



Special Council Meeting Agenda

December 14, 2020, 6:00 pm

Location: <https://www.youtube.com/user/EssexOntario>

Accessible formats or communication supports are available upon request. Please contact the Clerk's Office at clerks@essex.ca or 519-776-7336 extension 1100 or 1101.

Pages

1. Call to Order

2. Declarations of Conflict of Interest

3. Adoption of Published Agenda

3.1. Special Council Meeting Agenda for December 14, 2020

Moved by _____

Seconded by _____

That the published agenda for the December 14, 2020 Special Council Meeting re: 2021 Budget be adopted as presented.

4. Reports from Administration

4.1. Chris Nepszy, Chief Administrative Officer

Verbal Report RE: Introduction/Overview of 2021 Proposed Operating and Capital Budgets

4.2. Jeffrey Morrison, Director, Corporate Services/Treasurer

1

Verbal Report and Presentation RE: 2021 Budget

- 2021 Capital Budget (Proposed)
- 2021 Operating Budget (Proposed)

Moved by _____

Seconded by _____

That the 2021 Operating Budget as presented be adopted in principle inclusive of all operating adjustments summarized in the Listing of Changes since the November 30, 2020 Budget Introduction and Walkthrough Special Meeting of Council.

Moved by _____

Seconded by _____

That the 2021 Capital Budget as presented be adopted in principle inclusive of all capital adjustments summarized in the Listing of Changes since the November 30, 2020 Budget Introduction and Walkthrough Special Meeting of Council.

Moved by _____

Seconded by _____

That authorization be granted to complete, in fiscal year 2021, any 2020 projects that remain outstanding as of December 31, 2020 and do not appear in the 2021 Budget as presented, so long as the project costs do not exceed

previously approved funding amounts or allocations.

5. Adjournment

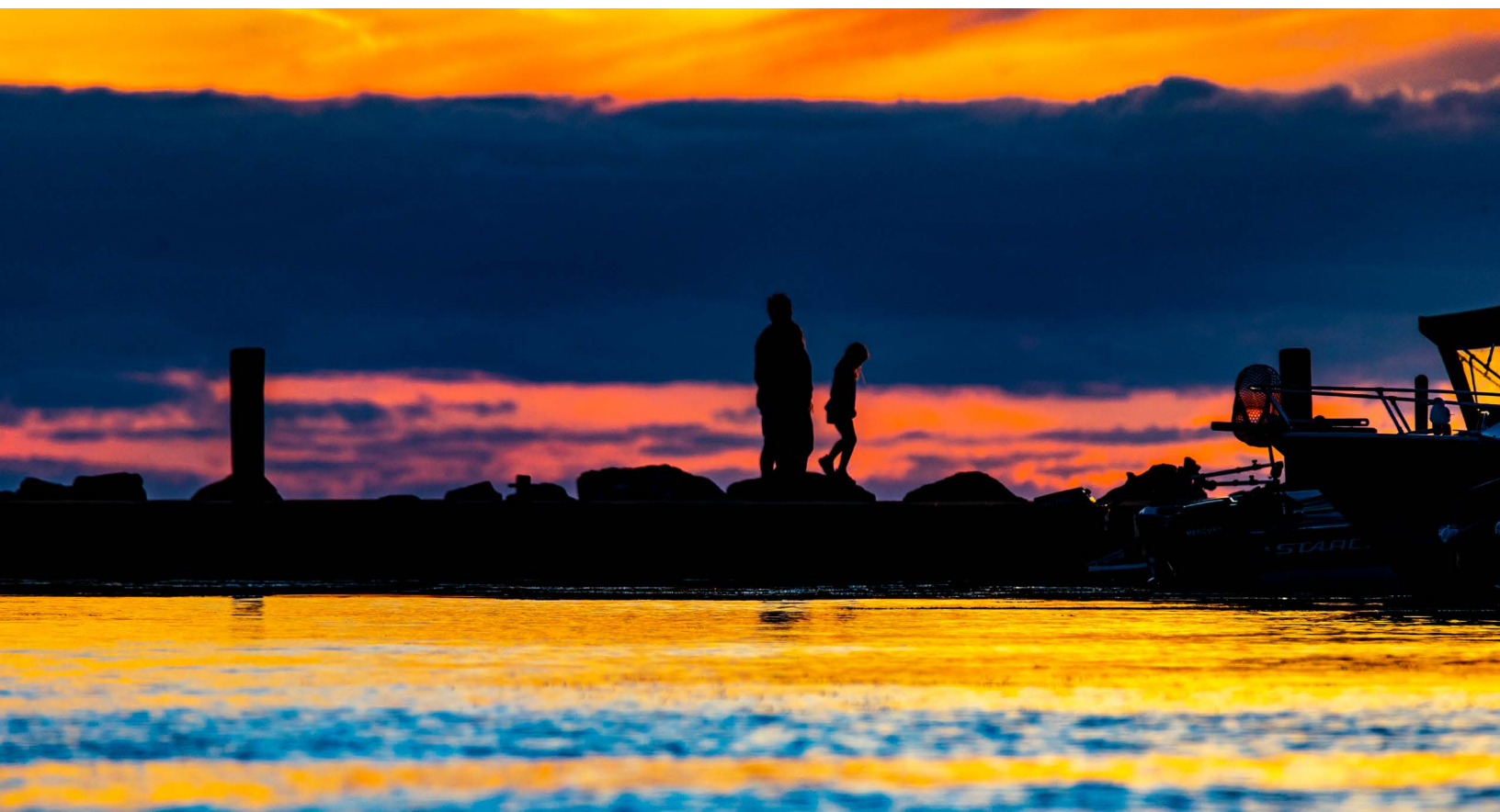
Moved by _____

Seconded by _____

That the meeting be adjourned at _____.

Town of Essex

2021 Budget and 4 Year Forecast



The Town of Essex, as a progressive and resilient organization, commits to providing leadership, high quality community programming, sustainable assets, opportunities for growth, and vibrant experiences for citizens, stakeholders, and visitors.

Where You Belong

2019-2022 Corporate Strategic Plan

The 2019-2022 Corporate Strategic Plan guides the overall direction of the Town of Essex while identifying key goals to achieve. Below is a summary of the vision, mission, and values which inform the plan.

Vision

The Town of Essex will be a prosperous, sustainable, and thriving community for families, business, and development.

Mission

The Town of Essex, as a progressive and resilient organization, commits to providing leadership, high quality community programming, sustainable assets, opportunities for growth, and vibrant experiences for citizens, stakeholders, and visitors.

Values

Progressive

Progressive and Sustainable Infrastructure

Healthy

Healthy Community and Quality of Life

Stewardship

Financial and Economic Stewardship

Vibrant

Vibrant Growth and Development

Experience

Citizen and Customer Experience

Resiliency

Organizational Effectiveness and Resiliency

essex.ca/StrategicPlan

What's Inside



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2021 Budget Snapshot



Property Tax

The proposed **change** to the **Municipality's general mill rate** for the 2021 Budget is **0%**.

To establish a property's assessed value, MPAC analyzes sales of comparable property's in a properties area. This method, called Current Value Assessment (CVA), is used by most assessment jurisdictions in North America. In addition, MPAC looks at all of the key features that affect market value (up to 200 factors are considered).

The assessed value and classification of a property is used as the basis for calculating property taxes. To help provide an additional level of property tax stability and predictability, the Ontario Government introduced a phase-in program for market increases and decreases. An increase in assessed value is introduced gradually, while a decrease in assessed value is introduced immediately. A property that experiences an increase in assessment would have that increase phased in over a four-year period. This four-year period is called an 'Assessment Cycle'. The Assessment Cycle for the period beginning in 2021 has been postponed due to the COVID-19 pandemic. At the time of printing a new date for the next Assessment Cycle has not been released.

The year-over-year **growth** as a result of construction experienced in Essex (new residential, industrial, commercial) is estimated to contribute an additional **\$400,000** to revenue from Property Taxation.

Ontario Municipal Partnership Fund (OMPF)

All four grant components of the 2021 OMPF are providing the same level of support as 2020. The Transitional Assistance has been adjusted, and as a result the OMPF for 2021 will remain at the 2020 levels and provide a total of \$500 million to 389 municipalities across the province. The Town of Essex will receive **\$3,988,200** in 2021, a **\$19,900 reduction** from the 2020 OMPF of \$4,008,100.

2021 Operating / Capital Summary + 2022 to 2025 Forecast

The Operating / Capital Summary for all departments provides a high level snapshot of the Town's Budget. It is separated into Operating and Capital with revenues and expenditures broken out by source of revenue and type of expense.

Operating Summary

Grouping	2020 Budget	Budget	Change		Forecast			
		2021	\$	%	2022	2023	2024	2025
Operating Revenues								
Amounts Added to Taxes and Special Levies	2,567,574	2,603,045	35,471	1%	2,572,255	2,546,900	2,464,288	2,464,288
Conditional and Unconditional Grants	6,410,904	6,380,474	(30,430)	0%	6,397,783	6,427,639	6,429,343	6,431,065
Contributions from Developers	758,836	1,242,229	483,393	64%	1,487,172	1,058,506	831,429	847,335
Fines and Penalties	312,200	312,224	24	0%	312,248	312,273	312,299	312,299
Interfund Transfers	3,638,077	3,834,558	196,481	5%	4,054,369	4,131,127	4,026,619	3,936,528
Internal Allocations	526,774	567,251	40,477	8%	584,914	572,129	580,105	588,490
Investment and Other Income	294,675	265,608	(29,067)	-10%	265,217	265,357	265,501	264,460
License and Permit Fees	430,737	476,638	45,901	11%	477,766	478,916	480,090	481,222
Payments in Lieu of Taxation	157,126	157,126	-	0%	157,126	157,126	157,126	156,760
Prior Years' Surplus	879,854	-	(879,854)	-100%	-	-	-	-
Property Taxation	15,537,059	15,937,059	400,000	3%	16,337,059	16,737,059	17,137,059	17,031,693
Supplementary Taxation	242,000	242,000	-	0%	242,000	242,000	242,000	242,000
User Fees and Service Charges	12,187,396	12,634,971	447,575	4%	12,717,139	12,786,155	12,860,989	12,924,384
Total Operating Revenues	43,943,213	44,653,183	709,970	2%	45,605,050	45,715,189	45,786,847	45,680,523
Operating Expenses								
Amortization Expense	90,982	90,982	-	0%	90,982	90,982	90,982	90,982
Contracted Services	8,106,465	7,746,158	(360,307)	-4%	8,054,153	7,997,550	8,186,881	8,002,368
Debt Servicing	3,089,085	3,086,018	(3,067)	0%	3,392,138	3,413,822	3,110,890	2,857,977
External Transfers	644,849	678,989	34,140	5%	542,867	1,151,826	525,862	522,383
Interfund Transfers - Expense	12,044,824	13,164,314	1,119,490	9%	13,566,418	12,797,786	12,453,818	12,716,792
Internal Allocations - Expense	597,501	638,682	41,181	7%	656,419	643,634	651,610	659,995
Materials and Supplies	2,459,226	2,514,387	55,161	2%	2,522,553	2,607,706	2,536,143	2,688,466
Miscellaneous Services	1,250,418	785,523	(464,895)	-37%	825,435	811,720	796,916	934,229
Professional Fees	377,845	346,243	(31,602)	-8%	367,042	331,641	368,845	342,317
Rents and Financial Services	326,918	303,931	(22,987)	-7%	269,834	253,975	249,875	250,725
Repairs and Maintenance	906,532	911,388	4,855	1%	907,557	905,597	908,126	918,917
Salaries, Wages, Benefits and Personnel Expenses	10,819,961	11,563,629	743,669	7%	11,690,366	11,818,057	11,981,216	12,141,697
Taxation Adjustments	167,000	172,000	5,000	3%	172,000	172,000	172,000	172,000
Uncollectible Taxes and Accounts Receivable	12,775	12,525	(250)	-2%	12,525	12,525	12,525	12,525
Utilities, Insurance and Property Taxes	2,343,305	2,638,414	295,109	13%	2,835,648	2,860,584	2,887,520	2,898,103
Total Operating Expenses	43,237,686	44,653,183	1,415,497	3%	45,905,937	45,869,405	44,933,209	45,209,476
Operating Surplus/(Deficit)	705,527	-	(705,527)	-100%	(300,887)	(154,217)	853,638	471,047

2021 Budget Snapshot



2021 Operating / Capital Summary + 2022 to 2025 Forecast (Continued)

Capital Summary

Grouping	2020 Budget	Budget	Change		Forecast			
		2021	\$	%	2022	2023	2024	2025
Capital Revenue								
Canada Conditional Grants	-	30,000	30,000	100%	-	-	180,000	180,000
Ontario Conditional Grants	3,097,299	777,065	(2,320,234)	-75%	-	-	622,000	239,000
Revenue Contributions from Reserve Funds	13,580,589	14,081,375	500,786	4%	8,602,372	7,963,472	5,321,068	6,923,742
Long term debt financing	3,249,670	3,808,682	559,012	17%	-	-	-	-
Miscellaneous Revenue	53,245	349,950	296,705	557%	81,898	-	-	-
Unfinanced Capital to be Financed	7,106,639	6,688,236	(418,403)	-6%	-	-	-	-
Aquatics -School Board Share	51,019	39,467	(11,551)	-23%	-	-	-	-
Recovered Drain Billing Costs	-	-	-	0%	205,880	-	-	-
Total Capital Revenue	27,138,461	25,774,776	(1,363,685)	-5%	8,890,149	7,963,472	6,123,068	7,342,742
Capital Expenses								
Contracted Services	22,549,917	19,930,392	(2,619,524)	-12%	8,160,498	7,979,034	6,561,398	7,515,834
Materials and Supplies	4,116,280	5,359,571	1,243,290	30%	2,745,007	1,510,377	307,837	157,075
Miscellaneous Services	-	-	-	0%	-	-	-	-
Professional Fees	867,465	312,330	(555,135)	-64%	32,500	40,000	-	36,700
Repairs and Maintenance	30,000	40,000	10,000	33%	125,000	-	-	-
Unfinanced Capital - Prior Years	280,325	132,482	(147,843)	-53%	-	-	-	-
Utilities, Insurance and Property Taxes	-	-	-	0%	-	-	-	-
Total Capital Expenses	27,843,987	25,774,776	(2,069,212)	-7%	11,063,005	9,529,411	6,869,235	7,709,609
Capital Surplus/(Deficit)	(705,527)	0	705,527	-100%	(2,172,856)	(1,565,940)	(746,167)	(366,867)

The Town's 'Net Surplus / (Deficit)' is calculated by adding the Operating Surplus / (Deficit) and the Capital Surplus / (Deficit). When the 'Net Surplus / (Deficit)' is \$0, the Town has a balanced budget; Municipalities are not allowed to budget for a surplus or deficit.

Operating / Capital Summary - Net Surplus/(Deficit)

Grouping	2020 Budget	Budget	Change		Forecast			
		2021	\$	%	2022	2023	2024	2025
Net Surplus/(Deficit)	-	-	-	0%	(2,473,743)	(1,720,156)	107,471	104,180

2021 Residential Tax Rate

	2020 Tax Rates		2021 Tax Rates		Change (2020 to 2021)	
	Mill Rate	Property Taxes	Mill Rate	Property Taxes	%	\$
Ward 1 and 4						
General Municipal Levy	0.007871	1,463.94	0.007871	1,463.94	0.00%	-
Urban Levy	0.000792	147.32	0.000792	147.32	0.00%	-
Garbage Collection and Disposal Levy	0.000769	143.09	0.000769	143.09	0.00%	-
Total - Town of Essex Levy	0.009432	1,754.35	0.009432	1,754.35	0.00%	-
County of Essex Levy (estimated)	0.004806	893.92	0.004876	906.88	1.45%	12.96
Education Levy (estimated)	0.001530	284.58	0.001530	284.58	0.00%	-
Total - Town/County/Education	0.015768	2,932.85	0.015838	2,945.81	0.44%	12.96
Ward 2 and 3						
General Municipal Levy	0.007871	1,463.94	0.007871	1,463.94	0.00%	-
Rural Levy	0.000223	41.40	0.000247	46.03	11.17%	4.63
Garbage Collection and Disposal Levy	0.000769	143.09	0.000769	143.09	0.00%	-
Total - Town of Essex Levy	0.008863	1,648.43	0.008887	1,653.05	0.28%	4.63
County of Essex Levy (estimated)	0.004806	893.92	0.004876	906.88	1.45%	12.96
Education Levy (estimated)	0.001530	284.58	0.001530	284.58	0.00%	-
Total - Town/County/Education	0.015199	2,826.93	0.015293	2,844.51	0.62%	17.59

Average Residential Single-Family Detached Assessment

186,000

Welcome Message



Message from the Chief Administrative Officer

The Town saw declining revenues, increased operational expenses, and significant changes to operations in 2020. Yet in the midst of these challenges, we maintained and delivered on our commitment to provide essential municipal services to citizens, stakeholders, and business owners. When the pandemic hit, the Town responded with resilience and adaptability to ensure programs and services continued to meet the needs of our residents. Staff members from across our organization have stepped up and found innovative ways to provide critical programs and services.

The impacts of COVID affected the 2020 Budget, and will affect the 2021 Budget and future forecasts. It has provided a heightened awareness of the financial challenges facing many Town of Essex residents and businesses. This Council has looked to address these challenges while continuing responsible budgeting practices, steady asset management undertakings and reacting conscientiously to growth, while protecting the strong financial position Essex has held for many years.

As a corporation, the budget is one of the most important policy documents, and, as we look ahead to 2021 and beyond, the work of providing effective municipal services is more important than ever. As the local community recovers from a global pandemic, citizens will look to our facilities, parks, playgrounds, roads, trails, and everything in between, for both stability and value.

The 2021 Budget reflects the new normal without altering the core mission and vision of this Council; to make the Town of Essex a prosperous, sustainable, and thriving community for families, business, and development.

Chris Nepszy, P.Eng, PE



Message from the Director, Corporate Services / Treasurer

As we worked to navigate through 2020 and adapt to a new way of operating under the implementation and easing of restrictions related to the COVID-19 pandemic, the Town of Essex continues to offer value to citizens in the form of operational efficiencies and strategic capital investments.

Following the redevelopment of the Town's 2020 Budget, you will see that the same format, look, and feel has been maintained for 2021 and will be carried into 2022 to match each term of Council. This will allow stability so that users are familiar with the document and provide the ability to quickly reference prior year budgets in a relevant format.

I would once again like to extend my sincere thanks to Council for providing a vision, mission, and core values through the 2019 to 2022 Corporate Strategic Plan. These values were fundamental to administration, who through their dedication to their craft are making many a reality.

Jeffrey R. Morrison CPA, CGA, Dipl.M.M., CMRP

Organizational Structure



Town Council

The governing body that is responsible for representing the public and considering the well-being and interests of the municipality.



Back row, left to right: Ward 1 Councillor Morley Bowman, Deputy Mayor Richard Meloche, Mayor Larry Snively, Ward 3 Councillor Steve Bjorkman, Ward 3 Councillor Chris Vander Doelen.

Front row, left to right: Ward 4 Councillor Sherry Bondy, Ward 1 Councillor Joe Garon, Ward 2 Councillor Kim Verbeek.

Administrative Services

Through a variety of departments, staff are responsible for the administration of the Town's programs and services.

Office of the Chief Administrative Officer
(CAO)

Chris Nepszy
CAO

- Legislative Services/Clerks Department
- Strategic Communications

Doug Sweet
Deputy CAO

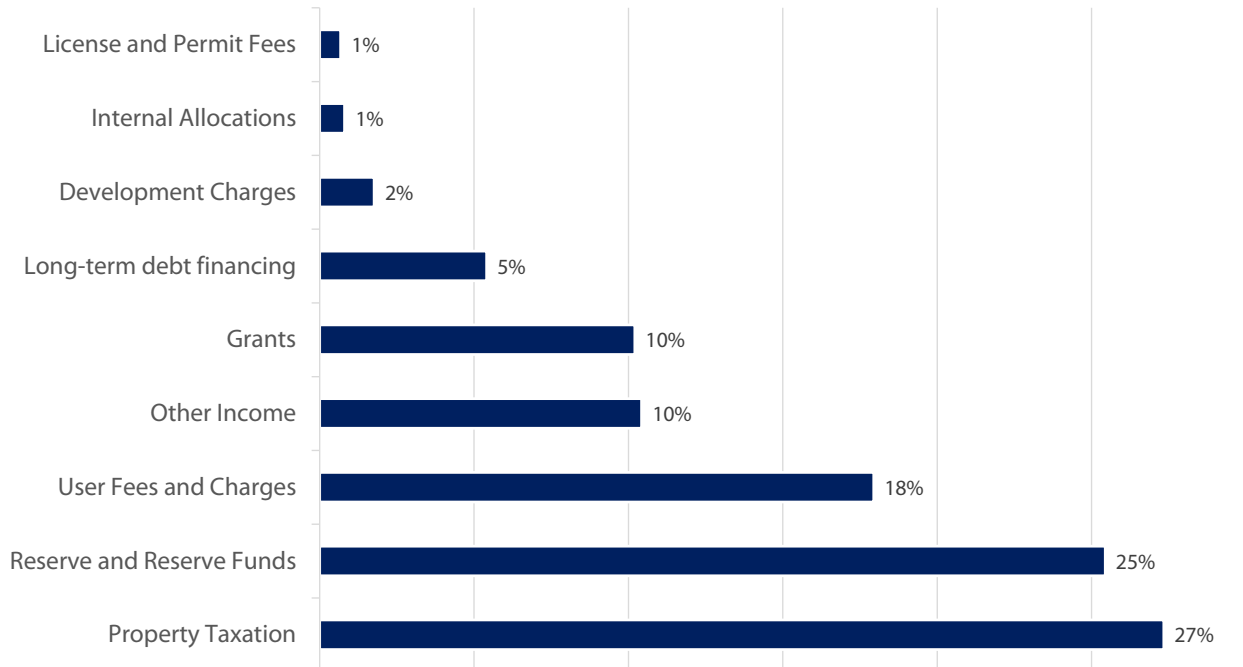
Corporate Services	Community Services	Development Services	Infrastructure Services
Jeffrey R. Morrison Director, Corporate Services / Treasurer	Doug Sweet Director, Community Services and Deputy CAO	Lori Chadwick Director, Development Services	Kevin Girard Director, Infrastructure Services
<ul style="list-style-type: none"> • Finance and Business Services • Human Resources • Information Technology 	<ul style="list-style-type: none"> • Parks and Facilities • Recreation and Culture • Fire 	<ul style="list-style-type: none"> • Planning Services • Building Services • Economic Development 	<ul style="list-style-type: none"> • Operations • Environmental Services • Municipal Drainage • Capital Works

Investing In A Complete Community



2021 Revenue at a Glance

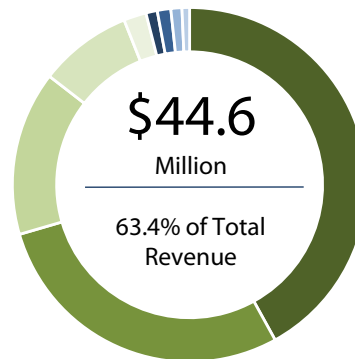
The Town of Essex relies on a combination of various revenue sources to fund both operating and capital activities. Total revenue for the 2021 Budget for both operating and capital is **\$70.4 million** (2020 \$70.8 million)



If all revenues combined for Operating and Capital equal \$70.4 million, how much goes to fund operations and how much goes to capital?

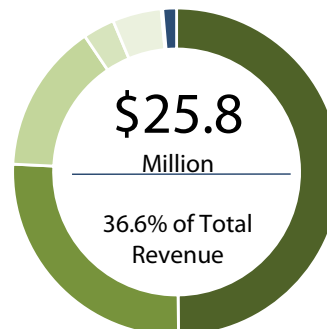
Operating Revenue Allocation

- 43.1% Property Taxation
- 28.3% User Fees and Service Charges
- 14.3% Grants
- 8.6% Reserve and Reserve Funds
- 2.8% Development Charges
- 1.3% Internal Allocations
- 1.1% License and Permit Fees
- 0.6% Other Income



Capital Revenue Allocation

- 56.1% Reserve and Reserve Funds
- 22.4% Unfinanced Carryforward
- 10.4% Long Term Debt
- 3.7% Grants
- 5.6% Development Charges
- 0.2% Other Revenue
- 1.6% Miscellaneous Revenue

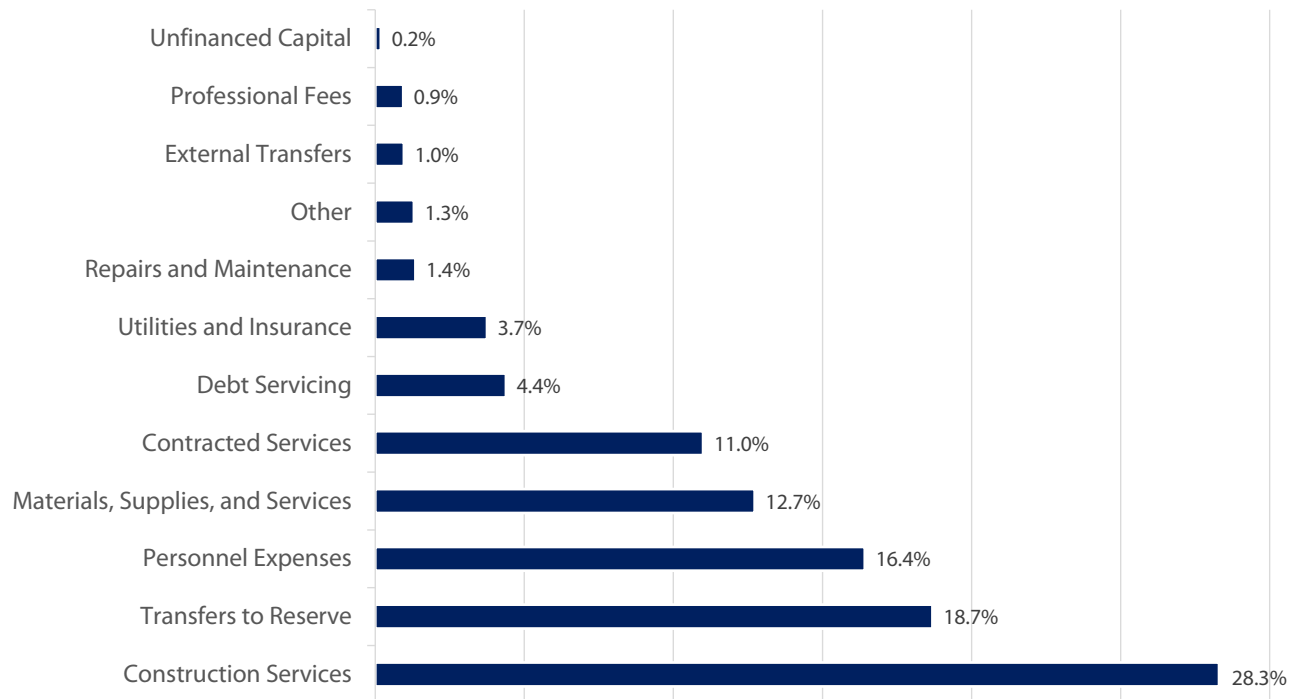


Investing In A Complete Community



2021 Expenses at a Glance

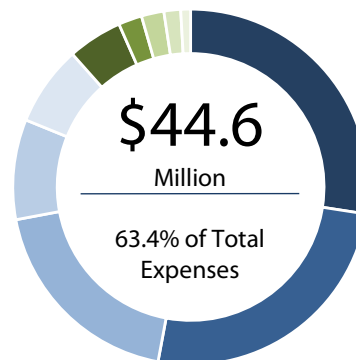
The Town of Essex invests in a complete community which is inclusive for citizens and visitors alike. Operating and capital revenue is spent on the following key areas within the Town. Total expenses under the 2021 budget are \$70.4 million (2020 \$70.8 million)



If all expenditures combined for Operating and Capital equal \$70.4 million, how much is spent on operations and how much is spent on capital?

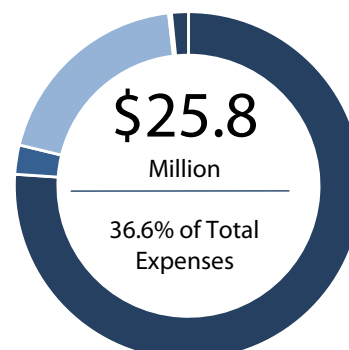
Operating Expense Allocation

- 29.5% Transfers to Reserve
- 25.9% Personnel Expenses
- 17.3% Contracted Services
- 8.1% Supplies and Services
- 6.9% Debt Servicing
- 5.9% Utilities and Insurance
- 2.0% Development Charges
- 2.0% Other Expenses
- 1.5% Internal Allocations



Capital Expense Allocation

- 88.3% Construction Services
- 10.1% Machinery and Equipment
- 1.4% Professional Fees
- 0% Unfinanced Capital
- 0.1% Repairs and Maintenance

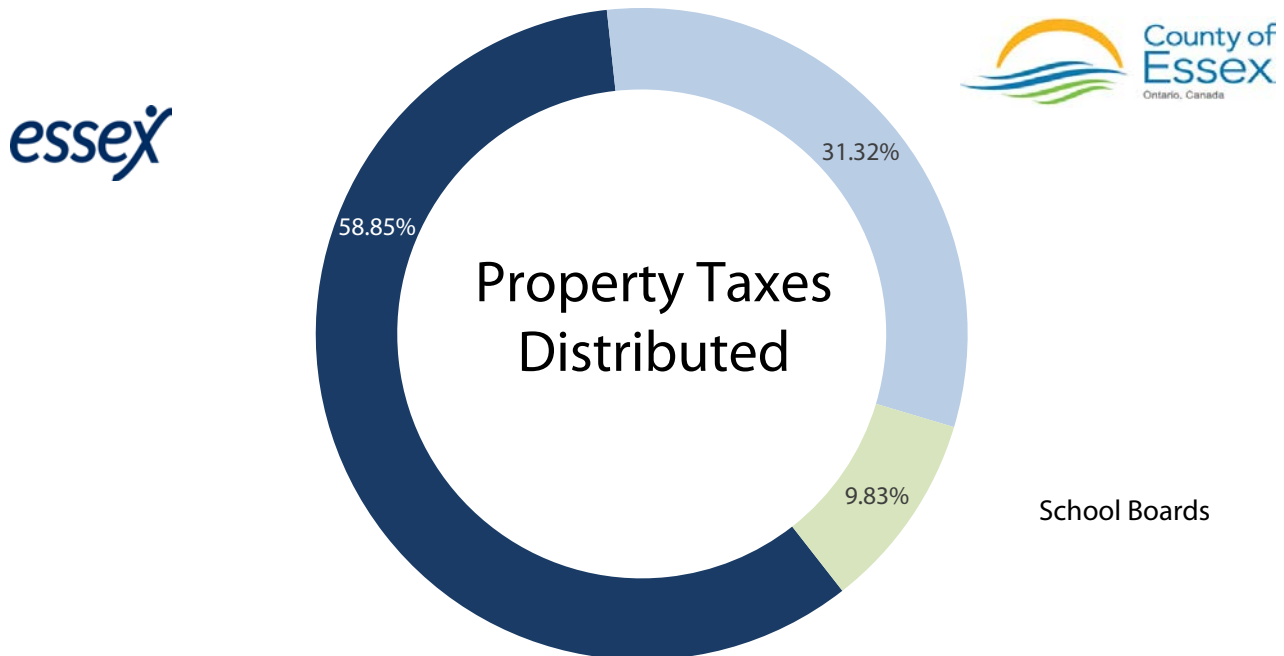


2021 Budget Simplified



That's great, but do all my property tax dollars end up with the Town?

When you pay your taxes these funds are broken up and distributed to three different government bodies; the Town of Essex, the County of Essex, and local School Boards. Each government body provides a unique set of programs and services. The distribution between these government bodies for \$1 of your property tax dollars is:



For every \$100 of Property Taxes that the Town collects, where does that go? What services does it support?

\$100

of
Property Taxes

=

County of Essex	\$	31.32	31.32%
School Boards	\$	9.83	9.83%
Town of Essex	\$	58.85	58.85%
Infrastructure Services	\$	14.61	14.61%
Community Services	\$	13.35	13.35%
Community Services: Fire	\$	9.71	9.71%
Other: Police	\$	6.29	6.29%
Corporate Services	\$	4.27	4.27%
Office of the CAO	\$	3.78	3.78%
Development Services	\$	3.36	3.36%
Council	\$	2.52	2.52%
Other	\$	0.92	0.92%

The amount of property tax dollars (average all wards) that the Town of Essex receives and retains per year on a residential home assessed at \$186,000.



\$ 1,704

2021 Operating Budget and 2022 to 2025 Operating Forecast



*The Town of Essex is committed to managing the
Town's finances and human resources
in a responsible manner.*

Operating Summary



The Operating Summary provides a snapshot of the proposed Operating Budget. The 2021 Operating Budget has a \$0 surplus/(deficit).

Grouping	2020 Budget	Budget	Change		Forecast			
		2021	\$	%	2022	2023	2024	2025
Operating Revenues								
Amounts Added to Taxes and Special Levies	2,567,574	2,603,044	35,470	1%	2,572,255	2,546,900	2,464,288	2,464,288
Conditional and Unconditional Grants	6,410,904	6,380,474	(30,430)	0%	6,397,783	6,427,639	6,429,343	6,431,065
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Prior Years' Surplus	879,854	-	(879,854)	-100%	-	-	-	-
Supplementary Taxation	242,000	242,000	-	0%	242,000	242,000	242,000	242,000
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Professional Fees	377,845	346,243	(31,602)	-8%	367,042	331,641	368,845	342,317
Rents and Financial Services	326,918	303,931	(22,987)	-7%	269,834	253,975	249,875	250,725
Repairs and Maintenance	906,532	911,388	4,855	1%	907,557	905,597	908,126	918,917
Salaries, Wages, Benefits and Personnel Expenses	10,819,961	11,563,629	743,669	7%	11,690,366	11,818,057	11,981,216	12,141,697
Taxation Adjustments	167,000	172,000	5,000	3%	172,000	172,000	172,000	172,000
Uncollectible Taxes and Accounts Receivable	12,775	12,525	(250)	-2%	12,525	12,525	12,525	12,525
Utilities, Insurance and Property Taxes	2,343,305	2,638,414	295,109	13%	2,835,648	2,860,584	2,887,520	2,898,103
Total Operating Expenses	43,237,686	44,653,183	1,415,497	3%	45,905,937	45,869,405	44,933,209	45,209,476
Operating Surplus/(Deficit)	705,527	(0)	(705,527)	-100%	(300,887)	(154,217)	853,638	471,047

Operating Expense and Revenue Summary



Grouping	2020 Budget	Budget	Change		Forecast			
		2021	\$	%	2022	2023	2024	2025
Operating Expenditures								
Personnel Expenses	10,819,961	11,563,629	743,669	7%	11,690,366	11,818,057	11,981,216	12,141,697
Supplies and Services	14,940,512	14,200,808	(739,704)	-5%	14,421,367	14,979,156	14,499,765	14,594,907
Transfers to Reserves	12,044,824	13,164,314	1,119,490	9%	13,566,418	12,797,786	12,453,818	12,716,792
Utilities and Insurance	2,343,305	2,638,414	295,109	13%	2,835,648	2,860,584	2,887,520	2,898,103
Total Operating Expenditures	40,148,602	41,567,165	1,418,564	4%	42,513,799	42,455,583	41,822,319	42,351,500
Operating Revenues								
Property Taxation	18,503,759	18,939,230	435,471	2%	19,308,441	19,683,086	20,000,473	19,894,741
Provincial and Federal Funding	6,410,904	6,380,474	(30,430)	0%	6,397,783	6,427,639	6,429,343	6,431,065
Other Revenue	17,621,921	18,766,228	1,144,307	6%	19,313,912	19,032,335	18,776,926	18,766,228
Prior Years' Surplus	879,854	-	(879,854)	-100%	-	-	-	-
Transfers from Reserves	526,774	567,251	40,477	8%	584,914	572,129	580,105	588,490
Total Operating Revenues	43,943,213	44,653,184	709,971	2%	45,605,050	45,715,189	45,786,847	45,680,523
Net Total (incl. debt)	3,794,612	3,086,018	(708,593)	-19%	3,091,251	3,259,606	3,964,528	3,329,024
Debt Charges	3,089,085	3,086,018	(3,067)	0%	3,392,138	3,413,822	3,110,890	2,857,977
Operating Surplus/(Deficit)	705,527	0	(705,527)	-100%	(300,887)	(154,217)	853,638	471,047

2021 to 2025 Net Operating Budget by Cost Centre



Cost Centre	2020 Budget	Budget	Change		Forecast			
		2021	\$	%	2022	2023	2024	2025
Council	595,679	812,450	216,771	36%	1,312,680	1,111,962	960,195	967,707
Other								
Police	3,230,446	3,107,178	(123,268)	-4%	3,226,052	3,226,213	3,223,673	3,221,094
Police Services Board	19,641	19,641	-	0%	19,641	19,641	20,141	20,141
Nurse Practitioner	9,515	4,880	(4,635)	-49%	3,232	3,752	4,256	2,534
Public Health	4,000	4,000	-	0%	4,000	4,000	4,000	-
Cemeteries	56,648	54,183	(2,464)	-4%	55,465	56,609	57,776	58,940
Garbage Collection and Disposal	-	-	-	0%	-	-	-	-
Conservation Authority	166,099	169,421	3,322	2%	172,808	176,266	179,790	179,790
Animal Control	62,241	63,028	787	1%	62,149	62,866	63,598	64,344
Office of the CAO								
CAO	409,952	394,199	(15,754)	-4%	454,776	461,496	468,366	610,365
Communications	237,200	242,983	5,783	2%	300,240	302,553	304,919	317,332
Legislative Services	459,251	491,467	32,215	7%	487,298	508,614	516,970	525,487
Training and Development	86,721	86,721	-	0%	86,721	86,721	86,721	86,721
Green Fund	684	684	-	0%	684	684	684	684
Corporate Services								
Director, Corporate Services	(3,405,672)	(2,544,035)	861,636	-25%	(2,965,160)	(3,056,738)	(2,935,790)	(2,929,821)
Finance & Business Services	(15,168,338)	(15,837,560)	(669,221)	4%	(16,178,997)	(16,563,058)	(16,947,170)	(16,824,584)
Human Resources	333,599	252,582	(81,017)	-24%	258,696	262,878	267,152	271,512
Information Technology	605,522	564,492	(41,031)	-7%	590,556	651,149	575,610	581,739
Community Services								
Fire - Administration	471,332	494,303	22,970	5%	488,747	446,545	453,720	462,356
Public Education, Prevention & Inspection	171,458	179,093	7,635	4%	181,154	183,538	185,977	188,414
Fire - Station 1	601,938	561,461	(40,477)	-7%	563,188	564,065	448,812	449,120
Fire - Station 2	286,946	456,813	169,866	59%	458,092	458,888	459,502	459,778
Fire - Station 3	303,128	304,283	1,155	0%	304,552	308,682	308,723	369,102
Emergency Operations	28,555	28,555	-	0%	28,555	28,555	28,555	29,738
Administration	256,706	272,402	15,697	6%	277,768	281,712	286,246	285,571
Events and Tourism	2,000	2,000	-	0%	2,000	2,000	2,000	2,000
Parks	1,510,659	1,448,208	(62,451)	-4%	1,588,201	1,473,986	1,525,038	1,484,288
Essex FunFest	-	-	-	0%	4	7	11	14
Misc Recreation Programs	240,364	263,697	23,333	10%	244,244	254,888	224,692	224,801
Arenas	1,395,649	1,532,424	136,775	10%	1,529,986	1,541,995	1,564,012	1,646,991
Essex Recreation Complex	392,920	391,597	(1,323)	0%	391,370	396,832	402,179	418,246
Harbour	218,594	241,405	22,811	10%	218,225	219,386	220,564	221,466
Libraries	7,344	8,661	1,317	18%	8,777	8,762	8,749	9,511
Arts, Culture & Tourism	11,003	11,003	-	0%	10,675	10,675	10,675	10,675
Communities in Bloom	97,879	97,879	-	0%	98,629	97,879	97,879	97,879
Urban Centre Revitalization	30,000	30,000	-	0%	30,000	30,000	30,000	30,000
Accessibility	2,350	2,100	(250)	-11%	2,100	2,100	2,100	2,100
Development Services								
Director of Development	-	-	-	0%	-	-	-	-
Economic Development	246,890	234,430	(12,460)	-5%	248,627	248,685	252,501	256,436
Planning and Zoning	412,794	423,241	10,447	3%	442,772	451,952	459,582	467,403
Heritage Committee	23,202	22,819	(383)	-2%	22,819	(2,181)	(2,181)	(2,181)
Committee of Adjustment	(34,426)	(38,926)	(4,500)	13%	(37,750)	(37,750)	(37,750)	(37,750)
Parkland Contributions	-	-	-	-	-	-	-	-
Business Improvement Area	-	-	-	-	-	-	-	-
Community Improvement Plan - Essex Centre	-	100,000	100,000		-	-	-	-
Community Improvement Plan - Harrow/Colchester South	-	170,000	170,000	0%	120,000	750,000	120,000	120,000
Building	12,521	20,369	7,848	63%	23,311	24,119	25,655	26,953
By-Law Enforcement	135,948	149,123	13,175	10%	152,678	155,339	158,055	160,736
Development Charges	-	-	-	0%	-	-	-	-
Infrastructure Services								
Administration	1,194,823	1,157,944	(36,879)	-3%	1,236,334	1,178,502	1,187,336	1,190,950
Infrastructure, Director	-	-	-	0%	-	-	-	-
Equipment	-	-	-	0%	-	-	-	-
Paved Roads	520,940	524,375	3,435	1%	532,535	539,862	547,234	554,651
Shoulder Maintenance	154,829	114,935	(39,894)	-26%	162,027	141,078	165,160	144,271
Roadside Maintenance	319,968	320,560	593	0%	329,864	335,432	341,063	327,502
Road Traffic Operations	252,333	271,141	18,807	7%	258,762	265,181	261,629	263,103
Stormwater Management	782,384	738,617	(43,767)	-6%	802,859	767,214	810,096	771,005
Unpaved Roads	308,005	287,837	(20,168)	-7%	339,081	322,515	350,968	334,438
Winter Control	662,511	761,320	98,810	15%	733,438	737,367	741,374	745,459
Streetlighting	389,094	334,716	(54,378)	-14%	441,146	442,514	443,889	445,271
Drainage	180,643	195,301	14,658	8%	175,279	208,287	211,427	214,673
Tile Drainage	-	-	-	0%	-	-	-	-
Shoreline Protection	-	-	-	0%	-	-	-	-
Shoreline Assistance	-	-	-	0%	-	-	-	-
Sanitary Sewer	-	-	-	0%	-	-	-	-
Water	-	-	-	0%	-	-	-	-
Total	(705,527)	(0)	705,527	-100%	300,887	154,217	(853,637)	(471,047)
Operating Surplus/(Deficit)	705,527	0	(705,527)	-100%	(300,887)	(154,217)	853,637	471,047

Long-Term Debt



Long-Term Debt Balance 2019 to 2025

The Town's annual repayment limit (ARL) is calculated by the Ministry of Municipal Affairs and Housing. The 2020 ARL indicates that the Town has an estimated ARL of \$5 million available to service debt. Based on an interest rate of 5%, the Town would be permitted to enter into new borrowing of \$21.7 million for a five-year term. As illustrated in the chart below long-term debt will increase in 2021 and 2022 due to the Harrow/Essex Streetscape Projects and will begin to decline in 2023.



			Budget	Change		Forecast			
	2019 Actual	2020 Budget	2021	\$	%	2022	2023	2024	2025
Property Tax Supported									
Council	-	2,470,096	2,470,096	(0)	0%	4,019,008	3,811,524	3,595,121	3,369,412
Corporate Services	36,796	29,069	21,091	(7,977)	-27%	12,856	4,354	-	-
Police	22,475	17,755	12,882	(4,873)	-27%	7,852	2,659	-	-
Fire	2,861,348	5,749,266	5,665,481	(83,785)	-1%	5,277,430	4,877,738	4,584,799	4,284,468
Building	1,787	1,412	1,024	(387)	-27%	624	212	-	-
Public Works	1,506,211	1,988,918	1,014,640	(974,278)	-49%	1,347,731	1,108,807	865,410	617,462
Community Services	8,665,152	7,895,474	7,057,252	(838,222)	-11%	6,203,682	5,327,753	4,496,635	3,693,237
Subtotal	13,093,769	18,151,989	16,242,465	(1,909,524)	-11%	16,869,183	15,133,047	13,541,966	11,964,579
Amounts Added to Taxes									
Water	-	-	-	-	0%	-	-	-	-
Sanitary Sewer	217,928	177,207	135,102	(42,105)	-24%	91,565	46,548	-	-
Drainage	497,652	360,700	237,426	(123,274)	-34%	139,829	39,499	32,210	24,628
Tile Drainage	1,500	-	61,732	61,732	0%	56,360	50,666	44,630	38,231
Shoreline Assistance	6,897	-	64,159	64,159	0%	48,450	32,522	16,373	-
Subtotal	723,977	537,907	498,419	(39,488)	-7%	336,203	169,235	93,212	62,859
User Rate Supported									
Sanitary Sewer	5,628,237	4,880,479	4,112,384	(768,094)	-16%	3,323,401	2,512,959	2,099,510	1,375,951
Water	14,430	11,400	8,272	(3,128)	-27%	5,042	1,708	-	-
Sub-Total	5,642,667	4,891,879	4,120,656	(771,223)	-16%	3,328,443	2,514,668	2,099,510	1,375,951
Total - All	19,460,414	23,581,775	20,861,540	(2,720,235)	-12%	20,533,829	17,816,950	15,734,688	13,403,389

Long-Term Debt Principal and Interest Payments by Department

Principal and interest payments are allocated to the applicable department. The majority of these expenditures are related to prior year capital expenditures. For the purposes of the operating budget and to ensure that the impacts of principal and interest payments related to debt do not skew the year over year changes within a department, they are shown separately from all other operating expenses. The 2021 Budgeted amounts for long-term debt by department are:

			Budget	Change		Forecast			
	2019 Actual	2020 Budget	2021	\$	%	2022	2023	2024	2025
Property Tax Supported									
Council	-	-	-	-	0%	230,000	380,000	380,000	380,000
Corporate Services	8,847	8,847	8,847	-	0%	8,847	8,847	4,423	-
Police	5,404	5,404	5,404	-	0%	5,404	5,404	2,702	-
Fire	438,771	371,735	536,851	165,116	31%	536,851	536,851	419,940	419,402
Building	430	430	430	-	0%	430	430	215	-
Public Works	282,197	437,821	281,388	(156,433)	-56%	357,507	270,667	269,213	267,759
Community Services	1,267,206	1,158,521	1,146,205	(12,315)	-1%	1,146,205	1,133,680	1,053,836	991,684
Subtotal	2,002,854	1,982,757	1,979,124	(3,633)	0%	2,285,244	2,335,878	2,130,329	2,058,845
Amounts Added to Taxes									
Water	5,285	-	-	-	0%	-	-	-	-
Sanitary Sewer	62,387	62,480	62,480	-	0%	62,480	62,480	62,480	62,480
Drainage	152,331	150,866	133,316	(17,550)	-12%	133,316	104,367	8,719	8,719
Tile Drainage	7,840	1,590	9,076	7,486	471%	9,076	9,076	9,076	9,076
Shoreline Assistance	7,159	7,159	17,788	10,629	148%	17,788	17,788	17,788	17,788
Subtotal	235,002	222,095	222,660	565	0%	222,660	193,711	98,062	98,062
User Rate Supported									
Sanitary Sewer	880,857	880,764	880,764	-	0%	880,764	880,764	880,764	701,069
Water	3,469	3,469	3,470	-	0%	3,470	3,469	1,735	-
Subtotal	884,326	884,233	884,234	-	0%	884,234	884,233	882,499	701,069
Total - All	3,122,182	3,089,085	3,086,018	(3,068)	0%	3,392,138	3,413,822	3,110,890	2,851,976

Personnel Overview and Expense Summary



Council

Cost Centre	2020			2021			Change (2020 to 2021)		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Council	8.0	0.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0
Total - Council	8.0	0.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0

Administration

Cost Centre	2020			2021			Change (2020 to 2021)		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Health Services	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
CAO	1.3	0.0	0.0	1.3	0.0	0.0	0.0	0.0	0.0
Legislative Services	4.0	9.0	1.0	4.0	9.0	1.0	0.0	0.0	0.0
Communications	1.0	0.0	1.0	1.0	0.0	1.0	0.0	0.0	0.0
Director, Corporate Services	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Finance & Business Services	9.0	0.0	1.0	9.0	0.0	1.0	0.0	0.0	0.0
Human Resources	1.7	0.0	1.0	1.7	0.0	0.0	0.0	0.0	-1.0
Information Technology	3.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0
Director, Community Services	1.0	0.0	1.0	1.0	0.0	1.0	0.0	0.0	0.0
Recreation and Culture	5.0	2.0	45.0	5.0	2.0	45.0	0.0	0.0	0.0
Parks and Facilities	12.0	11.0	35.0	12.0	11.0	35.0	0.0	0.0	0.0
Fire	3.0	65.0	0.0	3.0	65.0	0.0	0.0	0.0	0.0
Director, Development Services	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Economic Development	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Planning Services	4.0	1.0	1.0	4.0	1.0	1.0	0.0	0.0	0.0
Building and By-Law	4.4	0.0	0.0	4.4	0.0	0.0	0.0	0.0	0.0
Director, Infrastructure	1.6	0.0	0.0	1.6	0.0	0.0	0.0	0.0	0.0
Public Works	13.4	0.0	2.0	13.4	0.0	2.0	0.0	0.0	0.0
Agriculture and Reforestation	1.6	0.0	1.0	1.6	0.0	1.0	0.0	0.0	0.0
Environmental Services	5.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0
Total Personnel Count	75.0	88.0	89.0	75.0	88.0	88.0	0.0	0.0	-1.0

Personnel Expense Summary

	2020	2021	Increase/(Decrease)
Salaries Wages & Benefits and Personnel Expenses	10,819,961	11,563,629	
Union salary review budget under Human Resources*	275,000		
Total	11,094,961	11,563,629	468,669

Add: Annual Negotiated Increase	131,643
Add: Employee progression / grid changes	57,616
Add: Increase due to Union Negotiations and Non Union Salary Review	195,312
Add: Benefit increase	89,270
Less: Human Resource student	(5,172)
2021 Salaries Wages & Benefits and Personnel Expenses Increase/(Decrease)	468,669

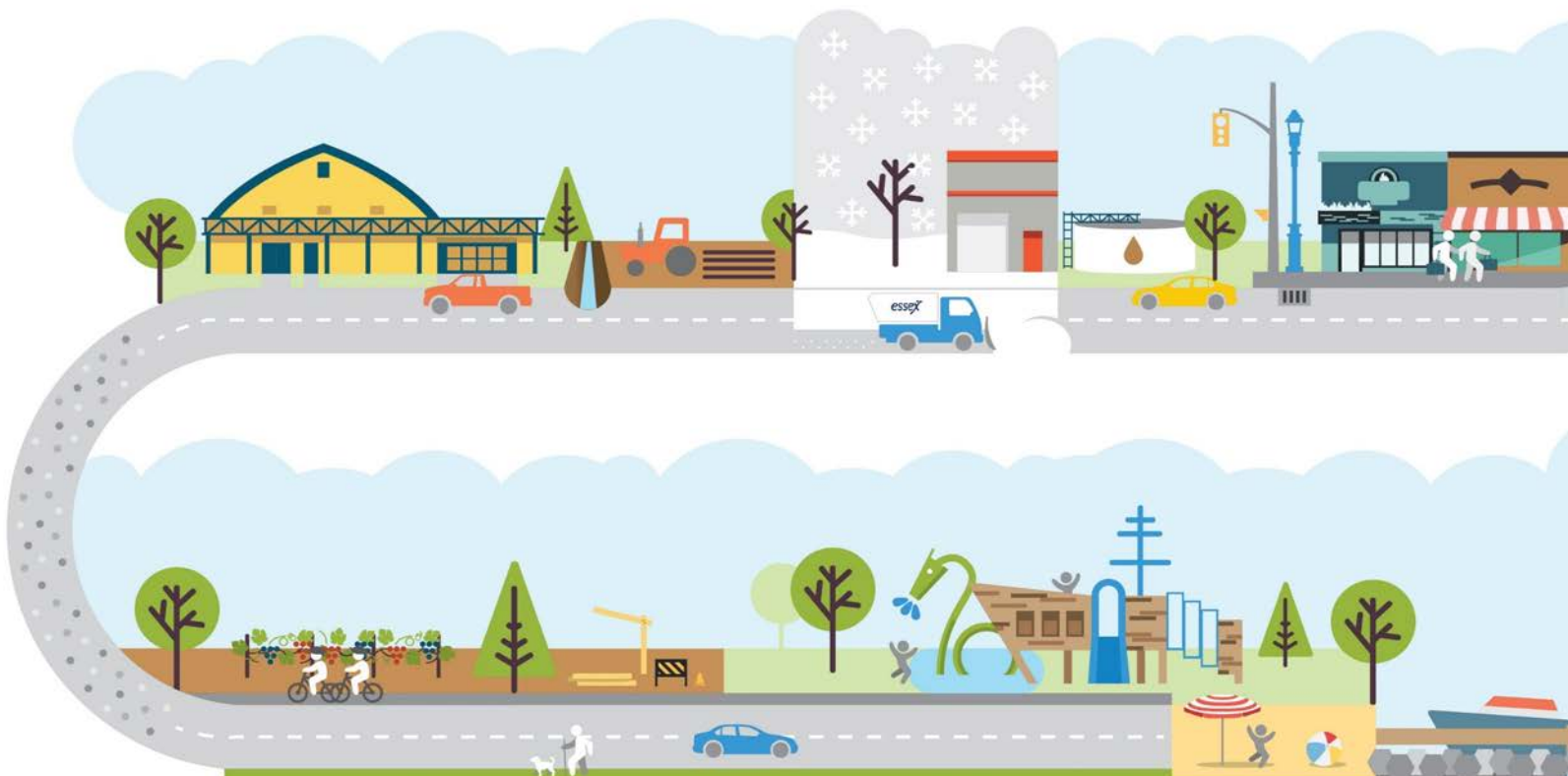
Notes:

*2020 Salaries Wages & Benefits and Personnel Expenses did not include \$275k in budgeted amounts for the negotiation of the new CUPE contract and retro-active payments related to union pay and job equity review, and the non-union salary review due. These amounts were captured under the Human Resource division for 2020 due to negotiations.

Department Operating Budgets and Forecast



18	Council
20	Other - Contracts / Special Levies
24	Office of the Chief Administrative Officer
26	Corporate Services
28	Community Services
30	Development Services
32	Infrastructure Services

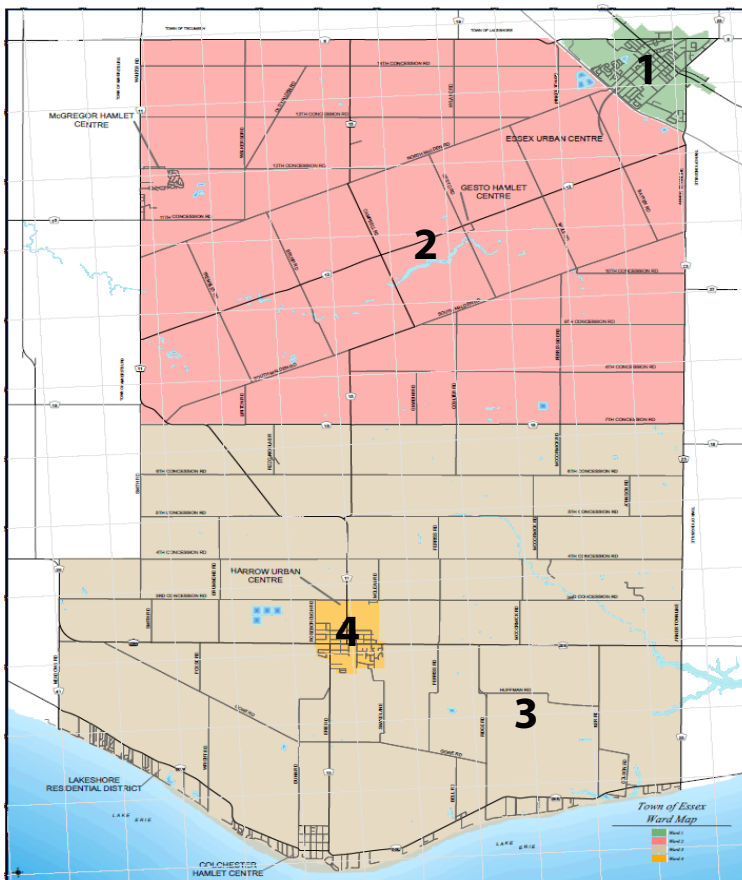
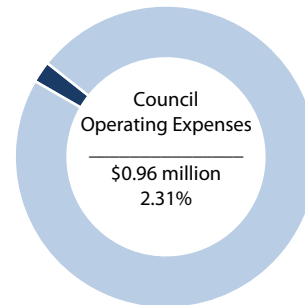


Department Overview



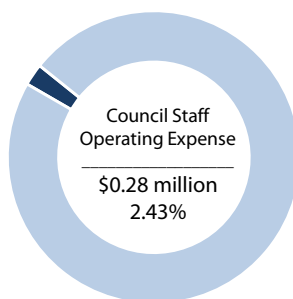
Council

Council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative. The policies that Council sets are the guidelines that administration follows as it performs the task of running the municipality. Council spends a significant amount of their time creating new policies and programs or reviewing the current ones to make sure they are working as they should. Council has established a 2019-2022 Corporate Strategic Plan which will continue to guide them through the next four-year term.



Council Complement

Cost Centre	2020			2021			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Council	8.0	0.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0
Total - Council	8.0	0.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0

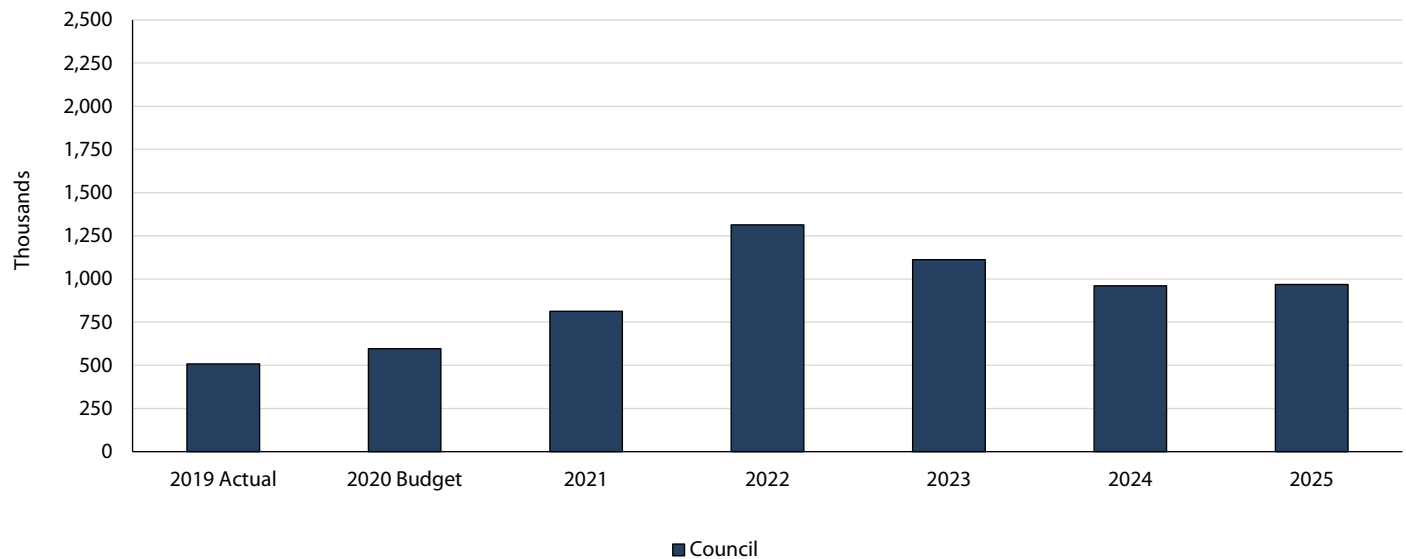


Summary of Changes to the Staff Complement

There is no change in the complement of Council for 2021. In 2018 Council approved the election of the Deputy-Mayor at large which increased the number of elected officials in the Town of Essex from seven to eight.

2021 to 2025 Net Operating Budget by Cost Centre

Cost Centre	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Council	507,441	595,679	812,450	216,771	36%	1,312,680	1,111,962	960,195	967,707
Total	507,441	595,679	812,450	216,771	36%	1,312,680	1,111,962	960,195	967,707



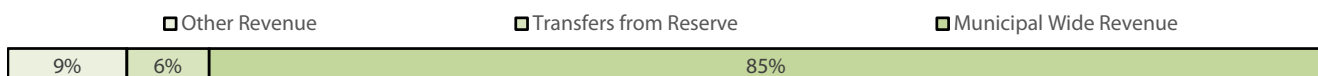
2021 to 2025 Operating Budget by Expense and Revenue Grouping

Grouping	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Expenditures									
Personnel Expenses	221,240	276,102	281,019	4,916	2%	285,604	289,752	293,994	298,320
Supplies and Services	696,322	385,873	187,919	(197,954)	-51%	243,146	225,915	207,525	207,525
Transfers to Reserves	251,638	67,500	483,764	416,264	617%	694,177	356,536	218,912	222,092
Utilities and Insurance	5,132	6,514	6,506	(9)	0%	6,511	6,516	6,522	6,527
Total Expenditures	1,174,333	735,990	959,207	223,217	30%	1,229,437	878,719	726,952	734,464
Revenues									
Property Taxation	-	-	-	-	0%	-	-	-	-
Provincial and Federal Funding	55,639	-	-	-	0%	-	-	-	-
Other Revenue	110,106	80,311	86,757	6,446	8%	86,757	86,757	86,757	86,757
Transfers from Reserves	501,146	60,000	60,000	-	0%	60,000	60,000	60,000	60,000
Total Revenues	666,892	140,311	146,757	6,446	5%	146,757	146,757	146,757	146,757
Net Total (incl. debt)	507,441	595,679	812,450	216,771	36%	1,082,680	731,962	580,195	587,707
Debt Charges	-	-	-	-	0%	230,000	380,000	380,000	380,000
Net Total	507,441	595,679	812,450	216,771	36%	1,312,680	1,111,962	960,195	967,707

2021 Expenditure by Groupings



2021 Revenue by Groupings

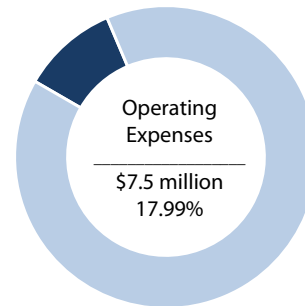


Department Overview



Other - Contracts / Special Levies

Other contracts include; the contract for policing services provided by the Ontario Provincial Police, as well as contracts and other revenues and expenditures associated with Animal Control and Health Services. Special levies include the compensation that the Town receives as the host municipality for the regional landfill, expenditures related to garbage collection and disposal, the garbage collection and disposal levy collected by the Town, and the levy paid by the Town to support the Essex Region Conservation Authority.



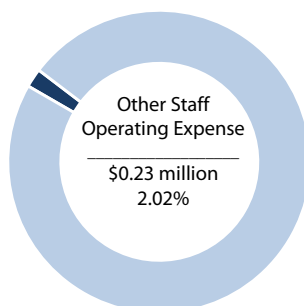
Police	Conservation Authority	Animal Control	Health Services	Garbage Collection
<ul style="list-style-type: none"> Provide adequate and effective policing for the Town, including both a pro-active and re-active services. Maintain community service programs and community policing committees. Provide regular reports to the Essex Police Services Board on overall policing activities. Enforce key municipal by-laws. 	<ul style="list-style-type: none"> Further the conservation, restoration, development and management of natural resources in nine municipalities covering 1,681 square kilometres. Manage 4,200 acres of natural lands. Protect the water quality and use of water in the watersheds with the Authority's jurisdiction. 	<ul style="list-style-type: none"> Provide Animal Control Services through contracted Animal Control Officers. Maintain and operate a joint dog pound with other local municipalities. Control feral cat populations through a spay and neuter voucher program and trap, neuter and return program. 	<ul style="list-style-type: none"> Manage and provide cemetery services for active cemeteries and maintain inactive cemeteries owned by the Town. Support the services of a Nurse Practitioner. Provide for the cost of annual treatments to combat West Nile Virus. 	<ul style="list-style-type: none"> Provide waste and yard waste collection pickup and disposal. Billing of the garbage collection and disposal levy. Receive compensation as the host of the regional landfill.



Staff Complement

Cost Centre	2020			2021			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Health Services	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Total - Other	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0

* Staff Complement is not applicable to contracts and levies, which includes Police, Conservation Authority, Animal Control, and Garbage Collection.



Summary of Changes to the Staff Complement

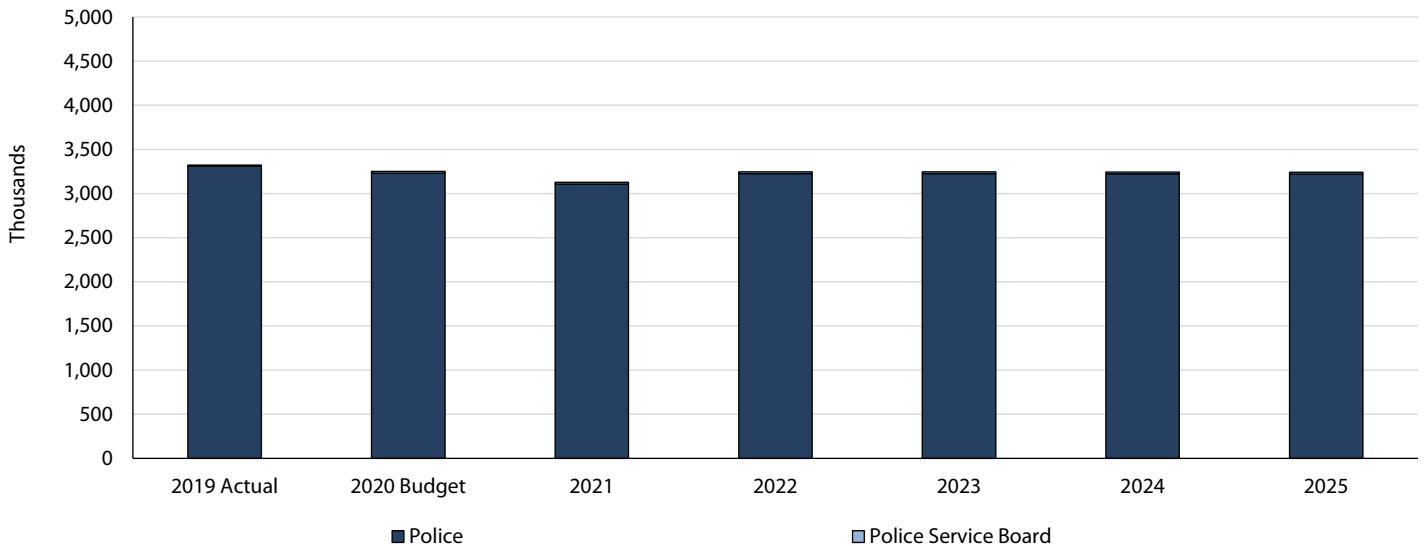
There are no changes for 2021 to the Staff Complement for Other - Contracts / Special Levies.

Other - Police



2021 to 2025 Net Operating Budget by Cost Centre

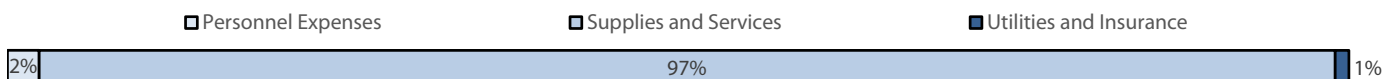
Cost Centre	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Police	3,310,798	3,230,446	3,107,178	(123,268)	-4%	3,226,052	3,226,213	3,223,673	3,221,094
Police Service Board	12,011	19,641	19,641	-	0%	19,641	19,641	20,141	20,141
Total	3,322,809	3,250,087	3,126,819	(123,268)	-4%	3,245,693	3,245,854	3,243,814	3,241,235



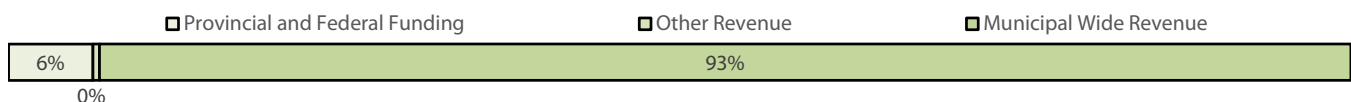
2021 to 2025 Operating Budget by Expense and Revenue Grouping

Grouping	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Expenditures									
Personnel Expenses	81,737	86,745	79,017	(7,728)	-9%	79,017	79,017	79,517	79,517
Supplies and Services	3,401,485	3,353,038	3,234,323	(118,715)	-4%	3,353,038	3,353,038	3,353,038	3,353,038
Transfers to Reserves	-	-	-	-	0%	-	-	-	-
Utilities and Insurance	34,459	31,501	34,699	3,199	10%	34,883	35,069	35,256	35,379
Total Expenditures	3,517,681	3,471,284	3,348,039	(123,244)	-4%	3,466,938	3,467,124	3,467,811	3,467,934
Revenues									
Property Taxation	-	-	-	-	0%	-	-	-	-
Provincial and Federal Funding	182,813	210,400	210,400	-	0%	210,400	210,400	210,400	210,400
Other Revenue	17,464	16,200	16,224	24	0%	16,248	16,273	16,299	16,299
Transfers from Reserves	-	-	-	-	0%	-	-	-	-
Total Revenues	200,276	226,600	226,624	24	0%	226,648	226,673	226,699	226,699
Net Total (incl. debt)	3,317,405	3,244,684	3,121,415	(123,268)	-4%	3,240,290	3,240,450	3,241,112	3,241,235
Debt Charges	5,404	5,404	5,404	-	0%	5,404	5,404	2,702	-
Net Total	3,322,809	3,250,087	3,126,819	(123,268)	-4%	3,245,693	3,245,854	3,243,814	3,241,235

2021 Expenditure by Groupings



2021 Revenue by Groupings

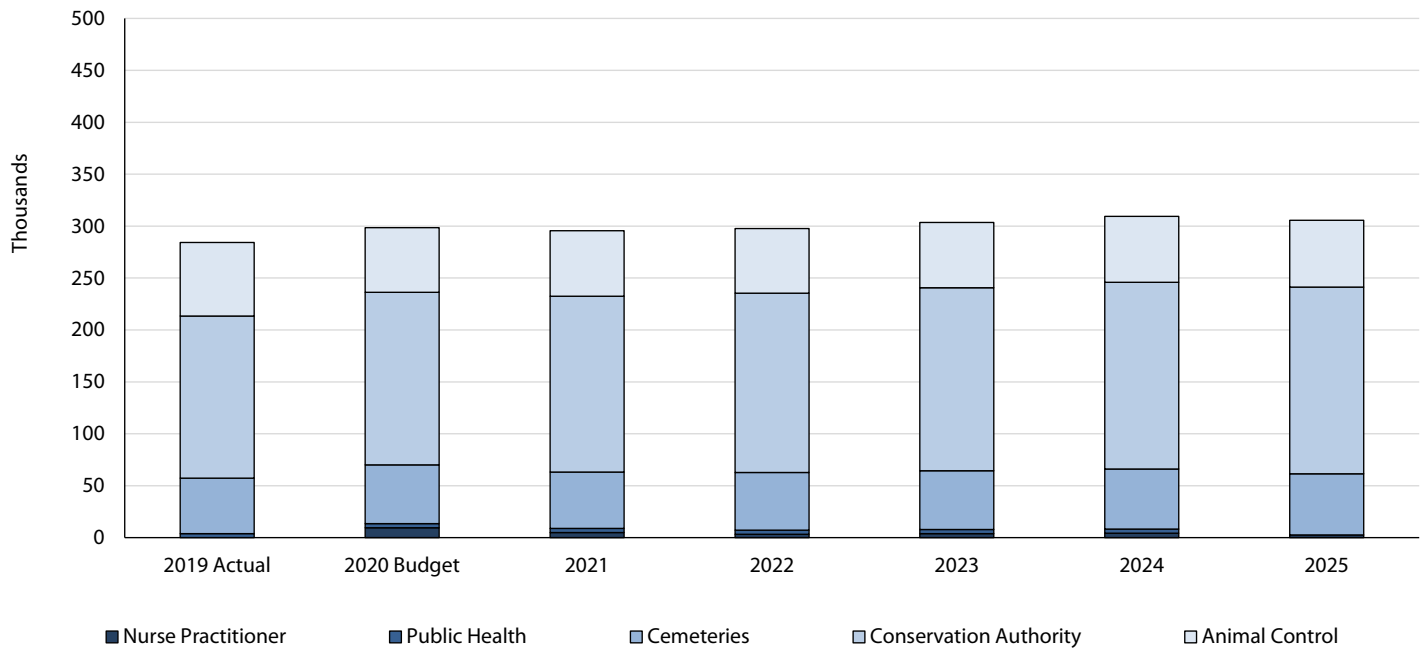


Other - Health Services/Conservation/Animal Control



2021 to 2025 Net Operating Budget by Cost Centre

Cost Centre	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Nurse Practitioner	-	9,515	4,880	(4,635)	-49%	3,232	3,752	4,256	2,534
Public Health	3,792	4,000	4,000	-	0%	4,000	4,000	4,000	-
Cemeteries	53,596	56,648	54,183	(2,464)	-4%	55,465	56,609	57,776	58,940
Conservation Authority	155,947	166,099	169,421	3,322	2%	172,808	176,266	179,790	179,790
Animal Control	70,878	62,241	63,028	787	1%	62,149	62,866	63,598	64,344
Total	284,213	298,503	295,512	(2,991)	-1%	297,653	303,493	309,419	305,608



2021 to 2025 Operating Budget by Expense and Revenue Grouping

Grouping	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Expenditures									
Personnel Expenses	152,635	152,548	154,616	2,068	1%	158,377	160,585	162,793	162,793
Supplies and Services	405,035	413,426	415,075	1,649	0%	420,988	428,474	436,106	436,297
Transfers to Reserves	21,694	9,880	13,675	3,795	38%	13,675	13,675	13,675	13,675
Utilities and Insurance	1,763	2,121	2,293	172	8%	2,322	2,352	2,382	2,388
Total Expenditures	581,127	577,975	585,659	7,684	1%	595,362	605,086	614,957	615,153
Revenues									
Property Taxation	-	-	-	-	0%	-	-	-	-
Provincial and Federal Funding	154,980	157,053	163,356	6,303	4%	168,765	170,453	172,157	173,879
Other Revenue	111,842	115,419	119,791	4,372	4%	121,944	124,140	126,380	128,665
Transfers from Reserves	30,093	7,000	7,000	-	0%	7,000	7,000	7,000	7,000
Total Revenues	296,915	279,472	290,147	10,675	4%	297,709	301,593	305,538	309,544
Net Total (incl. debt)	284,213	298,503	295,512	(2,991)	-1%	297,653	303,493	309,419	305,609
Debt Charges	-	-	-	-	0%	-	-	-	-
Net Total	284,213	298,503	295,512	(2,991)	-1%	297,653	303,493	309,419	305,609

2021 Expenditure by Groupings



2021 Revenue by Groupings



Other - Garbage Collection and Disposal



2021 to 2025 Net Operating Budget by Cost Centre

Cost Centre	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Garbage Collection and Disposal	-	-	-	-	0%	-	-	-	-
Total	-	-	-	-	0%	-	-	-	-

Graph Is Not Applicable Due to the Net Zero (Revenue = Expense) Nature of Garbage Collection and Disposal.

2021 to 2025 Operating Budget by Expense and Revenue Grouping

Grouping	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Expenditures									
Personnel Expenses	-	-	-	-	0%	-	-	-	-
Supplies and Services	1,239,728	1,254,975	1,297,424	42,449	3%	1,270,424	1,286,071	1,286,071	1,286,071
Transfers to Reserves	1,563,991	1,606,911	2,248,689	641,778	29%	1,608,175	1,597,787	1,597,787	1,597,787
Utilities and Insurance	-	-	-	-	0%	-	-	-	-
Total Expenditures	2,803,719	2,861,886	3,546,113	684,227	19%	2,878,599	2,883,858	2,883,858	2,883,858
Revenues									
Property Taxation	1,275,728	1,310,975	1,304,424	(6,551)	-1%	1,304,424	1,286,071	1,286,071	1,286,071
Provincial and Federal Funding	-	-	-	-	0%	-	-	-	-
Other Revenue	1,527,991	1,550,911	2,241,689	690,778	31%	1,574,175	1,597,787	1,597,787	1,597,787
Transfers from Reserves	-	-	-	-	0%	-	-	-	-
Total Revenues	2,803,719	2,861,886	3,546,113	684,227	19%	2,878,599	2,883,858	2,883,858	2,883,858
Net Total (incl. debt)	-	-	-	-	0%	-	-	-	-
Debt Charges	-	-	-	-	0%	-	-	-	-
Net Total	-	-	-	-	0%	-	-	-	-

2021 Expenditure by Groupings

▣ Supplies and Services

▣ Transfers to Reserves



2021 Revenue by Groupings

▣ Other Revenue

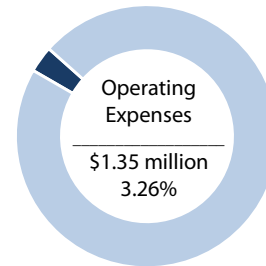


Department Overview



Office of the Chief Administrative Officer (CAO)

The Office of the CAO falls under the portfolio of the CAO and acts as the leader of the Corporate Leadership Team who collectively manage the long-term strategic direction of the Town. The CAO is responsible for ensuring the timely and relevant delivery of services to the community, that are aligned with Council's strategic priorities and budget. In summary the CAO translates Council's vision into quality action.

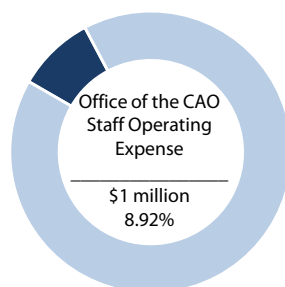


Legislative Services	Communications	Training and Development
<ul style="list-style-type: none"> Provides Council related services. In house legal counsel, expertise, and opinion. Oversees the delivery of various key services, including: animal control, cemeteries, board and committee appointments, meeting facilitation, freedom of information and protection of privacy, and by-law and Council minutes maintenance. 	<ul style="list-style-type: none"> Manages all external and internal communications, and media relations for the Town. Provides innovative means to get the message out, while engaging in meaningful two way communication. Provides strategic communications and marketing, public engagement, and digital communications. 	<ul style="list-style-type: none"> The Town of Essex offers a robust and comprehensive training tool for employees, to not only maintain existing skills, but to develop additional skills to help move the municipality forward. Based off a percentage of Total Payroll (locked at 2016 amount).



Staff Complement

Cost Centre	2020			2021			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
CAO	1.3	0.0	0.0	1.3	0.0	0.0	0.0	0.0	0.0
Legislative Services	4.0	9.0	1.0	4.0	9.0	1.0	0.0	0.0	0.0
Communications	1.0	0.0	1.0	1.0	0.0	1.0	0.0	0.0	0.0
Total - Office of the CAO	6.3	9.0	2.0	6.3	9.0	2.0	0.0	0.0	0.0

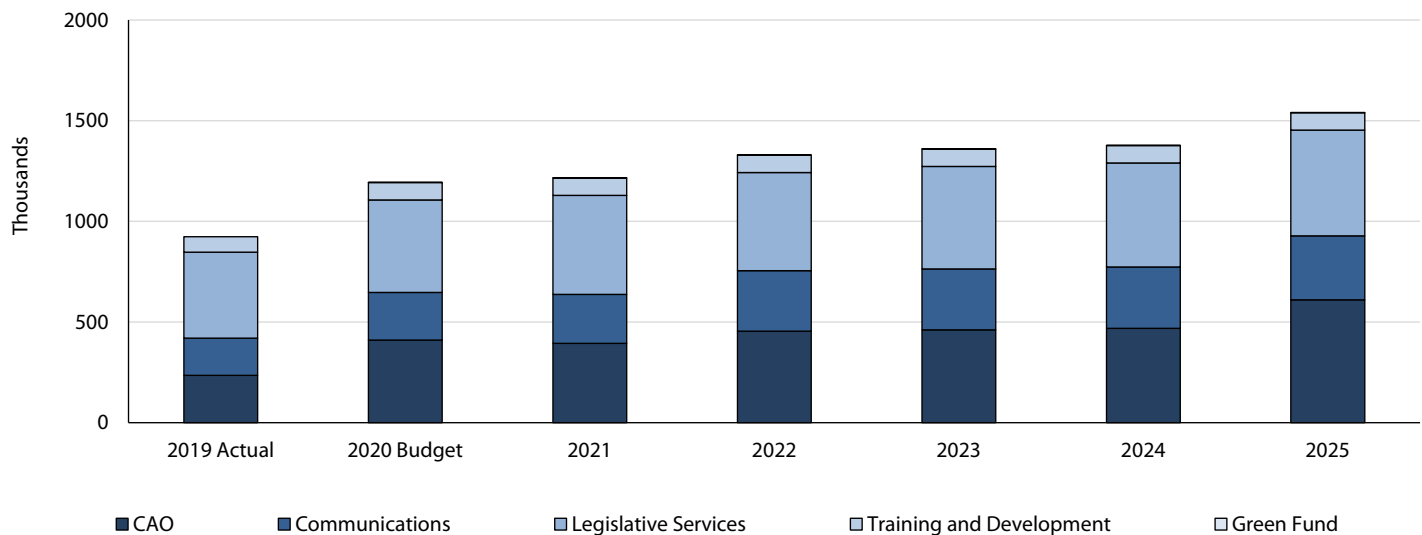


Summary of Changes to the Staff Complement

There are no changes for 2021 to the Staff Complement for Office of the CAO.

2021 to 2025 Net Operating Budget by Cost Centre

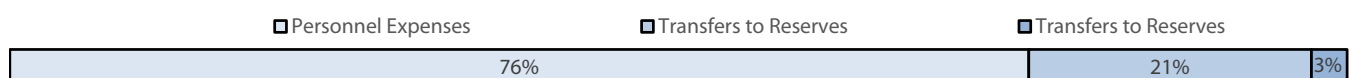
Cost Centre	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
CAO	234,774	409,952	394,199	(15,754)	-4%	454,776	461,496	468,366	610,365
Communications	185,690	237,200	242,983	5,783	2%	300,240	302,553	304,919	317,332
Legislative Services	426,781	459,251	491,467	32,215	7%	487,298	508,614	516,970	525,487
Training and Development	76,810	86,721	86,721	-	0%	86,721	86,721	86,721	86,721
Green Fund	-	684	684	-	0%	684	684	684	684
Total	924,056	1,193,808	1,216,053	22,245	2%	1,329,719	1,360,067	1,377,660	1,540,588



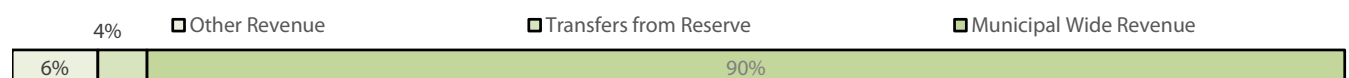
2021 to 2025 Operating Budget by Expense and Revenue Grouping

Grouping	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Expenditures									
Personnel Expenses	902,489	948,162	1,031,063	82,902	9%	1,100,975	1,131,486	1,149,244	1,167,341
Supplies and Services	143,310	294,662	286,011	(8,651)	-3%	280,071	280,131	280,192	425,255
Transfers to Reserves	68,491	36,000	36,000	-	0%	36,000	36,000	36,000	36,000
Utilities and Insurance	2,202	8	7	-	0%	7	8	8	8
Total Expenditures	1,116,493	1,278,831	1,353,082	74,251	6%	1,417,053	1,447,624	1,465,444	1,628,604
Revenues									
Property Taxation	-	-	-	-	0%	-	-	-	-
Provincial and Federal Funding	-	-	-	-	0%	-	-	-	-
Other Revenue	65,331	85,023	87,029	2,006	2%	87,335	87,557	87,784	88,016
Transfers from Reserves	127,106	-	50,000	50,000	0%	-	-	-	-
Total Revenues	192,437	85,023	137,029	52,006	61%	87,335	87,557	87,784	88,016
Net Total (incl. debt)	924,056	1,193,808	1,216,053	22,245	2%	1,329,719	1,360,067	1,377,660	1,540,588
Debt Charges	-	-	-	-	0%	-	-	-	-
Net Total	924,056	1,193,808	1,216,053	22,245	2%	1,329,719	1,360,067	1,377,660	1,540,588

2021 Expenditure by Groupings



2021 Revenue by Groupings

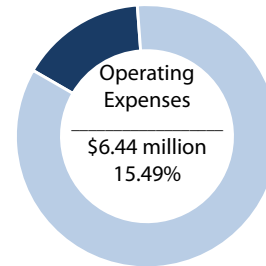


Department Overview



Corporate Services

The Corporate Services Department falls under the Director, Corporate Services and provides a complex portfolio of professional, administrative, technical, and financial services to both internal and external customers.

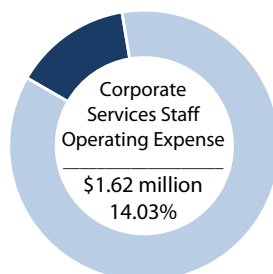


Finance & Business Services	Human Resources	Information Technology
<ul style="list-style-type: none"> Provides financial stewardship, leadership and safeguarding of assets. Manages property taxation, including the billing and collection of property taxes. Facilitates the procurement of goods and services. Oversees various financial activities, including the preparation of the annual budget and forecast, and annual year end audit. 	<ul style="list-style-type: none"> Manages the delivery of Human Resources (HR) and Health and Safety services; ensuring delivery is responsive, effective, and that services are current and consistent with industry best practice. Plans, develops and implements programs, policies, and procedures to attract and retain talented employees. Ensures compliance with all applicable legislation. Provides strategic HR leadership, support and recommendations to the CAO, Directors, Managers/ Supervisors, employees and Council. 	<ul style="list-style-type: none"> Provides leadership for effective and efficient use of Information Technology (IT) and Geographical Information Systems (GIS). Provides products and services that meet the needs of both internal and external customers. Manages and supports a diverse and robust, reliable, and secure IT portfolio, that consists of both hardware and software, along with telecommunications architecture.



Staff Complement

Cost Centre	2020			2021			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Director, Corporate Services	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Finance & Business Services	9.0	0.0	1.0	9.0	0.0	1.0	0.0	0.0	0.0
Human Resources	1.7	0.0	1.0	1.7	0.0	0.0	0.0	0.0	-1.0
Information Technology	3.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0
Total - Corporate Services	14.7	0.0	2.0	14.7	0.0	1.0	0.0	0.0	-1.0



Summary of Changes to the Staff Complement

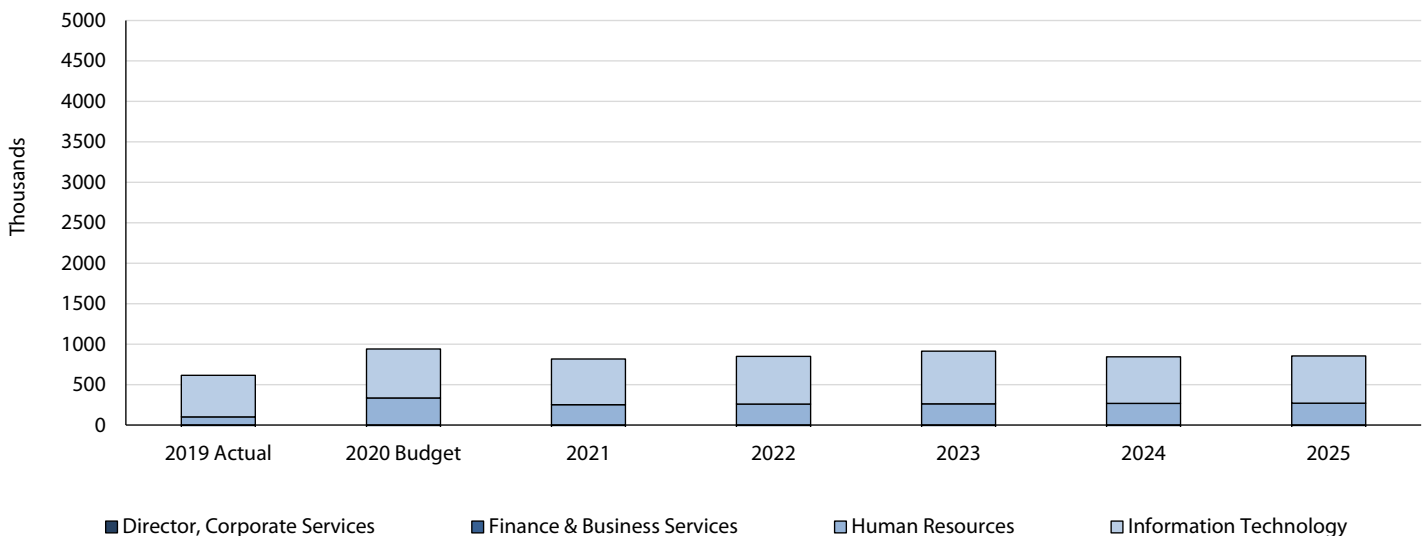
Corporate Services has a reduction of one student under Human Resources.

Corporate Services



2021 to 2025 Net Operating Budget by Cost Centre

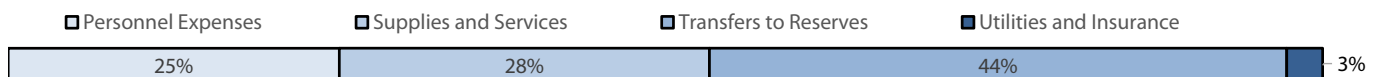
Cost Centre	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Director, Corporate Services	(2,787,390)	(3,405,672)	(2,544,035)	861,636	-25%	(2,965,160)	(3,056,738)	(2,935,790)	(2,929,821)
Finance & Business Services	(14,828,504)	(15,168,338)	(15,837,560)	(669,221)	4%	(16,178,997)	(16,563,058)	(16,947,170)	(16,824,584)
Human Resources	99,810	333,599	252,582	(81,017)	-24%	258,696	262,878	267,152	271,512
Information Technology	516,104	605,522	564,492	(41,031)	-7%	590,556	651,149	575,610	581,739
Net Total	(16,999,981)	(17,634,889)	(17,564,521)	70,368	0%	(18,294,905)	(18,705,769)	(19,040,197)	(18,901,154)



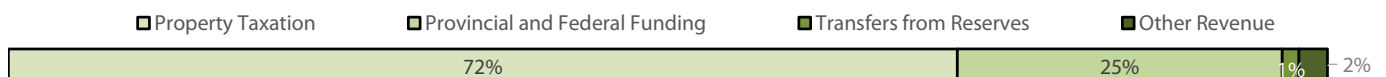
2021 to 2025 Operating Budget by Expense and Revenue Grouping

Grouping	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Expenditures									
Personnel Expenses	1,453,724	1,511,000	1,622,137	111,137	7%	1,649,264	1,667,712	1,697,844	1,728,643
Supplies and Services	1,542,521	2,156,817	1,812,764	(344,052)	-16%	1,557,426	1,612,385	1,530,688	1,531,160
Transfers to Reserves	2,139,891	2,843,240	2,827,198	(16,042)	-1%	2,827,198	2,855,366	2,855,366	2,855,366
Utilities and Insurance	152,037	231,487	176,553	(54,935)	-24%	179,780	183,071	186,426	186,541
Total Expenditures	5,288,172	6,742,544	6,438,652	(303,892)	-5%	6,213,669	6,318,535	6,270,324	6,301,710
Revenues									
Property Taxation	16,231,683	16,845,240	17,272,146	426,906	3%	17,649,356	18,049,356	18,449,356	18,343,623
Provincial and Federal Funding	5,287,594	5,907,131	5,915,398	8,267	0%	5,935,298	5,963,466	5,963,466	5,963,466
Other Revenue	693,113	1,433,909	520,771	(913,137)	-64%	524,005	524,578	525,164	525,319
Transfers from Reserves	84,611	200,000	303,705	103,705	52%	408,762	495,750	376,959	370,455
Total Revenues	22,297,000	24,386,280	24,012,020	(374,260)	-2%	24,517,421	25,033,150	25,314,944	25,202,864
Net Total (incl. debt)	(17,008,828)	(17,643,736)	(17,573,368)	70,368	0%	(18,303,752)	(18,714,616)	(19,044,620)	(18,901,154)
Debt Charges	8,847	8,847	8,847	-	0%	8,847	8,847	4,423	-
Net Total	(16,999,981)	(17,634,889)	(17,564,521)	70,368	0%	(18,294,905)	(18,705,769)	(19,040,197)	(18,901,154)

2021 Expenditure by Groupings



2021 Revenue by Groupings

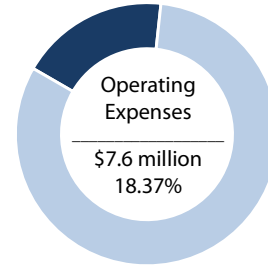


Department Overview



Community Services

The Community Services Department connects people with progressive places and positive experiences, while ensuring the safety of people through Fire Services. The department encourages all residents of Essex to embrace an active and healthy lifestyle through the delivery of quality recreation, parks and cultural services with a spirit of community.

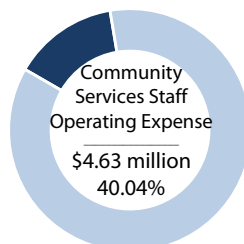


Recreation and Culture	Parks and Facilities	Fire
<ul style="list-style-type: none"> Plans, develops and implements programs throughout the Town, through direct delivery and in partnership with community organizations. Engages with community based organizations who provide services related to arts, culture, sport and recreation programs and events. Manages Town owned community centres, and the aquatic centre. 	<ul style="list-style-type: none"> Coordinates and manages the operations of all Town owned facilities. Provides energy management oversight. Provides input into the review of proposed developments as it pertains to parks and open space. 	<ul style="list-style-type: none"> Leads emergency management training, fire prevention training and public education. Burn permits. First responders to emergency calls for fire, carbon dioxide, accidents, and motor vehicle accidents.



Staff Complement

Cost Centre	2020			2021			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Director, Community Services	1.0	0.0	1.0	1.0	0.0	1.0	0.0	0.0	0.0
Recreation and Culture	5.0	2.0	45.0	5.0	2.0	45.0	0.0	0.0	0.0
Parks and Facilities	12.0	11.0	35.0	12.0	11.0	35.0	0.0	0.0	0.0
Fire	3.0	65.0	0.0	3.0	65.0	0.0	0.0	0.0	0.0
Total - Community Services	21.0	78.0	81.0	21.0	78.0	81.0	0.0	0.0	0.0



Summary of Changes to the Staff Complement

There are no changes for 2021 to the Staff Complement for Community Services.

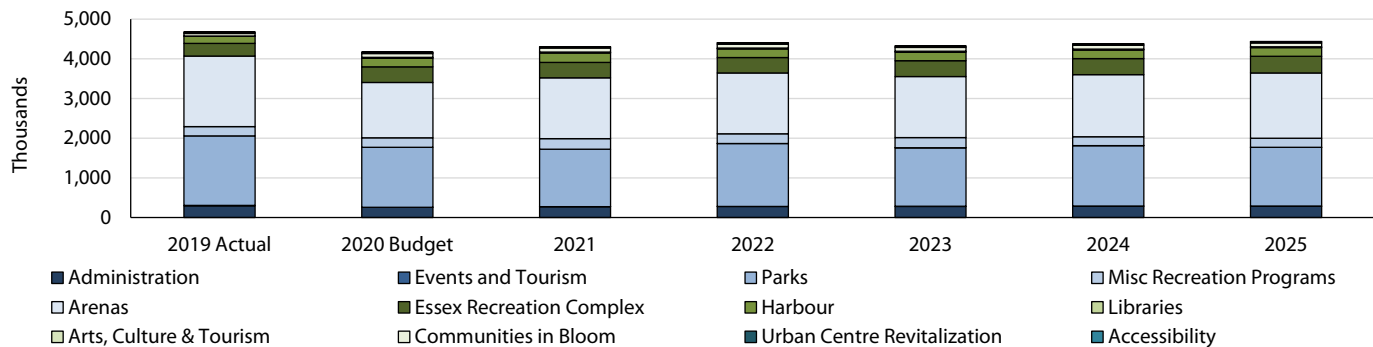
Community Services



2021 to 2025 Net Operating Budget by Cost Centre

Cost Centre	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Administration - Fire	412,813	471,332	494,303	22,970	5%	488,747	446,545	453,720	462,356
Public Education, Prevention	172,131	171,458	179,093	7,635	4%	181,154	183,538	185,977	188,414
Station 1	565,396	601,938	561,461	(40,477)	-7%	563,188	564,065	448,812	449,120
Station 2	276,247	286,946	456,813	169,866	59%	458,092	458,888	459,502	459,778
Station 3	320,968	303,128	304,283	1,155	0%	304,552	308,682	308,723	369,102
Emergency Operations	23,675	28,555	28,555	-	0%	28,555	28,555	28,555	29,738
Administration	294,552	256,706	272,402	15,697	6%	277,768	281,712	286,246	285,571
Events and Tourism	12,778	2,000	2,000	-	0%	2,000	2,000	2,000	2,000
Parks	1,747,721	1,510,659	1,448,208	(62,451)	-4%	1,588,201	1,473,986	1,525,038	1,484,288
Essex FunFest*	-	-	-	-	0%	4	7	11	14
Misc Recreation Programs	235,442	240,364	263,697	23,333	10%	244,244	254,888	224,692	224,801
Arenas	1,777,916	1,395,649	1,532,424	136,775	10%	1,529,986	1,541,995	1,564,012	1,646,991
Essex Recreation Complex	322,429	392,920	391,597	(1,323)	0%	391,370	396,832	402,179	418,246
Harbour	177,360	218,594	241,405	22,811	10%	218,225	219,386	220,564	221,466
Libraries	6,494	7,344	8,661	1,317	18%	8,777	8,762	8,749	9,511
Arts, Culture & Tourism	817	11,003	11,003	-	0%	10,675	10,675	10,675	10,675
Communities in Bloom	65,582	97,879	97,879	-	0%	98,629	97,879	97,879	97,879
Urban Centre Revitalization	30,000	30,000	30,000	-	0%	30,000	30,000	30,000	30,000
Accessibility	2,350	2,350	2,100	(250)	-11%	2,100	2,100	2,100	2,100
Total	6,444,673	6,028,824	6,325,884	297,060	5%	6,426,267	6,310,495	6,259,433	6,392,048

* Essex FunFest are not included in the chart below due to their net zero value (revenue = expense).



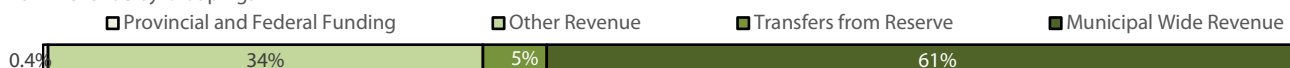
2021 to 2025 Operating Budget by Expense and Revenue Grouping

Grouping	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Expenditures									
Personnel Expenses	4,347,954	4,371,538	4,630,572	259,034	6%	4,645,493	4,679,204	4,734,930	4,789,218
Supplies and Services	1,612,973	1,819,378	1,829,492	10,114	1%	1,857,806	1,791,999	1,844,010	1,960,968
Transfers to Reserves	814,806	172,098	90,459	(81,639)	-47%	170,459	90,459	90,459	90,459
Utilities and Insurance	994,093	906,609	1,084,027	177,417	20%	1,093,526	1,102,527	1,113,297	1,136,438
Total Expenditures	7,769,826	7,269,624	7,634,550	364,926	5%	7,767,283	7,664,190	7,782,696	7,977,083
Revenues									
Property Taxation	-	-	-	-	0%	-	-	-	-
Provincial and Federal Funding	43,207	30,000	30,000	-	0%	30,000	30,000	30,000	30,000
Other Revenue	2,662,284	2,578,646	2,583,065	4,419	0%	2,589,406	2,589,559	2,589,715	2,588,797
Transfers from Reserves	325,638	162,410	378,658	216,248	133%	404,667	404,667	377,324	377,324
Total Revenues	3,031,129	2,771,056	2,991,723	220,667	8%	3,024,073	3,024,226	2,997,039	2,996,121
Net Total (incl. debt)	4,738,696	4,498,568	4,642,828	144,259	3%	4,743,211	4,639,964	4,785,657	4,980,962
Debt Charges	1,705,977	1,530,256	1,683,056	152,800	10%	1,683,056	1,670,531	1,473,776	1,411,086
Net Total	6,444,673	6,028,824	6,325,884	297,060	5%	6,426,267	6,310,495	6,259,433	6,392,048

2021 Expenditure by Groupings



2021 Revenue by Groupings

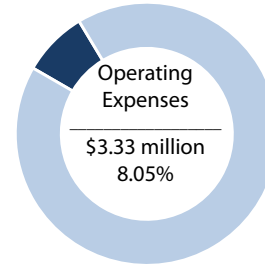


Department Overview

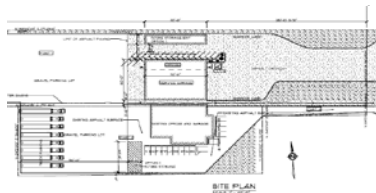


Development Services

Development Services provides advice to Council, Senior Administration, and the community as a whole with respect to development and planning through interpretation and application of effective policy and the evaluation of development opportunities, proposals and the issuance of building permits and enforcement of municipal by-laws including zoning compliance and property standards.

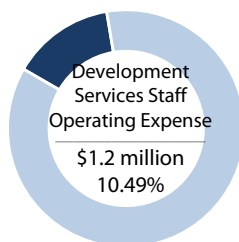


Economic Development	Planning Services	Building and By-Law
<ul style="list-style-type: none"> Identification and implementation of key initiatives that have the potential for economic impact and growth. Strategic focus on diversification and relationship development, to provide the resources and tools for a thriving economic base. Marketing tourism experiences that support cycling, wine, waterfront and culinary sectors. The goal is to encourage more visits by tourists to the Town of Essex while increasing spending at local businesses. 	<ul style="list-style-type: none"> Provides professional planning advice and Municipal policies and procedures for land use. Initiates and develops studies and reports in support of new and updated plans, programs and regulations. Review and process development proposals. Provides information to the public regarding development regulations and projects. Ensure compliance with the Planning Act. 	<ul style="list-style-type: none"> Implement and regulate compliance with Provincial Statutes and Acts, including; the Ontario Building Code Act, and the Ontario Building Code. Review and approve plans for proposed construction and issue the appropriate permit. Conduct inspections and respond to internal and external customer inquiries. Implement and enforce various municipal by-laws, including property standards.



Staff Complement

Cost Centre	2020			2021			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Director, Development	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Economic Development	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Planning Services	4.0	1.0	1.0	4.0	1.0	1.0	0.0	0.0	0.0
Building and By-Law	4.4	0.0	0.0	4.4	0.0	0.0	0.0	0.0	0.0
Total - Development Services	10.4	1.0	1.0	10.4	1.0	1.0	0.0	0.0	0.0



Summary of Changes to the Staff Complement

There are no changes in 2021 for the Staff Complement for Development Services.

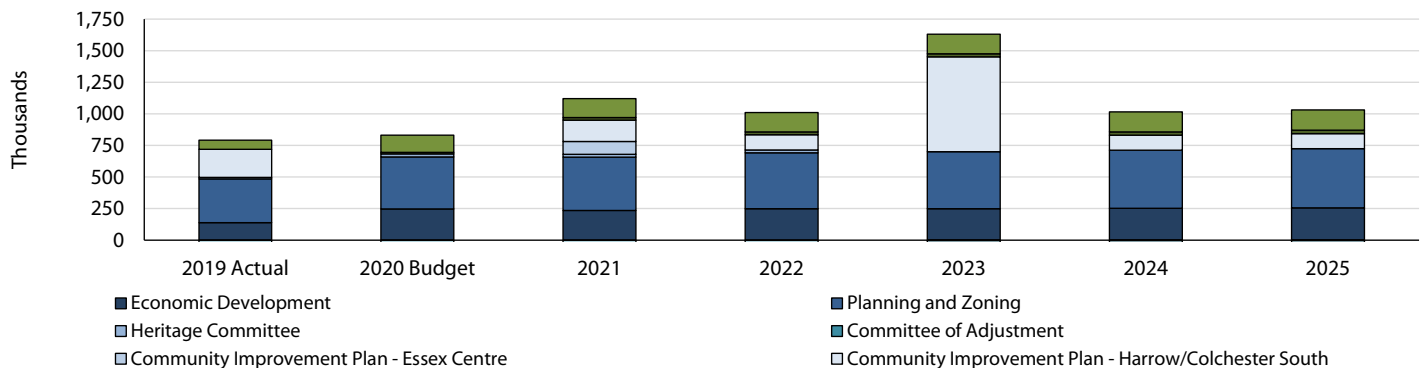
Development Services



2021 to 2025 Net Operating Budget by Cost Centre

Cost Centre	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Director of Development	-	-	-	-	0%	-	-	-	-
Economic Development	138,785	246,890	234,430	(12,460)	-5%	248,627	248,685	252,501	256,436
Planning and Zoning	346,988	412,794	423,241	10,447	3%	442,772	451,952	459,582	467,403
Heritage Committee	10,912	23,202	22,819	(383)	-2%	22,819	(2,181)	(2,181)	(2,181)
Committee of Adjustment	(39,868)	(34,426)	(38,926)	(4,500)	13%	(37,750)	(37,750)	(37,750)	(37,750)
Parkland Contributions*	-	-	-	-	0%	-	-	-	-
Business Improvement Area*	-	-	-	-	0%	-	-	-	-
Community Improvement Plan - Essex Centre	-	-	100,000	100,000	0%	-	-	-	-
Community Improvement Plan - Harrow/Colchester South	223,221	-	170,000	170,000	0%	120,000	750,000	120,000	120,000
Building	(12,824)	12,521	20,369	7,848	63%	23,311	24,119	25,655	26,953
By-Law Enforcement	72,140	135,948	149,123	13,175	10%	152,678	155,339	158,055	160,736
Development Charges*	-	-	-	-	0%	-	-	-	-
Total	739,353	796,930	1,081,056	284,127	36%	972,456	1,590,164	975,862	991,596

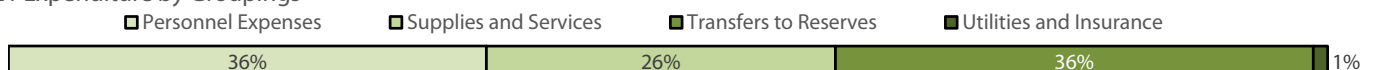
* Parkland Contributions, Business Improvement Area, and Development Charges are not included in the chart below due to their net zero value (revenue = expense).



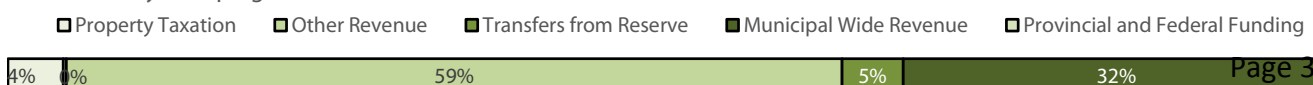
2021 to 2025 Operating Budget by Expense and Revenue Grouping

Grouping	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Expenditures									
Personnel Expenses	975,628	1,145,670	1,212,551	66,881	6%	1,192,728	1,208,027	1,229,434	1,251,391
Supplies and Services	769,601	822,502	885,814	63,312	8%	749,072	1,346,536	720,113	723,887
Transfers to Reserves	1,187,444	699,836	1,212,729	512,893	73%	1,457,672	1,029,006	801,929	817,835
Utilities and Insurance	27,981	36,768	36,585	(182)	0%	37,247	37,887	38,539	38,581
Total Expenditures	2,960,654	2,704,776	3,347,679	642,904	24%	3,436,720	3,621,455	2,790,014	2,831,694
Revenues									
Property Taxation	135,072	132,001	140,000	7,999	6%	132,001	132,001	132,001	132,001
Provincial and Federal Funding	75,595	53,000	8,000	(45,000)	-85%	-	-	-	-
Other Revenue	1,939,172	1,410,049	1,964,414	554,365	39%	2,212,278	1,776,076	1,552,576	1,572,256
Transfers from Reserves	71,892	313,225	154,638	(158,587)	-51%	120,414	123,645	129,790	135,841
Total Revenues	2,221,731	1,908,276	2,267,053	358,777	19%	2,464,693	2,031,721	1,814,367	1,840,098
Net Total (incl. debt)	738,923	796,500	1,080,627	284,127	36%	972,027	1,589,734	975,647	991,596
Debt Charges	430	430	430	-	0%	430	430	215	-
Net Total	739,353	796,930	1,081,056	284,127	36%	972,456	1,590,164	975,862	991,596

2021 Expenditure by Groupings



2021 Revenue by Groupings

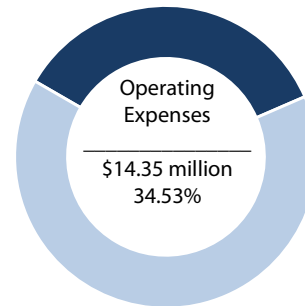


Department Overview

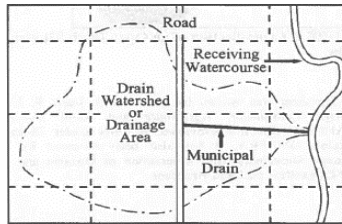


Infrastructure Services

Infrastructure describes the equipment and structures that we all use and benefit from daily. It helps us at work, at home and at play. It makes our Town safe, convenient and livable. It adds to the quality of our lives and contributes to our overall health and well-being. In addition, it makes our Town an attractive place to live and further makes businesses want to locate here. The Town is committed to investing in the maintenance, replacement, and upkeep of existing infrastructure to ensure it remains in a state of good repair and supports the residents of the Town.

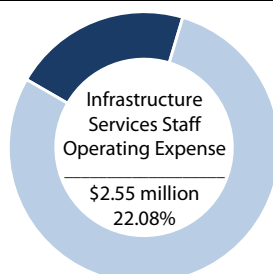


Public Works	Agriculture and Reforestation	Environmental Services
<ul style="list-style-type: none"> Maintain municipal street signage, patrol roads, right-of-way tree maintenance, traffic signals, streetlighting, street sweeping, roadside mowing, pedestrian corridors, road markings, asphalt surface repairs, gravel road maintenance, snow and ice control, sidewalks and active transportation. Operation and upkeep of storm sewer system (catch basins, sewers, manholes) and storm water management ponds / pumping stations. Maintain vehicle and equipment fleet that operates out of two Public work yards to provide complete municipal service. 	<ul style="list-style-type: none"> Oversee maintenance and construction of all municipal drains in accordance with the Ontario Drainage Act. Maintenance on municipal drains includes clearing of the drain, such as removal of beavers/dams, trees, repairing/replacing tile, silting and cleaning out tiles. Issue billings to construct and maintain Municipal Drains to benefitting lands and roads as specified in the Schedule of Assessment outlined in the Drain Report. 	<ul style="list-style-type: none"> Provide sustainable water and wastewater services. Support operation of water and wastewater treatment plants under contract with Ontario Clean Water Agency. Maintain current infrastructure such as pipes, manholes, hydrants, pumping stations. Ensure water and wastewater rates are sufficient to cover operating costs and the cost to the repair and replace existing infrastructure.



Staff Complement

Cost Centre	2020			2021			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Director, Infrastructure	1.60	0.00	0.00	1.60	0.00	0.00	0.00	0.00	0.00
Public Works	13.40	0.00	2.00	13.40	0.00	2.00	0.00	0.00	0.00
Agriculture and Reforestation	1.60	0.00	1.00	1.60	0.00	1.00	0.00	0.00	0.00
Environmental Services	5.00	0.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00
Total - Infrastructure	21.60	0.00	3.00	21.60	0.00	3.00	0.00	0.00	0.00



Summary of Changes to the Staff Complement

Infrastructure services has no change to the Staff Complement for 2021

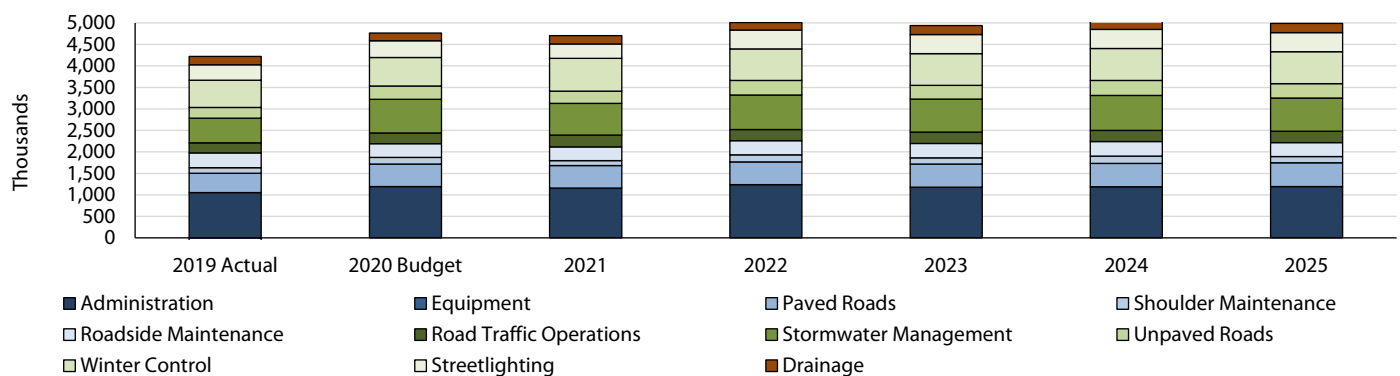
Infrastructure Services



2021 to 2025 Net Operating Budget by Cost Centre

Cost Centre	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Administration	1,054,969	1,194,823	1,157,944	(36,879)	-3%	1,236,334	1,178,502	1,187,336	1,190,950
Infrastructure, Director	-	-	-	-	0%	-	-	-	-
Equipment	(197,436)	-	-	-	0%	-	-	-	-
Paved Roads	448,276	520,940	524,375	3,435	1%	532,535	539,862	547,234	554,651
Shoulder Maintenance	131,204	154,829	114,935	(39,894)	-26%	162,027	141,078	165,160	144,271
Roadside Maintenance	341,702	319,968	320,560	593	0%	329,864	335,432	341,063	327,502
Road Traffic Operations	236,583	252,333	271,141	18,807	7%	258,762	265,181	261,629	263,103
Stormwater Management	571,016	782,384	738,617	(43,767)	-6%	802,859	767,214	810,096	771,005
Unpaved Roads	252,168	308,005	287,837	(20,168)	-7%	339,081	322,515	350,968	334,438
Winter Control	631,788	662,511	761,320	98,810	15%	733,438	737,367	741,374	745,459
Streetlighting	359,357	389,094	334,716	(54,378)	-14%	441,146	442,514	443,889	445,271
Drainage	196,640	180,643	195,301	14,658	8%	175,279	208,287	211,427	214,673
Tile Drainage	-	-	-	-	0%	-	-	-	-
Shoreline Protection	-	-	-	-	0%	-	-	-	-
Shoreline Assistance	1,721	-	-	-	0%	-	-	-	-
Sanitary Sewer	-	-	-	-	0%	-	-	-	-
Water	-	-	-	-	0%	-	-	-	-
Total	4,027,987	4,765,531	4,706,747	(58,784)	-1%	5,011,323	4,937,951	5,060,176	4,991,323

* Infrastructure Director, Equipment, Tile Drainage, Shoreline Protection, Shoreline Assistance, Sanitary Sewer, and Water are not included in the chart below due to their net zero value (revenue = expense).



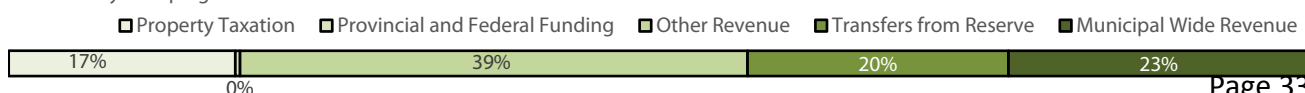
2021 to 2025 Operating Budget by Expense and Revenue Grouping

Grouping	2019 Actual	2020 Budget	Budget	Change		Forecast			
			2021	\$	%	2022	2023	2024	2025
Expenditures									
Personnel Expenses	2,009,862	2,328,780	2,553,130	224,350	10%	2,579,383	2,602,749	2,633,935	2,664,947
Supplies and Services	5,212,054	5,532,485	5,334,147	(198,337)	-4%	5,714,253	5,632,610	5,820,025	5,648,710
Transfers to Reserves	5,666,881	4,851,267	5,191,884	340,617	7%	5,232,234	5,340,648	5,348,345	5,592,233
Utilities and Insurance	1,176,355	1,108,934	1,275,022	166,088	15%	1,315,353	1,327,136	1,339,073	1,326,224
Total Expenditures	14,065,153	13,821,466	14,354,183	532,717	4%	14,841,223	14,903,143	15,141,378	15,232,115
Revenues									
Property Taxation	2,477,401	2,337,063	2,500,660	163,597	7%	2,518,550	2,507,505	2,434,775	2,452,709
Provincial and Federal Funding	80,684	53,320	53,320	-	0%	53,320	53,320	53,320	53,320
Other Revenue	5,837,093	5,314,259	5,601,181	286,922	5%	5,668,904	5,712,913	5,767,334	5,815,745
Transfers from Reserves	3,043,513	2,895,442	2,880,557	(14,886)	-1%	3,053,527	3,040,065	3,075,546	2,985,907
Total Revenues	11,438,690	10,600,084	11,035,717	435,634	4%	11,294,301	11,313,803	11,330,976	11,307,682
Net Total (incl. debt)	2,626,462	3,221,382	3,318,465	97,083	3%	3,546,922	3,589,340	3,810,402	3,924,433
Debt Charges	1,401,525	1,544,148	1,388,282	(155,867)	-10%	1,464,401	1,348,611	1,249,774	1,066,890
Net Total	4,027,987	4,765,531	4,706,747	(58,784)	-1%	5,011,323	4,937,951	5,060,176	4,991,323

2021 Expenditure by Groupings



2021 Revenue by Grouping



"Manage responsible and viable growth while preserving and enhancing the unique rural and small town character of the community."

2019-2022 Corporate Strategic Plan

2021 Capital Budget and 2022 to 2025 Capital Forecast



*The Town of Essex is committed to managing the
Town's finances and human resources
in a responsible manner.*

Department Capital Budgets and Forecast



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Capital Summary



The 2021 Budget Document follows the same format as introduced for the 2020 Budget. Asset Management, planning and use of assets continues to be a key characteristic in the development of the Town's capital budget as can be seen again this year's capital budget document.

"Manage, invest, and plan for sustainable municipal infrastructure which meets the current and future needs of the municipality and its citizens."

2019-2020 Corporate Strategic Plan

The 2021 Capital Budget includes **\$25.8 million** in projects.

Building upon the success of prior year budgets, the adoption of the Town's Asset Management Lifecycle Reserve, the Town has been able to move towards an independent 2021 Capital Budget, with funding from various reserves, development charges, and grants.

The 2021 Capital Budget includes in year projects with a budgeted costs of \$9.9 million (2020 \$15.1 million) and prior year carry-forwards in the amount of \$15.9 million (2020 \$12.5 million); for a Total 2021 Capital Budget of \$25.8 million.

Operating Summary

Grouping	2020 Budget	2021 Budget	Change		Forecast			
			\$	%	2022	2023	2024	2025
Total Operating Revenues	43,943,213	44,648,159	704,946	0	45,600,276	45,710,056	45,781,348	45,672,631
Total Operating Expenses	43,237,686	44,648,159	706,647	2%	45,901,179	45,864,290	44,927,729	45,201,610
Operating Surplus/(Deficit)	705,527	(0)	(705,527)	-100%	(300,903)	(154,234)	853,619	471,020

Capital Summary

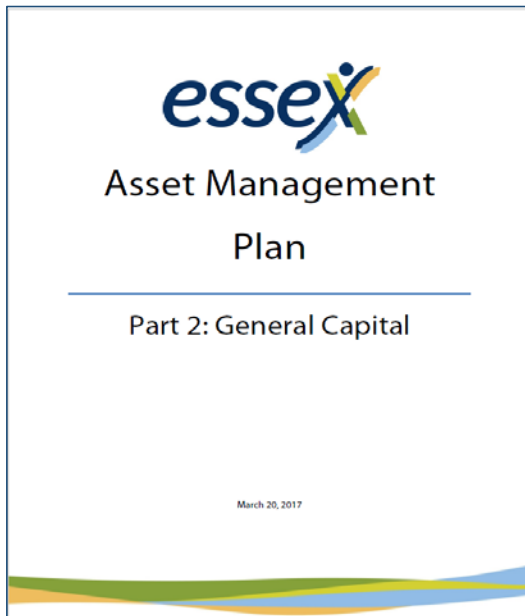
Grouping	2020 Budget	2021 Budget	Change		Forecast			
			\$	%	2022	2023	2024	2025
Capital Revenue								
Lifecycle Reserve	2,279,873	3,173,204	893,331	39%	3,724,649	4,212,971	2,648,068	5,378,742
Other Reserve	5,862,950	3,289,921	(2,573,029)	-44%	1,549,000	1,656,000	1,385,000	2,374,000
Grant Funding	2,897,299	2,287,065	(610,234)	-21%	2,095,000	2,090,000	2,090,000	2,090,000
Long Term Debt Financing	3,249,670	709,182	(2,540,488)	-78%	1,500,000	-	-	2,500,000
Other	104,263	375,167	270,904	260%	5,000	-	-	-
Prior Year Funding	12,529,405	15,940,237	3,410,832	27%	16,500	4,500	-	-
Total Capital Revenue	26,923,460	25,774,775	(1,148,685)	-4%	8,890,149	7,963,471	6,123,068	12,342,742
Capital Expenses								
Property Tax Supported	21,460,308	23,240,611	1,780,303	8%	9,539,005	7,898,411	5,509,235	10,360,609
User Rate Supported	6,168,679	2,534,164	(3,634,515)	-59%	1,524,000	1,631,000	1,360,000	2,349,000
Total Capital Expenses	27,628,987	25,774,775	(1,854,212)	-7%	11,063,005	9,529,411	6,869,235	12,709,609
Capital Surplus/(Deficit)	(705,527)	-	705,527	-100%	(2,172,856)	(1,565,940)	(746,167)	(366,867)
Net Surplus/(Deficit)	-	-	-	0%	(2,473,759)	(1,720,174)	107,452	104,153



Asset Management Implications



The Town is investing in the replacement, upgrade, and addition of new assets, but what's being done to ensure that we're saving for the future replacement of those assets?



With the updated requirement for Asset Management and the Town's implementation of both Part 1: Infrastructure Assets, and Part 2: General Capital, steps were recommended and approved by Council to ensure financial sustainability of the Town's capital assets. The replacement of capital assets that have reached their end of life, require replacement due to assessment or failure, or fall within an infrastructure corridor are funded through grant funding (Ontario Community Infrastructure Fund (OCIF), Gas Tax), long-term debt, and the Town's asset management reserve. Assets that are new and therefore increase the level of service being provided are funded through property taxation, grants, long-term debt, and Development Charges.

Assets that are classified as New or Upgrade and are funded in year from property taxation will have future implications to the Asset Management Lifecycle Reserve.

Both Part 1 and Part 2 of the Town's Asset Management Plan can be found on the Town's website at www.essex.ca/assetmanagement

"Ensure financial stability of current and new infrastructure"

2019-2022 Corporate Strategic Plan

The Town of Essex is responsible for managing approximately **\$420 million** worth of physical public assets.

Only **Property Tax Supported Assets** are included below as User Rate Supported Assets are subject to a rate and lifecycle study.

To ensure that the comparative data from the two parts of the Town's Asset Management Plan are relevant, the average annual requirement, average annual funding available (budget), and the funding surplus/(gap) have been forecasted to 2021 values using an average inflation rate of 1.75% and a period of 6 years for Part 1: infrastructure Assets (October to October Average 2015 to 2019), and 1.83% and a period of 4 years for Part 2: General Capital assets.

Asset Classification	Average Annual Requirement	Average Annual Funding Available					Funding Surplus / (Gap)
		Tax	Reserve	Grant / Other	Long-Term Debt	Total	
Infrastructure	4,449,006	950,542	2,014,420	530,168	5,146	3,500,276	(948,730)
General Capital	2,668,656	620,091	517,275	88,635	263,803	1,489,804	(1,178,853)
Total - Property Tax Supported	7,117,663	1,570,633	2,531,695	618,803	268,949	4,990,080	(2,127,583)

Average Annual Requirement = The **average annual amount** that the **Town should spend on the replacement of capital assets**

It is important to note that this amount can vary any given year, however the average (over a period of time) should reflect the Average Annual Requirement.

Funding Surplus / (Gap) = Funding **Surplus** is the **amount of spending above** the **Average Annual Requirement**. Funding **(Gap)** is the **amount of spending below** the **Average Annual Requirement**.

Asset Management Implications



The 2021 Capital Budget for Replacement assets and the Replacement portion of Upgraded assets funded through the Asset Management Lifecycle Reserve, excluding carry-forwards are:

Asset Classification	Average Annual Requirement	2021 Capital Budget Revenue Allocation					Funding Surplus / (Gap)
		Tax	Reserve	Grant / Other	Long-Term Debt	Total	
Replacement + Upgrade Lifecycle	7,117,663	-	5,459,478	2,252,415	709,182	8,421,075	1,303,412

In **2021** the Town of **Essex** is **spending \$500 thousand** (2020 \$700 thousand) **more on its capital** lifecycle program **than the average annual requirement** as identified in the Town's Asset Management Plans.

Assets included under the 2020 Capital Budget for New and the New portion of an Upgraded asset are not funded through the Asset Management Lifecycle Reserve. Projects identified as New excluding carry-forwards have the following funding allocation:

Asset Classification	Average Annual Requirement	2021 Capital Budget Revenue Allocation					Funding Surplus / (Gap)
		Tax	Reserve	Grant / Other	Long-Term Debt	Total	
New + Upgrade New	-	-	1,003,647	34,650	-	1,038,297	1,038,297

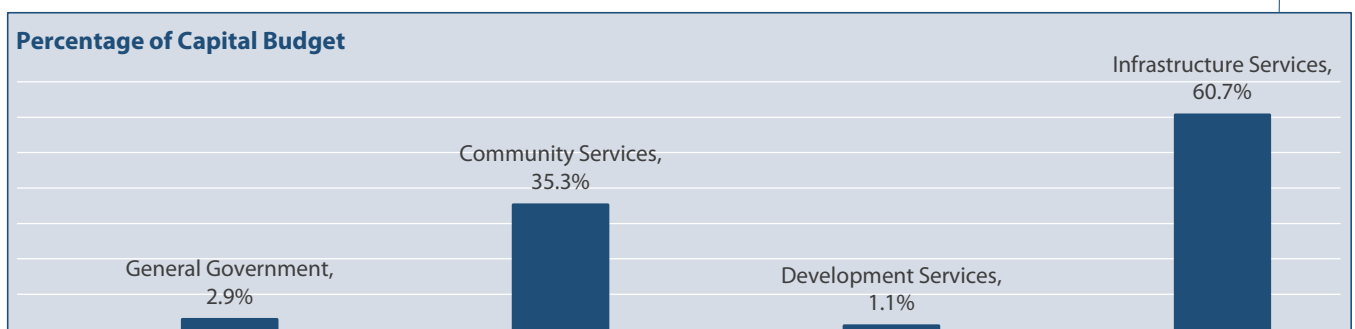
Lifecycle funding implications based on spending **\$1 million** (2020 \$3.5 million) on **New** and **Upgrade New** assets indicate that the Town should be putting aside the following amounts to ensure funding for the future replacement of these assets:

Estimated Useful Life	Average Annual Reserve Contribution	Annual Requirement as a Percentage Tax Increase
5	207,659	1.43%
10	103,830	0.72%
20	51,915	0.36%

Average annual reserve contributions for New and the new portion of Upgraded assets is funded in year for the 2021 Budget, but has not been for the 2022 to 2025 Forecast. Future funding considerations will be presented for Council consideration under the Financial Strategy of the Town's next Asset Management Plan.

The **summary of the 2021 Capital Budget** as **compared to the Average Annual Requirement** identified in the Town's Asset Management Plan inflated to 2021 values by Departmental grouping is summarized below. Corporate Services, Council, and Other Contracts are grouped as General Government.

Function / Department	Asset Management Plan	Average Annual Requirement	2021 Capital Budget	Less: 2020 Carry-forwards (cfwd)	2021 Capital Less Cfws	Reallocate Streetscape Project	2021 Capital Budget (Less cfws and reallocation of Streetscape)
General Government	Part 2: General Capital	187,614	6,220,181	(4,460,643)	1,759,538	(1,512,018)	247,520
Community Services	Part 2: General Capital	2,475,690	6,844,989	(3,821,815)	3,023,174	-	3,023,174
Development Services	Part 2: General Capital	5,352	239,650	(142,424)	97,226	-	97,226
Infrastructure Services	Part 1: Infrastructure	4,449,005	9,935,791	(6,252,791)	3,683,000	1,512,018	5,195,018
Total - All	All	7,117,662	23,240,611	(14,677,673)	8,562,938	-	8,562,938



3 forcemains,
88km of main,
1,086 manholes
11 pumping stations,
3 treatment plants
14 machinery/equipment,
1 vehicle
\$85.8 million



Management shot



Legend

- **General Capital**
\$93 million total
- **Infrastructure**
\$326 million total

10 Land Improvements

21 units in Community Services,
1 unit in Protection to
Persons and Property
\$2 million

9 Machinery & Equipment

903 in Community Services,
276 in General Government,
4 in Health Health Services
41 in Planning & Development,
1,715 in Protection to
Persons and Property
\$9.5 million

8 Vehicles

12 in Community Services,
17 in Protection to
Persons and Property
\$4.6 million

7 Buildings

16 in Community Services,
1 in General Government,
1 in Health Services
4 in Protection to
Persons and Property
\$55.3 million

Asset Management Lifecycle Reserve Forecast

		Asset Management Lifecycle Reserve
Description	Note	Beginning Balance
2020 Beginning Balance		5,867,379
Landfill Reserve Contribution	60% of Prior Years Revenue	
Landfill Reserve Contribution Top-Up per Asset Management Financial Strategy	2018 to 2022 - 20% Top-Up	
Capital Levy per Asset Management Financial Strategy	Fixed Amount	
ELK Promissory Note Contribution per Asset Management Financial Strategy	2018 to 2022	
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount	
Interest Calculation	Estimated	
Funding for Capital per the 2020 Approved Capital Budget	Committed	
2020 Ending Balance		
2021 Beginning Balance		7,818,577
Landfill Reserve Contribution	60% of Prior Years Revenue	
Landfill Reserve Contribution Top-Up per Asset Management Financial Strategy	2018 to 2022 - 20% Top-Up	
Capital Levy per Asset Management Financial Strategy	Fixed Amount	
ELK Promissory Note Contribution per Asset Management Financial Strategy	2018 to 2022	
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount	
Interest Calculation	Estimated	
Funding for Capital	Committed	
2021 Ending Balance		
2022 Beginning Balance		8,374,943
Landfill Reserve Contribution	Based on 60% of Prior Years Revenue	
Landfill Reserve Contribution Top-Up per Asset Management Financial Strategy	2018 to 2022 - 20% Top-Up	
Capital Levy per Asset Management Financial Strategy	Fixed Amount	
ELK Promissory Note Contribution per Asset Management Financial Strategy	2018 to 2022	
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount	
Interest Calculation	Estimated	
Funding for Capital (Annual Average)		
2022 Ending Balance		
2023 Beginning Balance		9,417,245
Landfill Reserve Contribution	60% of Prior Years Revenue	
Landfill Reserve Contribution Top-Up per Asset Management Financial Strategy	20% of Prior Years Revenue	
Capital Levy per Asset Management Financial Strategy	Fixed Amount	
NEW - Capital Levy to Cover lifecycle contributions of New/50% Upgraded Assets	1.45% Capital Levy for years 2020/2021	
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount	
Interest Calculation	Estimated	
Funding for Capital (Annual Average)		
2023 Ending Balance		
2024 Beginning Balance		10,444,466
Landfill Reserve Contribution	60% of Prior Years Revenue	
Landfill Reserve Contribution Top-Up per Asset Management Financial Strategy	20% of Prior Years Revenue	
Capital Levy per Asset Management Financial Strategy	Fixed Amount	
Capital Levy to Cover lifecycle contributions of New/50% Upgraded Assets	1.45% Capital Levy for years 2020/2021	
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount	
Interest Calculation	Estimated	
Funding for Capital (Annual Average)		
2024 Ending Balance		
2025 Beginning Balance		11,515,357
Landfill Reserve Contribution	60% of Prior Years Revenue	
Landfill Reserve Contribution Top-Up per Asset Management Financial Strategy	20% of Prior Years Revenue	
Capital Levy per Asset Management Financial Strategy	Fixed Amount	
Capital Levy to Cover lifecycle contributions of New/50% Upgraded Assets	1.45% Capital Levy for years 2020/2021	
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount	
Interest Calculation	Estimated	
Funding for Capital (Annual Average)		
2025 Ending Balance		



ycle Reserve Revenue and Expense Activity								
Revenue						Committed Expenses		Ending Balance
Asset Management Financial Strategy			Reserve Transfers	Operating Lifecycle Reserve Contributions	Interest	Asset Management Status		
Landfill Reserve	Capital Levy	ELK Promissory Note				Replacement	Upgrade	
2,006,382								
668,794								
	277,089							
		282,285						
				900,000				
					96,521			
						(1,947,613)	(332,260)	
								7,818,577
1,610,414								
536,805								
	277,089							
		282,285						
				900,000				
					122,977			
						(2,669,684)	(503,520)	
								8,374,943
1,634,570								
544,857								
	277,089							
		282,285						
				900,000				
					130,040			
						(2,308,648)	(417,890)	
								9,417,245
1,659,088								
553,029								
	277,089							
	225,000							
				900,000				
					139,552			
						(2,308,648)	(417,890)	
								10,444,466
1,683,975								
561,325								
	277,089							
	229,500							
				900,000				
					145,541			
						(2,308,648)	(417,890)	
								11,515,357
1,709,234								
569,745								
	277,089							
	234,090							
				900,000				
					138,184			
						(2,308,648)	(417,890)	
								12,617,161

"Provide every resident with access to parks, recreation, and cultural opportunities and improve quality of life through affordable, inclusive, and accessible programming and recreational facilities"

2019-2022 Corporate Strategic Plan

2021 Capital Budget

2021 Capital Budget

				2021 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Lifecycle Reserve	Other Reserve
Property Tax Supported						
Council						
GG-20-0008	Harrow Streetscaping	In accordance with the design guidelines adopted by Council, the Harrow Streetscape will include road paving, watermain replacement, storm sewer replacement, sidewalk	Upgrade	5,492,018		459,654
GG-21-0002	Council Contingency		New	50,000	-	50,000
GG-21-0001	Essex Streetscaping - Engineering	Essex Streetscaping - inserting for discussion	Upgrade	460,000		460,000
Total - Council				6,002,018	-	969,654
Division: Office of the CAO						
GG-21-0006	Ductless HVAC for Director, Infrastructure Office		New	4,621	-	4,621
Total - Office of the CAO				4,621	-	4,621
Division: Police						
PD-21-0002	New Dustless Air Conditioning Units for OPP Satellite Office at ECC	Upgrade from window units to new ductless AC	New	10,750		10,750
PD-21-0001	Contingency		Replacement	25,000		14,250
Total - Police				35,750	-	25,000
Division: Cemeteries						
HS-21-0001	Remesh Fence at Erie Cemetery	Remesh Fence at Erie Cemetery	Upgrade	16,790	8,395	8,395
HS-21-0002	Sign Replacement	Replace historic signs	Upgrade	5,000	2,500	2,500
HS-21-0003	Parking at Colchester Memorial	Parking for new columbarium	New	5,000	-	5,000
Total - Cemeteries				26,790	10,895	15,895
Department: Corporate Services						
Division: Information Technology						
GG-21-0004	SAN Upgrade	A SAN (storage area network) is a high-speed storage network that houses the municipalities virtual environment and all of its data.	Upgrade	45,000	22,500	22,500
GG-21-0005	IT Strategic Plan	RFP to obtain consulting services to review and develop overall strategic goals for the Corporate IT Department. This plan will give us action	New	40,000		40,000
GG-21-0007	Microsoft Software Deployment	Software upgrade – Upgrade our office productivity software (Outlook, Word, Excel, Power Point) from Office 2013 to the latest version of MS Office.	Upgrade	39,000	19,500	19,500
CS-19-0021	Wireless Radio Upgrade	Replace radio system within Essex Recreation Complex.	Upgrade	10,405	-	
CS-19-0042	LED Screen Replacement	Replace LED screen in pool area at Essex Recreation Complex	Replacement	10,238	-	
CS-21-0014	Replace Intercom/PA System at Essex Recreation Complex	Replace Intercom/PA System at Essex Recreation Complex	Replacement	2,386	1,193	
CS-21-0029	Projector Replacement at Essex Centre Sports Complex	Projector Replacement at Essex Centre Sports Complex	Replacement	4,344	4,344	
Total -Information Technology				151,373	47,537	82,000
Division: Human Resources						
GG-21-0008	HRIS System	Implementation of Human Resources Information Software System	New	40,000	-	40,000
Total -Human Resources				40,000	-	40,000
Total - Corporate Services				191,373	47,537	122,000



Funding Sources				Funding	Funded from Taxation	Operating Impact					
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Cost Centre	2021	2022	2023	2024	2025
242,415		349,949	4,440,000	5,492,018	-			230,000	230,000	230,000	230,000
				50,000	-						
				460,000	-						
242,415	-	349,949	4,440,000	6,002,018	-						
				4,621	-						
-	-	-	-	4,621	-		-	-	-	-	-
				10,750	-						
			10,750	25,000	-						
-	-	-	10,750	35,750	-		-	-	-	-	-
				16,790	-						
				5,000	-						
				5,000	-						
-	-	-	-	26,790	-		-	-	-	-	-
				45,000	-						
				40,000	-						
				39,000	-						
			10,405	10,405	-						
			10,238	10,238	-						
		1,193		2,386	-						
				4,344	-						
-	-	1,193	20,643	151,373	-						
				40,000	-						
-	-	-	-	40,000	-						
-	-	1,193	20,643	191,373	-						

2021 Capital Budget

				2021 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Lifecycle Reserve	Other Reserve
Department: Community Services						
Division: Fire						
FD-19-0015	Fire Station 2 Replacement		Upgrade	3,399,031	-	
FD-21-0002	Personal Protective Equipment	Various firefighter PPE equipment including helmets, boots, etc.	Replacement	32,837	32,837	
FD-21-0003	Carbon Monoxide Detector Replacement	Replacement of carbon monoxide detector	Replacement	3,006	3,006	
FD-21-0004	Replace Cutter component of Jaws of Life Station 1	Replace Cutter component of Jaws of Life Station 1	Replacement	18,500	18,500	
FD-21-0007	Hose Replacement Program	24-27 lengths of 50' hose are to be replaced	Replacement	15,150	15,150	
FD-21-0008	Pager Replacement Program	Replacement of 10 pagers per year	Replacement	5,682	5,682	
FD-21-0009	Replace Deputy Fire Chief's Vehicle	Replacement of 2011 Chevy Silverado	Replacement	45,000	45,000	
FD-21-0010	Replace Air Bag Kits at Each Station	Replacement of 1 kit at Station 2 (10 year expiry)	Replacement	16,860	16,860	
FD-21-0013	Replace Portable Generator at Station 1	Replace Portable Generator at Station 1	Replacement	1,064	1,064	
FD-21-0015	Replace Engine 3A for Station 2	Purchase a stock unit, have confirmed pricing as of Aug 20, 2020	Replacement	639,685	639,685	
FD-21-0016	Ice Water Rescue Equipment (PPE for Ice/Water Team)	Includes replacement of suits, ropes, gloves hoods and boots	New	4,200		4,200
Total - Fire				4,181,015	777,784	4,200
Division: Parks						
CS-19-0100	Planters for Heritage Gardens and Sadler's Park (cfwd CS-18-0046)	Add Planters for Heritage Gardens and Sadler's Park	New	5,000		-
CS-19-0101	Hard surface Trails Hard surface Trails (cfwd CS-18-0071/CS-17-0061)	Hard surface Trails within urban centres	Upgrade	18,514	-	
CS-19-0056	Splashpad and Change House in Essex Centre forward CS-18-0049/CS-19-0112)	Update facility to include washrooms, mechanical room, roof repairs and demo side portions of the facility	New	103,494		-
CS-19-0120	Park Signage (Carry forward CS-18-0074/CS-17-0111/CS-16-0039)	Park Signage - add and replace for proper branding	Replacement	8,293	-	
CS-19-0121	Waterfront Access Upgrades (cfwd CS-18-0076/CS-17-0127)	Waterfront Access Upgrades - review of current properties	Upgrade	15,237	-	
CS-19-0124	Beautification Colchester Centre	Beautification Colchester Centre (cfwd CS-18-0083/CS-17-0120/CS-16-0073/CS-15-0076).	New	5,000		-
CS-19-0125	Beautification Harrow Centre	Beautification Harrow Centre (carry forward CS-18-0084/CS-17-0121/CS-16-0073/CS-15-0076).	Upgrade	25,386	-	
CS-20-0042	Essex Tennis Courts	New Tennis Courts in Essex as per Parks and Recs Master Plan	New	240,000		-
CS-20-0066	Fence Around Harrow Tennis Courts	Replacement fence	Replacement	11,300	-	
CS-20-0067	Field Sprayer (Laser) Replacement for Harrow Soccer Complex	Field Sprayer (Laser) Replacement for Harrow Soccer Complex.	Replacement	2,600	-	
CS-20-0070	Replace Rubber Surface at Colchester Playground	Replace Rubber at Colchester Playground	Replacement	140,000	74,500	
CS-20-0104	Aerifier-Verti Quake	Equipment for turf maintenance	Replacement	26,000	-	
CS-21-0016	Replace 4 wheel tractor - 2011 Kioti - 859	Replace 4 wheel tractor - 2011 Kioti	Replacement	54,500	54,500	
CS-21-0019	Ball Diamond Rehabilitation (Annual)	Annual rehabilitation of ball fields	Replacement	15,000	15,000	
CS-21-0020	Soccer Park Rehabilitation (Annual)	Annual rehabilitation of soccer fields	Replacement	15,000	15,000	
CS-21-0022	Replacement of Picnic Tables for Parks	Replacement of 12 Picnic Tables for Parks	Replacement	15,000	15,000	
CS-21-0043	New Public Washrooms/Change Room at Harrow Splash pad	Addition of public washrooms on to mechanic building	New	150,000		150,000
CS-21-0046	Parks Equipment and Tools Contingency	Contingency that may be required for unanticipated replacements	Replacement	58,130	58,130	
CS-21-0088	Move Tot Park to Essex Splashpad area	Move Tot Park to Essex Splashpad location	New	100,000		100,000
CS-21-0089	Drainage at Liberto Park	Install drainage at Liberto Park	New	10,000		10,000
CS-21-0065	Hunter Park Replace Playground Equipment	Replacement of equipment at hunter park	Replacement	200,000	200,000	
CS-21-0066	Replacement of Harrow Park Fence along Walnut St	Replacement of Harrow Park Fence along Walnut St Not in Citywide	Replacement	25,000	25,000	
CS-21-0067	Replace 1984 John Deere 955 Tractor #879	Replace 1984 John Deere 955 Tractor #879	Replacement	35,000	35,000	
CS-21-0069	Replacement of Leaf and Turf Vacuum for Parks Maintenance	Replacement of Leaf and Turf Vacuum for Parks Maintenance	Replacement	29,300	29,300	
CS-21-0070	Replacement of Cedar Shingles Train Station Shed	Replacement of Cedar Shingles Train Station Shed Not in Citywide	Replacement	7,000	7,000	
CS-21-0071	Install of new sidewalk to playset at Hunter Park	Install of new sidewalk to playset at Hunter Park	New	15,000		15,000
CS-21-0081	Dugouts at Harrow Diamonds	Addition of dug outs Pollard #5 Diamond	New	15,000		15,000
CS-21-0083	Upgrade/replacement of community garbage disposals in Parks	Standardize community garbage cans	Replacement	14,878	14,878	
CS-21-0090	Remove recirculation equipment from Harrow and Colchester Splash Pads	Remove pumps and filters in splash pads	New	20,000		20,000
CS-21-0091	Drainage improvements at Townsview Park	Improvements to drainage between the play set and road.	New	7,500		7,500
CS-21-0092	Replace Sidewalks in Sadlers Park	Continue to replace asphalt walks, deteriorating	Replacement	35,000	35,000	
CS-21-0093	Replace Unit 857 Ford F350 Water Truck	Replace Unit 857 Ford F350 Water Truck	Replacement	54,000	54,000	
CS-21-0094	New Snow Push Box	New snow push box attachment for new tractor to push snow from Parking Lots, Town Hall, Fire and ERC	Replacement	4,000	4,000	-
CS-21-0102	Replacement Snowplow for Kioti Tractor	Replacement Snowplow for Kioti Tractor	Replacement	9,000	9,000	
CS-21-0103	Drop Salter for UTV in Harrow	Drop Salter for UTV in Harrow	New	4,500		4,500
Total - Parks				1,493,632	645,308	322,000



Funding Sources				Funding	Funded from Taxation	Operating Impact					
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Cost Centre	2021	2022	2023	2024	2025
	709,182		2,689,849	3,399,031	-						
				32,837	-						
				3,006	-						
				18,500	-						
				15,150	-						
				5,682	-						
				45,000	-						
				16,860	-						
				1,064	-						
	-			639,685	-						
				4,200	-						
-	709,182	-	2,689,849	4,181,015	-						
			5,000	5,000	-						
			18,514	18,514	-						
			103,494	103,494	-						
			8,293	8,293	-						
			15,237	15,237	-						
			5,000	5,000	-						
			25,386	25,386	-						
			240,000	240,000	-						
			11,300	11,300	-						
			2,600	2,600	-						
			65,500	140,000	-						
			26,000	26,000	-						
				54,500	-						
				15,000	-						
				15,000	-						
			-	150,000	-						
				58,130	-						
			-	100,000	-						
			-	10,000	-						
				200,000	-						
				25,000	-						
				35,000	-						
				29,300	-				400	400	400
				7,000	-						
				15,000	-						
				15,000	-						
				14,878	-						
				20,000	-						
				7,500	-						
				35,000	-						
				54,000	-						
				4,000	-						
				9,000	-						
				4,500	-						
-	-	-	526,324	1,493,632	-	-	-	-	400	400	400

2021 Capital Budget

				2021 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Lifecycle Reserve	Other Reserve
Division: Miscellaneous Recreation Programs						
CS-19-0032	Colchester Community Centre Upgrades	Colchester Community Centre upgrades.	Replacement	23,469	-	
CS-19-0082	New A/C Furnaces at Colchester Community Centre	New A/C Furnaces at Colchester Community Centre	Replacement	24,000	-	
CS-19-0097	Washroom Upgrades at Lions Hall	Washroom upgrades at Lion's Hall	Upgrade	20,000	-	
CS-19-0109	Heritage Garden Development	Heritage Garden Development (carry forward CS-18-0082/17-0119/16-0050).	New	13,620		-
CS-19-0111	Parks, Recreation and Culture Master Plan	Development of plans from Master Plan recommendations (carry forward)	New	8,912		-
CS-19-0122	Colchester Community Garden	Colchester Community Garden - work with Schoolhouse committee (carry forward CS-18-0077/CS-17-0114/CS-16-0067/CS-15-0075).	Upgrade	3,296	-	
CS-20-0051	Painting, Interior Essex Community Centre	Painting, Interior Essex Community Centre.	New	10,000		-
CS-20-0053	Dog Agility Items	Dog Agility Items	New	8,840		-
CS-20-0055	Flag Poles McGregor	Funds have to be increased. \$6,000 will not cover the cost of 2 poles	New	10,500		4,500
CS-20-0056	Heritage Train Station landscaping	Continue to develop grounds around Essex Train station.	New	8,000		-
CS-20-0075	Heritage Train Station Caboose	moved from 2020. The funds are not sufficient. The caboose is in very poor condition	Upgrade	14,339	-	
CS-21-0073	New Dustless Air Conditioning Units for Three Program Room	Upgrade from window units to new ductless AC	Upgrade	32,250	16,125	16,125
CS-21-0074	Paint Interior McGregor Community Center	Paint Interior McGregor Community Center	Replacement	10,000	10,000	
CS-21-0075	New Ceiling Lights in Four Program Rooms, and Halls ECC	New Ceiling Lights in Four Program Rooms, and Halls ECC	Upgrade	20,000	10,000	10,000
Total - Miscellaneous Recreation Programs				207,226	36,125	30,625
Division: Arena						
CS-20-0038	Ice Resurfacer at Harrow Centre Sports Complex	Replacement of Harrow Olympia. Takes 1 year to have made.	Replacement	90,900	-	
CS-20-0083	Replace Ice Resurfacer 850-00 at Essex Centre Sports Complex	Replace Ice Resurfacer 850-00	Replacement	92,000	-	
CS-20-0086	Shower/Dressing Room Updates-Harrow Arena	Reconfiguration of dressing rooms for addition	Upgrade	40,000	5,000	5,000
CS-21-0042	Ice Maintenance Level Laser	Replacement of Level Laser at Harrow Arena.	Replacement	12,000	12,000	
CS-21-0044	Replace Rubber Tiles in Two dressing rooms and the Main Hall of Libro Rink	Replace Rubber Tiles in Two dressing rooms and the Main Hall of Libro Rink	Replacement	66,700	66,700	
CS-21-0057	Two New Screw Compressor and Motor for the Compressor Room in Twin Pad Arenas	Two New Screw Compressor and Motor for the Compressor Room in Twin Pad Arenas	Replacement	86,000	86,000	
CS-21-0095	Replace the Condenser Holding Tank in Compressor Room	The existing unit is made of poly. The poly has cracked at the discharge and water supply connections. It has been welded previously and it was not effective	Replacement	21,000	21,000	
CS-21-0035	Automatic Door Replacement at Essex Centre Sports Complex	Exterior doors being converted from manual opening to automatic	Upgrade	50,000	25,000	25,000
CS-21-0096	Replacement of Kick Board - Dashers at Libro Rink	Replacement of Kick Board - Dashers at Libro Rink	Replacement	21,940	21,940	
CS-21-0097	Ice Resurfacer Hot Water Boilers (2)	Replacement of hot water boilers at Essex Arena	Replacement	58,000	58,000	
CS-21-0098	Mortar Block Repairs for Essex Centre Sports Complex	Lack of funds did not allow the west side to be completed in 2020	Replacement	4,900	4,900	
CS-21-0099	Replacement of Fuel Makers to fill Olympias	Replace existing with FM4 Units at Libro rink.	Replacement	12,000	12,000	
CS-21-0100	Baffle Ceiling Essex Centre Sports Complex	to minimize noise clutter in Shaheen room.	New	15,000		15,000
CS-21-0101	Replace the Douglas Control Lighting dialogue System	Replacement of master light control unit.	Replacement	13,740	13,740	
Total - Arenas				584,180	326,280	45,000
Division: Essex Recreation Complex						
CS-19-0115	LED Lights at Aquatics Centre		Upgrade	15,445	-	
CS-19-0116	Pool Piping and Equipment Study	To be completed by school board and our portion to carry forward. Essex Recreation Complex (carry forward CS-18-0079/CS-17-0123).	New	4,177		-
CS-21-0104	Essex Pool Office	Additional office added to accommodate staffing on site	Upgrade	30,000	15,000	
CS-20-0108	NEW - Cameras for ERC	Cameras were removed with construction of new High School	New	28,500		-
CS-21-0013	Replace Pump for lap pool at Essex Recreation Complex	Replace Pump for lap pool	Replacement	3,049	1,525	
CS-21-0075	Canopy Roof Restoration at Essex Recreation Complex	Canopy Roof Restoration	Replacement	15,000	7,500	
Total - Essex Recreation Complex				96,171	24,025	

Funding Sources				Funding	Funded from Taxation	Operating Impact					
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Cost Centre	2021	2022	2023	2024	2025
			23,469	23,469	-						
			24,000	24,000	-						
			20,000	20,000	-						
			13,620	13,620	-						
			8,912	8,912	-						
			3,296	3,296	-						
			10,000	10,000	-						
			8,840	8,840	-						
			6,000	10,500	-						
			8,000	8,000	-						
			14,339	14,339	-						
				32,250	-						
				10,000	-						
				20,000	-					300	300
-	-	-	140,476	207,226	-		-	-	-	300	300
			90,900	90,900	-						
			92,000	92,000	-						
			30,000	40,000	-						
				12,000	-						
				66,700	-						
				86,000	-						
				21,000	-						
				50,000	-						
				21,940	-						
				58,000	-						
				4,900	-						
				12,000	-						
				15,000	-						
				13,740	-						
-	-	-	212,900	584,180	-		-	-	-	-	
			15,445	15,445	-						
			4,177	4,177	-						
		15,000		30,000	-						
			28,500	28,500	-						
		1,525		3,049	-						
		7,500		15,000	-						
-	-	24,025	48,122	96,171	-		-	-	-	-	

2021 Capital Budget

				2021 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Lifecycle Reserve	Other Reserve
Division: Harbour						
CS-19-0106	Dock B Power Upgrade	Need to finish work in 2020 with new docks.	Upgrade	5,335	-	
CS-20-0007	Float B - 30 Finger Docks Replacement	Replacement of B docks and fingers to provide full service	Replacement	178,059	-	
CS-21-0086	Install Gates and FOBS at each Colchester Dock Entrance	Install Gates and FOBS	New	40,000		40,000
CS-21-0105	Public Washroom Upgrades Colchester Harbour	New Sinks and Epoxy Floors	Upgrade	9,000	4,500	4,500
Total - Harbour				232,394	4,500	44,500
Division: Arts, Culture and Tourism						
CS-19-0064	Mural/Sculpture		New	10,000		-
Total - Arts, Culture and Tourism				10,000	-	-
Total - Community Services				6,804,618	1,814,022	446,325
Department - Development Services						
Division: Planning						
PZ-19-0007	New Development Standards Manual Update	Procurement of services to create an updated Development Standards Manual including design standards for municipal assets and new developments	New	79,576	-	12,576
PZ-20-0002	Official Plan Review - Phase 1	Mandated under the PPS to be initiated in 2020, however start date has been impacted by County OP initiation delays	New	50,424	-	
PZ-21-0002	CWATS	Bike Racks	New	4,650	-	-
PZ-21-0003	Amendment to DC By-Law and Background Study	Procurement of Consultant Services to undergo the DC process to incorporate mandatory changes as per legislation	New	35,000	-	35,000
Total - Planning				169,650	-	47,576
Division: Building						
BD-21-0001	Field Software & Tablets	Building Permit software to move to electronic permit processing, tracking, and reporting. To also assist field staff with efficiencies to input inspection and site visit information and approvals while in the fields. Estimated cost for 3 tablets and annual system fee.	New	15,000		15,000
Total - Building				15,000	-	15,000
Division: Economic Development						
ED-21-0001	Agri-Tourism Strategy	As approved by Council, \$25,000 is to be transferred from Tourism Marketing Operating Budget (114) into a 2021 Capital Project under Economic Development (116)	New	55,000	-	-
Total - Economic Development				55,000	-	-
Total - Development Services				239,650	-	62,576



Funding Sources				Funding	Funded from Taxation	Operating Impact					
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Cost Centre	2021	2022	2023	2024	2025
			5,335	5,335	-						
			178,059	178,059	-						
				40,000	-						
				9,000	-						
-	-	-	183,394	232,394	-		-	-	-	-	-
			10,000	10,000	-						
-	-	-	10,000	10,000	-		-	-	-	-	-
-	709,182	24,025	3,811,065	6,804,618	-	-	-	-	400	700	700
			67,000	79,576	-						
			50,424	50,424	-						
4,650				4,650	-						
				35,000	-						
4,650	-	-	117,424	169,650	-	-	-	-	-	-	-
				15,000	-		32,000	32,000	32,000	32,000	32,000
-	-	-	-	15,000	-	-	32,000	32,000	32,000	32,000	32,000
30,000			25,000	55,000	-						
30,000	-	-	25,000	55,000	-		-	-	-	-	-
34,650	-	-	142,424	239,650	-	-	32,000	32,000	32,000	32,000	32,000

2021 Capital Budget

				2021 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost		
					Lifecycle Reserve	Other Reserve
Department - Public Works						
Division: Equipment						
PW-20-0001	15-ton Dump/Plow Unit #532	Carry Forward. Unit #532 is past its useful life and needs to be replaced.	Replacement	280,000	-	
PW-21-0041	5-ton Roll-off/Plow	Current Unit is past its useful life and requires replacement. The 3-ton (Unit #531) is proposed to be upgraded with a 5-ton to accommodate growth for snow removal and public works maintenance	Upgrade	280,000	140,000	140,000
PW-20-0038	Essex Operations Yard (Capital Equipment Stock)	To ensure more effective and efficient level of service, stocking the Essex Operations Yard with the necessary equipment will allow us to respond and operate better.	Replacement	7,458	-	
PW-20-0039	Building Expansion and Washroom Upgrade	Due to level of service and growth the existing facility no longer meets operational requirements. Building expansion will allow more effective and efficient operations, as well as protection of valuable assets.	New	495,241		-
PW-21-0036	Pickup Truck	Unit 533 is at its useful life expectancy and requires replacement.	Replacement	45,000	45,000	
PW-21-0002	Minor Equipment	This consists of yearly required minor equipment that exceeds the procurement threshold for capital equipment and falls outside small tools.	Replacement	15,000	15,000	
PW-21-0003	Annual Door Replacement Program	Annual replacement of a single overhead door ensures proper maintenance of these facility doors. Furthermore, we utilize adequate panels from old doors to improve any existing damaged doors to assist in extending the useful life of these assets.	Replacement	10,000	10,000	
PW-21-0005	Grader Unit 505	Grader has exceeded its useful life which has caused significant increases in maintenance costs. Replacement of grader (Unit #505) is required.	Replacement	450,000	450,000	
PW-21-0001	Pickup Truck	New Vehicle required due to full staff complimin in the Drainage Department	New	45,000		45,000
Total - Equipment and Administration				1,627,699	660,000	185,000
Division: Roads and Roadside						
PW-19-0036	LED Conversion of Streetlights	Conversion of streetlights to more energy efficient LED streetlights.	Upgrade	368,013	-	
PW-19-0066	Development Partnerships	Capital Infrastructure improvements for development partnerships	Upgrade	10,800	-	
PW-21-0007	Sidewalks/Trails	Yearly renewal of various sidewalks within the municipality.	Replacement	50,000	50,000	
PW-21-0013	Overlay 6km (Approximately \$25,000/km) (Maintenance)	Yearly maintenance overlay on select rural tar & chip roads to ensure the asset meets their useful life.	Replacement	150,000	150,000	
PW-21-0033	Victor (from Victoria to Laird)	Reconstruction of Victor Street from Victoria to Laird following the construction of apartment building.	Replacement	445,000	-	
PW-21-0037	Maidstone-Arthur-Gosfield Intersection Improvements	Interim solution to improve intersection configuration and safety while extending the useful life of the road.	Upgrade	450,000	-	
PW-21-0006	Old Malden Road (14th Conc to 12th Conc)	Base stone was installed several years ago with the anticipation of tar and chip. Based on Council direction this has not happened. Estimate includes a top-up of base stone and two lifts of tar and chip.	Upgrade	220,000	110,000	
PW-21-0038	4th Concession- surface treatment	Final lift of surface treatment on the 4th concession.	Upgrade	95,000	47,500	
PW-21-0035	Gore Rd- surface treatment	Final lift of surface treatment on Gore Rd.	Upgrade	80,000	40,000	
PW-21-0039	8th Concession- surface treatment	Final lift of surface treatment on the 8th concession.	Upgrade	75,000	37,500	
Total - Roads and Roadside				1,943,813	435,000	-

Funding Sources				Funding	Funded from Taxation	Operating Impact					
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Cost Centre	2021	2022	2023	2024	2025
			280,000	280,000	-						
				280,000	-						
			7,458	7,458	-						
			495,241	495,241	-						
				45,000	-						
				15,000	-						
				10,000	-						
				450,000	-						
				45,000	-						
-	-	-	782,699	1,627,699	-		-	-	-	-	-
			368,013	368,013	-			105,068	105,067	105,068	105,068
			10,800	10,800	-						
				50,000	-						
				150,000	-						
445,000				445,000	-						
450,000				450,000	-						
110,000				220,000	-						
47,500				95,000	-						
40,000				80,000	-						
37,500				75,000	-						
1,130,000	-	-	378,813	1,943,813	-		-	105,068	105,067	105,068	105,068

2021 Capital Budget

				2021 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost		
					Lifecycle Reserve	Other Reserve
Division:	Stormwater Management					
PW-19-0048	Stormwater Partnership Improvements-Main	Storm water partnership improvements that occur as a result of development.	Upgrade	197,995	-	
PW-19-0050	Rain Gauges in Partnership with ERCA	Purchase and installation of a stormwater gauge for improvement in regional tracking and monitoring and enabling improved design.	New	11,000		3,000
PW-19-0064	Ward 1 Storm Improvements	Carry Forward (contingent on NDMP funding extension)	Replacement	4,559,912	-	
PW-20-0021	Engineering for Various Bridges and Culverts	Carry Forward - Increase total budget to \$50,372 as approved by Council in Capital Works and Infrastructure Report 2020-07	Replacement	50,372	-	
PW-20-0034	Richmond Drain Bank Stabilization	The existing Municipal drain has been experiencing slumping failure along the north bank causing the edge of the gravel adjacent to the 5th Concession Road to displace down the side slopes. Tendered in 2020 with work to be completed in 2021.	Upgrade	275,000	-	
PW-21-0011	Engineering for Various Bridges and Culverts	In order to be prepared for construction, engineering of select bridges and culverts are done a year in advance.	Replacement	50,000	50,000	
PW-21-0018	3rd Concession and County Road 23 Bridge 200204	Bridge Rehabilitation works	Replacement	30,000	30,000	
PW-21-0025	South Malden Rd and Mole Sideroad Bridge 103904	Bridge Rehabilitation works	Replacement	305,000	-	
PW-21-0026	Walker Sideroad/North Malden 106101	Culvert Rehabilitation work	Replacement	225,000	-	
PW-21-0028	Rizzo Nicola Rd. Guiderail	Existing Guardrail requires replacement.	Replacement	35,000	35,000	
PW-21-0034	Victor (from Victoria to Laird) Storm Sewers	Reconstruction of Victor Street from Victoria to Laird following the construction of apartment building	Replacement	275,000	90,750	184,250
PW-21-0040	Victoria/South Talbot Culvert Replacement	In conjunction with MTO's Highway 3 Widening Project	Replacement	350,000	-	
Total - Stormwater Management				6,364,279	205,750	187,250
Total - Public Works				9,935,791	1,300,750	372,250
Total - Property Tax Supported				23,240,611	3,173,204	2,018,321



Funding Sources				Funding	Funded from Taxation	Operating Impact					
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Cost Centre	2021	2022	2023	2024	2025
			197,995	197,995	-						
			8,000	11,000	-						
			4,559,912	4,559,912	-						
			50,372	50,372	-						
			275,000	275,000	-						
				50,000	-						
				30,000	-						
305,000				305,000	-						
225,000				225,000	-						
				35,000	-						
				275,000	-						
350,000				350,000	-						
880,000	-	-	5,091,279	6,364,279	-		-	-	-	-	-
2,010,000	-	-	6,252,791	9,935,791	-	-	-	105,068	105,067	105,068	105,068
2,287,065	709,182	375,167	14,677,673	23,240,611	-	-	32,000	367,068	367,467	367,768	367,768

2021 Capital Budget

				2021 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost		
					Lifecycle Reserve	Other Reserve
User Rated Supported						
Department: Environmental Services						
Division: Water						
WW-20-0013	Victor Watermain (Ward 1)	Carry Forward. Replacement of the watermain on Victor between Victoria and Laird in conjunction with road reconstruction.	Replacement	165,000		25,000
WW-21-0001	Equipment Contingency Wards 1 and 2 Distribution and Transmission (50%)	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems.	New	8,500		8,500
WW-21-0002	Equipment Contingency Wards 3 and 4 Distribution and Transmission (50%)	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems.	New	8,500		8,500
WW-21-0003	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations with respect to Harrow-Colchester South Water Treatment Plant.	New	177,500		177,500
WW-21-0005	Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance)	To help ensure the delivery of safe and clean drinking water to our residents, this program regulates how property owners connect to the Town's water supply. It ensures that backflow prevention devices are installed to prevent possible contamination of the Town's drinking water system.	Replacement	10,000		10,000
WW-21-0006	Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance)	To help ensure the delivery of safe and clean drinking water to our residents, this program regulates how property owners connect to the Town's water supply. It ensures that backflow prevention devices are installed to prevent possible contamination of the Town's drinking water system.	Replacement	10,000		10,000
WW-21-0008	Meter Reading Software	Existing meter reading software and equipment is obsolete. In order to complete water meter reading, new equipment is required.	Replacement	34,000		34,000
WW-21-0007	OWCA Capital Recommendations	OCWA Recommended capital improvements to Harrow-Colchester South Water Treatment Plant.	Upgrade	442,000		442,000
Total - Water				855,500	-	715,500



Funding Sources				Funding	Funded from Taxation	Operating Impact					
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Cost Centre	2021	2022	2023	2024	2025
			140,000	165,000	-						
				8,500	-						
				8,500	-						
				177,500	-						
				10,000	-						
				10,000	-						
				34,000	-						
				442,000	-						
-	-	-	140,000	855,500	-		-	-	-	-	-

2021 Capital Budget

				2021 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost		
					Lifecycle Reserve	Other Reserve
Division:	Sanitary Sewer					
SS-21-0001	Treatment - Ward 1 Contingency	Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and Northeast Lagoons.	New	77,500		77,500
SS-19-0004	Treatment - Ward 4 Cell Treatment		Replacement	500,000		
SS-19-0008	Sanitary Sewer Masterplan Ward 3		Replacement	79,518		
SS-19-0012	Harrow Sanitary Optimization Study (cfwd SS-18-0010)		New	43,046		
SS-19-0013	Treatment - Ward 4 Cell Treatment (cfwd SS-18-0017/SS-17-0007)		Replacement	500,000		
SS-21-0002	Treatment - Ward 3 Contingency	Equipment, process, facility replacements and improvements for the Colchester Lagoons.	New	42,500		42,500
SS-21-0003	Treatment - Ward 4 Contingency	Equipment, process, facility replacements and improvements for the Harrow Lagoons.	New	42,500		42,500
SS-21-0004	Collection and Conveyance - Ward 1	Replacement of equipment, maintenance, issues, design investigations with respect to the ward 1 service area.	Replacement	40,000		40,000
SS-21-0005	Collection and Conveyance - Ward 3	Replacement of equipment, maintenance, issues, design investigations with respect to the ward 3 service area.	Replacement	42,500		42,500
SS-21-0008	Collection and Conveyance - Ward 4	Replacement of equipment, maintenance, issues, design investigations with respect to the ward 4 service area.	Replacement	37,500		37,500
SS-21-0009	OWCA Capital Recommendations - Ward 1	OCWA Recommended capital improvements to Essex Pollution Control Plant and Northeast Lagoons.	Replacement	138,000		138,000
SS-21-0010	OWCA Capital Recommendations - Ward 3	OCWA Recommended capital improvements to the Colchester Lagoons.	Replacement	96,000		96,000
SS-21-0011	OWCA Capital Recommendations - Ward 4	OCWA Recommended capital improvements to the Harrow Lagoons.	Replacement	39,600		39,600
Total - Sanitary Sewer				1,678,664	-	556,100
Total - Environmental Services				2,534,164	-	1,271,600
Total - User Rate Supported				2,534,164	-	1,271,600
TOTAL - Property Tax and User Rate Supported				25,774,775	3,173,204	3,289,921



Funding Sources				Funding	Funded from Taxation	Operating Impact					
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Cost Centre	2021	2022	2023	2024	2025
				77,500	-						
			500,000	500,000	-						
			79,518	79,518	-						
			43,046	43,046	-						
			500,000	500,000	-						
				42,500	-						
				42,500	-						
				40,000	-						
				42,500	-						
				37,500	-						
				138,000	-						
				96,000	-						
				39,600	-						
-	-	-	1,122,564	1,678,664	-		-	-	-	-	-
-	-	-	1,262,564	2,534,164	-	-	-	-	-	-	-
-	-	-	1,262,564	2,534,164	-	-	-	-	-	-	-
2,287,065	709,182	375,167	15,940,237	25,774,775	-	-	32,000	367,068	367,467	367,768	367,768

"Provide fiscal stewardship and value for tax dollars to ensure the long-term financial health of the municipality."

2019-2022 Corporate Strategic Plan

Council and Administration Capital Budget Requests Outside of 2021 Budget

Proposed Projects Outside of 2021 Budget

					2021 Capital Budget	
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Lifecycle Reserve	Other Reserve
Administration Proposed Projects Removed from Budget						
AP-20-0001	Document Archiving Project		New	50,000		
AP-20-0002	Colchester Building Upper Parking Lot	Refurbish lot next to Colchester CC.	Replacement	200,000		
AP-20-0003	NEW- Pay and Display Parking Metre Systems	Add metres at 2 public lots in Colchester.	New	32,000		
AP-20-0004	Washrooms in Heritage Park	Washrooms in Heritage Park.	New	300,000		
AP-20-0005	Colchester Parking Along Jackson New area Along Fence	Pave current angle parking along Jackson Street in Colchester.	New	120,000		
AP-20-0006	Colchester Splash Pad Lot		Replacement	105,000		
AP-20-0007	Shave/Pave road- Top of Hill to Lower Level - Colchester		Replacement	75,000		
AP-20-0008	Caboose repairs to stop water only. Unit out Front	Heritage Essex caboose needs repairs to be sustainable.	New	10,000		
AP-20-0009	Harrow Arena Cameras	Add camera system to Harrow Arena.	New	25,000		
AP-20-0011	Victoria Street (Oxley Area)	Continuation of reconstruction of beach roads.	New	45,000		
AP-20-0012	Asphalt Mill and Pave (approx. 6km)	Program to mill and asphalt approximately 6 km of roadway.	Replacement	150,000		
AP-20-0013	County Road 8/County Road 34 Signalized Intersection	Engineering design for intersection improvements.	New	1,200,000		
AP-20-0014	Richmond Bank Stabilization Phase 2	Continuation of the bank stabilization in the Richmond Drain along 5th Concession	Upgrade	325,000		
AP-20-0015	North Malden Road between Walker Sideroad and County Road 11	Continuation of full depth reconstruction of North Malden Road.	Replacement	600,000	-	
Total				3,237,000	-	-
Council Proposed Projects Not Included in Budget						
CP-17-0001	Heritage Park Water Feature	Addition of passive water fountain.	New	250,000		
CP-17-0002	Outdoor Gym Equipment in Colchester	Outdoor fitness equipment.	New	75,000		
CP-17-0005	Accessible Paths in Heritage Park		New	60,000		
CP-17-0006	New Pylon Sign at Co-An Park	50% Split with Amherstburg. Replace current sign at Co-An Park.	Upgrade	30,000		
CP-17-0007	New Land for Soccer at Co-An Park	50% Split with Amherstburg	New	300,000		
CP-17-0008	Pave Co-An Park Parking Lot	50% Split with Amherstburg	New	440,000		
CP-17-0009	Playground Structure at Co-An Park	50% Split with Amherstburg	Replacement	200,000		
CP-17-0010	Pave Old Car Wash Parking Lot in Harrow	Harrow.	Upgrade	204,445		
CP-20-0002	General Replacement at Co-An Park	50% Split with Amherstburg	Replacement	56,250		
CP-20-0003	Land Purchase/ Splash Pad at Co-An Park	50% Split with Amherstburg	New	300,000		
CP-20-0004	Sidewalk/Trail on Irwin between County Road 34 and Gosfield Townline	Previous Council request to place a sidewalk/trail on Irwin between CR34 and Gosfield Townline.	New	120,000		
CP-20-0007	Water Access at Bell Park		Replacement	20,000		
CP-20-0009	Victoria Ave (Day St to Hwy #3)	Removal and replacement of asphalt surface, regrade and compact existing base.	Replacement	675,000		
CP-20-0010	Harrow Arena Parking Lot Refurbished		Replacement	630,000		
CP-20-0011	Co-An Park New Playground, Parking Lot, Soccer Field	50% Split with Amherstburg	New	615,000		
CP-20-0012	Co-an Park new Playground / Soccer Fields	50% Split with Amherstburg	New	175,000		
CP-20-0013	Co-An Park Soccer fields/ Splash pad	50% Split with Amherstburg	New	100,000		
CP-20-0014	Irwin St (Arthur to Gosfield)		Replacement	2,000,000		
CP-20-0015	Viscount Parkway (Victoria to Viscount Comm Centre)	Removal and replacement of asphalt surface, regrade and compact existing base. Enhance sub-drain and catch basin.	Upgrade	110,000		
CP-20-0016	Intersection (Maidstone-Townline-Arthur-Gosfield)	Reconstruction of intersection based on initial preferred solution of round-about. Dependent on property acquisition, etc. Currently investigating reduced scope options with the County Traffic Engineer.	Upgrade	4,000,000		
CP-20-0017	Walkway on Maidstone from Talbot to Tim Hortons	Active Transportation link between Talbot Street and South Talbot Street.	New	600,000		
CP-20-0018	3rd Concession paved sidewalk	Active Transportation link between Queen Street (CR11) and Sellick Drive.	New	120,000		
CP-20-0020	Gesto Sidewalk along County Road 12	Sidewalk construction from Colchester North School to Gesto Sideroad	New	70,000		
CP-20-0021	McGregor Pathway		New	500,000		
CP-20-0019	Sidewalks (Thomas and Bell)	Continuation of Sidewalks on Thomas and Bell.	New	50,000		
Total				11,700,695	-	-



Funding Sources											
Funding Sources				Funding	Funded from Taxation	Operating Impact					
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Cost Centre	2021	2022	2023	2024	2025
				-	50,000						
				-	200,000						
				-	32,000			20,000	20,000	20,000	20,000
				-	300,000						
				-	120,000						
				-	105,000						
				-	75,000						
				-	10,000						
				-	25,000						
				-	45,000						
				-	150,000						
			6,989	6,989	1,193,011						
				-	325,000						
				-	600,000						
-	-	-	6,989	6,989	3,230,011	-	-	20,000	20,000	20,000	20,000
				-	250,000						
				-	75,000						
				-	60,000						
		15,000		15,000	15,000						
		150,000		150,000	150,000						
		220,000		220,000	220,000						
		100,000		100,000	100,000						
				-	204,445						
		28,125		28,125	28,125						
		150,000		150,000	150,000						
				-	120,000						
				-	20,000						
				-	675,000						
				-	630,000						
		307,500		307,500	307,500						
		87,500		87,500	87,500						
		50,000		50,000	50,000						
				-	2,000,000						
				-	110,000						
				-	4,000,000						
				-	600,000						
				-	120,000						
				-	70,000						
				-	500,000						
				-	50,000						
-	-	1,108,125	-	1,108,125	10,592,570	-	-	-	-	-	-

"Improve the Town's capacity to meet the ongoing and future service needs of its citizens while ensuring the corporation is resilient in the face of unanticipated changes or disruptions."

2019-2022 Corporate Strategic Plan

Draft

2022 to 2025 Capital Forecast

2019 and 2020 Approved Budget + 2021 Proposed Budget + 2022 to 2025 Capital Forecast

Project Number	Project Name	Project Description
Property Tax Supported		
Council		
2019	Council	
2020	Council	
GG-20-0008	Harrow Streetscaping	
GG-21-0002	Council Contingency	
GG-21-0001	Essex Streetscaping - Engineering	Essex Streetscaping - inserting for discussion
GG-22-0001	Contingency (Council)	
GG-23-0001	Contingency- Council	
GG-24-0002	Contingency- Council	
Total - Council		
Office of the CAO		
2019	Office of the CAO	
2020	Office of the CAO	
GG-21-0006	Ductless HVAC for Director, Infrastructure Office	
Total - Office of the CAO		
Division: Police		
2019	Police	
2020	Police	
PD-21-0002	New Dustless Air Conditioning Units for OPP Satellite Office at ECC	Upgrade from window units to new ductless AC
PD-21-0001	Contingency	
PD-22-0001	Contingency	
PD-23-0001	Police Contingency	
PD-24-0001	Police Contingency	
PD-25-0001	Police Contingency	
Total - Police		
Division: Cemeteries		
2019	Cemeteries	
2020	Cemeteries	
HS-21-0001	Remesh Fence at Erie Cemetery	
HS-21-0002	Sign Replacement	Replace historic signs
HS-21-0003	Parking at Colchester Memorial	Parking for new columbarium
Total - Cemeteries		
Department: Corporate Services		
Division: Information Technology		
2019	Information Technology	
2020	Information Technology	
GG-21-0004	SAN Upgrade	A SAN (storage area network) is a high-speed storage network that houses the m
GG-21-0005	IT Strategic Plan	RFP to obtain consulting services to review and develop overall strategic goals for the Corporate IT Department. This plan will give us action items and strategies to how to obtain those goals.
GG-21-0007	Microsoft Software Deployment	Software upgrade – Upgrade our office productivity software (Outlook, Word, Excel, Power Point) from Office 2013 to the latest version of MS Office.
CS-19-0021	Wireless Radio Upgrade	Replace radio system within Essex Recreation Complex.
CS-19-0042	LED Screen Replacement	Replace LED screen in pool area at Essex Recreation Complex
CS-21-0014	Replace Intercom/PA System at Essex Recreation Complex	Replace Intercom/PA System at Essex Recreation Complex
CS-21-0029	Projector Replacement at Essex Centre Sports Complex	Projector Replacement at Essex Centre Sports Complex
GG-19-0019	Video Surveillance Town Hall \ Gesto	
Total - Information Technology		
Division: Human Resources		
2018	Human Resources	
2019	Human Resources	
GG-21-0008	HRIS System	Implementation of Human Resources Information Software System
Total - Human Resources		
Division: Corporate Services		
2019	Corporate Services	
2020	Corporate Services	
GG-22-0002	Widen the sidewalk on the west and east front areas at the Municipal Bldg	
GG-25-0001	Fees and Charges Review	moved from 2022
Total - Corporate Services		
Total - Corporate Services		



Asset Management	Approved		Proposed	Forecast			
	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs	2025 Project Costs
-	50,000						
-		4,640,170					
Upgrade			5,492,018				
New			50,000				
Upgrade			460,000				
New				50,000			
New					50,000		
New						50,000	
	50,000	4,640,170	6,002,018	50,000	50,000	50,000	-
-	-						
-		-					
New			4,621				
	-	-	4,621	-	-	-	-
-							
-	25,000						
-		56,593					
New			10,750				
Replacement			25,000				
Replacement				25,000			
Replacement					25,000		
Replacement						25,000	
Replacement							25,000
	25,000	56,593	35,750	25,000	25,000	25,000	25,000
-							
-	10,600						
-		62,325					
Upgrade			16,790				
Upgrade			5,000				
New			5,000				
	10,600	62,325	26,790	-	-	-	-
-							
-	27,000						
-		359,828					
Upgrade			45,000				
New			40,000				
Upgrade			39,000				
Upgrade			10,405				
Replacement			10,238				
Replacement			2,386				
Replacement			4,344				
New					4,500		
	27,000	359,828	151,373	-	4,500	-	-
-							
-	-						
-		-					
New			40,000				
	-	-	40,000	-	-	-	-
-							
-	222,000						
-		-					
Upgrade				10,000			
New							36,700
	222,000	-	-	10,000	-	-	36,700
	249,000	359,828	191,373	10,000	4,500	-	36,700

2019 and 2020 Approved Budget + 2021 Proposed Budget + 2022 to 2025 Capital Forecast

Project Number	Project Name	Project Description
Department: Community Services		
Division: Fire		
2019	Fire	
2020	Fire	
FD-19-0015	Fire Station 2 Replacement	
FD-21-0002	Personal Protective Equipment	Various firefighter PPE equipment including helmets, boots, etc.
FD-21-0003	Carbon Monoxide Detector Replacement	Replacement of carbon monoxide detector
FD-21-0004	Replace Cutter component of Jaws of Life Station 1	Replace Cutter component of Jaws of Life Station 1
FD-21-0007	Hose Replacement Program	24-27 lengths of 50' hose are to be replaced
FD-21-0008	Pager Replacement Program	Replacement of 10 pagers per year
FD-21-0009	Replace Deputy Fire Chief's Vehicle	Replacement of 2011 Chevy Silverado
FD-21-0010	Replace Air Bag Kits at Each Station	Replacement of 1 kit at Station 2 (10 year expiry)
FD-21-0013	Replace Portable Generator at Station 1	Replace Portable Generator at Station 1
FD-21-0015	Replace Engine 3A for Station 2	Purchase a stock unit, have confirmed pricing as of Aug 20, 2020
FD-21-0016	Ice Water Rescue Equipment (PPE for Ice/Water Team)	Includes replacement of suits, ropes, gloves hoods and boots
FD-22-0011	Replace Fire Chief's Vehicle	
FD-22-0002	Personal Protective Equipment	
FD-22-0004	Hose Replacement Program	
FD-22-0006	Replace Trucks 1 and 3 and Position New Truck at Station 2	
FD-22-0007	Fire Station 3 Upgrades (Training and Washrooms)	
FD-22-0008	Pager Replacement Program	
FD-22-0009	Replace Rams Jaws of Life Station 2	
FD-22-0010	Ice Water Rescue Equipment (RIT Basket & PPE for Ice/Water Team)	
FD-23-0002	Personal Protective Equipment	
FD-23-0004	Hose Replacement Program	
FD-23-0005	Pager Replacement Program	
FD-23-0007	Replace Three (3) Notebook Computers	
FD-23-0008	Replace Support 3 with a Squad (Pickup)	
FD-23-0009	Fire Station 3 Upgrades (Training and Washrooms)	
FD-23-0010	Ice Water Rescue Equipment Replacement Program	
FD-23-0011	Radio System Upgrade	Require a upgrade to existing radio system by 2023
FD-24-0002	Personal Protective Equipment	
FD-24-0011	Helmet Replacement Program	
FD-24-0005	Pager Replacement Program	
FD-24-0006	Ice Water Rescue Equipment Replacement Program	
FD-24-0007	Firefighter Recruitment (5)	
FD-24-0008	Replace Thermal Imaging Camera's at Station's 1,2,& 3	
FD-24-0009	Emergency Management Training and Full Scale Exercise	
FD-24-0010	Station 3 Replacement	
FD-25-0001	Personal Protective Equipment	
FD-25-0002	Helmet Replacement Program	
FD-25-0003	Pager Replacement Program	
FD-25-0004	Ice Water Rescue Equipment Replacement Program	
Total - Fire		
Division: Parks		
2019	Community Services	All Community Services as it was all grouped prior to 2020 Budget.
2020	Community Services	All Community Services as it was all grouped prior to 2020 Budget.
CS-19-0100	Planters for Heritage Gardens and Sadler's Park (cfwd CS-18-0046)	Add Planters for Heritage Gardens and Sadler's Park
CS-19-0101	Hard surface Trails Hard surface Trails (cfwd CS-18-0071/CS-17-0061)	Hard surface Trails within urban centres
CS-19-0056	Splashpad and Change House in Essex Centre forward CS-18-0049/CS-19-0112)	Updates to washrooms, mechanical room, roof and demo of side portions.
CS-19-0120	Park Signage (Carry forward CS-18-0074/CS-17-0111/CS-16-0039)	Park Signage - add and replace for proper branding
CS-19-0121	Waterfront Access Upgrades (cfwd CS-18-0076/CS-17-0127)	Waterfront Access Upgrades - review of current properties
CS-20-0042	Essex Tennis Courts	New Tennis Courts in Essex as per Parks and Recs Master Plan
CS-20-0066	Fence Around Harrow Tennis Courts	Replacement fence
CS-20-0067	Field Sprayer (Laser) Replacement for Harrow Soccer Complex	Field Sprayer (Laser) Replacement for Harrow Soccer Complex.
CS-20-0070	Replace Rubber Surface at Colchester Playground	Replace Rubber at Colchester Playground
CS-20-0104	Aerifier-Verti Quake	Equipment for turf maintenance
CS-21-0016	Replace 4 wheel tractor - 2011 Kioti -859	Replace 4 wheel tractor - 2011 Kioti
CS-21-0019	Ball Diamond Rehabilitation (Annual)	Annual rehabilitation of ball fields
CS-21-0020	Soccer Park Rehabilitation (Annual)	Annual rehabilitation of soccer fields
CS-21-0022	Replacement of Picnic Tables for Parks	Replacement of 12 Picnic Tables for Parks
CS-21-0043	New Public Washrooms/Change Room at Harrow Splash pad	Addition of public washrooms on to mechanic building
CS-21-0046	Parks Equipment and Tools Contingency	Contingency that may be required for unanticipated replacements
CS-21-0088	Move Tot Park to Essex Splashpad area	Move Tot Park to Essex Splashpad location
CS-21-0089	Drainage at Liberto Park	Install drainage at Liberto Park
CS-21-0065	Hunter Park Replace Playground Equipment	Replacement of equipment at hunter park
CS-21-0066	Replacement of Harrow Park Fence along Walnut St	Replacement of Harrow Park Fence along Walnut St Not in Citywide
CS-21-0067	Replace 1984 John Deere 955 Tractor #879	Replace 1984 John Deere 955 Tractor #879
CS-21-0069	Replacement of Leaf and Turf Vacuum for Parks Maintenance	Replacement of Leaf and Turf Vacuum for Parks Maintenance
CS-21-0070	Replacement of Cedar Shingles Train Station Shed	Replacement of Cedar Shingles Train Station Shed Not in Citywide
CS-21-0071	Install of new sidewalk to playset at Hunter Park	Install of new sidewalk to playset at Hunter Park



Asset Management	Approved		Proposed	Forecast			
	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs	2025 Project Costs
-	1,895,027						
-		3,154,301					
Upgrade			3,399,031				
Replacement			32,837				
Replacement			3,006				
Replacement			18,500				
Replacement			15,150				
Replacement			5,682				
Replacement			45,000				
Replacement			16,860				
Replacement			1,064				
Replacement			639,685				
New			4,200				
Replacement				45,000			
Replacement				32,837			
Replacement				15,302			
Replacement				1,500,000			
Upgrade				125,000			
Replacement				5,738			
Replacement				18,500			
New				9,400			
Replacement					32,837		
Replacement					15,302		
Replacement					5,738		
Replacement					10,000		
Replacement					110,000		
Upgrade					125,000		
New					4,500		
Upgrade					500,000		
Replacement						29,624	
Replacement						3,213	
Replacement						5,738	
Replacement						4,500	
Replacement						45,000	
Replacement						6,000	
New						13,000	
Upgrade							5,000,000
Replacement							29,624
Replacement							3,213
Replacement							5,738
Replacement							4,500
	1,895,027	3,154,301	4,181,015	1,751,777	803,377	107,075	5,043,075
-	1,922,027						
-		3,089,686					
New			5,000				
Upgrade			18,514				
New			103,494				
Replacement			8,293				
Upgrade			15,237				
New			240,000				
Replacement			11,300				
Replacement			2,600				
Replacement			140,000				
Replacement			26,000				
Replacement			54,500				
Replacement			15,000				
Replacement			15,000				
New			150,000				
Replacement			58,130				
New			100,000				
New			10,000				
Replacement			200,000				
Replacement			25,000				
Replacement			35,000				
Replacement			29,300				
Replacement			7,000				
New			15,000				

2019 and 2020 Approved Budget + 2021 Proposed Budget + 2022 to 2025 Capital Forecast

Project Number	Project Name	Project Description
CS-21-0081	Dugouts at Harrow Diamonds	Addition of dug outs Pollard #5 Diamond
CS-21-0083	Upgrade/replacement of community garbage disposals in Parks	Standardize community garbage cans
CS-21-0090	Remove recirculation equipment from Harrow and Colchester Splash Pads	Remove pumps and filters in splash pads
CS-21-0091	Drainage improvements at Townsview Park	Improvements to drainage between the play set and road.
CS-21-0092	Replace Sidewalks in Sadlers Park	Continue to replace asphalt walks, deteriorating
CS-21-0093	Replace Unit 857 Ford F350 Water Truck	Replace Unit 857 Ford F350 Water Truck
CS-21-0102	Replacement Snowplow for Kioti Tractor	Replacement Snowplow for Kioti Tractor
CS-21-0103	Drop Salter for UTV in Harrow	Drop Salter for UTV in Harrow
CS-22-0012	New garbage enclosures across municipality (1 per year at min)	
CS-22-0016	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	
CS-22-0017	Soccer Field Upgrades in Essex and Harrow	
CS-22-0023	Tennis Court Rehabilitation in Harrow Centre	
CS-22-0025	Paved Driveway at Co-An Park	Storm Water Plan and Engineering Only
CS-22-0026	Irrigation at Tot Park and Town Hall	Town Hall only
CS-22-0027	Parking Lot Upgrades at Sadler's Park	Cement curbs, asphalt and drainage(being done in 2021)
CS-22-0028	Replace 2 sets of Soccer Goals Essex	deteriorating
CS-22-0032	New Screw Compressor and Motor	Moved from 2020
CS-22-0051	Replace the Eco Chill Main Control Panel	Outdated no longer have parts available for repairs. Ew Unit .Moved from 2021
CS-22-0052	Pickup Truck	moved from 2021
CS-22-0053	Upgrade Outdoor Washrooms at Fieldhouse (Accessible)	moved from 2021
CS-22-0035	Park Signage	Add or Replace Park Signage
CS-22-0036	Harrow Soccer Complex Outdoor Sign	No signage at complex
CS-22-0037	Heritage Park Washrooms	Washrooms in Heritage Park
CS-22-0038	field Software & Tablets	Required for parks inspections of playgrounds per legislations
CS-22-0054	Skateboard Ramp Replacement in Harrow	
CS-22-0055	Skateboard Ramp Replacement in Essex	
CS-22-0056	Lights on Towers at Co-An Park	need new lights but need approval from Amherstburg for 1/2
CS-22-0057	Replace Beach Groomer Colchester Beach	
CS-22-0058	Water Feature at Heritage Park	
CS-22-0039	Amphitheatre in Heritage Park	
CS-22-0059	Roof Restoration at Fieldhouse	Not in Citywide
CS-22-0060	Colchester Parking Town Lot Phase 2 of 2 (Dunn and Cty Rd 50)	
CS-22-0040	Basketball Surface at Sparky's Park	(541) Existing surface settling in areas and uneven
CS-22-0048	Drop Salter for UTV	
GG-22-0003	Roof Replacement at Town Hall	
CS-22-0041	Diamond Groomer replacement for Harrow and Essex Parks	Diamond Groomer replacement for Harrow and Essex Parks
CS-22-0042	Signage for Harrow Soccer Complex	New identity sign for town facility
CS-22-0061	Electrical to Heritage Gardens	Addition of power to park grounds to accommodate special events
CS-23-0003	Pavilion at Colchester Park	
CS-23-0004	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	
CS-23-0005	Replace Pick-up 867	add Tommy Gate
CS-23-0014	New Fencing Fairview Ave Max Miller Way West	
CS-23-0018	New garbage Enclosures	
CS-23-0019	Replace Bleachers Sports Field Essex	
CS-23-0020	Soccer Field Upgrades in Essex and Harrow	
CS-23-0022	Replace Fencing in Parks	
CS-23-0027	Replace Lights at Essex Diamond 1	
CS-23-0028	Relocate Pavilion at Sadler's Park	replace with new
CS-23-0029	Repace Kubota ATV with plough, sweeper and salter	replacing unit 878
CS-23-0030	Replace Furnace Train Station	life cycle
CS-23-0031	New Playset Stanton Park	upgrade required.
CS-23-0032	Cement Walkway into Stanton park	
CS-23-0033	Sadler's Park Power Pedestals	increase to allow for mechanical engineer for requirment to ELK and design
CS-23-0035	Co An Park Parkinglot Asphalt	New base asphalt and catchbasins.
CS-23-0040	Irrigation Heritage Gardens Train Station	moved from 2021
CS-24-0002	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	annual
CS-24-0001	NEW - Replace Pirate Ship Playground Equipment Colchester Park	
CS-24-0003	Soccer Field Upgrades in Essex and Harrow	annual
CS-24-0004	Upgrade Warning Track Diamond #1	warning track upgrades
CS-24-0008	Park Signage	Add or Replace Park Signage
CS-25-0001	Replace Roof Top Unit at Town Hall #3. Swich BAS to the new unit	15 years old
CS-25-0002	2 New Lights on Path from McKeown to Sadler's Park	moved from 2022
CS-25-0003	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	annual
CS-25-0004	Soccer Field Upgrades in Essex and Harrow	annual
CS-25-0008	Pirate Ship and Play Area Replacement at Colchester Splash Pad	Replacement
CS-25-0009	Tractor w/Loader Replacement	Replacement
CS-25-0010	Bobcat - 876 Replacement	Replacement
CS-25-0011	3/4 Ton Pickup	Replacement
CS-25-0012	Electric Golf Cart	Replacement

Total - Parks



Asset Management	Approved		Proposed	Forecast			
	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs	2025 Project Costs
New			15,000				
Replacement			14,878				
New			20,000				
New			7,500				
Replacement			35,000				
Replacement			54,000				
Replacement			9,000				
New			4,500				
New				4,478			
Replacement				15,000			
Replacement				15,000			
Replacement				97,080			
Upgrade				43,796			
New				15,000			
New				100,000			
Replacement				9,000			
Replacement				48,000			
Replacement				57,000			
Replacement				45,000			
Upgrade				40,000			
New				10,000			
New				15,000			
New				300,000			
Replacement				5,500			
Replacement				43,781			
Replacement				43,511			
Replacement				60,000			
Replacement				50,000			
New				120,000			
New				250,000			
Upgrade				50,300			
New				215,000			
New				9,500			
New				4,500			
Replacement				63,000			
Replacement				33,000			
New				7,500			
New				92,100			
New					350,000		
Replacement					15,000		
Replacement					55,000		
Replacement					58,000		
New					4,478		
Replacement					16,000		
Replacement					15,000		
Replacement					10,000		
Replacement					325,700		
Upgrade					35,000		
Replacement					38,000		
Replacement					9,000		
Upgrade					225,000		
New					31,000		
New					80,000		
Replacement					266,857		
New					20,000		
Replacement						15,000	
Replacement						300,000	
Replacement						15,000	
Replacement						41,000	
New						10,000	
Replacement							25,000
New							30,000
Replacement							15,000
Replacement							15,000
Replacement							250,000
Replacement							10,000
Replacement							70,000
Replacement							37,000
Replacement							5,000
	1,922,027	3,089,686	1,459,246	1,862,046	1,554,035	381,000	457,000

2019 and 2020 Approved Budget + 2021 Proposed Budget + 2022 to 2025 Capital Forecast

Project Number	Project Name	Project Description
Division: Miscellaneous Recreation Programs		
CS-19-0032	Colchester Community Centre Upgrades	Colchester Community Centre upgrades.
CS-19-0082	New A/C Furnaces at Colchester Community Centre	New A/C Furnaces at Colchester Community Centre
CS-19-0097	Washroom Upgrades at Lions Hall	Washroom upgrades at Lion's Hall
CS-19-0109	Heritage Garden Development	Heritage Garden Development (carry forward CS-18-0082/17-0119/16-0050).
CS-19-0111	Parks, Recreation and Culture Master Plan	Development of plans from Master Plan recommendations (carry forward)
CS-19-0122	Colchester Community Garden	Colchester Community Garden - work with Schoolhouse committee (carry forward CS-18- 0077/CS-17-0114/CS-16-0067/CS-15-0075).
CS-19-0124	Beautification Colchester Centre	Beautification Colchester Centre (cfwd CS-18- 0083/CS-17-0120/CS-16-0073/CS-15-0076).
CS-19-0125	Beautification Harrow Centre	Beautification Harrow Centre (carry forward CS-18-0084/CS-17-0121/CS-16-0073/CS-15- 0076).
CS-20-0051	Painting, Interior Essex Community Centre	Painting, Interior Essex Community Centre.
CS-20-0053	Dog Agility Items	Dog Agility Items
CS-20-0055	Flag Poles McGregor	Funds have to be increased. \$6,000 will not cover the cost of 2 poles
CS-20-0056	Heritage Train Station landscaping	Continue to develop grounds around Essex Train station.
CS-20-0075	Heritage Train Station Caboose	moved from 2020. The funds are not sufficient. The caboose is in very poor condition
CS-20-0108	NEW - Cameras for ERC	Cameras were removed with construction of new High School
CS-21-0073	New Dustless Air Conditioning Units for Three Program Room	Upgrade from window units to new ductless AC
CS-21-0074	Paint Interior McGregor Community Center	Paint Interior McGregor Community Center
CS-21-0075	New Ceiling Lights in Four Program Rooms, and Halls ECC	New Ceiling Lights in Four Program Rooms, and Halls ECC
CS-21-0094	New Snow Push Box	New snow push box attachment for new tractor to push snow from Parking Lots, Town Hall, Fire and ERC
CS-22-0009	Ventilation in Mechanical Room at McGregor Community Centre	
CS-22-0031	Painting Various Programs Rooms at the Maedel Community Centre	program rooms and halls
CS-22-0049	Replace Dishwasher at McGregor Community Centre	Not in Citywide
CS-22-0043	Heritage Train Station Caboose	moved from 2020. The funds are not sufficient. The caboose is in very poor cond
CS-23-0037	Mid Roof Replacement at the Essex Community Centre	Required
CS-23-0038	Paint Gym Essex Community Centre	Upgrade scissor lift required
CS-24-0006	New Windows at ECC	Upgrade windows in program rooms required engineers specs
Total - Miscellaneous Recreation Programs		
Division: Arenas		
CS-20-0038	Ice Resurfacer at Harrow Centre Sports Complex	Replacement of Harrow Olympia. Takes 1 year to have made.
CS-20-0083	Replace Ice Resurfacer 850-00 at Essex Centre Sports Complex	Replace Ice Resurfacer 850-00
CS-20-0086	Shower/Dressing Room Updates-Harrow Arena	Reconfiguration of dressing rooms for addition of private showers.
CS-21-0042	Ice Maintenance Level Laser	Replacement of Level Laser at Harrow Arena.
CS-21-0044	Replace Rubber Tiles in Two dressing rooms and the Main Hall of Libro Rink	Replace Rubber Tiles in Two dressing rooms and the Main Hall of Libro Rink
CS-21-0057	Two New Screw Compressor and Motor for the Compressor Room in Twin Pad Arenas	Two New Screw Compressor and Motor for the Compressor Room in Twin Pad Arenas
CS-21-0095	Replace the Condenser Holding Tank in Compressor Room	The existing unit is made of poly. The poly has cracked at the discharge and water
CS-21-0035	Automatic Door Replacement at Essex Centre Sports Complex	Exterior doors being converted from manual opening to automatic
CS-21-0096	Replacement of Kick Board - Dashers at Libro Rink	Replacement of Kick Board - Dashers at Libro Rink
CS-21-0097	Ice Resurfacer Hot Water Boilers (2)	Replacement of hot water boilers at Essex Arena
CS-21-0098	Mortar Block Repairs for Essex Centre Sports Complex	Lack of funds did not allow the west side to be completed in 2020
CS-21-0099	Replacement of Fuel Makers to fill Olympias	Replace existing with FM4 Units at Libro rink.
CS-21-0100	Baffle Ceiling Essex Centre Sports Complex	to minimize noise clutter in Shaheen room.
CS-21-0101	Replace the Douglas Control Lighting dialogue System	Replacement of master light control unit.
CS-19-0103	Harrow Arena Spectator Netting	
CS-22-0002	Dressing Room Floor Upgrade (2 Rooms) at Essex Centre Sports Complex	
CS-22-0004	Replace the Main burners and heat wheels in both de humidifier units at the Twin Pad	
CS-22-0007	Roof Upgrades at Essex Centre Sports Complex	
CS-22-0011	Puck Boards & Dasher Boards	Kick board Shaheen Rink
CS-22-0013	Canteen Equipment Upgrades	
CS-22-0018	Painting Essex Centre Sports Complex, Interior	
CS-22-0019	Replace the walking track mat	
CS-22-0021	Replace the Rubber Floor in dressing rooms	
CS-22-0022	Replace the Pakinglot Lights at the Essex Center Sports Complex to LED	Inflation
CS-22-0033	Replace the stall partitons in the dressing rooms at the Essex Centre Sports Complex	moved from 2021
CS-22-0044	New Roof Top Unit Shaheen Room Essex Centre Sports Complex	New unit wil be samller and more eficent . This wil also assist to elliminate the noi
CS-22-0062	Condenser Replacement at Harrow Arena	
CS-22-0063	Fencing at Back of the Essex Centre Sports Complex	Addition of secure compound at back of essex
CS-22-0064	Replace Skate Sharpener at Harrow Centre Sports Complex	
CS-21-0021	Painting ceiling in dressing rooms and , high wall areas at Essex Centre Sports Complex	Painting ceiling in dressing rooms and , high wall areas at Essex Centre Sports Cor
CS-22-0050	Harrow Arena Spectator Netting	Replace netting around rink as per legislaion.
CS-22-0066	Replace Rink Netting at Essex Centre Sports Complex	Replace netting around rink as per legislaion.
CS-22-0045	Harrow Arena Outdoor Pylon Sign	Outdoor pylon sign
CS-23-0006	Stand on Floor Scrubber	
CS-23-0008	Replace Domestic Hot Water Tank	
CS-23-0009	Puck Board on Shaheen Rink	Kick Boards
CS-23-0010	Replace the Washroom Stall Partitions at ECSC	



Asset Management	Approved		Proposed	Forecast			
	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs	2025 Project Costs
Replacement			23,469				
Replacement			24,000				
Upgrade			20,000				
New			13,620				
New			8,912				
Upgrade			3,296				
New			5,000				
Upgrade			25,386				
New			10,000				
New			8,840				
New			10,500				
New			8,000				
Upgrade			14,339				
New			28,500				
Upgrade			32,250				
Replacement			10,000				
Upgrade			20,000				
Replacement			4,000				
Upgrade				3,500			
Upgrade				25,000			
Replacement				3,640			
Upgrade				7,500			
Replacement					160,000		
Upgrade					15,000		
Upgrade						65,000	
	-	-	270,112	39,640	175,000	65,000	-
Replacement			90,900				
Replacement			92,000				
Upgrade			40,000				
Replacement			12,000				
Replacement			66,700				
Replacement			86,000				
Replacement			21,000				
Upgrade			50,000				
Replacement			21,940				
Replacement			58,000				
Replacement			4,900				
Replacement			12,000				
New			15,000				
Replacement			13,740				
Replacement				16,500			
Replacement				48,000			
Upgrade				37,100			
Upgrade				10,000			
Replacement				23,000			
Upgrade				20,000			
Replacement				15,000			
Replacement				50,000			
Replacement				60,000			
Replacement				22,000			
Replacement				17,951			
Replacement				38,500			
Replacement				57,792			
New				10,000			
Upgrade				10,875			
Replacement				15,000			
Replacement				16,500			
Replacement				35,000			
New				60,000			
Replacement					9,000		
Replacement					8,500		
Replacement					22,000		
Replacement					27,247		

2019 and 2020 Approved Budget + 2021 Proposed Budget + 2022 to 2025 Capital Forecast

Project Number	Project Name	Project Description
CS-23-0011	New Lights Drop ceiling Shaheen Rink	Mech Eng specs required to change duct work, speakers, new lights etc.
CS-23-0012	New LED Lights Shaheen Rink	
CS-23-0015	New HVAC units at Essex Centre Sports Complex	Inflation
CS-23-0016	Upgrades to heat Recovery Unit	Upgrade major components only
CS-23-0017	Exhaust Fan Unit Canteen	
CS-23-0025	New tables and Chairs for Shaheen Room	
CS-23-0026	Replace the Rubber Floor in dressing rooms	
CS-23-0039	New Screw Compressor and Motor for the Compressor Room	
CS-23-0041	Replace HVAC unit 4- office	This unit runs 12 months of the year. BAS is part of the replacement Moved from :
CS-24-0010	Upgrade Lights to LED on Libro Rink at Essex Centre Sports Complex	Move to 2024
CS-24-0007	Painting Ceiling Both Rinks	paint beams
CS-24-0009	New Condenser Unit at the Essex centre Sprots Complex	
CS-25-0005	Parking Lot Upgrades at Essex Centre Sports Complex	moved from 2022
CS-25-0006	Regasket Plate and Frame Chiller	Upgrade
CS-25-0016	Floor Scrubber Replacement	
CS-25-0025	Furnace Replacement at Harrow Arena	
Total - Arenas		
Division: Essex Recreation Complex		
CS-19-0115	LED Lights at Aquatics Centre	
CS-19-0116	Pool Piping and Equipment Study	To be completed by school board and our portion to carry forward. Essex Recreation
CS-21-0104	Essex Pool Office	Additional office added to accommodate staffing on site
CS-21-0013	Replace Pump for lap pool at Essex Recreation Complex	Replace Pump for lap pool
CS-21-0075	Canopy Roof Restoration at Essex Recreation Complex	Canopy Roof Restoration
CS-22-0001	Replace Fence in All-Purpose Room at Essex Recreation Complex	
CS-22-0067	Dehumidifier Replacement at Essex Recreation Complex	actual replacement cost comparisons
CS-22-0069	Renovations to storage understafe and ERC	
CS-23-0036	Exterior Signage at Essex Recreation Complex	Moved from 2021
CS-24-0005	Stainless Steel Railing Replacement at Essex Recreation Complex	Moved from 2020
CS-25-0013	All purpose room renovation	Upgrade
CS-25-0014	Power Washer Replacement	Replacement
Total - Essex Recreation Complex		
Division: Harbour		
CS-19-0106	Dock B Power Upgrade	Need to finish work in 2020 with new docks.
CS-20-0007	Float B - 30 Finger Docks Replacement	Replacement of B docks and fingers to provide full service
CS-21-0086	Install Gates and FOBS at each Colchester Dock Entrance	Install Gates and FOBS
CS-21-0105	Public Washroom Upgrades Colchester Harbour	New Sinks and Epoxy Floors
CS-22-0008	Dock Scrubber Replacement	
CS-22-0029	Repairs to Boat Launch - Concrete Pad	
CS-22-0030	2 Lane Turnaround at bottom of Hill	
CS-22-0068	Replace Gas Pump at Harbour	
CS-22-0046	Replacement of Ramp at Colchester harbour	
CS-22-0047	Pave Parking Lot B- Colchester Harbour	Upgrade from current gravel parking lot to asphalt.
CS-23-0002	C-Dock Replacement	
Total - Harbour		
Division: Arts, Culture and Tourism		
CS-19-0064	Mural/Sculpture	
CS-22-0010	Mural/Sculpture	
CS-23-0001	Mural/Sculpture	
Total - Arts, Culture and Tourism		
Total - Community Services		



Asset Management	Approved		Proposed	Forecast			
	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs	2025 Project Costs
Upgrade					60,589		
New					68,000		
Replacement					146,000		
Upgrade					55,000		
Replacement					8,000		
New					10,000		
Replacement					60,000		
Replacement					48,000		
Replacement					23,000		
Upgrade						66,000	
Upgrade						60,000	
Replacement						160,000	
Upgrade							60,000
Upgrade							25,000
Replacement							16,500
Replacement							6,500
	-	-	584,180	563,218	545,336	286,000	108,000
Upgrade			15,445				
New			4,177				
Upgrade			30,000				
Replacement			3,049				
Replacement			15,000				
Replacement				1,759			
Replacement				400,000			
Upgrade				10,000			
Replacement					3,829		
Replacement						4,826	
Upgrade							40,000
Replacement							5,500
	-	-	67,671	411,759	3,829	4,826	45,500
Upgrade			5,335				
Replacement			178,059				
New			40,000				
Upgrade			9,000				
Replacement				2,355			
Upgrade				50,000			
Upgrade				250,000			
Replacement				8,884			
Upgrade				38,533			
New				160,000			
Replacement					30,000		
	-	-	232,394	509,772	30,000	-	-
New			10,000				
New				10,000			
New					10,000		
	-	-	10,000	10,000	10,000	-	-
	3,817,054	6,243,987	6,804,618	5,148,212	3,121,577	843,901	5,653,575

2019 and 2020 Approved Budget + 2021 Proposed Budget + 2022 to 2025 Capital Forecast

Project Number	Project Name	Project Description
Department - Development Services		
Division:	Planning	
2019	Planning	
2020	Planning	
PZ-19-0007	New Development Standards Manual Update	Procurement of services to create an updated Development Standards Manual including design standards for municipal assets and new developments
PZ-20-0002	Official Plan Review - Phase 1	Mandated under the PPS to be initiated in 2020, however start date has been impacted by County OP initiation delays
PZ-21-0002	CWATS	Bike Racks
PZ-21-0003	Amendment to DC By-Law and Background Study	Procurement of Consultant Services to undergo the DC process to incorporate mandatory changes as per legislation
PZ-22-0005	Official Plan Review - Phase 2	Study to be completed in 2020 following in-house Zoning Amendments, related to OP review
PZ-22-0003	Cultural Master Plan	Consultant to prepare a master plan for the management of the Town's cultural resources such as heritage-designated sites, organizations, artifacts, etc.
PZ-23-0001	Specialty Crop Area Study	Study to be completed in 2021 following County OP Update
PZ-24-0001	Archaeological Master Plan	Mandated under the PPS, related to the OP Review, to map out our potential archaeologically significant sites
PZ-24-0002	Development Charges Background Study	DC By-law expires in 2024, therefore a DC Background Study must be undertaken.
Total - Planning		
Division:	Building	
2019	Building	
2020	Building	
BD-21-0001	Field Software & Tablets	Building Permit software to move to electronic permit processing, tracking, and reporting. To also assist field staff with efficiencies to input inspection and site visit information and approvals while in the fields. Estimated cost for 3 tablets and annual system fee.
BD-22-0001	2014 Dodge Ram Pick Up Replacement*	
BD-22-0002	Building Division Document Archiving Project	Consultant to convert decades of documents and plans into electronic format and/or archive and/or destroy.
BD-25-0001	2017 Dodge Journey Replacement	
Total - Building		
Division:	Economic Development	
2019	Economic Development	
2020	Economic Development	
ED-21-0001	Agri-Tourism Strategy	As approved by Council, \$25,000 is to be transferred from Tourism Marketing Operating Budget (114) into a 2021 Capital Project under Economic Development (116)
ED-22-0004	Business Retention & Expansion Program	Consultant to develop a small business retention and expansion program as identified in the Strategic Plan
Total - Economic Development		
Total - Development Services		



Asset Management	Approved		Proposed	Forecast			
	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs	2025 Project Costs
-	-						
-		165,000					
New			79,576				
New			50,424				
New			4,650				
New			35,000				
New				29,576			
New				50,000			
New					60,000		
New						50,000	
New						60,000	
	-	165,000	169,650	79,576	60,000	110,000	-
-	-						
		42,500					
New							
		-	15,000				
Replacement				44,217			
New				10,000			
Replacement							50,000
	-	42,500	15,000	54,217	-	-	50,000
	-						
		36,361					
New			55,000				
New				55,000			
	-	36,361	55,000	55,000	-	-	-
	-	243,861	239,650	188,793	60,000	110,000	50,000

2019 and 2020 Approved Budget + 2021 Proposed Budget + 2022 to 2025 Capital Forecast

Project Number	Project Name	Project Description
Department - Public Works		
Division:	Equipment	
2019	Equipment	
2020	Equipment	
PW-20-0001	15-ton Dump/Plow Unit #532	Carry Forward. Unit #532 is past its useful life and needs to be replaced.
PW-21-0041	5-ton Roll-off/Plow	Current Unit is past its useful life and requires replacement. The 3-ton (Unit #531) is proposed to be upgraded with a 5-ton to accommodate growth for snow removal and public works maintenance
PW-20-0038	Essex Operations Yard (Capital Equipment Stock)	To ensure more effective and efficient level of service, stocking the Essex Operations Yard with the necessary equipment will allow us to respond and operate better.
PW-20-0039	Building Expansion and Washroom Upgrade	Due to level of service and growth the existing facility no longer meets operation
PW-21-0036	Pickup Truck	Unit 533 is at its useful life expectancy and requires replacement.
PW-21-0002	Minor Equipment	This consists of yearly required minor equipment that exceeds the procurement threshold for capital equipment and falls outside small tools.
PW-21-0003	Annual Door Replacement Program	Annual replacement of a single overhead door ensures proper maintenance of these facility doors. Furthermore, we utilize adequate panels from old doors to improve any existing damaged doors to assist in extending the useful life of these assets. Not in Citywide
PW-21-0005	Grader Unit 505	Grader has exceeded its useful life which has caused significant increases in maintenance costs. Replacement of grader (Unit #505) is required.
PW-21-0001	Pickup Truck	New Vehicle required due to full staff compliment in the Drainage Department
PW-22-0005	Backhoe	Replace Backhoe Unit #512
PW-22-0015	Road Widener	
PW-22-0016	Sweeper Broom	
PW-22-0017	5 Ton Dump Unit 508	
PW-22-0018	Minor Equipment	
PW-22-0024	Batwing Mower	
PW-22-0019	Annual Door Replacement	
PW-23-0006	Backhoe	Replace Backhoe Unit #538
PW-23-0007	Wood Chipper	Replace the Vermeer Wood Chipper
PW-23-0008	3-ton Truck	Replace Unit #534 with 5-ton. Increased service levels
PW-23-0009	Pick-Up 4x4 Unit 536	
PW-23-0014	Minor Equipment	
PW-23-0015	Annual Door Replacement	
PW-24-0001	Replace 15ton Dump/Plow - Unit 535	
PW-24-0007	25-ton Float Trailer	
PW-24-0008	10-ton Excavator	
PW-25-0001	Misc Equipment	
Total - Equipment		
Division:	Roads and Roadside	
2019	Roads and Roadside	
2020	Roads and Roadside	
PW-19-0036	LED Conversion of Streetlights	Conversion of streetlights to more energy efficient LED streetlights.
PW-19-0066	Development Partnerships	Capital Infrastructure improvements for development partnerships
PW-21-0007	Sidewalks/Trails	Yearly renewal of various sidewalks within the municipality.
PW-21-0013	Overlay 6km (Approximately \$25,000/km) (Maintenance)	Yearly maintenance overlay on select rural tar & chip roads to ensure the asset meets their useful life.
PW-21-0033	Victor (from Victoria to Laird)	Reconstruction of Victor Street from Victoria to Laird following the construction of apartment building.
PW-21-0037	Maidstone-Arthur-Gosfield Intersection Improvements	Interim solution to improve intersection configuration and safety while extending
PW-21-0006	Old Malden Road (14th Conc to 12th Conc)	Base stone was installed several years ago with the anticipation of tar and chip. B
PW-21-0038	4th Concession- surface treatment	Final lift of surface treatment on the 4th concession.
PW-21-0035	Gore Rd- surface treatment	Final lift of surface treatment on Gore Rd.
PW-21-0039	8th Concession- surface treatment	Final lift of surface treatment on the 8th concession.
PW-22-0025	North Malden Road between County Road 15 and Walker Sideroad.	
PW-22-0006	Overlay 6km (Approximately \$25,000/km) (Maintenance)	
PW-22-0008	Shave and Pave Miscellaneous Road (Maintenance)	
PW-22-0009	Miscellaneous Roadwork (Maintenance)	
PW-22-0023	Annual Sidewalk Maintenance	
PW-22-0011	Annual Sidewalks/Trails Maintenance	
PW-23-0010	Various Roads Projects	
PW-23-0011	Various Trails Projects	
PW-23-0012	Shave and Pave Misc. Roads	
PW-23-0017	LAS Roads Assessment Update	
PW-23-0018	Annual Sidewalk Maintenance	
PW-23-0013	Overlay 6km (Approx. \$30,000/km)	
PW-24-0002	Various Roads Projects	
PW-24-0003	Various Trails Projects	



Asset Management	Approved		Proposed	Forecast			
	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs	2025 Project Costs
-	551,500						
-		1,040,889					
Replacement			280,000				
Upgrade			280,000				
Replacement			7,458				
New			495,241				
Replacement			45,000				
Replacement			15,000				
Replacement			10,000				
Replacement			450,000				
New			45,000				
Replacement				220,000			
Replacement				65,000			
Replacement				10,000			
Replacement				250,000			
Replacement				20,000			
Replacement				30,000			
Replacement				12,000			
Replacement					220,000		
Replacement					80,000		
Upgrade					265,000		
Replacement					45,000		
Replacement					20,000		
Replacement					12,000		
Replacement						315,000	
New						30,000	
New						200,000	
Replacement							650,000
	551,500	1,040,889	1,627,699	607,000	642,000	545,000	650,000
-	3,596,500						
-		2,851,948					
Upgrade			368,013				
Upgrade			10,800				
Replacement			50,000				
Replacement			150,000				
Replacement			445,000				
Upgrade			450,000				
Upgrade			220,000				
Upgrade			95,000				
Upgrade			80,000				
Upgrade			75,000				
Replacement				600,000			
Replacement				150,000			
Replacement				200,000			
Replacement				1,190,000			
Replacement				60,000			
Upgrade				450,000			
Replacement					2,090,000		
Upgrade					475,334		
Replacement					250,000		
Replacement					70,000		
Replacement					70,000		
Replacement					180,000		
Replacement						2,090,000	
Upgrade						475,334	

2019 and 2020 Approved Budget + 2021 Proposed Budget + 2022 to 2025 Capital Forecast

Project Number	Project Name	Project Description
PW-24-0004	Shave and Pave Misc. Roads	
PW-24-0009	Annual Sidewalk Maintenance	
PW-24-0005	Overlay 6km (Approx. \$30,000/km)	
PW-25-0002	Various Roads Projects	
PW-25-0003	Various Trails Projects	
PW-25-0004	Shave and Pave Misc. Roads	
PW-25-0005	Annual Sidewalk Maintenance	
PW-25-0006	Overlay 6km (Approx. \$30,000/km)	
Total - Roads and Roadside		
Division:	Storm water Management	
2019	Storm water Management	\$4.5million Ward 1 Storm Improvements.
2020	Storm water Management	
PW-19-0048	Stormwater Partnership Improvements-Main	Storm water partnership improvements that occur as a result of development.
PW-19-0050	Rain Gauges in Partnership with ERCA	Purchase and installation of a stormwater gauge for improvement in regional tracking and monitoring and enabling improved design.
PW-19-0064	Ward 1 Storm Improvements	Carry Forward (contingent on NDMP funding extension)
PW-20-0021	Engineering for Various Bridges and Culverts	Carry Forward - Increase total budget to \$50,372 as approved by Council in Capital Works and Infrastructure Report 2020-07
PW-20-0034	Richmond Drain Bank Stabilization	The existing Municipal drain has been experiencing slumping failure along the north bank causing the edge of the gravel adjacent to the 5th Concession Road to displace down the side slopes. Tendered in 2020 with work to be completed in 2021.
PW-21-0011	Engineering for Various Bridges and Culverts	In order to be prepared for construction, engineering of select bridges and culverts are done a year in advance.
PW-21-0018	3rd Concession and County Road 23 Bridge 200204	Bridge Rehabilitation works
PW-21-0025	South Malden Rd and Mole Sideroad Bridge 103904	Bridge Rehabilitation works
PW-21-0026	Walker Sideroad/North Malden 106101	Culvert Rehabilitation work
PW-21-0028	Rizzo Nicola Rd. Guiderail	Existing Guardrail requires replacement.
PW-21-0034	Victor (from Victoria to Laird) Storm Sewers	Reconstruction of Victor Street from Victoria to Laird following the construction of apartment building
PW-21-0040	Victoria/South Talbot Culvert Replacement	In conjunction with MTO's Highway 3 Widening Project
PW-22-0001	4th Concession and McLean Bridge 200303	
PW-22-0003	Engineering for Various Bridges and Culverts	
PW-22-0013	South Malden Rd/County Road 11 103901	
PW-22-0014	Ferris Sideroad/4th Concession 200404	
PW-22-0022	Stormwater Improvements	
PW-23-0001	3rd Concession/Roseborough Road 200201	
PW-23-0002	5th Concession/McComick Sideroad 200403	
PW-23-0003	12th Concession/County Road 11 100302	
PW-23-0004	Engineering for Various Bridges and Culverts	
PW-23-0016	Stormwater Improvements	
PW-24-0006	Misc Projects	
PW-25-0007	Misc Projects	
Total - Storm water Management		
Total - Public Works		
Total - Property Tax Supported		



Asset Management	Approved		Proposed	Forecast			
	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs	2025 Project Costs
Replacement						250,000	
Replacement						80,000	
Replacement						180,000	
Replacement							2,090,000
Upgrade							475,334
Replacement							250,000
Replacement							90,000
Replacement							180,000
	3,596,500	2,851,948	1,943,813	2,650,000	3,135,334	3,075,334	3,085,334
-	778,000						
-		5,960,707					
Upgrade			197,995				
New			11,000				
Replacement			4,559,912				
Replacement			50,372				
Upgrade			275,000				
Replacement			50,000				
Replacement			30,000				
Replacement			305,000				
Replacement			225,000				
Replacement			35,000				
Replacement			275,000				
Replacement			350,000				
Replacement				300,000			
Replacement				50,000			
Replacement				55,000			
Replacement				205,000			
Replacement				250,000			
Replacement					185,000		
Replacement					320,000		
Replacement					50,000		
Replacement					55,000		
Replacement					250,000		
Replacement						860,000	
Replacement							-
	778,000	5,960,707	6,364,279	860,000	860,000	860,000	860,000
	4,926,000	9,853,544	9,935,791	4,117,000	4,637,334	4,480,334	4,595,334
	9,077,654	21,460,308	23,240,611	9,539,005	7,898,411	5,509,235	10,360,609

2019 Budget + 2020 Budget + 2021 Budget + 2022 to 2025 Capital Forecast

Project Number	Project Name	Project Description
User Rate Supported		
Department:	Environmental Services	
Division:	Water	
2019	Water	
2020	Water	
WW-20-0013	Victor Watermain (Ward 1)	Carry Forward. Replacement of the watermain on Victor between Victoria and Laird in conjunction with road reconstruction.
WW-21-0001	Equipment Contingency Wards 1 and 2 Distribution and Transmission (50%)	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems.
WW-21-0002	Equipment Contingency Wards 3 and 4 Distribution and Transmission (50%)	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems.
WW-21-0003	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations with respect to Harrow-Colchester South Water Treatment Plant.
WW-21-0005	Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance)	To help ensure the delivery of safe and clean drinking water to our residents, this program regulates how property owners connect to the Town's water supply. It ensures that backflow prevention devices are installed to prevent possible contamination of the Town's drinking water system.
WW-21-0006	Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance)	To help ensure the delivery of safe and clean drinking water to our residents, this program regulates how property owners connect to the Town's water supply. It ensures that backflow prevention devices are installed to prevent possible contamination of the Town's drinking water system.
WW-21-0008	Meter Reading Software	Existing meter reading software and equipment is obsolete. In order to complete water meter reading, new equipment is required.
WW-21-0007	OWCA Capital Recommendations	OWCA Recommended capital improvements to Harrow-Colchester South Water Treatment Plant.
WW-22-0001	Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance)	
WW-22-0002	Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance)	
WW-22-0003	Equipment Contingency Wards 1 and 2	
WW-22-0004	Equipment Contingency Wards 3 and 4	
WW-22-0005	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	
WW-22-0006	Replace Truck	
WW-22-0008	Cast Iron Watermain Replacement	
WW-22-0007	OWCA Capital Recommendations	
WW-23-0007	Cast Iron Watermain Replacement	
WW-23-0001	Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance)	
WW-23-0002	Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance)	
WW-23-0003	Equipment Contingency Wards 1 and 2	
WW-23-0004	Equipment Contingency Wards 3 and 4	
WW-23-0005	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	
WW-23-0006	OWCA Capital Recommendations	
WW-24-0007	Cast Iron Watermain Replacement	
WW-24-0001	Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance)	
WW-24-0002	Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance)	
WW-24-0003	Equipment Contingency Wards 1 and 2	
WW-24-0004	Equipment Contingency Wards 3 and 4	
WW-24-0005	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	
WW-24-0006	OWCA Capital Recommendations	
WW-24-0008	Replace Truck	
WW-25-0001	Cast Iron Watermain Replacement	
WW-25-0002	Equipment Contingency Wards 1 and 2	
WW-25-0003	Equipment Contingency Wards 3 and 4	
WW-25-0004	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	
WW-25-0005	OWCA Capital Recommendations	
Total - Water		



Asset Management Status	Approved		Proposed	Forecast			
	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs	2025 Project Costs
-	467,100						
-		3,445,464					
Replacement			165,000				
New			8,500				
New			8,500				
New			177,500				
Replacement			10,000				
Replacement			10,000				
Replacement			34,000				
Upgrade			442,000				
Replacement				10,000			
Replacement				10,000			
New				10,000			
New				10,000			
New				195,000			
Replacement				47,500			
Replacement				175,000			
Upgrade				431,000			
Replacement					270,000		
Replacement					5,000		
Replacement					5,000		
Replacement					10,000		
Replacement					10,000		
New					205,000		
Upgrade					387,000		
Replacement						415,000	
Replacement						5,000	
Replacement						5,000	
Replacement						10,000	
Replacement						10,000	
New						205,000	
Upgrade						120,000	
Replacement						45,000	
Replacement							655,000
Replacement							10,000
Replacement							10,000
New							205,000
Upgrade							10,000
	467,100	3,445,464	855,500	888,500	892,000	815,000	890,000

2019 Budget + 2020 Budget + 2021 Budget + 2022 to 2025 Capital Forecast

Project Number	Project Name	Project Description
Division: Sanitary Sewer		
2019	Sanitary Sewer	
2020	Sanitary Sewer	
SS-21-0001	Treatment - Ward 1 Contingency	Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and Northeast Lagoons.
SS-19-0004	Treatment - Ward 4 Cell Treatment	
SS-19-0008	Sanitary Sewer Masterplan Ward 3	
SS-19-0012	Harrow Sanitary Optimization Study (cfwd SS-18-0010)	
SS-19-0013	Treatment - Ward 4 Cell Treatment (cfwd SS-18-0017/SS-17-0007)	
SS-21-0002	Treatment - Ward 3 Contingency	Equipment, process, facility replacements and improvements for the Colchester Lagoons.
SS-21-0003	Treatment - Ward 4 Contingency	Equipment, process, facility replacements and improvements for the Harrow
SS-21-0004	Collection and Conveyance - Ward 1	Replacement of equipment, maintenance, issues, design investigations with respect to the ward 1 service area.
SS-21-0005	Collection and Conveyance - Ward 3	Replacement of equipment, maintenance, issues, design investigations with respect to the ward 3 service area.
SS-21-0008	Collection and Conveyance - Ward 4	Replacement of equipment, maintenance, issues, design investigations with respect to the ward 4 service area.
SS-21-0009	OWCA Capital Recommendations - Ward 1	OCWA Recommended capital improvements to Essex Pollution Control Plant and Northeast Lagoons.
SS-21-0010	OWCA Capital Recommendations - Ward 3	OCWA Recommended capital improvements to the Colchester Lagoons.
SS-21-0011	OWCA Capital Recommendations - Ward 4	OCWA Recommended capital improvements to the Harrow Lagoons.
SS-22-0001	Treatment - Ward 1 Contingency	
SS-22-0002	Treatment - Ward 3 Contingency	
SS-22-0003	Treatment - Ward 4 Contingency	
SS-22-0004	Collection and Conveyance - Ward 1	
SS-22-0005	Collection and Conveyance - Ward 3	
SS-22-0006	Collection and Conveyance - Ward 4	
SS-22-0007	OWCA Capital Recommendations - Ward 1	
SS-22-0008	OWCA Capital Recommendations - Ward 3	
SS-22-0009	OWCA Capital Recommendations - Ward 4	
SS-23-0001	Treatment - Ward 1 Contingency	
SS-23-0002	Treatment - Ward 3 Contingency	
SS-23-0003	Treatment - Ward 4 Contingency	
SS-23-0004	Collection and Conveyance - Ward 1	
SS-23-0005	Collection and Conveyance - Ward 3	
SS-23-0006	Collection and Conveyance - Ward 4	
SS-23-0007	OWCA Capital Recommendations - Ward 1	
SS-23-0008	OWCA Capital Recommendations - Ward 3	
SS-24-0001	Treatment - Ward 1 Contingency	
SS-24-0002	Treatment - Ward 3 Contingency	
SS-24-0003	Treatment - Ward 4 Contingency	
SS-24-0004	Collection and Conveyance - Ward 1	
SS-24-0005	Collection and Conveyance - Ward 3	
SS-24-0006	Collection and Conveyance - Ward 4	
SS-24-0007	OWCA Capital Recommendations - Ward 1	
SS-24-0009	OWCA Capital Recommendations - Ward 3	
SS-24-0008	OWCA Capital Recommendations - Ward 4	
SS-25-0001	Treatment - Ward 1 Contingency	
SS-25-0002	Treatment - Ward 3 Contingency	
SS-25-0003	Treatment - Ward 4 Contingency	
SS-25-0004	Collection and Conveyance - Ward 1	
SS-25-0005	Collection and Conveyance - Ward 3	
SS-25-0006	Collection and Conveyance - Ward 4	
SS-25-0007	OWCA Capital Recommendations - Ward 1	
SS-25-0008	OWCA Capital Recommendations - Ward 3	
SS-25-0009	OWCA Capital Recommendations - Ward 4	
Total - Wastewater		
Total - Environmental Services		
Total - User Rate Supported		
Total - Property Tax and User Rate Supported		



Asset Management Status	Approved		Proposed	Forecast			
	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs	2025 Project Costs
-	853,000						
-		2,723,216					
New			77,500				
Replacement			500,000				
Replacement			79,518				
New			43,046				
Replacement			500,000				
New			42,500				
New			42,500				
Replacement			40,000				
Replacement			42,500				
Replacement			37,500				
Replacement			138,000				
Replacement			96,000				
Replacement			39,600				
New				87,500			
New				52,500			
New				52,500			
Replacement				50,000			
Replacement				52,500			
Replacement				47,500			
New				137,000			
New				148,000			
Replacement				8,000			
New					90,000		
New					55,000		
New					55,000		
Replacement					60,000		
Replacement					62,500		
Replacement					57,500		
New					207,000		
New					152,000		
New						90,000	
New						55,000	
New						55,000	
Replacement						60,000	
Replacement						62,500	
Replacement						57,500	
Replacement						87,000	
Replacement						68,000	
Replacement						10,000	
New							90,000
New							55,000
New							55,000
Replacement							60,000
Replacement							62,500
Replacement							57,500
Replacement							7,000
Replacement							72,000
Replacement							1,000,000
	853,000	2,723,216	1,678,664	635,500	739,000	545,000	1,459,000
	1,320,100	6,168,680	2,534,164	1,524,000	1,631,000	1,360,000	2,349,000
	1,320,100	6,168,680	2,534,164	1,524,000	1,631,000	1,360,000	2,349,000
	10,397,754	27,628,988	25,774,775	11,063,005	9,529,411	6,869,235	12,709,609