>(2,319,804)</b>	<b>(2,556,468)</b>	<b>(2,798,510)</b>	<b>(3,045,521)</b>	<b>(3,297,428)</b>	<b>(3,554,219)</b>	<b>(3,770,389)</b>	<b>(3,990,883)</b>	<b>(4,215,786)</b>	<b>(4,445,985)</b>	<b>(7,610,253)</b>
	<b>TOTAL</b>	<b>(2,254,809)</b>	<b>(2,319,804)</b>	<b>(3,527,508)</b>	<b>(6,868,350)</b>	<b>(7,450,738)</b>	<b>(7,861,130)</b>	<b>(8,279,575)</b>	<b>(8,660,632)</b>	<b>(9,049,311)</b>	<b>(9,445,762)</b>	<b>(9,850,941)</b>	<b>(13,023,288)</b>
	<b>GRAND TOTAL</b>	<b>15,376,268</b>	<b>(37,016,524)</b>	<b>(42,856,959)</b>	<b>(58,218,802)</b>	<b>(60,152,528)</b>	<b>(64,932,247)</b>	<b>(68,714,491)</b>	<b>(64,900,836)</b>	<b>(60,810,817)</b>	<b>(55,472,630)</b>	<b>(49,526,313)</b>	<b>(52,698,660)</b>



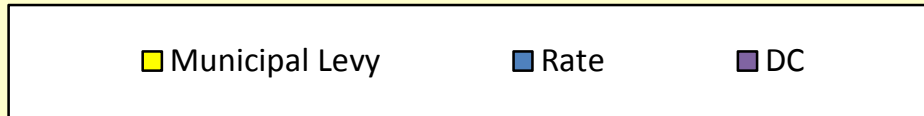
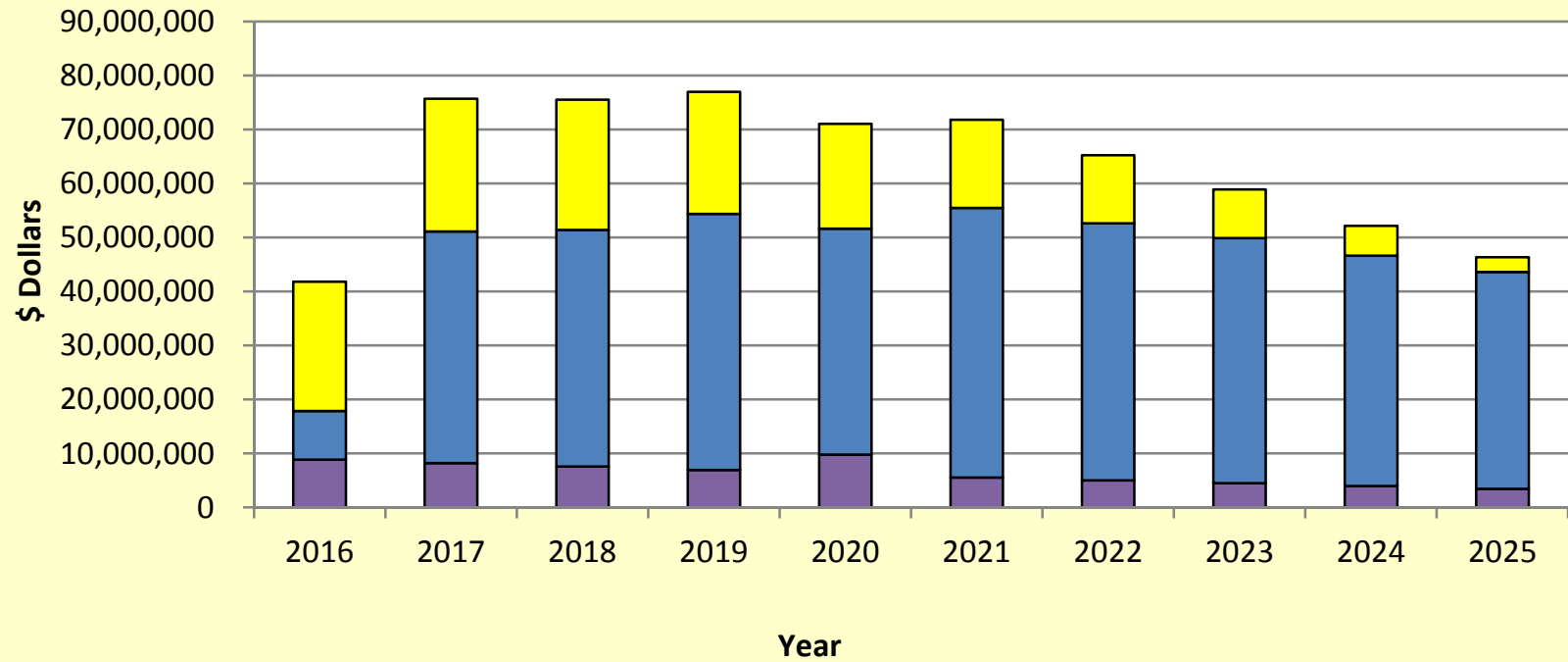
## PROPOSED 2016 CAPITAL PLAN

### Section 5:

# Debt



## Total Projected Outstanding Debt By Year







## Total Projected Annual Debt Payments

