



Working together with our community  
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# Proposed 2017 Capital Plan

**2017 - 2026**  
**Capital Forecast**



**PROPOSED 2017 CAPITAL PLAN**

Section 1:

**Financial Services Report**



### Special Meeting – October 26, 2017

Subject: Proposed 2017 Capital Plan  
 Report Number: F.S.16- 28  
 Department: Financial Services  
 Division: Financial Planning and Reporting

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

#### Recommendations:

THAT Report FS 16-28 RE: Proposed 2017 Capital Plan be received;

AND THAT the 2017 Capital Budget in the amount of \$29,038,000 be approved;

AND FURTHER THAT, subject to the provisions of the Purchasing Policy, staff be authorized to proceed with 2017 Capital Projects that are not funded directly from Tax Levies or Water/Wastewater Rates;

AND FURTHER THAT the Capital Forecast for the years 2018 to 2026 be received as information, in the amount of \$301,839,000;

AND FURTHER THAT the proposed Tax Levies or Water/Wastewater Rates required to fund Capital projects and contributions to Reserves/Reserve Funds, be included in the 2017 Operating Budget deliberations for consideration.

**Introduction/Background:**

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

Annual Budget	Council Review Dates(s)
10 Year Capital Plan	October 26 & October 27, 2016 – Special Meetings
Rate Supported Operating Budget	December 6, 2016 – Regular Council Meeting
Public Health Operating Budget	January 17, 2017 – Regular Board of Health Meeting
Levy Supported Operating Budget	January 24, 25, and 27, 2017 – Special Meetings

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

**Discussion/Analysis:**

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

The Proposed 2017 Capital Plan includes the Proposed 2017 Capital Budget and Proposed Capital Forecast for the years 2018 to 2026. Council’s review of the Proposed 2017 Capital Plan provides an opportunity to approve the 2017 capital requirements and to receive as information the capital forecast for the years 2018 to 2026 in order to maintain or enhance infrastructure to address the needs of Norfolk County and facilitates meeting the objectives of the long-term financial sustainability philosophy.

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

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

### **Developing the Proposed 2017 Capital Plan**

Developing the Proposed 2017 Capital Plan is a collaborative process taking an abundant amount of time involving staff input from virtually every Department within the County. The Proposed 2017 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 2017. 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 2017 Capital Budget.

The Capital Ranking Criteria, presented on page 5, is used to rank the capital projects that are included in the Proposed 2017 Capital Budget. In most cases, capital projects, from the preliminary list of capital projects submitted by staff, that are not included in the Proposed 2017 Capital Budget were deferred and included in future years in the Proposed 2018 to 2026 Capital Forecast or later.

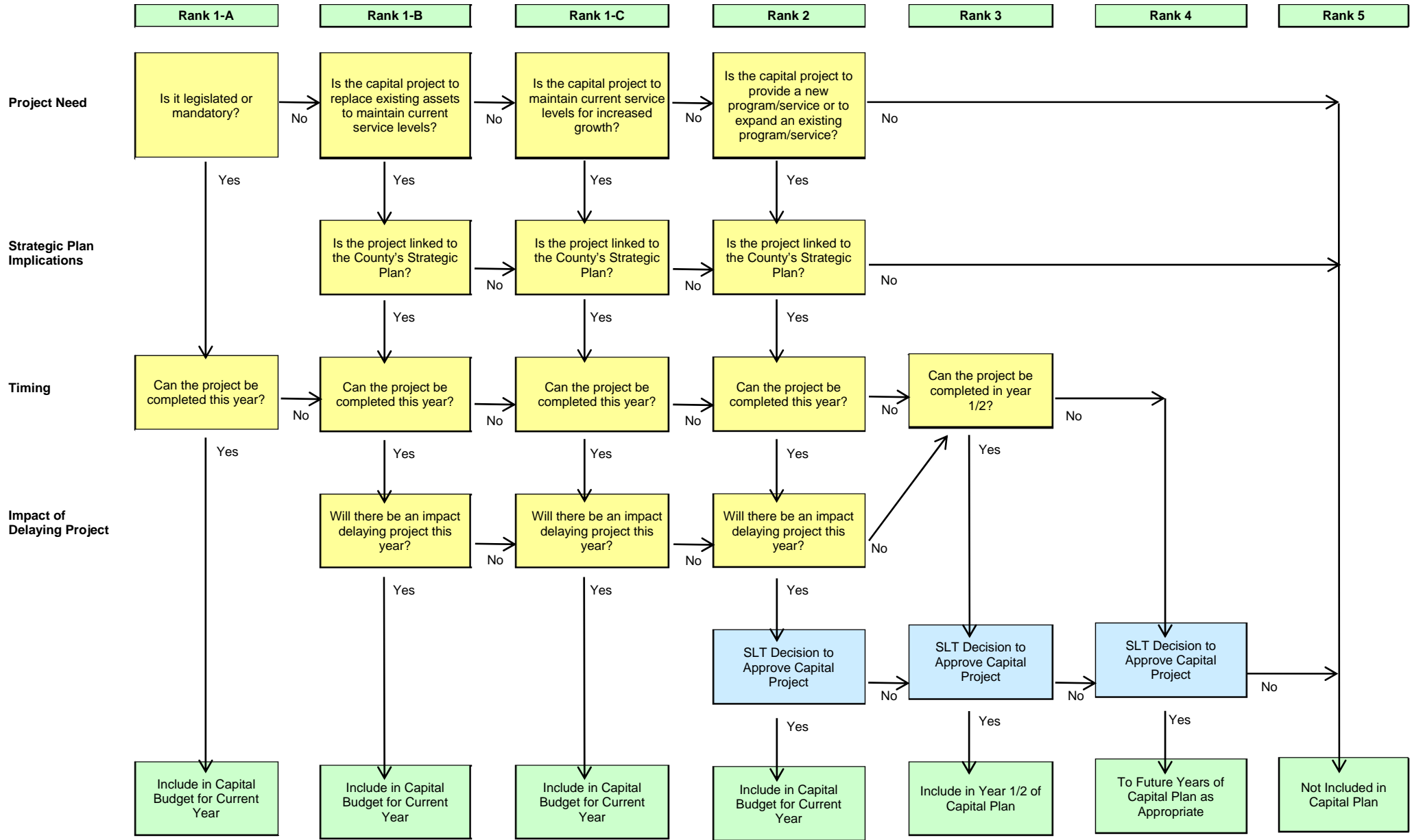
The driving forces for a capital project to be included in the Proposed 2017 Capital Budget include:

- 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.

The next step taken by SLT was to review the 2018 to 2026 Capital Plan and discussions took place considering with the current resources if projects could be completed in the year, specifically concentrating on projects scheduled for 2017. As a result, a number of projects were deferred to future years, other projects removed from the proposed Capital Plan or moved further past the 10-year forecast.

The outcome as a result of this additional exercise is outlined further in this report. However overall, the Preliminary 2017 Capital Plan presented to SLT included a total of \$335,960,000 in capital requests, and specifically \$38,135,000 requested for 2017. As a result of SLT’s review, 2017 was reduced by \$9,097,000.



## **Presentation of the Proposed 2017 Capital Plan**

The Proposed 2017 Capital Plan is presented in two parts:

- Proposed 2017 Capital Budget:
  - Presented in Tab 2 of the Proposed 2017 Capital Plan
  - A listing of the proposed capital projects for the year 2017 presented in each of the categories as outlined below
  
- Proposed 2018 – 2026 Capital Forecast:
  - Presented in Tab 3 of the Proposed 2017 Capital Plan
  - A summary of the proposed capital projects for the ten-year forecast, 2017 to 2026. (Note that the Proposed 2017 Capital Budget amounts have been included for reference purposes)
  
- Detailed Project Sheets will be readily available electronically and Financial Services staff can make copies of specific projects as requested. In addition, these Project Sheets will be available for display during Council's review of the Proposed 2017 Capital Plan.

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

The Proposed 2017 Capital Budget is presented around a framework based upon the following categories:

### **A. Replacements of Capital Assets**

This category provides replacement of existing Tangible Capital Assets (TCA) to maintain current levels of service and can be found in the Proposed 2017 Capital Plan under Section 2A: Proposed 2017 Capital Budget – Replacement of Capital Assets.



Asset replacements presented in these sections of the Proposed 2017 Capital Plan come from the TCA Accounting System or from various reports dealing with condition and replacement of capital assets. The TCA System maintains historical information about the assets including, amongst other things, the date of acquisition or date the asset was placed in service and the estimated life expectancy. Based upon this information, the TCA System provides the expected year of replacement. As a TCA reaches the end of its useful life staff review the condition of the asset to determine when actual replacement should occur – just because an asset reaches the end of its projected useful life does not mean that replacement is automatic. If the asset can continue in operation in an effective manner, replacement may be delayed. It is important to note that this does not eliminate replacement; rather replacement is deferred to take advantage of an asset that still has more life in it.

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

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

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

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

### B. Replacements With Enhancements

This category provides replacement of existing TCA's to maintain current levels of service but include some enhancement to the asset being replaced and can be found in the Proposed 2017 Capital Plan under Section 2B: Proposed 2017 Capital Budget – Replacements with Enhancements.

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

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

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

### C. New Capital Initiatives

This category includes capital projects for acquisition of *New* TCA's, new services or for enhancement of existing services and can be found in the Proposed 2017 Capital Plan under Section 2C: Proposed 2017 Capital Budget – New Capital Initiatives.

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

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

#### *D. Library Board*

Requests proposed by the Norfolk County Library Board have been summarized for Council's consideration and review separately under Section 2D: Proposed 2017 Capital Budget - Library Board. SLT has not ranked the Library Board's requests as these requests will be presented by the Library Board.

#### **Analysis of the Proposed 2017 Capital Plan**

The Proposed 2017 Capital Plan presents a proposed gross capital expenditure program totaling approximately \$331 million for the ten-year forecast period for all County operations, including Rate Funded Capital Projects and Levy Supported Capital Projects. The Proposed 2017 Capital Budget includes \$29 million for projects planned to be completed/initiated in 2017. Table 1 provides a summary of the Proposed 2017 Capital Plan based upon the four presentation categories outlined above.

**Table 1: Summary of Proposed 2017 Capital Plan**

Capital Projects Category	2016 Capital Plan		2017 Capital Plan	
	Approved Year 2016	Ten-Year Forecast	Proposed Year 2017	Ten-Year Forecast
Replacement of Capital Assets	\$ 22,144,000	\$240,950,000	\$ 26,729,000	\$276,204,000
Replacement with Enhancements	2,850,000	13,951,000	805,000	9,260,000
New Capital Initiatives	4,855,000	44,139,000	1,128,000	40,888,000
Library Board	2,390,000	5,914,000	376,000	4,525,000
<b>Total Capital Projects</b>	<b>\$32,239,000</b>	<b>\$304,954,000</b>	<b>\$29,038,000</b>	<b>\$330,877,000</b>

Table 2 provides a breakdown of the Proposed 2017 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 2017 Capital Plan By Base Funding Source**

Capital Projects	2016 Capital Plan		2017 Capital Plan	
	Approved Year 2016	Ten-Year Forecast	Proposed Year 2017	Ten-Year Forecast
Levy Funded Capital Projects	\$ 25,456,000	\$ 233,482,000	\$21,998,000	\$257,693,000
Rate Funded Capital Projects	6,783,000	71,472,000	7,040,000	73,184,000
<b>Total Capital Projects</b>	<b>\$32,239,000</b>	<b>\$304,954,000</b>	<b>\$29,038,000</b>	<b>\$330,877,000</b>

As outlined in Tables 1 and 2 this represents an increase of approximately \$26 Million over the Approved 2016 Capital Plan compared to the Proposed 2017 Capital Plan.

The increase can be mainly contributed to increased road, water and wastewater and bridge infrastructure needs for approximately \$15.3 Million. In addition, for the Proposed 2017 Capital Plan, increased capital requirements have been included for Fire Vehicles - \$7.4 Million, Extrication Equipment - \$0.6 Million and EMS Base Replacements - \$2.4 Million and \$0.5 Million for a Curatorial Centre.

**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 2017 Capital Plan, staff have followed the provisions in Policy CRS-78 and funded capital projects as identified in the above description of each category. Table 3 provides a summary of the funding sources for each category of capital project:

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

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

### Funding Assumptions

Funding of the projects included in the Proposed 2017 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.

One exception for this year is for the funding for the rehabilitation of bridges which have been funded in the past from the Road Reconstruction Reserve based on Norfolk County's Financing Policy. Based on the premise that many of the bridge rehabilitations completed are for bridges that are very old and the fact that the life span of bridges are out 50 years or more, it was decided that the most fair method would be to change how bridge infrastructure projects are typically funded and fund these infrastructure projects from the issuance of debentures. Changing the funding methodology will spread the costs of the rehabilitation over a larger tax group as opposed to the current tax group paying for the entire rehabilitation.

It should be noted, additional debt carries with it the impact on Water/Wastewater Rates and Tax Levies.

- 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 2017 Capital Plan.

**Table 4: Summary of Funding Sources for Proposed 2017 Capital Plan**

Source of Funding	2016 Capital Plan		2017 Capital Plan	
	Approved Year 2016	Ten-Year Forecast	Proposed Year 2017	Ten-Year Forecast
Reserves/Reserve Funds	\$27,987,500	\$251,545,200	\$21,411,000	\$260,310,700
Debentures:				
New Capital	1,205,000	28,165,000	274,000	28,624,000
Capital Replacements	0	0	4,620,000	21,695,000
Total Debentures	1,205,000	28,165,000	4,894,000	50,319,000
External Financing	999,300	11,831,300	363,000	6,630,300
Grants & Subsidies	416,700	3,267,000	914,000	3,577,000
Tax Levy, Water/Wastewater Rates	1,630,500	10,145,000	1,456,000	10,040,000
<b>Total</b>	<b>\$32,239,000</b>	<b>\$304,954,000</b>	<b>\$29,038,000</b>	<b>\$330,877,000</b>

Reserves and Reserve Funds

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

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

- *Sources of Funds:* Funding for Reserves/Reserve Funds comes from various sources, including Water/Wastewater Rates, Tax Levies, Grants and Development Charges. Some of the contributions from Water/Wastewater Rates or Tax Levies are indexed for inflation; however the majority of these contributions are based upon the amounts approved in the 2017 Operating Budgets, with no change over the ten-year forecast period.
- *Uses of Funds:* Funds are allocated to Works-in-Process in the 2017 and prior years approved Capital Budgets and for proposed projects included in the Proposed 2017 Capital Plan for the years 2017 to 2026. Funding for future capital projects is allocated on a commitment basis which may differ dramatically based on the timing when projects are completed and funds actually flowed to finance projects.

*Capital Purpose Reserves and Reserve Funds:*

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

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

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

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



programs may provide some funding; however, given the state of their deficits funding is likely going to be limited and sporadic.

#### *Development Charges Reserve Funds:*

A new Development Charges Background Study was completed and approved in 2014. The results of this review have been included in the Proposed 2017 Capital Plan. These Reserve Funds are used to provide funding for acquisition of new TCA's that result from new development. Contributions to these Reserve Funds come from Development Charges collected when a building permit is issued for new construction and interest earned.

Some of the Development Charge Reserve Funds are projected to be in a deficit at some point throughout the forecast period. To a great extent, this is attributed to timing of the receipt of Development Charges on new construction. There are a number of capital projects in previous Plans and the Proposed 2017 Capital Plan to provide new assets for growth beyond the forecast period. For example, a sewage treatment plant expansion may be required today but the new construction, upon which Development Charges would be collected, may not occur for many years into the future. Development Charge Reserve Funds are maintained apart and separate from the County's General Capital Reserves. The cost of any additional debt that may be issued to cover the deficit in these Reserve Funds or that is advanced from County Funds to provide short-term funding is charged to these Reserve Funds so there is no impact on tax levies.

#### Debentures

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

Debt issue and repayment projections provided in the Proposed 2017 Capital Plan are based upon the following assumptions:

- Debt will be issued the year after the project is approved in the Proposed 2017 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 2017 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 \$70 million at the end of 2017 to a high of approximately \$101 million by 2018 and \$63 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 \$8.2 million in 2017 to approximately \$11 million in 2020 and declining to 9.5 in 2026. These amounts are based upon the identified requirement for debt financing in the Proposed 2017 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 2017 Capital Plan, the available credit is increased from approximately 51% in 2019 to a high of 68% in 2026.

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 reaffirmed at AA-/Stable which is reasonable for a municipality of the size and operating scope of Norfolk County.

### External Financing

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

### Grants and Subsidies

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

### Municipal Levy and Water/Wastewater Rates

Funding from Tax Levies and Water/Wastewater Rates is allocated to fund proposed capital projects that do not have an alternative funding source and to avoid funding through the issuance of debentures. When the 2017 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 2017 Operating Budget deliberations for further consideration. These capital projects may not proceed until the Operating Budgets have been approved.

### Capital Budget Highlights/Challenges

The County is responsible for maintaining a variety of major types of municipal capital investments with an approximate replacement value of \$802 Million based on the 2014 Financial Statements. These assets include roads, bridges, water and wastewater, facilities, vehicles and equipment etc. Included in the Proposed 2017 Capital Plan under these various

asset types are projects to ensure that the County is able to continue the level of services that they have been previously provided and residents have come to expect. Where possible the Plan has been developed through various asset management plans, servicing plans and master plans. In addition, the Plan includes costs related to increased capital requirements due to changes in legislation.

For the Proposed 2017 Capital Plan, the document has been prepared and presented similar to previous years plans provided to Council.

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

During the 2016 Capital Plan development SLT took some action regarding affordability and went through the exercise of sending the original plan back to departments to review. The Preliminary 2016 Capital Budget presented to SLT totaled \$52.1 and the Capital Plan was \$425.1 Million and was reduced to \$32 Million and \$305 Million respectively.

However for 2017, as mentioned earlier, the Preliminary 2017 Capital Budget presented to SLT totaled \$38.2 and the Capital Plan is \$336 Million. SLT successfully reduced the Proposed 2017 Capital Budget to \$29 and overall the Capital Plan was reduced slightly to \$330 Million. Compared to the 10 year forecast from 2016, the Proposed 2017 Capital Plan has increased \$26 Million.

Though staff has reviewed the Proposed 2017 Capital Plan a funding shortfall still exists that needs to be addressed. Staff from all departments has been continuing to work on an analysis of the affordability of Norfolk County's infrastructure needs including a corporate Reserve and Reserve Strategy and Policy. This policy will include recently announced available funding and will also be based on the 2017 Capital Plan.

### **2017 Capital Plan Approval**

Upon completion of the review of the Proposed 2017 Capital Plan, Council will be asked to pass a resolution to approve the 2017 Capital Budget and to adopt the 2018 to 2026 Capital Forecast in principle.

Council approval of the 2017 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 2017 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 2017 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 2017 Operating Budget deliberations for consideration.

**Corporate Strategic Plan Linkage:**

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

**Communication Plan:**

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

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

**Conclusion:**

Norfolk County has made some progress over the past years in developing a long range approach to capital budgeting however continued improvements are needed in order to manage investments in capital infrastructure. Despite the additional pressures of the County's aging infrastructure which is becoming more difficult to keep in a state of good repair and financial capital investment shortfalls, staff is recommending the Proposed 2017 Capital Plan be approved.

**Attachments:**

None

**Submitted By:**

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**PROPOSED 2017 CAPITAL PLAN**

Section 2:

**Proposed 2017 Capital Budget**



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**PROJECT TYPES**

Project ID/Name	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	<b>TOTAL FUNDING</b>
REPLACEMENTS OF CAPITAL ASSETS	26,729,000	(353,000)	(889,000)	(4,453,000)	(20,230,000)	(804,000)	<b>(26,729,000)</b>
REPLACEMENTS WITH ENHANCEMENTS	805,000			(150,000)	(429,000)	(226,000)	<b>(805,000)</b>
NEW CAPITAL INITIATIVES	1,128,000	(10,000)	(25,000)	(274,000)	(393,000)	(426,000)	<b>(1,128,000)</b>
NORFOLK COUNTY PUBLIC LIBRARIES	376,000			(17,000)	(359,000)		<b>(376,000)</b>
<b>Total PROJECT TYPES</b>	<b>29,038,000</b>	<b>(363,000)</b>	<b>(914,000)</b>	<b>(4,894,000)</b>	<b>(21,411,000)</b>	<b>(1,456,000)</b>	<b>(29,038,000)</b>





**PROPOSED 2017 CAPITAL PLAN**

Section 2A:

**Proposed 2017 Capital Budget**

**Replacements of Capital Assets**



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Employee &amp; Business Services</b>								
<b>Information Systems</b>								
<b>Information Technology Replacement Program</b>								
3431701 Information Technology Replacement Program	Ranking 1 - B	290,000	0	0	0	(290,000)	0	(290,000)
<b>Total Information Technology Replacement Program</b>		290,000	0	0	0	(290,000)	0	(290,000)
<b>Total Information Systems</b>		290,000				(290,000)		(290,000)
<b>Total Employee &amp; Business Services</b>		290,000				(290,000)		(290,000)
<b>Public Works &amp; Environmental Services</b>								
<b>Support Services</b>								
<b>Public Works Photocopier Replacement Program</b>								
5231701 PWES Second Floor Photocopier	Ranking 1 - B	17,000	0	0	0	(17,000)	0	(17,000)
5231702 PWES Support Services Photocopier	Ranking 1 - B	8,000	0	0	0	(8,000)	0	(8,000)
<b>Total Public Works Photocopier Replacement Program</b>		25,000	0	0	0	(25,000)	0	(25,000)
<b>Total Support Services</b>		25,000				(25,000)		(25,000)
<b>Engineering Services</b>								
<b>Infrastructure Reconstruction Program</b>								
5531608 Basil Ave - Argyle St to Wilson Ave, Simcoe	Ranking 1 - B	1,175,000	0	0	0	(1,175,000)	0	(1,175,000)
5531609 Holden Ave - Beckett to West Street, Simcoe	Ranking 1 - B	205,000	0	0	0	(205,000)	0	(205,000)
5531612 Second Ave - Norfolk St to Hunt St, Simcoe	Ranking 1 - B	2,155,000	0	0	0	(2,155,000)	0	(2,155,000)
5531614 Upper Wellington Street - 1st Ave to 2nd Ave, Simcoe	Ranking 1 - B	430,000	0	(255,000)	0	(175,000)	0	(430,000)
5531615 Kent Street - Robinson St to Colborne St, Simcoe	Ranking 1 - B	255,000	0	0	0	(255,000)	0	(255,000)
5531618 McNab Street - Main to St. George St, Port Dover	Ranking 1 - B	290,000	0	(175,000)	0	(115,000)	0	(290,000)
5531619 Greenock Street - Main to St. George St, Port Dover	Ranking 1 - B	315,000	0	0	0	(315,000)	0	(315,000)
5531707 Nichol Street - St. James to Auty, Waterford	Ranking 1 - B	80,000	0	0	0	(80,000)	0	(80,000)
5531709 Temperance Street - Main St to Duncombe Rd, Waterford	Ranking 1 - B	135,000	0	(135,000)	0	0	0	(135,000)
5531710 Bell Street - Swimming Pool Road to Herbert Ave, Delhi	Ranking 1 - B	200,000	0	0	0	(200,000)	0	(200,000)
5531712 Head Street - South Dr. to Chapel, Simcoe	Ranking 1 - B	150,000	0	0	0	(150,000)	0	(150,000)
5531713 Church Street - Main to Mill, Delhi	Ranking 1 - B	580,000	0	0	0	(580,000)	0	(580,000)
5531715 St. Andrews Street - Chapman to McNab, Port Dover	Ranking 1 - B	160,000	0	0	0	(160,000)	0	(160,000)
5531716 Main Street - Chapman to Greenock, Port Dover - Phase 3 of 3	Ranking 1 - B	2,415,000	0	0	0	(2,415,000)	0	(2,415,000)
5531720 Mill Street - Church St to Talbot Rd, Delhi	Ranking 1 - B	295,000	0	0	0	(295,000)	0	(295,000)
5531721 St. Ann Street - Bell St to Church St, Delhi	Ranking 1 - B	40,000	0	0	0	(40,000)	0	(40,000)
<b>Total Infrastructure Reconstruction Program</b>		8,880,000	0	(565,000)	0	(8,315,000)	0	(8,880,000)



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Asphalt Resurfacing Program</b>								
5531701 Asphalt Resurfacing - Swimming Pool Road	Ranking 1 - B	1,595,000	0	0	0	(1,595,000)	0	(1,595,000)
5531704 Asphalt Resurfacing - Long Point Causeway	Ranking 1 - B	250,000	0	0	0	(250,000)	0	(250,000)
5531801 Asphalt Resurfacing - Cockshutt Road (Thompson Rd to Concessior	Ranking 1 - B	1,180,000	0	0	0	(1,180,000)	0	(1,180,000)
<b>Total Asphalt Resurfacing Program</b>		<b>3,025,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,025,000)</b>	<b>0</b>	<b>(3,025,000)</b>
<b>Bridge Rehabilitation Program</b>								
5531718 Structure D00024 - Vittoria Bridge	Ranking 1 - B	545,000	0	0	(545,000)	0	0	(545,000)
5531719 Structure 985901 - Long Point Causeway Bridge	Ranking 1 - B	200,000	0	0	(200,000)	0	0	(200,000)
<b>Total Bridge Rehabilitation Program</b>		<b>745,000</b>	<b>0</b>	<b>0</b>	<b>(745,000)</b>	<b>0</b>	<b>0</b>	<b>(745,000)</b>
<b>Other Replacements</b>								
5531610 Water Main Replacement Lynn Park Subdivision Pt Dover	Ranking 1 - B	190,000	0	0	0	(190,000)	0	(190,000)
5531723 Overhead Wire Removal Main St - Chapman to Clinton, Port Dover	Ranking 2	100,000	0	0	(100,000)	0	0	(100,000)
<b>Total Other Replacements</b>		<b>290,000</b>	<b>0</b>	<b>0</b>	<b>(100,000)</b>	<b>(190,000)</b>	<b>0</b>	<b>(290,000)</b>
<b>Total Engineering Services</b>		<b>12,940,000</b>		<b>(565,000)</b>	<b>(845,000)</b>	<b>(11,530,000)</b>		<b>(12,940,000)</b>
<b>Municipal Drainage Services</b>								
<b>Drainage Engineering &amp; Construction Program</b>								
5931701 2017 Drainage Engineering & Construction Program	Ranking 1 - B	950,000	(333,000)	(317,000)	0	0	(300,000)	(950,000)
<b>Total Drainage Engineering &amp; Construction Program</b>		<b>950,000</b>	<b>(333,000)</b>	<b>(317,000)</b>	<b>0</b>	<b>0</b>	<b>(300,000)</b>	<b>(950,000)</b>
<b>Total Municipal Drainage Services</b>		<b>950,000</b>	<b>(333,000)</b>	<b>(317,000)</b>			<b>(300,000)</b>	<b>(950,000)</b>
<b>Fleet</b>								
<b>Fleet Capital Equipment Replacement Program</b>								
5431602 Front Mower - M582	Ranking 1 - B	30,000	0	0	0	(30,000)	0	(30,000)
5431617 3/4 Ton Van - V081	Ranking 1 - B	35,000	0	0	0	(35,000)	0	(35,000)
5431624 1/2 Ton Pickup Truck - P082	Ranking 1 - B	28,000	0	0	0	(28,000)	0	(28,000)
5431634 Mower Replacement - M565	Ranking 1 - B	37,000	0	0	0	(37,000)	0	(37,000)
5431715 1/2 Ton Pickup Truck - P094	Ranking 1 - B	28,000	0	0	0	(28,000)	0	(28,000)
5431716 1/2 Ton Pickup Truck - P095	Ranking 1 - B	28,000	0	0	0	(28,000)	0	(28,000)
5431721 One Ton Truck - T494	Ranking 1 - B	55,000	0	0	0	(55,000)	0	(55,000)
5431723 Used Ambulance for Service Vehicle - T463	Ranking 1 - B	10,000	0	0	0	(10,000)	0	(10,000)
5431731 1/2 Ton Pickup Truck - P007	Ranking 1 - B	28,000	0	0	0	(28,000)	0	(28,000)
5431822 1/2 Ton Pickup Truck - P005	Ranking 1 - B	28,000	0	0	0	(28,000)	0	(28,000)
<b>Total Fleet Capital Equipment Replacement Program</b>		<b>307,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(307,000)</b>	<b>0</b>	<b>(307,000)</b>
<b>Fleet Photocopier Replacement Program</b>								



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
5431613 Photocopier - Fleet	Ranking 1 - B	9,000	0	0	0	0	(9,000)	(9,000)
<b>Total Fleet Photocopier Replacement Program</b>		9,000	0	0	0	0	(9,000)	(9,000)
<b>Total Fleet</b>		<b>316,000</b>				<b>(307,000)</b>	<b>(9,000)</b>	<b>(316,000)</b>
<b>Facilities</b>								
<b>HVAC Replacement Program</b>								
5331720 HVAC Replacement - CAB	Ranking 1 - B	470,000	0	0	0	(470,000)	0	(470,000)
<b>Total HVAC Replacement Program</b>		470,000	0	0	0	(470,000)	0	(470,000)
<b>Roof Replacement Program</b>								
5331722 Roof Replacement - County Administration Building	Ranking 1 - B	39,000	0	0	0	(39,000)	0	(39,000)
<b>Total Roof Replacement Program</b>		39,000	0	0	0	(39,000)	0	(39,000)
<b>Admin Buildings Repairs &amp; Maintenance Program</b>								
5331716 Fire Separation Repair - Delhi Admin Building	Ranking 1 - B	155,000	0	0	0	(155,000)	0	(155,000)
5331717 Fire Separation Repairs - Langton Admin Bldg	Ranking 1 - B	20,000	0	0	0	(20,000)	0	(20,000)
<b>Total Admin Buildings Repairs &amp; Maintenance Program</b>		175,000	0	0	0	(175,000)	0	(175,000)
<b>Total Facilities</b>		<b>684,000</b>				<b>(684,000)</b>		<b>(684,000)</b>
<b>Road Operations</b>								
<b>Urban Street Upgrades Program</b>								
5631702 Urban Street Upgrades Program	Ranking 1 - B	130,000	0	0	0	(130,000)	0	(130,000)
<b>Total Urban Street Upgrades Program</b>		130,000	0	0	0	(130,000)	0	(130,000)
<b>Gravel Resurfacing Program</b>								
5631705 Gravel Resurfacing, Road Reconstruction, Surface Treatment	Ranking 1 - B	2,766,000	0	0	0	(2,766,000)	0	(2,766,000)
<b>Total Gravel Resurfacing Program</b>		2,766,000	0	0	0	(2,766,000)	0	(2,766,000)
<b>Retaining Wall Replacements Program</b>								
5631707 Retaining Walls	Ranking 1 - B	60,000	0	0	0	(60,000)	0	(60,000)
<b>Total Retaining Wall Replacements Program</b>		60,000	0	0	0	(60,000)	0	(60,000)
<b>Other Replacements</b>								
5631710 Repaving Talbot Gardens - Parking Lot #1	Ranking 1 - B	100,000	0	0	0	0	(100,000)	(100,000)
<b>Total Other Replacements</b>		100,000	0	0	0	0	(100,000)	(100,000)
<b>Total Road Operations</b>		<b>3,056,000</b>				<b>(2,956,000)</b>	<b>(100,000)</b>	<b>(3,056,000)</b>
<b>Waste Management</b>								
<b>Tom Howe - Gas Flare Preventative Maintenance Program</b>								
5731701 Tom Howe Landfill Gas Flare - Flare Shell	Ranking 1 - B	12,000	0	0	0	(12,000)	0	(12,000)
5732001 Tom Howe Landfill Gas - System TSSA	Ranking 1 - A	21,000	0	0	0	(21,000)	0	(21,000)



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Total Tom Howe - Gas Flare Preventative Maintenance Program</b>		33,000	0	0	0	(33,000)	0	<b>(33,000)</b>
<b>Total Waste Management</b>		<b>33,000</b>				<b>(33,000)</b>		<b>(33,000)</b>
<b>Water Operations</b>								
<b>Water Equipment Replacements/Upgrades Program</b>								
5831738 Water Treatment - Port Rowan Low Lift Building Upgrades	Ranking 1 - B	100,000	0	0	0	(100,000)	0	<b>(100,000)</b>
5831739 Water Treatment - Simcoe Booster Station Piping Replacement	Ranking 1 - B	30,000	0	0	0	(30,000)	0	<b>(30,000)</b>
<b>Total Water Equipment Replacements/Upgrades Program</b>		<b>130,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(130,000)</b>	<b>0</b>	<b>(130,000)</b>
<b>Well Rehabilitation Program</b>								
5831709 Well Rehabilitation Program - Simcoe	Ranking 1 - B	150,000	0	0	0	(150,000)	0	<b>(150,000)</b>
<b>Total Well Rehabilitation Program</b>		<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(150,000)</b>	<b>0</b>	<b>(150,000)</b>
<b>Supervisory Control &amp; Data Acquisition Replacements Program</b>								
5831708 Water SCADA PLC	Ranking 1 - B	250,000	0	0	0	(250,000)	0	<b>(250,000)</b>
<b>Total Supervisory Control &amp; Data Acquisition Replacements Program</b>		<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(250,000)</b>	<b>0</b>	<b>(250,000)</b>
<b>Infrastructure Reconstruction Program</b>								
5831613 Talbot Road-Hwy 3 Big Creek Watermain Crossing, Delhi	Ranking 1 - B	70,000	0	0	0	(70,000)	0	<b>(70,000)</b>
<b>Total Infrastructure Reconstruction Program</b>		<b>70,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(70,000)</b>	<b>0</b>	<b>(70,000)</b>
<b>Total Water Operations</b>		<b>600,000</b>				<b>(600,000)</b>		<b>(600,000)</b>
<b>Wastewater Operations</b>								
<b>Wastewater Equipment Replacements/Upgrades Program</b>								
5831712 Port Rowan WWTF - Turbidity Analyzer	Ranking 1 - B	7,000	0	0	0	(7,000)	0	<b>(7,000)</b>
5831713 Port Rowan WWTF - Mallard Walk SPS Pump	Ranking 1 - B	6,000	0	0	0	(6,000)	0	<b>(6,000)</b>
5831714 Port Rowan WWTF - Duck's Landing SPS Pump	Ranking 1 - B	8,000	0	0	0	(8,000)	0	<b>(8,000)</b>
5831715 Port Rowan WWTF - Hauled Waste Pump	Ranking 1 - B	6,000	0	0	0	(6,000)	0	<b>(6,000)</b>
5831718 Port Rowan WWTF - Primary Sludge Line Modifications	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
5831721 Port Rowan WWTF - Ultrasonic Level Transmitter	Ranking 1 - B	9,000	0	0	0	(9,000)	0	<b>(9,000)</b>
5831724 Port Dover WWTF - Don Jon SPS Isolation Valves	Ranking 1 - B	12,000	0	0	0	(12,000)	0	<b>(12,000)</b>
5831725 Port Dover WWTF - St. Patricks Street SPS Pump	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
5831728 Simcoe WWTF - VFD's for Sludge Pump with RAS Level Control	Ranking 1 - B	33,000	0	0	0	(33,000)	0	<b>(33,000)</b>
5831729 Simcoe WWTF - Raw Sewage Pump Rebuild	Ranking 1 - B	15,000	0	0	0	(15,000)	0	<b>(15,000)</b>
5831730 Simcoe WWTF - Return Sludge Pump and Motor Rebuild	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
5831733 Waterford WWTF - Blueline Road SPS Pump Rebuild	Ranking 1 - B	9,000	0	0	0	(9,000)	0	<b>(9,000)</b>
5831734 Waterford WWTF - Deer Park Road SPS Pump Rebuild	Ranking 1 - B	13,000	0	0	0	(13,000)	0	<b>(13,000)</b>
5831743 Port Rowan WWTF - Digester Aeration Diffuser System Upgrades	Ranking 1 - B	70,000	0	0	0	(70,000)	0	<b>(70,000)</b>



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Total Wastewater Equipment Replacements/Upgrades Program</b>		218,000	0	0	0	(218,000)	0	<b>(218,000)</b>
<b>Concrete Tank Repairs Program</b>								
5831703 Wastewater Treatment Facility Concrete Tank Repairs	Ranking 1 - B	100,000	0	0	0	(100,000)	0	<b>(100,000)</b>
<b>Total Concrete Tank Repairs Program</b>		100,000	0	0	0	(100,000)	0	<b>(100,000)</b>
<b>Other Replacements</b>								
5831711 Simcoe WWTF - Headworks Building & Wetwell Construction	Ranking 2	3,300,000	0	0	(3,300,000)	0	0	<b>(3,300,000)</b>
5831719 St. Patrick St SPS - Lynn River Forcemain Crossing	Ranking 1 - B	100,000	0	0	0	(100,000)	0	<b>(100,000)</b>
<b>Total Other Replacements</b>		3,400,000	0	0	(3,300,000)	(100,000)	0	<b>(3,400,000)</b>
<b>Total Wastewater Operations</b>		<b>3,718,000</b>			<b>(3,300,000)</b>	<b>(418,000)</b>		<b>(3,718,000)</b>
<b>Total Public Works &amp; Environmental Services</b>		<b>22,322,000</b>	<b>(333,000)</b>	<b>(882,000)</b>	<b>(4,145,000)</b>	<b>(16,553,000)</b>	<b>(409,000)</b>	<b>(22,322,000)</b>
<b>Health &amp; Social Services</b>								
<b>Norview Lodge</b>								
<b>Equipment Replacement Program</b>								
6331604 Ice Machine (Kitchen)	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
6331606 Mobile Resident Lift (10)	Ranking 1 - B	60,000	0	0	0	(60,000)	0	<b>(60,000)</b>
6331702 Ice/Water Dispenser (OG Servery)	Ranking 1 - B	6,000	0	0	0	(6,000)	0	<b>(6,000)</b>
6331707 Slings (31)	Ranking 1 - B	25,000	0	0	0	(25,000)	0	<b>(25,000)</b>
6331714 Therapeutic Bathing System (2)	Ranking 1 - B	66,000	0	0	0	(66,000)	0	<b>(66,000)</b>
6331716 Steam Table (1)	Ranking 1 - B	9,000	0	0	0	(9,000)	0	<b>(9,000)</b>
<b>Total Equipment Replacement Program</b>		176,000	0	0	0	(176,000)	0	<b>(176,000)</b>
<b>Building Envelope Repair Program</b>								
6331710 Norview Building Envelope Repairs - Roof repairs EPDM Rubber Me	Ranking 1 - B	202,000	0	0	0	(202,000)	0	<b>(202,000)</b>
6331712 Heat Exchanger	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
6331713 Carpet - Phase 3	Ranking 1 - B	35,000	0	0	0	0	(35,000)	<b>(35,000)</b>
6331719 Norview Building Envelope Repairs - Repaint Siding	Ranking 1 - B	141,000	0	0	0	(141,000)	0	<b>(141,000)</b>
<b>Total Building Envelope Repair Program</b>		388,000	0	0	0	(353,000)	(35,000)	<b>(388,000)</b>
<b>Total Norview Lodge</b>		<b>564,000</b>				<b>(529,000)</b>	<b>(35,000)</b>	<b>(564,000)</b>
<b>Total Health &amp; Social Services</b>		<b>564,000</b>				<b>(529,000)</b>	<b>(35,000)</b>	<b>(564,000)</b>
<b>Community Services</b>								
<b>Parks, Facilities &amp; Recreation</b>								
<b>Exterior Building Upgrades Program</b>								
7331733 Roof Replacement - Walsingham Sports Field House/Washroom	Ranking 1 - B	17,000	0	0	0	(17,000)	0	<b>(17,000)</b>
7331735 Exterior Wall Repair - Simcoe Recreation Centre Arena	Ranking 1 - B	75,000	0	0	0	(75,000)	0	<b>(75,000)</b>



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Total Exterior Building Upgrades Program</b>		92,000	0	0	0	(92,000)	0	<b>(92,000)</b>
<b>Kitchen Upgrades Program</b>								
7331723 Replace Range Hood & Fire Alarm Panel - Port Rowan CC	Ranking 1 - B	40,000	0	0	0	(40,000)	0	<b>(40,000)</b>
<b>Total Kitchen Upgrades Program</b>		40,000	0	0	0	(40,000)	0	<b>(40,000)</b>
<b>Playground Replacement Program</b>								
7331708 Playground Replacement Program - Delhi	Ranking 1 - B	50,000	0	0	0	0	(50,000)	<b>(50,000)</b>
7331736 Playground Replacement & Accessible Surface - Wellington Park	Ranking 1 - B	100,000	0	0	0	0	(100,000)	<b>(100,000)</b>
<b>Total Playground Replacement Program</b>		150,000	0	0	0	0	(150,000)	<b>(150,000)</b>
<b>Steel Light Tower Replacement Program</b>								
7331807 Steel Light Tower Replacement Program	Ranking 1 - B	90,000	0	0	0	0	(90,000)	<b>(90,000)</b>
<b>Total Steel Light Tower Replacement Program</b>		90,000	0	0	0	0	(90,000)	<b>(90,000)</b>
<b>Other Replacements</b>								
7331719 Percy Carter Tennis Courts Reconstruction	Ranking 1 - B	170,000	0	0	(170,000)	0	0	<b>(170,000)</b>
7331720 Clifton Park Bridge Replacements	Ranking 1 - B	98,000	0	0	0	(98,000)	0	<b>(98,000)</b>
7331726 Replace Pool Filter Tank - Annaleise Carr Aquatic Centre	Ranking 1 - B	20,000	0	0	0	(20,000)	0	<b>(20,000)</b>
7331727 Replace Pool Chemical Controller - Annaleise Carr Aquatic Centre	Ranking 1 - B	12,000	0	0	0	(12,000)	0	<b>(12,000)</b>
<b>Total Other Replacements</b>		300,000	0	0	(170,000)	(130,000)	0	<b>(300,000)</b>
<b>Total Parks, Facilities &amp; Recreation</b>		<b>672,000</b>			<b>(170,000)</b>	<b>(262,000)</b>	<b>(240,000)</b>	<b>(672,000)</b>
<b>Fire &amp; Rescue Services</b>								
<b>Fire Vehicle Replacement Program</b>								
7431610 Tanker 1 - Stn#1 Simcoe	Ranking 1 - B	520,000	0	0	0	(520,000)	0	<b>(520,000)</b>
7431615 Pumper 7 - Stn#7 Langton	Ranking 1 - B	595,000	0	0	0	(595,000)	0	<b>(595,000)</b>
7431709 Tanker 6 - Stn#6 Courtland	Ranking 1 - B	520,000	0	0	0	(520,000)	0	<b>(520,000)</b>
<b>Total Fire Vehicle Replacement Program</b>		1,635,000	0	0	0	(1,635,000)	0	<b>(1,635,000)</b>
<b>Fire Station Building Repairs &amp; Maintenance Program</b>								
7431704 Fire Station Building Repairs & Maintenance	Ranking 1 - B	125,000	0	0	0	(125,000)	0	<b>(125,000)</b>
<b>Total Fire Station Building Repairs &amp; Maintenance Program</b>		125,000	0	0	0	(125,000)	0	<b>(125,000)</b>
<b>SCBA Replacement Program</b>								
7431705 Self Contained Breathing Apparatus Replacement	Ranking 1 - B	138,000	0	0	(138,000)	0	0	<b>(138,000)</b>
<b>Total SCBA Replacement Program</b>		138,000	0	0	(138,000)	0	0	<b>(138,000)</b>
<b>Extrication Equipment Program</b>								
7431714 11 Extrication Cutters	Ranking 1 - B	190,000	0	0	0	(190,000)	0	<b>(190,000)</b>
7431715 Extrication Equipment	Ranking 1 - B	100,000	0	0	0	(100,000)	0	<b>(100,000)</b>



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Total Extrication Equipment Program</b>		290,000	0	0	0	(290,000)	0	<b>(290,000)</b>
<b>Total Fire &amp; Rescue Services</b>		<b>2,188,000</b>			<b>(138,000)</b>	<b>(2,050,000)</b>		<b>(2,188,000)</b>
<b>Emergency Medical Services</b>								
<b>EMS Vehicle Replacement Program</b>								
7531701 Ambulance 09-A036	Ranking 1 - B	137,000	0	0	0	(137,000)	0	<b>(137,000)</b>
7531702 Ambulance 10-A039	Ranking 1 - B	137,000	0	0	0	(137,000)	0	<b>(137,000)</b>
<b>Total EMS Vehicle Replacement Program</b>		274,000	0	0	0	(274,000)	0	<b>(274,000)</b>
<b>EMS Buildings Repairs &amp; Maintenance Program</b>								
7531705 EMS Buildings Repairs & Maintenance	Ranking 1 - B	20,000	0	0	0	(20,000)	0	<b>(20,000)</b>
<b>Total EMS Buildings Repairs &amp; Maintenance Program</b>		20,000	0	0	0	(20,000)	0	<b>(20,000)</b>
<b>Stretcher Replacement Program</b>								
7531706 Stretcher Replacement Program	Ranking 1 - B	12,000	0	0	0	(12,000)	0	<b>(12,000)</b>
<b>Total Stretcher Replacement Program</b>		12,000	0	0	0	(12,000)	0	<b>(12,000)</b>
<b>Other Replacements</b>								
7531710 Roof Replacement - Delhi EMS Base	Ranking 1 - B	50,000	0	0	0	(50,000)	0	<b>(50,000)</b>
<b>Total Other Replacements</b>		50,000	0	0	0	(50,000)	0	<b>(50,000)</b>
<b>Total Emergency Medical Services</b>		<b>356,000</b>				<b>(356,000)</b>		<b>(356,000)</b>
<b>Marinas</b>								
<b>Major Dock Rebuilds Program</b>								
7631701 PDHM Major Overhaul Dock 5	Ranking 1 - B	75,000	0	0	0	(75,000)	0	<b>(75,000)</b>
7631707 PRHM West Slips	Ranking 1 - B	30,000	0	0	0	(30,000)	0	<b>(30,000)</b>
<b>Total Major Dock Rebuilds Program</b>		105,000	0	0	0	(105,000)	0	<b>(105,000)</b>
<b>Other Replacements</b>								
7631704 PDHM Potable Water Supply for Docks Refurbishment	Ranking 1 - B	25,000	0	0	0	(25,000)	0	<b>(25,000)</b>
<b>Total Other Replacements</b>		25,000	0	0	0	(25,000)	0	<b>(25,000)</b>
<b>Total Marinas</b>		<b>130,000</b>				<b>(130,000)</b>		<b>(130,000)</b>
<b>Total Community Services</b>		<b>3,346,000</b>			<b>(308,000)</b>	<b>(2,798,000)</b>	<b>(240,000)</b>	<b>(3,346,000)</b>
<b>Development &amp; Cultural Services</b>								
<b>Tourism &amp; Economic Development</b>								
<b>Other Replacements</b>								
8431702 Gateway Signage	Ranking 1 - B	65,000	0	0	0	0	(65,000)	<b>(65,000)</b>
<b>Total Other Replacements</b>		65,000	0	0	0	0	(65,000)	<b>(65,000)</b>
<b>Total Tourism &amp; Economic Development</b>		<b>65,000</b>					<b>(65,000)</b>	<b>(65,000)</b>





**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**REPLACEMENTS OF CAPITAL ASSETS**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Heritage &amp; Culture</b>								
<b>Museums Repairs &amp; Maintenance Program</b>								
5331616 Insulate Back storage room - WHAM	Ranking 1 - B	55,000	0	0	0	0	(55,000)	<b>(55,000)</b>
8331701 Delhi Museum Interior Capital	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
8331702 Port Dover Museum Storage Improvements	Ranking 1 - B	30,000	(20,000)	0	0	(10,000)	0	<b>(30,000)</b>
8331703 Teeterville Museum Exhibit Space Renovations	Ranking 1 - B	5,000	0	0	0	(5,000)	0	<b>(5,000)</b>
8331705 Norfolk Arts Centre Museum Interior Capital	Ranking 1 - B	17,000	0	(7,000)	0	(10,000)	0	<b>(17,000)</b>
8331711 Port Dover Harbour Museum Exterior Repairs Phase One	Ranking 1 - B	15,000	0	0	0	(15,000)	0	<b>(15,000)</b>
8331712 Exterior Repairs - Teeterville Museum Phase One	Ranking 1 - B	10,000	0	0	0	(10,000)	0	<b>(10,000)</b>
<b>Total Museums Repairs &amp; Maintenance Program</b>		<b>142,000</b>	<b>(20,000)</b>	<b>(7,000)</b>	<b>0</b>	<b>(60,000)</b>	<b>(55,000)</b>	<b>(142,000)</b>
<b>Total Heritage &amp; Culture</b>		<b>142,000</b>	<b>(20,000)</b>	<b>(7,000)</b>		<b>(60,000)</b>	<b>(55,000)</b>	<b>(142,000)</b>
<b>Total Development &amp; Cultural Services</b>		<b>207,000</b>	<b>(20,000)</b>	<b>(7,000)</b>		<b>(60,000)</b>	<b>(120,000)</b>	<b>(207,000)</b>
<b>Total REPLACEMENTS OF CAPITAL ASSETS</b>		<b>26,729,000</b>	<b>(353,000)</b>	<b>(889,000)</b>	<b>(4,453,000)</b>	<b>(20,230,000)</b>	<b>(804,000)</b>	<b>(26,729,000)</b>



**PROPOSED 2017 CAPITAL PLAN**

Section 2B:

**Proposed 2017 Capital Budget**

**Replacements with  
Enhancements**



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**REPLACEMENTS WITH ENHANCEMENTS**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Employee &amp; Business Services</b>								
<b>Corporate Support Services</b>								
<b>Barrier Free Access Program - Enhancements</b>								
3331704 Accessible Washroom Design - Delhi Kinsmen Pool	Ranking 1 - C	7,000	0	0	0	0	(7,000)	(7,000)
<b>Total Barrier Free Access Program - Enhancements</b>		7,000	0	0	0	0	(7,000)	(7,000)
<b>Total Corporate Support Services</b>		7,000					(7,000)	(7,000)
<b>Total Employee &amp; Business Services</b>		7,000					(7,000)	(7,000)
<b>Public Works &amp; Environmental Services</b>								
<b>Engineering Services</b>								
<b>Sidewalks &amp; Walkways Reconstruction Program</b>								
5531717 2017 Sidewalks & Walkways Reconstruction	Ranking 1 - C	175,000	0	0	0	(100,000)	(75,000)	(175,000)
<b>Total Sidewalks &amp; Walkways Reconstruction Program</b>		175,000	0	0	0	(100,000)	(75,000)	(175,000)
<b>Total Engineering Services</b>		175,000				(100,000)	(75,000)	(175,000)
<b>Fleet</b>								
<b>Other Replacements With Enhancements</b>								
5431736 Replacement Tanks/Winfuel System - Villa Nova Yard	Ranking 1 - A	150,000	0	0	(150,000)	0	0	(150,000)
<b>Total Other Replacements With Enhancements</b>		150,000	0	0	(150,000)	0	0	(150,000)
<b>Total Fleet</b>		150,000			(150,000)			(150,000)
<b>Road Operations</b>								
<b>Traffic Signal Controllers Program</b>								
5631706 Traffic Controller Program	Ranking 2	40,000	0	0	0	0	(40,000)	(40,000)
<b>Total Traffic Signal Controllers Program</b>		40,000	0	0	0	0	(40,000)	(40,000)
<b>Other Replacements With Enhancements</b>								
5631709 Downtown Decorative Lighting to LED Replacements	Ranking 2	20,000	0	0	0	0	(20,000)	(20,000)
<b>Total Other Replacements With Enhancements</b>		20,000	0	0	0	0	(20,000)	(20,000)
<b>Total Road Operations</b>		60,000					(60,000)	(60,000)
<b>Waste Management</b>								
<b>Other Replacements With Enhancements</b>								
5731709 Tom Howe Landfill Tire Fire Cell Leachate Collection	Ranking 1 - A	141,000	0	0	0	(141,000)	0	(141,000)
5731710 Tom Howe Landfill Leachate Collection System Manhole Upgrades	Ranking 1 - A	28,000	0	0	0	(28,000)	0	(28,000)
<b>Total Other Replacements With Enhancements</b>		169,000	0	0	0	(169,000)	0	(169,000)
<b>Total Waste Management</b>		169,000				(169,000)		(169,000)
<b>Wastewater Operations</b>								



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**REPLACEMENTS WITH ENHANCEMENTS**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Other Replacements With Enhancements</b>								
5831720 Sewage Pumping Station Upgrades - Phase 5	Ranking 1 - B	160,000	0	0	0	(160,000)	0	(160,000)
<b>Total Other Replacements With Enhancements</b>		160,000	0	0	0	(160,000)	0	(160,000)
<b>Total Wastewater Operations</b>		160,000				(160,000)		(160,000)
<b>Total Public Works &amp; Environmental Services</b>		714,000			(150,000)	(429,000)	(135,000)	(714,000)
<b>Community Services</b>								
<b>CSD Administration</b>								
<b>Other Replacements With Enhancements</b>								
7131702 Simcoe Market Air Flow/Electrical Upgrades	Ranking 2	30,000	0	0	0	0	(30,000)	(30,000)
<b>Total Other Replacements With Enhancements</b>		30,000	0	0	0	0	(30,000)	(30,000)
<b>Total CSD Administration</b>		30,000					(30,000)	(30,000)
<b>Parks, Facilities &amp; Recreation</b>								
<b>Oakwood Cemetery Road Reconstruction Program</b>								
7331703 Roadway Reconstruction - Oakwood Cemetery	Ranking 2	20,000	0	0	0	0	(20,000)	(20,000)
<b>Total Oakwood Cemetery Road Reconstruction Program</b>		20,000	0	0	0	0	(20,000)	(20,000)
<b>Other Replacements With Enhancements</b>								
7331731 Tom Millar Lane Resurfacing - Turkey Point	Ranking 2	34,000	0	0	0	0	(34,000)	(34,000)
<b>Total Other Replacements With Enhancements</b>		34,000	0	0	0	0	(34,000)	(34,000)
<b>Total Parks, Facilities &amp; Recreation</b>		54,000					(54,000)	(54,000)
<b>Total Community Services</b>		84,000					(84,000)	(84,000)
<b>Total REPLACEMENTS WITH ENHANCEMENTS</b>		805,000			(150,000)	(429,000)	(226,000)	(805,000)



**PROPOSED 2017 CAPITAL PLAN**

Section 2C:

**Proposed 2017 Capital Budget**

**New Capital Initiatives**



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**NEW CAPITAL INITIATIVES**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Employee &amp; Business Services</b>								
<b>Corporate Support Services</b>								
<b>Barrier Free Access Program</b>								
3331705 Accessible Beach - Port Dover	Ranking 2	27,000	0	0	0	0	(27,000)	(27,000)
3331706 Power Door Operators	Ranking 2	15,000	0	0	0	0	(15,000)	(15,000)
3331711 Audible Pedestrian Signals	Ranking 2	25,000	0	0	0	0	(25,000)	(25,000)
<b>Total Barrier Free Access Program</b>		<b>67,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(67,000)</b>	<b>(67,000)</b>
<b>Total Corporate Support Services</b>		<b>67,000</b>					<b>(67,000)</b>	<b>(67,000)</b>
<b>Information Systems</b>								
<b>Other New Capital Initiatives</b>								
3431703 Document Auditing and Security Software	Ranking 2	120,000	0	0	0	0	(120,000)	(120,000)
<b>Total Other New Capital Initiatives</b>		<b>120,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(120,000)</b>	<b>(120,000)</b>
<b>Total Information Systems</b>		<b>120,000</b>					<b>(120,000)</b>	<b>(120,000)</b>
<b>Total Employee &amp; Business Services</b>		<b>187,000</b>					<b>(187,000)</b>	<b>(187,000)</b>
<b>Public Works &amp; Environmental Services</b>								
<b>Fleet</b>								
<b>Other New Capital Initiatives</b>								
5431646 Tractor With Arm - Roads East	Ranking 2	250,000	0	0	0	(250,000)	0	(250,000)
5431737 Quick Release Adaptor for Loader L002	Ranking 2	17,000	0	0	0	0	(17,000)	(17,000)
5431738 Loader Attachment and Bucket - M554	Ranking 2	6,000	0	0	0	0	(6,000)	(6,000)
<b>Total Other New Capital Initiatives</b>		<b>273,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(250,000)</b>	<b>(23,000)</b>	<b>(273,000)</b>
<b>Total Fleet</b>		<b>273,000</b>				<b>(250,000)</b>	<b>(23,000)</b>	<b>(273,000)</b>
<b>Road Operations</b>								
<b>Turkey Point Walkway Construction Program</b>								
5631704 Turkey Point Walkway	Ranking 2	22,000	0	0	0	0	(22,000)	(22,000)
<b>Total Turkey Point Walkway Construction Program</b>		<b>22,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(22,000)</b>	<b>(22,000)</b>
<b>Total Road Operations</b>		<b>22,000</b>					<b>(22,000)</b>	<b>(22,000)</b>
<b>Waste Management</b>								
<b>Other New Capital Initiatives</b>								
5731711 Closed Sites Monitoring Program - Simcoe Monitoring Wells	Ranking 1 - A	18,000	0	0	0	(18,000)	0	(18,000)
<b>Total Other New Capital Initiatives</b>		<b>18,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(18,000)</b>	<b>0</b>	<b>(18,000)</b>
<b>Total Waste Management</b>		<b>18,000</b>				<b>(18,000)</b>		<b>(18,000)</b>
<b>Water Operations</b>								



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**NEW CAPITAL INITIATIVES**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Supervisory Control &amp; Data Acquisition Additions Program</b>								
5831706 SCADA Additions - Water	Ranking 2	150,000	0	0	(137,000)	(13,000)	0	(150,000)
<b>Total Supervisory Control &amp; Data Acquisition Additions Program</b>		150,000	0	0	(137,000)	(13,000)	0	(150,000)
<b>Other New Capital Initiatives</b>								
5831737 Water Treatment - Delhi Standpipe Static Mixer	Ranking 1 - A	100,000	0	0	(100,000)	0	0	(100,000)
5831740 Water Treatment - Waterford Standpipe Building	Ranking 2	50,000	0	0	0	(50,000)	0	(50,000)
<b>Total Other New Capital Initiatives</b>		150,000	0	0	(100,000)	(50,000)	0	(150,000)
<b>Total Water Operations</b>		<b>300,000</b>			<b>(237,000)</b>	<b>(63,000)</b>		<b>(300,000)</b>
<b>Wastewater Operations</b>								
<b>Other New Capital Initiatives</b>								
5831723 Port Rowan WWTF - Front Road SPS Platform Installation	Ranking 1 - A	12,000	0	0	(12,000)	0	0	(12,000)
5831726 Port Dover WWTF - St Patricks Street SPS Flow Meter	Ranking 2	15,000	0	0	0	(15,000)	0	(15,000)
5831735 Delhi WWTF - Digester #2 Decant Box	Ranking 2	25,000	0	0	(25,000)	0	0	(25,000)
<b>Total Other New Capital Initiatives</b>		52,000	0	0	(37,000)	(15,000)	0	(52,000)
<b>Total Wastewater Operations</b>		<b>52,000</b>			<b>(37,000)</b>	<b>(15,000)</b>		<b>(52,000)</b>
<b>Total Public Works &amp; Environmental Services</b>		<b>665,000</b>			<b>(274,000)</b>	<b>(346,000)</b>	<b>(45,000)</b>	<b>(665,000)</b>
<b>Health &amp; Social Services</b>								
<b>Norview Lodge</b>								
<b>Ceiling Lift Program</b>								
6331708 Ceiling Lift Program - (2)	Ranking 2	7,000	0	0	0	0	(7,000)	(7,000)
<b>Total Ceiling Lift Program</b>		7,000	0	0	0	0	(7,000)	(7,000)
<b>Other New Capital Initiatives</b>								
6331620 Paperless Electronic Menu Dining Room Program	Ranking 2	60,000	0	0	0	0	(60,000)	(60,000)
<b>Total Other New Capital Initiatives</b>		60,000	0	0	0	0	(60,000)	(60,000)
<b>Total Norview Lodge</b>		<b>67,000</b>					<b>(67,000)</b>	<b>(67,000)</b>
<b>Total Health &amp; Social Services</b>		<b>67,000</b>					<b>(67,000)</b>	<b>(67,000)</b>
<b>Community Services</b>								
<b>CSD Administration</b>								
<b>Other New Capital Initiatives</b>								
7131701 Ride Norfolk - Bus Shelters	Ranking 2	8,000	0	0	0	0	(8,000)	(8,000)
<b>Total Other New Capital Initiatives</b>		8,000	0	0	0	0	(8,000)	(8,000)
<b>Total CSD Administration</b>		<b>8,000</b>					<b>(8,000)</b>	<b>(8,000)</b>
<b>Parks, Facilities &amp; Recreation</b>								



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**NEW CAPITAL INITIATIVES**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Infra-Red Sensor Installation - Refrigeration Plant Program</b>								
7331707 Install Infra-Red Sensor - Refrigeration Plant - Langton Arena	Ranking 2	35,000	0	0	0	0	(35,000)	(35,000)
<b>Total Infra-Red Sensor Installation - Refrigeration Plant Program</b>		35,000	0	0	0	0	(35,000)	(35,000)
<b>Other New Capital Initiatives</b>								
7331714 Air Conditioning Upgrade - Langton Arena	Ranking 2	11,000	0	0	0	(11,000)	0	(11,000)
7331724 Condensor Catwalk - Simcoe Rec Centre Arena	Ranking 2	20,000	0	0	0	0	(20,000)	(20,000)
7331725 Water Distribution Improvements - Annaleise Carr Aquatic Centre	Ranking 2	15,000	0	0	0	0	(15,000)	(15,000)
<b>Total Other New Capital Initiatives</b>		46,000	0	0	0	(11,000)	(35,000)	(46,000)
<b>Total Parks, Facilities &amp; Recreation</b>		<b>81,000</b>				<b>(11,000)</b>	<b>(70,000)</b>	<b>(81,000)</b>
<b>Fire &amp; Rescue Services</b>								
<b>Other New Capital Initiatives</b>								
7431717 Continental Washer Extractors / Dryers	Ranking 2	30,000	(10,000)	0	0	0	(20,000)	(30,000)
<b>Total Other New Capital Initiatives</b>		30,000	(10,000)	0	0	0	(20,000)	(30,000)
<b>Total Fire &amp; Rescue Services</b>		<b>30,000</b>	<b>(10,000)</b>				<b>(20,000)</b>	<b>(30,000)</b>
<b>Emergency Medical Services</b>								
<b>Other New Capital Initiatives</b>								
7531709 EMS Administration Vehicle/ERV	Ranking 2	35,000	0	0	0	(35,000)	0	(35,000)
<b>Total Other New Capital Initiatives</b>		35,000	0	0	0	(35,000)	0	(35,000)
<b>Total Emergency Medical Services</b>		<b>35,000</b>				<b>(35,000)</b>		<b>(35,000)</b>
<b>Marinas</b>								
<b>Other New Capital Initiatives</b>								
7631703 PDHM Install Security Compound Fencing for Trailer Storage	Ranking 2	25,000	0	0	0	(1,000)	(24,000)	(25,000)
<b>Total Other New Capital Initiatives</b>		25,000	0	0	0	(1,000)	(24,000)	(25,000)
<b>Total Marinas</b>		<b>25,000</b>				<b>(1,000)</b>	<b>(24,000)</b>	<b>(25,000)</b>
<b>Total Community Services</b>		<b>179,000</b>	<b>(10,000)</b>			<b>(47,000)</b>	<b>(122,000)</b>	<b>(179,000)</b>
<b>Development &amp; Cultural Services</b>								
<b>Heritage &amp; Culture</b>								
<b>Other New Capital Initiatives</b>								
8331707 Curatorial Centre - Phase One Architectural Drawings	Ranking 2	30,000	0	(25,000)	0	0	(5,000)	(30,000)
<b>Total Other New Capital Initiatives</b>		30,000	0	(25,000)	0	0	(5,000)	(30,000)
<b>Total Heritage &amp; Culture</b>		<b>30,000</b>		<b>(25,000)</b>			<b>(5,000)</b>	<b>(30,000)</b>
<b>Total Development &amp; Cultural Services</b>		<b>30,000</b>		<b>(25,000)</b>			<b>(5,000)</b>	<b>(30,000)</b>
<b>Total NEW CAPITAL INITIATIVES</b>		<b>1,128,000</b>	<b>(10,000)</b>	<b>(25,000)</b>	<b>(274,000)</b>	<b>(393,000)</b>	<b>(426,000)</b>	<b>(1,128,000)</b>





**PROPOSED 2017 CAPITAL PLAN**

Section 2D:

**Proposed 2017 Capital Budget**

**Norfolk County Public Libraries**



**NORFOLK COUNTY**  
**PROPOSED 2017 CAPITAL BUDGET**  
**NORFOLK COUNTY PUBLIC LIBRARIES**

Project ID/Name	Priority Ranking	2017 GROSS EXPENDITURES	External Financing	Grants & Subsidies	Debt Financing	Reserves & Reserve Funds	Levy/Rates	TOTAL FUNDING
<b>Requisitions from Boards &amp; Agencies</b>								
<b>Library Board</b>								
<b>Material Replacement Program</b>								
9131702 Library Materials		306,000	0	0	0	(306,000)	0	(306,000)
<b>Total Material Replacement Program</b>		<b>306,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(306,000)</b>	<b>0</b>	<b>(306,000)</b>
<b>Other Replacements</b>								
9131707 Exterior Repairs - Waterford Library Window Replacement etc.		25,000	0	0	0	(25,000)	0	(25,000)
9131708 Roof Replacement - Port Rowan Branch Public Library		25,000	0	0	0	(25,000)	0	(25,000)
<b>Total Other Replacements</b>		<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(50,000)</b>	<b>0</b>	<b>(50,000)</b>
<b>New &amp; Enhanced Security Technology for Libraries</b>								
9131701 Security & Technology for Libraries		20,000	0	0	(17,000)	(3,000)	0	(20,000)
<b>Total New &amp; Enhanced Security Technology for Libraries</b>		<b>20,000</b>	<b>0</b>	<b>0</b>	<b>(17,000)</b>	<b>(3,000)</b>	<b>0</b>	<b>(20,000)</b>
<b>Total Library Board</b>		<b>376,000</b>			<b>(17,000)</b>	<b>(359,000)</b>		<b>(376,000)</b>
<b>Total Requisitions from Boards &amp; Agencies</b>		<b>376,000</b>			<b>(17,000)</b>	<b>(359,000)</b>		<b>(376,000)</b>
<b>Total NORFOLK COUNTY PUBLIC LIBRARIES</b>		<b>376,000</b>			<b>(17,000)</b>	<b>(359,000)</b>		<b>(376,000)</b>



**PROPOSED 2017 CAPITAL PLAN**

Section 3:

**2017 – 2026 Capital Forecast**



**NORFOLK COUNTY**  
**PROPOSED 2017-2026 CAPITAL PLAN**  
**SUMMARY**

DEPARTMENTS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
Requisitions from Boards & Agencies	376,000	417,000	538,000	474,000	420,000	426,000	362,000	368,000	379,000	830,000	4,590,000
Employee & Business Services	484,000	486,000	705,000	505,000	421,000	380,000	350,000	450,000	516,000	410,000	4,707,000
Public Works & Environmental Services	23,701,000	36,256,000	33,830,000	32,401,000	27,746,000	25,038,000	21,607,000	21,849,000	29,445,000	25,228,000	277,101,000
Health & Social Services	631,000	233,000	279,000	154,000	228,000	206,000	104,000	204,000	153,000	280,000	2,472,000
Community Services	3,609,000	5,822,000	8,631,000	8,848,000	730,000	1,828,000	1,119,000	2,068,000	3,291,000	4,254,000	40,200,000
Development & Cultural Services	237,000	725,000	100,000	120,000	100,000	100,000	100,000	100,000	125,000	100,000	1,807,000
<b>TOTAL FUNDING SOURCES</b>	<b>29,038,000</b>	<b>43,939,000</b>	<b>44,083,000</b>	<b>42,502,000</b>	<b>29,645,000</b>	<b>27,978,000</b>	<b>23,642,000</b>	<b>25,039,000</b>	<b>33,909,000</b>	<b>31,102,000</b>	<b>330,877,000</b>
PROJECT TYPES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
Replacements of Capital Assets	26,729,000	36,628,000	32,378,000	33,045,000	25,327,000	26,568,000	22,318,000	23,911,000	24,279,000	25,021,000	276,204,000
Replacements with Enhancements	805,000	2,405,000	2,605,000	1,785,000	235,000	245,000	445,000	245,000	245,000	245,000	9,260,000
New Capital Initiatives	1,128,000	4,554,000	8,562,000	7,198,000	3,663,000	739,000	517,000	515,000	9,006,000	5,006,000	40,888,000
Norfolk County Public Libraries	376,000	352,000	538,000	474,000	420,000	426,000	362,000	368,000	379,000	830,000	4,525,000
<b>TOTAL FUNDING SOURCES</b>	<b>29,038,000</b>	<b>43,939,000</b>	<b>44,083,000</b>	<b>42,502,000</b>	<b>29,645,000</b>	<b>27,978,000</b>	<b>23,642,000</b>	<b>25,039,000</b>	<b>33,909,000</b>	<b>31,102,000</b>	<b>330,877,000</b>
FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
External Financing	363,000	338,000	333,000	998,300	1,333,000	1,833,000	433,000	333,000	333,000	333,000	6,630,300
Grants & Subsidies	914,000	1,607,000	2,207,000	2,137,000	2,332,000	2,247,000	2,242,000	2,217,000	2,157,000	2,262,000	20,322,000
Debt Financing											
Debenture Proceeds - Rate	3,574,000	1,161,000	5,774,000	624,000	3,124,000	274,000	274,000	274,000	774,000	4,774,000	20,627,000
Debenture Proceeds - Levy	575,000	2,518,000	3,145,000	1,085,000	185,000	185,000	167,000	17,000	20,000	100,000	7,997,000
Debenture Proceeds - Replacement Levy	745,000	3,600,000	1,915,000	4,810,000	400,000	1,800,000	1,665,000	1,575,000	2,380,000	2,805,000	21,695,000
<b>Total Debt Financing</b>	<b>4,894,000</b>	<b>7,279,000</b>	<b>10,834,000</b>	<b>6,519,000</b>	<b>3,709,000</b>	<b>2,259,000</b>	<b>2,106,000</b>	<b>1,866,000</b>	<b>3,174,000</b>	<b>7,679,000</b>	<b>50,319,000</b>
Reserves & Reserve Funds	21,411,000	32,388,000	29,408,000	31,987,700	21,506,000	20,944,000	18,229,000	20,000,000	27,599,000	20,093,000	243,565,700
Levy/Rates	1,456,000	2,327,000	1,301,000	860,000	765,000	695,000	632,000	623,000	646,000	735,000	10,040,000
<b>TOTAL FUNDING SOURCES</b>	<b>29,038,000</b>	<b>43,939,000</b>	<b>44,083,000</b>	<b>42,502,000</b>	<b>29,645,000</b>	<b>27,978,000</b>	<b>23,642,000</b>	<b>25,039,000</b>	<b>33,909,000</b>	<b>31,102,000</b>	<b>330,877,000</b>



**NORFOLK COUNTY**  
**PROPOSED 2017-2026 CAPITAL PLAN**

Project ID/Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
<b>Requisitions from Boards &amp; Agencies</b>											
<b>Library Board</b>											
Barrier Free Access Program		65,000									65,000
Material Replacement Program	306,000	312,000	318,000	324,000	330,000	336,000	342,000	348,000	354,000	360,000	3,330,000
<b>Other Replacements</b>											
9131706 2021 AODA Compliant Shelving - Port Rowan					50,000						50,000
9131707 Exterior Repairs - Waterford Library Window Replacement etc.	25,000										25,000
9131708 Roof Replacement - Port Rowan Branch Public Library	25,000										25,000
9132003 2020 AODA Compliant Shelving- Simcoe				100,000							100,000
9132004 2020 Carpets - Simcoe				30,000							30,000
9132103 2021 Carpets - Port Rowan					20,000						20,000
9132203 2022 AODA Compliant Shelving - Waterford						50,000					50,000
9132204 2022 Carpets - Waterford						20,000					20,000
<b>Total Other Replacements</b>	50,000			130,000	70,000	70,000					320,000
<b>New &amp; Enhanced Security Technology for Libraries</b>	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	25,000	120,000	305,000
<b>Other New Capital Initiatives</b>											
9131801 2019 Courtyard Enclosure - Waterford Library			200,000								200,000
9131804 2018 Waterford Sunroom - Engineering		20,000									20,000
9132601 2026 Port Rowan Expansion										350,000	350,000
<b>Total Other New Capital Initiatives</b>		20,000	200,000							350,000	570,000
<b>Total Library Board</b>	376,000	417,000	538,000	474,000	420,000	426,000	362,000	368,000	379,000	830,000	4,590,000
<b>Total Requisitions from Boards &amp; Agencies</b>	376,000	417,000	538,000	474,000	420,000	426,000	362,000	368,000	379,000	830,000	4,590,000
<b>Employee &amp; Business Services</b>											
<b>Human Resources</b>											
Photocopier Replacement Program		11,000			11,000				11,000		33,000
<b>Total Human Resources</b>		11,000			11,000				11,000		33,000
<b>Clerk's &amp; Council Services</b>											
Council Services Document Handling Equipment Program				70,000					70,000		140,000
<b>Other Replacements With Enhancements</b>											
3231601 Renovations to Council Chambers			70,000								70,000
<b>Total Other Replacements With Enhancements</b>			70,000								70,000
<b>Total Clerk's &amp; Council Services</b>			70,000	70,000					70,000		210,000
<b>Corporate Support Services</b>											
POA Photocopier Replacement Program				10,000					10,000		20,000
Barrier Free Access Program - Enhancements	7,000	150,000									157,000
Barrier Free Access Program	67,000	155,000	325,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,597,000
<b>Other New Capital Initiatives</b>											



## NORFOLK COUNTY PROPOSED 2017-2026 CAPITAL PLAN

Project ID/Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
3331601 CRM Customer Service - Phase 2			50,000								50,000
<b>Total Other New Capital Initiatives</b>			50,000								50,000
<b>Total Corporate Support Services</b>	74,000	305,000	375,000	160,000	150,000	150,000	150,000	150,000	160,000	150,000	1,824,000
<b>Information Systems</b>											
Information Technology Replacement Program	290,000	170,000	260,000	275,000	260,000	180,000	170,000	300,000	275,000	260,000	2,440,000
Telephone Equipment Replacement Program						50,000	30,000				80,000
<b>Other New Capital Initiatives</b>											
3431703 Document Auditing and Security Software	120,000										120,000
<b>Total Other New Capital Initiatives</b>	120,000										120,000
<b>Total Information Systems</b>	410,000	170,000	260,000	275,000	260,000	230,000	200,000	300,000	275,000	260,000	2,640,000
<b>Total Employee &amp; Business Services</b>	484,000	486,000	705,000	505,000	421,000	380,000	350,000	450,000	516,000	410,000	4,707,000
<b>Public Works &amp; Environmental Services</b>											
<b>Support Services</b>											
Public Works Photocopier Replacement Program	25,000			20,000		17,000			20,000		82,000
<b>Total Support Services</b>	25,000			20,000		17,000			20,000		82,000
<b>Engineering Division</b>											
Infrastructure Reconstruction Program	8,880,000	10,875,000	11,055,000	11,055,000	9,615,000	7,662,000	7,120,000	8,970,000	7,740,000	6,510,000	89,482,000
Asphalt Resurfacing Program	3,025,000	7,595,000	4,400,000	5,300,000	5,165,000	6,700,000	3,745,000	3,150,000	2,130,000	3,000,000	44,210,000
Bridge Rehabilitation Program	745,000	3,600,000	1,915,000	4,810,000	800,000	1,800,000	1,665,000	1,575,000	2,380,000	2,805,000	22,095,000
<b>Other Replacements</b>											
5531610 Water Main Replacement Lynn Park Subdivision Pt Dover	190,000	650,000	600,000								1,440,000
5531723 Overhead Wire Removal Main St - Chapman to Clinton, Port Dover	100,000										100,000
<b>Total Other Replacements</b>	290,000	650,000	600,000								1,540,000
<b>Sidewalks &amp; Walkways Reconstruction Program</b>	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	1,750,000
<b>New Infrastructure Construction</b>			65,000	415,000	8,000	45,000					533,000
<b>Total Engineering Division</b>	13,115,000	22,895,000	18,210,000	21,755,000	15,763,000	16,382,000	12,705,000	13,870,000	12,425,000	12,490,000	159,610,000
<b>Municipal Drainage Services</b>											
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
<b>Total Municipal Drainage Services</b>	950,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000	9,500,000
<b>Fleet</b>											
Fleet Capital Equipment Replacement Program	307,000	1,905,000	2,202,000	2,639,000	2,219,000	1,494,000	1,775,000	603,000	1,200,000	903,000	15,247,000
Fleet Photocopier Replacement Program	9,000					9,000				9,000	27,000
<b>Other Replacements With Enhancements</b>											
5431630 By-Law Vehicle - P088		33,000									33,000
5431736 Replacement Tanks/Winfuel System - Villa Nova Yard	150,000										150,000
<b>Total Other Replacements With Enhancements</b>	150,000	33,000									183,000
<b>Other New Capital Initiatives</b>											



## NORFOLK COUNTY PROPOSED 2017-2026 CAPITAL PLAN

Project ID/Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
5431646 Tractor With Arm - Roads East	250,000										250,000
5431737 Quick Release Adaptor for Loader L002	17,000										17,000
5431738 Loader Attachment and Bucket - M554	6,000										6,000
<b>Total Other New Capital Initiatives</b>	<b>273,000</b>										<b>273,000</b>
<b>Total Fleet</b>	<b>739,000</b>	<b>1,938,000</b>	<b>2,202,000</b>	<b>2,639,000</b>	<b>2,219,000</b>	<b>1,503,000</b>	<b>1,775,000</b>	<b>603,000</b>	<b>1,200,000</b>	<b>912,000</b>	<b>15,730,000</b>
<b>Facilities</b>											
<b>HVAC Replacement Program</b>	<b>470,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>2,720,000</b>
<b>Roof Replacement Program</b>	<b>39,000</b>	<b>369,000</b>	<b>560,000</b>	<b>300,000</b>	<b>200,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>300,000</b>	<b>400,000</b>	<b>3,368,000</b>
<b>Admin Buildings Repairs &amp; Maintenance Program</b>	<b>175,000</b>	<b>350,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>355,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>2,980,000</b>
<b>Generator Replacement Program</b>		<b>35,000</b>	<b>15,000</b>	<b>60,000</b>	<b>70,000</b>	<b>60,000</b>	<b>35,000</b>	<b>60,000</b>	<b>15,000</b>	<b>15,000</b>	<b>365,000</b>
<b>Other Replacements</b>											
5331702 Resurface Parking Lot-Langton Administration Building		71,000									71,000
5331721 Energy Management Software		70,000									70,000
<b>Total Other Replacements</b>		<b>141,000</b>									<b>141,000</b>
<b>Other Replacements With Enhancements</b>											
5331513 Port Rowan Medical Centre - Renovations		275,000									275,000
<b>Total Other Replacements With Enhancements</b>		<b>275,000</b>									<b>275,000</b>
<b>Other New Capital Initiatives</b>											
5331603 Generator - DAB				35,000							35,000
5331719 Norfolk County Garage Storm Sewer Connection			350,000								350,000
<b>Total Other New Capital Initiatives</b>			<b>350,000</b>	<b>35,000</b>							<b>385,000</b>
<b>Total Facilities</b>	<b>684,000</b>	<b>1,420,000</b>	<b>1,475,000</b>	<b>945,000</b>	<b>820,000</b>	<b>1,065,000</b>	<b>985,000</b>	<b>1,010,000</b>	<b>865,000</b>	<b>965,000</b>	<b>10,234,000</b>
<b>Roads Operations</b>											
<b>Urban Street Upgrades Program</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>125,000</b>	<b>125,000</b>	<b>1,290,000</b>
<b>Gravel Resurfacing Program</b>	<b>2,766,000</b>	<b>3,537,000</b>	<b>3,590,000</b>	<b>3,648,000</b>	<b>3,699,000</b>	<b>3,755,000</b>	<b>3,810,000</b>	<b>3,868,000</b>	<b>3,926,000</b>	<b>3,986,000</b>	<b>36,585,000</b>
<b>Retaining Wall Replacements Program</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>600,000</b>
<b>Street Light Replacements Program</b>		<b>20,000</b>	<b>20,000</b>	<b>20,000</b>							<b>60,000</b>
<b>Other Replacements</b>											
5631710 Repaving Talbot Gardens - Parking Lot #1	100,000										100,000
5631809 2018 Repaving Talbot Gardens - Parking Lot #2		100,000									100,000
5631908 2019 Parking Lots			100,000								100,000
5632008 2020 Parking Lots				100,000							100,000
<b>Total Other Replacements</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>							<b>400,000</b>
<b>Traffic Signal Controllers Program</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>450,000</b>
<b>Other Replacements With Enhancements</b>											
5631612 2018 Accessible Parking - CAB		15,000									15,000
5631709 Downtown Decorative Lighting to LED Replacements	20,000										20,000



**NORFOLK COUNTY**  
**PROPOSED 2017-2026 CAPITAL PLAN**

Project ID/Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
<b>Total Other Replacements With Enhancements</b>	20,000	15,000									35,000
Turkey Point Walkway Construction Program	22,000										22,000
<b>Total Roads Operations</b>	3,138,000	3,902,000	3,940,000	3,998,000	3,929,000	3,995,000	4,050,000	4,108,000	4,161,000	4,221,000	39,442,000
<b>Waste Management</b>											
Tom Howe - Gas Flare Preventative Maintenance Program	33,000	24,000									57,000
<b>Other Replacements</b>											
5731907 South Walsingham Scale Replacement (2019)			50,000								50,000
5731908 Simcoe Transfer Station Scale Replacement (2019)			50,000								50,000
<b>Total Other Replacements</b>			100,000								100,000
<b>Other Replacements With Enhancements</b>											
5731709 Tom Howe Landfill Tire Fire Cell Leachate Collection	141,000										141,000
5731710 Tom Howe Landfill Leachate Collection System Manhole Upgrades	28,000										28,000
<b>Total Other Replacements With Enhancements</b>	169,000										169,000
<b>Other New Capital Initiatives</b>											
5731711 Closed Sites Monitoring Program - Simcoe Monitoring Wells	18,000										18,000
<b>Total Other New Capital Initiatives</b>	18,000										18,000
<b>Total Waste Management</b>	220,000	24,000	100,000								344,000
<b>Water &amp; Wastewater</b>											
Water Equipment Replacements/Upgrades Program	130,000	306,000	314,000	322,000	330,000	338,000	346,000	354,000	362,000	370,000	3,172,000
Well Rehabilitation Program	150,000	150,000	300,000	300,000	150,000	150,000	150,000	300,000	300,000	150,000	2,100,000
Water Meter Replacements Program		400,000									400,000
Supervisory Control & Data Acquisition Replacements Program	250,000										250,000
Infrastructure Reconstruction Program	70,000	500,000									570,000
<b>Other Replacements</b>											
5831806 Doan's Hollow Water Facility Decommissioning		440,000									440,000
5831906 Spring Plant, Delhi - Water Facility Decommissioning			225,000								225,000
<b>Total Other Replacements</b>		440,000	225,000								665,000
<b>Wastewater Equipment Replacements/Upgrades Program</b>	218,000	306,000	314,000	322,000	330,000	338,000	346,000	354,000	362,000	370,000	3,260,000
<b>Concrete Tank Repairs Program</b>	100,000	100,000									200,000
<b>Other Replacements</b>											
5831711 Simcoe WWTF - Headworks Building & Wetwell Construction	3,300,000										3,300,000
5831719 St. Patrick St SPS - Lynn River Forcemain Crossing	100,000	600,000									700,000
5832003 Port Rowan WWTF - Membrane Filter				600,000							600,000
<b>Total Other Replacements</b>	3,400,000	600,000		600,000							4,600,000
<b>Other Replacements With Enhancements</b>											
5831720 Sewage Pumping Station Upgrades - Phase 5	160,000	1,050,000									1,210,000
<b>Total Other Replacements With Enhancements</b>	160,000	1,050,000									1,210,000





## NORFOLK COUNTY PROPOSED 2017-2026 CAPITAL PLAN

Project ID/Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
<b>Supervisory Control &amp; Data Acquisition Additions Program</b>	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
<b>Other New Capital Initiatives</b>											
5831638 Water & Wastewater Systems - Pick-up Truck					30,000						30,000
5831737 Water Treatment - Delhi Standpipe Static Mixer	100,000										100,000
5831740 Water Treatment - Waterford Standpipe Building	50,000										50,000
5831741 Water Distribution - One Ton Truck with a Dump Box					75,000						75,000
5831742 Water Distribution - Utility Tractor with Bucket and Forks		75,000									75,000
5831811 Cedar Street Well Field Water Treatment Facility		500,000	5,500,000								6,000,000
5832007 Delhi Well Trunk Watermain				250,000	2,850,000						3,100,000
5832501 Chapel Street Well Water Treatment Facility									500,000	4,500,000	5,000,000
<b>Total Other New Capital Initiatives</b>	150,000	575,000	5,500,000	250,000	2,955,000				500,000	4,500,000	14,430,000
<b>Supervisory Control &amp; Data Acquisition Additions Program</b>		300,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
<b>Other New Capital Initiatives</b>											
5831605 Port Rowan WWTF - Equip/Chemical Building		250,000									250,000
5831723 Port Rowan WWTF - Front Road SPS Platform Installation	12,000										12,000
5831726 Port Dover WWTF - St Patricks Street SPS Flow Meter	15,000										15,000
5831735 Delhi WWTF - Digester #2 Decant Box	25,000										25,000
5831903 WPCP Expansion, Port Dover-WASTEWATER									8,000,000		8,000,000
<b>Total Other New Capital Initiatives</b>	52,000	250,000							8,000,000		8,302,000
<b>Total Water &amp; Wastewater</b>	<b>4,830,000</b>	<b>5,127,000</b>	<b>6,953,000</b>	<b>2,094,000</b>	<b>4,065,000</b>	<b>1,126,000</b>	<b>1,142,000</b>	<b>1,308,000</b>	<b>9,824,000</b>	<b>5,690,000</b>	<b>42,159,000</b>
<b>Total Public Works &amp; Environmental Services</b>	<b>23,701,000</b>	<b>36,256,000</b>	<b>33,830,000</b>	<b>32,401,000</b>	<b>27,746,000</b>	<b>25,038,000</b>	<b>21,607,000</b>	<b>21,849,000</b>	<b>29,445,000</b>	<b>25,228,000</b>	<b>277,101,000</b>
<b>Health &amp; Social Services</b>											
<b>HSS Administration</b>											
<b>Other Replacements</b>											
6132201 HSS Replacement of Colour Copiers						30,000					30,000
6132601 Gilbertson Flooring Replacement										190,000	190,000
<b>Total Other Replacements</b>						30,000				190,000	220,000
<b>Total HSS Administration</b>						30,000				190,000	220,000
<b>Norview Lodge</b>											
<b>Equipment Replacement Program</b>	176,000	125,000	113,000	76,000	154,000	112,000	47,000	77,000	48,000	90,000	1,018,000
<b>Vehicle Replacement Program</b>		30,000	7,000								37,000
<b>Software System Upgrades/Replacements Program</b>			52,000								52,000
<b>Building Envelope Repair Program</b>	388,000	50,000	100,000	50,000	50,000	50,000	50,000	120,000	50,000		908,000
<b>Other Replacements</b>											
6331711 2018 Loading Dock Ramp		11,000									11,000
6331808 2018 Condenser/Evaporator Pump (2)		10,000									10,000
6332007 2020 Hot Water Tank (3)				21,000							21,000



**NORFOLK COUNTY**  
**PROPOSED 2017-2026 CAPITAL PLAN**

Project ID/Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
6332109 2021 Air Compressor (2)					10,000						10,000
6332110 2021 Hot Water Tank					7,000						7,000
6332210 2022 Hot Water Tank (1)						7,000					7,000
6332501 2025 Heating Boiler									25,000		25,000
6332502 2025 Humidification Boiler									30,000		30,000
<b>Total Other Replacements</b>		21,000		21,000	17,000	7,000			55,000		121,000
<b>Ceiling Lift Program</b>	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000			56,000
<b>Other New Capital Initiatives</b>											
6331620 Paperless Electronic Menu Dining Room Program	60,000										60,000
<b>Total Other New Capital Initiatives</b>	60,000										60,000
<b>Total Norview Lodge</b>	631,000	233,000	279,000	154,000	228,000	176,000	104,000	204,000	153,000	90,000	2,252,000
<b>Total Health &amp; Social Services</b>	631,000	233,000	279,000	154,000	228,000	206,000	104,000	204,000	153,000	280,000	2,472,000
<b>Community Services</b>											
<b>CSD Administration</b>											
<b>Other Replacements</b>											
7132001 Photocopier Replacement - CSD				20,000							20,000
<b>Total Other Replacements</b>				20,000							20,000
<b>Parking Area Resurfacing Program</b>		100,000									100,000
<b>Other New Capital Initiatives</b>											
7131701 Ride Norfolk - Bus Shelters	8,000										8,000
7131802 Ride Norfolk - Bus Shelters		14,000									14,000
<b>Total Other New Capital Initiatives</b>	8,000	14,000									22,000
<b>Total CSD Administration</b>	8,000	114,000		20,000							142,000
<b>Parks, Facilities &amp; Recreation</b>											
<b>Interior Building Upgrades Program</b>		15,000	15,000								30,000
<b>Exterior Building Upgrades Program</b>	92,000	380,000	33,000								505,000
<b>Parking Area Resurfacing Program</b>			70,000								70,000
<b>Flooring Upgrades &amp; Replacements Program</b>		25,000									25,000
<b>Kitchen Upgrades Program</b>	40,000										40,000
<b>Refrigeration Equipment Replacement Program</b>			100,000	150,000							250,000
<b>Spectator Seating Replacement Program</b>			300,000	120,000							420,000
<b>Ice Resurfacer Replacements Program</b>		175,000	130,000	92,000		94,000				90,000	581,000
<b>Playground Replacement Program</b>	150,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	600,000
<b>Steel Light Tower Replacement Program</b>	90,000									90,000	180,000
<b>Other Replacements</b>											
7331626 2018 Park Shop & Compound Repairs - Simcoe Parks		25,000									25,000
7331719 Percy Carter Tennis Courts Reconstruction	170,000										170,000



## NORFOLK COUNTY PROPOSED 2017-2026 CAPITAL PLAN

Project ID/Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
7331720 Clifton Park Bridge Replacements	98,000										98,000
7331721 Replace Zamboni Room Door - Talbot Gardens Arena		10,000									10,000
7331726 Replace Pool Filter Tank - Annaleise Carr Aquatic Centre	20,000										20,000
7331727 Replace Pool Chemical Controller - Annaleise Carr Aquatic Centre	12,000										12,000
7331804 2018 Install Fencing - Oakwood Cemetery		25,000									25,000
<b>Total Other Replacements</b>	<b>300,000</b>	<b>60,000</b>									<b>360,000</b>
<b>Other Replacements With Enhancements</b>											
7131702 Simcoe Market Air Flow/Electrical Upgrades	30,000										30,000
<b>Total Other Replacements With Enhancements</b>	<b>30,000</b>										<b>30,000</b>
<b>Small Water Works Compliance Upgrades Program</b>		<b>50,000</b>									<b>50,000</b>
<b>Oakwood Cemetery Road Reconstruction Program</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>200,000</b>
<b>Other Replacements With Enhancements</b>											
7331605 2018 Water System - Oakwood Cemetery - Phase 3 Final		32,000									32,000
7331718 VDCC Parking Lot		100,000									100,000
7331731 Tom Millar Lane Resurfacing - Turkey Point	34,000										34,000
7331809 2018 Install Concrete Pad - Langton Pavilion		20,000									20,000
<b>Total Other Replacements With Enhancements</b>	<b>34,000</b>	<b>152,000</b>									<b>186,000</b>
<b>New Park Development Program</b>		<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>450,000</b>
<b>Soccer Park Development Program</b>			<b>100,000</b>								<b>100,000</b>
<b>Port Rowan Waterfront Development Program</b>			<b>12,000</b>								<b>12,000</b>
<b>Goose Management Program</b>		<b>15,000</b>	<b>15,000</b>		<b>15,000</b>	<b>10,000</b>					<b>55,000</b>
<b>Rural/Abandoned Cemetery Transfers Program</b>				<b>13,000</b>	<b>10,000</b>	<b>9,000</b>	<b>10,000</b>	<b>8,000</b>	<b>6,000</b>	<b>6,000</b>	<b>62,000</b>
<b>Forest Management Ash Tree Replacement Program</b>		<b>336,000</b>	<b>168,000</b>	<b>168,000</b>	<b>168,000</b>	<b>168,000</b>					<b>1,008,000</b>
<b>Infra-Red Sensor Installation - Refrigeration Plant Program</b>	<b>35,000</b>	<b>105,000</b>	<b>85,000</b>								<b>225,000</b>
<b>Other New Capital Initiatives</b>											
7331613 2020 Major Renovations - Simcoe Recreation Centre				5,400,000							5,400,000
7331616 2018 Purchase Portable Aerial Work Platform		8,000									8,000
7331633 2020 Delhi Parks Skateboard Park				360,000							360,000
7331714 Air Conditioning Upgrade - Langton Arena	11,000										11,000
7331722 Multi Use Sports Pad - Port Rowan Skate Park		38,000									38,000
7331724 Condensor Catwalk - Simcoe Rec Centre Arena	20,000										20,000
7331725 Water Distribution Improvements - Annaleise Carr Aquatic Centre	15,000										15,000
7331730 Woodlot Access Road & Fencing - Oakwood Cemetery		70,000									70,000
7331734 Air Conditioning Upgrade - Walsingham Women's Institute		11,000									11,000
7331810 2018 Purchase Chipper - Forestry Maintenance		50,000									50,000
7331904 2019 Compressor Room Replacements - Waterford Arena			35,000								35,000
<b>Total Other New Capital Initiatives</b>	<b>46,000</b>	<b>177,000</b>	<b>35,000</b>	<b>5,760,000</b>							<b>6,018,000</b>



**NORFOLK COUNTY**  
**PROPOSED 2017-2026 CAPITAL PLAN**

Project ID/Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
<b>Total Parks, Facilities &amp; Recreation</b>	<b>837,000</b>	<b>1,610,000</b>	<b>1,183,000</b>	<b>6,423,000</b>	<b>313,000</b>	<b>401,000</b>	<b>130,000</b>	<b>128,000</b>	<b>126,000</b>	<b>306,000</b>	<b>11,457,000</b>
<b>Fire &amp; Rescue Services</b>											
Fire Management Information System Upgrades Program		125,000					150,000				275,000
Fire Vehicle Replacement Program	1,635,000	777,000	2,030,000	35,000	60,000	80,000	20,000	1,275,000	1,612,000	3,200,000	10,724,000
Infrared Thermal Imaging Camera Replacement Program							22,000	33,000	33,000	33,000	121,000
Fire Station Building Repairs & Maintenance Program	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,250,000
SCBA Replacement Program	138,000										138,000
Extrication Equipment Program	290,000	100,000	100,000	65,000							555,000
<b>Other Replacements With Enhancements</b>											
7431618 2019 Fire Station - Stn#10 St. Williams			1,500,000								1,500,000
7432003 2020 Fire Station - Stn#6 Courtland				1,550,000							1,550,000
<b>Total Other Replacements With Enhancements</b>			1,500,000	1,550,000							3,050,000
<b>Other New Capital Initiatives</b>											
7431606 2018 Fire Safety Trailer Support Vehicle		40,000									40,000
7431624 2018 Radio Communication Paging Frequency		250,000									250,000
7431627 2018 Continental Washer Extractors / Dryers		120,000									120,000
7431717 Continental Washer Extractors / Dryers	30,000										30,000
<b>Total Other New Capital Initiatives</b>	30,000	410,000									440,000
<b>Total Fire &amp; Rescue Services</b>	<b>2,218,000</b>	<b>1,537,000</b>	<b>3,755,000</b>	<b>1,775,000</b>	<b>185,000</b>	<b>205,000</b>	<b>317,000</b>	<b>1,433,000</b>	<b>1,770,000</b>	<b>3,358,000</b>	<b>16,553,000</b>
<b>Emergency Medical Services</b>											
EMS Vehicle Replacement Program	274,000	364,000	386,000	238,000		300,000	340,000	300,000	300,000	300,000	2,802,000
Defibrillator Replacement Program		100,000	100,000	100,000	125,000		100,000	100,000	100,000	125,000	850,000
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
Ruggedized Computer Replacement Program				35,000	35,000				35,000	35,000	140,000
Stretcher Replacement Program	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	15,000	15,000	126,000
<b>Other Replacements</b>											
7531710 Roof Replacement - Delhi EMS Base	50,000										50,000
7531907 2019 Replace Base 01 Simcoe			800,000								800,000
7532206 2022 Replace Base 06 Port Rowan						800,000					800,000
7532505 2025 Replace Base 05 Delhi								800,000			800,000
<b>Total Other Replacements</b>	50,000		800,000			800,000		800,000			2,450,000
<b>Other New Capital Initiatives</b>											
7531709 EMS Administration Vehicle/ERV	35,000										35,000
<b>Total Other New Capital Initiatives</b>	35,000										35,000
<b>Total Emergency Medical Services</b>	<b>391,000</b>	<b>496,000</b>	<b>1,318,000</b>	<b>405,000</b>	<b>192,000</b>	<b>1,132,000</b>	<b>472,000</b>	<b>432,000</b>	<b>1,270,000</b>	<b>495,000</b>	<b>6,603,000</b>
<b>Marinas</b>											
Major Dock Rebuilds Program	105,000	155,000	75,000					75,000			410,000



**NORFOLK COUNTY**  
**PROPOSED 2017-2026 CAPITAL PLAN**

Project ID/Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
<b>Marina Equipment &amp; Vehicle Replacement Program</b>									125,000	95,000	220,000
<b>Other Replacements</b>											
7631704 PDHM Potable Water Supply for Docks Refurbishment	25,000										25,000
7632002 2020 PDHM Fuel Dock				175,000							175,000
7632102 2021 PDHM Refurbish Gazebos					40,000						40,000
7632201 2022 PDHM Security Gate & Lighting						90,000					90,000
<b>Total Other Replacements</b>	25,000			175,000	40,000	90,000					330,000
<b>Other Replacements With Enhancements</b>											
7631603 2018 PDHM Resurface Marina Roadways/Parking Areas		210,000									210,000
7631604 2019 PRHM Marina Expansion			800,000								800,000
7631702 2018 PRHM Washroom Expansion		200,000									200,000
7632302 2023 PDHM Resurface Marina Roadways/Parking Areas							200,000				200,000
<b>Total Other Replacements With Enhancements</b>		410,000	800,000				200,000				1,410,000
<b>Other New Capital Initiatives</b>											
7631601 2019 PDHM Building Expansion			1,500,000								1,500,000
7631703 PDHM Install Security Compound Fencing for Trailer Storage	25,000										25,000
7631706 PDHM Waste Water System		1,500,000									1,500,000
7632001 2020 PRHM Municipal Water - East Slips				50,000							50,000
<b>Total Other New Capital Initiatives</b>	25,000	1,500,000	1,500,000	50,000							3,075,000
<b>Total Marinas</b>	155,000	2,065,000	2,375,000	225,000	40,000	90,000	200,000	75,000	125,000	95,000	5,445,000
<b>Total Community Services</b>	3,609,000	5,822,000	8,631,000	8,848,000	730,000	1,828,000	1,119,000	2,068,000	3,291,000	4,254,000	40,200,000
<b>Development &amp; Cultural Services</b>											
<b>Development &amp; Cultural Services Administration</b>											
<b>DCS Photocopier Replacement Program</b>		10,000									10,000
<b>Total Development &amp; Cultural Services Administration</b>		10,000									10,000
<b>Community Planning Services</b>											
<b>Aerial Photography Updates Program</b>				20,000							20,000
<b>Total Community Planning Services</b>				20,000							20,000
<b>Tourism &amp; Economic Development</b>											
<b>Other Replacements</b>											
8431702 Gateway Signage	65,000										65,000
8431803 2018 Gateway Signage		20,000									20,000
<b>Total Other Replacements</b>	65,000	20,000									85,000
<b>Total Tourism &amp; Economic Development</b>	65,000	20,000									85,000
<b>Heritage &amp; Culture</b>											
<b>Museums Repairs &amp; Maintenance Program</b>	142,000	150,000	100,000	100,000	100,000	100,000	100,000	100,000	125,000	100,000	1,117,000
<b>Other Replacements With Enhancements</b>											



**NORFOLK COUNTY**  
**PROPOSED 2017-2026 CAPITAL PLAN**

Project ID/Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL FORECAST
8331708 Teeterville Pioneer Museum Washrooms		35,000									35,000
<b>Total Other Replacements With Enhancements</b>		35,000									35,000
<b>Other New Capital Initiatives</b>											
8331707 Curatorial Centre - Phase One Architectural Drawings	30,000										30,000
8331806 Curatorial Centre - Phase Two Construction		510,000									510,000
<b>Total Other New Capital Initiatives</b>	30,000	510,000									540,000
<b>Total Heritage &amp; Culture</b>	172,000	695,000	100,000	100,000	100,000	100,000	100,000	100,000	125,000	100,000	1,692,000
<b>Total Development &amp; Cultural Services</b>	237,000	725,000	100,000	120,000	100,000	100,000	100,000	100,000	125,000	100,000	1,807,000
<b>Total NORFOLK COUNTY SUMMARY</b>	<b>29,038,000</b>	<b>43,939,000</b>	<b>44,083,000</b>	<b>42,502,000</b>	<b>29,645,000</b>	<b>27,978,000</b>	<b>23,642,000</b>	<b>25,039,000</b>	<b>33,909,000</b>	<b>31,102,000</b>	<b>330,877,000</b>



## PROPOSED 2017 CAPITAL PLAN

### Section 4:

# **Reserves & Reserve Funds**

**NORFOLK COUNTY  
2015-2026 FORECASTED RESERVE/RESERVE FUND BALANCES**

#	Reserve/Reserve Fund	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Tax Levy Capital Reserves/Reserve Fund</b>													
1	General Capital Replacement Res	(1,567,479)	(2,861,744)	(3,735,744)	(4,469,744)	(5,275,744)	(6,156,744)	(6,670,744)	(7,302,744)	(7,798,744)	(8,337,744)	(8,964,744)	(9,582,744)
2	General Building Reserve	875,850	(768,864)	(219,764)	(450,564)	(955,664)	(847,464)	(15,364)	(205,764)	492,036	1,153,736	1,194,936	1,856,336
3	Roadway Construction Reserve	(17,225,672)	(29,395,040)	(31,832,940)	(37,885,140)	(40,091,140)	(43,344,240)	(44,812,640)	(45,574,440)	(45,210,940)	(44,727,140)	(42,645,040)	(41,098,640)
4	Provincial Roads Reserve	0	0	0	0	0	0	0	0	0	0	0	0
5	Library Reserve	(236,156)	(359,857)	(319,857)	(288,857)	(225,857)	(279,857)	(220,857)	(144,857)	17,143	197,143	396,143	249,783
6	Capital Equipment Pool Reserve	5,106,006	4,564,306	5,258,506	4,749,206	3,975,906	2,794,206	2,061,606	2,083,706	1,855,106	2,829,406	3,238,206	3,976,206
7	EMS Vehicle & Equip Reserve	441,906	371,606	270,206	117,806	(52,594)	(70,894)	153,006	81,206	(26,194)	(89,094)	(147,494)	(201,294)
8	Industrial Land Reserve	410,150	144,068	144,068	144,068	144,068	144,068	144,068	144,068	144,068	144,068	144,068	144,068
9	Office Automation Equipment Res	531,336	534,136	609,136	811,436	931,136	1,043,436	1,178,436	1,401,336	1,642,336	1,761,536	1,914,136	2,090,336
10	Road & Bridge Invest Reserve	0	0	0	0	0	0	0	0	0	0	0	0
11	Invest in Ontario Reserve	326,373	(525,202)	(525,202)	(525,202)	(525,202)	(525,202)	(525,202)	(525,202)	(525,202)	(525,202)	(525,202)	(525,202)
12	Energy Conservation Reserve	97,133	(17,867)	(867)	(53,867)	(36,867)	(19,867)	(2,867)	14,133	31,133	48,133	65,133	82,133
13	Cemetery Marker Reserve Fund	188,496	204,506	220,836	237,493	254,483	271,812	289,489	307,518	325,909	344,667	363,800	383,316
14	Solid Waste Reserve Fund	2,519,068	(2,764,572)	(2,683,203)	(2,430,229)	(2,226,709)	(1,920,724)	(1,638,837)	(1,328,588)	(1,012,134)	(706,690)	(374,738)	(8,607)
15	Pt Rowan Medical Centre RF	41,975	42,814	43,670	44,544	45,435	46,343	47,270	48,216	49,180	50,164	51,167	52,190
16	Parking Reserve Fund	79,868	81,465	83,095	84,756	86,452	88,181	89,944	91,743	93,578	95,449	97,358	99,306
17	Parkland Reserve Fund	180,403	103,254	105,319	107,425	94,274	91,059	87,780	84,436	81,025	77,545	73,996	70,376
18	Transitional Funding for Prov Rd RF	0	0	0	0	0	0	0	0	0	0	0	0
19	Fire Vehicle & Equipment RF	359,253	545,602	(749,800)	(977,772)	(2,384,222)	(1,836,532)	(1,223,115)	(583,251)	145,094	(377,304)	(1,248,994)	(3,752,676)
20	Waterfront Purch & Develop RF	58,480	39,384	40,172	40,975	41,794	42,630	43,483	44,353	45,240	46,144	47,067	48,009
21	Gas Tax Revenue Reserve Fund	10,061,683	4,523,640	5,038,884	3,721,217	3,018,646	2,041,924	1,484,268	742,058	755,104	69,711	(308,090)	199,053
22	Port Dover Marina Reserve Fund	1,320,431	839,447	968,436	1,043,905	1,202,483	1,262,233	1,460,877	1,612,495	1,654,945	1,825,744	1,948,958	2,105,238
23	Port Rowan Marina Reserve Fund	(100,195)	(229,997)	(265,197)	(301,101)	(307,123)	(313,266)	(319,531)	(325,922)	(332,440)	(339,089)	(345,871)	(352,788)
		<b>3,468,908</b>	<b>(24,928,917)</b>	<b>(27,550,248)</b>	<b>(36,279,647)</b>	<b>(42,286,447)</b>	<b>(47,488,898)</b>	<b>(48,388,931)</b>	<b>(49,335,502)</b>	<b>(47,573,760)</b>	<b>(46,458,819)</b>	<b>(45,025,205)</b>	<b>(44,165,603)</b>
<b>Rate Capital Reserve Funds</b>													
24	Wastewater Cap Repl RF	4,470,457	(829,406)	190,938	(657,862)	380,601	870,673	1,963,167	3,180,530	4,426,970	5,580,590	6,873,950	8,189,750
25	Water Capital Replacement RF	13,298,160	9,138,946	9,472,685	7,630,299	6,065,225	5,713,249	5,951,954	6,664,633	7,655,746	7,809,881	8,229,238	8,995,623
		<b>17,768,617</b>	<b>8,309,540</b>	<b>9,663,623</b>	<b>6,972,437</b>	<b>6,445,826</b>	<b>6,583,922</b>	<b>7,915,121</b>	<b>9,845,163</b>	<b>12,082,716</b>	<b>13,390,471</b>	<b>15,103,188</b>	<b>17,185,373</b>
<b>TOTAL CAPITAL RESERVES</b>		<b>21,237,525</b>	<b>(16,619,377)</b>	<b>(17,886,625)</b>	<b>(29,307,210)</b>	<b>(35,840,621)</b>	<b>(40,904,976)</b>	<b>(40,473,810)</b>	<b>(39,490,338)</b>	<b>(35,491,044)</b>	<b>(33,068,348)</b>	<b>(29,922,017)</b>	<b>(26,980,230)</b>



<b>Tax Levy DC Reserve Funds</b>													
26	Parks & Recreation Dev't Chg RF	746,127	877,470	1,114,115	1,361,818	1,528,692	(1,410,056)	(1,192,845)	(959,560)	(713,959)	(455,503)	(183,695)	101,976
27	Library Development Charge RF	(6,282)	(677,213)	(618,032)	(555,524)	(489,829)	(420,473)	(347,385)	(268,959)	(186,414)	(100,460)	(10,993)	82,093
28	Gen Gov't Development Chg RF	184,774	84,706	109,554	135,511	162,599	191,045	188,134	219,029	251,357	284,891	319,666	355,718
29	Fire Development Charge RF	(13,251)	55,054	231,799	417,179	(219,219)	(304,667)	(114,003)	89,859	303,918	526,504	757,871	998,283
30	Parking Development Charge RF	357,933	244,155	249,038	254,019	259,100	264,282	269,567	274,959	280,458	286,067	291,788	291,788
31	Roads & Related Dev't Chg RF	1,067,457	201,849	426,206	661,476	830,867	537,303	524,589	717,150	921,213	1,134,662	1,434,285	1,745,409
32	Ambulance Development Chg RF	35,257	(32,500)	(22,848)	(12,697)	(2,037)	9,142	20,851	33,304	46,414	60,035	74,183	88,613
33	Marina Development Chg RF	(47,723)	5,577	67,377	42,077	(234,114)	(169,028)	(100,600)	(27,336)	49,535	129,492	212,627	212,627
34	Marina Post Dev Chg RF	0	0	0	0	(344,760)	(351,655)	(358,688)	(365,862)	(373,179)	(380,643)	(388,256)	(396,021)
35	Library Post DC RF	0	(626,280)	(663,286)	(701,031)	(923,132)	(966,075)	(1,009,876)	(1,054,554)	(1,100,125)	(1,146,607)	(1,146,607)	(1,146,607)
36	Parks & Rec Post DC RF	0	0	0	0	(45,900)	(1,842,018)	(1,924,758)	(2,009,154)	(2,095,237)	(2,183,041)	(2,183,041)	(2,183,041)
		<b>2,324,293</b>	<b>132,817</b>	<b>893,924</b>	<b>1,602,827</b>	<b>522,267</b>	<b>(4,462,201)</b>	<b>(4,045,015)</b>	<b>(3,351,124)</b>	<b>(2,616,018)</b>	<b>(1,844,603)</b>	<b>(822,171)</b>	<b>150,839</b>
<b>Rate DC Reserve Funds</b>													
37	Water Development Charge RF	687,577	(6,708,765)	(6,322,142)	(5,940,526)	(5,516,053)	(5,125,787)	(4,706,453)	(4,176,221)	(3,616,413)	(3,030,025)	(2,418,446)	(1,780,967)
38	Wastewater Development Chg RF	3,416,076	1,038,629	1,125,067	1,213,503	1,335,253	1,497,264	1,746,408	2,079,789	2,452,172	2,860,586	(1,891,682)	(2,053,946)
39	WW Post Dev Chg RF	(1,548,017)	(2,596,408)	(2,811,413)	(3,028,695)	(3,248,106)	(3,469,559)	(3,647,918)	(3,828,061)	(4,010,005)	(4,193,768)	(7,281,693)	(7,421,133)
40	W Post Dev Chg RF	0	0	0	0	0	0	0	0	0	0	0	0
		<b>2,555,636</b>	<b>(8,266,544)</b>	<b>(8,008,489)</b>	<b>(7,755,719)</b>	<b>(7,428,907)</b>	<b>(7,098,083)</b>	<b>(6,607,963)</b>	<b>(5,924,493)</b>	<b>(5,174,246)</b>	<b>(4,363,208)</b>	<b>(11,591,822)</b>	<b>(11,256,046)</b>
<b>TOTAL DC RESERVES</b>		<b>4,879,929</b>	<b>(8,133,727)</b>	<b>(7,114,565)</b>	<b>(6,152,892)</b>	<b>(6,906,639)</b>	<b>(11,560,284)</b>	<b>(10,652,978)</b>	<b>(9,275,616)</b>	<b>(7,790,264)</b>	<b>(6,207,810)</b>	<b>(12,413,993)</b>	<b>(11,105,207)</b>
<b>GRAND TOTAL</b>		<b>26,117,454</b>	<b>(24,753,104)</b>	<b>(25,001,190)</b>	<b>(35,460,102)</b>	<b>(42,747,260)</b>	<b>(52,465,260)</b>	<b>(51,126,788)</b>	<b>(48,765,955)</b>	<b>(43,281,307)</b>	<b>(39,276,158)</b>	<b>(42,336,009)</b>	<b>(38,085,437)</b>

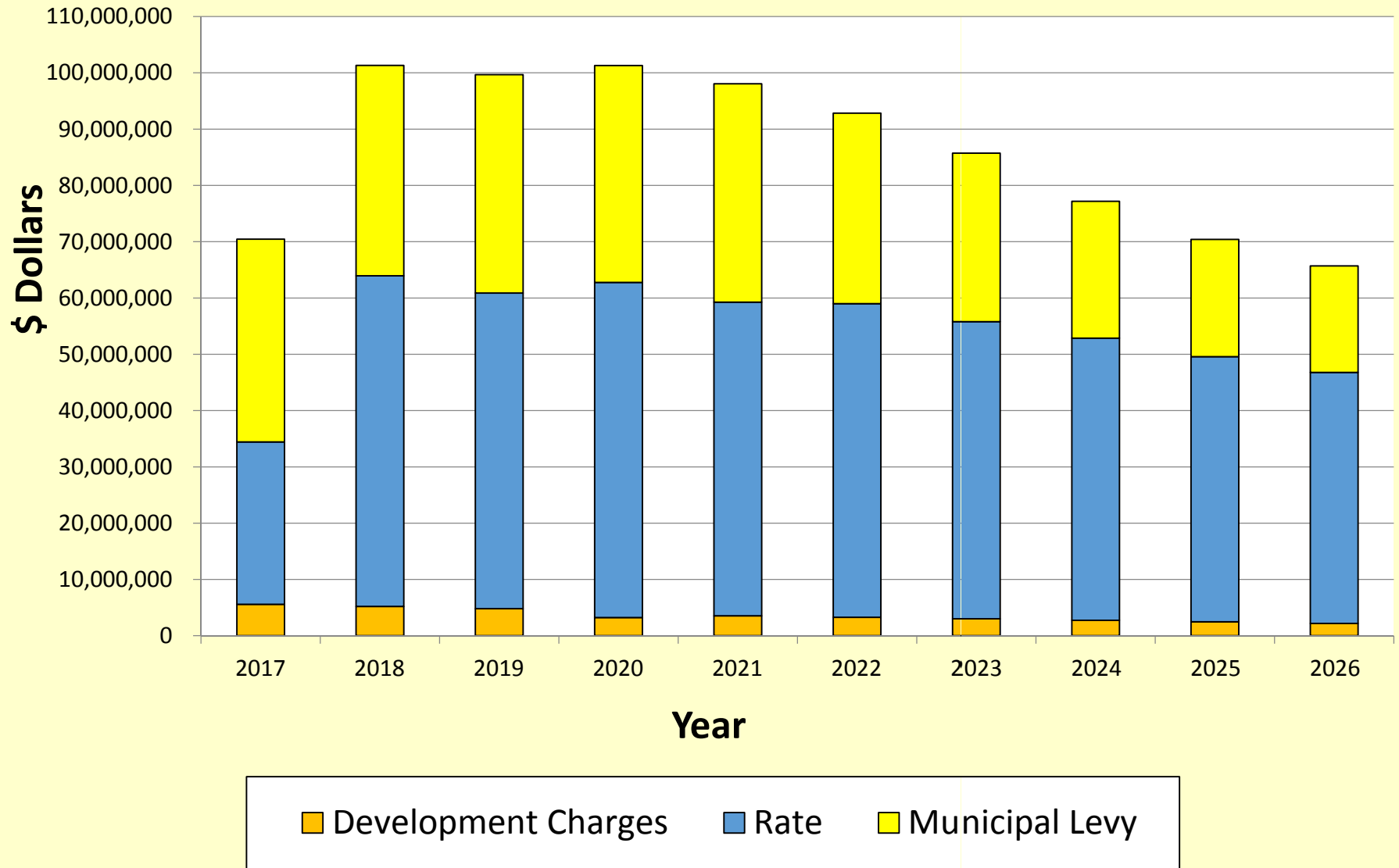


## PROPOSED 2017 CAPITAL PLAN

### Section 5:

# Debt

# Total Projected Outstanding Debt By Year





# Total Projected Annual Debt Payments

