# Special Council Meeting Agenda

January 11, 2021, 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 January 11, 2021**

   Moved by _____

   Seconded by _____

   **That** the published agenda for the January 11, 2021 Special Council Meeting RE: 2021 Budget be adopted as presented.

4. **Reports from Administration**

   4.1. **Jeffrey Morrison, Director, Corporate Services/Treasurer** 1

   Verbal Report and Presentation RE: 2021 Proposed Budget

   - 2021 Capital Budget Amendments

   Moved by _____

   Seconded by _____

   **That** the presentation by Jeffrey Morrison, Director, Corporate Services/Treasurer regarding the 2021 Capital Budget Amendments, be received.

   Moved by _____

   Seconded by _____

   **That** the 2021 Capital Budget and its adoption in principle be revised to reflect the following projects with the amendments proposed during this January 11, 2021 meeting:

   1. Hold Project PW-21-0067 Maidstone - Arthur - Gosfield Intersection $450,000
   2. Hold Project PW-20-0042 Essex Tennis Courts $240,000
   3. Hold Project PW-21-0006 Old Malden Road $220,000
   4. Add Project CS-21-00xx Co-An Park Annual Capital

5. **Adjournment**

   Moved by _____

   Seconded by _____

   That the meeting be adjourned at _____.

# POST BUDGET WALK THROUGH CHANGES

| 2021 Capital Budget | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Balance | Action | Project Number | Project Name | Project Description | Asset Management Status | Project Cost | Funding Sources | | | | | | |
| | | | | | | | Lifecycle Reserve | Other Reserve | Grant Funding | Long-Term Debt | Other | Prior Year Funding | Funding |
| | On HOLD | PW-21-0037 | Maidstone- Arthur- Gosfield Intersection | Interim Solution to Improve Intersection configuration | Upgrade | $ 450,000 | | | $ 450,000 | | | | $ 450,000 |
| | On HOLD | CS-20-0042 | Essex Tennis Courts | New Tennis Courts in Essex as per Parks and Recs Master Plan | New | $ 240,000 | | | | | | $ 240,000 | $ 240,000 |
| | On HOLD | PW-21-0006 | Old Malden Rd | 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 | Upgrade | $ 220,000 | $ 110,000 | | $ 110,000 | | | | $ 220,000 |
| **Monday, December 14, 2020** | | | | | | **$ 25,920,360** | **$ 3,165,704** | **$ 3,377,421** | **$ 2,287,065** | **$ 709,182** | **$ 463,167** | **$ 15,917,822** | **$ 25,920,360** |
| | ADD | CS-21-0XXX | Co-An Park Annual Capital | | Upgrade | $ 15,000 | | $ 15,000 | | | | | $ 15,000 |
| **Monday, January 11, 2021** | | | | | | **$ 25,935,360** | **$ 3,165,704** | **$ 3,392,421** | **$ 2,287,065** | **$ 709,182** | **$ 463,167** | **$ 15,917,822** | **$ 25,935,360** |

# 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.*

essex *Where you belong*

# 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

Cover Photo "Colchester Harbour" by Donny Moore

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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

| | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|
| Grouping | 2020 Budget | 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

| | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|
| Grouping | 2020 Budget | 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)

| | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|
| Grouping | 2020 Budget | 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 Municpal 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 Municpal 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 citzens 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

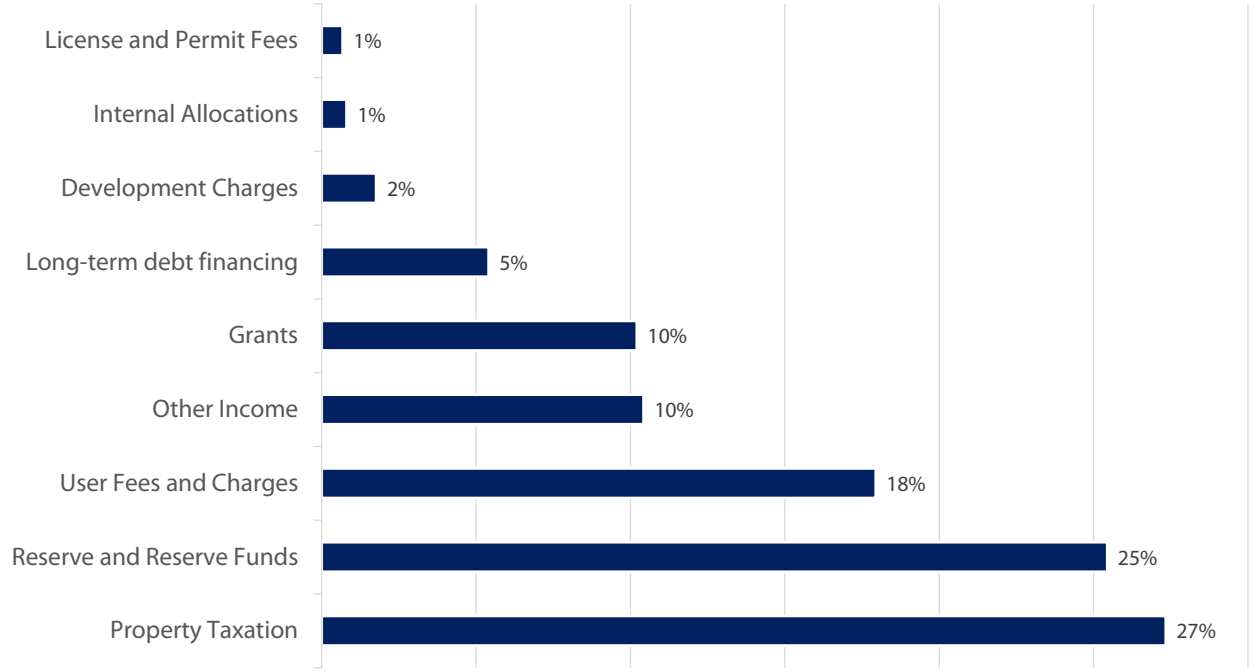
Doug Sweet
Deputy CAO

| Corporate Services | Community Services | Development Services | Infrastructure Services |
|---|---|---|---|
| Jeffrey R. Morrison<br>Director, Corporate Services / Treasurer | Doug Sweet<br>Director, Community Services and Deputy CAO | Lori Chadwick<br>Director, Development Services | Kevin Girard<br>Director, Infrastructure Services |
| • Finance and Business Services<br>• Human Resources<br>• Information Technology | • Parks and Facilities<br>• Recreation and Culture<br>• Fire | • Planning Services<br>• Building Services<br>• Economic Development | • Operations<br>• Environmental Services<br>• Municipal Drainage<br>• Capital Works |

# Investing In A Complete Community

## 2021 Revenue at a Glance

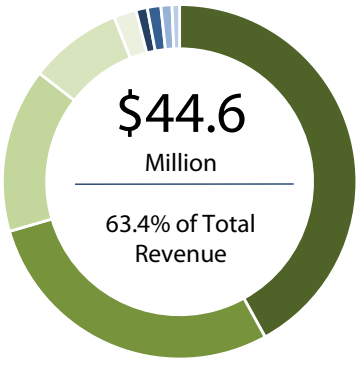
The Town of Essex relies on a combination of various revenue sources to fund both operating and capital activities. Total revenue for the 2021 Budget for both operating and capital is **$70.4** million (2020 $70.8 million)




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

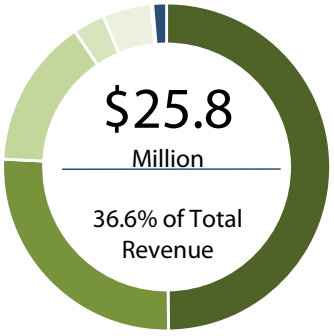
### Operating Revenue Allocation

- 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

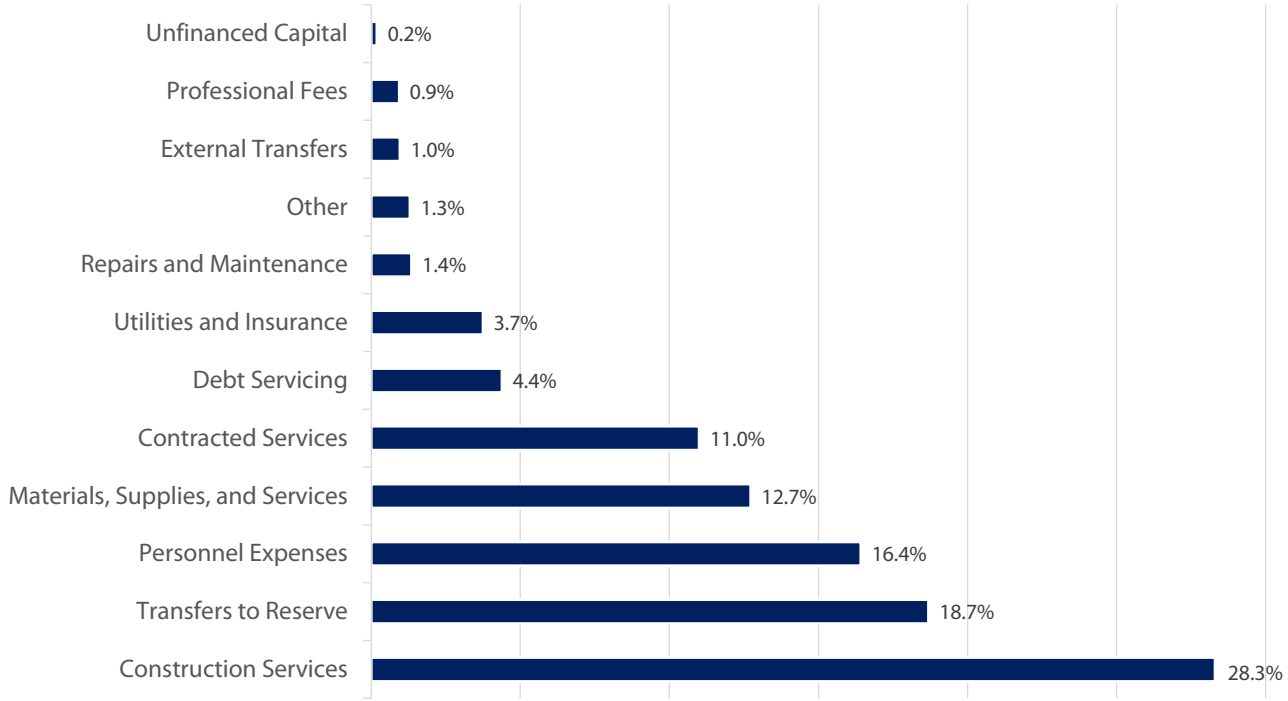
- 56.1% Reserve and Reserve Funds
- 22.4% Unfinanced Carryforward
- 10.4% Long Term Debt
- 3.7% Grants
- 5.6% Development Charges
- 0.2% Other Revenue
- 1.6% Miscellaneous Revenue



# Investing In A Complete Community

## 2021 Expenses at a Glance

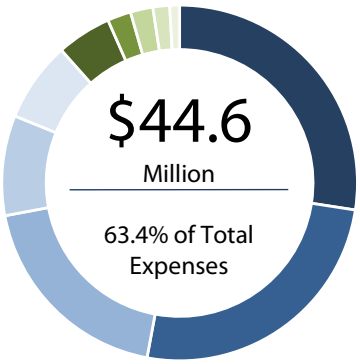
The Town of Essex invests in a complete community which is inclusive for citizens and visitors alike. Operating and capital revenue is spent on the following key areas within the Town. Total expenses under the 2021 budget are $70.4 million (2020 $70.8 million)




## 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?

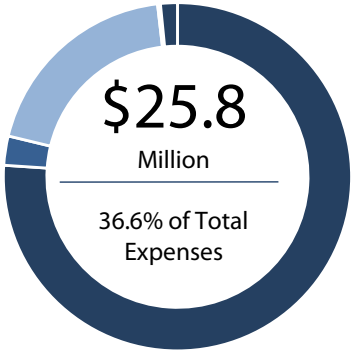
### Operating Expense Allocation

- 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



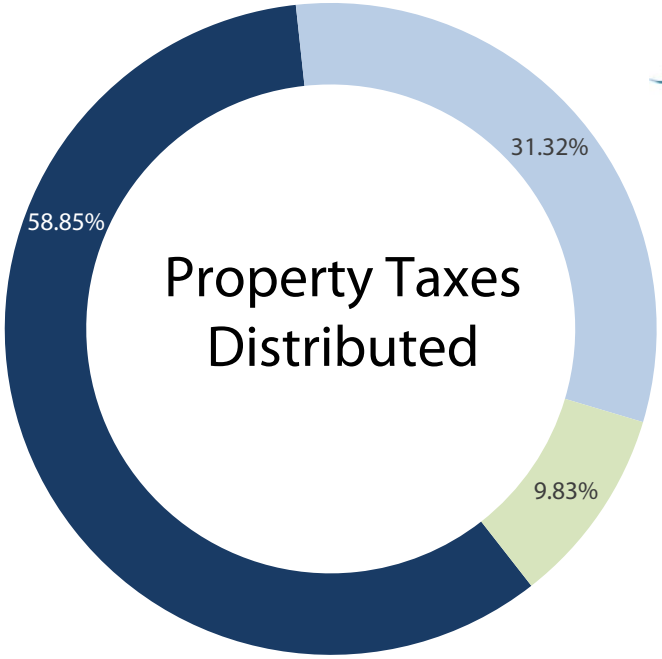

### Capital Expense Allocation

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



### 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:




School Boards

### 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.*

essex Where you belong

# Operating Summary

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

| | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|
| Grouping | 2020 Budget | 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 |
| 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 - Revenue | 3,638,077 | 3,834,558 | 196,481 | 5% | 4,054,369 | 4,131,127 | 4,026,619 | 3,936,528 |
| Internal Allocations - Revenue | 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 |
| Property Taxation | 15,537,059 | 15,937,059 | 400,000 | 3% | 16,337,059 | 16,737,059 | 17,137,059 | 17,031,693 |
| Prior Years' Surplus | 879,854 | - | (879,854) | -100% | - | - | - | - |
| Supplementary Taxation | 242,000 | 242,000 | - | 0% | 242,000 | 242,000 | 242,000 | 242,000 |
| User Fees and Service Charges | 12,187,396 | 12,634,972 | 447,576 | 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** | **(0)** | **(705,527)** | **-100%** | **(300,887)** | **(154,217)** | **853,638** | **471,047** |

# Operating Expense and Revenue Summary

| | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|
| Grouping | 2020 Budget | 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** |

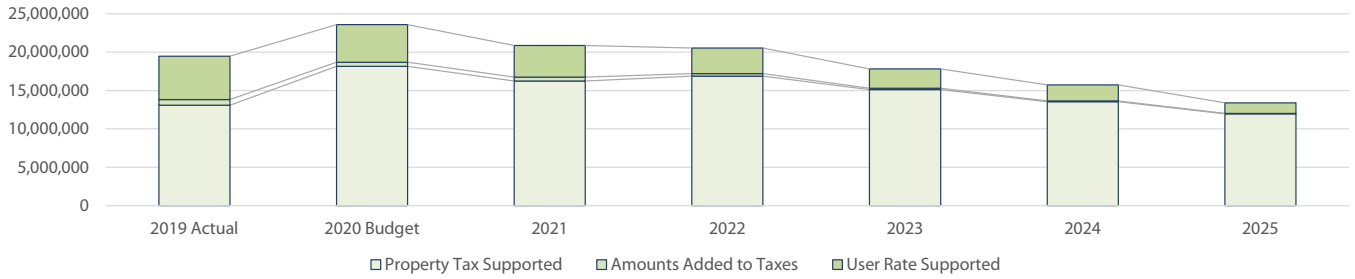
# 2021 to 2025 Net Operating Budget by Cost Centre

| | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|
| Cost Centre | 2020 Budget | 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 seperately 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** | **2,857,976** |

# Personnel Overview and Expense Summary

## Council

| | 2020 | | | 2021 | | | Change (2020 to 2021) | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 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

| | 2020 | | | 2021 | | | **Change (2020 to 2021)** | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 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** |

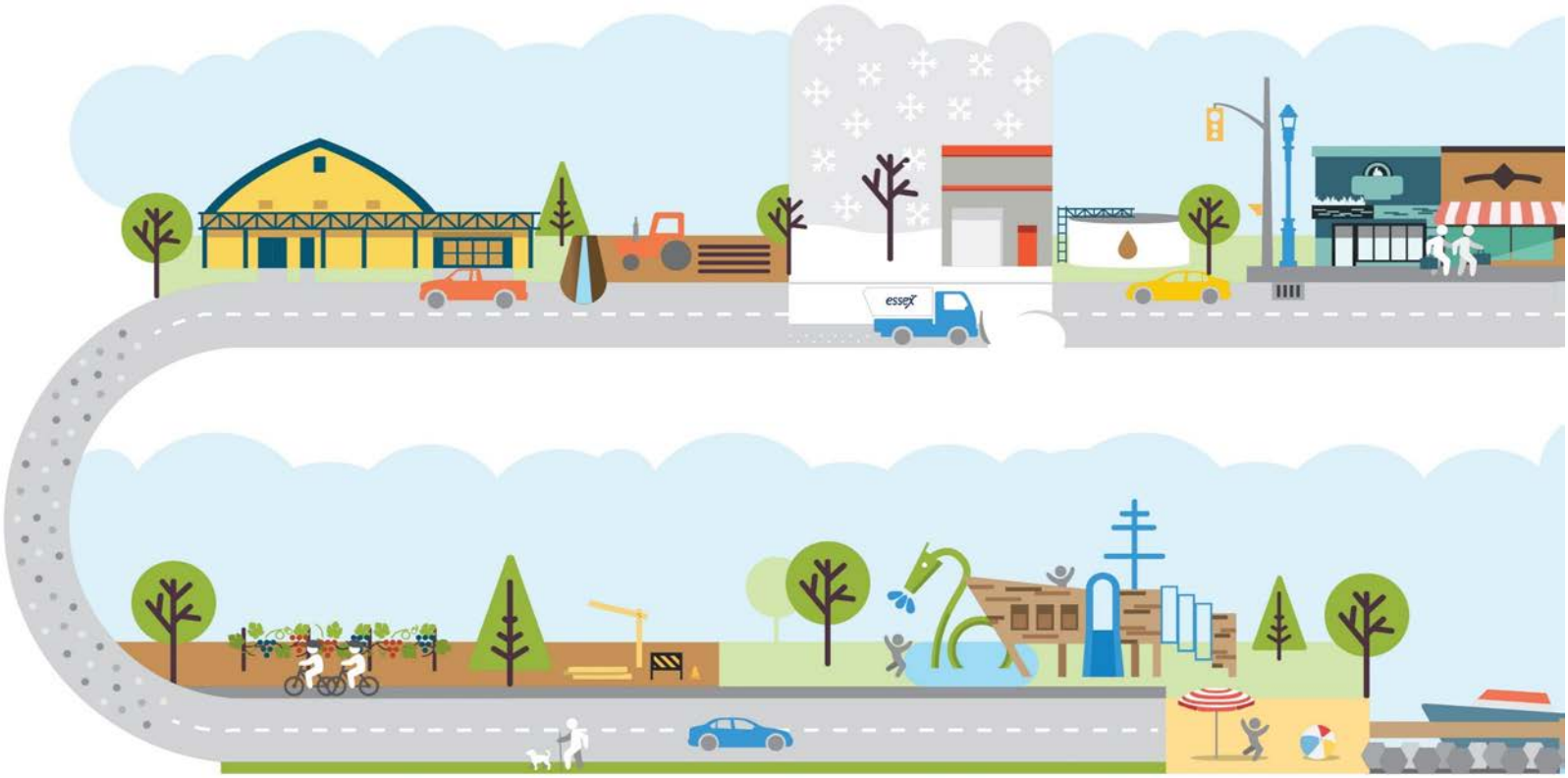
| | | |
|---|---|---|
| Add: | Annual Negotiated Increase | 131,643 |
| Add: | Employee progression / grid changes | 57,616 |
| Add: | Increase due to Union Negotiations and Non Union Salary Review | 195,312 |
| Add: | Benefit increase | 89,270 |
| Less: | Human Resource student | (5,172) |
| **2021 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

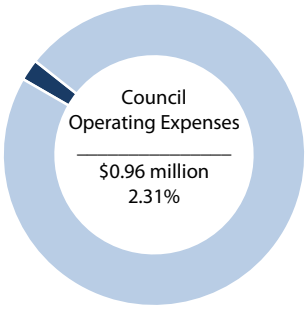

| | |
|---|---|
| 18 | Council |
| 20 | Other - Contracts / Special Levies |
| 24 | Office of the Chief Administrative Officer |
| 26 | Corporate Services |
| 28 | Community Services |
| 30 | Development Services |
| 32 | Infrastructure Services |

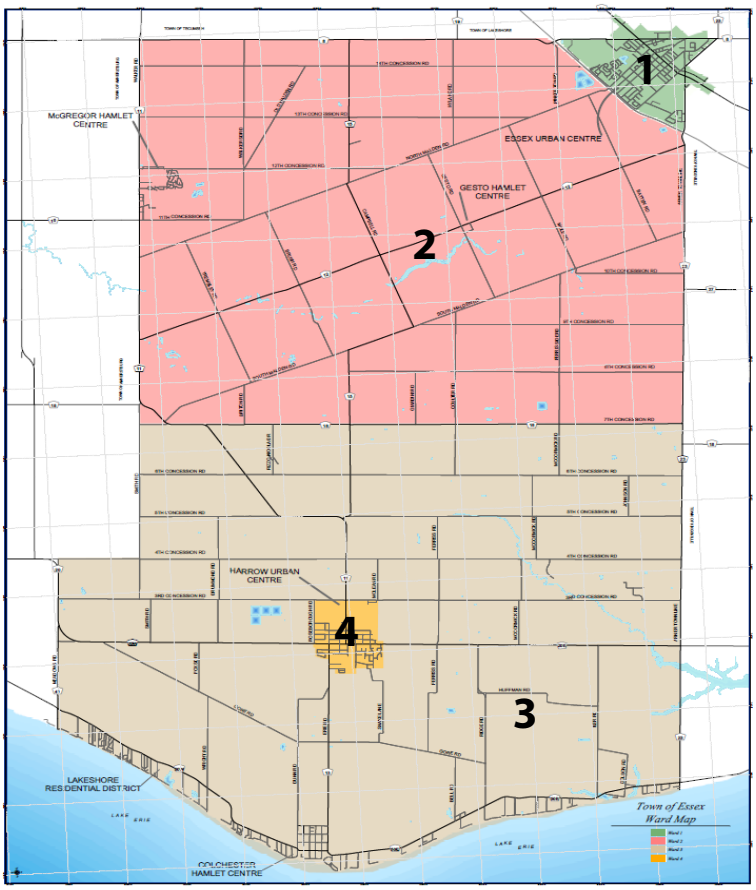



# Department Overview

## 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 toguide them through the next four-year term.







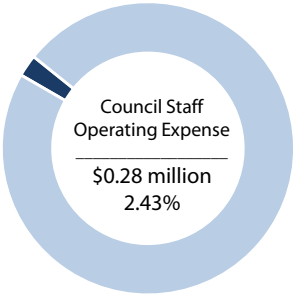






### Council Complement

| | 2020 | | | 2021 | | | Change | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 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 |



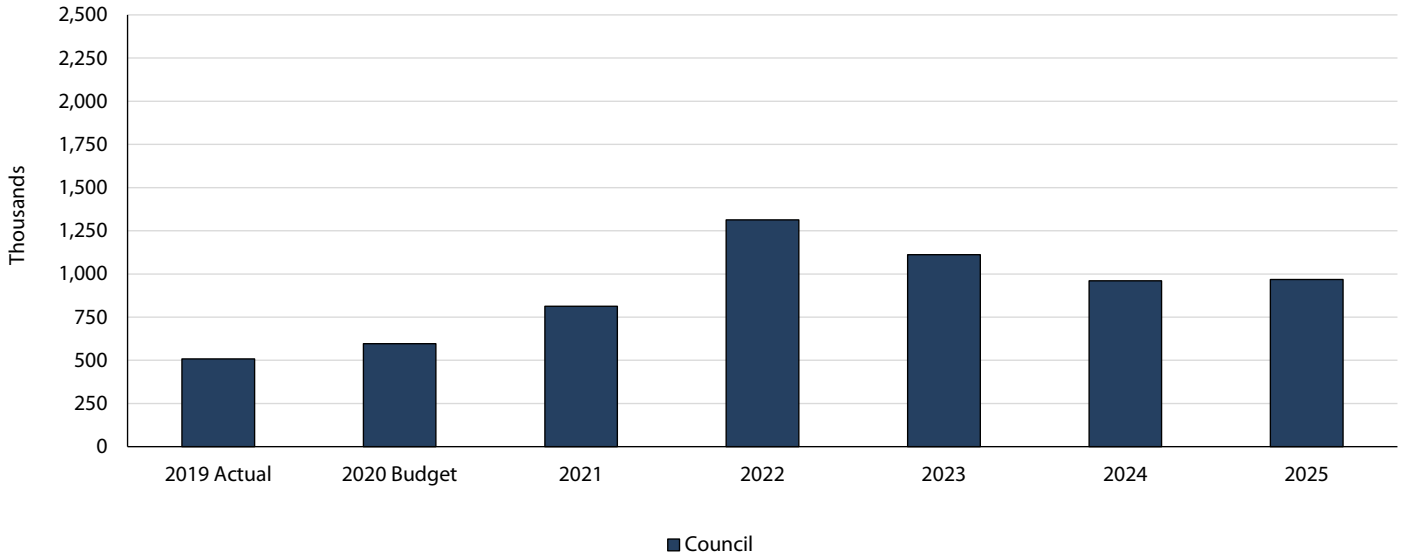

### Summary of Changes to the Staff Complement

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.

# Council

## 2021 to 2025 Net Operating Budget by Cost Centre

| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 2019 Actual | 2020 Budget | 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** |



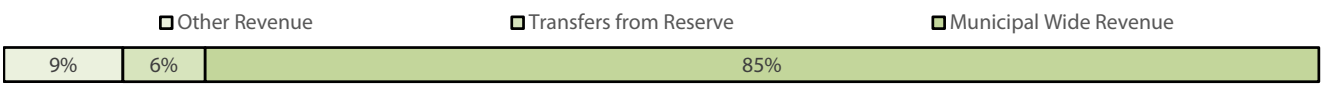

## 2021 to 2025 Operating Budget by Expense and Revenue Grouping

| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Grouping | 2019 Actual | 2020 Budget | 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



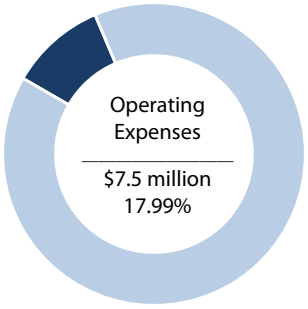

2021 Revenue by Groupings



# 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

- 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.

### Conservation Authority

- 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.

### Animal Control

- 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.

### Health Services

- 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.

### Garbage Collection

- 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.





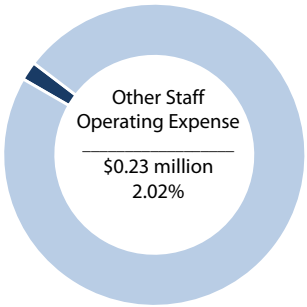




### Staff Complement

| | 2020 | | | 2021 | | | Change | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 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.



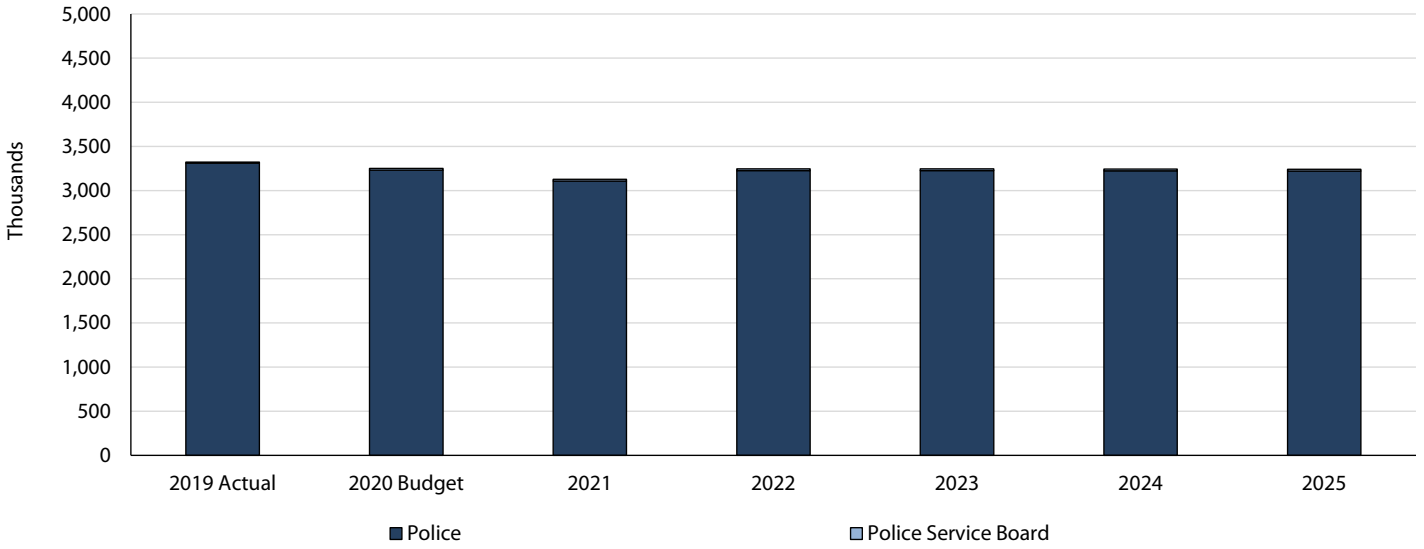

### Summary of Changes to the Staff Complement

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

# Other - Police

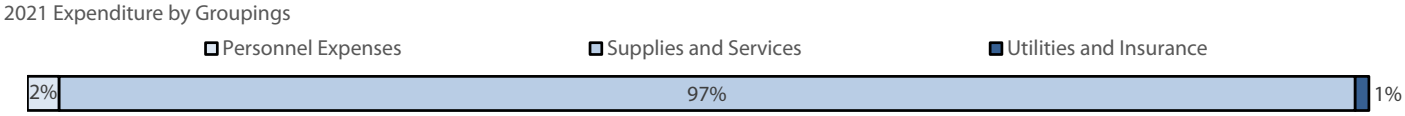
## 2021 to 2025 Net Operating Budget by Cost Centre

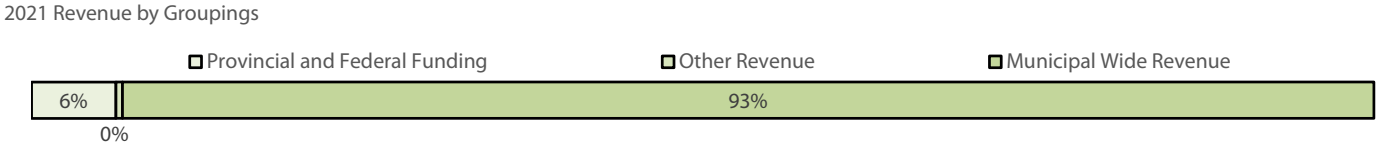
| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 2019 Actual | 2020 Budget | 2021 | $ | % | 2022 | 2023 | 2024 | 2025 |
| Police | 3,310,798 | 3,230,446 | 3,107,178 | (123,268) | -4% | 3,226,052 | 3,226,213 | 3,223,673 | 3,221,094 |
| Police Service 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

| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Grouping | 2019 Actual | 2020 Budget | 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** |

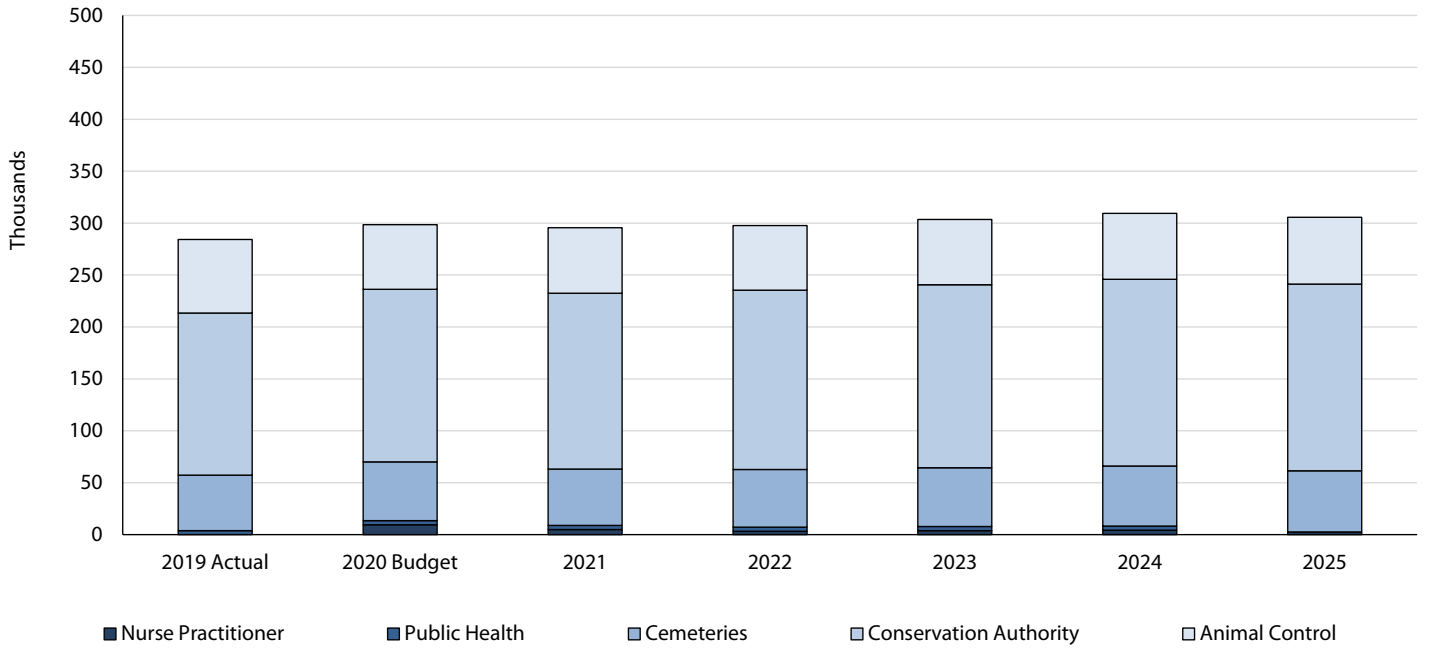


# Other - Health Services/Conservation/Animal Control

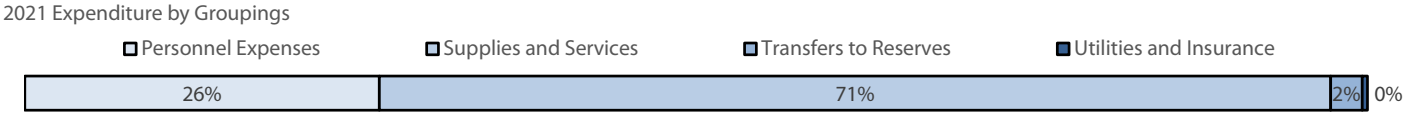
## 2021 to 2025 Net Operating Budget by Cost Centre

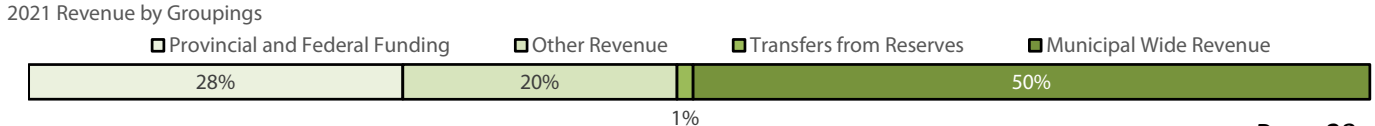
| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 2019 Actual | 2020 Budget | 2021 | $ | % | 2022 | 2023 | 2024 | 2025 |
| Nurse Practitioner | - | 9,515 | 4,880 | (4,635) | -49% | 3,232 | 3,752 | 4,256 | 2,534 |
| Public Health | 3,792 | 4,000 | 4,000 | - | 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

| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Grouping | 2019 Actual | 2020 Budget | 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** |



# Other - Garbage Collection and Disposal

## 2021 to 2025 Net Operating Budget by Cost Centre

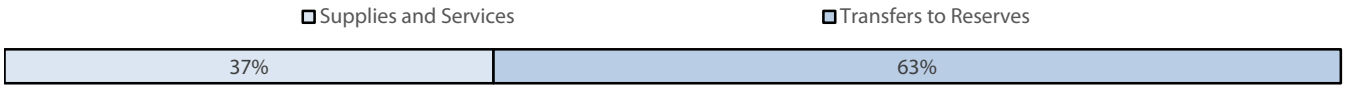
| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 2019 Actual | 2020 Budget | 2021 | $ | % | 2022 | 2023 | 2024 | 2025 |
| Garbage Collection and Disposal | - | - | - | - | 0% | - | - | - | - |
| **Total** | **-** | **-** | **-** | **-** | **0%** |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

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

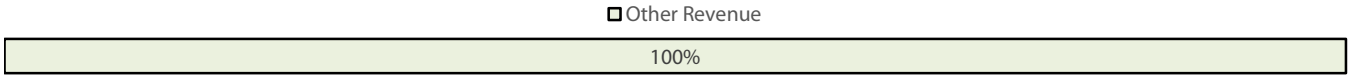
## 2021 to 2025 Operating Budget by Expense and Revenue Grouping

| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Grouping | 2019 Actual | 2020 Budget | 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 | | | | | 0% | | | | |
| 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



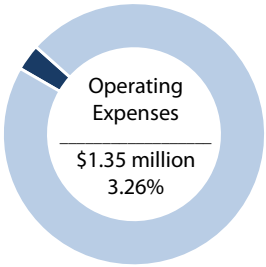

2021 Revenue by Groupings



# 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

- 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.

### Communications

- 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.

### Training and Development

- 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).

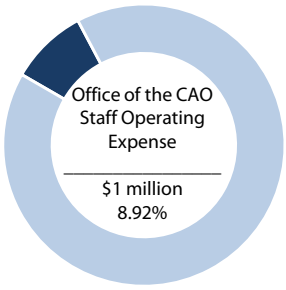






### Staff Complement

| | 2020 | | | 2021 | | | Change | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 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 |



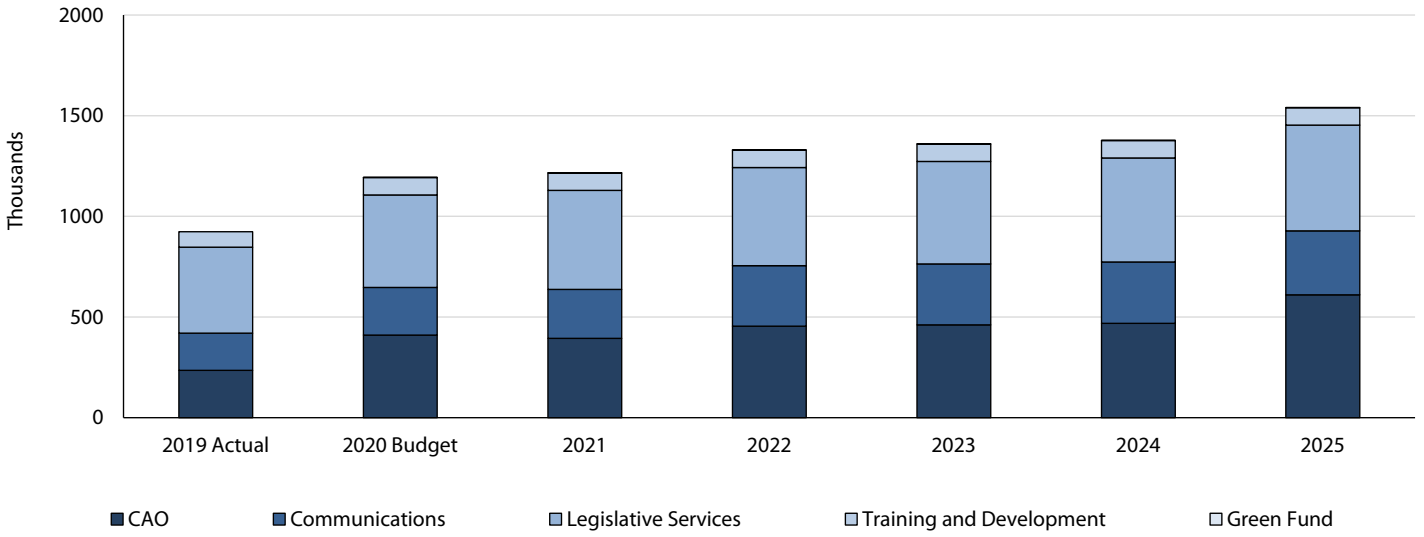

### Summary of Changes to the Staff Complement

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

# Office of the CAO

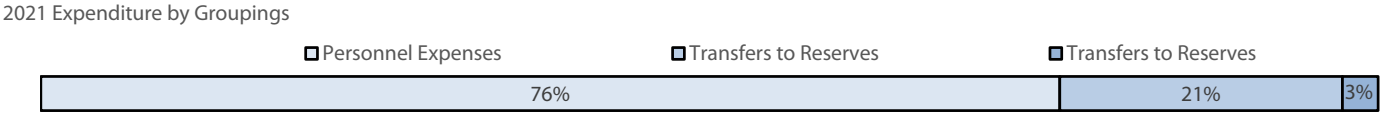
## 2021 to 2025 Net Operating Budget by Cost Centre

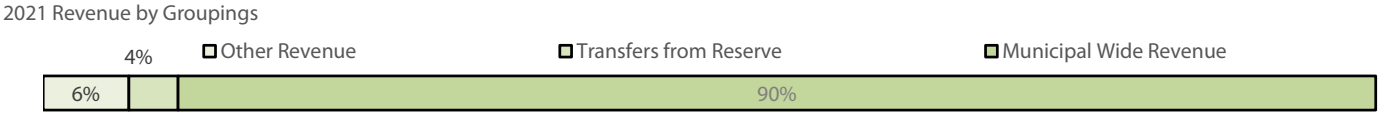
| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 2019 Actual | 2020 Budget | 2021 | $ | % | 2022 | 2023 | 2024 | 2025 |
| CAO | 234,774 | 409,952 | 394,199 | (15,754) | -4% | 454,776 | 461,496 | 468,366 | 610,365 |
| Communications | 185,690 | 237,200 | 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

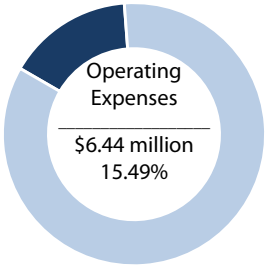
| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Grouping | 2019 Actual | 2020 Budget | 2021 | $ | % | 2022 | 2023 | 2024 | 2025 |
| Expenditures | | | | | | | | | |
| Personnel Expenses | 902,489 | 948,162 | 1,031,063 | 82,902 | 9% | 1,100,975 | 1,131,486 | 1,149,244 | 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** |



## 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

- 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.

### Human Resources

- 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.

### Information Technology

- 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.

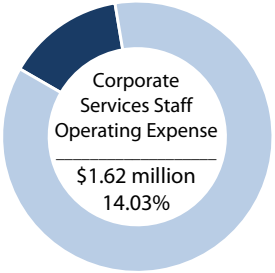







## Staff Complement

| | 2020 | | | 2021 | | | Change | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 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 |



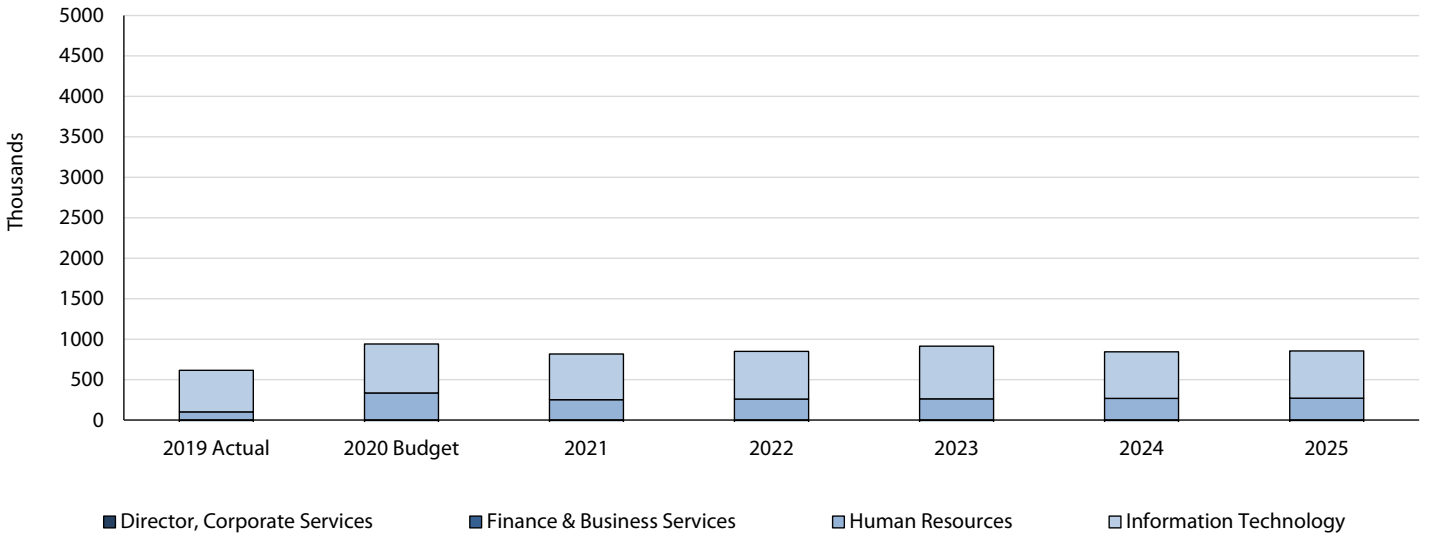

### Summary of Changes to the Staff Complement

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

# Corporate Services

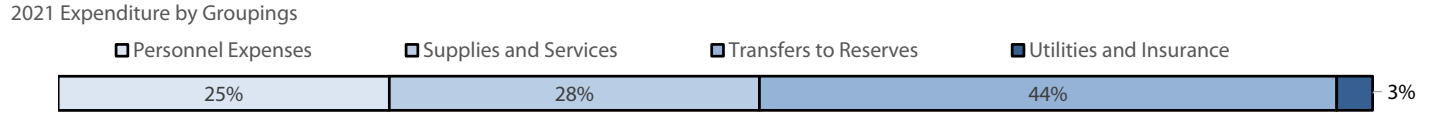
## 2021 to 2025 Net Operating Budget by Cost Centre

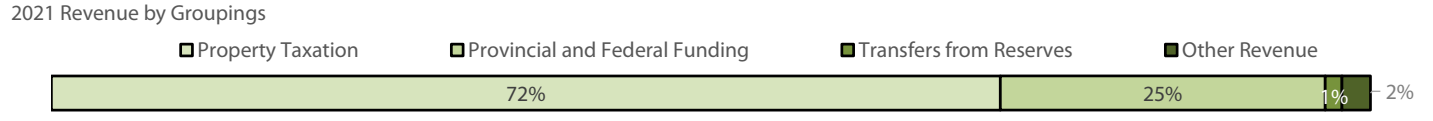
| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 2019 Actual | 2020 Budget | 2021 | $ | % | 2022 | 2023 | 2024 | 2025 |
| Director, Corporate Services | (2,787,390) | (3,405,672) | (2,544,035) | 861,636 | -25% | (2,965,160) | (3,056,738) | (2,935,790) | (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

| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Grouping | 2019 Actual | 2020 Budget | 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)** |

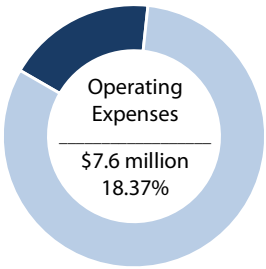


# Department Overview

## 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 |
|---|---|---|
| • Plans, develops and implements programs throughout the Town, through direct delivery and in partnership with community organizations.<br>• Engages with community based organizations who provide services related to arts, culture, sport and recreation programs and events.<br>• Manages Town owned community centres, and the aquatic centre. | • Coordinates and manages the operations of all Town owned facilities.<br>• Provides energy management oversight.<br>• Provides input into the review of proposed developments as it pertains to parks and open space. | • Leads emergency management training, fire prevention training and public education.<br>• Burn permits.<br>• First responders to emergency calls for fire, carbon dioxide, accidents, and motor vehicle accidents. |

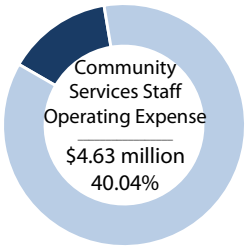







### Staff Complement

| | 2020 | | | 2021 | | | Change | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 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

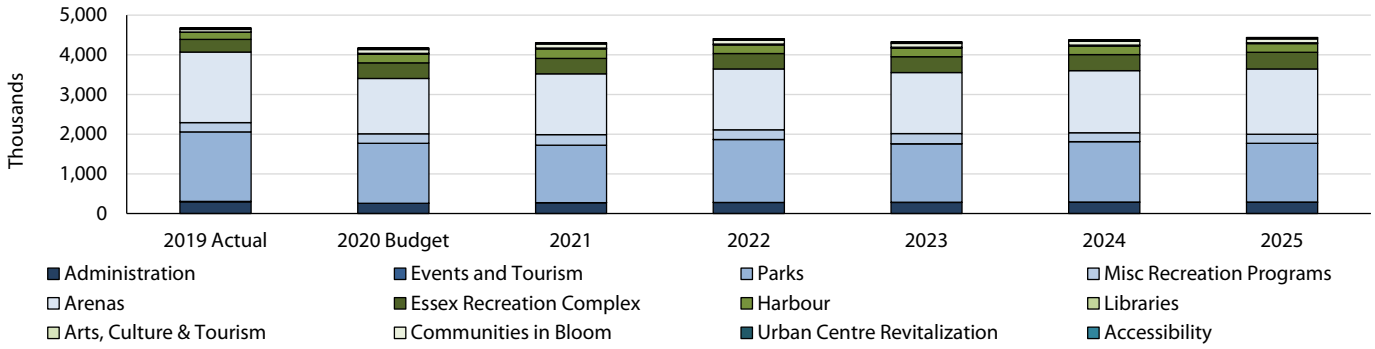
There are no changes for 2021 to the Staff Complement for Community Services.

# Community Services

## 2021 to 2025 Net Operating Budget by Cost Centre

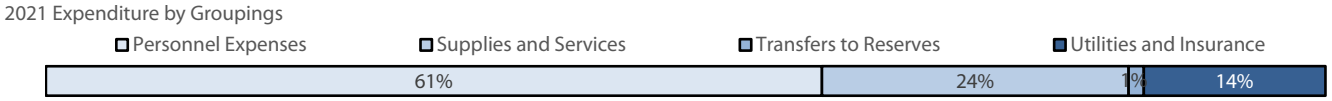
| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 2019 Actual | 2020 Budget | 2021 | $ | % | 2022 | 2023 | 2024 | 2025 |
| Administration - Fire | 412,813 | 471,332 | 494,303 | 22,970 | 5% | 488,747 | 446,545 | 453,720 | 462,356 |
| Public Education, 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** |

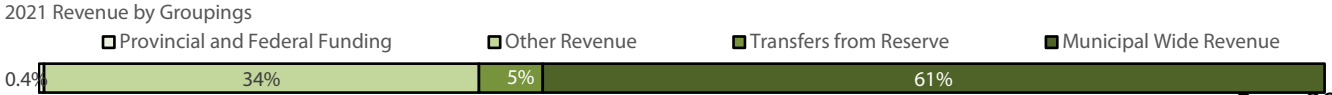
* Essex FunFest are not included in the chart below due to their net zero value (revenue = expense).




## 2021 to 2025 Operating Budget by Expense and Revenue Grouping

| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Grouping | 2019 Actual | 2020 Budget | 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** |

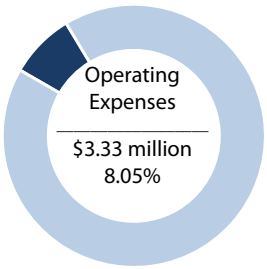


# Department Overview

## 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

- 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.

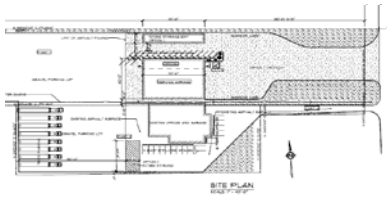
### Planning Services

- 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.

### Building and By-Law

- Implement and regulate compliance with Provincial Statues 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.

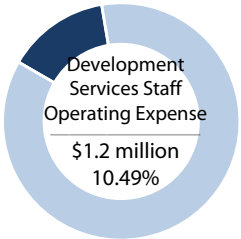




### Staff Complement

| | 2020 | | | 2021 | | | Change | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 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

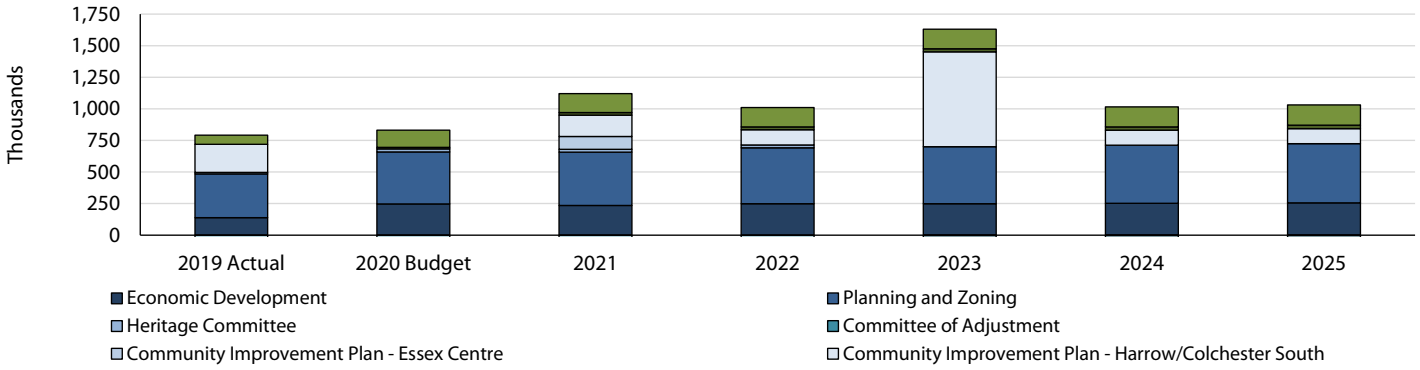
There are no changes in 2021for the Staff Complement for Development Services.

# Development Services

## 2021 to 2025 Net Operating Budget by Cost Centre

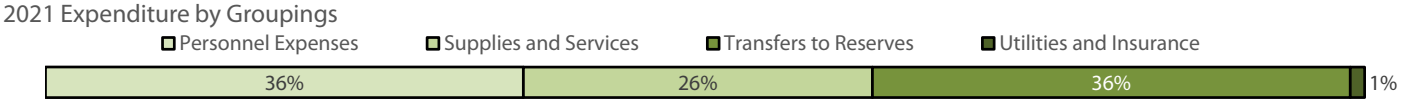
| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 2019 Actual | 2020 Budget | 2021 | $ | % | 2022 | 2023 | 2024 | 2025 |
| Director of Development | - | - | - | - | 0% | - | - | - | - |
| Economic Development | 138,785 | 246,890 | 234,430 | (12,460) | -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** |

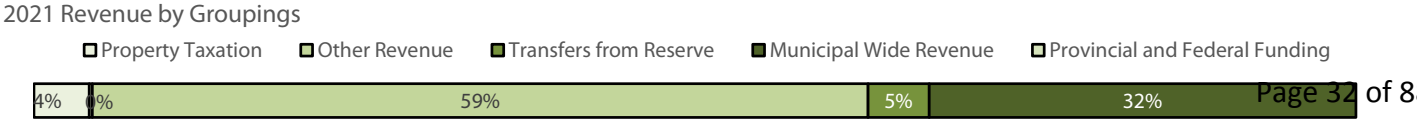
* Parkland Contributions, Business Improvement Area, and Development Charges are not included in the chart below due to their net zero value (revenue = expense).




## 2021 to 2025 Operating Budget by Expense and Revenue Grouping

| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Grouping | 2019 Actual | 2020 Budget | 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** |

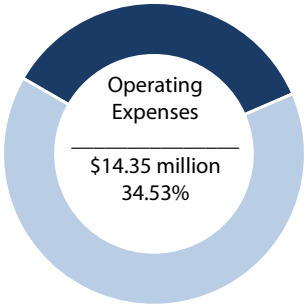


# Department Overview

## 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

- 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 transporation.
- 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.

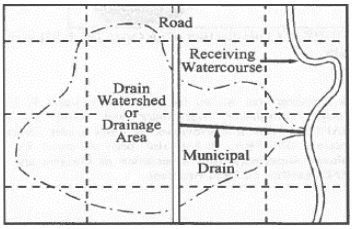
### Agriculture and Reforestation

- 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.

### Environmental Services

- 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.

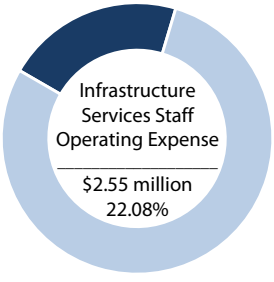







### Staff Complement

| | 2020 | | | 2021 | | | Change | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 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

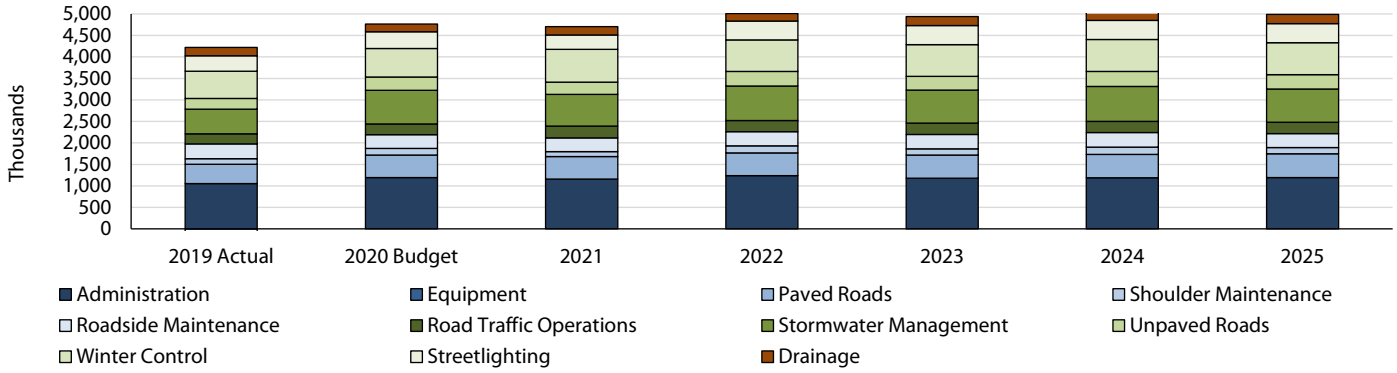
Infrastructure services has no change to the Staff Complement for 2021

# Infrastructure Services

## 2021 to 2025 Net Operating Budget by Cost Centre

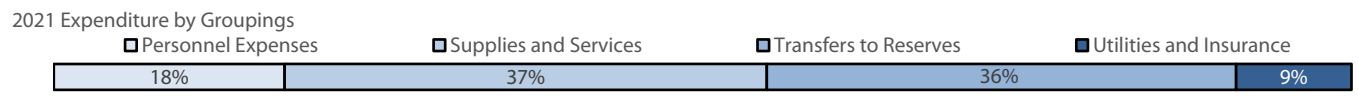
| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Cost Centre | 2019 Actual | 2020 Budget | 2021 | $ | % | 2022 | 2023 | 2024 | 2025 |
| Administration | 1,054,969 | 1,194,823 | 1,157,944 | (36,879) | -3% | 1,236,334 | 1,178,502 | 1,187,336 | 1,190,950 |
| Infrastructure, 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** |

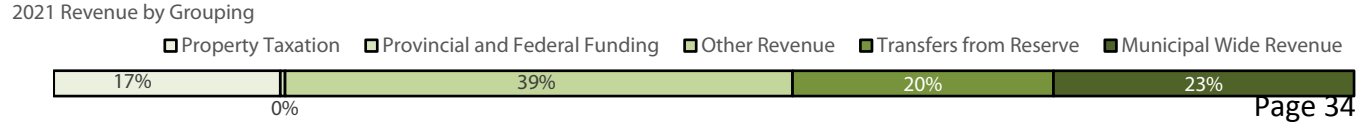
* Infrastructure Director, Equipment, Tile Drainage, Shoreline Protection, Shoreline Assistance, Sanitary Sewer, and Water are not included in the chart below due to their net zero value (revenue = expense).




## 2021 to 2025 Operating Budget by Expense and Revenue Grouping

| | | | Budget | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|---|
| Grouping | 2019 Actual | 2020 Budget | 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** |



"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.*

essex Where you belong

# Department Capital Budgets and Forecast


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38 Asset Management Implications

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45 2021 Capital Budget

- 46 Property Tax Supported Capital
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63 Council and Administration Requests Outside of 2021 Budget

67 2022 to 2025 Capital Forecast

# 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

| | 2020 | 2021 | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|
| Grouping | Budget | Budget | $ | % | 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** |

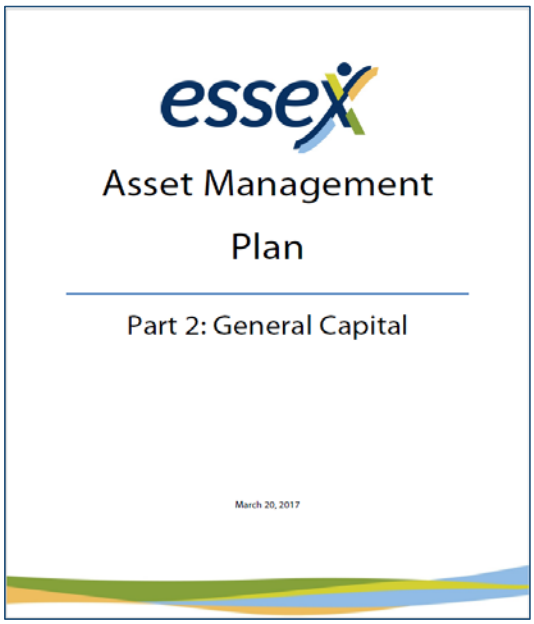
## Capital Summary

| | 2020 | 2021 | Change | | Forecast | | | |
|---|---|---|---|---|---|---|---|---|
| Grouping | Budget | Budget | $ | % | 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 |

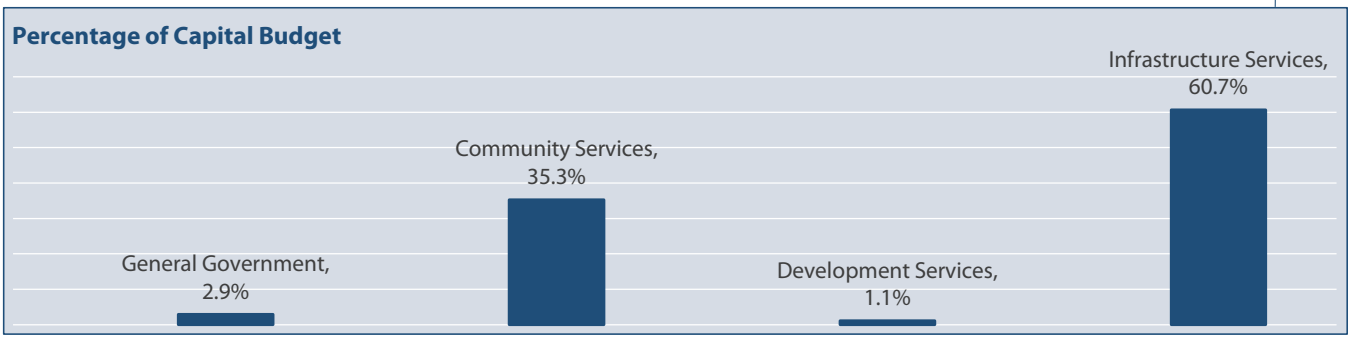
Lifecycle funding implications based on spending **$1 million** (2020 $3.5 million) on **New** and **Upgrade New** assets indicate that the Town should be putting aside the following amounts to ensure funding for the future replacement of these assets:

| 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 Cfwds | Reallocate Streetscape Project | 2021 Capital Budget (Less cfwds 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 |



# Asset Mana
# Snaps

**Administration Buildings & Assets** 1
3 buildings,
17 vehicles,
64 machinery/equipment
**$4.4 million**

**Roads & Roadside** 2
257km of paved roads,
40km unpaved roads,
50km of sidewalk,
1,333 streetlights,
505 street poles,
2,736 street signs
**$66 million**

**Bridges & Culverts** 3
57 bridges,
35 culverts
**$33.1 million**

**Stormwater** 4
89km of mains,
2,464 catch basins,
32km of curbs and gutters,
576 manholes
**$36.7 million**

**Water** 5
302km of mains,
716 hydrants,
1 treatment plant,
1 building,
1 water tower,
4 vehicles,
12,419 machinery/equipment
**$103.8 million**

**Wastewater** 6
3 forcemains,
88km of main,
1,086 manholes
11 pumping stations,
3 treatment plants
14 machinery/equipment,
1 vehicle
**$85.8 million**



# agement 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

| Description | Note | Asset Management Lifec<br>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 | | |
|---|---|---|---|---|---|---|---|---|
| Asset Management Financial Strategy | | | | | | Asset Management Status | | |
| Landfill Reserve | Capital Levy | ELK Promissory Note | Reserve Transfers | Operating Lifecycle Reserve Contributions | Interest | Replacement | Upgrade | Ending Balance |
| | | | | | | | | |
| 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

| Project Number | Project Name | Project Description | Asset Management Status | 2021 Capital Budget | | |
|---|---|---|---|---|---|---|
| | | | | 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

| Project Number | Project Name | Project Description | Asset Management Status | 2021 Capital Budget | | |
|---|---|---|---|---|---|---|
| | | | | 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 dugs 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 | - | | | | | | |
| | | | | 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

| Project Number | Project Name | Project Description | Asset Management Status | 2021 Capital Budget | | |
|---|---|---|---|---|---|---|
| | | | | 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

| Project Number | Project Name | Project Description | Asset Management Status | 2021 Capital Budget | | |
|---|---|---|---|---|---|---|
| | | | | 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 | Amendement 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

| Project Number | Project Name | Project Description | Asset Management Status | 2021 Capital Budget | | |
|---|---|---|---|---|---|---|
| | | | | 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 compliment 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

| Project Number | Project Name | Project Description | Asset Management Status | 2021 Capital Budget | | |
|---|---|---|---|---|---|---|
| | | | | 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

| Project Number | Project Name | Project Description | Asset Management Status | 2021 Capital Budget | | |
|---|---|---|---|---|---|---|
| | | | | 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

| Project Number | Project Name | Project Description | Asset Management Status | 2021 Capital Budget | | |
|---|---|---|---|---|---|---|
| | | | | 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

| Project Number | Project Name | Project Description | Asset Management Status | 2021 Capital Budget | | |
|---|---|---|---|---|---|---|
| | | | | 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 | 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 mu |
| 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** | | |

| | Approved | | Proposed | Forecast | | | |
|---|---|---|---|---|---|---|---|
| Asset Management | 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 | Presonal 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 | Presonal 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 | Presonal 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 | Presonal 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 |

| | Approved | | Proposed | Forecast | | | |
|---|---|---|---|---|---|---|---|
| Asset Management | 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 | | | | |
| 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 dugs 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, ashalt and drainage( being done in 2021) |
| CS-22-0028 | Replace 2 sets of Socceer 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 avilable 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 legilsations |
| 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 Encolsures | |
| 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 | | |

| | Approved | | Proposed | Forecast | | | |
|---|---|---|---|---|---|---|---|
| Asset Management | 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 Are |
| 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 wate |
| 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 humdifier 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 legilsation. |
| CS-22-0066 | Replace Rink Netting at Essex Centre Sports Complex | Replace netting around rink as per legilsation. |
| 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 | |

| | Approved | | Proposed | Forecast | | | |
|---|---|---|---|---|---|---|---|
| Asset Management | 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 Shaeen 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 2 |
| 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 Esex 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 Recreati |
| 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 toprovide 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 Lauch - 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 form current gravel parking lot to asphault. |
| 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/Sculture | |
| Total - Arts, Culture and Tourism | | |
| **Total - Community Services** | | |

| | Approved | | Proposed | Forecast | | | |
|---|---|---|---|---|---|---|---|
| Asset Management | 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 | Amendement 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** | | |

| | Approved | | Proposed | Forecast | | | |
|---|---|---|---|---|---|---|---|
| Asset Management | 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.<br>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 | |

| | Approved | | Proposed | Forecast | | | |
|---|---|---|---|---|---|---|---|
| Asset Management | 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** | | |

| | Approved | | Proposed | Forecast | | | |
|---|---|---|---|---|---|---|---|
| Asset Management | 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 | | | | | | | 860,000 |
| | 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 | OCWA Recommended capital improvements to Harrow-Colchester South Water Treatment Plant. |
| WW-22-0001 | Backflow Prevention and Monitoring Program Wards 1/2 (Maintennace) | |
| WW-22-0002 | Backflow Prevention and Monitoring Program Wards 3/4 (Maintennace) | |
| 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 (Maintennace) | |
| WW-23-0002 | Backflow Prevention and Monitoring Program Wards 3/4 (Maintennace) | |
| 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 (Maintennace) | |
| WW-24-0002 | Backflow Prevention and Monitoring Program Wards 3/4 (Maintennace) | |
| 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 | | |

| | Approved | | Proposed | Forecast | | | |
|---|---|---|---|---|---|---|---|
| Asset Management Status | 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** | | |

| | Approved | | Proposed | Forecast | | | |
|---|---|---|---|---|---|---|---|
| Asset Management Status | 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** |