Norfolk COUNTY

Working together with our community
to provide quality services.

Proposed 2014 Capital Plan

2015 - 2023
Capital Forecast

PROPOSED 2014 CAPITAL PLAN

Section 1:

Treasurer's Report

DEPARTMENT:	**Financial Services**	**PAGE**	**1 OF 16**
DATE PREPARED:	**September 19, 2013**	**REPORT NO.**	**FS 13-27**
"COUNCIL-IN-COMMITTEE" MEETING DATE:	**October 2, 2013**		

SUBJECT: **Proposed 2014 Capital Plan**

INTRODUCTION/BACKGROUND:

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.

The Proposed 2014 Capital Plan includes the Proposed 2014 Capital Budget and Proposed Capital Forecast for the years 2015 to 2023. Council's review of the Proposed 2014 Capital Plan provides an opportunity to approve the capital requirements to maintain or enhance infrastructure to address the needs of Norfolk County for the 2014 to 2023 period and facilitates meeting the objectives of the long-term financial sustainability philosophy.

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COUNCIL-IN-COMMITTEE:	COUNCIL:
RES. NO. _____	RES. NO. _____
[ ] Approved [ ] Approved with Amendments [ ] Other	[ ] Approved [ ] Approved with Amendments [ ] Other

DISCUSSION/ANALYSIS

Council has approved the Norfolk County Corporate Strategic Plan, with the following Vision and Mission statements, which provides the framework to ensure staff and Council are working together to meet the needs of the County and its residents:

Vision: *Our efforts will enhance the quality of life for all of those who live, work and play in our community. Through the cooperation and dedication of staff, Council and citizens we will identify and respond to the current and future needs of our community and plan for challenges of the future.*

Mission: *Working together with our community to provide quality services.*

In the Strategic Plan, Council established a series of Strategic Directions and Goals that chart the direction of the community and the corporation based on the community's hopes, dreams and aspirations for Norfolk County. These seven Strategic Directions identified by Council have a direct influence on development of the Proposed 2014 Capital Plan:

- Ongoing Operations — To maintain current levels of service and continue to provide value to the residents of Norfolk County for the services being delivered.
- Economic Prosperity — To deliver programs to retain, grow and attract business and industry in all sectors of our economy.
- Community Well-Being — To ensure the County supports programs and services to meet the quality of life needs of the community.
- Community Values and Identity — To engage our diverse communities and volunteers.
- Corporate Infrastructure Sustainability — To meet the County's servicing needs to ensure long term sustainable growth.
- Financial Sustainability — To ensure the County maintains a sound financial plan which can support a vibrant, growing community.
- Corporate Governance — To foster an environment conducive to retaining and recruiting County personnel and volunteers and ensuring that the governance model of Council, Boards and Committees is appropriate.

Developing the Proposed 2014 Capital Plan

Developing the Proposed 2014 Capital Plan is a collaborative process involving staff input from virtually every Department within the County. The Proposed 2014 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.

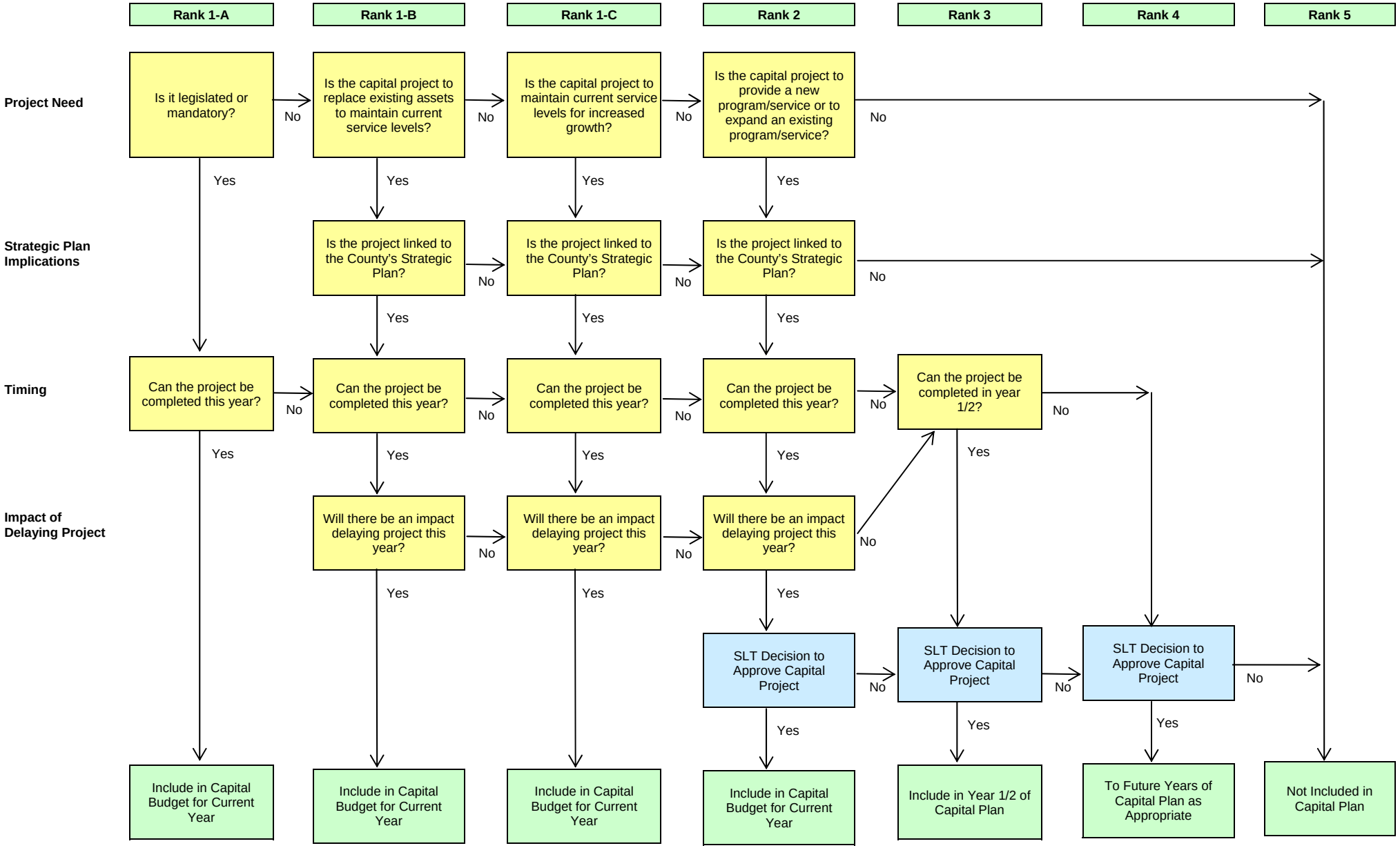
All of the County's Departments/Divisions submitted a preliminary list of capital projects to be considered for inclusion in the Capital Budget for 2014. SLT reviewed in detail all of the proposed capital projects and ranked them, using the previously approved Capital Ranking Criteria, to determine the capital projects that would be recommended in the Proposed 2014 Capital Budget.

The Capital Ranking Criteria, presented on page 4, is used to rank the capital projects that are included in the Proposed 2014 Capital Budget. In most cases, capital projects, from the preliminary list of capital projects submitted by staff, that are not included in the Proposed 2014 Capital Budget were deferred and included in future years in the Proposed 2015 to 2023 Capital Forecast.

The driving forces for a capital project to be included in the Proposed 2014 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.

CAPITAL RANKING CRITERIA



Presentation of the Proposed 2014 Capital Plan

The Proposed 2014 Capital Plan is presented in two parts:

- Proposed 2014 Capital Budget:
  - Presented in Tab 2 of the Proposed 2014 Capital Plan
  - A listing of the proposed capital projects for the year 2014 presented in each of the categories as outlined below

- Proposed 2014 – 2023 Capital Forecast:
  - Presented in Tab 3 of the Proposed 2014 Capital Plan
  - A summary of the proposed capital projects for the ten-year forecast, 2015 to 2023, presented in each of the categories as outlined below (Note that the Proposed 2014 Capital Budget amounts have been included for reference purposes)

- Detailed Project Sheets will be readily available electronically and Finance 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 2014 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 have been moved from the Capital Plan to the Operating Plan because repair and maintenance costs, as defined by the revised PSAB Guidelines, are considered an operating cost not a capital cost. By the same token, allocations for replacement of capital assets, that had been previously included in the Operating Plan, have now been moved to the Capital Plan.

The Proposed 2014 Capital Plan 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 2014 Capital Plan as follows:

- Section 2A: Proposed 2014 Capital Budget – Replacement of Capital Assets
- Section 3A: Proposed 2014 – 2023 Capital Plan – Replacement of Capital Assets

Asset replacements presented in these sections of the Proposed 2014 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. Replacement 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 2014 Capital Plan as follows:

- Section 2B: Proposed 2014 Capital Budget – Replacement with Enhancements
- Section 3B: Proposed 2014 – 2023 Capital Plan – Replacement with Enhancements

As is the case with Category A – Replacement 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 *Replacement 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 2014 Capital Plan as follows:

- Section 2C: Proposed 2014 Capital Budget – New Capital Initiatives
- Section 3C: Proposed 2014 – 2023 Capital Plan – 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 underserviced 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

This category includes provision for Studies and Assessments that are done on an annual or periodic basis and can be found in the Proposed 2014 Capital Plan as follows:

- Section 2D: Proposed 2014 Capital Budget – Studies and Assessments
- Section 3D: Proposed 2014 – 2023 Capital Plan – Studies and Assessments

PSAB Guidelines provide that *Studies and Assessments* are considered an operating expenditure and not a capital expenditure. As such, they should be included in the Operating Plan and not the Capital Plan. *Studies and Assessments are* included in the Capital Plan because they are on a recurring basis and the Capital Plan is the most logical place to keep track of them because it covers a ten-year period. For example, the Development Charges Background Study occurs on a 5 year basis.

Funding for Studies and Assessments is typically provided from Water/Wastewater Rates or Tax Levies. In some instances funding may come from Reserves/Reserve Funds if the purpose of the Study or Assessment is directly linked to a capital project.

Analysis of the Proposed 2014 Capital Budget and Forecast

The Proposed 2014 Capital Plan presents a proposed capital expenditure program totaling approximately $402 million for the ten-year forecast period for all County operations, including Rate Funded Capital Projects and Levy Supported Capital Projects. Table 1 provides a summary of the Proposed 2014 Capital Plan based upon the four presentation categories outlined above.

Table 1: Summary of Proposed 2014 Capital Plan

Capital Projects Category	Approved 2013 Capital Plan		Proposed 2014 Capital Plan	
	Year 2013	Ten-Year Forecast	Year 2014	Ten-Year Forecast
Replacement of Capital Assets	$ 25,976,000	$ 229,332,000	$ 22,194,000	$ 240,816,000
Replacement with Enhancements	2,308,000	23,298,000	2,456,000	25,488,000
New Capital Initiatives	19,620,000	71,334,000	8,845,000	132,916,000
Studies and Assessments	575,000	1,974,000	1,144,000	2,844,000
Total Capital Projects	**$ 48,479,000**	**$ 325,938,000**	**$ 34,639,000**	**$ 402,064,000**

Table 2 provides a breakdown of the Proposed 2014 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 2014 Capital Plan By Base Funding Source

Capital Projects	Approved 2013 Capital Plan		Proposed 2014 Capital Plan	
	Year 2013	Ten-Year Forecast	Year 2014	Ten-Year Forecast
Levy Funded Capital Projects	$ 25,371,000	$ 214,532,000	$ 23,497,000	$ 221,409,000
Rate Funded Capital Projects	23,108,000	111,406,000	11,142,000	180,655,000
Total Capital Projects	**$ 48,479,000**	**$ 325,938,000**	**$ 34,639,000**	**$ 402,064,000**

As outlined in Tables 1 and 2 the increase over the Approved 2013 Capital Plan compared to the Proposed 2014 Capital Plan is approximately $76 Million. This material increase is mainly due to the inclusion of a number of projects throughout 2019 to 2023 totaling $83 Million for the potential construction of a new water treatment plant within Norfolk County or alternatively a contribution to an expansion of the Nanticoke Water Treatment Plant located in Haldimand County plus construction of feeder mains and connections to urban centers within Norfolk County. The balance of the increase is mainly due to the need for additional road related projects identified over the next 10 years. These increases have been offset by the removal of a number of proposed solid waste management projects for the Canborough Landfill site that are no longer required.

The 2014 Capital Budget also includes a number of Studies and Assessments which may have a direct impact on future Capital and Financing Plans.

These Studies and Assessments include:

1. Integrated Master Plan for Roads, Water, Wastewater, Storm Sewers, Transportation
2. Development Charge Study
3. Strategic Locations of Norfolk County Halls Study

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 2014 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. Replacement Capital Assets	• Capital Replacement Reserves/Reserve Funds • Water/Wastewater Rates and Tax Levies where Capital Replacement Reserves/Reserve Funds do not exist
B. Replacement with Enhancements	• Replacement component – funded in same manner as Replacement of Capital Assets • Enhancement component – funded from new revenue, such as Development Charges, community donations, government grants, water/wastewater rates, tax levies or debt
C. New Capital Initiatives	• New revenue, such as Development Charges, community donations, government grants, water/wastewater rates, tax levies or debt
D. Studies and Assessments	• Water/Wastewater Rates and Tax Levies • May be funded from Reserves/Reserve Funds if the purpose of the Study or Assessment is directly linked to a capital project

Funding Assumptions

Funding of the projects included in the Proposed 2014 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 2014 Capital Plan.

Table 4: Summary of Funding Sources for Proposed 2014 Capital Plan

Source of Funding	Approved 2013 Capital Plan	Proposed 2014 Capital Plan
Reserves/Reserve Funds	$ 251,467,000	$ 260,480,500
Debentures	50,513,500	117,970,000
External Financing	9,992,500	9,944,000
Grants & Subsidies	3,377,000	3,302,000
Tax Levy, Water/Wastewater Rates	10,588,000	10,367,500
Total	**$ 325,938,000**	**$ 402,064,000**

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, 2012 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 2013 Operating Budgets, with no change over the ten-year forecast period.

- *Uses of Funds:* Funds are allocated to Works-in-Process in the 2014 and prior years approved Capital Budgets and for proposed projects included in the Proposed 2014 Capital Plan for the years 2014 to 2023. Funding for future capital projects is allocated in the year the project is reported in the Proposed 2014 Capital Plan.

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 the contributions from Water/Wastewater Rates and Tax Levies or through the issuance of additional debt; however, additional debt carries with it the impact on Water/Wastewater Rates and Tax Levies. In addition, staff is working on a report on the financial sustainability of Reserves/Reserve Funds which may provide further mitigation of deficits through reallocation of funds amongst Reserves/Reserve Funds. Finally, 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

These Reserve Funds are used to provide funding for acquisition of new TCA's that result from new development. Contributions to these Reserve Funds comes from Development Charges collected when a building permit is issued for new construction and interest earned.

Some of the Development Charges 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 the Proposed 2014 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 Charges 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 2014 Capital Plan are based upon the following assumptions:

- Debt will be issued the year after the project is approved in the Proposed 2014 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 2014 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 $60 million at the end of 2014 to a high of approximately $105 million by 2021 and $101 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 $7.1 million in 2014 to approximately $15.5 million in 2023. These amounts are based upon the identified requirement for debt financing in the Proposed 2014 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 2014 Capital Plan, the available credit limit is reduced from approximately 64% in 2014 to a low of 39% in 2023.

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 to 'A'/Positive 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 2014 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 2014 Operating Budget deliberations for further consideration. These capital projects may not proceed until the Operating Budgets have been approved.

Capital Forecast and Approval

Upon completion of the review of the Proposed 2014 Capital Plan, Council will be asked to pass a resolution to approve the 2014 Capital Budget and to adopt the 2015 to 2023 Capital Forecast in principle.

Council approval of the 2014 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 2014 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 2014 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 2014 Operating Budget deliberations for consideration.

CONCLUSION

Staff believes that the Proposed 2014 Capital Plan provides the capital program to meet corporate strategies to maintain or enhance services to address the needs of the County, with a financing strategy incorporating a mix of current Tax Levies and Water/Wastewater Rates, Reserve/Reserve Fund contributions and debt issuance.

RECOMMENDATIONS

1. THAT Report FS 13-27 RE: Proposed 2014 Capital Plan be received;
2. AND THAT the 2014 Capital Budget in the amount of $34,639,000 be approved;
3. AND THAT, subject to the provisions of the Purchasing Policy, staff be authorized to proceed with 2014 Capital Projects that are not funded directly from Tax Levies or Water/Wastewater Rates;
4. AND THAT the Capital Forecast for the years 2015 to 2023 be approved in principle, in the amount of $367,425,000;
5. AND THAT the proposed Tax Levies or Water/Wastewater Rates required to fund Capital projects and contributions to Reserves/Reserve Funds, be included in the 2014 Operating Budget deliberations for consideration.

PROPOSED 2014 CAPITAL PLAN

Section 2:

Proposed 2014 Capital Budget

NORFOLK COUNTY

Proposed 2014 Capital Budget

PROJECT TYPES

Department/Division/Project	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
REPLACEMENTS OF CAPITAL ASSETS	**22,194,000**	(1,155,000)	(316,700)	(138,000)	(19,814,500)	(769,800)	**(22,194,000)**
REPLACEMENTS WITH ENHANCEMENTS	**2,456,000**			(480,000)	(1,699,000)	(277,000)	**(2,456,000)**
NEW CAPITAL INITIATIVES	**8,845,000**	(25,000)	(135,000)	(5,896,000)	(2,197,000)	(592,000)	**(8,845,000)**
STUDIES & ASSESSMENTS	**1,144,000**			(500,000)	(248,000)	(396,000)	**(1,144,000)**
Total PROJECT TYPES	**34,639,000**	(1,180,000)	(451,700)	(7,014,000)	(23,958,500)	(2,034,800)	**(34,639,000)**

PROPOSED 2014 CAPITAL PLAN

Section 2A:

Proposed 2014 Capital Budget

Replacement of Capital Assets

NORFOLK COUNTY

Proposed 2014 Capital Budget

REPLACEMENTS OF CAPITAL ASSETS

Department/Division/Project	Priority Ranking	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
Requisitions from Boards & Agencies								
Library Board								
Other Replacements								
C760.0053 Simcoe Library Heritage Door Replacement - 2014		**15,000**	0	0	0	(15,000)	0	**(15,000)**
C760.0055 Waterford Branch Wood Siding		**35,000**	0	0	0	(35,000)	0	**(35,000)**
Total Other Replacements		**50,000**	0	0	0	(50,000)	0	**(50,000)**
Total Library Board		**50,000**				**(50,000)**		**(50,000)**
Total Requisitions from Boards & Agencies		**50,000**				**(50,000)**		**(50,000)**
Employee & Business Services								
Information Systems								
Information Technology Replacement Program								
C160.0008 2014 Information Technology Replacement Program	Ranking 1 - B	**280,000**	0	0	0	(280,000)	0	**(280,000)**
Total Information Technology Replacement Program		**280,000**	0	0	0	(280,000)	0	**(280,000)**
Total Information Systems		**280,000**				**(280,000)**		**(280,000)**
Total Employee & Business Services		**280,000**				**(280,000)**		**(280,000)**
Public Works & Environmental Services								
Engineering Services								
Infrastructure Reconstruction Program								
C304.0006 Argyle Ave - James to Delcrest, Delhi Road Reconstruction	Ranking 1 - B	**1,770,000**	0	0	0	(1,770,000)	0	**(1,770,000)**
C304.0013 Centre Street- Erie Ave to Grave St & Grave St, Port Rowan	Ranking 1 - B	**500,000**	0	0	0	(500,000)	0	**(500,000)**
C304.0034 McNab Street - St. Patrick Street to Main Street, Port Dover	Ranking 1 - B	**540,000**	0	0	0	(540,000)	0	**(540,000)**
C304.0044 Queen Street - William to Eagle, Delhi	Ranking 1 - B	**1,120,000**	0	0	0	(1,120,000)	0	**(1,120,000)**
C304.0046 Sherman Street - Oakwood Ave to Victoria St, Simcoe	Ranking 1 - B	**540,000**	0	0	0	(540,000)	0	**(540,000)**
C304.0086 St. Andrews Street - Greenock St. to Nelson, Port Dover	Ranking 1 - B	**970,000**	0	0	0	(970,000)	0	**(970,000)**
C304.0096 Robinson Street - Talbot to Queen, Simcoe	Ranking 1 - B	**925,000**	0	0	0	(925,000)	0	**(925,000)**
C304.0110 Oakwood Avenue - Sherman Ave to Potts Rd, Simcoe	Ranking 1 - B	**855,000**	0	0	0	(855,000)	0	**(855,000)**
C304.0161 St. George Street - Greenock to Clifford, Port Dover	Ranking 1 - B	**1,175,000**	0	0	0	(1,175,000)	0	**(1,175,000)**
Total Infrastructure Reconstruction Program		**8,395,000**	0	0	0	(8,395,000)	0	**(8,395,000)**
Asphalt Resurfacing Program								
C302.0028 2014 Asphalt Resurfacing Program - Highway 59	Ranking 1 - B	**530,000**	0	0	0	(530,000)	0	**(530,000)**
C302.0041 2014 Asphalt Resurfacing Program - Erie Boulevard	Ranking 1 - B	**825,000**	0	0	0	(825,000)	0	**(825,000)**
C302.0042 2014 Asphalt Resurfacing Program - Lakeshore Road	Ranking 1 - B	**660,000**	0	0	0	(660,000)	0	**(660,000)**
C302.0046 2014 Asphalt Resurfacing Program - Townline Street	Ranking 1 - B	**350,000**	0	0	0	(350,000)	0	**(350,000)**

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C302.0048 2014 Asphalt Resurfacing Program - Delhi-Burford Townline Road	Ranking 1 - B	**1,700,000**	(850,000)	0	0	(850,000)	0	**(1,700,000)**
Total Asphalt Resurfacing Program		**4,065,000**	(850,000)	0	0	(3,215,000)	0	**(4,065,000)**
Bridge Rehabilitation Program								
C324.0014 Structure 982403 - County Road 24 Elliott Culvert	Ranking 1 - B	**580,000**	0	0	0	(580,000)	0	**(580,000)**
C324.0015 Structure 000109 - Big Creek Overflow Bridge	Ranking 1 - B	**300,000**	0	0	0	(300,000)	0	**(300,000)**
Total Bridge Rehabilitation Program		**880,000**	0	0	0	(880,000)	0	**(880,000)**
Total Engineering Services		**13,340,000**	**(850,000)**			**(12,490,000)**		**(13,340,000)**
W&WW Administration								
Other Replacements								
C440.0010 Cedar Street Operations Yard - Photocopier Replacement	Ranking 1 - B	**5,000**	0	0	0	(5,000)	0	**(5,000)**
Total Other Replacements		**5,000**	0	0	0	(5,000)	0	**(5,000)**
Total W&WW Administration		**5,000**				**(5,000)**		**(5,000)**
Wastewater Operations								
Wastewater Equipment Replacements/Upgrades Program								
C453.0039 Port Dover WWTF - Digester Sludge Valve and Actuator Replacer	Ranking 1 - B	**40,000**	0	0	0	(40,000)	0	**(40,000)**
C453.0040 Port Dover WWTF - Raw Sludge Valve Actuator Replacements	Ranking 1 - B	**25,000**	0	0	0	(25,000)	0	**(25,000)**
C453.0041 Port Dover WWTF - Boiler Room and Preliminary Building Gas De	Ranking 1 - B	**30,000**	0	0	0	(30,000)	0	**(30,000)**
C454.0007 Port Rowan WWTF - Primary Clarifier Walkway Grating Upgrade	Ranking 1 - B	**14,000**	0	0	0	0	(14,000)	**(14,000)**
C455.0035 Simcoe WWTF - Wet Well and Bar Screen Cleaning & Inspection	Ranking 1 - B	**15,000**	0	0	0	(15,000)	0	**(15,000)**
C455.0036 Simcoe WWTF - Garage and Workshop Roof Replacement	Ranking 1 - B	**20,000**	0	0	0	(20,000)	0	**(20,000)**
C455.0037 Simcoe WWTF - Sluice Gate Replacements	Ranking 1 - B	**15,000**	0	0	0	(15,000)	0	**(15,000)**
C455.0038 Simcoe WWTF - Autodialer Replacement	Ranking 1 - B	**15,000**	0	0	0	(15,000)	0	**(15,000)**
C455.0039 Simcoe WWTF - Chemical Room Ventilation Upgrades	Ranking 1 - B	**8,000**	0	0	0	(8,000)	0	**(8,000)**
C455.0041 Simcoe WWTF - Secondary Clarifier Scum Collection Crock Drain	Ranking 1 - C	**10,000**	0	0	0	0	(10,000)	**(10,000)**
C455.0042 Simcoe WWTF - Primary Digester Ladder Replacement	Ranking 1 - B	**10,000**	0	0	0	(2,500)	(7,500)	**(10,000)**
C456.0010 Waterford SPS - Bypass Pumping Valve Replacements	Ranking 1 - B	**15,000**	0	0	0	(15,000)	0	**(15,000)**
C456.0013 Waterford WWTF - Sidewalk Replacement	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
C456.0014 Waterford WWTF - Aerated Lagoon Outlet Cleaning and Inspectio	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
Total Wastewater Equipment Replacements/Upgrades Program		**237,000**	0	0	0	(205,500)	(31,500)	**(237,000)**
Concrete Tank Repairs Program								
C450.0028 2014 Wastewater Treatment Facility Concrete Tank Repairs	Ranking 1 - B	**100,000**	0	0	0	(100,000)	0	**(100,000)**
Total Concrete Tank Repairs Program		**100,000**	0	0	0	(100,000)	0	**(100,000)**
Total Wastewater Operations		**337,000**				**(305,500)**	**(31,500)**	**(337,000)**

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Department/Division/Project	Priority Ranking	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
Water Operations								
Water Equipment Replacements/Upgrades Program								
C464.0012 Port Rowan WTP - Granular Activated Carbon Replacement	Ranking 1 - B	**90,000**	0	0	0	(90,000)	0	**(90,000)**
C464.0013 Port Rowan Water Tower - Recirculation Upgrades	Ranking 1 - B	**50,000**	0	0	0	(50,000)	0	**(50,000)**
C464.0014 Port Rowan WTP - Roof Repairs	Ranking 1 - B	**20,000**	0	0	0	(20,000)	0	**(20,000)**
C465.0020 Simcoe Cedar Street Well Field - Culvert Replacement	Ranking 1 - B	**12,000**	0	0	0	(12,000)	0	**(12,000)**
C465.0031 Simcoe Cedar Street Well Field - Reservoir Rehabilitation	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
Total Water Equipment Replacements/Upgrades Program		**182,000**	0	0	0	(182,000)	0	**(182,000)**
Well Rehabilitation Program								
C462.0016 2014 Well Rehabilitation Program - Delhi	Ranking 1 - A	**100,000**	0	0	0	(100,000)	0	**(100,000)**
C465.0009 2014 Well Rehabilitation Program - Simcoe	Ranking 1 - A	**150,000**	0	0	0	(150,000)	0	**(150,000)**
Total Well Rehabilitation Program		**250,000**	0	0	0	(250,000)	0	**(250,000)**
Total Water Operations		**432,000**				**(432,000)**		**(432,000)**
Municipal Drainage Services								
Drainage Engineering & Construction Program								
C302.2014 2014 Drainage Engineering & Construction Program	Ranking 1 - A	**950,000**	(300,000)	(316,700)	0	0	(333,300)	**(950,000)**
Total Drainage Engineering & Construction Program		**950,000**	(300,000)	(316,700)	0	0	(333,300)	**(950,000)**
Total Municipal Drainage Services		**950,000**	**(300,000)**	**(316,700)**			**(333,300)**	**(950,000)**
Fleet								
Fleet Capital Equipment Replacement Program								
C317.0036 Brush Chopper Replacement - G842	Ranking 1 - B	**75,000**	0	0	0	(75,000)	0	**(75,000)**
C317.0040 Front Mower Replacement - M531	Ranking 1 - B	**22,000**	0	0	0	(22,000)	0	**(22,000)**
C317.0055 Motor Grader Replacement - G811	Ranking 1 - B	**275,000**	0	0	0	(275,000)	0	**(275,000)**
C317.0070 1/2 Ton Pickup Truck Replacement - P046	Ranking 1 - B	**26,000**	0	0	0	(26,000)	0	**(26,000)**
C317.0077 Mower Replacement - M542	Ranking 1 - B	**34,000**	0	0	0	(34,000)	0	**(34,000)**
C317.0088 1/2 Ton Pickup Truck Replacement - P247	Ranking 1 - B	**26,000**	0	0	0	(26,000)	0	**(26,000)**
C317.0089 1/2 Ton Pickup Truck Replacement - P249	Ranking 1 - B	**26,000**	0	0	0	(26,000)	0	**(26,000)**
C317.0092 Packer/Vibrator Replacement - S421	Ranking 1 - B	**100,000**	0	0	0	(100,000)	0	**(100,000)**
C317.0093 Tandem Axle Truck Replacement - T333	Ranking 1 - B	**239,000**	0	0	0	(239,000)	0	**(239,000)**
C317.0139 One Ton Truck Replacement - T462	Ranking 1 - B	**60,000**	0	0	0	(60,000)	0	**(60,000)**
C317.0147 1/2 Ton Pickup Truck Replacement - P040	Ranking 1 - B	**26,000**	0	0	0	(26,000)	0	**(26,000)**
C317.0153 1/2 Ton Pickup Truck Replacement - P065	Ranking 1 - B	**26,000**	0	0	0	(26,000)	0	**(26,000)**
C317.0154 1/2 Ton Pickup Truck Replacement - P066	Ranking 1 - B	**26,000**	0	0	0	(26,000)	0	**(26,000)**

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C317.0176 Tractor Replacement - M550	Ranking 1 - B	**25,000**	0	0	0	(25,000)	0	**(25,000)**
C317.0198 Used Ambulance for Service Vehicle Replacement - (T444)	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
Total Fleet Capital Equipment Replacement Program		**996,000**	0	0	0	(996,000)	0	**(996,000)**
Total Fleet		**996,000**				**(996,000)**		**(996,000)**
Facilities								
HVAC Replacement Program								
C500.0002 HVAC - Replace Furnace & A/C - Port Rowan Medical Centre	Ranking 1 - B	**8,000**	0	0	0	(8,000)	0	**(8,000)**
C720.0017 Delhi Arena - Replace Boiler	Ranking 1 - B	**105,000**	0	0	0	(105,000)	0	**(105,000)**
C720.0057 HVAC Replacement - AC Condenser- Talbot Gardens	Ranking 1 - B	**33,000**	0	0	0	(33,000)	0	**(33,000)**
C720.0060 HVAC Replacement - Spectator Heating - Port Dover Arena	Ranking 1 - B	**29,000**	0	0	0	(29,000)	0	**(29,000)**
C760.0051 Heat Pump Replacement - Simcoe Branch Library (Phase 2 of 2)	Ranking 1 - B	**20,000**	0	0	0	(20,000)	0	**(20,000)**
C770.0037 HVAC Replacement - Furnace & A/C Port Dover Harbour Museum	Ranking 1 - B	**11,000**	0	0	0	(11,000)	0	**(11,000)**
Total HVAC Replacement Program		**206,000**	0	0	0	(206,000)	0	**(206,000)**
Roof Replacement Program								
C722.0024 Roof Replacement - Port Dover Community Centre	Ranking 1 - B	**125,000**	0	0	0	(125,000)	0	**(125,000)**
C723.0001 Roof Replacement- R & CS Depot	Ranking 1 - B	**125,000**	0	0	0	(125,000)	0	**(125,000)**
C723.0003 Roof Replacement - Port Dover Public Washrooms	Ranking 1 - B	**20,000**	0	0	0	(20,000)	0	**(20,000)**
C730.0108 Roof Replacement - Langton Athletic Park Washrooms	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
C770.0019 Roof Replacement (Office Area) - Spruce Row Museum	Ranking 1 - B	**60,000**	0	0	0	(60,000)	0	**(60,000)**
Total Roof Replacement Program		**340,000**	0	0	0	(340,000)	0	**(340,000)**
Admin Buildings Repairs & Maintenance Program								
C180.0010 Window Replacement - Delhi Administration Building	Ranking 1 - B	**30,000**	0	0	0	(30,000)	0	**(30,000)**
C180.0033 Repurpose Basement Washrooms to Storage - DAB	Ranking 1 - B	**35,000**	0	0	0	0	(35,000)	**(35,000)**
C180.0040 Wall Repair - Facilities Operation Building	Ranking 1 - B	**97,000**	0	0	0	(97,000)	0	**(97,000)**
C180.0045 Repair Fire Separations - Delhi Admin Bldg	Ranking 1 - B	**30,000**	0	0	0	(30,000)	0	**(30,000)**
C180.0046 Exterior Repairs - County Administration Building	Ranking 1 - B	**200,000**	0	0	0	(200,000)	0	**(200,000)**
Total Admin Buildings Repairs & Maintenance Program		**392,000**	0	0	0	(357,000)	(35,000)	**(392,000)**
Total Facilities		**938,000**				**(903,000)**	**(35,000)**	**(938,000)**
Road Operations								
Urban Street Upgrades Program								
C337.0006 2014 Urban Street Upgrades Program	Ranking 1 - B	**125,000**	0	0	0	(125,000)	0	**(125,000)**
Total Urban Street Upgrades Program		**125,000**	0	0	0	(125,000)	0	**(125,000)**
Culvert Replacements Program								

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C321.0006 2014 Culvert Relining	Ranking 1 - B	**90,000**	0	0	0	(90,000)	0	**(90,000)**
Total Culvert Replacements Program		**90,000**	0	0	0	(90,000)	0	**(90,000)**
Gravel Resurfacing Program								
C342.0004 2014 Gravel Resurfacing	Ranking 1 - B	**750,000**	0	0	0	(750,000)	0	**(750,000)**
Total Gravel Resurfacing Program		**750,000**	0	0	0	(750,000)	0	**(750,000)**
Retaining Wall Replacements Program								
C371.0003 2014 Retaining Walls	Ranking 1 - B	**40,000**	0	0	0	(40,000)	0	**(40,000)**
Total Retaining Wall Replacements Program		**40,000**	0	0	0	(40,000)	0	**(40,000)**
Surface Treatments Program								
C337.0016 2014 Surface Treatment	Ranking 1 - B	**1,703,000**	0	0	0	(1,703,000)	0	**(1,703,000)**
Total Surface Treatments Program		**1,703,000**	0	0	0	(1,703,000)	0	**(1,703,000)**
Other Replacements								
C374.0019 Waterford (Montclair) Streetlight Replacements	Ranking 1 - B	**25,000**	0	0	0	0	(25,000)	**(25,000)**
Total Other Replacements		**25,000**	0	0	0	0	(25,000)	**(25,000)**
Total Road Operations		**2,733,000**				**(2,708,000)**	**(25,000)**	**(2,733,000)**
Waste Management								
Canborough Leachate Collection								
C410.0109 Leachate Manhole Repairs (2014)	Ranking 1 - A	**72,000**	0	0	0	(72,000)	0	**(72,000)**
Total Canborough Leachate Collection		**72,000**	0	0	0	(72,000)	0	**(72,000)**
Other Replacements								
C422.0005 South Walsingham Transfer Station Storm Water Retention Projec	Ranking 1 - A	**100,000**	0	0	0	0	(100,000)	**(100,000)**
C423.0007 Simcoe Transfer Station Deck Replacement	Ranking 1 - B	**40,000**	0	0	0	0	(40,000)	**(40,000)**
Total Other Replacements		**140,000**	0	0	0	0	(140,000)	**(140,000)**
Total Waste Management		**212,000**				**(72,000)**	**(140,000)**	**(212,000)**
Total Public Works & Environmental Services		**19,943,000**	**(1,150,000)**	**(316,700)**		**(17,911,500)**	**(564,800)**	**(19,943,000)**
Health & Social Services								
Norview Lodge								
Kitchen Replacement Program								
C652.0008 2014 Accutemp Replacement	Ranking 1 - B	**9,000**	0	0	0	(9,000)	0	**(9,000)**
C652.0013 2014 Steam Table Replacement (2)	Ranking 1 - B	**14,000**	0	0	0	(14,000)	0	**(14,000)**
Total Kitchen Replacement Program		**23,000**	0	0	0	(23,000)	0	**(23,000)**
Nursing Equipment Replacement Program								
C653.0035 2014 Sling Replacement (125)	Ranking 1 - B	**100,000**	0	0	0	(100,000)	0	**(100,000)**

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Total Nursing Equipment Replacement Program		**100,000**	0	0	0	(100,000)	0	**(100,000)**
Photocopier Replacement Program								
C650.0004 2014 Norview Photocopier Replacement	Ranking 1 - B	**16,000**	0	0	0	(16,000)	0	**(16,000)**
Total Photocopier Replacement Program		**16,000**	0	0	0	(16,000)	0	**(16,000)**
Building Envelope Repair Program								
C656.0036 2014 Norview Building Envelope Repairs - Repaint Siding	Ranking 1 - B	**100,000**	0	0	0	(100,000)	0	**(100,000)**
Total Building Envelope Repair Program		**100,000**	0	0	0	(100,000)	0	**(100,000)**
Other Replacements								
C656.0035 2014 Courtyard Sunblock Ledge Repair	Ranking 1 - B	**45,000**	0	0	0	(45,000)	0	**(45,000)**
Total Other Replacements		**45,000**	0	0	0	(45,000)	0	**(45,000)**
Total Norview Lodge		**284,000**				**(284,000)**		**(284,000)**
Total Health & Social Services		**284,000**				**(284,000)**		**(284,000)**
Community Services								
Parks, Facilities & Recreation								
Interior Building Upgrades Program								
C720.0094 Replace Lobby Dressing Room Flooring - Delhi Arena Phase 2 - 2	Ranking 1 - B	**25,000**	0	0	0	(25,000)	0	**(25,000)**
Total Interior Building Upgrades Program		**25,000**	0	0	0	(25,000)	0	**(25,000)**
Exterior Building Upgrades Program								
C722.0050 Waterford Lions Community Centre Refurbishment - 2014	Ranking 1 - B	**25,000**	(5,000)	0	0	0	(20,000)	**(25,000)**
Total Exterior Building Upgrades Program		**25,000**	(5,000)	0	0	0	(20,000)	**(25,000)**
Refrigeration Equipment Replacement Program								
C720.0072 Compressor Replacements - SRC Arena - 2014	Ranking 1 - B	**100,000**	0	0	0	(100,000)	0	**(100,000)**
C720.0084 Condenser & Condenser Water Tank Replacement - Delhi Arena -	Ranking 1 - B	**90,000**	0	0	0	(90,000)	0	**(90,000)**
Total Refrigeration Equipment Replacement Program		**190,000**	0	0	0	(190,000)	0	**(190,000)**
Ice Resurfacer Replacements Program								
C720.0046 Replace Ice Resurfacer - Langton Arena - 2014	Ranking 1 - B	**84,000**	0	0	0	(84,000)	0	**(84,000)**
Total Ice Resurfacer Replacements Program		**84,000**	0	0	0	(84,000)	0	**(84,000)**
Playground Replacement Program								
C730.0050 Annual Playground Replacement - Woodhouse Acres, Port Dover	Ranking 1 - B	**50,000**	0	0	0	0	(50,000)	**(50,000)**
Total Playground Replacement Program		**50,000**	0	0	0	0	(50,000)	**(50,000)**
Other Replacements								
C722.0051 Audio/Video System Replacement - Port Dover Comm Centre - 20	Ranking 1 - B	**10,000**	0	0	0	0	(10,000)	**(10,000)**
C740.0001 Replace Copier - SRC - 2014	Ranking 1 - B	**20,000**	0	0	0	(20,000)	0	**(20,000)**

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Department/Division/Project	Priority Ranking	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
C840.0004 Forest Health & Tree Maintenance - Urban Forestry - 2014	Ranking 1 - B	**85,000**	0	0	0	0	(85,000)	**(85,000)**
Total Other Replacements		**115,000**	0	0	0	(20,000)	(95,000)	**(115,000)**
Total Parks, Facilities & Recreation		**489,000**	**(5,000)**			**(319,000)**	**(165,000)**	**(489,000)**
Fire & Rescue Services								
Fire Vehicle Replacement Program								
C200.0002 Replace Car 2 (Deputy Chief) - Fire	Ranking 1 - B	**57,000**	0	0	0	(57,000)	0	**(57,000)**
C209.0002 Replace Pumper-Tanker 9 - Stn#9 - Pt Rowan - Fire	Ranking 1 - B	**500,000**	0	0	0	(500,000)	0	**(500,000)**
Total Fire Vehicle Replacement Program		**557,000**	0	0	0	(557,000)	0	**(557,000)**
Infrared Thermal Imaging Camera Replacement Program								
C200.0039 Infrared Thermal Imaging Camera Replacements - Fire	Ranking 1 - B	**30,000**	0	0	0	(30,000)	0	**(30,000)**
Total Infrared Thermal Imaging Camera Replacement Program		**30,000**	0	0	0	(30,000)	0	**(30,000)**
Fire Station Building Repairs & Maintenance Program								
C200.0053 Fire Stations Buildings - Parking Requirements - Fire	Ranking 1 - B	**35,000**	0	0	0	0	(35,000)	**(35,000)**
C200.0055 Fire Stations Buildings - Exterior Finishing	Ranking 1 - B	**53,000**	0	0	0	(53,000)	0	**(53,000)**
C200.0056 Fire Stations Buildings - Interior Finishing	Ranking 1 - B	**27,000**	0	0	0	(27,000)	0	**(27,000)**
C203.0011 Fire Stations Buildings - Stn#3 Waterford - Floor Grate	Ranking 1 - B	**15,000**	0	0	0	(15,000)	0	**(15,000)**
C205.0015 Fire Stations Buildings - Stn#5 Delhi Building Facade Repairs	Ranking 1 - B	**30,000**	0	0	0	(30,000)	0	**(30,000)**
Total Fire Station Building Repairs & Maintenance Program		**160,000**	0	0	0	(125,000)	(35,000)	**(160,000)**
Fire Services Generator Replacement Program								
C202.0003 Generator Replacement - Fire Stn#2 - Port Dover - Fire	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
C203.0004 Generator Replacement - Fire Stn#3 - Waterford - Fire	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
C205.0013 Generator Replacement - Fire Stn#5 - Delhi - Fire	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
Total Fire Services Generator Replacement Program		**30,000**	0	0	0	(30,000)	0	**(30,000)**
SCBA Replacement Program								
C200.0046 Replace Air Bottles - Fire	Ranking 1 - B	**138,000**	0	0	(138,000)	0	0	**(138,000)**
Total SCBA Replacement Program		**138,000**	0	0	(138,000)	0	0	**(138,000)**
Total Fire & Rescue Services		**915,000**			**(138,000)**	**(742,000)**	**(35,000)**	**(915,000)**
Emergency Medical Services								
Defibrillator Replacement Program								
C540.0031 2014 Defibrillator Replacements - EMS	Ranking 1 - B	**68,000**	0	0	0	(68,000)	0	**(68,000)**
Total Defibrillator Replacement Program		**68,000**	0	0	0	(68,000)	0	**(68,000)**
EMS Buildings Repairs & Maintenance Program								
C540.0085 2014 EMS Buildings Repairs - B#5 Delhi - Window Replacement	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**

NORFOLK COUNTY

Proposed 2014 Capital Budget

REPLACEMENTS OF CAPITAL ASSETS

Department/Division/Project	Priority Ranking	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
C540.0086 2014 EMS Buildings Repairs - B#6 Pt Rowan - Replace Drain in G	Ranking 1 - B	**5,000**	0	0	0	(5,000)	0	**(5,000)**
C540.0087 2014 EMS Buildings Repairs - Washroom Fixture Replacements	Ranking 1 - B	**5,000**	0	0	0	(5,000)	0	**(5,000)**
Total EMS Buildings Repairs & Maintenance Program		**20,000**	0	0	0	(20,000)	0	**(20,000)**
Total Emergency Medical Services		**88,000**				**(88,000)**		**(88,000)**
Marinas								
Major Dock Rebuilds Program								
C391.0026 Major Overhaul Dock 4 - PDHM 2014	Ranking 1 - B	**75,000**	0	0	0	(75,000)	0	**(75,000)**
Total Major Dock Rebuilds Program		**75,000**	0	0	0	(75,000)	0	**(75,000)**
Marina Equipment & Vehicle Replacement Program								
C391.0053 Replace UTV - PDHM 2014	Ranking 1 - B	**15,000**	0	0	0	(15,000)	0	**(15,000)**
Total Marina Equipment & Vehicle Replacement Program		**15,000**	0	0	0	(15,000)	0	**(15,000)**
Total Marinas		**90,000**				**(90,000)**		**(90,000)**
Total Community Services		**1,582,000**	**(5,000)**		**(138,000)**	**(1,239,000)**	**(200,000)**	**(1,582,000)**
Planning & Economic Development								
Heritage & Culture								
Museums Repairs & Maintenance Program								
C770.0069 2014 Delhi Museum Repairs & Maintenance	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
C770.0070 2014 Port Dover Museum Repairs & Maintenance	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
C770.0071 2014 Teeterville Museum Repairs & Maintenance	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
C770.0072 2014 Waterford Museum Repairs & Maintenance	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
C770.0073 2014 Norfolk Arts Centre Repairs & Maintenance	Ranking 1 - B	**10,000**	0	0	0	(10,000)	0	**(10,000)**
Total Museums Repairs & Maintenance Program		**50,000**	0	0	0	(50,000)	0	**(50,000)**
Other Replacements								
C770.0053 Carillon Tower War Memorial - Sidewalk and Railing Repair	Ranking 1 - B	**5,000**	0	0	0	0	(5,000)	**(5,000)**
Total Other Replacements		**5,000**	0	0	0	0	(5,000)	**(5,000)**
Total Heritage & Culture		**55,000**				**(50,000)**	**(5,000)**	**(55,000)**
Total Planning & Economic Development		**55,000**				**(50,000)**	**(5,000)**	**(55,000)**
Total REPLACEMENTS OF CAPITAL ASSETS		**22,194,000**	**(1,155,000)**	**(316,700)**	**(138,000)**	**(19,814,500)**	**(769,800)**	**(22,194,000)**

PROPOSED 2014 CAPITAL PLAN

Section 2B:

Proposed 2014 Capital Budget

Replacement with Enhancements

NORFOLK COUNTY

Proposed 2014 Capital Budget

REPLACEMENTS WITH ENHANCEMENTS

Department/Division/Project	Priority Ranking	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
Requisitions from Boards & Agencies								
Library Board								
Material Replacement Program								
C760.0023 Library Materials - 2014		**299,000**	0	0	0	(299,000)	0	**(299,000)**
Total Material Replacement Program		**299,000**	0	0	0	(299,000)	0	**(299,000)**
Total Library Board		**299,000**				**(299,000)**		**(299,000)**
Total Requisitions from Boards & Agencies		**299,000**				**(299,000)**		**(299,000)**
Employee & Business Services								
Corporate Support Services								
Barrier Free Access Program								
C151.0044 2014 Accessible Sidewalk and Door - Waterford Museum	Ranking 2	**6,000**	0	0	0	0	(6,000)	**(6,000)**
C151.0047 2014 Accessible Entrance - Port Rowan Community Centre	Ranking 2	**6,000**	0	0	0	0	(6,000)	**(6,000)**
Total Barrier Free Access Program		**12,000**	0	0	0	0	(12,000)	**(12,000)**
Total Corporate Support Services		**12,000**					**(12,000)**	**(12,000)**
Total Employee & Business Services		**12,000**					**(12,000)**	**(12,000)**
Public Works & Environmental Services								
Engineering Services								
Sidewalks & Walkways Reconstruction Program								
C322.0005 2014 Sidewalks & Walkways Reconstruction	Ranking 1 - C	**175,000**	0	0	0	(150,000)	(25,000)	**(175,000)**
Total Sidewalks & Walkways Reconstruction Program		**175,000**	0	0	0	(150,000)	(25,000)	**(175,000)**
Other Replacements With Enhancements								
C302.0139 Old Hamilton Road - Development Contribution	Ranking 2	**175,000**	0	0	0	(175,000)	0	**(175,000)**
C302.0140 Dream Villas - Development Contibution	Ranking 2	**190,000**	0	0	0	(190,000)	0	**(190,000)**
Total Other Replacements With Enhancements		**365,000**	0	0	0	(365,000)	0	**(365,000)**
Total Engineering Services		**540,000**				**(515,000)**	**(25,000)**	**(540,000)**
Wastewater Operations								
Other Replacements With Enhancements								
C455.0016 Simcoe WPCP - Operating Building Replacement	Ranking 2	**1,200,000**	0	0	(480,000)	(720,000)	0	**(1,200,000)**
C455.0040 Simcoe WWTF - Contact Chamber Floor Upgrades	Ranking 2	**12,000**	0	0	0	0	(12,000)	**(12,000)**
Total Other Replacements With Enhancements		**1,212,000**	0	0	(480,000)	(720,000)	(12,000)	**(1,212,000)**
Total Wastewater Operations		**1,212,000**			**(480,000)**	**(720,000)**	**(12,000)**	**(1,212,000)**
Road Operations								
Other Replacements With Enhancements								

NORFOLK COUNTY

Proposed 2014 Capital Budget

REPLACEMENTS WITH ENHANCEMENTS

Department/Division/Project	Priority Ranking	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
C322.0024 2014 Handicap Parking	Ranking 2	**30,000**	0	0	0	(30,000)	0	**(30,000)**
C322.0025 2014 Removal of Interlocking Brick	Ranking 2	**110,000**	0	0	0	(110,000)	0	**(110,000)**
Total Other Replacements With Enhancements		**140,000**	0	0	0	(140,000)	0	**(140,000)**
Total Road Operations		**140,000**				**(140,000)**		**(140,000)**
Total Public Works & Environmental Services		**1,892,000**			**(480,000)**	**(1,375,000)**	**(37,000)**	**(1,892,000)**
Health & Social Services								
Norview Lodge								
Other Replacements With Enhancements								
C650.0002 2014 Documentation System Upgrades	Ranking 1 - B	**72,000**	0	0	0	0	(72,000)	**(72,000)**
Total Other Replacements With Enhancements		**72,000**	0	0	0	0	(72,000)	**(72,000)**
Total Norview Lodge		**72,000**					**(72,000)**	**(72,000)**
Total Health & Social Services		**72,000**					**(72,000)**	**(72,000)**
Community Services								
Parks, Facilities & Recreation								
Small Water Works Compliance Upgrades Program								
C730.0022 Small Water Works Compliance - 2014	Ranking 1 - B	**50,000**	0	0	0	0	(50,000)	**(50,000)**
Total Small Water Works Compliance Upgrades Program		**50,000**	0	0	0	0	(50,000)	**(50,000)**
Other Replacements With Enhancements								
C550.0019 Install Fencing - Oakwood Cemetery - 2014	Ranking 1 - B	**25,000**	0	0	0	0	(25,000)	**(25,000)**
C720.0098 Scoreboard Refurbishment - Waterford Arena - 2014		**6,000**	0	0	0	0	(6,000)	**(6,000)**
C722.0047 Replace Sound System - Simcoe Rec Centre - 2014	Ranking 1 - B	**50,000**	0	0	0	0	(50,000)	**(50,000)**
Total Other Replacements With Enhancements		**81,000**	0	0	0	0	(81,000)	**(81,000)**
Oakwood Cemetery Road Reconstruction Program								
C550.0020 Roadway Reconstruction - Oakwood Cemetery - 2014	Ranking 1 - B	**20,000**	0	0	0	0	(20,000)	**(20,000)**
Total Oakwood Cemetery Road Reconstruction Program		**20,000**	0	0	0	0	(20,000)	**(20,000)**
Total Parks, Facilities & Recreation		**151,000**					**(151,000)**	**(151,000)**
Emergency Medical Services								
Other Replacements With Enhancements								
C540.0089 2014 EMS - Stretcher Replacement	Ranking 1 - B	**30,000**	0	0	0	(25,000)	(5,000)	**(30,000)**
Total Other Replacements With Enhancements		**30,000**	0	0	0	(25,000)	(5,000)	**(30,000)**
Total Emergency Medical Services		**30,000**				**(25,000)**	**(5,000)**	**(30,000)**
Total Community Services		**181,000**				**(25,000)**	**(156,000)**	**(181,000)**
Total REPLACEMENTS WITH ENHANCEMENTS		**2,456,000**			**(480,000)**	**(1,699,000)**	**(277,000)**	**(2,456,000)**

PROPOSED 2014 CAPITAL PLAN

Section 2C:

Proposed 2014 Capital Budget

New Capital Initiatives

NORFOLK COUNTY

Proposed 2014 Capital Budget

NEW CAPITAL INITIATIVES

Department/Division/Project	Priority Ranking	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
Requisitions from Boards & Agencies								
Library Board								
New & Enhanced Security Technology for Libraries								
C760.0057 Acquisition of Mobile Devices - 2014		**20,000**	0	0	0	0	(20,000)	**(20,000)**
Total New & Enhanced Security Technology for Libraries		**20,000**	0	0	0	0	(20,000)	**(20,000)**
Total Library Board		**20,000**					**(20,000)**	**(20,000)**
Total Requisitions from Boards & Agencies		**20,000**					**(20,000)**	**(20,000)**
Employee & Business Services								
Corporate Support Services								
Barrier Free Access Program								
C151.0041 2014 Orthopedic Stairs Delhi Kinsmen Pool	Ranking 2	**6,000**	0	0	0	0	(6,000)	**(6,000)**
C151.0042 2014 Power Door Operators Installation - Norview Lodge	Ranking 2	**12,000**	0	0	0	0	(12,000)	**(12,000)**
C151.0045 2014 Power Door Operators - Phase Two	Ranking 2	**30,000**	0	0	0	0	(30,000)	**(30,000)**
C151.0046 2014 Accessible Entrance - Delhi Library	Ranking 2	**25,000**	0	0	0	0	(25,000)	**(25,000)**
C151.0048 2014 Accessible Washroom - Delhi Arena	Ranking 2	**20,000**	0	0	0	0	(20,000)	**(20,000)**
C151.0049 2014 Accessible Viewing Area - Waterford Arena	Ranking 2	**20,000**	0	0	0	0	(20,000)	**(20,000)**
C151.0051 2014 Accessible Playground - Lakeview Park	Ranking 2	**50,000**	0	0	0	0	(50,000)	**(50,000)**
Total Barrier Free Access Program		**163,000**	0	0	0	0	(163,000)	**(163,000)**
Other New Capital Initiatives								
C150.0003 2014 CRM Customer Service - Phase 1	Ranking 2	**200,000**	0	0	(200,000)	0	0	**(200,000)**
Total Other New Capital Initiatives		**200,000**	0	0	(200,000)	0	0	**(200,000)**
Total Corporate Support Services		**363,000**			**(200,000)**		**(163,000)**	**(363,000)**
Total Employee & Business Services		**363,000**			**(200,000)**		**(163,000)**	**(363,000)**
Public Works & Environmental Services								
Engineering Services								
New Sidewalk Installations								
C322.0013 Sidewalk Installation - Queensway West, Cedar Street to Queen S	Ranking 2	**250,000**	0	0	0	(250,000)	0	**(250,000)**
C322.0021 Evergreen Hill Road Sidewalk	Ranking 2	**150,000**	0	0	0	(150,000)	0	**(150,000)**
Total New Sidewalk Installations		**400,000**	0	0	0	(400,000)	0	**(400,000)**
Other New Capital Initiatives								
C329.0004 Judd Industrial Park Storm Water Pond	Ranking 2	**150,000**	0	0	0	(150,000)	0	**(150,000)**
Total Other New Capital Initiatives		**150,000**	0	0	0	(150,000)	0	**(150,000)**
Total Engineering Services		**550,000**				**(550,000)**		**(550,000)**

NORFOLK COUNTY

Proposed 2014 Capital Budget

NEW CAPITAL INITIATIVES

Department/Division/Project	Priority Ranking	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
Wastewater Operations								
Supervisory Control & Data Acquisition (SCADA) Additions Program								
C450.0016 2014 SCADA Additions - Wastewater	Ranking 2	**100,000**	0	0	(100,000)	0	0	**(100,000)**
Total Supervisory Control & Data Acquisition (SCADA) Additions Prograr		**100,000**	0	0	(100,000)	0	0	**(100,000)**
Other New Capital Initiatives								
C454.0006 Port Rowan WWTF - Generator Stairs & Platform	Ranking 2	**10,000**	0	0	0	0	(10,000)	**(10,000)**
C455.0043 Simcoe WWTF - Portable Pump	Ranking 2	**20,000**	0	0	0	0	(20,000)	**(20,000)**
Total Other New Capital Initiatives		**30,000**	0	0	0	0	(30,000)	**(30,000)**
Total Wastewater Operations		**130,000**			**(100,000)**		**(30,000)**	**(130,000)**
Water Operations								
Supervisory Control & Data Acquisition (SCADA) Additions Program								
C460.0036 2014 SCADA Additions - Water	Ranking 2	**100,000**	0	0	(100,000)	0	0	**(100,000)**
Total Supervisory Control & Data Acquisition (SCADA) Additions Prograr		**100,000**	0	0	(100,000)	0	0	**(100,000)**
Other New Capital Initiatives								
C460.0050 Watermain Valve Maintenance Unit	Ranking 2	**35,000**	0	0	0	0	(35,000)	**(35,000)**
C462.0021 Delhi Standpipe Fire Pump	Ranking 2	**475,000**	0	0	(475,000)	0	0	**(475,000)**
C463.0002 Port Dover Water Treatment Plant Expansion	Ranking 2	**3,850,000**	0	0	(2,959,000)	(891,000)	0	**(3,850,000)**
C465.0032 Simcoe Northwest WTP - Ceiling Fan Installation	Ranking 2	**6,000**	0	0	0	0	(6,000)	**(6,000)**
C466.0011 Waterford WTP - Ceiling Fan Installation	Ranking 2	**6,000**	0	0	0	0	(6,000)	**(6,000)**
C466.0014 Waterford Standpipe Fire Pump	Ranking 2	**475,000**	0	0	(475,000)	0	0	**(475,000)**
C466.0015 Waterford Well # 3	Ranking 2	**700,000**	0	0	(700,000)	0	0	**(700,000)**
Total Other New Capital Initiatives		**5,547,000**	0	0	(4,609,000)	(891,000)	(47,000)	**(5,547,000)**
Total Water Operations		**5,647,000**			**(4,709,000)**	**(891,000)**	**(47,000)**	**(5,647,000)**
Road Operations								
New Streetlight Installations								
C374.0005 2014 New Streetlighting Installations	Ranking 2	**5,000**	0	0	0	0	(5,000)	**(5,000)**
Total New Streetlight Installations		**5,000**	0	0	0	0	(5,000)	**(5,000)**
Turkey Point Walkway Construction								
C338.0006 2014 Turkey Point Walkway - Continuation	Ranking 2	**22,000**	0	0	0	0	(22,000)	**(22,000)**
Total Turkey Point Walkway Construction		**22,000**	0	0	0	0	(22,000)	**(22,000)**
Total Road Operations		**27,000**					**(27,000)**	**(27,000)**
Waste Management								
Other New Capital Initiatives								

NORFOLK COUNTY

Proposed 2014 Capital Budget

NEW CAPITAL INITIATIVES

Department/Division/Project	Priority Ranking	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
C410.0116 Canborough - New Groundwater Monitoring Well	Ranking 2	**15,000**	0	0	0	0	(15,000)	**(15,000)**
Total Other New Capital Initiatives		**15,000**	0	0	0	0	(15,000)	**(15,000)**
Total Waste Management		**15,000**					**(15,000)**	**(15,000)**
Total Public Works & Environmental Services		**6,369,000**			**(4,809,000)**	**(1,441,000)**	**(119,000)**	**(6,369,000)**
Health & Social Services								
Norview Lodge								
Other New Capital Initiatives								
C655.0008 2014 Ozone Generator (2)	Ranking 2	**31,000**	0	0	0	0	(31,000)	**(31,000)**
Total Other New Capital Initiatives		**31,000**	0	0	0	0	(31,000)	**(31,000)**
Total Norview Lodge		**31,000**					**(31,000)**	**(31,000)**
Total Health & Social Services		**31,000**					**(31,000)**	**(31,000)**
Community Services								
Parks, Facilities & Recreation								
Other New Capital Initiatives								
C550.0005 Purchase UTV - Oakwood Cemetery - 2014	Ranking 2	**17,000**	0	0	0	0	(17,000)	**(17,000)**
C550.0032 Oakwood Columbarium & Landscaping - 2014	Ranking 2	**118,000**	0	0	(118,000)	0	0	**(118,000)**
C722.0049 Design & Build Roof Catwalk - Langton Comm Centre - 2014	Ranking 1 - A	**60,000**	0	0	0	0	(60,000)	**(60,000)**
C730.0110 Purchase Tractor & Mower - Trail Maintenance - 2014	Ranking 2	**51,000**	0	0	0	0	(51,000)	**(51,000)**
C730.0111 Security Fence/Gate - Port Rowan Marina - 2014	Ranking 2	**7,000**	0	0	0	0	(7,000)	**(7,000)**
C840.0001 Purchase Electronic Field Tablet - Urban Forestry - 2014	Ranking 2	**6,000**	0	0	0	0	(6,000)	**(6,000)**
Total Other New Capital Initiatives		**259,000**	0	0	(118,000)	0	(141,000)	**(259,000)**
Rural/Abandoned Cemetery Transfers								
C550.0007 Legal Transfers of Rural/Abandoned Cemetery Ownership - 2014	Ranking 2	**17,000**	0	0	0	0	(17,000)	**(17,000)**
Total Rural/Abandoned Cemetery Transfers		**17,000**	0	0	0	0	(17,000)	**(17,000)**
Total Parks, Facilities & Recreation		**276,000**			**(118,000)**		**(158,000)**	**(276,000)**
Fire & Rescue Services								
Dry Hydrants/Cisterns Installations								
C201.0007 Install Dry Hydrants/Cisterns - Stn#1 - Simcoe - Fire	Ranking 2	**50,000**	0	0	(50,000)	0	0	**(50,000)**
C202.0006 Install Dry Hydrants/Cisterns - Stn#2 - Port Dover - Fire	Ranking 2	**50,000**	0	0	(50,000)	0	0	**(50,000)**
C203.0006 Install Dry Hydrants/Cisterns - Stn#3 - Waterford - Fire	Ranking 2	**50,000**	0	0	(50,000)	0	0	**(50,000)**
C204.0002 Install Dry Hydrants/Cisterns - Stn#4 - Teeterville - Fire	Ranking 2	**50,000**	0	0	(50,000)	0	0	**(50,000)**
Total Dry Hydrants/Cisterns Installations		**200,000**	0	0	(200,000)	0	0	**(200,000)**
Other New Capital Initiatives								

NORFOLK COUNTY

Proposed 2014 Capital Budget

NEW CAPITAL INITIATIVES

Department/Division/Project	Priority Ranking	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
C200.0004 Purchase Air Boat - Fire	Ranking 2	**180,000**	0	0	(180,000)	0	0	**(180,000)**
Total Other New Capital Initiatives		**180,000**	0	0	(180,000)	0	0	**(180,000)**
Total Fire & Rescue Services		**380,000**			**(380,000)**			**(380,000)**
Marinas								
Other New Capital Initiatives								
C391.0060 Install Additional Dockage/Launching Area - PDHM 2014	Ranking 2	**285,000**	0	0	0	(285,000)	0	**(285,000)**
Total Other New Capital Initiatives		**285,000**	0	0	0	(285,000)	0	**(285,000)**
Total Marinas		**285,000**				**(285,000)**		**(285,000)**
Total Community Services		**941,000**			**(498,000)**	**(285,000)**	**(158,000)**	**(941,000)**
Planning & Economic Development								
Tourism & Economic Development								
Industrial Park Development								
C821.0002 2014 Industrial Park Development - Construct Services	Ranking 2	**600,000**	0	0	(218,000)	(382,000)	0	**(600,000)**
Total Industrial Park Development		**600,000**	0	0	(218,000)	(382,000)	0	**(600,000)**
Harbour Street Parking & Parkland Development								
C820.0009 Harbour Street Park, Port Dover - Docks Project	Ranking 2	**320,000**	(25,000)	(135,000)	(160,000)	0	0	**(320,000)**
C820.0010 Harbour Street Parking Lot Development	Ranking 2	**100,000**	0	0	(11,000)	(89,000)	0	**(100,000)**
Total Harbour Street Parking & Parkland Development		**420,000**	(25,000)	(135,000)	(171,000)	(89,000)	0	**(420,000)**
Total Tourism & Economic Development		**1,020,000**	**(25,000)**	**(135,000)**	**(389,000)**	**(471,000)**		**(1,020,000)**
Heritage & Culture								
Other New Capital Initiatives								
C770.0056 HVAC Upgrade - WHAM	Ranking 2	**68,000**	0	0	0	0	(68,000)	**(68,000)**
C770.0077 Roof Access - Port Dover Harbour Museum	Ranking 2	**18,000**	0	0	0	0	(18,000)	**(18,000)**
C770.0079 Video Surveillance - WHAM	Ranking 2	**15,000**	0	0	0	0	(15,000)	**(15,000)**
Total Other New Capital Initiatives		**101,000**	0	0	0	0	(101,000)	**(101,000)**
Total Heritage & Culture		**101,000**					**(101,000)**	**(101,000)**
Total Planning & Economic Development		**1,121,000**	**(25,000)**	**(135,000)**	**(389,000)**	**(471,000)**	**(101,000)**	**(1,121,000)**
Total NEW CAPITAL INITIATIVES		**8,845,000**	**(25,000)**	**(135,000)**	**(5,896,000)**	**(2,197,000)**	**(592,000)**	**(8,845,000)**

PROPOSED 2014 CAPITAL PLAN

Section 2D:

Proposed 2014 Capital Budget

Studies & Assessments

NORFOLK COUNTY

Proposed 2014 Capital Budget

STUDIES & ASSESSMENTS

Department/Division/Project	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
Employee & Business Services							
Corporate Support Services							
Barrier Free Access Program							
C151.0030 2014 Accessibility Audits - Phase Two	**15,000**	0	0	0	0	(15,000)	**(15,000)**
C151.0050 2014 Council Chambers Design Work - Phase One	**20,000**	0	0	0	0	(20,000)	**(20,000)**
Total Barrier Free Access Program	**35,000**	0	0	0	0	(35,000)	**(35,000)**
Total Corporate Support Services	**35,000**					**(35,000)**	**(35,000)**
Total Employee & Business Services	**35,000**					**(35,000)**	**(35,000)**
Financial Services							
Treasury & Financial Services							
Development Charges Study							
C140.0002 2014 Development Charges Study	**60,000**	0	0	0	(54,000)	(6,000)	**(60,000)**
Total Development Charges Study	**60,000**	0	0	0	(54,000)	(6,000)	**(60,000)**
Total Treasury & Financial Services	**60,000**				**(54,000)**	**(6,000)**	**(60,000)**
Total Financial Services	**60,000**				**(54,000)**	**(6,000)**	**(60,000)**
Public Works & Environmental Services							
Engineering Services							
Bridge & Culvert Condition Appraisal							
C302.0035 2014 Bridge & Culvert Condition Appraisal Program	**35,000**	0	0	0	(35,000)	0	**(35,000)**
Total Bridge & Culvert Condition Appraisal	**35,000**	0	0	0	(35,000)	0	**(35,000)**
Structures Engineering							
C302.0059 2014 Structures Engineering - General	**50,000**	0	0	0	(50,000)	0	**(50,000)**
Total Structures Engineering	**50,000**	0	0	0	(50,000)	0	**(50,000)**
Other Studies & Assessments							
C302.0022 Transportation Study - Simcoe	**50,000**	0	0	0	(15,000)	(35,000)	**(50,000)**
C302.0135 Integrated Master Plan	**500,000**	0	0	(500,000)	0	0	**(500,000)**
Total Other Studies & Assessments	**550,000**	0	0	(500,000)	(15,000)	(35,000)	**(550,000)**
Total Engineering Services	**635,000**			**(500,000)**	**(100,000)**	**(35,000)**	**(635,000)**
Facilities							
Other Studies & Assessments							

NORFOLK COUNTY

Proposed 2014 Capital Budget

STUDIES & ASSESSMENTS

Department/Division/Project	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
C318.0059 Asbestos Survey & Management Plan	**25,000**	0	0	0	0	(25,000)	**(25,000)**
Total Other Studies & Assessments	**25,000**	0	0	0	0	(25,000)	**(25,000)**
Total Facilities	**25,000**					**(25,000)**	**(25,000)**
Waste Management							
Other Studies & Assessments							
C400.0007 Alternatives to Landfilling Agreement	**80,000**	0	0	0	0	(80,000)	**(80,000)**
Total Other Studies & Assessments	**80,000**	0	0	0	0	(80,000)	**(80,000)**
Total Waste Management	**80,000**					**(80,000)**	**(80,000)**
Total Public Works & Environmental Services	**740,000**			**(500,000)**	**(100,000)**	**(140,000)**	**(740,000)**
Community Services							
Parks, Facilities & Recreation							
Other Studies & Assessments							
C840.0005 County Woodlot Forest Certification Project - 2014	**50,000**	0	0	0	0	(50,000)	**(50,000)**
Total Other Studies & Assessments	**50,000**	0	0	0	0	(50,000)	**(50,000)**
Total Parks, Facilities & Recreation	**50,000**					**(50,000)**	**(50,000)**
Fire & Rescue Services							
Other Studies & Assessments							
C200.0057 Strategic Locations of Norfolk County Fire Halls - Study	**90,000**	0	0	0	0	(90,000)	**(90,000)**
Total Other Studies & Assessments	**90,000**	0	0	0	0	(90,000)	**(90,000)**
Total Fire & Rescue Services	**90,000**					**(90,000)**	**(90,000)**
Community Emergency Management Program (CEMP)							
Other Studies & Assessments							
C730.0123 Quance Dam Structural Assessment	**35,000**	0	0	0	(35,000)	0	**(35,000)**
Total Other Studies & Assessments	**35,000**	0	0	0	(35,000)	0	**(35,000)**
Total Community Emergency Management Program (CEMP)	**35,000**				**(35,000)**		**(35,000)**
Total Community Services	**175,000**				**(35,000)**	**(140,000)**	**(175,000)**
Planning & Economic Development							
Community Planning Services							
Community Secondary Plans							
C810.0015 Community Secondary Plan - Simcoe 2014	**60,000**	0	0	0	(27,000)	(33,000)	**(60,000)**

NORFOLK COUNTY

Proposed 2014 Capital Budget

STUDIES & ASSESSMENTS

Department/Division/Project	2014 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
Total Community Secondary Plans	**60,000**	0	0	0	(27,000)	(33,000)	**(60,000)**
Other Studies & Assessments							
C810.0017 Norfolk County Housing Study	**36,000**	0	0	0	(32,000)	(4,000)	**(36,000)**
Total Other Studies & Assessments	**36,000**	0	0	0	(32,000)	(4,000)	**(36,000)**
Total Community Planning Services	**96,000**				**(59,000)**	**(37,000)**	**(96,000)**
Tourism & Economic Development							
Economic Impact Study							
C820.0001 Agricultural CIP (Community Improvement Policy)	**38,000**	0	0	0	0	(38,000)	**(38,000)**
Total Economic Impact Study	**38,000**	0	0	0	0	(38,000)	**(38,000)**
Total Tourism & Economic Development	**38,000**					**(38,000)**	**(38,000)**
Total Planning & Economic Development	**134,000**				**(59,000)**	**(75,000)**	**(134,000)**
Total STUDIES & ASSESSMENTS	**1,144,000**			**(500,000)**	**(248,000)**	**(396,000)**	**(1,144,000)**

PROPOSED 2014 CAPITAL PLAN

Section 3:

2015 – 2023 Capital Forecast

NORFOLK COUNTY
PROPOSED 2014-2023 CAPITAL PLAN
SUMMARY

PROJECT TYPES	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
REPLACEMENTS OF CAPITAL ASSETS	22,194,000	31,543,000	29,601,000	25,703,000	22,441,000	22,499,000	22,686,000	21,102,000	22,506,000	20,541,000	**240,816,000**
REPLACEMENTS WITH ENHANCEMENTS	2,456,000	10,995,000	3,703,000	2,167,000	559,000	577,000	2,346,000	855,000	678,000	1,152,000	**25,488,000**
NEW CAPITAL INITIATIVES	8,845,000	3,166,000	12,392,000	726,000	2,247,000	48,840,000	22,508,000	11,338,000	11,322,000	11,532,000	**132,916,000**
STUDIES & ASSESSMENTS	1,144,000	200,000	415,000	160,000	185,000	115,000	265,000	120,000	65,000	175,000	**2,844,000**
TOTAL PROJECT TYPES	**34,639,000**	**45,904,000**	**46,111,000**	**28,756,000**	**25,432,000**	**72,031,000**	**47,805,000**	**33,415,000**	**34,571,000**	**33,400,000**	**402,064,000**

FUNDING SOURCES	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
EXTERNAL FINANCING	1,180,000	369,000	3,930,000	310,000	300,000	300,000	305,000	1,150,000	1,800,000	300,000	**9,944,000**
GRANTS & SUBSIDIES	451,700	316,700	316,700	316,700	316,700	316,700	316,700	316,700	316,700	316,700	**3,302,000**
DEBT FINANCING	7,014,000	4,812,000	9,283,000	637,000	1,388,000	39,675,000	21,216,000	11,200,000	11,200,000	11,545,000	**117,970,000**
RESERVES & RESERVE FUNDS	23,958,500	38,233,000	31,362,000	26,650,000	22,485,000	31,053,000	25,301,000	20,076,000	20,684,000	20,678,000	**260,480,500**
LEVY/RATES	2,034,800	2,173,300	1,219,300	842,300	942,300	686,300	666,300	672,300	570,300	560,300	**10,367,500**
TOTAL FUNDING SOURCES	**34,639,000**	**45,904,000**	**46,111,000**	**28,756,000**	**25,432,000**	**72,031,000**	**47,805,000**	**33,415,000**	**34,571,000**	**33,400,000**	**402,064,000**

PROPOSED 2014 CAPITAL PLAN

Section 3A:

2015 – 2023 Capital Forecast

Replacement of Capital Assets

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

REPLACEMENTS OF CAPITAL ASSETS

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Requisitions from Boards & Agencies											
Library Board											
Other Replacements											
C760.0053 Simcoe Library Heritage Door Replacement - 2014	15,000										15,000
C760.0055 Waterford Branch Wood Siding	35,000										35,000
Total Other Replacements	50,000										50,000
Total Library Board	50,000										50,000
Total Requisitions from Boards & Agencies	50,000										50,000
Employee & Business Services											
Human Resources & Staff Development											
Other Replacements											
C170.0007 Printer/Photocopier/Scanner/Fax Combo Replacement				11,000							11,000
Total Other Replacements				11,000							11,000
Total Human Resources & Staff Development				11,000							11,000
Clerk & Council Services											
Council Services Photocopier Equipment Replacement Program		70,000					70,000				140,000
Total Clerk & Council Services		70,000					70,000				140,000
Corporate Support Services											
POA Photocopier Replacement Program				10,000					10,000		20,000
Total Corporate Support Services				10,000					10,000		20,000
Information Systems											
Information Technology Replacement Program	280,000	170,000	250,000	310,000	170,000	260,000	275,000	260,000	180,000	170,000	2,325,000
Telephone Equipment Replacement Program			100,000	50,000					50,000	30,000	230,000
Total Information Systems	280,000	170,000	350,000	360,000	170,000	260,000	275,000	260,000	230,000	200,000	2,555,000
Total Employee & Business Services	280,000	240,000	350,000	381,000	170,000	260,000	345,000	260,000	240,000	200,000	2,726,000
Public Works & Environmental Services											
Support Services											
Public Works Photocopier Replacement Program		12,000		17,000			12,000				41,000
Total Support Services		12,000		17,000			12,000				41,000
Engineering Services											
Infrastructure Reconstruction Program	8,395,000	12,440,000	12,765,000	7,015,000	7,115,000	8,480,000	9,410,000	8,560,000	9,875,000	8,235,000	92,290,000
Asphalt Resurfacing Program	4,065,000	2,590,000	3,100,000	4,925,000	3,820,000	3,545,000	2,655,000	3,950,000	4,500,000	3,000,000	36,150,000
Bridge Rehabilitation Program	880,000	1,360,000	1,760,000	3,045,000	1,100,000	1,150,000	1,200,000	950,000	1,050,000	1,300,000	13,795,000
Total Engineering Services	13,340,000	16,390,000	17,625,000	14,985,000	12,035,000	13,175,000	13,265,000	13,460,000	15,425,000	12,535,000	142,235,000
W&WW Administration											
Other Replacements											
C440.0010 Cedar Street Operations Yard - Photocopier Replacement	5,000										5,000

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

REPLACEMENTS OF CAPITAL ASSETS

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Total Other Replacements	5,000										**5,000**
Total W&WW Administration	**5,000**										**5,000**
Wastewater Operations											
Wastewater Equipment Replacements/Upgrades Program	**237,000**	**282,000**	**290,000**	**298,000**	**306,000**	**314,000**	**1,622,000**	**330,000**	**338,000**	**346,000**	**4,363,000**
Concrete Tank Repairs Program	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**						**500,000**
Other Replacements											
C456.0007 Waterford Lagoon Clean-out and Decommissioning			1,000,000								**1,000,000**
Total Other Replacements			1,000,000								**1,000,000**
Total Wastewater Operations	**337,000**	**382,000**	**1,390,000**	**398,000**	**406,000**	**314,000**	**1,622,000**	**330,000**	**338,000**	**346,000**	**5,863,000**
Water Operations											
Water Equipment Replacements/Upgrades Program	**182,000**	**282,000**	**290,000**	**298,000**	**306,000**	**314,000**	**322,000**	**330,000**	**338,000**	**346,000**	**3,008,000**
Well Rehabilitation Program	**250,000**	**350,000**	**150,000**	**150,000**	**150,000**	**250,000**	**350,000**	**150,000**	**150,000**	**150,000**	**2,100,000**
Water Meter Replacements Program					**800,000**						**800,000**
Standpipe & Elevated Tank Inspection Program		**45,000**	**45,000**	**45,000**	**45,000**		**45,000**		**45,000**	**45,000**	**315,000**
Other Replacements											
C462.0010 Delhi Water Filter Plant Upgrades		3,000,000									**3,000,000**
C462.0011 Spring Plant, Delhi - Water Facility Decommissioning						225,000					**225,000**
C463.0007 Doan's Hollow Water Facility Decommissioning					440,000						**440,000**
Total Other Replacements		3,000,000			440,000	225,000					**3,665,000**
Total Water Operations	**432,000**	**3,677,000**	**485,000**	**493,000**	**1,741,000**	**789,000**	**717,000**	**480,000**	**533,000**	**541,000**	**9,888,000**
Municipal Drainage Services											
Drainage Engineering & Construction Program	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**9,500,000**
Total Municipal Drainage Services	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**950,000**	**9,500,000**
Fleet											
Fleet Capital Equipment Replacement Program	**996,000**	**1,681,000**	**2,231,000**	**2,851,000**	**1,614,000**	**1,487,000**	**430,000**	**871,000**	**239,000**	**910,000**	**13,310,000**
Fleet Photocopier Replacement Program			**9,000**					**9,000**			**18,000**
Total Fleet	**996,000**	**1,681,000**	**2,240,000**	**2,851,000**	**1,614,000**	**1,487,000**	**430,000**	**880,000**	**239,000**	**910,000**	**13,328,000**
Facilities											
HVAC Replacement Program	**206,000**	**366,000**	**320,000**	**287,000**	**256,000**	**250,000**	**250,000**	**250,000**	**250,000**	**250,000**	**2,685,000**
Roof Replacement Program	**340,000**	**825,000**	**300,000**	**315,000**	**210,000**	**300,000**	**300,000**	**500,000**	**400,000**	**400,000**	**3,890,000**
Admin Buildings Repairs & Maintenance Program	**392,000**	**330,000**	**322,000**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**355,000**	**300,000**	**3,199,000**
Other Replacements											
C318.0001 Resurface Parking Lot-Langton Administration Building		71,000									**71,000**
Total Other Replacements		71,000									**71,000**
Total Facilities	**938,000**	**1,592,000**	**942,000**	**902,000**	**766,000**	**850,000**	**850,000**	**1,050,000**	**1,005,000**	**950,000**	**9,845,000**
Road Operations											
Urban Street Upgrades Program	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**1,250,000**

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

REPLACEMENTS OF CAPITAL ASSETS

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Culvert Replacements Program	**90,000**	**90,000**	**90,000**	**90,000**	**90,000**	**90,000**	**90,000**	**90,000**	**90,000**	**90,000**	**900,000**
Gravel Resurfacing Program	**750,000**	**761,000**	**773,000**	**784,000**	**796,000**	**808,000**	**820,000**	**832,000**	**845,000**	**858,000**	**8,027,000**
Retaining Wall Replacements Program	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**400,000**
Surface Treatments Program	**1,703,000**	**1,729,000**	**1,754,000**	**1,781,000**	**1,808,000**	**1,835,000**	**1,862,000**	**1,890,000**	**1,918,000**	**1,947,000**	**18,227,000**
Other Replacements											
C374.0019 Waterford (Montclair) Streetlight Replacements	25,000										**25,000**
C374.0020 2015 Street Light Replacements		20,000									**20,000**
C374.0021 2016 Street Light Replacements			20,000								**20,000**
C374.0022 2017 Street Light Replacements				20,000							**20,000**
C374.0023 2018 Street Light Replacements					20,000						**20,000**
C374.0024 2019 Street Light Replacements						20,000					**20,000**
C374.0025 2020 Street Light Replacements							20,000				**20,000**
C374.0026 2021 Street Light Replacements								20,000			**20,000**
C374.0027 2022 Street Light Replacements									20,000		**20,000**
C374.0028 2023 Street Light Replacements										20,000	**20,000**
Total Other Replacements	25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	**205,000**
Total Road Operations	**2,733,000**	**2,765,000**	**2,802,000**	**2,840,000**	**2,879,000**	**2,918,000**	**2,957,000**	**2,997,000**	**3,038,000**	**3,080,000**	**29,009,000**
Waste Management											
Canborough Final Cover		**6,000**									**6,000**
Canborough Leachate Collection	**72,000**	**72,000**			**9,000**						**153,000**
Tom Howe Final Clay Capping & Grading		**206,000**									**206,000**
Tom Howe - Gas Flare Preventative Maintenance Program				**19,000**	**24,000**		**21,000**				**64,000**
Other Replacements											
C400.0005 Transfer Station Weigh Scale Software		30,000									**30,000**
C410.0022 Tom Howe Landfill Site - Surface Emissions Sweep - Odour Reme		29,000									**29,000**
C410.0114 Canborough - Ground Water Monitoring Well Replacement		3,000									**3,000**
C410.0115 Canborough - Cell 1 Closure		177,000									**177,000**
C422.0005 South Walsingham Transfer Station Storm Water Retention Projec	100,000										**100,000**
C423.0007 Simcoe Transfer Station Deck Replacement	40,000										**40,000**
Total Other Replacements	140,000	239,000									**379,000**
Total Waste Management	**212,000**	**523,000**		**19,000**	**33,000**		**21,000**				**808,000**
Total Public Works & Environmental Services	**19,943,000**	**27,972,000**	**26,434,000**	**23,455,000**	**20,424,000**	**20,483,000**	**20,824,000**	**20,147,000**	**21,528,000**	**19,312,000**	**220,522,000**
Health & Social Services											
Norview Lodge											
Bathing System Replacement Program		**25,000**	**32,000**			**50,000**	**96,000**				**203,000**
Kitchen Replacement Program	**23,000**	**93,000**	**63,000**	**14,000**			**32,000**		**7,000**	**14,000**	**246,000**
Lift Replacement Program		**13,000**	**91,000**	**83,000**	**14,000**	**16,000**	**94,000**	**13,000**	**50,000**		**374,000**

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

REPLACEMENTS OF CAPITAL ASSETS

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Vehicle Replacement Program					37,000						37,000
Nursing Equipment Replacement Program	100,000		25,000	25,000	45,000	25,000	25,000	25,000	25,000	25,000	320,000
Housekeeping Equipment Replacement Program				19,000	21,000						40,000
Laundry Equipment Replacement Program					10,000			23,000	13,000	13,000	59,000
Building & Property Equipment Replacement Program		47,000	7,000				21,000	17,000		94,000	186,000
Software System Upgrades/Replacements Program						52,000					52,000
Photocopier Replacement Program	16,000							16,000			32,000
Building Envelope Repair Program	100,000	10,000	50,000	202,000	50,000	100,000	50,000	50,000	50,000	50,000	712,000
Other Replacements											
C653.0030 2018 Mobile Blanket Warmer Replacements (4)					20,000						20,000
C656.0035 2014 Courtyard Sunblock Ledge Repair	45,000										45,000
Total Other Replacements	45,000				20,000						65,000
Total Norview Lodge	284,000	188,000	268,000	343,000	197,000	243,000	318,000	144,000	145,000	196,000	2,326,000
Total Health & Social Services	284,000	188,000	268,000	343,000	197,000	243,000	318,000	144,000	145,000	196,000	2,326,000
Community Services											
CSD Administration											
Other Replacements											
C700.0001 Asphalt Resurfacing - Culver Street - 2018					100,000						100,000
C700.0004 Replace Copier - CSD - 2015		20,000									20,000
C700.0005 Replace Copier - CSD - 2020							20,000				20,000
Total Other Replacements		20,000			100,000		20,000				140,000
Total CSD Administration		20,000			100,000		20,000				140,000
Parks, Facilities & Recreation											
Interior Building Upgrades Program	25,000	55,000	15,000								95,000
Exterior Building Upgrades Program	25,000	76,000	58,000								159,000
Parking Area Resurfacing Program		55,000	70,000								125,000
Flooring Upgrades & Replacements Program		90,000									90,000
Kitchen Upgrades Program		30,000									30,000
Refrigeration Equipment Replacement Program	190,000	200,000	40,000			85,000	55,000				570,000
Spectator Seating Replacement Program		300,000	120,000								420,000
Ice Resurfacer Replacements Program	84,000		87,000	88,000		91,000	92,000				442,000
Playground Replacement Program	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Steel Light Tower Replacement Program					90,000						90,000
Other Replacements											
C550.0030 Water System Replacements - Oakwood Cemetery - Phase 2 - 20		20,000									20,000
C550.0031 Install Fencing - Oakwood Cemetery - 2018					25,000						25,000
C722.0051 Audio/Video System Replacement - Port Dover Comm Centre - 20	10,000										10,000

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

REPLACEMENTS OF CAPITAL ASSETS

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
C730.0115 Replace Fencing - Waterford Sports Park - 2015		20,000									20,000
C730.0119 Pond Shop & Compound Refurbishment - Simcoe Parks - 2014		25,000									25,000
C740.0001 Replace Copier - SRC - 2014	20,000										20,000
C840.0004 Forest Health & Tree Maintenance - Urban Forestry - 2014	85,000										85,000
Total Other Replacements	115,000	65,000			25,000						205,000
Total Parks, Facilities & Recreation	**489,000**	**921,000**	**440,000**	**138,000**	**165,000**	**226,000**	**197,000**	**50,000**	**50,000**	**50,000**	**2,726,000**
Fire & Rescue Services											
Fire Management Information System Upgrades Program		**125,000**					**150,000**				**275,000**
Fire Vehicle Replacement Program	**557,000**	**1,137,000**	**1,107,000**	**425,000**	**525,000**	**460,000**	**35,000**	**60,000**	**60,000**		**4,366,000**
Infrared Thermal Imaging Camera Replacement Program	**30,000**	**30,000**	**30,000**		**22,000**	**33,000**	**33,000**	**33,000**			**211,000**
Fire Station Building Repairs & Maintenance Program	**160,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**1,285,000**
Fire Services Generator Replacement Program	**30,000**		**30,000**	**76,000**		**10,000**					**146,000**
SCBA Replacement Program	**138,000**	**138,000**	**138,000**	**138,000**							**552,000**
Other Replacements											
C207.0007 Sanitary Sewer Replacement - Fire Stn#7 - Langton		22,000									22,000
C208.0008 Sanitary Sewer Replacement - Fire Stn#8 - Fairground		22,000									22,000
Total Other Replacements		44,000									44,000
Total Fire & Rescue Services	**915,000**	**1,599,000**	**1,430,000**	**764,000**	**672,000**	**628,000**	**343,000**	**218,000**	**185,000**	**125,000**	**6,879,000**
Community Emergency Management Program (CEMP)											
CEMP Generator Replacement Program				**30,000**	**30,000**						**60,000**
Total Community Emergency Management Program (CEMP)				**30,000**	**30,000**						**60,000**
Emergency Medical Services											
EMS Vehicle Replacement Program		**130,000**	**411,000**	**274,000**	**382,000**	**376,000**	**376,000**		**150,000**	**450,000**	**2,549,000**
Defibrillator Replacement Program	**68,000**	**73,000**	**73,000**	**73,000**	**78,000**	**78,000**	**78,000**	**78,000**	**78,000**	**78,000**	**755,000**
EMS Buildings Repairs & Maintenance Program	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**200,000**
EMS Generator Replacement Program			**10,000**	**10,000**	**10,000**						**30,000**
Toughbook Computer Replacement Program		**35,000**	**35,000**				**35,000**	**35,000**			**140,000**
Stretcher Replacement Program		**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**90,000**
Total Emergency Medical Services	**88,000**	**268,000**	**559,000**	**387,000**	**500,000**	**484,000**	**519,000**	**143,000**	**258,000**	**558,000**	**3,764,000**
Marinas											
Major Dock Rebuilds Program	**75,000**	**75,000**		**75,000**	**75,000**	**75,000**					**375,000**
Marina Equipment & Vehicle Replacement Program	**15,000**	**80,000**									**95,000**
Other Replacements											
C391.0056 Refurbish Gazebos - PDHM 2021								40,000			40,000
Total Other Replacements								40,000			40,000
Total Marinas	**90,000**	**155,000**		**75,000**	**75,000**	**75,000**		**40,000**			**510,000**
Total Community Services	**1,582,000**	**2,963,000**	**2,429,000**	**1,394,000**	**1,542,000**	**1,413,000**	**1,079,000**	**451,000**	**493,000**	**733,000**	**14,079,000**

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

REPLACEMENTS OF CAPITAL ASSETS

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Planning & Economic Development											
PED Administration											
PED Photocopier Replacement Program				10,000	8,000						18,000
Total PED Administration				10,000	8,000						18,000
Community Planning Services											
Aerial Photography Updates Program		20,000					20,000				40,000
Total Community Planning Services		20,000					20,000				40,000
Heritage & Culture											
Museums Repairs & Maintenance Program	50,000	160,000	120,000	120,000	100,000	100,000	100,000	100,000	100,000	100,000	1,050,000
Other Replacements											
C770.0053 Carillon Tower War Memorial - Sidewalk and Railing Repair	5,000										5,000
Total Other Replacements	5,000										5,000
Total Heritage & Culture	55,000	160,000	120,000	120,000	100,000	100,000	100,000	100,000	100,000	100,000	1,055,000
Total Planning & Economic Development	55,000	180,000	120,000	130,000	108,000	100,000	120,000	100,000	100,000	100,000	1,113,000
Total REPLACEMENTS OF CAPITAL ASSETS	22,194,000	31,543,000	29,601,000	25,703,000	22,441,000	22,499,000	22,686,000	21,102,000	22,506,000	20,541,000	240,816,000

PROPOSED 2014 CAPITAL PLAN

Section 3B:

2015 – 2023 Capital Forecast

Replacement with Enhancements

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

REPLACEMENTS WITH ENHANCEMENTS

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Requisitions from Boards & Agencies											
Library Board											
Material Replacement Program	**299,000**	**314,000**	**330,000**	**347,000**	**364,000**	**382,000**	**401,000**	**460,000**	**483,000**	**507,000**	**3,887,000**
Other Replacements With Enhancements											
C760.0015 Security Technology for Libraries - 2017				100,000							**100,000**
C760.0016 Security Technologies for Libraries - 2020							200,000				**200,000**
Total Other Replacements With Enhancements				100,000			200,000				**300,000**
Total Library Board	**299,000**	**314,000**	**330,000**	**447,000**	**364,000**	**382,000**	**601,000**	**460,000**	**483,000**	**507,000**	**4,187,000**
Total Requisitions from Boards & Agencies	**299,000**	**314,000**	**330,000**	**447,000**	**364,000**	**382,000**	**601,000**	**460,000**	**483,000**	**507,000**	**4,187,000**
Employee & Business Services											
Corporate Support Services											
Barrier Free Access Program	**12,000**										**12,000**
Total Corporate Support Services	**12,000**										**12,000**
Total Employee & Business Services	**12,000**										**12,000**
Public Works & Environmental Services											
Engineering Services											
Sidewalks & Walkways Reconstruction Program	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**1,750,000**
Other Replacements With Enhancements											
C302.0139 Old Hamilton Road - Development Contribution	175,000										**175,000**
C302.0140 Dream Villas - Development Contibution	190,000										**190,000**
Total Other Replacements With Enhancements	365,000										**365,000**
Total Engineering Services	**540,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**2,115,000**
Wastewater Operations											
Other Replacements With Enhancements											
C453.0006 Port Dover WPCP Outfall - Port Dover				1,500,000							**1,500,000**
C453.0037 Port Dover WPCP Upgrades - Construction		8,500,000									**8,500,000**
C455.0003 Simcoe WPCP - Roads Upgrade & New Watermain		100,000									**100,000**
C455.0016 Simcoe WPCP - Operating Building Replacement	1,200,000										**1,200,000**
C455.0040 Simcoe WWTF - Contact Chamber Floor Upgrades	12,000										**12,000**
Total Other Replacements With Enhancements	1,212,000	8,600,000		1,500,000							**11,312,000**
Total Wastewater Operations	**1,212,000**	**8,600,000**		**1,500,000**							**11,312,000**
Facilities											
Other Replacements With Enhancements											
C120.0026 Renovations to Council Chambers		50,000									**50,000**
C160.0001 Office and Storage - Operations Building		80,000									**80,000**
Total Other Replacements With Enhancements		130,000									**130,000**
Total Facilities		**130,000**									**130,000**

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

REPLACEMENTS WITH ENHANCEMENTS

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Road Operations											
Other Replacements With Enhancements											
C322.0024 2014 Handicap Parking	30,000										30,000
C322.0025 2014 Removal of Interlocking Brick	110,000										110,000
C322.0026 2015 Removal of Interlocking Brick		110,000									110,000
C322.0027 2016 Removal of Interlocking Brick			110,000								110,000
Total Other Replacements With Enhancements	140,000	110,000	110,000								360,000
Total Road Operations	**140,000**	**110,000**	**110,000**								360,000
Total Public Works & Environmental Services	**1,892,000**	**9,015,000**	**285,000**	**1,675,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**13,917,000**
Health & Social Services											
Norview Lodge											
Other Replacements With Enhancements											
C650.0002 2014 Documentation System Upgrades	72,000										72,000
Total Other Replacements With Enhancements	72,000										72,000
Total Norview Lodge	**72,000**										72,000
Total Health & Social Services	**72,000**										72,000
Community Services											
Parks, Facilities & Recreation											
Small Water Works Compliance Upgrades Program	**50,000**		**50,000**								100,000
Oakwood Cemetery Road Reconstruction Program	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	200,000
Other Replacements With Enhancements											
C550.0019 Install Fencing - Oakwood Cemetery - 2014	25,000										25,000
C720.0098 Scoreboard Refurbishment - Waterford Arena - 2014	6,000										6,000
C722.0026 Kitchen Equip. Replacements - Port Dover Comm Centre - 2015		72,000									72,000
C722.0047 Replace Sound System - Simcoe Rec Centre - 2014	50,000										50,000
C722.0052 Teeterville Womens Institute Washrooms/Office - Construction		80,000									80,000
C730.0103 Install Concrete Pad - Langton Pavilion - 2015		19,000									19,000
C730.0109 Greater Wellington Park - Rehabilitation		90,000									90,000
C730.0114 WinDel Park Double Surface Treatment - Delhi Parks - 2015		10,000									10,000
C730.0120 Purchase 20FT - Special Events Trailer (1of 2)		15,000									15,000
C730.0121 Williams St Storage Building Door Replacements - Delhi Parks - 2(			13,000								13,000
C730.0122 Purchase 20FT - Special Events Trailer (1of 2)		15,000									15,000
Total Other Replacements With Enhancements	81,000	301,000	13,000								395,000
Total Parks, Facilities & Recreation	**151,000**	**321,000**	**83,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	695,000
Fire & Rescue Services											
Other Replacements With Enhancements											
C205.0017 Parking Area Refurbishment - Fire Stn#5 - Delhi			45,000								45,000

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

REPLACEMENTS WITH ENHANCEMENTS

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
C206.0006 Replace Fire Station - Fire Stn#6 Courtland - Fire							1,550,000				1,550,000
C208.0007 Install Concrete Apron - Fire Stn#8 - Fairground		25,000									25,000
C210.0002 Replacement of Stn#10 - St. Williams - Fire			1,500,000								1,500,000
C211.0002 Asphalt Surfacing - Stn#11 - Vittoria - Fire		125,000									125,000
Total Other Replacements With Enhancements		150,000	1,545,000				1,550,000				3,245,000
Total Fire & Rescue Services		**150,000**	**1,545,000**				**1,550,000**				3,245,000
Emergency Medical Services											
Other Replacements With Enhancements											
C540.0089 2014 EMS - Stretcher Replacement	30,000										30,000
Total Other Replacements With Enhancements	30,000										30,000
Total Emergency Medical Services	**30,000**										30,000
Marinas											
Dredging Program			**450,000**					**200,000**		**250,000**	900,000
Other Replacements With Enhancements											
C391.0047 Washroom Expansion - PRHM 2015		200,000									200,000
C391.0061 Potable Water Supply for Docks Refurbishment - PDHM 2017				25,000							25,000
C391.0063 Resurface Marina Roadways/Parking Areas - PDHM 2015		330,000									330,000
C391.0065 Resurface Marina Roadways/Parking Areas - PDHM 2016			210,000								210,000
C391.0067 Resurface Marina Roadway - PRHM - 2015		35,000									35,000
C391.0068 Marina Expansion - PRHM 2016			800,000								800,000
C391.0071 Resurface Marina Roadways/Parking Areas - PDHM - 2023										200,000	200,000
C391.0072 Reconstruct Retaining Walls - Dock St Pier - PRHM - 2015		630,000									630,000
Total Other Replacements With Enhancements		1,195,000	1,010,000	25,000						200,000	2,430,000
Total Marinas		**1,195,000**	**1,460,000**	**25,000**				**200,000**		**450,000**	3,330,000
Total Community Services	**181,000**	**1,666,000**	**3,088,000**	**45,000**	**20,000**	**20,000**	**1,570,000**	**220,000**	**20,000**	**470,000**	7,300,000
Total REPLACEMENTS WITH ENHANCEMENTS	**2,456,000**	**10,995,000**	**3,703,000**	**2,167,000**	**559,000**	**577,000**	**2,346,000**	**855,000**	**678,000**	**1,152,000**	25,488,000

PROPOSED 2014 CAPITAL PLAN

Section 3C:

2015 – 2023 Capital Forecast

New Capital Initiatives

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

NEW CAPITAL INITIATIVES

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Requisitions from Boards & Agencies											
Library Board											
New & Enhanced Security Technology for Libraries	**20,000**	**50,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**				**270,000**
Other New Capital Initiatives											
C760.0002 Delhi Building Expansion - Construction			620,000								**620,000**
C760.0014 Courtyard Enclosure - Waterford Library				175,000							**175,000**
C760.0054 Port Dover Library - Lay by Lane & Signage - 2015		40,000									**40,000**
C760.0056 Simcoe - Partnership Meeting Rooms		40,000									**40,000**
C760.0062 Delhi Building Expansion - Engineering & Survey Charges		33,000									**33,000**
Total Other New Capital Initiatives		113,000	620,000	175,000							**908,000**
Total Library Board	**20,000**	**163,000**	**660,000**	**215,000**	**40,000**	**40,000**	**40,000**				**1,178,000**
Total Requisitions from Boards & Agencies	**20,000**	**163,000**	**660,000**	**215,000**	**40,000**	**40,000**	**40,000**				**1,178,000**
Employee & Business Services											
Human Resources & Staff Development											
Other New Capital Initiatives											
C170.0006 Printer/Copier/Scanner/Fax Combo								11,000			**11,000**
Total Other New Capital Initiatives								11,000			**11,000**
Total Human Resources & Staff Development								**11,000**			**11,000**
Corporate Support Services											
Barrier Free Access Program	**163,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**1,063,000**
Other New Capital Initiatives											
C150.0003 2014 CRM Customer Service - Phase 1	200,000										**200,000**
C150.0005 2015 CRM Customer Service - Phase 2		50,000									**50,000**
Total Other New Capital Initiatives	200,000	50,000									**250,000**
Total Corporate Support Services	**363,000**	**150,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**1,313,000**
Information Systems											
Other New Capital Initiatives											
C160.0025 Mini-Van for Information Systems Services		25,000									**25,000**
Total Other New Capital Initiatives		25,000									**25,000**
Total Information Systems		**25,000**									**25,000**
Total Employee & Business Services	**363,000**	**175,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**111,000**	**100,000**	**100,000**	**1,349,000**
Public Works & Environmental Services											
Engineering Services											
New Infrastructure Construction			**1,150,000**		**1,835,000**	**1,915,000**				**220,000**	**5,120,000**
New Sidewalk Installations	**400,000**										**400,000**
New Traffic Signal Installations			**200,000**								**200,000**
Other New Capital Initiatives											

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

NEW CAPITAL INITIATIVES

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
C329.0004 Judd Industrial Park Storm Water Pond	150,000										150,000
Total Other New Capital Initiatives	150,000										150,000
Total Engineering Services	**550,000**		**1,350,000**		**1,835,000**	**1,915,000**				**220,000**	**5,870,000**
W&WW Administration											
Other New Capital Initiatives											
C440.0006 Water and Wastewater Reporting Base Vehicle Shelter		30,000									30,000
Total Other New Capital Initiatives		30,000									30,000
Total W&WW Administration		**30,000**									30,000
Wastewater Operations											
Supervisory Control & Data Acquisition (SCADA) Additions Program (	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**1,000,000**
Other New Capital Initiatives											
C453.0002 WPCP Expansion, Port Dover-WASTEWATER						8,000,000					8,000,000
C454.0006 Port Rowan WWTF - Generator Stairs & Platform	10,000										10,000
C455.0010 Simcoe WPCP New Outfall							8,000,000				8,000,000
C455.0043 Simcoe WWTF - Portable Pump	20,000										20,000
Total Other New Capital Initiatives	30,000					8,000,000	8,000,000				16,030,000
Total Wastewater Operations	**130,000**	**100,000**	**100,000**	**100,000**	**100,000**	**8,100,000**	**8,100,000**	**100,000**	**100,000**	**100,000**	**17,030,000**
Water Operations											
Supervisory Control & Data Acquisition (SCADA) Additions Program (	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**1,000,000**
Proposed Central Water System Program						**38,500,000**	**11,000,000**	**11,000,000**	**11,000,000**	**11,000,000**	**82,500,000**
Other New Capital Initiatives											
C460.0034 Land Purchases-Source Protection			150,000								150,000
C460.0050 Watermain Valve Maintenance Unit	35,000										35,000
C462.0012 Delhi Well Trunk Watermain							3,100,000				3,100,000
C462.0021 Delhi Standpipe Fire Pump	475,000										475,000
C463.0002 Port Dover Water Treatment Plant Expansion	3,850,000										3,850,000
C463.0006 Port Dover Water Tower			2,500,000								2,500,000
C465.0032 Simcoe Northwest WTP - Ceiling Fan Installation	6,000										6,000
C466.0011 Waterford WTP - Ceiling Fan Installation	6,000										6,000
C466.0014 Waterford Standpipe Fire Pump	475,000										475,000
C466.0015 Waterford Well # 3	700,000										700,000
Total Other New Capital Initiatives	5,547,000		2,650,000				3,100,000				11,297,000
Total Water Operations	**5,647,000**	**100,000**	**2,750,000**	**100,000**	**100,000**	**38,600,000**	**14,200,000**	**11,100,000**	**11,100,000**	**11,100,000**	**94,797,000**
Fleet											
Other New Capital Initiatives											
C317.0277 Pavement Edger Attachment		8,000									8,000
Total Other New Capital Initiatives		8,000									8,000

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

NEW CAPITAL INITIATIVES

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Total Fleet		**8,000**									**8,000**
Facilities											
Other New Capital Initiatives											
C180.0004 Generator - Facilities Operation Building		20,000									**20,000**
C180.0032 New Generator - DAB		28,000									**28,000**
Total Other New Capital Initiatives		48,000									**48,000**
Total Facilities		**48,000**									**48,000**
Road Operations											
New Streetlight Installations	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**50,000**
Turkey Point Walkway Construction	**22,000**	**22,000**									**44,000**
Total Road Operations	**27,000**	**27,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**94,000**
Waste Management											
Tom Howe Gas Collection System		**309,000**									**309,000**
Other New Capital Initiatives											
C410.0116 Canborough - New Groundwater Monitoring Well	15,000										**15,000**
Total Other New Capital Initiatives	15,000										**15,000**
Total Waste Management	**15,000**	**309,000**									**324,000**
Total Public Works & Environmental Services	**6,369,000**	**622,000**	**4,205,000**	**205,000**	**2,040,000**	**48,620,000**	**22,305,000**	**11,205,000**	**11,205,000**	**11,425,000**	**118,201,000**
Health & Social Services											
Norview Lodge											
Other New Capital Initiatives											
C653.0044 2015 Celing Lift - Maxi Sky (2)		7,000									**7,000**
C653.0045 2016 Celing Lift - Maxi Sky (2)			7,000								**7,000**
C653.0046 2017 Ceiling Lift - Maxi Sky (2)				7,000							**7,000**
C653.0047 2018 Celing Lift - Maxi Sky (2)					7,000						**7,000**
C653.0048 2019 Ceiling Lift - Maxi Sky (2)						7,000					**7,000**
C653.0049 2020 Ceiling Lift - Maxi Sky (2)							7,000				**7,000**
C653.0050 2021 Ceiling Lift - Maxi Sky (2)								7,000			**7,000**
C653.0051 2022 Ceiling Lift - Maxi Sky (2)									7,000		**7,000**
C653.0052 2023 Ceiling Lift - Maxi Sky (2)										7,000	**7,000**
C655.0008 2014 Ozone Generator (2)	31,000										**31,000**
Total Other New Capital Initiatives	31,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	**94,000**
Total Norview Lodge	**31,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**94,000**
Total Health & Social Services	**31,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**94,000**
Community Services											
Parks, Facilities & Recreation											
New Park Development			**50,000**			**50,000**					**100,000**

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

NEW CAPITAL INITIATIVES

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Soccer Park Development		**100,000**									**100,000**
Port Rowan Cemetery Development		**55,000**	**50,000**	**50,000**							**155,000**
Goose Management Program		**15,000**		**15,000**		**15,000**		**15,000**	**10,000**		**70,000**
Rural/Abandoned Cemetery Transfers	**17,000**	**13,000**	**10,000**	**9,000**	**10,000**	**8,000**	**6,000**				**73,000**
Other New Capital Initiatives											
C550.0005 Purchase UTV - Oakwood Cemetery - 2014	17,000										**17,000**
C550.0032 Oakwood Columbarium & Landscaping - 2014	118,000										**118,000**
C720.0002 Compressor Room Replacements - Phase 1 - Waterford Arena - 2		30,000									**30,000**
C720.0073 Install Infra-Red Sensor - Refrigeration Plant - SRC Arena - 2016			30,000								**30,000**
C720.0076 Install Infra-Red Sensor - Refrigeration Plant - Talbot Arena - 2017				30,000							**30,000**
C720.0077 Install Infra-Red Sensor - Refrigeration Plant - Wtfd Arena - 2015		30,000									**30,000**
C720.0078 Install Infra-Red Sensor - Refrigeration Plant - Port Dover Arena - 2		30,000									**30,000**
C720.0079 Install Infra-Red Sensor - Refrigeration Plant - Langton Arena - 20			30,000								**30,000**
C720.0080 Install Infra-Red Sensor - Refrigeration Plant - Delhi Arena - 2016			30,000								**30,000**
C722.0027 Major Renovations - Simcoe Recreation Centre - 2016			5,400,000								**5,400,000**
C722.0028 New Parking Area Development - Vittoria & Dist Comm Centre - 2			90,000								**90,000**
C722.0049 Design & Build Roof Catwalk - Langton Comm Centre - 2014	60,000										**60,000**
C723.0004 Purchase Portable Aerial Work Platform - PFR - 2015		8,000									**8,000**
C730.0096 Waterford Deer Park Dual Fence - 2017				70,000							**70,000**
C730.0110 Purchase Tractor & Mower - Trail Maintenance - 2014	51,000										**51,000**
C730.0111 Security Fence/Gate - Port Rowan Marina - 2014	7,000										**7,000**
C741.0007 Purchase Spectator Bleachers - Delhi Kinsmen Pool - 2015		15,000									**15,000**
C840.0001 Purchase Electronic Field Tablet - Urban Forestry - 2014	6,000										**6,000**
C840.0002 Portable Fire Weather Monitoring Station - Forest Mgmt - 2015		8,000									**8,000**
C840.0006 Purchase Chipper - Forestry Maintenance					50,000						**50,000**
Total Other New Capital Initiatives	259,000	121,000	5,580,000	100,000	50,000						**6,110,000**
Total Parks, Facilities & Recreation	**276,000**	**304,000**	**5,690,000**	**174,000**	**60,000**	**73,000**	**6,000**	**15,000**	**10,000**		**6,608,000**
Fire & Rescue Services											
Dry Hydrants/Cisterns Installations	**200,000**										**200,000**
Other New Capital Initiatives											
C200.0004 Purchase Air Boat - Fire	180,000										**180,000**
C200.0010 Construct Training Facility - Fire			1,000,000								**1,000,000**
C200.0011 Purchase New/Used 2 Door Cab & Chassis - Fire			130,000								**130,000**
C200.0081 Replace Fire Safety Trailer Tow Vehicle - Fire		40,000									**40,000**
C200.0096 Purchase Technical Rescue Tow Vehicle - Fire		10,000									**10,000**
C203.0008 Purchase Tow Vehicle for Off-Road Fire Vehicle - Stn#3 - Waterfor		40,000									**40,000**
C209.0003 Purchase Air Filling Station - Stn#9 - Pt Rowan - Fire		50,000									**50,000**

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

NEW CAPITAL INITIATIVES

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Total Other New Capital Initiatives	180,000	140,000	1,130,000								**1,450,000**
Total Fire & Rescue Services	**380,000**	**140,000**	**1,130,000**								**1,650,000**
Marinas											
Other New Capital Initiatives											
C391.0002 Building Expansion - PDHM 2015		1,500,000									**1,500,000**
C391.0049 Municipal Water - East Slips - PRHM 2020							50,000				**50,000**
C391.0059 Install Security Compound for Trailer Storage - PDHM 2017				25,000							**25,000**
C391.0060 Install Additional Dockage/Launching Area - PDHM 2014	285,000										**285,000**
Total Other New Capital Initiatives	285,000	1,500,000		25,000			50,000				**1,860,000**
Total Marinas	**285,000**	**1,500,000**		**25,000**			**50,000**				**1,860,000**
Total Community Services	**941,000**	**1,944,000**	**6,820,000**	**199,000**	**60,000**	**73,000**	**56,000**	**15,000**	**10,000**		**10,118,000**
Planning & Economic Development											
PED Administration											
Other New Capital Initiatives											
C800.0006 Delhi Argyle Avenue Industrial Park Sign		25,000									**25,000**
Total Other New Capital Initiatives		25,000									**25,000**
Total PED Administration		**25,000**									**25,000**
Building & By-Law											
Other New Capital Initiatives											
C250.0002 Building & Bylaw Mobile Access Project		30,000									**30,000**
Total Other New Capital Initiatives		30,000									**30,000**
Total Building & By-Law		**30,000**									**30,000**
Tourism & Economic Development											
Industrial Park Development	**600,000**	**200,000**	**600,000**								**1,400,000**
Harbour Street Parking & Parkland Development	**420,000**										**420,000**
Total Tourism & Economic Development	**1,020,000**	**200,000**	**600,000**								**1,820,000**
Heritage & Culture											
Other New Capital Initiatives											
C770.0056 HVAC Upgrade - WHAM	68,000										**68,000**
C770.0077 Roof Access - Port Dover Harbour Museum	18,000										**18,000**
C770.0079 Video Surveillance - WHAM	15,000										**15,000**
Total Other New Capital Initiatives	101,000										**101,000**
Total Heritage & Culture	**101,000**										**101,000**
Total Planning & Economic Development	**1,121,000**	**255,000**	**600,000**								**1,976,000**
Total NEW CAPITAL INITIATIVES	**8,845,000**	**3,166,000**	**12,392,000**	**726,000**	**2,247,000**	**48,840,000**	**22,508,000**	**11,338,000**	**11,322,000**	**11,532,000**	**132,916,000**

PROPOSED 2014 CAPITAL PLAN

Section 3D:

2015 – 2023 Capital Forecast

Studies & Assessments

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

STUDIES & ASSESSMENTS

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Employee & Business Services											
Corporate Support Services											
Barrier Free Access Program	**35,000**										**35,000**
Total Corporate Support Services	**35,000**										**35,000**
Total Employee & Business Services	**35,000**										**35,000**
Financial Services											
Treasury & Financial Services											
Development Charges Study	**60,000**					**65,000**					**125,000**
Total Treasury & Financial Services	**60,000**					**65,000**					**125,000**
Total Financial Services	**60,000**					**65,000**					**125,000**
Public Works & Environmental Services											
Engineering Services											
Bridge & Culvert Condition Appraisal	**35,000**		**35,000**		**40,000**		**40,000**		**40,000**		**190,000**
Deck Conditions & Geotechnical Surveys		**25,000**		**25,000**		**25,000**		**25,000**		**25,000**	**125,000**
Structures Engineering	**50,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**275,000**
Other Studies & Assessments											
C302.0022 Transportation Study - Simcoe	50,000										**50,000**
C302.0135 Integrated Master Plan	500,000										**500,000**
C302.0136 Master Plan Revisions - 2020							200,000				**200,000**
Total Other Studies & Assessments	550,000						200,000				**750,000**
Total Engineering Services	**635,000**	**50,000**	**60,000**	**50,000**	**65,000**	**50,000**	**265,000**	**50,000**	**65,000**	**50,000**	**1,340,000**
Facilities											
Building Condition Assessments			**60,000**								**60,000**
Other Studies & Assessments											
C318.0059 Asbestos Survey & Management Plan	25,000										**25,000**
Total Other Studies & Assessments	25,000										**25,000**
Total Facilities	**25,000**		**60,000**								**85,000**
Waste Management											
Other Studies & Assessments											
C400.0007 Alternatives to Landfilling Agreement	80,000										**80,000**
C400.0008 Solid Waste Management Master Plan Review		50,000									**50,000**
C400.0009 Tipping Fee Study		40,000									**40,000**
C400.0010 Waste Management Curbside Collection Route Optimization Study			30,000								**30,000**
C400.0011 Recycling Strategy Review			20,000								**20,000**
Total Other Studies & Assessments	80,000	90,000	50,000								**220,000**
Total Waste Management	**80,000**	**90,000**	**50,000**								**220,000**
Total Public Works & Environmental Services	**740,000**	**140,000**	**170,000**	**50,000**	**65,000**	**50,000**	**265,000**	**50,000**	**65,000**	**50,000**	**1,645,000**

NORFOLK COUNTY

PROPOSED 2014-2023 CAPITAL PLAN

STUDIES & ASSESSMENTS

Project ID/Name	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL FORECAST
Community Services											
Parks, Facilities & Recreation											
Other Studies & Assessments											
C840.0003 Urban Tree Inventory - Urban Forestry - 2016			120,000								120,000
C840.0005 County Woodlot Forest Certification Project - 2014	50,000										50,000
C840.0007 Forest Resource Management Plan - Forest Management - 2023										125,000	125,000
Total Other Studies & Assessments	50,000		120,000							125,000	295,000
Total Parks, Facilities & Recreation	**50,000**		**120,000**							**125,000**	**295,000**
Fire & Rescue Services											
Other Studies & Assessments											
C200.0057 Strategic Locations of Norfolk County Fire Halls - Study	90,000										90,000
Total Other Studies & Assessments	90,000										90,000
Total Fire & Rescue Services	**90,000**										90,000
Community Emergency Management Program (CEMP)											
Other Studies & Assessments											
C730.0123 Quance Dam Structural Assessment	35,000										35,000
Total Other Studies & Assessments	35,000										35,000
Total Community Emergency Management Program (CEMP)	**35,000**										35,000
Total Community Services	**175,000**		**120,000**							**125,000**	**420,000**
Planning & Economic Development											
Community Planning Services											
Official Plan Review					**120,000**						120,000
Community Secondary Plans	**60,000**	**60,000**	**60,000**	**60,000**							240,000
Other Studies & Assessments											
C810.0017 Norfolk County Housing Study	36,000										36,000
Total Other Studies & Assessments	36,000										36,000
Total Community Planning Services	**96,000**	**60,000**	**60,000**	**60,000**	**120,000**						396,000
Tourism & Economic Development											
Economic Impact Study	**38,000**			**50,000**							88,000
Economic Development Strategy			**65,000**					**70,000**			135,000
Total Tourism & Economic Development	**38,000**		**65,000**	**50,000**				**70,000**			223,000
Total Planning & Economic Development	**134,000**	**60,000**	**125,000**	**110,000**	**120,000**			**70,000**			619,000
Total STUDIES & ASSESSMENTS	**1,144,000**	**200,000**	**415,000**	**160,000**	**185,000**	**115,000**	**265,000**	**120,000**	**65,000**	**175,000**	**2,844,000**

PROPOSED 2014 CAPITAL PLAN

Section 4:

Reserves & Reserve Funds

NORFOLK COUNTY

2012-2023 FORECASTED RESERVE/RESERVE FUND BALANCES

Page #	Reserve/Reserve Fund	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
	Tax Levy Capital Reserves/Reserve Fund												
4-1	General Capital Replacement Res	300,152	-423,599	-1,009,599	-1,716,599	-2,314,599	-2,840,599	-3,145,599	-3,527,599	-4,165,599	-4,391,599	-4,634,599	-4,898,599
4-2	General Building Reserve	1,561,380	-896,911	-339,811	-383,211	-477,311	143,589	1,112,289	1,971,589	1,928,289	2,737,189	3,634,189	5,930,089
4-3	Roadway Construction Reserve	-16,039,601	-27,236,270	-32,209,870	-39,386,270	-47,233,070	-52,313,870	-55,232,170	-57,915,470	-60,981,170	-63,787,670	-67,098,270	-69,561,270
4-4	Provincial Roads Reserve	42,613	171,613	-7,387	-7,387	-7,387	-7,387	-7,387	-7,387	-7,387	-7,387	-7,387	-7,387
4-5	Library Reserve	163,644	-448,356	-438,356	-508,356	-498,356	-488,356	-478,356	-468,356	-458,356	-448,356	-438,356	-427,306
4-6	Capital Equipment Pool Reserve	3,320,159	3,166,524	3,582,124	3,340,924	2,578,524	1,235,524	1,149,524	1,221,124	2,380,924	3,131,524	4,546,524	5,323,624
4-7	EMS Vehicle & Equip Reserve	282,291	343,791	529,991	599,891	392,591	326,191	155,791	-4,609	-170,909	42,991	111,191	-116,209
4-8	Industrial Land Reserve	317,633	317,633	-64,367	-89,367	-89,367	-89,367	-89,367	-89,367	-89,367	-89,367	-89,367	-89,367
4-9	Office Automation Equipment Res	447,194	491,094	561,894	749,694	864,694	926,994	1,136,694	1,263,994	1,383,994	1,526,894	1,757,894	2,007,094
4-10	Road & Bridge Invest Reserve	268,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168
4-11	Invest in Ontario Reserve	1,183,872	157,080	3,849	3,849	3,849	3,849	3,849	3,849	3,849	3,849	3,849	3,849
4-12	Energy Conservation Reserve	69,605	86,605	103,605	120,605	137,605	154,605	171,605	188,605	205,605	222,605	239,605	256,605
4-13	Cemetery Marker Reserve Fund	136,517	154,548	172,939	191,697	210,831	230,348	250,255	270,560	291,271	312,397	333,945	355,923
4-14	Solid Waste Reserve Fund	1,998,717	997,348	1,310,137	1,389,482	1,783,553	2,166,126	2,551,251	2,968,558	3,372,791	3,806,529	4,248,941	4,700,202
4-15	Pt Rowan Medical Centre RF	41,612	42,444	43,293	44,159	45,042	45,943	46,861	47,799	48,755	49,730	50,724	51,739
4-16	Parking Reserve Fund	65,041	66,341	-21,332	-21,758	-22,193	-22,637	-23,090	-23,552	-24,023	-24,503	-24,993	-25,493
4-17	Parkland Reserve Fund	167,392	66,926	32,564	-135,084	-142,886	-145,744	-148,659	-156,732	-159,866	-163,064	-166,325	-169,652
4-18	Transitional Funding for Prov Rd RF	361,630	10,843	11,060	11,281	11,507	11,737	11,971	12,211	12,455	12,704	12,958	13,217
4-19	Fire Vehicle & Equipment RF	305,176	49,526	158,024	-309,443	-736,790	-468,068	-281,589	-10,495	714,413	1,444,718	2,205,132	3,056,564
4-20	Waterfront Purch & Develop RF	43,445	24,049	24,530	25,020	25,521	26,031	26,552	27,083	27,624	28,177	28,740	29,315
4-21	Gas Tax Revenue Reserve Fund	10,041,954	974,787	2,521,978	-1,542,018	-518,953	-1,780,628	-920,435	-843,739	-418,709	733,922	1,042,605	1,714,462
4-22	Port Dover Marina Reserve Fund	857,564	500,678	342,391	405,339	423,646	544,319	692,905	844,463	1,075,552	1,066,463	1,301,993	1,338,233
4-23	Port Rowan Marina Reserve Fund	-32,165	-168,435	-171,804	-205,840	-209,957	-214,156	-218,439	-222,808	-227,264	-231,810	-236,446	-496,175
		5,903,993	**-21,550,575**	**-24,862,980**	**-37,422,225**	**-45,772,340**	**-52,554,388**	**-53,234,376**	**-54,449,112**	**-55,255,960**	**-54,022,897**	**-53,176,285**	**-51,009,372**
	Tax Levy DC Reserve Funds												
4-24	Parks & Recreation Dev't Chg RF	335,932	279,301	374,137	480,457	551,573	651,344	761,985	830,877	949,086	1,071,700	1,198,806	1,330,596
4-25	Library Development Charge RF	433,285	-85,389	-138,913	-65,191	18,573	69,638	145,083	223,975	306,382	392,478	482,336	573,990
4-26	Gen Gov't Development Chg RF	34,886	-9,081	-63,220	-91,107	-79,567	-59,738	-31,965	-24,036	28,931	66,637	123,560	182,743
4-27	Fire Development Charge RF	-348,757	-316,870	-280,164	-237,929	-190,056	-147,345	-99,190	-49,051	3,110	57,334	113,764	172,446
4-28	Parking Development Charge RF	202,849	262,496	7,850	75,531	151,298	219,196	294,572	372,883	454,189	538,549	626,126	716,984
4-29	Roads & Related Dev't Chg RF	756,088	953,484	1,203,686	1,487,248	1,586,250	1,834,827	1,572,256	1,614,411	1,855,289	2,105,167	2,364,326	2,633,055
4-30	Ambulance Development Chg RF	26,977	-56,124	-57,246	-58,391	-59,559	-60,750	-61,965	-63,204	-64,469	-65,758	-67,073	-68,415
		1,441,260	**1,027,817**	**1,046,129**	**1,590,618**	**1,978,512**	**2,507,173**	**2,580,776**	**2,905,854**	**3,532,519**	**4,166,107**	**4,841,845**	**5,541,400**
	Rate Capital Reserve Funds												
4-31	Wastewater Cap Repl RF	4,669,244	-2,773,428	-2,482,606	-2,595,498	-1,209,208	-216,452	752,299	1,853,645	1,388,877	2,610,055	3,763,256	4,758,196
4-32	Water Capital Replacement RF	9,677,350	7,719,377	7,805,425	4,333,394	3,527,561	3,676,653	2,851,566	2,763,757	2,735,392	2,366,800	2,176,476	2,351,585
		14,346,593	**4,945,950**	**5,322,819**	**1,737,895**	**2,318,353**	**3,460,200**	**3,603,864**	**4,617,401**	**4,124,270**	**4,976,855**	**5,939,732**	**7,109,782**
	Rate DC Reserve Funds												
4-33	Water Development Charge RF	204,652	-242,847	-603,834	-844,279	-3,572,652	-3,826,293	-4,216,955	-5,524,568	-5,815,992	-6,106,101	-6,399,666	-6,696,654
4-34	Wastewater Development Chg RF	1,961,524	-2,551,827	-2,054,104	-2,870,641	-2,341,808	-2,376,651	-2,466,251	-10,720,653	-13,190,382	-13,440,719	-13,685,353	-13,923,966
		2,166,175	**-2,794,674**	**-2,657,938**	**-3,714,920**	**-5,914,460**	**-6,202,945**	**-6,683,206**	**-16,245,222**	**-19,006,374**	**-19,546,820**	**-20,085,019**	**-20,620,619**
	TOTAL	**23,858,022**	**-18,371,481**	**-21,151,969**	**-37,808,632**	**-47,389,935**	**-52,789,960**	**-53,732,942**	**-63,171,078**	**-66,605,546**	**-64,426,755**	**-62,479,726**	**-58,978,810**

General Capital Replacement Reserve
GL18.0180.2500

Approved Fund Purpose: To fund replacement of general capital equipment.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance												
Opening	997,731	300,152	(423,599)	(1,009,599)	(1,716,599)	(2,314,599)	(2,840,599)	(3,145,599)	(3,527,599)	(4,165,599)	(4,391,599)	(4,634,599)
Uses												
Capital Commitments	(697,579)	(723,751)	(586,000)	(707,000)	(598,000)	(526,000)	(305,000)	(382,000)	(638,000)	(226,000)	(243,000)	(264,000)
Closing Balance	**300,152**	**(423,599)**	**(1,009,599)**	**(1,716,599)**	**(2,314,599)**	**(2,840,599)**	**(3,145,599)**	**(3,527,599)**	**(4,165,599)**	**(4,391,599)**	**(4,634,599)**	**(4,898,599)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

General Building Reserve
GL18.0180.2505

Approved Fund Purpose: To fund replacements, major upgrades and renovations to County Buildings.

Current Funding Source: Annual contributions from the Levy Supported Operating Budget.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**1,193,307**	**1,561,380**	**(896,911)**	**(339,811)**	**(383,211)**	**(477,311)**	**143,589**	**1,112,289**	**1,971,589**	**1,928,289**	**2,737,189**	**4,934,189**
Sources												
Levy Contributions	1,478,700	1,838,300	1,875,100	1,912,600	1,950,900	1,989,900	2,029,700	2,070,300	2,111,700	2,153,900	2,197,000	2,240,900
Capital Contributions	0											
Recoveries	(8,860)											
Uses												
Capital Commitments	(1,101,768)	(4,296,591)	(1,318,000)	(1,956,000)	(2,045,000)	(1,369,000)	(1,061,000)	(1,211,000)	(2,155,000)	(1,345,000)	(1,300,000)	(1,245,000)
Closing Balance	**1,561,380**	**(896,911)**	**(339,811)**	**(383,211)**	**(477,311)**	**143,589**	**1,112,289**	**1,971,589**	**1,928,289**	**2,737,189**	**3,634,189**	**5,930,089**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Roadway Construction Reserve
GL18.0180.2510

Approved Fund Purpose: To fund replacements and major upgrades of roads and roadway related infrastructure.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**(9,696,865)**	**(16,039,601)**	**(27,236,270)**	**(32,209,870)**	**(39,386,270)**	**(47,233,070)**	**(52,313,870)**	**(55,232,170)**	**(57,915,470)**	**(60,981,170)**	**(63,787,670)**	**(67,098,270)**
Sources												
Budget Contributions	5,727,900	5,842,500	5,959,400	6,078,600	6,200,200	6,324,200	6,450,700	6,579,700	6,711,300	6,845,500	6,982,400	7,122,000
Recoveries	5,194	73,302										
Uses												
Capital Commitments	(12,075,830)	(17,112,471)	(10,933,000)	(13,255,000)	(14,047,000)	(11,405,000)	(9,369,000)	(9,263,000)	(9,777,000)	(9,652,000)	(10,293,000)	(9,585,000)
Closing Balance	**(16,039,601)**	**(27,236,270)**	**(32,209,870)**	**(39,386,270)**	**(47,233,070)**	**(52,313,870)**	**(55,232,170)**	**(57,915,470)**	**(60,981,170)**	**(63,787,670)**	**(67,098,270)**	**(69,561,270)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Provincial Roads Reserve
GL18.0180.2511

Approved Fund Purpose: To finance capital maintenance, upgrades and improvements to highways #24 and #6 as identified by the province.

Current Funding Sources: No annual contributions.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance												
Opening	42,613	42,613	171,613	(7,387)	(7,387)	(7,387)	(7,387)	(7,387)	(7,387)	(7,387)	(7,387)	(7,387)
Uses												
Capital Commitments		(43,000)	(179,000)	0	0	0	0	0	0	0	0	0
Sources												
Budget Contributions		172,000										
Closing Balance	**42,613**	**171,613**	**(7,387)**	**(7,387)**	**(7,387)**	**(7,387)**	**(7,387)**	**(7,387)**	**(7,387)**	**(7,387)**	**(7,387)**	**(7,387)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

County Library Reserve
LL18.0180.2515

Approved Fund Purpose: To fund replacements, upgrades or expansion of equipment and facilities at the County's Libraries.

Current Funding Sources: Annual contributions to/from this reserve are from allocations in the operating budget and net annual operating results of the Norfolk County Library.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**143,463**	**163,644**	**(448,356)**	**(438,356)**	**(508,356)**	**(498,356)**	**(488,356)**	**(478,356)**	**(468,356)**	**(458,356)**	**(448,356)**	**(438,356)**
Sources												
Budget Contributions	258,000	268,000	287,000	302,000	318,000	335,000	352,000	370,000	389,000	448,000	471,000	494,050
Interest Earned												
Uses												
Capital Commitments	(207,976)	(880,000)	(277,000)	(372,000)	(308,000)	(325,000)	(342,000)	(360,000)	(379,000)	(438,000)	(461,000)	(483,000)
Levy Commitments	(29,843)											
Closing Balance	**163,644**	**(448,356)**	**(438,356)**	**(508,356)**	**(498,356)**	**(488,356)**	**(478,356)**	**(468,356)**	**(458,356)**	**(448,356)**	**(438,356)**	**(427,306)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Capital Equipment Pool Replacement Reserve
GL18.0180.2516

Approved Fund Purpose: To fund replacement of County vehicles and equipment contained within.

Current Funding Sources: Contributions from the Levy and Rate Supported Operating Budgets from charges generated from the operations of the County's internal equipment pool.

Projected Fund Balances:

Row Labels	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**2,721,437**	**3,320,159**	**3,166,524**	**3,582,124**	**3,340,924**	**2,578,524**	**1,235,524**	**1,149,524**	**1,221,124**	**2,380,924**	**3,131,524**	**4,546,524**
Sources												
Budget Contributions	1,356,800	1,383,900	1,411,600	1,439,800	1,468,600	1,498,000	1,528,000	1,558,600	1,589,800	1,621,600	1,654,000	1,687,100
Uses												
Capital Commitments	(758,078)	(1,537,535)	(996,000)	(1,681,000)	(2,231,000)	(2,841,000)	(1,614,000)	(1,487,000)	(430,000)	(871,000)	(239,000)	(910,000)
Closing Balance	**3,320,159**	**3,166,524**	**3,582,124**	**3,340,924**	**2,578,524**	**1,235,524**	**1,149,524**	**1,221,124**	**2,380,924**	**3,131,524**	**4,546,524**	**5,323,624**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

EMS Vehicle & Equipment Reserve
GL18.0180.2525

Approved Fund Purpose: To fund replacement of ambulance and EMS vehicles and equipment. **Current Funding Sources:** Annual contributions from the Levy Supported Operating Budget.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**335,418**	**282,291**	**343,791**	**529,991**	**599,891**	**392,591**	**326,191**	**155,791**	**(4,609)**	**(170,909)**	**42,991**	**111,191**
Sources												
Levy Contributions	178,900	182,500	186,200	189,900	193,700	197,600	201,600	205,600	209,700	213,900	218,200	222,600
Capital Contributions		40,000		10,000	10,000	10,000	10,000	10,000				
Uses												
Capital Commitments	(232,027)	(161,000)	0	(130,000)	(411,000)	(274,000)	(382,000)	(376,000)	(376,000)	0	(150,000)	(450,000)
Closing Balance	**282,291**	**343,791**	**529,991**	**599,891**	**392,591**	**326,191**	**155,791**	**(4,609)**	**(170,909)**	**42,991**	**111,191**	**(116,209)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Industrial Land Reserve
GL18.0180.2526

Approved Fund Purpose: To fund the purchase and development of industrial land and/or the expansion of services to industrial land for resale.

Current Funding Sources: Revenue from the sale of industrial land.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**327,849**	**317,633**	**317,633**	**(64,367)**	**(89,367)**	**(89,367)**	**(89,367)**	**(89,367)**	**(89,367)**	**(89,367)**	**(89,367)**	**(89,367)**
Uses												
Capital Commitments	(12,706)		(382,000)	(25,000)	0	0	0	0	0	0	0	0
Source												
Levy Contributions	2,490	0										
Closing Balance	**317,633**	**317,633**	**(64,367)**	**(89,367)**	**(89,367)**	**(89,367)**	**(89,367)**	**(89,367)**	**(89,367)**	**(89,367)**	**(89,367)**	**(89,367)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Office Automation Equipment Reserve
GL18.0180.2528

Approved Fund Purpose: To fund the replacement of Information Technology equipment.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**401,015**	**447,194**	**491,094**	**561,894**	**749,694**	**864,694**	**926,994**	**1,136,694**	**1,263,994**	**1,383,994**	**1,526,894**	**1,757,894**
Sources												
Levy Contributions	337,200	343,900	350,800	357,800	365,000	372,300	379,700	387,300	395,000	402,900	411,000	419,200
Uses												
Capital Commitments	(291,021)	(300,000)	(280,000)	(170,000)	(250,000)	(310,000)	(170,000)	(260,000)	(275,000)	(260,000)	(180,000)	(170,000)
Closing Balance	**447,194**	**491,094**	**561,894**	**749,694**	**864,694**	**926,994**	**1,136,694**	**1,263,994**	**1,383,994**	**1,526,894**	**1,757,894**	**2,007,094**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Road & Bridge Investment Reserve
GL18.0180.2586

Approved Fund Purpose: Special one-time funding to fund road and bridge infrastructure projects.

Current Funding Sources: One time provincial funding for road and bridge infrastructure projects.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance												
Opening	268,168	268,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168
Uses												
Capital Commitments		(267,000)										
Closing Balance	**268,168**	**1,168**	**1,168**	**1,168**	**1,168**	**1,168**	**1,168**	**1,168**	**1,168**	**1,168**	**1,168**	**1,168**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Invest in Ontario Reserve
GL18.0180.2587

Approved Fund Purpose: To fund infrastructure capital projects/needs.

Current Funding Sources: One time provincial funding under the Investing in Ontario Act.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**1,953,987**	**1,183,872**	**157,080**	**3,849**	**3,849**	**3,849**	**3,849**	**3,849**	**3,849**	**3,849**	**3,849**	**3,849**
Uses												
Capital Commitments	(731,358)	(1,137,903)	(153,231)	0	0	0	0	0	0	0	0	0
Levy Commitments	(39,758)											
Recoveries		109,474										
Source												
Recoveries	1,000	1,636										
Closing Balance	**1,183,872**	**157,080**	**3,849**	**3,849**	**3,849**	**3,849**	**3,849**	**3,849**	**3,849**	**3,849**	**3,849**	**3,849**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Energy Conservation Reserve
GL18.0180.2588

Approved Fund Purpose: To fund expenditures related to energy conservation projects.

Current Funding Sources: AMO funding and rebates.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**44,776**	**69,605**	**86,605**	**103,605**	**120,605**	**137,605**	**154,605**	**171,605**	**188,605**	**205,605**	**222,605**	**239,605**
Sources												
Energy Rebate	24,579	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Transfer	250											
Closing Balance	**69,605**	**86,605**	**103,605**	**120,605**	**137,605**	**154,605**	**171,605**	**188,605**	**205,605**	**222,605**	**239,605**	**256,605**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Cemetery Marker Reserve Fund
RL19.0181.2933

Approved Fund Purpose: To provide funds for care and maintenance of Cemetery Markers.

Current Funding Sources: Fee charged as set out in the Cemetery Fee Schedule.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**119,188**	**136,517**	**154,548**	**172,939**	**191,697**	**210,831**	**230,348**	**250,255**	**270,560**	**291,271**	**312,397**	**333,945**
Sources												
Marker Contribution	15,900	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Interest Earned	1,429	3,030	3,391	3,759	4,134	4,517	4,907	5,305	5,711	6,125	6,548	6,979
Closing Balance	**136,517**	**154,548**	**172,939**	**191,697**	**210,831**	**230,348**	**250,255**	**270,560**	**291,271**	**312,397**	**333,945**	**355,923**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Solid Waste Reserve Fund
RL19.0181.2936

Approved Fund Purpose: To fund impovements, replacements and upgrades of Waste Management facilities and equipment, including studies, purchases, closures, etc.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**1,713,584**	**1,998,717**	**997,348**	**1,310,137**	**1,389,482**	**1,783,553**	**2,166,126**	**2,551,251**	**2,968,558**	**3,372,791**	**3,806,529**	**4,248,941**
Sources												
Budget Contributions	359,100	359,100	359,100	359,100	359,100	359,100	359,100	359,100	359,100	359,100	359,100	359,100
Interest Earned	39,706	19,556	25,689	27,245	34,972	42,473	50,025	58,207	66,133	74,638	83,313	92,161
Uses												
Capital Commitments	(113,674)	(1,380,024)	(72,000)	(307,000)	0	(19,000)	(24,000)	0	(21,000)	0	0	0
Interest Charged	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	**1,998,717**	**997,348**	**1,310,137**	**1,389,482**	**1,783,553**	**2,166,126**	**2,551,251**	**2,968,558**	**3,372,791**	**3,806,529**	**4,248,941**	**4,700,202**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Port Rowan Medical Centre Reserve Fund
RL19.0181.2937

Approved Fund Purpose: To fund replacements, upgrade or expansion of equipment and facilities at the Port Rowan Medical Centre.

Current Funding Sources: Donations and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**41,151**	**41,612**	**42,444**	**43,293**	**44,159**	**45,042**	**45,943**	**46,861**	**47,799**	**48,755**	**49,730**	**50,724**
Sources												
Interest Earned	461	832	849	866	883	901	919	937	956	975	995	1,014
Uses												
Interest Charged	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	**41,612**	**42,444**	**43,293**	**44,159**	**45,042**	**45,943**	**46,861**	**47,799**	**48,755**	**49,730**	**50,724**	**51,739**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Parking Reserve Fund
RL19.0181.2950

Approved Fund Purpose: To provide funds for the development of parking facilities and services within the community.

Current Funding Sources: Cash in Lieu of Parking and interest on fund balances.

Comment: This reserve fund combines Combined funds RL19.0181.2950 & RL19.0187.2950

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**55,956**	**65,041**	**66,341**	**(21,332)**	**(21,758)**	**(22,193)**	**(22,637)**	**(23,090)**	**(23,552)**	**(24,023)**	**(24,503)**	**(24,993)**
Sources												
Developer Contributions	8,418											
Interest Earned	671	1,301	1,327	0	0	0	0	0	0	0	0	0
Uses												
Interest Charged	(5)	0	0	(427)	(435)	(444)	(453)	(462)	(471)	(480)	(490)	(500)
Capital Commitments			(89,000)									
Closing Balance	**65,041**	**66,341**	**(21,332)**	**(21,758)**	**(22,193)**	**(22,637)**	**(23,090)**	**(23,552)**	**(24,023)**	**(24,503)**	**(24,993)**	**(25,493)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Parkland Reserve Fund
RL19.0181.2952

Approved Fund Purpose: To fund the development of parks through the purchase of new land and/or the purchase of equipment, studies and other infrastructure necessary to develop new or existing recreational areas.

Current Funding Sources: Cash in Lieu of Parkland and interest on fund balances.

Comment: This reserve includes; RL19.0181.2952 RL19.0187.2952 RL19.0188.2940 RL19.0188.2951

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**165,533**	**167,392**	**66,926**	**32,564**	**(135,084)**	**(142,886)**	**(145,744)**	**(148,659)**	**(156,732)**	**(159,866)**	**(163,064)**	**(166,325)**
Sources												
Developer Contributions	15,750											
Interest Earned	2,476	1,312	639	0	0	0	0	0	0	0	0	0
Uses												
Capital Commitments	(15,803)	(101,779)	(35,000)	(165,000)	(5,000)	0	0	(5,000)	0	0	0	0
Interest Charged	(564)	0	0	(2,649)	(2,802)	(2,858)	(2,915)	(3,073)	(3,135)	(3,197)	(3,261)	(3,327)
Closing Balance	**167,392**	**66,926**	**32,564**	**(135,084)**	**(142,886)**	**(145,744)**	**(148,659)**	**(156,732)**	**(159,866)**	**(163,064)**	**(166,325)**	**(169,652)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Transitional Funding for Provincial Road Reserve Fund
RL19.0181.2960

Approved Fund Purpose: To finance capital maintenance, upgrades and improvements to highways #24 and #6 as identified by the province.

Current Funding Sources: Interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**357,625**	**361,630**	**10,843**	**11,060**	**11,281**	**11,507**	**11,737**	**11,971**	**12,211**	**12,455**	**12,704**	**12,958**
Sources												
Interest Earned	4,005	213	217	221	226	230	235	239	244	249	254	259
Uses												
Capital Commitments	0	(351,000)										
Interest Charged	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	**361,630**	**10,843**	**11,060**	**11,281**	**11,507**	**11,737**	**11,971**	**12,211**	**12,455**	**12,704**	**12,958**	**13,217**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Fire Vehicle & Equipment Reserve Fund
RL19.0181.2962

Approved Fund Purpose: To fund replacement of fire protection vehicles and equipment.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**13,683**	**305,176**	**49,526**	**158,024**	**(309,443)**	**(736,790)**	**(468,068)**	**(281,589)**	**(10,495)**	**714,413**	**1,444,718**	**2,205,132**
Sources												
Levy Contributions	636,700	649,400	662,400	675,600	689,100	702,900	717,000	731,300	745,900	760,800	776,000	791,500
Interest Earned	1,188	971	3,099	0	0	0	0	0	14,008	29,504	44,414	59,933
Uses												
Capital Commitments	(346,308)	(906,022)	(557,000)	(1,137,000)	(1,102,000)	(425,000)	(525,000)	(460,000)	(35,000)	(60,000)	(60,000)	0
Interest Charged	(87)	0	0	(6,068)	(14,447)	(9,178)	(5,521)	(206)	0	0	0	0
Closing Balance	**305,176**	**49,526**	**158,024**	**(309,443)**	**(736,790)**	**(468,068)**	**(281,589)**	**(10,495)**	**714,413**	**1,444,718**	**2,205,132**	**3,056,564**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Waterfront Purchase & Development Reserve Fund
RL19.0181.2978

Approved Fund Purpose: To purchase Lake Erie shoreline property specifically for the ongoing enjoyment of Norfolk Citizens and visitors to Norfolk County.

Current Funding Sources: Public and private funds and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**42,964**	**43,445**	**24,049**	**24,530**	**25,020**	**25,521**	**26,031**	**26,552**	**27,083**	**27,624**	**28,177**	**28,740**
Sources												
Interest Earned	481	472	481	491	500	510	521	531	542	552	564	575
Uses												
Interest Charged	0	0	0	0	0	0	0	0	0	0	0	0
Capital Commitments	0	(19,868)										
Closing Balance	**43,445**	**24,049**	**24,530**	**25,020**	**25,521**	**26,031**	**26,552**	**27,083**	**27,624**	**28,177**	**28,740**	**29,315**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Gas Tax Revenue Reserve Fund
RL19.0181.2979

Approved Fund Purpose: To fund infrastructure replacements and upgrades in accordance with the funding parameters set out in the funding agreement.

Current Funding Sources: Annual contributions from the Federal Government and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**7,513,527**	**10,041,954**	**974,787**	**2,521,978**	**(1,542,018)**	**(518,953)**	**(1,780,628)**	**(920,435)**	**(843,739)**	**(418,709)**	**733,922**	**1,042,605**
Sources												
Ministry Contributions	3,838,240	3,838,240	3,838,240	3,838,240	3,638,240	3,638,240	3,638,240	3,638,240	3,638,240	3,638,240	3,638,240	3,638,240
Interest Earned	94,580	19,113	49,451	0	0	0	0	0	0	14,391	20,443	33,617
Uses												
Capital Commitments	(1,401,985)	(12,924,020)	(2,340,000)	(7,872,000)	(2,605,000)	(4,865,000)	(2,760,000)	(3,545,000)	(3,205,000)	(2,500,000)	(3,350,000)	(3,000,000)
Interest Charged	0	0	0	(30,236)	(10,176)	(34,914)	(18,048)	(16,544)	(8,210)	0	0	0
Levy Commitments	(500)	(500)	(500)									
Other	(1,908)											
Closing Balance	**10,041,954**	**974,787**	**2,521,978**	**(1,542,018)**	**(518,953)**	**(1,780,628)**	**(920,435)**	**(843,739)**	**(418,709)**	**733,922**	**1,042,605**	**1,714,462**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Port Dover Marina Reserve Fund
RL19.0181.2981

Approved Fund Purpose: To fund replacements, upgrades or expansion of infrastructure and facilities at the Port Dover Harbour Marina.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**485,788**	**857,564**	**500,678**	**342,391**	**405,339**	**423,646**	**544,319**	**692,905**	**844,463**	**1,075,552**	**1,066,463**	**1,301,993**
Sources												
Levy Contributions	388,129	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000
Interest Earned	5,741	9,817	6,714	7,948	8,307	10,673	13,586	16,558	21,089	20,911	25,529	26,240
Uses												
Capital Commitments	(22,095)	(576,703)	(375,000)	(155,000)	(200,000)	(100,000)	(75,000)	(75,000)	0	(240,000)	0	(200,000)
Interest Charged	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	**857,564**	**500,678**	**342,391**	**405,339**	**423,646**	**544,319**	**692,905**	**844,463**	**1,075,552**	**1,066,463**	**1,301,993**	**1,338,233**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Port Rowan Marina Reserve Fund
RL19.0181.2982

Approved Fund Purpose: To fund replacements, upgrades or expansion of infrastructure and facilities at the Port Rowan Harbour Marina.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**75,843**	**(32,165)**	**(168,435)**	**(171,804)**	**(205,840)**	**(209,957)**	**(214,156)**	**(218,439)**	**(222,808)**	**(227,264)**	**(231,810)**	**(236,446)**
Sources												
Levy Contributions	3,002											
Interest Earned	675	0	0	0	0	0	0	0	0	0	0	0
Uses												
Capital Commitments	(101,602)	(132,968)	0	(30,000)	0	0	0	0	0	0	0	(250,000)
Levy Commitments	(10,052)	0	0									
Interest Charged	(30)	(3,303)	(3,369)	(4,036)	(4,117)	(4,199)	(4,283)	(4,369)	(4,456)	(4,545)	(4,636)	(9,729)
Closing Balance	**(32,165)**	**(168,435)**	**(171,804)**	**(205,840)**	**(209,957)**	**(214,156)**	**(218,439)**	**(222,808)**	**(227,264)**	**(231,810)**	**(236,446)**	**(496,175)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Parks & Recreation Development Charge Reserve Fund
RL19.0181.2941

Approved Fund Purpose: To fund growth related parks & recreation capital projects for new or expanded parks & recreation facilities and services.

Current Funding Sources: Development charges and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**303,771**	**335,932**	**279,301**	**374,137**	**480,457**	**551,573**	**651,344**	**761,985**	**830,877**	**949,086**	**1,071,700**	**1,198,806**
Sources												
Developer Contributions	97,203	86,400	87,500	96,900	105,300	87,000	95,700	97,600	99,600	101,600	103,600	105,700
Interest Earned	3,509	5,476	7,336	9,421	10,815	12,771	14,941	16,292	18,610	21,014	23,506	26,090
Uses												
Capital Commitments	(68,551)	(148,507)	0	0	(45,000)	0	0	(45,000)	0	0	0	0
Interest Charged	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	**335,932**	**279,301**	**374,137**	**480,457**	**551,573**	**651,344**	**761,985**	**830,877**	**949,086**	**1,071,700**	**1,198,806**	**1,330,596**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Library Development Charge Reserve Fund
RL19.0181.2942

Approved Fund Purpose: To fund growth related library capital projects for new or expanded library facilities and services.

Current Funding Sources: Development charges and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**343,078**	**433,285**	**(85,389)**	**(138,913)**	**(65,191)**	**18,573**	**69,638**	**145,083**	**223,975**	**306,382**	**392,478**	**482,336**
Sources												
Developer Contributions	102,297	82,000	89,200	97,000	105,400	87,700	94,600	96,500	98,400	100,400	102,400	104,400
Interest Earned	4,390	0	0	0	364	1,365	2,845	4,392	6,007	7,696	9,458	11,255
Uses												
Capital Commitments	(16,479)	(599,000)	(140,000)	(22,000)	(22,000)	(38,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(24,000)
Interest Charged	0	(1,674)	(2,724)	(1,278)	0	0	0	0	0	0	0	0
Closing Balance	**433,285**	**(85,389)**	**(138,913)**	**(65,191)**	**18,573**	**69,638**	**145,083**	**223,975**	**306,382**	**392,478**	**482,336**	**573,990**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

General Government Development Charge Reserve Fund
RL19.0181.2943

Approved Fund Purpose: To fund growth related capital projects for new or expanded general government facilities and services.

Current Funding Sources: Development charges and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**(13,084)**	**34,886**	**(9,081)**	**(63,220)**	**(91,107)**	**(79,567)**	**(59,738)**	**(31,965)**	**(24,036)**	**28,931**	**66,637**	**123,560**
Sources												
Developer Contributions	49,693	42,600	46,100	50,900	56,100	48,000	50,400	51,400	52,400	53,400	54,500	55,600
Interest Earned	158	398	0	0	0	0	0	0	567	1,307	2,423	3,583
Uses												
Capital Commitments	(1,861)	(86,965)	(99,000)	(77,000)	(43,000)	(27,000)	(22,000)	(43,000)	0	(17,000)	0	0
Interest Charged	(19)	0	(1,240)	(1,786)	(1,560)	(1,171)	(627)	(471)	0	0	0	0
Closing Balance	**34,886**	**(9,081)**	**(63,220)**	**(91,107)**	**(79,567)**	**(59,738)**	**(31,965)**	**(24,036)**	**28,931**	**66,637**	**123,560**	**182,743**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Fire Development Charge Reserve Fund
RL19.0181.2944

Approved Fund Purpose: To fund growth related capital projects for new or expanded fire protection facilities and services.

Current Funding Sources: Development charges and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**(275,160)**	**(348,757)**	**(316,870)**	**(280,164)**	**(237,929)**	**(190,056)**	**(147,345)**	**(99,190)**	**(49,051)**	**3,110**	**57,334**	**113,764**
Sources												
Developer Contributions	45,259	38,100	42,200	46,900	51,600	45,600	50,100	51,100	52,100	53,100	54,200	55,300
Interest Earned	0	0	0	0	0	0	0	0	61	1,124	2,231	3,381
Uses												
Capital Commitments	(115,000)	0										
Interest Charged	(3,855)	(6,213)	(5,493)	(4,665)	(3,727)	(2,889)	(1,945)	(962)	0	0	0	0
Closing Balance	**(348,757)**	**(316,870)**	**(280,164)**	**(237,929)**	**(190,056)**	**(147,345)**	**(99,190)**	**(49,051)**	**3,110**	**57,334**	**113,764**	**172,446**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Parking Development Charge Reserve Fund
RL19.0181.2945

Approved Fund Purpose: To fund growth related capital projects for new or expanded parking facilities and services.

Current Funding Sources: Development charges and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**140,048**	**202,849**	**262,496**	**7,850**	**75,531**	**151,298**	**219,196**	**294,572**	**372,883**	**454,189**	**538,549**	**626,126**
Sources												
Developer Contributions	60,868	54,500	60,200	66,200	72,800	63,600	69,600	71,000	72,400	73,800	75,300	76,800
Interest Earned	1,934	5,147	154	1,481	2,967	4,298	5,776	7,311	8,906	10,560	12,277	14,059
Uses												
Capital Commitments			(315,000)									
Interest Charged	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	**202,849**	**262,496**	**7,850**	**75,531**	**151,298**	**219,196**	**294,572**	**372,883**	**454,189**	**538,549**	**626,126**	**716,984**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Roads & Related Development Charge Reserve Fund
RL19.0181.2948

Approved Fund Purpose: To fund growth related capital projects for new or expanded roads and related public works facilities and services.

Current Funding Sources: Development charges and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**674,560**	**756,088**	**953,484**	**1,203,686**	**1,487,248**	**1,586,250**	**1,834,827**	**1,572,256**	**1,614,411**	**1,855,289**	**2,105,167**	**2,364,326**
Sources												
Developer Contributions	167,858	229,700	241,600	254,400	267,900	212,600	196,600	200,500	204,500	208,600	212,800	217,100
Interest Earned	7,967	18,696	23,602	29,162	31,103	35,977	30,829	31,655	36,378	41,278	46,359	51,629
Uses												
Capital Commitments	(94,296)	(51,000)	(15,000)	0	(200,000)	0	(490,000)	(190,000)	0	0	0	0
Interested Charged	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	**756,088**	**953,484**	**1,203,686**	**1,487,248**	**1,586,250**	**1,834,827**	**1,572,256**	**1,614,411**	**1,855,289**	**2,105,167**	**2,364,326**	**2,633,055**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Ambulance Development Charge Reserve Fund
RL19.0181.2949

Approved Fund Purpose: To fund growth related capital projects for new or expanded ambulance and EMS facilities and services.

Current Funding Sources: Interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**26,283**	**26,977**	**(56,124)**	**(57,246)**	**(58,391)**	**(59,559)**	**(60,750)**	**(61,965)**	**(63,204)**	**(64,469)**	**(65,758)**	**(67,073)**
Sources												
Interest Earned	299	0	0	0	0	0	0	0	0	0	0	0
Developer Contributions	395											
Uses												
Capital Commitments	0	(82,000)										
Interest Charged	0	(1,100)	(1,122)	(1,145)	(1,168)	(1,191)	(1,215)	(1,239)	(1,264)	(1,289)	(1,315)	(1,341)
Closing Balance	**26,977**	**(56,124)**	**(57,246)**	**(58,391)**	**(59,559)**	**(60,750)**	**(61,965)**	**(63,204)**	**(64,469)**	**(65,758)**	**(67,073)**	**(68,415)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Wastewater Capital Replacement Reserve Fund
RL19.0181.2930

Approved Fund Purpose: To fund replacement of wastewater infrastructure and services, including collection, pumping, treatment and disposal.

Current Funding Sources: Annual contributions from the Rate Supported Operating Budget and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**4,947,719**	**4,669,244**	**(2,773,428)**	**(2,482,606)**	**(2,595,498)**	**(1,209,208)**	**(216,452)**	**752,299**	**1,853,645**	**1,388,877**	**2,610,055**	**3,657,055**
Sources												
Rate Contributions	2,126,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000
Interest Earned	54,410	0	0	0	0	0	14,751	36,346	27,233	51,178	106,201	127,141
Uses												
Capital Commitments	(2,458,885)	(10,088,290)	(2,360,500)	(2,762,000)	(1,290,000)	(1,703,000)	(1,746,000)	(1,635,000)	(3,192,000)	(1,530,000)	(1,653,000)	(1,726,000)
Interest Charged	0	(54,381)	(48,679)	(50,892)	(23,710)	(4,244)	0	0	0	0	0	0
Closing Balance	**4,669,244**	**(2,773,428)**	**(2,482,606)**	**(2,595,498)**	**(1,209,208)**	**(216,452)**	**752,299**	**1,853,645**	**1,388,877**	**2,610,055**	**3,763,256**	**4,758,196**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Water Capital Replacement Reserve Fund
RL19.0181.2932

Approved Fund Purpose: To fund replacement of water infrastructure and equipment, including water supply, treatment, storage and transmission.

Current Funding Sources: Annual contributions from the Rate Supported Operating Budget and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**8,775,039**	**9,677,350**	**7,719,377**	**7,805,425**	**4,333,394**	**3,527,561**	**3,676,653**	**2,851,566**	**2,763,757**	**2,735,392**	**2,366,800**	**2,176,476**
Sources												
Rate Contributions	2,374,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Interest Earned	105,347	151,360	153,048	84,969	69,168	72,091	55,913	54,191	53,635	46,408	42,676	46,110
Recoveries	27,968											
Uses												
Capital Commitments	(1,605,004)	(4,609,333)	(2,567,000)	(6,057,000)	(3,375,000)	(2,423,000)	(3,381,000)	(2,642,000)	(2,582,000)	(2,915,000)	(2,733,000)	(2,371,000)
Interest Charged	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	**9,677,350**	**7,719,377**	**7,805,425**	**4,333,394**	**3,527,561**	**3,676,653**	**2,851,566**	**2,763,757**	**2,735,392**	**2,366,800**	**2,176,476**	**2,351,585**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Water Development Charge Reserve Fund
RL19.0181.2946

Approved Fund Purpose: To fund growth related capital projects for new or expanded water infrastructure and equipment, including water supply, treatment, storage and transmission.

Current Funding Sources: Development charges and interest on fund balances.

Projected Fund Balances:

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**279,632**	**204,652**	**(242,847)**	**(603,834)**	**(844,279)**	**(3,572,652)**	**(3,826,293)**	**(4,216,955)**	**(5,524,568)**	**(5,815,992)**	**(6,106,101)**	**(6,399,666)**
Sources												
Developer Contributions	130,542	116,820	119,900	123,145	126,445	106,150	108,790	111,000	113,200	115,500	117,800	120,200
Interest Earned	3,297	0	0	0	0	0	0	0	0	0	0	0
Uses												
Capital Commitments	(208,820)	(488,085)	(398,000)	0	(2,500,000)	0	(132,000)	(1,015,000)	0	0	0	0
Debt Payments	0	(71,472)	(71,048)	(347,035)	(284,766)	(284,766)	(284,766)	(295,289)	(290,585)	(285,881)	(285,881)	(285,881)
Interest Charged	0	(4,762)	(11,840)	(16,554)	(70,052)	(75,025)	(82,685)	(108,325)	(114,039)	(119,727)	(125,484)	(131,307)
Closing Balance	**204,652**	**(242,847)**	**(603,834)**	**(844,279)**	**(3,572,652)**	**(3,826,293)**	**(4,216,955)**	**(5,524,568)**	**(5,815,992)**	**(6,106,101)**	**(6,399,666)**	**(6,696,654)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Wastewater Development Charge Reserve Fund
RL19.0181.2947

Approved Fund Purpose: To fund growth related capital projects for new or expanded wastewater infrastructure and services, including collection, pumping, treatment and disposal.

Current Funding Sources: Development charges and interest on fund balances.

Projected Fund Balances:

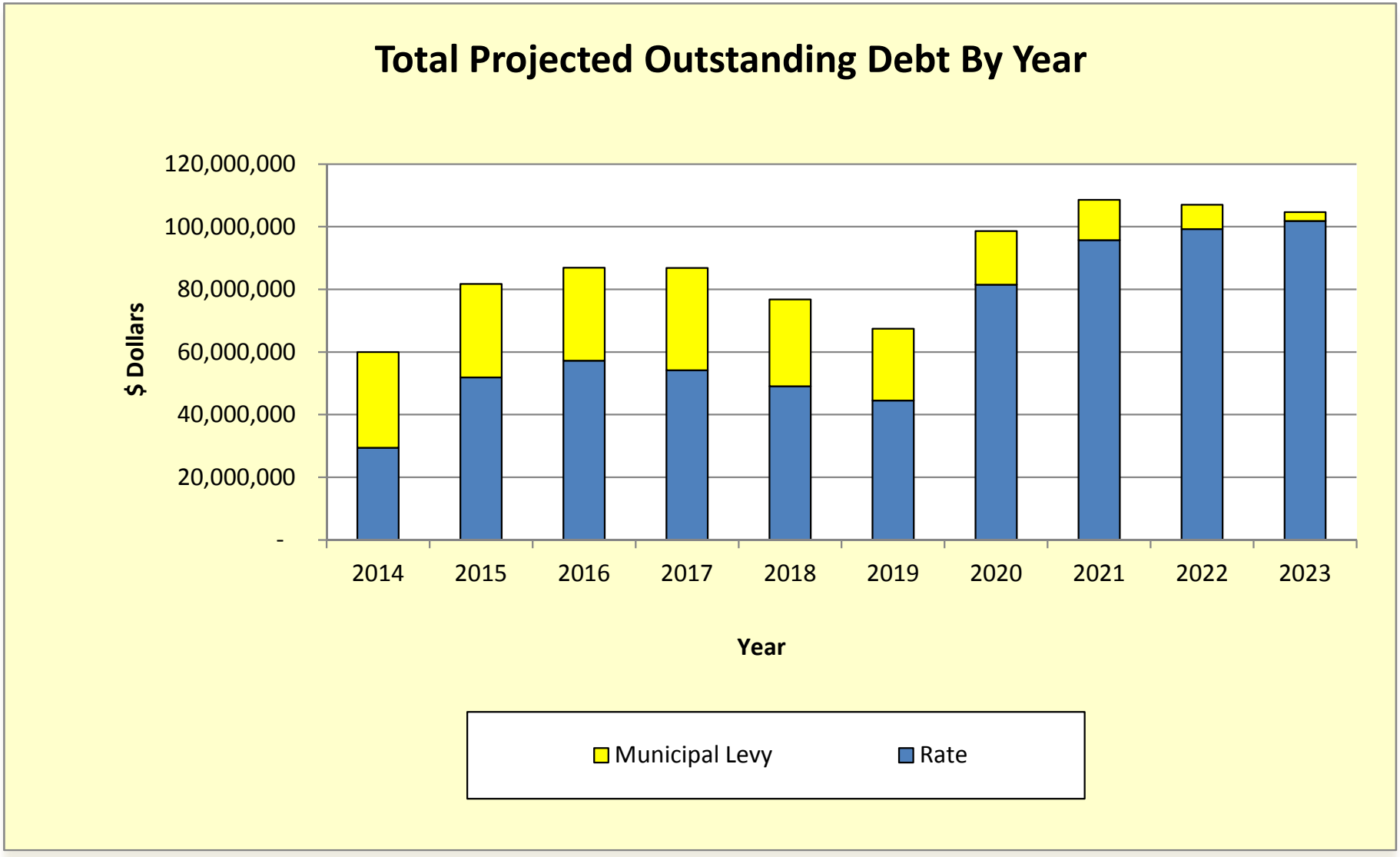
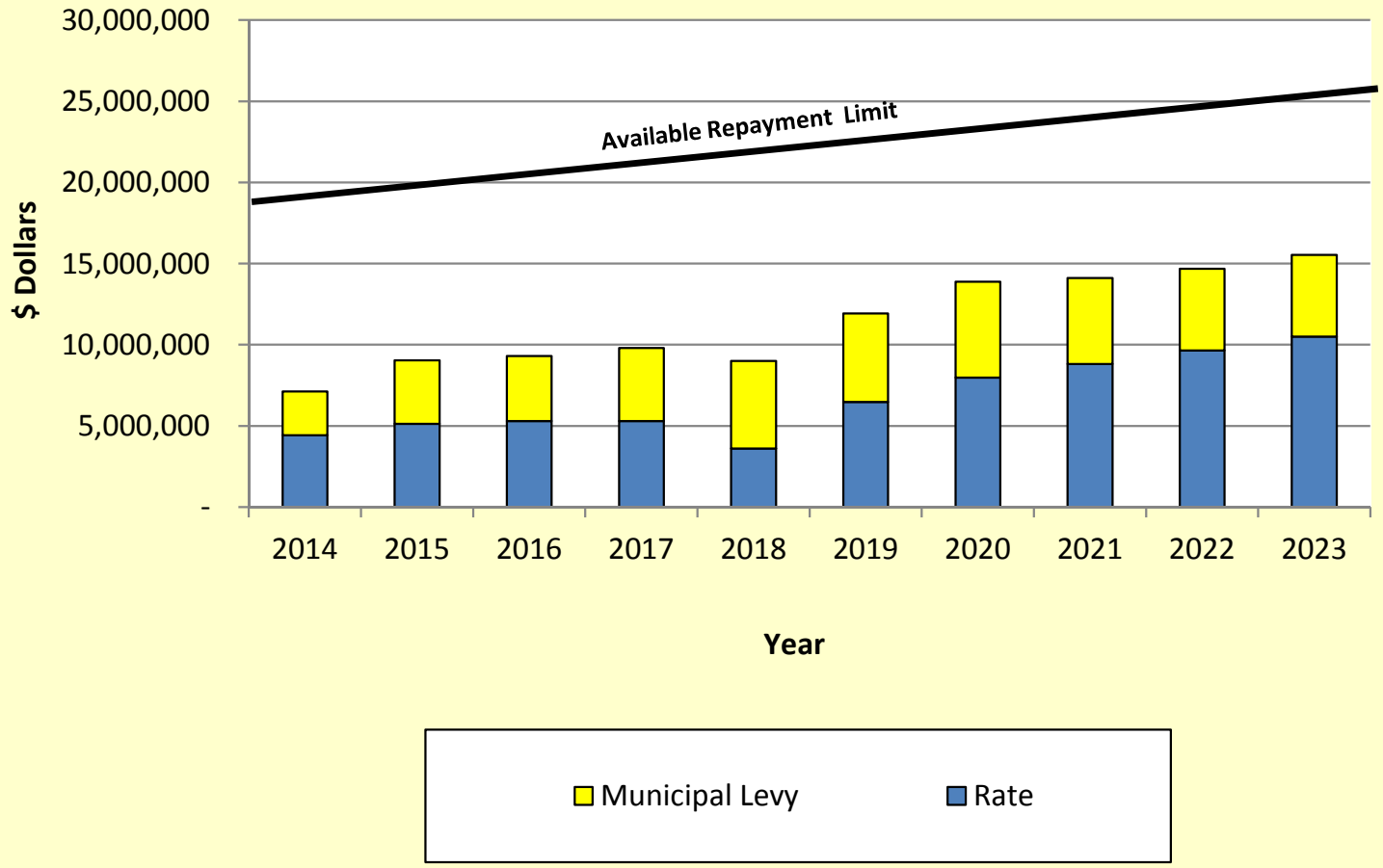
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Opening Balance	**1,281,563**	**1,961,524**	**(2,551,827)**	**(2,054,104)**	**(2,870,641)**	**(2,341,808)**	**(2,376,651)**	**(2,466,251)**	**(10,720,653)**	**(13,190,382)**	**(13,440,719)**	**(13,685,353)**
Sources												
Developer Contributions	688,294	531,000	545,000	559,750	574,750	482,500	494,500	504,400	514,500	524,800	535,300	546,000
Interest Earned	18,352	0	0	0	0	0	0	0	0	0	0	0
Uses												
Capital Commitments	(26,685)	(4,994,315)	(7,000)	(1,320,000)	0	0	(65,000)	(8,037,000)	(2,214,000)	0	0	0
Debt Payments						(470,742)	(470,742)	(511,594)	(511,594)	(511,594)	(511,594)	(511,594)
Interest Charged	0	(50,036)	(40,277)	(56,287)	(45,918)	(46,601)	(48,358)	(210,209)	(258,635)	(263,544)	(268,340)	(273,019)
Closing Balance	**1,961,524**	**(2,551,827)**	**(2,054,104)**	**(2,870,641)**	**(2,341,808)**	**(2,376,651)**	**(2,466,251)**	**(10,720,653)**	**(13,190,382)**	**(13,440,719)**	**(13,685,353)**	**(13,923,966)**

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

PROPOSED 2014 CAPITAL PLAN

Section 5:

Debt


Total Projected Outstanding Debt By Year
120,000,000
100,000,000
80,000,000
60,000,000
40,000,000
20,000,000
-
$ Dollars
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
Year
Municipal Levy
Rate

Total Projected Annual Debt Payments