

# Town of Essex

## 2020 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](http://essex.ca/StrategicPlan)



## 2020 Budget Introduction

4	2020 Budget Snapshot
6	2020 Budget Welcome Messages
7	Organization Structure
8	Investing In A Complete Community
10	2020 Budget Simplified

## 11 2020 Operating Budget and 4 Year Forecast

12	Operating Summary	18	Council
13	Operating Expense and Revenue Summary	20	Other - Contracts / Special Levies
14	2020 Net Operating Budget by Cost Centre	24	Office of the Chief Administrative Officer
15	Long-Term Debt	26	Corporate Services
16	Personnel Overview and Expense Summary	28	Community Services
17	Department Operating Budgets and Forecast	30	Development Services
		32	Infrastructure Services

## 35 2020 Capital Budget and 4 Year Forecast

37	Capital Summary	45	2020 Capital Budget
38	Asset Management Implications	63	Council and Administration Requests Outside of 2020 Budget
40	Asset Management Snapshot	67	2021 to 2024 Capital Forecast
42	Asset Management Lifecycle Reserve Forecast		

## 2020 Budget Snapshot



### Property Tax

The proposed **change** to the **Municipalities Mill Rate** for the 2020 Budget is **0%**. A 0% change to the Municipalities Mill Rate does not mean that a property owner will not experience an increase in property taxation.

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'.

For the 2020 Budget, the **phased-in** increase is estimated to provide the Town with an additional **\$230,000** of revenue from Property Taxation.

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 2020 OMPF are providing the same level of support as 2019. The Transitional Assistance has been adjusted, and as a result the 2020 OMPF will provide a total of \$500 million to 389 municipalities across the province, versus \$505 million in 2019. The Town of Essex will receive **\$4,008,100** in 2020; a **\$147,300 reduction** from the 2019 OMPF of \$4,155,400.

### 2020 Operating / Capital Summary + 2021 to 2024 Forecast

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

#### Operating Summary

Grouping	2019 Budget	Budget	Change		Forecast			
		2020	\$	%	2021	2022	2023	2024
Operating Revenues								
Amounts Added to Taxes and Special Levies	2,547,343	2,550,361	3,018	0%	2,528,178	2,499,230	2,502,824	2,420,211
Conditional and Unconditional Grants	6,600,949	6,410,904	(190,045)	-3%	6,392,374	6,397,783	6,431,014	6,436,229
Contributions from Developers	434,443	758,836	324,393	75%	540,507	553,900	569,256	585,705
Fines and Penalties	352,200	312,200	(40,000)	-11%	312,244	312,289	312,335	312,381
Interfund Transfers	4,313,479	3,630,489	(682,990)	-16%	3,220,749	3,239,031	3,256,120	3,272,228
Internal Allocations	490,659	526,774	36,116	7%	532,059	532,073	532,088	532,088
Investment and Other Income	260,044	294,731	34,687	13%	294,924	294,924	294,924	294,924
License and Permit Fees	355,794	430,737	74,944	21%	439,352	448,139	457,102	466,244
Payments in Lieu of Taxation	62,570	62,570	-	0%	62,570	62,570	62,570	62,570
Prior Years' Surplus	434,474	879,854	445,380	103%	-	-	-	-
Property Taxation	14,867,301	15,498,614	631,313	100%	15,898,614	16,298,614	16,698,614	17,098,614
Supplementary Taxation	153,544	153,544	-	0%	153,544	153,544	153,544	153,544
User Fees and Service Charges	12,063,260	12,184,937	121,677	1%	12,296,126	12,355,740	12,416,547	12,478,564
<b>Total Operating Revenues</b>	<b>42,936,058</b>	<b>43,694,550</b>	<b>758,492</b>	<b>2%</b>	<b>42,671,240</b>	<b>43,147,836</b>	<b>43,686,937</b>	<b>44,113,301</b>
Operating Expenses								
Amortization Expense	90,982	90,982	-	0%	90,982	90,982	90,982	90,982
Contracted Services	7,899,339	8,106,465	207,126	3%	8,193,675	8,332,349	8,492,254	8,625,161
Debt Servicing	3,141,921	3,089,085	(52,836)	-2%	3,558,746	3,673,640	3,539,167	3,146,392
External Transfers	706,238	644,849	(61,389)	-9%	635,435	489,287	468,219	472,227
Interfund Transfers - Expense	12,011,965	12,027,611	15,645	0%	11,850,620	11,851,837	11,744,037	11,763,330
Internal Allocations - Expense	561,385	597,501	36,116	6%	602,786	602,800	602,815	602,815
Materials and Supplies	2,428,398	2,459,182	30,784	1%	2,479,177	2,488,172	2,492,791	2,494,284
Miscellaneous Services	909,818	1,250,418	340,600	37%	1,200,500	1,286,575	1,375,455	1,463,045
Professional Fees	464,674	377,845	(86,829)	-19%	315,345	348,345	315,345	325,345
Rents and Financial Services	306,988	326,918	19,930	6%	321,855	284,416	286,604	288,717
Repairs and Maintenance	923,563	906,532	(17,030)	-2%	915,205	917,331	920,512	924,348
Salaries, Wages, Benefits and Personnel Expenses	10,761,849	10,819,961	58,111	1%	10,797,840	10,943,399	10,957,566	10,963,169
Taxation Adjustments	172,000	167,000	(5,000)	-3%	167,000	167,000	167,000	167,000
Uncollectible Taxes and Accounts Receivable	12,775	12,775	-	0%	12,775	12,775	12,775	12,775
Utilities, Insurance and Property Taxes	2,139,143	2,111,900	(27,244)	-1%	2,166,284	2,209,296	2,248,426	2,299,383
<b>Total Operating Expenses</b>	<b>42,531,039</b>	<b>42,989,024</b>	<b>457,984</b>	<b>1%</b>	<b>43,308,225</b>	<b>43,698,204</b>	<b>43,713,950</b>	<b>43,638,974</b>
<b>Operating Surplus/(Deficit)</b>	<b>405,019</b>	<b>705,527</b>	<b>300,508</b>	<b>74%</b>	<b>(636,985)</b>	<b>(550,368)</b>	<b>(27,013)</b>	<b>474,327</b>

## 2020 Budget Snapshot



## 2020 Operating / Capital Summary + 2021 to 2024 Forecast (Continued)

## Capital Summary

Grouping	2019 Budget	Budget	Change		Forecast			
		2020	\$	%	2021	2022	2023	2024
Capital Revenue								
Canada Conditional Grants	123,568	-	(123,568)	0%	-	-	-	180,000
Ontario Conditional Grants	3,334,660	3,793,299	(458,639)	100%	2,038,947	-	-	534,000
Revenue Contributions from General Funds	7,611	-	-	0%	-	-	-	-
Revenue Contributions from Reserve Funds	9,642,877	8,761,968	880,909	9%	8,380,624	7,729,208	6,966,972	4,825,068
Land and Equipment Sales	-	-	-	0%	-	-	-	-
Miscellaneous Revenue	44,120	39,350	4,770	11%	30,000	21,898	-	-
Long Term Debt Financing	5,073,605	5,016,670	56,935	1%	1,667,758	-	-	2,500,000
Unfinanced Capital to be Financed	-	-	-	0%	-	-	-	-
Aquatics -School Board Share	648,150	125,000	523,150	81%	-	-	-	-
Recovered Drain Billing Costs	108,841	26,519	-	0%	216,250	880	-	-
<b>Total Capital Revenue</b>	<b>18,983,431</b>	<b>17,762,806</b>	<b>883,556</b>	<b>5%</b>	<b>12,333,580</b>	<b>7,751,985</b>	<b>6,966,972</b>	<b>8,039,068</b>
Capital Expenses								
Contracted Services	15,671,534	14,138,880	1,532,654	10%	11,889,164	5,968,031	6,804,034	8,406,098
Materials and Supplies	2,724,897	3,930,452	(1,205,555)	0%	2,210,996	2,473,632	1,495,377	32,837
Miscellaneous Services	-	-	-	0%	-	-	-	-
Professional Fees	616,198	244,000	372,198	60%	80,000	32,500	40,000	-
Repairs and Maintenance	-	30,000	(30,000)	0%	-	125,000	-	-
Salaries, Wages, Benefits and Personnel Expenses	-	-	-	0%	13,000	-	-	-
Unfinanced Capital - Prior Years	375,821	125,000	250,821	0%	-	-	-	-
Utilities, Insurance and Property Taxes	-	-	-	0%	-	-	-	-
<b>Total Capital Expenses</b>	<b>19,388,450</b>	<b>18,468,332</b>	<b>920,118</b>	<b>-38%</b>	<b>14,193,159</b>	<b>8,599,163</b>	<b>8,339,411</b>	<b>8,438,935</b>
<b>Capital Surplus/(Deficit)</b>	<b>(405,019)</b>	<b>(705,527)</b>	<b>(36,562)</b>	<b>-41%</b>	<b>(1,859,580)</b>	<b>(847,178)</b>	<b>(1,372,440)</b>	<b>(399,867)</b>

The Town's 'Net Surplus / (Deficit)' is calculated by adding the Operating Surplus / (Deficit) and the Capital Surplus / (Deficit). When

## Operating / Capital Summary - Net Surplus/(Deficit)

Grouping	2019 Budget	Budget	Change		Forecast			
		2020	\$	%	2021	2022	2023	2024
<b>Net Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>(2,496,565)</b>	<b>(1,397,546)</b>	<b>(1,399,452)</b>	<b>74,460</b>

Municipalities are not allowed to budget for a surplus or deficit; this means that all expenses must be funded by a budgeted source of revenue. The 2020 Budget is balanced, meaning that the net surplus/(deficit) is \$0.



## Welcome Message



### Message from the Chief Administrative Officer

We are pleased to present the 2020 Budget and Four Year Forecast for 2021 to 2024.

Both Operating and Capital Budgets are aligned with our 2019-2022 Corporate Strategic Plan and Asset Management Plan (AMP). In combination, these documents provide a vision and roadmap for the Town as we move towards achieving our strategic goals.

This Council has taken deliberate steps to provide fiscal stewardship and value for tax dollars and to ensure the long-term fiscal sustainability of the Town. This includes adopting a structurally balanced annual budget, funding long-term needs, and maintaining a healthy level of reserves.

With this budget the Town is in a position to maintain and enhance the services our citizens expect, while providing affordability and predictability over the long-term. This is another step towards keeping Essex as the place **where you belong**.

Chris Nepszy, P.Eng, PE



### Message from the Director, of Corporate Services / Treasurer

It is with great pride we present the 2020 Town of Essex Budget and the 2021 to 2024 forecast.

I would 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.

The development of the budget was mindful of the valuable input and feedback received through Council.

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

## Organizational Structure



### Town Council

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



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

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

### Administrative Services

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

Office of the Chief Administrative Officer  
(CAO)

Chris Nepszy  
CAO

- Legislative Services/Clerks Department
- Strategic Communications

Doug Sweet  
Deputy CAO

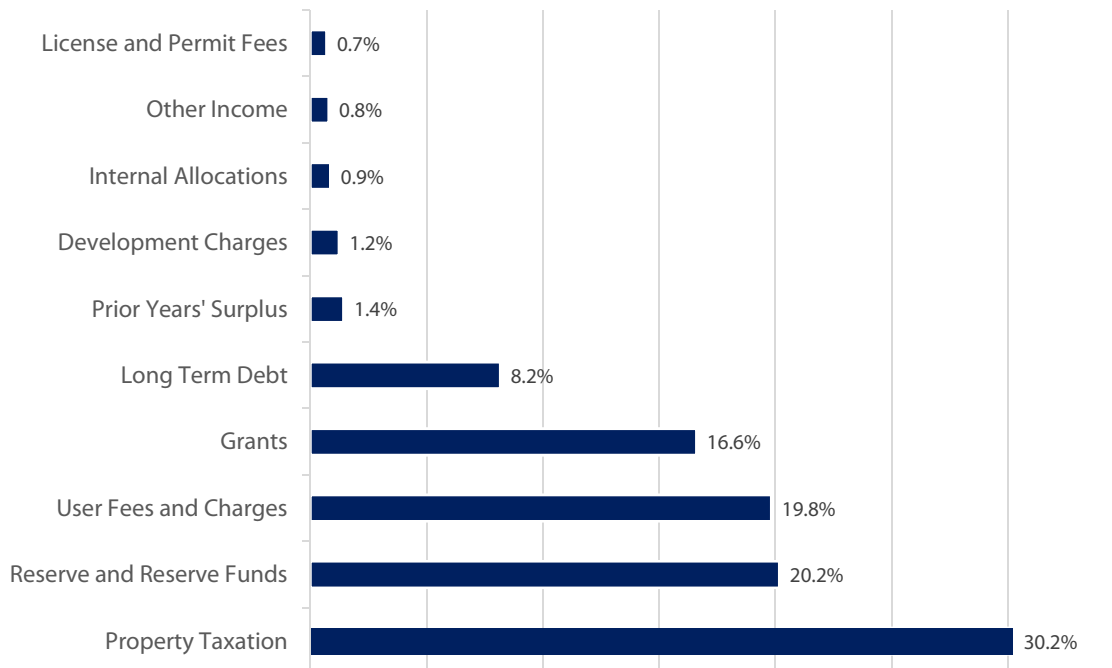
Corporate Services	Community Services	Development Services	Infrastructure Services
Jeffrey R. Morrison Director, Corporate Services / Treasurer	Doug Sweet Director, Community Services and Deputy CAO	Lori Chadwick Director, Development Services	Vacant Director, Infrastructure Services
<ul style="list-style-type: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

## Investing In A Complete Community



### 2020 Revenue at a Glance

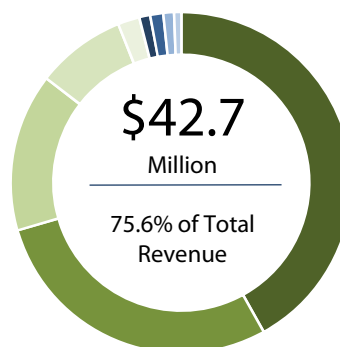
The Town of Essex relies on a combination of various revenue sources to fund both operating and capital activities. Total revenue for the 2020 Budget for both operating and capital is **\$61.5 million**.



**If all revenues combined for Operating and Capital equal \$61.5 million, how much goes to fund operations and how much goes to capital?**

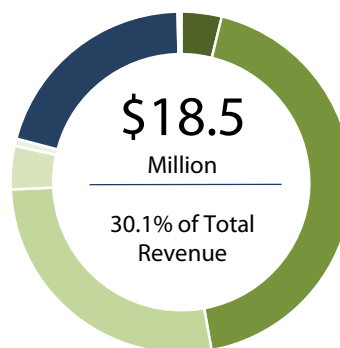
#### Operating Revenue Allocation

- 42.0% Property Taxation
- 28.5% User Fees and Service Charges
- 15.0% Grants
- 8.5% Reserve and Reserve Funds
- 2.1% Prior Years' Surplus
- 1.0% Development Charges
- 1.2% Internal Allocations
- 1.0% License and Permit Fees
- 0.7% Other Income



#### Capital Revenue Allocation

- 3.8% Property Taxation
- 69.6% Reserve and Reserve Funds
- 19.3% Long Term Debt
- 3.4% Development Charges
- 7.1% Unfinanced Carryforward
- .2% Grants
- 0.4% Other Revenue
- 0.0% Miscellaneous Revenue



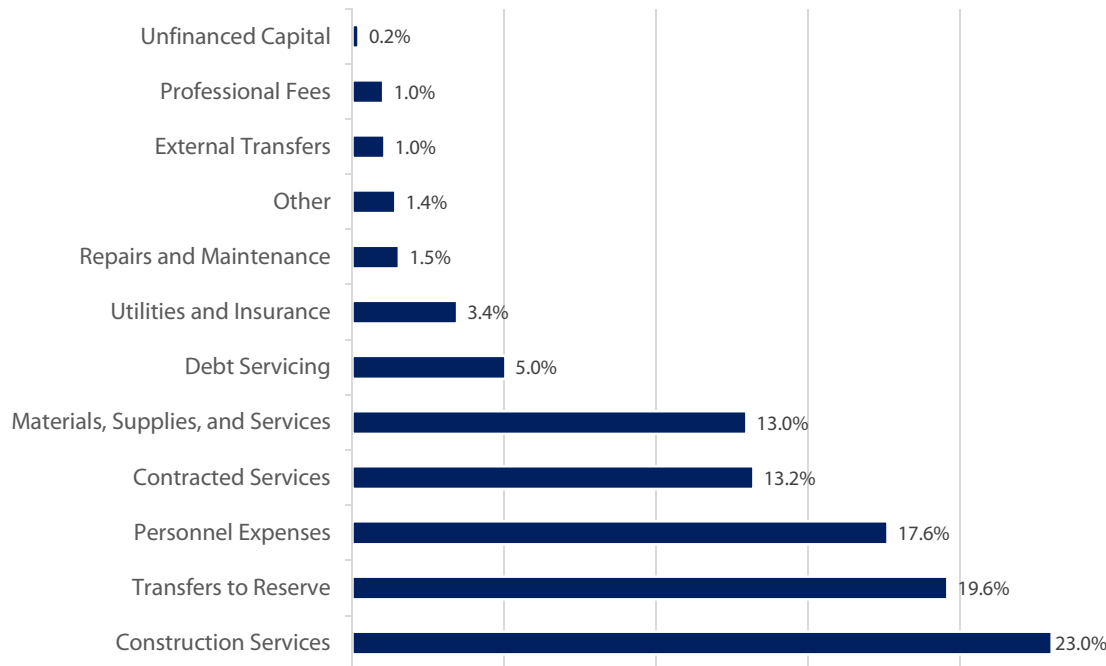


## Investing In A Complete Community



### 2020 Expenses at a Glance

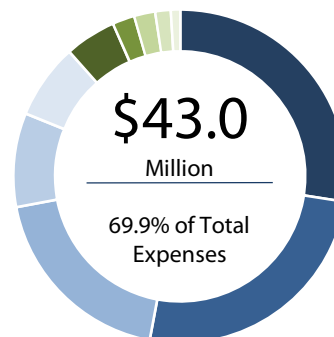
The Town of Essex invests in a complete community which is inclusive for all citizens and visitors alike. Operating and capital revenue is spent on the following key areas within the Town. Total expenses under the 2020 budget are:



**If all expenditures combined for Operating and Capital equal \$61.5 million, how much is spent on operations and how much is spent on capital?**

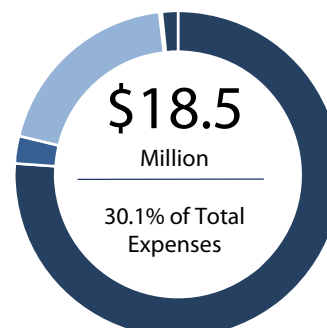
#### Operating Expense Allocation

- 27.4% Transfers to Reserve
- 25.5% Personnel Expenses
- 19.1% Contracted Services
- 9.1% Supplies and Services
- 7.3% Debt Servicing
- 5.0% Utilities and Insurance
- 2.1% Development Charges
- 2.0% Other
- 1.5% Internal Allocations
- 0.9% Professional Fees



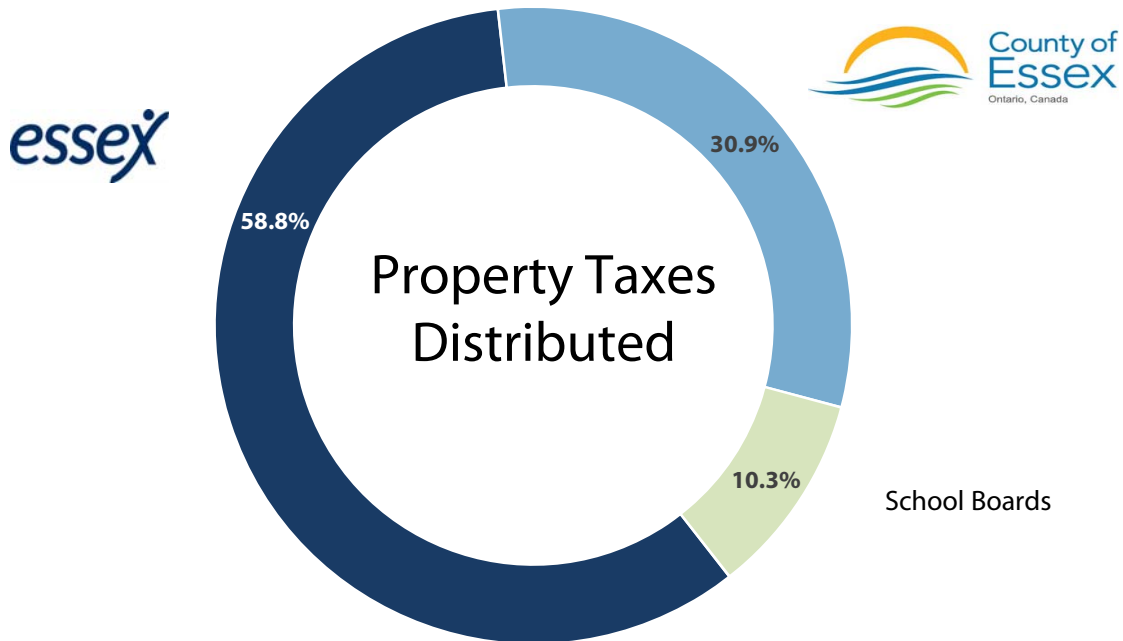
#### Capital Expense Allocation

- 76.1% Construction Services
- 2.7% Unfinanced Capital - Prior Year
- 19.4% Machinery and Equipment
- 0.2% Repairs and Maintenance
- 0.1% Salaries, Wages, Benefits
- 1.6% Professional Fees



### 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 the School Boards. Each government body provides a unique set of programs and services. The distribution between these government bodies for \$1 of your property tax dollars is:



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

**\$100** =  
of  
Property Taxes

County of Essex	\$	30.90	30.9%
School Boards	\$	10.30	10.3%
<b>Town of Essex</b>	<b>\$</b>	<b>58.80</b>	<b>58.8%</b>
Infrastructure Services	\$	15.64	15.6%
Community Services	\$	13.78	13.8%
Community Services: Fire	\$	10.88	10.9%
Other: Police	\$	6.20	6.2%
Office of the CAO	\$	4.00	4.0%
Development Services	\$	2.66	2.7%
Corporate Services	\$	2.64	2.6%
Council	\$	1.99	2.0%
Other	\$	1.00	1.0%

**The amount of property tax dollars that the Town of Essex receives and retains per year on a residential home assessed at \$179,000 (average home value in Essex)**



**\$ 1,644**

# 2020 Operating Budget and 4 Year Forecast





# Operating Summary



The Operating Summary provides a snapshot of the proposed Operating Budget. The 2020 Operating Budget has a \$705,527 surplus that carries over to the 2020 Capital Budget to help fund 'New' and 'Upgrade' projects.

Grouping	2019 Budget	Budget	Change		Forecast			
		2020	\$	%	2021	2022	2023	2024
Operating Revenues								
Amounts Added to Taxes and Special Levies	2,547,343	2,550,361	3,018	0%	2,528,178	2,499,230	2,502,824	2,420,211
Conditional and Unconditional Grants	6,600,949	6,410,904	(190,045)	-3%	6,392,374	6,397,783	6,431,014	6,436,229
Contributions from Developers	434,443	758,836	324,393	75%	540,507	553,900	569,256	585,705
Fines and Penalties	352,200	312,200	(40,000)	-11%	312,244	312,289	312,335	312,381
Interfund Transfers - Revenue	4,313,479	3,630,489	(682,990)	-16%	3,220,749	3,239,031	3,256,120	3,272,228
Internal Allocations - Revenue	490,659	526,774	36,116	7%	532,059	532,073	532,088	532,088
Investment and Other Income	260,044	294,731	34,687	13%	294,924	294,924	294,924	294,924
License and Permit Fees	355,794	430,737	74,944	21%	439,352	448,139	457,102	466,244
Payments in Lieu of Taxation	62,570	62,570	-	0%	62,570	62,570	62,570	62,570
Property Taxation	14,867,301	15,498,614	631,313	4%	15,898,614	16,298,614	16,698,614	17,098,614
Prior Years' Surplus	434,474	879,854	445,380	100%	-	-	-	-
Supplementary Taxation	153,544	153,544	-	0%	153,544	153,544	153,544	153,544
User Fees and Service Charges	12,063,260	12,184,937	121,677	1%	12,296,126	12,355,740	12,416,547	12,478,564
<b>Total Operating Revenues</b>	<b>42,936,058</b>	<b>43,694,550</b>	<b>758,492</b>	<b>2%</b>	<b>42,671,240</b>	<b>43,147,836</b>	<b>43,686,937</b>	<b>44,113,301</b>
Operating Expenses								
Amortization Expense	90,982	90,982	-	0%	90,982	90,982	90,982	90,982
Contracted Services	7,899,339	8,106,465	207,126	3%	8,193,675	8,332,349	8,492,254	8,625,161
Debt Servicing	3,141,921	3,089,085	(52,836)	-2%	3,558,746	3,673,640	3,539,167	3,146,392
External Transfers	706,238	644,849	(61,389)	-9%	635,435	489,287	468,219	472,227
Interfund Transfers - Expense	12,011,965	12,027,611	15,645	0%	11,850,620	11,851,837	11,744,037	11,763,330
Internal Allocations - Expense	561,385	597,501	36,116	6%	602,786	602,800	602,815	602,815
Materials and Supplies	2,428,398	2,459,182	30,784	1%	2,479,177	2,488,172	2,492,791	2,494,284
Miscellaneous Services	909,818	1,250,418	340,600	37%	1,200,500	1,286,575	1,375,455	1,463,045
Professional Fees	464,674	377,845	(86,829)	-19%	315,345	348,345	315,345	325,345
Rents and Financial Services	306,988	326,918	19,930	6%	321,855	284,416	286,604	288,717
Repairs and Maintenance	923,563	906,532	(17,030)	-2%	915,205	917,331	920,512	924,348
Salaries, Wages, Benefits and Personnel Expenses	10,761,849	10,819,961	58,111	1%	10,797,840	10,943,399	10,957,566	10,963,169
Taxation Adjustments	172,000	167,000	(5,000)	-3%	167,000	167,000	167,000	167,000
Uncollectible Taxes and Accounts Receivable	12,775	12,775	-	0%	12,775	12,775	12,775	12,775
Utilities, Insurance and Property Taxes	2,139,143	2,111,900	(27,244)	-1%	2,166,284	2,209,296	2,248,426	2,299,383
<b>Total Operating Expenses</b>	<b>42,531,039</b>	<b>42,989,024</b>	<b>457,984</b>	<b>1%</b>	<b>43,308,225</b>	<b>43,698,204</b>	<b>43,713,950</b>	<b>43,638,974</b>
<b>Operating Surplus/(Deficit)</b>	<b>405,019</b>	<b>705,527</b>	<b>300,508</b>	<b>74%</b>	<b>(636,985)</b>	<b>(550,368)</b>	<b>(27,013)</b>	<b>474,327</b>

# Operating Expense and Revenue Summary



Grouping	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
Expenditures									
Personnel Expenses	9,403,725	10,761,849	10,819,961	58,111	1%	10,797,840	10,943,399	10,957,566	10,963,169
Supplies and Services	14,976,939	14,476,160	14,940,468	464,308	3%	14,934,735	15,020,032	15,224,753	15,466,700
Transfers to Reserves	13,144,959	12,011,965	12,027,611	15,645	0%	11,850,620	11,851,837	11,744,037	11,763,330
Utilities and Insurance	2,102,989	2,139,143	2,111,900	(27,244)	-1%	2,166,284	2,209,296	2,248,426	2,299,383
<b>Total Expenditures</b>	<b>39,628,612</b>	<b>39,389,118</b>	<b>39,899,939</b>	<b>510,821</b>	<b>1.3%</b>	<b>39,749,479</b>	<b>40,024,564</b>	<b>40,174,782</b>	<b>40,492,582</b>
Revenues									
Property Taxation	16,904,835	17,630,757	18,265,088	634,331	4%	18,642,906	19,013,957	19,417,551	19,734,938
Provincial and Federal Funding	6,264,251	6,600,949	6,410,904	(190,045)	-3%	6,392,374	6,397,783	6,431,014	6,436,229
Other Revenue	18,610,233	17,779,219	17,611,930	(167,290)	-1%	17,103,901	17,204,023	17,306,283	17,410,045
Prior Years' Surplus	-	434,474	879,854	445,380	100%	-	-	-	-
Transfers from Reserves	352,079	490,659	526,774	36,116	7%	532,059	532,073	532,088	532,088
<b>Total Revenues</b>	<b>42,131,399</b>	<b>42,936,058</b>	<b>43,694,550</b>	<b>758,491</b>	<b>1.8%</b>	<b>42,671,240</b>	<b>43,147,836</b>	<b>43,686,937</b>	<b>44,113,301</b>
<b>Net Total (incl. debt)</b>	<b>2,502,787</b>	<b>3,546,940</b>	<b>3,794,611</b>	<b>247,670</b>	<b>7%</b>	<b>2,921,761</b>	<b>3,123,272</b>	<b>3,512,154</b>	<b>3,620,719</b>
Debt Charges	2,888,563	3,141,921	3,089,085	(52,836)	-2%	3,558,746	3,673,640	3,539,167	3,146,392
<b>Operating Surplus/(Deficit)</b>	<b>(385,776)</b>	<b>405,019</b>	<b>705,527</b>	<b>300,507</b>	<b>74%</b>	<b>(636,985)</b>	<b>(550,368)</b>	<b>(27,013)</b>	<b>474,327</b>

## 2020 to 2024 Net Operating Budget by Cost Centre



Cost Centre	2019 Budget	Budget	Change		Forecast			
		2020	\$	%	2021	2022	2023	2024
<b>Council</b>	370,992	595,582	224,590	61%	696,480	830,481	813,377	795,117
<b>Other</b>								
Police	3,302,775	3,230,076	(72,699)	-2%	3,296,629	3,364,428	3,433,584	3,501,420
Police Services Board	28,591	19,641	(8,950)	-31%	19,641	19,641	19,641	20,141
Nurse Practitioner	-	9,515	9,515	100%	6,603	3,558	911	-
Public Health	4,000	4,000	-	0%	4,000	4,000	4,000	4,000
Cemeteries	57,404	56,205	(1,199)	-2%	57,201	58,216	61,610	62,619
Garbage Collection and Disposal	-	-	-	0%	-	-	-	-
Conservation Authority	155,980	166,099	10,119	6%	169,421	172,808	176,266	179,790
Animal Control	29,158	62,241	33,083	113%	49,240	49,437	49,636	50,562
<b>Office of the CAO</b>								
CAO	295,332	409,952	114,620	39%	421,645	433,920	435,054	435,054
Communications	220,146	237,200	17,054	8%	211,515	272,683	272,683	272,683
Legislative Services	410,080	459,251	49,171	12%	458,876	458,493	458,103	457,706
Training and Development	89,293	86,721	(2,572)	-3%	86,721	86,721	86,721	86,721
Green Fund	701	684	(18)	-2%	684	684	684	684
<b>Corporate Services</b>								
Director, Corporate Services	(3,099,880)	(3,467,916)	(368,036)	12%	(2,630,012)	(2,627,709)	(2,625,360)	(2,627,387)
Finance & Business Services	(14,633,339)	(14,946,882)	(313,542)	2%	(15,586,866)	(15,987,713)	(16,388,573)	(16,789,445)
Human Resources	253,320	333,599	80,279	32%	626,631	727,207	826,788	927,358
Information Technology	532,805	605,510	72,706	14%	576,107	541,331	538,462	533,812
<b>Community Services</b>								
Fire - Administration	412,790	470,629	57,839	14%	470,909	471,196	408,988	409,285
Public Education, Prevention & Inspection	169,828	171,375	1,546	1%	171,510	171,648	171,789	171,933
Fire - Station 1	588,285	598,470	10,185	2%	598,800	599,138	599,476	483,730
Fire - Station 2	311,254	283,782	(27,472)	-9%	498,956	499,799	500,652	457,834
Fire - Station 3	290,517	299,876	9,359	3%	368,173	369,095	370,035	380,146
Emergency Operations	27,955	28,555	600	2%	28,555	28,555	28,555	28,555
Administration	288,027	256,705	(31,322)	-11%	256,709	256,856	256,858	257,008
Events and Tourism	17,000	2,000	(15,000)	-88%	2,020	2,040	2,061	2,082
Parks	1,467,329	1,502,315	34,986	2%	1,759,159	1,758,091	1,702,575	1,693,139
Essex FunFest*	-	-	-	0%	-	-	-	-
Misc Recreation Programs	295,610	238,234	(57,376)	-19%	239,774	241,681	243,746	179,281
Arenas	1,550,734	1,366,687	(184,047)	-12%	1,347,905	1,348,955	1,330,982	1,331,169
Essex Recreation Complex	385,381	389,903	4,523	1%	374,487	358,797	342,826	325,751
Harbour	202,634	211,745	9,111	4%	211,822	211,269	210,704	210,130
Libraries	6,142	6,908	766	12%	6,964	7,218	7,478	7,742
Arts, Culture & Tourism	11,003	11,003	-	0%	11,103	11,205	11,309	11,415
Communities in Bloom	96,901	97,879	978	1%	97,895	98,661	97,928	97,945
Urban Centre Revitalization	30,000	30,000	-	100%	30,600	31,212	31,836	32,473
Accessibility	2,350	2,350	-	0%	1,500	1,500	1,500	1,500
<b>Development Services</b>								
Director of Development	-	-	-	0%	-	-	-	-
Economic Development	141,828	246,890	105,062	74%	231,018	231,049	231,080	231,112
Planning and Zoning	493,956	412,793	(81,163)	-16%	404,606	400,977	404,149	403,007
Heritage Committee	26,111	23,202	(2,909)	-11%	22,752	22,803	(2,145)	(2,092)
Committee of Adjustment	(33,669)	(34,426)	(757)	0%	(36,114)	(37,260)	(38,428)	(39,621)
Parkland Contributions*	-	-	-	0%	-	-	-	-
Business Improvement Area*	-	-	-	0%	-	-	-	-
Community Improvement Plan - Essex Centre	100,000	-	(100,000)	-100%	100,000	-	-	-
Community Improvement Plan - Harrow/Colchester South	190,000	-	(190,000)	-100%	100,000	50,000	50,000	50,000
Building	47,047	10,750	(36,297)	-77%	10,358	9,369	7,971	6,501
By-Law Enforcement	82,079	134,102	52,023	63%	135,151	135,915	136,054	136,196
Development Charges*	-	-	-	0%	-	-	-	-
<b>Infrastructure Services</b>								
Administration	980,187	1,106,642	126,455	13%	1,116,502	1,182,326	1,072,016	1,028,297
Infrastructure, Director	-	-	-	0%	-	-	-	-
Equipment	-	-	-	0%	-	-	-	-
Paved Roads	439,710	520,896	81,186	18%	516,289	525,064	533,913	542,627
Shoulder Maintenance	131,397	154,829	23,432	18%	158,010	159,073	160,156	161,111
Roadside Maintenance	317,582	313,977	(3,604)	-1%	320,601	323,098	325,641	327,928
Road Traffic Operations	266,585	252,333	(14,251)	-5%	255,709	256,892	258,098	259,227
Stormwater Management	788,122	782,384	(5,738)	-1%	781,073	824,401	801,934	812,584
Unpaved Roads	308,956	308,005	(951)	0%	339,245	340,978	342,743	344,441
Winter Control	648,055	662,511	14,456	2%	665,066	669,434	673,900	679,426
Streetlighting	312,256	389,094	76,838	25%	394,677	400,371	406,179	412,103
Drainage	183,680	180,594	(3,086)	-2%	180,683	180,774	180,867	180,872
Tile Drainage	-	-	-	0%	-	-	-	-
Shoreline Protection	-	-	-	0%	-	-	-	-
Shoreline Assistance	-	-	-	0%	-	-	-	-
Sanitary Sewer	-	-	-	0%	-	-	-	-
Water	-	-	-	0%	-	-	-	-
<b>Total</b>	<b>(405,019)</b>	<b>(705,527)</b>	<b>(300,508)</b>	<b>74.2%</b>	<b>636,985</b>	<b>550,368</b>	<b>27,013</b>	<b>(474,327)</b>
<b>Operating Surplus</b>	<b>405,019</b>	<b>705,527</b>	<b>300,508</b>	<b>74.2%</b>	<b>(636,985)</b>	<b>(550,368)</b>	<b>(27,013)</b>	<b>474,327</b>



## Long-Term Debt



### Long-Term Debt Balance 2018 to 2024

The Town's annual repayment limit (ARL) is calculated by the Ministry of Municipal Affairs and Housing. The 2019 ARL indicates that the Town has an estimated ARL of \$5.5 million available to service debt. Based on an interest rate of 5%, the Town would be permitted to enter into new borrowing of \$23.9 million for a five-year term. As illustrated in the chart below long-term debt will increase in 2020 due to Fire Station #2 and the Harrow Streetscape Project and will be declining in 2021.



			Budget	Change		Forecast			
	2018 Actual	2019 Budget	2020	\$	%	2021	2022	2023	2024
<b>Property Tax Supported</b>									
Protection to Persons and Property	2,662,941	3,039,344	5,768,433	2,729,089	90%	5,350,861	4,918,122	4,469,644	4,166,470
General Government	44,281	36,796	2,499,164	2,462,368	6692%	4,040,099	3,824,380	3,599,475	3,369,412
Public Works	1,741,774	2,362,143	1,988,329	(373,813)	-16%	1,604,692	1,210,966	923,350	675,152
Community Services	9,528,787	8,695,229	7,895,474	(799,755)	-9%	7,063,362	6,203,682	5,327,753	4,496,635
Drainage	896	745	589	(156)	-21%	427	261	89	-
Subtotal	13,978,679	14,134,257	18,151,989	4,017,732	28%	18,059,441	16,157,411	14,320,310	12,707,670
<b>Amounts Added to Taxes</b>									
Water	5,108	-	-	-	0%	-	-	-	-
Sanitary Sewer	257,310	217,928	177,207	(40,721)	-19%	135,102	91,565	46,548	0
Drainage	631,380	497,652	360,700	(136,953)	-28%	237,426	139,829	39,499	32,210
Tile Drainage	8,811	1,500	0	(1,500)	-100%	-	-	-	-
Shoreline Assistance	-	-	-	-	0%	-	-	-	-
Shoreline Protection	13,542	6,897	(0)	(6,897)	-100%	-	-	-	-
Subtotal	916,151	723,977	537,907	(186,070)	-26%	372,528	231,394	86,047	32,210
<b>User Rate Supported</b>									
Sanitary Sewer	6,356,198	5,628,237	4,880,479	(747,758)	-13%	4,112,384	3,323,401	2,512,959	2,099,511
Water	17,365	14,430	11,400	(3,030)	-21%	8,272	5,042	1,708	-
Sub-Total	6,373,563	5,642,667	4,891,879	(750,788)	-13%	4,120,656	3,328,443	2,514,668	2,099,511
<b>Total - All</b>	<b>21,268,392</b>	<b>20,500,901</b>	<b>23,581,775</b>	<b>3,080,874</b>	<b>15%</b>	<b>22,552,625</b>	<b>19,717,248</b>	<b>16,921,025</b>	<b>14,839,391</b>

### Long-Term Debt Principal and Interest Payments by Department

Principal and interest payments are allocated to the applicable department. The majority of these expenditures are related to prior year capital expenditures. For the purposes of the operating budget and to ensure that the impacts of principal and interest payments related to debt do not skew the year over year changes within a department, they are shown separately from all other operating expenses. The 2020 Budgeted amounts for long-term debt by department are:

			Budget	Change		Forecast			
	2018 Actual	2019 Budget	2020	\$	%	2021	2022	2023	2024
<b>Property Tax Supported</b>									
Council	-	-	-	-	0%	230,000	380,000	380,000	380,000
Corporate Services	8,847	8,847	8,847	-	0%	8,847	8,847	8,847	4,423
Police	5,404	5,404	5,404	-	0%	5,404	5,404	5,404	2,702
Fire	322,691	460,460	371,735	(88,725)	-24%	637,694	637,694	637,694	477,405
Building	430	430	430	-	0%	430	430	430	215
Public Works	329,746	281,388	437,821	156,433	36%	437,821	437,821	322,032	274,113
Community Services	1,197,436	1,279,521	1,158,521	(121,000)	-10%	1,158,521	1,152,363	1,133,680	1,053,836
Subtotal	1,864,553	2,036,049	1,982,757	(53,292)	-3%	2,478,716	2,622,558	2,488,087	2,192,694
<b>Amounts Added to Taxes</b>									
Water	5,285	-	-	-	0%	-	-	-	-
Sanitary Sewer	62,162	62,480	62,480	-	0%	62,480	62,480	62,480	62,480
Drainage	44,151	138,874	150,866	11,992	9%	133,316	104,367	104,367	8,719
Tile Drainage	18,981	7,840	1,590	(6,250)	-80%	-	-	-	-
Shoreline Protection	7,159	7,159	7,159	-	0%	-	-	-	-
Shoreline Assistance	1,721	-	-	-	0%	-	-	-	-
Subtotal	139,458	216,353	222,095	5,742	3%	195,796	166,848	166,847	71,199
<b>User Rate Supported</b>									
Sanitary Sewer	881,082	880,764	880,764	0	0%	880,764	880,764	880,764	880,764
Water	3,469	8,755	3,469	(5,286)	-152%	3,470	3,470	3,469	1,735
Subtotal	884,552	889,519	884,233	(5,286)	-1%	884,234	884,234	884,233	882,499
<b>Total - All</b>	<b>2,888,563</b>	<b>3,141,921</b>	<b>3,089,085</b>	<b>(52,836)</b>	<b>-2%</b>	<b>3,558,746</b>	<b>3,673,640</b>	<b>3,539,167</b>	<b>3,146,392</b>

# Personnel Overview and Expense Summary



## Council

Cost Centre	2019			2020			Change (2019 to 2020)		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Council	8	0	0	8	0	0	0	0	0
<b>Total - Council</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Administration

Cost Centre	2019			2020			Change (2019 to 2020)		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Health Services	1	0	0	1	0	0	0	0	0
CAO	1.3	0	0	1.3	0	0	0	0	0
Legislative Services	4	9	1	4	9	1	0	0	0
Communications	1	0	1	1	0	1	0	0	0
Director, Corporate Services	1	0	0	1	0	0	0	0	0
Finance & Business Services	9	0	1	9	0	1	0	0	0
Human Resources	1.7	0	0	1.7	0	1	0	0	1
Information Technology	3	0	0	3	0	0	0	0	0
Director, Community Services	1	0	1	1	0	1	0	0	0
Recreation and Culture	5	2	45	5	2	45	0	0	0
Parks and Facilities	12	11	35	12	11	35	0	0	0
Fire	3	65	0	3	65	0	0	0	0
Director, Development Services	1	0	0	1	0	0	0	0	0
Economic Development	1	0	0	1	0	0	0	0	0
Planning Services	4	1	1	4	1	1	0	0	0
Building and By-Law	4.4	0	0	4.4	0	0	0	0	0
Director, Infrastructure	1.60	0	0	1.6	0	0	0	0	0
Public Works	13.4	0	2	13.4	0	2	0	0	0
Agriculture and Reforestation	1.6	0	1	1.6	0	1	0	0	0
Environmental Services	5	0	0	5	0	0	0	0	0
<b>Total Personnel Count</b>	<b>75</b>	<b>88</b>	<b>88</b>	<b>75</b>	<b>88</b>	<b>89</b>	<b>0</b>	<b>0</b>	<b>1</b>

## Personnel Expense Summary

	2019	2020	Increase/(Decrease)
Salaries Wages & Benefits and Personnel Expenses	10,761,849	10,819,961	<b>58,111</b>

Add: Annual Negotiated Increase	TBD
Add: Employee progression / grid changes	52,940
Add: Human Resource student to perform physical demands analysis ( <b>New</b> )	5,172
<b>2019 Salaries Wages &amp; Benefits and Personnel Expenses Increase/(Decrease)</b>	<b>58,111</b>

### Notes:

Adjustments to 2019 include one student from Public Works to Parks and Facilities to match actuals, and the addition of crossing guards under Legislative Services who were not included in the 2019 Budget document.

## 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



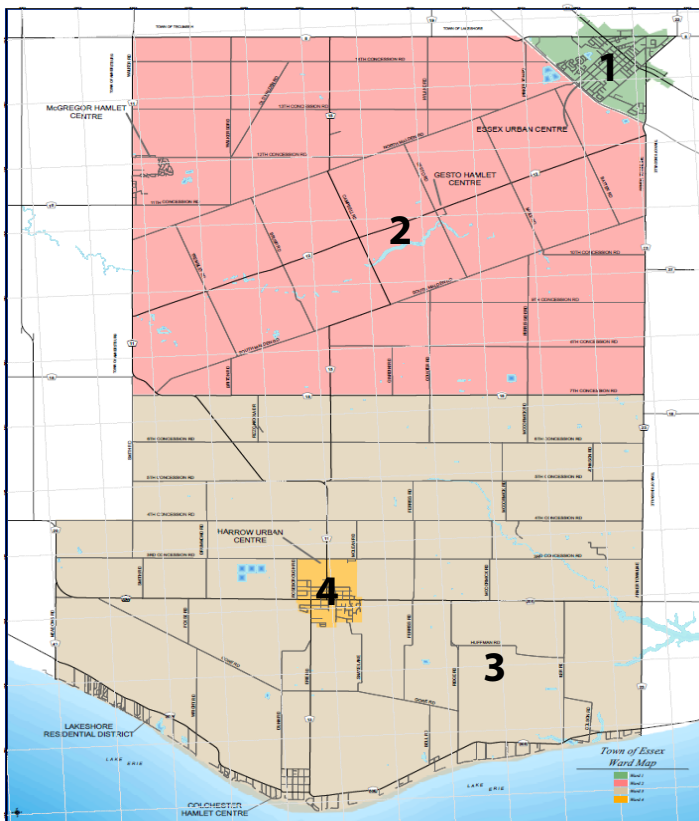
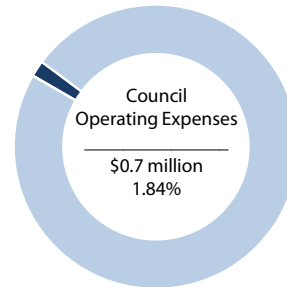


## Department Overview



### Council

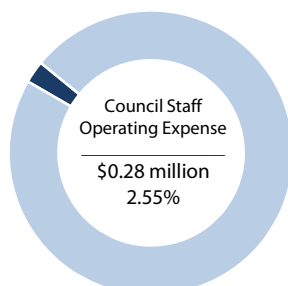
Council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative. The policies that Council sets are the guidelines that administration follows as it performs the task of running the municipality. Council spends a significant amount of their 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 guide them through the next four-year term.



### Council Compliment

Cost Centre	2019			2020			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Council	8.0	0.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0
Total - Council	8.0	0.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0

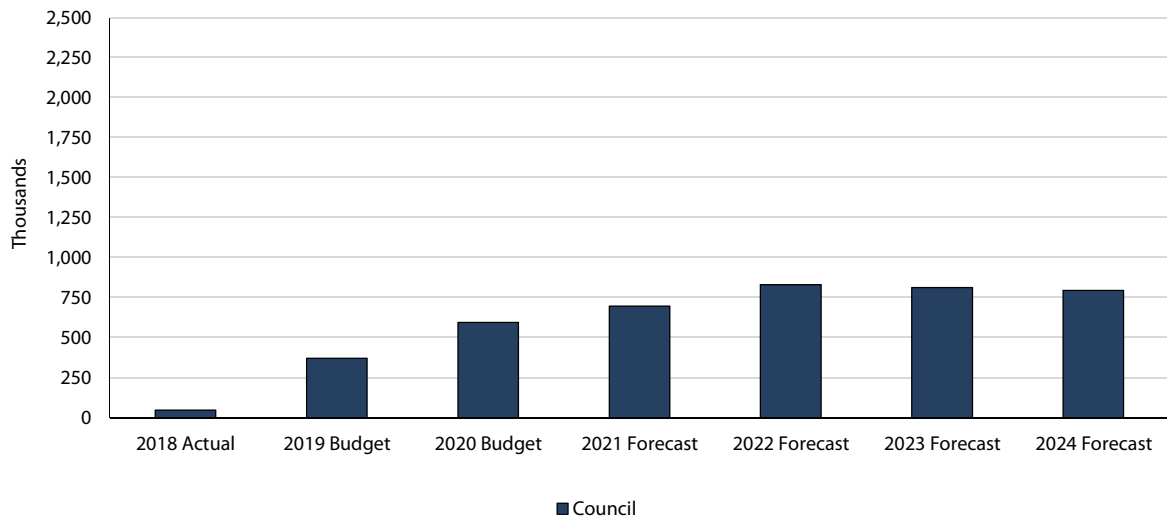
#### Summary of Changes to the Staff Compliment



There is no change in the compliment of Council for 2020. 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.

## 2020 to 2024 Net Operating Budget by Cost Centre

Cost Centre	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
Council	47,704	370,992	595,582	224,590	61%	696,480	830,481	813,377	795,117
<b>Total</b>	<b>47,704</b>	<b>370,992</b>	<b>595,582</b>	<b>224,590</b>	<b>61%</b>	<b>696,480</b>	<b>830,481</b>	<b>813,377</b>	<b>795,117</b>



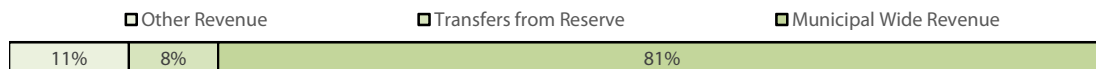
## 2020 to 2024 Operating Budget by Expense and Revenue Grouping

Grouping	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>									
Personnel Expenses	182,229	271,531	276,102	4,572	2%	273,480	273,481	273,481	273,481
Supplies and Services	280,394	239,903	385,873	145,970	38%	259,390	243,386	226,279	208,015
Transfers to Reserves	134,494	67,500	67,500	-	0%	67,500	67,500	67,500	67,500
Utilities and Insurance	7,518	6,417	6,417	-	0%	6,421	6,424	6,428	6,432
<b>Total Expenditures</b>	<b>604,634</b>	<b>585,351</b>	<b>735,893</b>	<b>150,542</b>	<b>20%</b>	<b>606,791</b>	<b>590,792</b>	<b>573,688</b>	<b>555,428</b>
<b>Revenues</b>									
Property Taxation	-	-	-	-	0%	-	-	-	-
Provincial and Federal Funding	-	-	-	-	0%	-	-	-	-
Other Revenue	77,930	79,359	80,311	951	1%	80,311	80,311	80,311	80,311
Transfers from Reserves	479,000	135,000	60,000	(75,000)	-125%	60,000	60,000	60,000	60,000
<b>Total Revenues</b>	<b>556,930</b>	<b>214,359</b>	<b>140,311</b>	<b>(74,049)</b>	<b>-53%</b>	<b>140,311</b>	<b>140,311</b>	<b>140,311</b>	<b>140,311</b>
<b>Net Total (incl. debt)</b>	<b>47,704</b>	<b>370,992</b>	<b>595,582</b>	<b>224,590</b>	<b>38%</b>	<b>466,480</b>	<b>450,481</b>	<b>433,377</b>	<b>415,117</b>
Debt Charges	-	-	-	-	0%	230,000	380,000	380,000	380,000
<b>Net Total</b>	<b>47,704</b>	<b>370,992</b>	<b>595,582</b>	<b>224,590</b>	<b>38%</b>	<b>696,480</b>	<b>830,481</b>	<b>813,377</b>	<b>795,117</b>

## 2020 Expenditure by Groupings

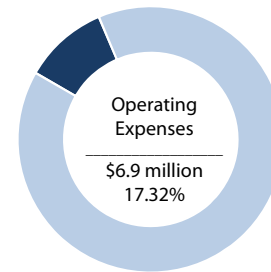


## 2020 Revenue by Groupings



## Other - Contracts / Special Levies

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



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

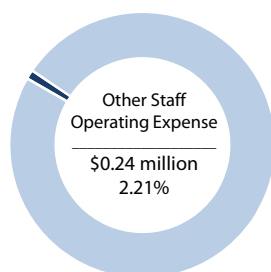


### Staff Compliment

Cost Centre	2019			2020			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Health Services	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Total - Other	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0

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

### Summary of Changes to the Staff Compliment



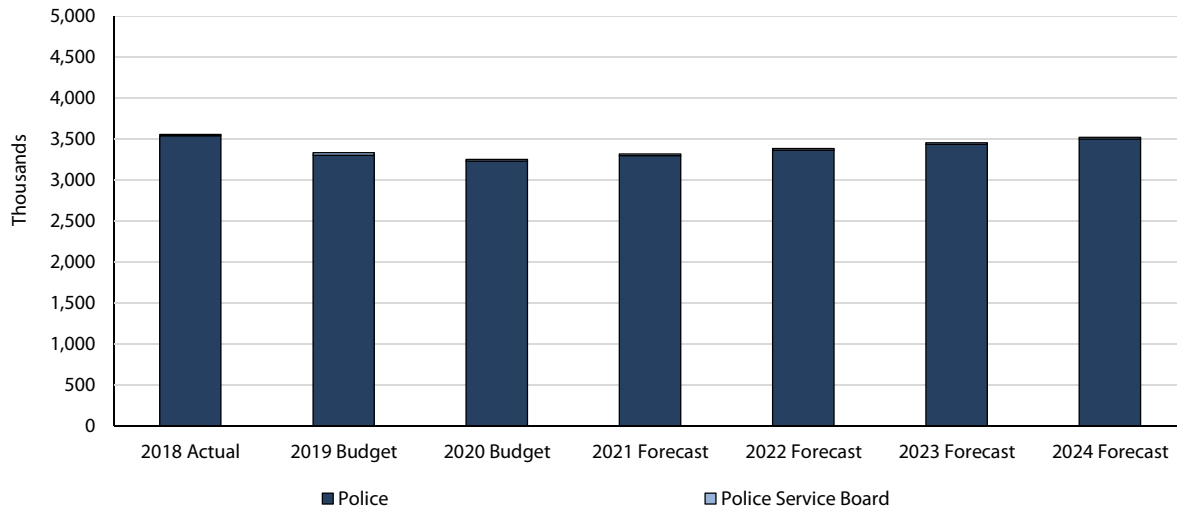
There are no changes for 2019 to the Staff Compliment for Other - Contracts / Special Levies.

## Other - Police



## 2020 to 2024 Net Operating Budget by Cost Centre

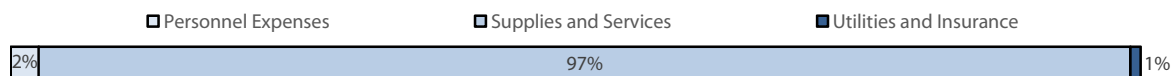
Cost Centre	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
Police	3,541,064	3,302,775	3,230,076	(72,699)	-2%	3,296,629	3,364,428	3,433,584	3,501,420
Police Service Board	15,281	28,591	19,641	(8,950)	-31%	19,641	19,641	19,641	20,141
<b>Total</b>	<b>3,556,345</b>	<b>3,331,366</b>	<b>3,249,717</b>	<b>(81,649)</b>	<b>-2%</b>	<b>3,316,270</b>	<b>3,384,069</b>	<b>3,453,225</b>	<b>3,521,561</b>



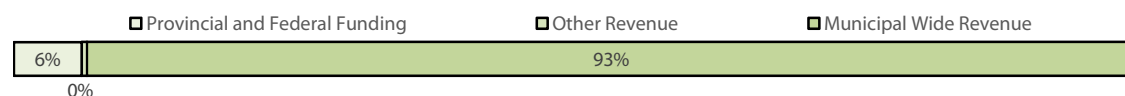
## 2020 to 2024 Operating Budget by Expense and Revenue Grouping

Grouping	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>									
Personnel Expenses	83,006	94,395	86,745	(7,650)	-9%	86,745	86,745	86,745	87,245
Supplies and Services	3,387,152	3,423,275	3,353,038	(70,237)	-2%	3,419,054	3,486,391	3,555,074	3,625,131
Transfers to Reserves	230,466	-	-	-	0%	-	-	-	-
Utilities and Insurance	30,564	34,892	31,130	(3,762)	-12%	31,691	32,178	32,675	33,182
<b>Total Expenditures</b>	<b>3,731,188</b>	<b>3,552,562</b>	<b>3,470,913</b>	<b>(81,649)</b>	<b>-2%</b>	<b>3,537,490</b>	<b>3,605,314</b>	<b>3,674,494</b>	<b>3,745,558</b>
<b>Revenues</b>									
Property Taxation	-	-	-	-	0%	-	-	-	-
Provincial and Federal Funding	166,901	210,400	210,400	-	0%	210,400	210,400	210,400	210,400
Other Revenue	13,346	16,200	16,200	-	0%	16,224	16,248	16,273	16,299
Transfers from Reserves	-	-	-	-	0%	-	-	-	-
<b>Total Revenues</b>	<b>180,248</b>	<b>226,600</b>	<b>226,600</b>	<b>-</b>	<b>0%</b>	<b>226,624</b>	<b>226,648</b>	<b>226,673</b>	<b>226,699</b>
<b>Net Total (incl. debt)</b>	<b>3,550,941</b>	<b>3,325,962</b>	<b>3,244,313</b>	<b>(81,649)</b>	<b>-2%</b>	<b>3,310,866</b>	<b>3,378,666</b>	<b>3,447,821</b>	<b>3,518,860</b>
Debt Charges	5,404	5,404	5,404	-	0%	5,404	5,404	5,404	2,702
<b>Net Total</b>	<b>3,556,345</b>	<b>3,331,366</b>	<b>3,249,717</b>	<b>(81,649)</b>	<b>-2%</b>	<b>3,316,270</b>	<b>3,384,069</b>	<b>3,453,225</b>	<b>3,521,561</b>

## 2020 Expenditure by Groupings



## 2020 Revenue by Groupings



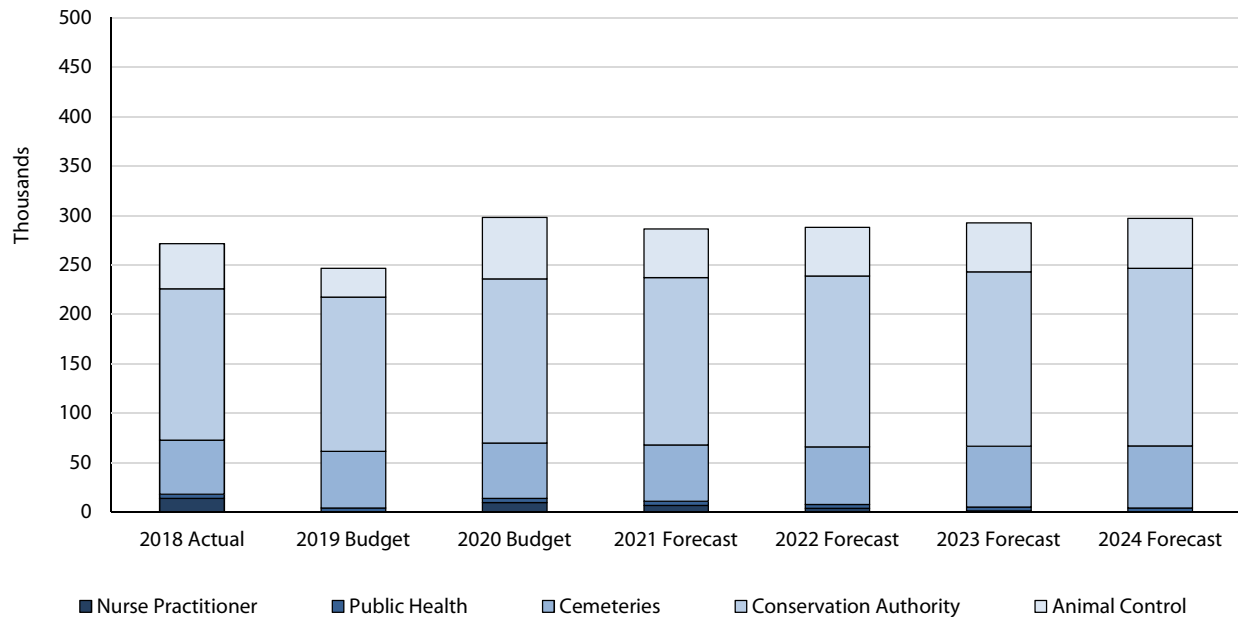


## Other - Health Services/Conservation/Animal Control



### 2020 to 2024 Net Operating Budget by Cost Centre

Cost Centre	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
Nurse Practitioner	13,699	0	9,515	9,515	100%	6,603	3,558	911	0
Public Health	4,053	4,000	4,000	0	0%	4,000	4,000	4,000	4,000
Cemeteries	54,807	57,404	56,205	-1,199	-2%	57,201	58,216	61,610	62,619
Conservation Authority	153,146	155,980	166,099	10,119	6%	169,421	172,808	176,266	179,790
Animal Control	45,555	29,158	62,241	33,083	113%	49,240	49,437	49,636	50,562
<b>Total</b>	<b>271,260</b>	<b>246,542</b>	<b>298,060</b>	<b>51,519</b>	<b>21%</b>	<b>286,466</b>	<b>288,019</b>	<b>292,422</b>	<b>296,971</b>



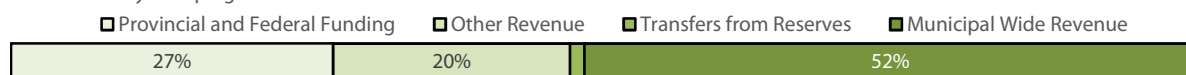
### 2020 to 2024 Operating Budget by Expense and Revenue Grouping

Grouping	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>									
Personnel Expenses	142,288	147,259	152,548	5,289	3%	156,139	158,299	160,507	162,715
Supplies and Services	378,314	368,155	413,426	45,271	11%	406,818	413,941	423,566	431,652
Transfers to Reserves	26,509	15,304	9,880	(5,424)	-55%	29,880	29,880	29,880	31,764
Utilities and Insurance	1,684	1,657	1,678	21	1%	1,712	1,746	1,781	1,817
<b>Total Expenditures</b>	<b>548,795</b>	<b>532,375</b>	<b>577,532</b>	<b>45,158</b>	<b>8%</b>	<b>594,549</b>	<b>603,866</b>	<b>615,734</b>	<b>627,948</b>
<b>Revenues</b>									
Property Taxation	-	-	-	-	0%	-	-	-	-
Provincial and Federal Funding	147,327	157,053	157,053	-	0%	163,356	168,765	173,828	179,043
Other Revenue	123,552	113,530	115,419	1,889	2%	137,727	140,082	142,484	144,933
Transfers from Reserves	6,656	15,250	7,000	(8,250)	-118%	7,000	7,000	7,000	7,000
<b>Total Revenues</b>	<b>277,535</b>	<b>285,833</b>	<b>279,472</b>	<b>(6,361)</b>	<b>-2%</b>	<b>308,083</b>	<b>315,847</b>	<b>323,312</b>	<b>330,976</b>
<b>Net Total (incl. debt)</b>	<b>271,260</b>	<b>246,542</b>	<b>298,060</b>	<b>51,519</b>	<b>21%</b>	<b>286,466</b>	<b>288,019</b>	<b>292,422</b>	<b>296,971</b>
Debt Charges	-	-	-	-	0%	-	-	-	-
<b>Net Total</b>	<b>271,260</b>	<b>246,542</b>	<b>298,060</b>	<b>51,519</b>	<b>21%</b>	<b>286,466</b>	<b>288,019</b>	<b>292,422</b>	<b>296,971</b>

#### 2020 Expenditure by Groupings



#### 2020 Revenue by Groupings



1%

## Other - Garbage Collection and Disposal



### 2020 to 2024 Net Operating Budget by Cost Centre

Cost Centre	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
Garbage Collection and Disposal	-	-	-	-	0%	-	-	-	-
<b>Total</b>	-	-	-	-	<b>0%</b>	-	-	-	-

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

### 2020 to 2024 Operating Budget by Expense and Revenue Grouping

Grouping	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
Expenditures	-	-	-	-	0%	-	-	-	-
Personnel Expenses	-	-	-	-	0%	-	-	-	-
Supplies and Services	1,229,911	1,239,728	1,254,975	15,247	1%	1,270,424	1,286,071	1,286,071	1,286,071
Transfers to Reserves	2,258,672	1,563,991	1,606,911	42,920	3%	1,608,175	1,597,787	1,597,787	1,597,787
Utilities and Insurance	-	-	-	-	0%	-	-	-	-
<b>Total Expenditures</b>	<b>3,488,583</b>	<b>2,803,719</b>	<b>2,861,886</b>	<b>58,167</b>	<b>2%</b>	<b>2,878,599</b>	<b>2,883,858</b>	<b>2,883,858</b>	<b>2,883,858</b>
Revenues	-	-	-	-	0%	-	-	-	-
Property Taxation	2,244,092	1,275,728	1,310,975	35,247	3%	1,304,424	1,286,071	1,286,071	1,286,071
Provincial and Federal Funding	-	-	-	-	0%	-	-	-	-
Other Revenue	1,244,465	1,527,991	1,550,911	22,920	1%	1,574,175	1,597,787	1,597,787	1,597,787
Transfers from Reserves	26	-	-	-	0%	-	-	-	-
<b>Total Revenues</b>	<b>3,488,583</b>	<b>2,803,719</b>	<b>2,861,886</b>	<b>58,167</b>	<b>2%</b>	<b>2,878,599</b>	<b>2,883,858</b>	<b>2,883,858</b>	<b>2,883,858</b>
<b>Net Total (incl. debt)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Debt Charges	-	-	-	-	0%	-	-	-	-
<b>Net Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### 2020 Expenditure by Groupings

▣ Supplies and Services

▣ Transfers to Reserves



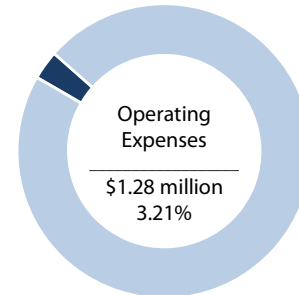
#### 2020 Revenue by Groupings

▣ Other Revenue



## Office of the Chief Administrative Officer (CAO)

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



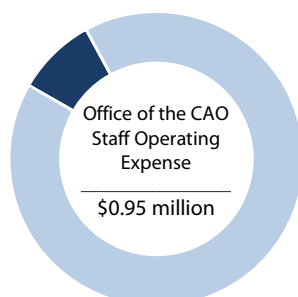
Legislative Services	Communications	Training and Development
<ul style="list-style-type: none"> <li>Provides Council related services.</li> <li>In house legal counsel, expertise, and opinion.</li> <li>Oversees the delivery of various key services, including: animal control, cemeteries, board and committee appointments, meeting facilitation, freedom of information and protection of privacy, and by-law and Council minutes maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Manages all external and internal communications, and media relations for the Town.</li> <li>Provides innovative means to get the message out, while engaging in meaningful two way communication.</li> <li>Provides strategic communications and marketing, public engagement, and digital communications.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Based off a percentage of Total Payroll (locked at 2016 amount)</li> </ul>



## Staff Compliment

Cost Centre	2019			2020			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
CAO	1.3	0.0	0.0	1.3	0.0	0.0	0.0	0.0	0.0
Legislative Services	4.0	9.0	1.0	4.0	9.0	1.0	0.0	0.0	0.0
Communications	1.0	0.0	1.0	1.0	0.0	1.0	0.0	0.0	0.0
<b>Total - Office of the CAO</b>	<b>6.3</b>	<b>9.0</b>	<b>2.0</b>	<b>6.3</b>	<b>9.0</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

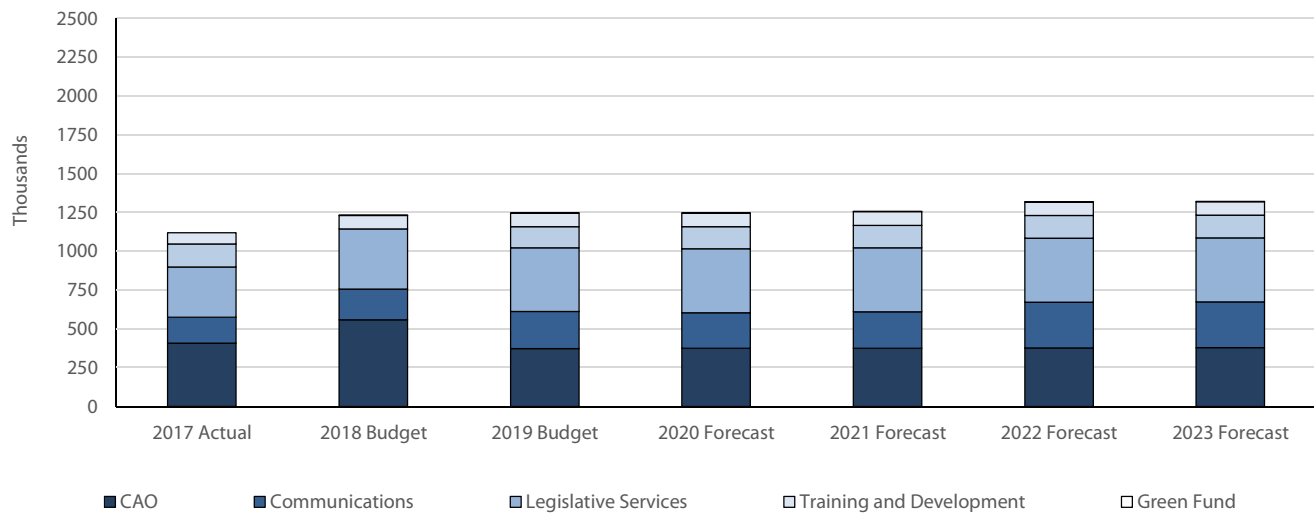
### Summary of Changes to the Staff Compliment



There are no changes for 2020 to the Staff Compliment for Office of the CAO.

## 2020 to 2024 Net Operating Budget by Cost Centre

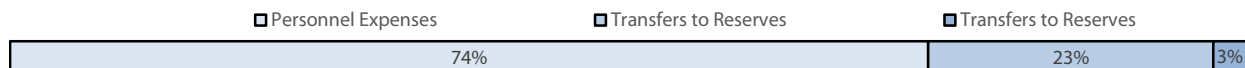
Cost Centre	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
CAO	835,529	295,332	409,952	114,620	39%	421,645	433,920	435,054	435,054
Communications	193,446	220,146	237,200	17,054	8%	211,515	272,683	272,683	272,683
Legislative Services	427,363	410,080	459,251	49,171	12%	458,876	458,493	458,103	457,706
Training and Development	73,524	89,293	86,721	(2,572)	-3%	86,721	86,721	86,721	86,721
Green Fund	(3,863)	701	684	(18)	-3%	684	684	684	684
<b>Total</b>	<b>1,525,999</b>	<b>1,015,552</b>	<b>1,193,808</b>	<b>178,256</b>	<b>18%</b>	<b>1,179,440</b>	<b>1,252,501</b>	<b>1,253,245</b>	<b>1,252,847</b>



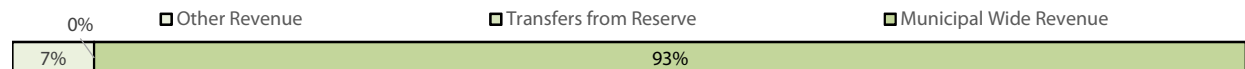
## 2020 to 2024 Operating Budget by Expense and Revenue Grouping

Grouping	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>									
Personnel Expenses	880,034	908,302	948,162	39,860	4%	964,169	1,037,613	1,038,747	1,038,747
Supplies and Services	513,941	257,933	294,662	36,729	12%	264,662	264,662	264,662	264,662
Transfers to Reserves	250,005	36,000	36,000	-	0%	36,000	36,000	36,000	36,000
Utilities and Insurance	2,527	3,369	7	(3,362)	-48029%	7	7	7	8
<b>Total Expenditures</b>	<b>1,646,507</b>	<b>1,205,603</b>	<b>1,278,831</b>	<b>73,227</b>	<b>6%</b>	<b>1,264,838</b>	<b>1,338,282</b>	<b>1,339,416</b>	<b>1,339,416</b>
<b>Revenues</b>									
Property Taxation	-	-	-	-	0%	-	-	-	-
Provincial and Federal Funding	22,769	-	-	-	0%	-	-	-	-
Other Revenue	97,738	69,052	85,023	15,971	19%	85,398	85,781	86,171	86,569
Transfers from Reserves	-	121,000	-	(121,000)	0%	-	-	-	-
<b>Total Revenues</b>	<b>120,507</b>	<b>190,052</b>	<b>85,023</b>	<b>(105,029)</b>	<b>-55%</b>	<b>85,398</b>	<b>85,781</b>	<b>86,171</b>	<b>86,569</b>
<b>Net Total (incl. debt)</b>	<b>1,525,999</b>	<b>1,015,552</b>	<b>1,193,808</b>	<b>178,256</b>	<b>18%</b>	<b>1,179,440</b>	<b>1,252,501</b>	<b>1,253,245</b>	<b>1,252,847</b>
Debt Charges	-	-	-	-	0%	-	-	-	-
<b>Net Total</b>	<b>1,525,999</b>	<b>1,015,552</b>	<b>1,193,808</b>	<b>178,256</b>	<b>18%</b>	<b>1,179,440</b>	<b>1,252,501</b>	<b>1,253,245</b>	<b>1,252,847</b>

## 2020 Expenditure by Groupings



## 2020 Revenue by Groupings



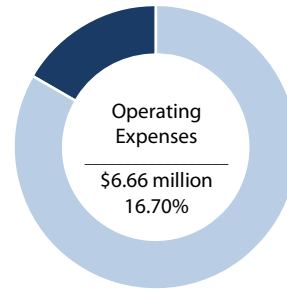


## Department Overview



### Corporate Services

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



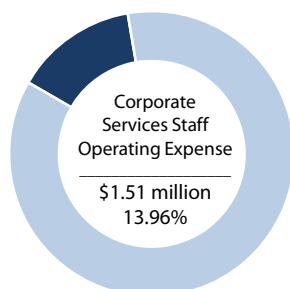
Finance & Business Services	Human Resources	Information Technology
<ul style="list-style-type: none"> <li>Provides financial stewardship, leadership and safeguarding of assets.</li> <li>Manages property taxation, including the billing and collection of property taxes.</li> <li>Facilitates the procurement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



### Staff Compliment

Cost Centre	2019			2020			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Director, Corporate Services	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Finance & Business Services	9.0	0.0	1.0	9.0	0.0	1.0	0.0	0.0	0.0
Human Resources	1.7	0.0	0.0	1.7	0.0	1.0	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
<b>Total - Corporate Services</b>	<b>14.7</b>	<b>0.0</b>	<b>1.0</b>	<b>14.7</b>	<b>0.0</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>

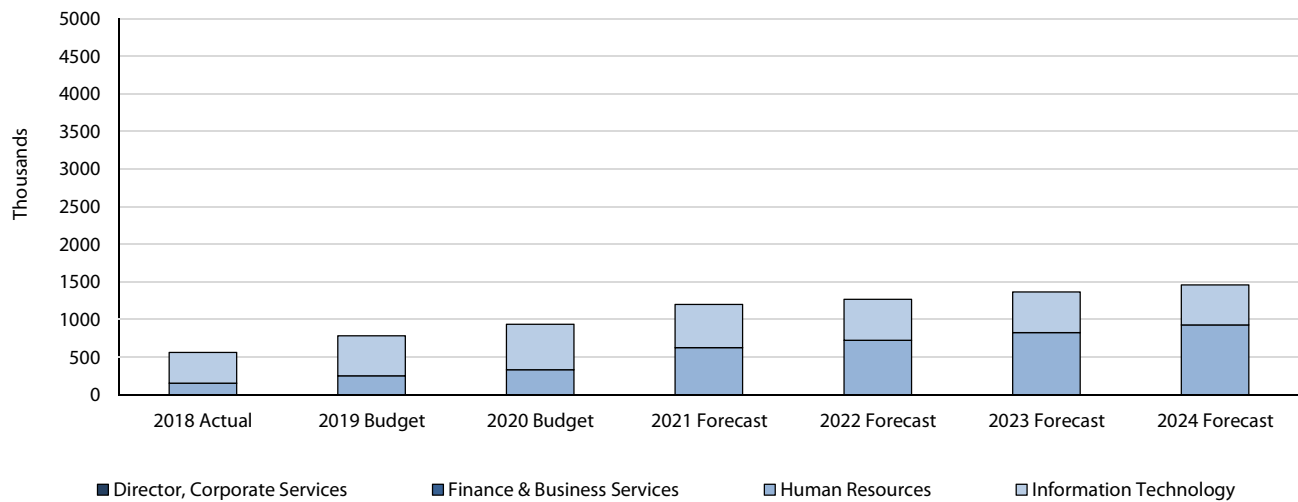
#### Summary of Changes to the Staff Compliment



Corporate Services has a change of one student under Human Resources. The student will assist the Manager, Human Resources with health and safety functions which may include various health and safety projects in addition to day-to-day administrative tasks. This student will have a focus on updating Town of Essex hazard assessments, and conducting an office ergonomic review.

## 2020 to 2024 Net Operating Budget by Cost Centre

Cost Centre	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
Director, Corporate Services	(3,746,854)	(3,099,880)	(3,467,916)	(368,036)	12%	(2,630,012)	(2,627,709)	(2,625,360)	(2,627,387)
Finance & Business Services	(13,946,490)	(14,633,339)	(14,946,882)	(313,542)	2%	(15,586,866)	(15,987,713)	(16,388,573)	(16,789,445)
Human Resources	154,382	253,320	333,599	80,279	32%	626,631	727,207	826,788	927,358
Information Technology	410,622	532,805	605,510	72,706	14%	576,107	541,331	538,462	533,812
<b>Net Total</b>	<b>(17,128,341)</b>	<b>(16,947,095)</b>	<b>(17,475,688)</b>	<b>(528,593)</b>	<b>3%</b>	<b>(17,014,141)</b>	<b>(17,346,884)</b>	<b>(17,648,683)</b>	<b>(17,955,662)</b>



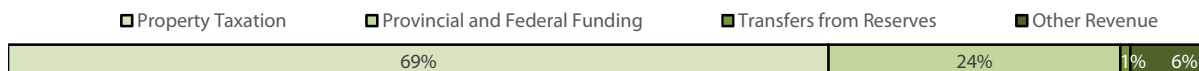
## 2020 to 2024 Operating Budget by Expense and Revenue Grouping

Grouping	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>									
Personnel Expenses	1,299,805	1,450,273	1,511,000	60,727	4%	1,505,044	1,508,001	1,508,498	1,508,498
Supplies and Services	1,039,748	1,021,287	1,140,003	118,716	10%	1,203,779	1,263,801	1,361,871	1,457,307
Transfers to Reserves	2,338,624	3,690,923	3,842,840	151,917	4%	3,596,798	3,596,798	3,624,966	3,624,966
Utilities and Insurance	117,420	129,160	169,230	40,070	24%	172,014	176,890	177,134	179,764
<b>Total Expenditures</b>	<b>4,795,597</b>	<b>6,291,643</b>	<b>6,663,073</b>	<b>371,430</b>	<b>6%</b>	<b>6,477,635</b>	<b>6,545,490</b>	<b>6,672,469</b>	<b>6,770,536</b>
<b>Revenues</b>									
Property Taxation	15,343,561	15,971,430	16,606,569	635,139	4%	17,010,685	17,410,685	17,810,684	18,210,685
Provincial and Federal Funding	5,797,031	6,097,176	5,907,131	(190,045)	-3%	5,935,298	5,935,298	5,963,466	5,963,466
Other Revenue	628,991	1,003,979	1,433,909	429,930	30%	554,640	555,238	555,848	556,471
Transfers from Reserves	163,202	175,000	200,000	25,000	13%	-	-	-	-
<b>Total Revenues</b>	<b>21,932,784</b>	<b>23,247,585</b>	<b>24,147,608</b>	<b>900,024</b>	<b>4%</b>	<b>23,500,623</b>	<b>23,901,221</b>	<b>24,329,999</b>	<b>24,730,621</b>
<b>Net Total (incl. debt)</b>	<b>(17,137,188)</b>	<b>(16,955,942)</b>	<b>(17,484,535)</b>	<b>(528,593)</b>	<b>3%</b>	<b>(17,022,988)</b>	<b>(17,355,731)</b>	<b>(17,657,530)</b>	<b>(17,960,086)</b>
Debt Charges	8,847	8,847	8,847	-	0%	8,847	8,847	8,847	4,423
<b>Net Total</b>	<b>(17,128,341)</b>	<b>(16,947,095)</b>	<b>(17,475,688)</b>	<b>(528,593)</b>	<b>3%</b>	<b>(17,014,141)</b>	<b>(17,346,884)</b>	<b>(17,648,683)</b>	<b>(17,955,662)</b>

## 2020 Expenditure by Groupings



## 2020 Revenue by Groupings

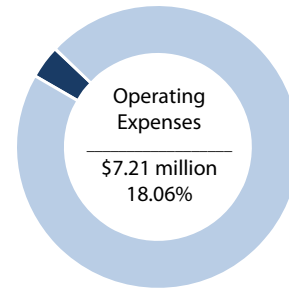


## Department Overview



### Community Services

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



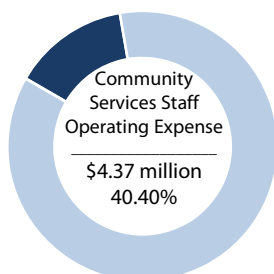
Recreation and Culture	Parks and Facilities	Fire
<ul style="list-style-type: none"> <li>Plans, develops and implements programs throughout the Town, through direct delivery and in partnership with community organizations.</li> <li>Engages with community based organizations who provide services related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



### Staff Compliment

Cost Centre	2019			2020			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Director, Community Services	1.0	0.0	1.0	1.0	0.0	1.0	0.0	0.0	0.0
Recreation and Culture	5.0	2.0	45.0	5.0	2.0	45.0	0.0	0.0	0.0
Parks and Facilities	12.0	11.0	35.0	12.0	11.0	35.0	0.0	0.0	0.0
Fire	3.0	65.0	0.0	3.0	65.0	0.0	0.0	0.0	0.0
<b>Total - Community Services</b>	<b>21.0</b>	<b>78.0</b>	<b>80.0</b>	<b>21.0</b>	<b>78.0</b>	<b>81.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

#### Summary of Changes to the Staff Compliment

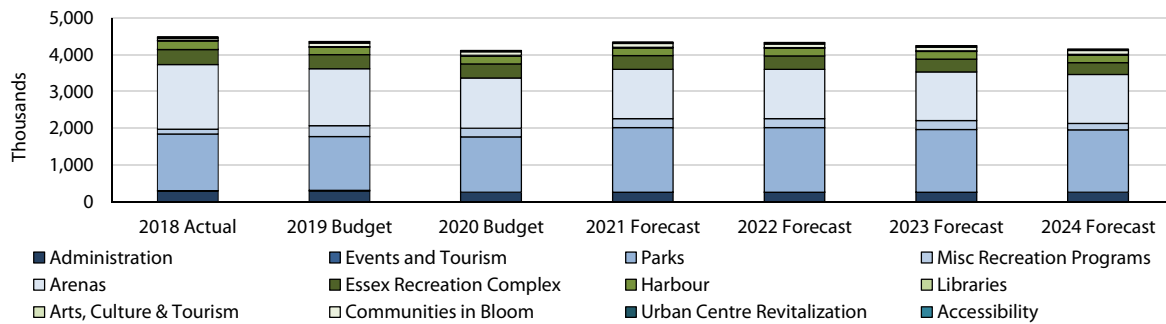


There are no changes for 2020 to the Staff Compliment for Community Services.

## 2020 to 2024 Net Operating Budget by Cost Centre

Cost Centre	2018 Actual	Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
Administration	510,190	412,790	470,629	57,839	14%	470,909	471,196	408,988	409,285
Public Education, Prevention	174,298	169,828	171,375	1,546	1%	171,510	171,648	171,789	171,933
Station 1	506,331	588,285	598,470	10,185	2%	598,800	599,138	599,476	483,730
Station 2	278,371	311,254	283,782	(27,472)	-9%	498,956	499,799	500,652	457,834
Station 3	288,213	290,517	299,876	9,359	3%	368,173	369,095	370,035	380,146
Emergency Operations	36,894	27,955	28,555	600	2%	28,555	28,555	28,555	28,555
Administration	289,432	288,027	256,705	(31,322)	-11%	256,709	256,856	256,858	257,008
Events and Tourism	9,683	17,000	2,000	(15,000)	-88%	2,020	2,040	2,061	2,082
Parks	1,541,183	1,467,329	1,502,315	34,986	2%	1,759,159	1,758,091	1,702,575	1,693,139
Essex FunFest*	-	-	-	-	0%	-	-	-	-
Misc Recreation Programs	131,334	295,610	238,234	(57,376)	-19%	239,774	241,681	243,746	179,281
Arenas	1,759,765	1,550,734	1,366,687	(184,047)	-12%	1,347,905	1,348,955	1,330,982	1,331,169
Essex Recreation Complex	416,512	385,381	389,903	4,523	1%	374,487	358,797	342,826	325,751
Harbour	232,121	202,634	211,745	9,111	4%	211,822	211,269	210,704	210,130
Libraries	5,258	6,142	6,908	765	12%	6,964	7,218	7,478	7,742
Arts, Culture & Tourism	13,594	11,003	11,003	-	0%	11,103	11,205	11,309	11,415
Communities in Bloom	47,861	96,901	97,879	978	1%	97,895	98,661	97,928	97,945
Urban Centre Revitalization	30,009	30,000	30,000	-	0%	30,600	31,212	31,836	32,473
Accessibility	3,203	2,350	2,350	-	0%	1,500	1,500	1,500	1,500
<b>Total</b>	<b>6,274,254</b>	<b>6,153,741</b>	<b>5,968,416</b>	<b>(185,325)</b>	<b>-3%</b>	<b>6,476,842</b>	<b>6,466,916</b>	<b>6,319,298</b>	<b>6,081,118</b>

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



## 2020 to 2024 Operating Budget by Expense and Revenue Grouping

Grouping	2018 Actual	Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
Expenditures				0					
Personnel Expenses	3,988,159	4,297,644	4,371,538	73,894	2%	4,376,356	4,380,881	4,385,476	4,388,370
Supplies and Services	1,587,758	1,667,168	1,746,878	79,711	5%	1,752,258	1,776,263	1,818,190	1,842,187
Transfers to Reserves	1,035,662	301,854	244,598	(57,256)	-23%	495,860	497,147	355,959	357,298
Utilities and Insurance	895,220	993,882	843,842	(150,040)	-18%	874,488	891,336	908,508	934,701
<b>Total Expenditures</b>	<b>7,506,799</b>	<b>7,260,548</b>	<b>7,206,857</b>	<b>(53,691)</b>	<b>-1%</b>	<b>7,498,960</b>	<b>7,545,626</b>	<b>7,468,132</b>	<b>7,522,556</b>
Revenues									
Property Taxation	-	-	-	-	0%	-	-	-	-
Provincial and Federal Funding	70,685	30,000	30,000	-	0%	30,000	30,000	30,000	30,000
Other Revenue	2,511,548	2,480,963	2,576,287	95,324	4%	2,625,924	2,676,357	2,727,799	2,780,269
Transfers from Reserves	170,440	335,825	162,410	(173,415)	-107%	162,410	162,410	162,410	162,410
<b>Total Revenues</b>	<b>2,752,672</b>	<b>2,846,788</b>	<b>2,768,697</b>	<b>(78,091)</b>	<b>-3%</b>	<b>2,818,334</b>	<b>2,868,767</b>	<b>2,920,209</b>	<b>2,972,679</b>
<b>Net Total (incl. debt)</b>	<b>4,754,127</b>	<b>4,413,760</b>	<b>4,438,160</b>	<b>24,400</b>	<b>1%</b>	<b>4,680,627</b>	<b>4,676,859</b>	<b>4,547,924</b>	<b>4,549,877</b>
Debt Charges	1,520,127	1,739,981	1,530,256	(209,726)	-14%	1,796,215	1,790,057	1,771,374	1,531,241
<b>Net Total</b>	<b>6,274,254</b>	<b>6,153,741</b>	<b>5,968,416</b>	<b>(185,325)</b>	<b>-3%</b>	<b>6,476,842</b>	<b>6,466,916</b>	<b>6,319,298</b>	<b>6,081,118</b>

## 2020 Expenditure by Groupings



## 2020 Revenue by Groupings



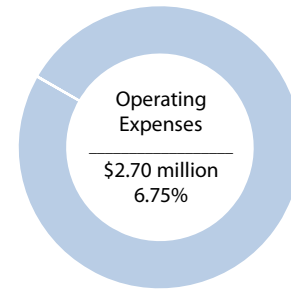


## Department Overview

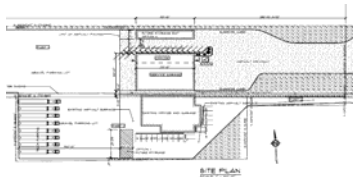


### Development Services

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



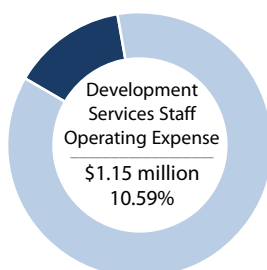
Economic Development	Planning Services	Building and By-Law
<ul style="list-style-type: none"> <li>Identification and implementation of key initiatives that have the potential for economic impact and growth.</li> <li>Strategic focus on diversification and relationship development, to provide the resources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



### Staff Compliment

Cost Centre	2019			2020			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Director, Development	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Economic Development	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Planning Services	4.0	1.0	1.0	4.0	1.0	1.0	0.0	0.0	0.0
Building and By-Law	4.4	0.0	0.0	4.4	0.0	0.0	0.0	0.0	0.0
<b>Total - Development Services</b>	<b>10.4</b>	<b>1.0</b>	<b>1.0</b>	<b>10.4</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

#### Summary of Changes to the Staff Compliment



There are no changes for 2020 to the Staff Compliment for Development Services.

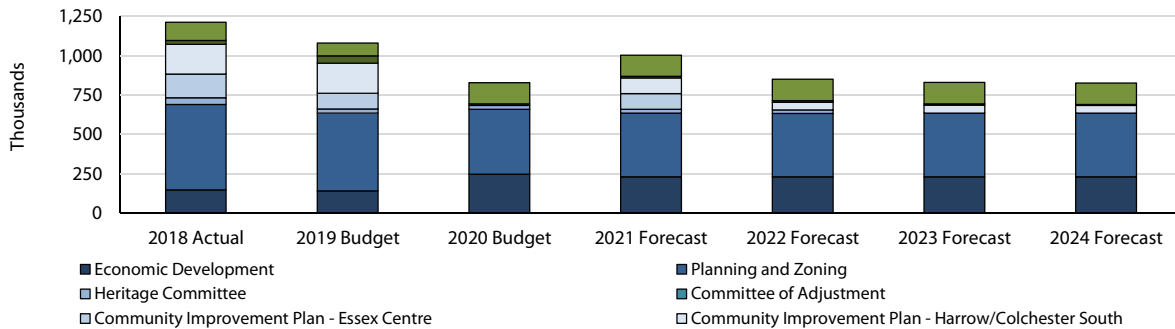
## Development Services



## 2020 to 2024 Net Operating Budget by Cost Centre

Cost Centre	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
Director of Development	-	-	-	-	0%	0	0	0	0
Economic Development	147,644	141,828	246,890	105,062	74%	231,018	231,049	231,080	231,112
Planning and Zoning	541,506	493,956	412,793	(81,163)	-16%	404,606	400,977	404,149	403,007
Heritage Committee	42,929	26,111	23,202	(2,909)	-11%	22,752	22,803	(2,145)	(2,092)
Committee of Adjustment	(40,071)	(33,669)	(34,426)	(757)	2%	(36,114)	(37,260)	(38,428)	(39,621)
Parkland Contributions*	-	-	-	-	0%	-	-	-	-
Business Improvement Area*	-	-	-	-	0%	-	-	-	-
Community Improvement Plan - Essex Centre	150,000	100,000	-	(100,000)	-100%	100,000	-	-	-
Community Improvement Plan - Harrow/Colchester South	190,000	190,000	-	(190,000)	-100%	100,000	50,000	50,000	50,000
Building	23,907	47,047	10,750	(36,297)	-77%	10,358	9,369	7,971	6,501
By-Law Enforcement	116,558	82,079	134,102	52,023	63%	135,151	135,915	136,054	136,196
Development Charges*	(36,630)	-	-	-	0%	-	-	-	-
<b>Total</b>	<b>1,135,843</b>	<b>1,047,353</b>	<b>793,313</b>	<b>(254,040)</b>	<b>-24%</b>	<b>967,771</b>	<b>812,853</b>	<b>788,680</b>	<b>785,104</b>

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



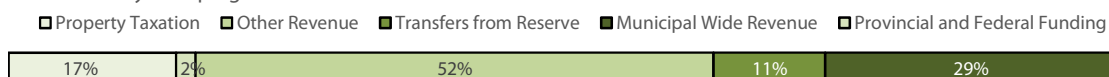
## 2020 to 2024 Operating Budget by Expense and Revenue Grouping

Grouping	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>									
Personnel Expenses	825,071	1,239,019	1,145,670	(93,349)	-8%	1,100,218	1,100,825	1,105,117	1,105,117
Supplies and Services	737,135	814,006	822,502	8,496	1%	764,092	613,717	588,947	589,181
Transfers to Reserves	1,132,169	373,279	699,836	326,557	47%	481,507	494,900	510,256	526,705
Utilities and Insurance	27,289	27,825	26,062	(1,763)	-7%	26,537	27,022	27,516	28,021
<b>Total Expenditures</b>	<b>2,721,664</b>	<b>2,454,129</b>	<b>2,694,070</b>	<b>239,941</b>	<b>10%</b>	<b>2,372,355</b>	<b>2,236,464</b>	<b>2,231,836</b>	<b>2,249,024</b>
<b>Revenues</b>									
Property Taxation	137,379	132,000	134,166	2,166	2%	134,167	134,168	134,169	134,170
Provincial and Federal Funding	9,160	53,000	53,000	-	0%	-	-	-	-
Other Revenue	1,304,255	972,865	1,410,049	437,184	31%	1,204,415	1,227,397	1,252,533	1,278,958
Transfers from Reserves	135,457	249,340	303,971	54,631	18%	66,431	62,476	56,883	51,006
<b>Total Revenues</b>	<b>1,586,251</b>	<b>1,407,205</b>	<b>1,901,187</b>	<b>493,982</b>	<b>35%</b>	<b>1,405,013</b>	<b>1,424,041</b>	<b>1,443,585</b>	<b>1,464,135</b>
<b>Net Total (incl. debt)</b>	<b>1,135,413</b>	<b>1,046,923</b>	<b>792,883</b>	<b>(254,040)</b>	<b>-24%</b>	<b>967,341</b>	<b>812,423</b>	<b>788,251</b>	<b>784,889</b>
Debt Charges	430	430	430	-	0%	430	430	430	215
<b>Net Total</b>	<b>1,135,843</b>	<b>1,047,353</b>	<b>793,313</b>	<b>(254,040)</b>	<b>-24%</b>	<b>967,771</b>	<b>812,853</b>	<b>788,680</b>	<b>785,104</b>

## 2020 Expenditure by Groupings

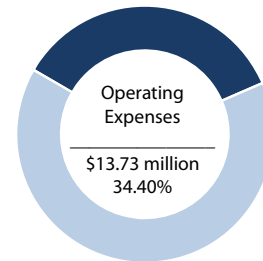


## 2020 Revenue by Groupings

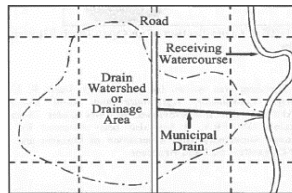


## Infrastructure Services

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



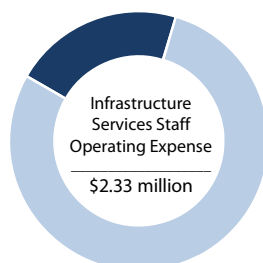
Public Works	Agriculture and Reforestation	Environmental Services
<ul style="list-style-type: none"> <li>Maintain municipal street signage, patrol roads, right-of-way tree maintenance, traffic signals, streetlighting, street sweeping, roadside mowing, pedestrian corridors, road markings, asphalt surface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



## Staff Compliment

Cost Centre	2019			2020			Change		
	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Director, Infrastructure	1.60	0.00	0.00	1.60	0.00	0.00	0.00	0.00	0.00
Public Works	13.40	0.00	2.00	13.40	0.00	2.00	0.00	0.00	0.00
Agriculture and Reforestation	1.60	0.00	1.00	1.60	0.00	1.00	0.00	0.00	0.00
Environmental Services	5.00	0.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Infrastructure</b>	<b>21.60</b>	<b>0.00</b>	<b>3.00</b>	<b>21.60</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### Summary of Changes to the Staff Compliment

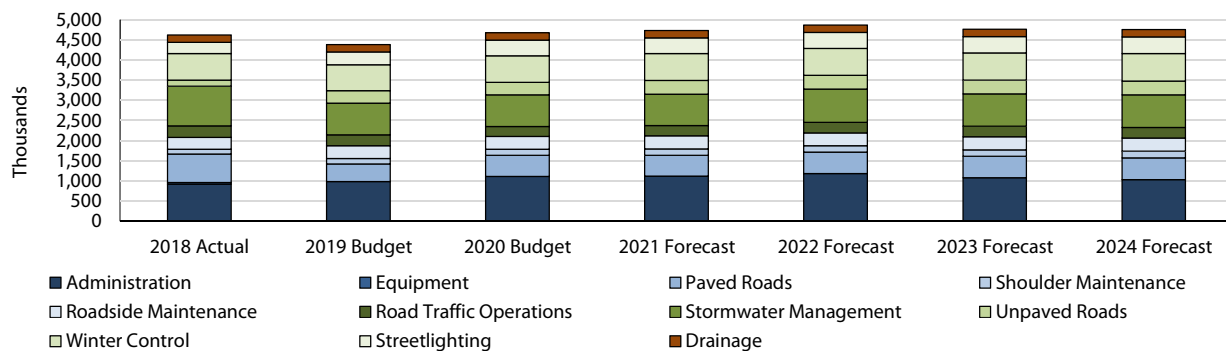


Infrastructure services has no change to their staff compliment for 2020

## 2020 to 2024 Net Operating Budget by Cost Centre

Cost Centre	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
Administration	917,167	980,187	1,106,642	126,455	13%	1,116,502	1,182,326	1,072,016	1,028,297
Infrastructure, Director	-	-	-	-	0%	-	-	-	-
Equipment	37,151	-	-	-	0%	-	-	-	-
Paved Roads	706,050	439,710	520,896	81,186	18%	516,289	525,064	533,913	542,627
Shoulder Maintenance	118,072	131,397	154,829	23,432	18%	158,010	159,073	160,156	161,111
Roadside Maintenance	294,750	317,582	313,977	(3,604)	-1%	320,601	323,098	325,641	327,928
Road Traffic Operations	284,703	266,585	252,333	(14,251)	-5%	255,709	256,892	258,098	259,227
Stormwater Management	988,725	788,122	782,384	(5,738)	-1%	781,073	824,401	801,934	812,584
Unpaved Roads	150,263	308,956	308,005	(951)	0%	339,245	340,978	342,743	344,441
Winter Control	661,098	648,055	662,511	14,456	2%	665,066	669,434	673,900	679,426
Streetlighting	273,820	312,256	389,094	76,838	25%	394,677	400,371	406,179	412,103
Drainage	182,503	183,680	180,594	(3,086)	-2%	180,683	180,774	180,867	180,872
Tile Drainage	-	-	-	-	0%	-	-	-	-
Shoreline Protection	-	-	-	-	0%	-	-	-	-
Shoreline Assistance	(1,721)	-	-	-	0%	-	-	-	-
Sanitary Sewer	90,130	-	-	-	0%	-	-	-	-
Water	-	-	-	-	0%	-	-	-	-
<b>Total</b>	<b>4,702,711</b>	<b>4,376,530</b>	<b>4,671,266</b>	<b>294,736</b>	<b>7%</b>	<b>4,727,857</b>	<b>4,862,412</b>	<b>4,755,448</b>	<b>4,748,616</b>

\* 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).



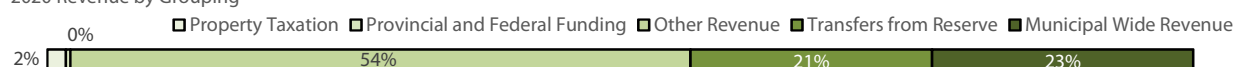
## 2020 to 2024 Operating Budget by Expense and Revenue Grouping

Grouping	2018 Actual	2019 Budget	Budget	Change		Forecast			
			2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>									
Personnel Expenses	2,003,133	2,353,427	2,328,195	(25,232)	-1%	2,335,689	2,397,554	2,398,996	2,398,996
Supplies and Services	5,881,388	5,429,460	5,513,662	84,202	2%	5,581,974	5,662,633	5,678,146	5,727,510
Transfers to Reserves	5,571,603	5,229,417	4,851,268	(378,149)	-8%	4,879,670	4,878,738	4,877,787	4,877,408
Utilities and Insurance	1,020,768	941,941	1,033,533	91,593	9%	1,053,414	1,073,692	1,094,377	1,115,459
<b>Total Expenditures</b>	<b>14,476,891</b>	<b>13,954,244</b>	<b>13,726,658</b>	<b>(227,586)</b>	<b>-2%</b>	<b>13,850,748</b>	<b>14,012,617</b>	<b>14,049,305</b>	<b>14,119,374</b>
<b>Revenues</b>									
Property Taxation	139,458	216,353	222,095	5,742	3%	195,796	166,848	166,847	71,199
Provincial and Federal Funding	50,378	53,320	53,320	-	0%	53,320	53,320	53,320	53,320
Other Revenue	7,828,450	7,413,237	7,429,183	15,946	0%	7,468,883	7,473,962	7,479,144	7,484,407
Transfers from Reserves	3,109,649	3,282,063	2,894,942	(387,121)	-13%	2,922,742	2,944,978	2,967,659	2,989,642
<b>Total Revenues</b>	<b>11,127,935</b>	<b>10,964,973</b>	<b>10,599,540</b>	<b>(365,433)</b>	<b>-3%</b>	<b>10,640,741</b>	<b>10,639,108</b>	<b>10,666,970</b>	<b>10,598,569</b>
<b>Net Total (incl. debt)</b>	<b>3,348,956</b>	<b>2,989,271</b>	<b>3,127,118</b>	<b>137,846</b>	<b>5%</b>	<b>3,210,006</b>	<b>3,373,509</b>	<b>3,382,335</b>	<b>3,520,805</b>
Debt Charges	1,353,756	1,387,259	1,544,148	156,889	10%	1,517,851	1,488,903	1,373,113	1,227,811
<b>Net Total</b>	<b>4,702,711</b>	<b>4,376,530</b>	<b>4,671,266</b>	<b>294,736</b>	<b>7%</b>	<b>4,727,857</b>	<b>4,862,412</b>	<b>4,755,448</b>	<b>4,748,616</b>

## 2020 Expenditure by Groupings



## 2020 Revenue by Grouping





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

2019-2022 Corporate Strategic Plan

# 2020 Capital Budget and 4 Year Forecast



## Department Capital Budgets and Forecast



37	Capital Summary
38	Asset Management Implications
40	Asset Management Snapshot
42	Asset Management Lifecycle Reserve Forecast
45	2020 Capital Budget
46	Property Tax Supported Capital
58	User Rate Supported Capital
63	Council and Administration Requests Outside of 2020 Budget
67	2021 to 2024 Capital Forecast

## Capital Summary



The newly revised and updated 2020 Capital Budget document follows the flow and feel of the revisions completed to the 2019 Operating Budget document. Asset Management, planning and use of assets is a key characteristic of this years 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 2020 Capital Budget includes **\$18.5 million** in projects.

The 2020 Capital Budget is funded through a combination of revenues with an operating budget surplus of \$705 thousand in 2020 which offsets 2020 capital expenditures related to New and Upgraded assets.

The 2020 Capital Budget includes in year projects with a budgeted costs of \$15,027,668 and prior year carry-forwards in the amount of \$3,440,644, for a Total 2020 Capital Budget of \$18,468,332.

### Operating Summary

Grouping	2019 Budget	2020 Budget	Change		Forecast			
			\$	%	2021	2022	2023	2024
Total Operating Revenues	42,936,058	43,464,550	528,492	1%	42,671,240	43,147,836	43,686,937	44,113,301
Total Operating Expenses	42,531,039	42,759,024	227,984	1%	43,308,225	43,548,204	43,563,950	43,488,974
<b>Operating Surplus/(Deficit)</b>	<b>405,019</b>	<b>705,527</b>	<b>300,508</b>	<b>74%</b>	<b>(636,985)</b>	<b>(400,368)</b>	<b>122,987</b>	<b>624,327</b>

### Capital Summary

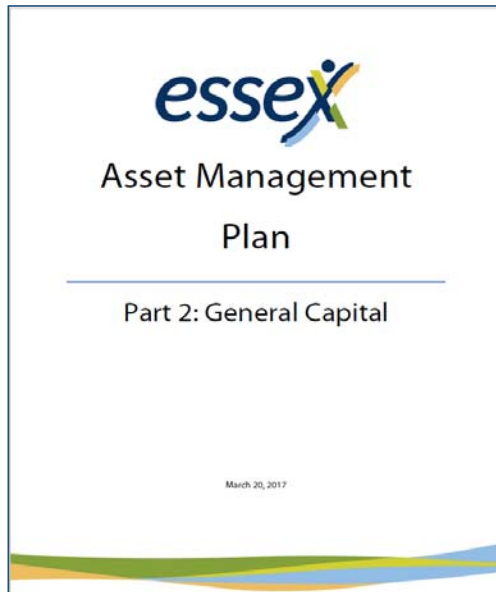
Grouping	2019 Budget	2020 Budget	Change		Forecast			
			\$	%	2021	2022	2023	2024
Capital Revenue								
Lifecycle Reserve	3,028,080	2,255,373	772,707	26%	6,427,752	5,770,087	6,193,471	4,766,151
Other Reserve	2,020,515	5,862,950	(3,842,435)	-190%	1,953,950	1,960,000	769,000	769,000
Grant Funding	1,984,944	2,897,299	(912,355)	-46%	2,038,947	-	-	-
Long Term Debt Financing	2,180,000	3,249,670	(1,069,670)	-49%	1,667,758	-	-	2,500,000
Other	340,196	56,869	283,327	0%	237,500	-	-	-
Prior Year Funding	439,000	3,440,644	(3,001,644)	-684%	7,671	-	4,500	-
<b>Total Capital Revenue</b>	<b>9,992,735</b>	<b>17,762,805</b>	<b>(8,053,398)</b>	<b>-81%</b>	<b>12,333,579</b>	<b>7,730,087</b>	<b>6,966,971</b>	<b>8,035,151</b>
Capital Expenses								
Property Tax Supported	9,077,654	14,693,331	(5,615,678)	-62%	12,912,158	6,664,163	7,595,411	7,691,018
User Rate Supported	1,320,100	3,775,000	(2,454,900)	-186%	1,281,000	1,935,000	744,000	744,000
<b>Total Capital Expenses</b>	<b>10,397,754</b>	<b>18,468,331</b>	<b>(8,070,578)</b>	<b>-78%</b>	<b>14,193,158</b>	<b>8,599,163</b>	<b>8,339,411</b>	<b>8,435,018</b>
<b>Capital Surplus/(Deficit)</b>	<b>(405,019)</b>	<b>(705,527)</b>	<b>17,180</b>	<b>-4%</b>	<b>(1,859,580)</b>	<b>(869,076)</b>	<b>(1,372,440)</b>	<b>(399,867)</b>
<b>Net Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>(2,496,565)</b>	<b>(1,269,444)</b>	<b>(1,249,452)</b>	<b>224,460</b>



## 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](http://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 2020 values using an average inflation rate of 1.75% and a period of 4 years for Part 1: infrastructure Assets (October to October Average 2015 to 2019), and 1.83% and a period of 3 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	4,297,285	918,127	1,945,724	512,088	4,970	3,380,909	(916,376)
General Capital	2,620,612	608,928	507,962	87,039	259,054	1,462,982	(1,157,629)
Total - Property Tax Supported	6,917,897	1,527,054	2,453,686	599,127	264,024	4,843,892	(2,074,006)

**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 2020 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	2020 Capital Budget Revenue Allocation					Funding Surplus / (Gap)
		Tax	Reserve	Grant / Other	Long-Term Debt	Total	
Replacement + Upgrade Lifecycle	6,917,897	-	3,261,717	2,916,168	1,624,835	7,802,720	884,822

In 2020 the Town of **Essex** is **spending \$3.6 million 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	2020 Capital Budget Revenue Allocation					Funding Surplus / (Gap)
		Tax	Reserve	Grant / Other	Long-Term Debt	Total	
New + Upgrade New	-	705,527	1,081,606	38,000	1,624,835	3,449,968	3,449,968

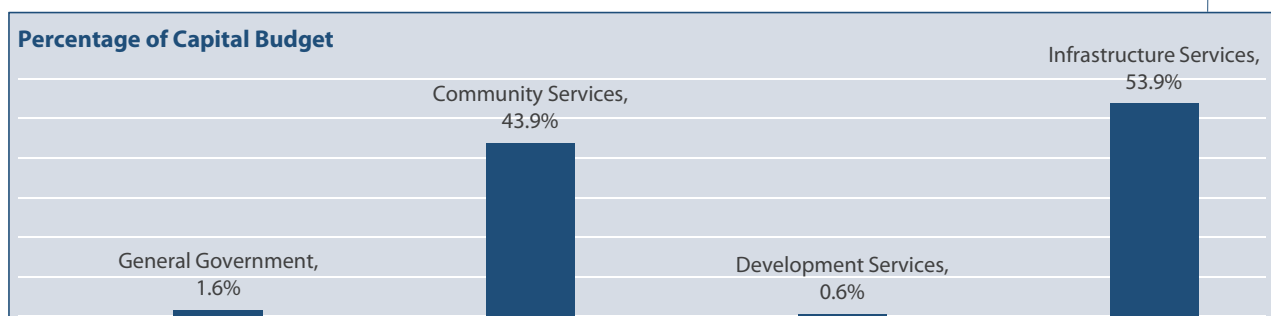
Lifecycle funding implications based a spend of **\$4.1 million on New** assets indicate that the Town should be putting aside the following amounts to ensure sustainability of New assets:

Estimated Useful Life	Average Annual Reserve Contribution	Annual Requirement as a Percentage Tax Increase
5	689,994	4.76%
10	344,997	2.38%
20	172,498	1.19%

Average annual reserve contributions for New and the new portion of Upgraded assets is not funded in the 2020 Budget or 2021 to 2024 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 2020 Capital Budget** as **compared to the Annual Requirement** identified in the Town's Asset Management Plan inflated to 2020 values by Departmental grouping (below). Corporate Services, Council, and Other Contracts are grouped as General Government.

Function / Department	Asset Management Plan	Average Annual Requirement	2020 Capital Budget	Less: 2019 Carry-forwards (cfwd)	2020 Capital Less Cfwd	Reallocate Streetscape Project	2020 Capital Budget (Less cfwds and reallocation of Streetscape)
General Government	Part 2: General Capital	184,237	4,789,170	(22,870)	4,766,300	(4,590,170)	176,130
Community Services	Part 2: General Capital	2,431,120	5,679,162	(2,237,074)	3,442,088	1,322,670	4,764,758
Development Services	Part 2: General Capital	5,256	202,200	(132,200)	70,000	-	70,000
Infrastructure Services	Part 1: Infrastructure	4,297,284	3,630,855	(1,048,500)	2,582,355	3,267,500	5,849,855
Total - All	All	6,917,896	14,301,387	(3,440,644)	10,860,743	-	10,860,743



# Asset Management Snapshots

## 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**



# Management shot



## Legend

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

- 10 **Land Improvements**  
21 units in Community Services,  
1 unit in Protection to  
Persons and Property  
**\$2 million**

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

- 8 **Vehicles**  
12 in Community Services,  
17 in Protection to  
Persons and Property  
**\$4.6 million**

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

## Asset Management Lifecycle Reserve Forecast

		Asset Management Lifecycle Reserve
Description	Note	Beginning Balance
<b>2019 Beginning Balance</b>		<b>2,745,787</b>
Landfill Reserve Contribution	2018 Commitment	
Landfill Reserve Contribution	2019 Commitment	
Landfill Reserve Contribution Top-Up per Asset Management Financial Strategy	2018 Commitment	
Landfill Reserve Contribution Top-Up per Asset Management Financial Strategy	2019 Commitment	
Capital Levy per Asset Management Financial Strategy	Fixed Amount	
ELK Promissory Note Contribution per Asset Management Financial Strategy	2018 Commitment	
ELK Promissory Note Contribution per Asset Management Financial Strategy	2019 Commitment	
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount	
Interest Calculation	Estimated	
Funding for Capital per the 2019 Approved Capital Budget	Committed	
<b>2019 Ending Balance</b>		
<b>2020 Beginning Balance</b>		<b>5,197,385</b>
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	Proposed per 2020 Budget	
<b>2020 Ending Balance</b>		
<b>2021 Beginning Balance</b>		<b>6,314,893</b>
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 (Annual Average)		
<b>2021 Ending Balance</b>		
<b>2022 Beginning Balance</b>		<b>6,958,440</b>
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)		
<b>2022 Ending Balance</b>		
<b>2023 Beginning Balance</b>		<b>7,637,893</b>
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	
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount	
Interest Calculation	Estimated	
Funding for Capital (Annual Average)		
<b>2023 Ending Balance</b>		
<b>2024 Beginning Balance</b>		<b>8,071,821</b>
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	
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount	
Interest Calculation	Estimated	
Funding for Capital (Annual Average)		
<b>2024 Ending Balance</b>		

Cycle Reserve Revenue and Expense Activity								
Revenue						Committed Expenses		Ending Balance
Asset Management Financial Strategy			Reserve Transfers	Operating Lifecycle Reserve Contributions	Interest	Asset Management Status		
Landfill Reserve Top-Up	Capital Levy	ELK Promissory Note				Replacement	Upgrade	
			1,292,727					
			1,292,727					
548,716								
548,716								
	277,089							
		282,285						
		282,285						
				900,000				
					55,133			
						(2,569,530)	(458,550)	
								5,197,385
			1,302,422					
548,716								
	277,089							
		282,285						
				900,000				
					62,369			
						(1,923,113)	(332,260)	
								6,314,893
			1,321,958					
556,947								
	277,089							
		282,285						
				900,000				
					75,779			
						(2,303,195)	(467,316)	
								6,958,440
			1,341,788					
565,301								
	277,089							
		282,285						
				900,000				
					83,501			
						(2,303,195)	(467,316)	
								7,637,893
			1,361,915					
573,780								
	277,089							
				900,000				
					91,655			
						(2,303,195)	(467,316)	
								8,071,821
			1,382,343					
582,387								
	277,089							
				900,000				
					96,862			
						(2,303,195)	(467,316)	
								8,539,991



"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

# 2020 Capital Budget

## 2020 Capital

				2020 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Lifecycle Reserve	Other Reserve
<b>Property Tax Supported</b>						
<b>Council</b>						
GG-20-0002	Council Contingency		New	50,000		28,721
GG-20-0008	Harrow Streetscaping	Harrow Streetscape Project	Upgrade	4,590,170		599,985
Total - Council				4,640,170	-	628,706
<b>Division: Police</b>						
PD-20-0001	Contingency		Upgrade	25,000		25,000
PD-20-0002	Roof Access Ladder Harrow OPP Station	Health and safety	New	30,000		30,000
Total - Police				55,000	-	55,000
<b>Division: Cemeteries</b>						
HS-20-0001	Columbarium		New	35,000		35,000
HS-20-0002	Signage at Cemeteries		New	5,000		
HS-20-0003	Colchester Memorial Road Expansion		New	20,000		
Total - Cemeteries				60,000	-	35,000
<b>Department: Corporate Services</b>						
<b>Division: Information Technology</b>						
GG-20-0003	Wireless Network Upgrade All Essex Locations (Pool\ Arena\ Fire\ Water Tower \ Gesto	Essex Wireless WAN\ back haul from water tower, new Wireless WAN for Harrow including remote management, UPS managed switch 500mb fiber back haul. This will support Harrow Water\ Harrow Arena\ Harrow Public Works.	Upgrade	50,000	25,000	19,385
GG-19-0012	Network Security Audit	Third party will identify and evaluate the network, determine any threats or weaknesses in the network and determine the necessary measures to protect against those threats.	New	27,000		
GG-19-0027	Server Room UPS Replacement	Replacement and additional server room and network backup batteries and power monitoring systems.	Replacement	12,000		
Total - Information Technology				89,000	25,000	19,385
<b>Total - Corporate Services</b>				<b>89,000</b>	<b>25,000</b>	<b>19,385</b>

Funding Sources				Funding	Funded from Taxation	Operating Impact						
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Tab	Cost Centre	2020	2021	2022	2023	2024
				28,721	21,279							
1,548,515	2,441,670			4,590,170	-		100	-	230,000	230,000	230,000	230,000
1,548,515	2,441,670	-	-	4,618,891	21,279			-	230,000	230,000	230,000	230,000
				25,000	-							
				30,000	-							
-	-	-	-	55,000	-			-	-	-	-	-
				35,000	-							
				-	5,000							
				-	20,000							
-	-	-	-	35,000	25,000			-	-	-	-	-
				44,385	5,615							
			10,870	10,870	16,130							
			12,000	12,000	-							
-	-	-	22,870	67,255	21,745			-	-	-	-	-
-	-	-	22,870	67,255	21,745			-	-	-	-	-

## 2020 Capital

				2020 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Lifecycle Reserve	Other Reserve
<b>Department: Community Services</b>						
<b>Division: Fire</b>						
FD-20-0002	Hose Replacement Program	Replace a percentage of hoses annually.	Replacement	15,150	15,150	
FD-20-0003	Pager Replacement Program		Replacement	5,681	5,681	
FD-20-0005	Headset Replacement Program	3 sets replaced annually.	Replacement	3,600	3,600	
FD-20-0008	Personal Protective Equipment	Replace a percentage of bunker gear annually.	Replacement	35,421	35,421	
FD-19-0015	Station 2 Replacement		Upgrade	2,700,000		117,000
FD-20-0010	Replace Cutters Jaws of Life Station 3	Current equipment needs to be updated due to new vehicle designs and materials.	Replacement	18,500	18,500	
FD-20-0011	Ice Water Rescue Equipment (RIT Basket & PPE for Ice/Water Team)	Equipment approved by Council for an Ice Water Rescue Team.	New	12,100		
FD-20-0012	New Notebook computers Each Station (3)	All reporting is done on computers and need to provide firefighters tools to complete required reports.	New	20,000		
FD-20-0014	Firefighter Recruitment (6)	Cost of training and gear for new firefighters.	New	54,000		54,000
FD-19-0012	Replace Rescue 3 Station 3	Vehicle is 20 years old and insurance requirement for replacement.	Replacement	300,000		
<b>Total - Fire</b>				<b>3,164,452</b>	<b>78,352</b>	<b>171,000</b>
<b>Division: Parks</b>						
CS-19-0056	New Family washroom at the Essex Splash Pad Building	Cost includes demo of 2 ends and roof replacement, and men's women's and family washrooms.	Upgrade	219,983	69,855	
CS-20-0001	Ball Diamond Rehabilitation (Annual)	Annual cost to maintain baseball diamonds.	Replacement	15,000	15,000	
CS-20-0019	Unit 810-10 Ford F150 Replacement		Replacement	65,000	65,000	
CS-20-0020	Replace 2009 Kioti Tractor (Asset 24068)	Replace tractor.	Replacement	57,700	57,700	
CS-20-0042	Tennis Courts in Essex Centre	New Tennis courts in Essex Centre as per Parks and Rec Master Plan.	New	240,000		240,000
CS-20-0046	Top Dresser for Sports Fields	Different Unit	New	23,000		
CS-20-0053	Dog Park Agility Items	Dog park agility items	New	8,840		
CS-20-0056	Heritage Train Station landscaping	Continue to develop grounds around Essex Train station.	New	8,000		
CS-20-0059	Two (2) Main Road Closure signs for Events	To have signs in house for special events.	New	11,000		
CS-20-0065	Bridlewood Pavilion		Replacement	16,027	16,027	
CS-20-0066	Fence Around Harrow Tennis Court	Replace fence as needs replacement.	Replacement	11,300	11,300	
CS-20-0070	Replace Rubber at Colchester Playground	Replace Rubber at Colchester Playground.	Replacement	65,500	65,500	
CS-20-0075	Heritage Train Station and Caboose Upgrades	Heritage Train Station and Caboose Upgrades.	Upgrade	15,000	7,500	
CS-20-0085	Replace Toro Wide Area Mower 880 Parks (Harrow)	Parks Mower 880; Asset Management ID 24279; Fully Amortized May 2018.	Replacement	83,000	83,000	
CS-20-0090	Replace 4WD tractor , CK 27	Tires and snow blade for winter control.	Replacement	38,000	38,000	
CS-20-0099	Replace Sidewalks Sadlers Park	Replace path at Keown entrance as areas are severely deteriorating.	Replacement	34,000	34,000	
CS-20-0100	Replace Drop Salt Spreader	Replace drop salt spreader.	Replacement	10,000	10,000	
CS-20-0102	Replace Parks Small Equipment	Push mowers and weed whippers.	Replacement	7,000	7,000	
CS-20-0103	New Rototiller for Beds	Required to work flower beds throughout Town	New	2,000		
CS-20-0104	Areifier- Verti Quack	Sport field equipment required for turf maintenance.	Replacement	26,000	26,000	
CS-20-0106	New Bleachers for Ball Diamonds	Replace wooden bleachers.	Replacement	15,000	15,000	
<b>Total - Parks</b>				<b>971,350</b>	<b>520,882</b>	<b>240,000</b>
<b>Division: Miscellaneous Recreation Programs</b>						
CS-19-0060	New Signage Shared with Essex Library	Annual costs to maintain soccer fields.	Replacement	64,500	24,150	
CS-20-0002	Soccer Field Upgrades	Annual costs to maintain soccer fields.	Replacement	15,000	15,000	
CS-20-0067	Field Sprayer (Laser) Replacement for Harrow Soccer Complex	Field Sprayer (Laser) Replacement for Harrow Soccer Complex.	Replacement	2,600	2,600	
CS-20-0105	Carnegie Building Front Steps and Wall Repairs	Needed repairs as per Engineers	Upgrade	15,000	7,500	
CS-19-0046	New roof Top unit for ECC Gym - (CS-19-46)	New HVAC unit plus BAS hook up and removal of exiting unit heater, cap off water feeds.	Upgrade	75,000	11,600	
CS-20-0051	Painting, Interior Essex Community Centre	Painting, Interior Essex Community Centre.	New	10,000		
CS-20-0055	McGregor Flag Poles	Flag poles to be located at McGregor Community Centre.	New	6,000		
CS-20-0057	Install exterior ladders to gain access to the gymnasium roof at the Essex Community Centre	Install exterior ladders to gain access to the gymnasium roof at the Essex Community Centre as per Health and Safety.	New	26,364		
CS-20-0058	Remove the four unit heaters and the supply and return feed water lines in the gymnasium at the Essex Community Centre	Remove the four unit heaters and the supply and return feed water lines in the gymnasium at the ECC with new HVAC.	New	12,000		
CS-20-0062	FOBS at Colchester Com Centre	Install FOB building access system to match other community centres.	New	5,000		
CS-20-0089	Essex Community Centre, up grade BAS to Gymnasium Unit	Essex Community Centre, up grade BAS to Gymnasium Unit - system required to control new HVAC system remotely.	New	9,000		
CS-20-0091	Roof Restoration for the Essex Community Centre	Roof Restoration for the Essex Community Centre.	Replacement	200,000	200,000	
CS-20-0107	Replace Sidewalk McGregor Community Centre	Replace sidewalk around playground.	Replacement	9,900	9,900	
<b>Total - Miscellaneous Recreation Programs</b>				<b>450,364</b>	<b>270,750</b>	<b>-</b>



Funding Sources				Funding	Funded from Taxation	Operating Impact						
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Tab	Cost Centre	2020	2021	2022	2023	2024
				15,150	-							
				5,681	-							
				3,600	-							
				35,421	-							
	808,000		1,775,000	2,700,000	-		227	-	213,471	213,471	213,471	213,471
				18,500	-							
				-	12,100							
				-	20,000							
				54,000	-							
			300,000	300,000	-		228		67,388	67,388	67,388	67,388
-	808,000	-	2,075,000	3,132,352	32,100			-	280,859	280,859	280,859	280,859
			80,274	150,129	69,855							
				15,000	-							
				65,000	-							
				57,700	-							
				240,000	-		520		4,000	4,000	4,000	4,000
				-	23,000							
				-	8,840							
				-	8,000							
				-	11,000							
				16,027	-							
				11,300	-							
				65,500	-							
				7,500	7,500							
				83,000	-							
				38,000	-							
				34,000	-							
				10,000	-							
				7,000	-							
				-	2,000							
				26,000	-							
				15,000	-							
-	-	-	80,274	841,156	130,195			-	4,000	4,000	4,000	4,000
		10,350	30,000	64,500	-							
				15,000	-							
				2,600	-							
				7,500	7,500							
			51,800	63,400	11,600							
				-	10,000							
				-	6,000							
				-	26,364							
				-	12,000							
				-	5,000							
				-	9,000							
				200,000	-							
				9,900	-							
-	-	10,350	81,800	362,900	87,464			-	-	-	-	-

## 2020 Capital

				2020 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost		
					Lifecycle Reserve	Other Reserve
Division: Arena						
CS-20-0043	Essex Centre Sports Complex Dressing Room Floor Upgrade	Essex Centre Sports Complex Dressing Room Floor Upgrade.	Replacement	77,000	77,000	
CS-20-0069	Sliding Accessible Entrance Doors at Essex Centre Sports Complex	Install sliding doors at ECSC entrances. Do 1 set per year for the next 4 years.	Upgrade	10,000	5,000	
CS-20-0083	Replace Ice Resurfacer 850-00 at Essex Centre Sports Complex	Replace Ice Resurfacer 850-00 at Essex Centre Sports Complex.	Replacement	92,000	92,000	
CS-20-0086	Shower/Dressing Room Upgrades - Harrow Arena	Shower/Dressing Room Upgrades - Harrow Arena.	Upgrade	30,000	15,000	
CS-20-0097	Landscaping New Islands Parking Lot	Beach stone and plant materials	New	7,500		
CS-20-0098	Burnishing Machine for Vinyl Floors	To burnish tile floors for Town facilities.	New	2,800		
CS-20-0113	Essex Arena Projection system in Barnett Room	Essex Arena Projection system in Barnett Room.	New	3,500		
CS-20-0114	Essex Arena Mortar and Block Repairs Essex Centre Sports Complex	Replace mortar that is loose , cracked and missing. Replace broken blocks.	Replacement	38,000	38,000	
CS-20-0116	Essex Arena Replace 4 condensing boilers	Moved from 2022 & 2023 to 2020, units are coming apart inside.	Replacement	63,200	63,200	
CS-20-0117	Therman Scan ,Torque Connections , Clean and Inspect all Internal Transformers and Main Switch	Main switch and all transformers at Essex Centre Sports Complex.	Upgrade	5,500	2,750	
CS-20-0118	Excavate Floor to Expose Heater Trench and Drainage	Floor heaving from ground water.	Upgrade	85,000	42,500	
CS-20-0038	Ice Resurfacer at Harrow Centre Sports Complex	Olympia Ice Resurfacer; Asset ID 24286; Fully Amortized Date October 2019. Replacement of Harrow Olympia. Takes 1 year to have made.	Replacement	90,900	90,900	
CS-20-0072	Sliding Accessible Doors to Dressing Rooms and Harrow Sports Complex	Sliding Accessible Doors to Dressing Rooms and Harrow Sports Complex.	Upgrade	10,000	5,000	
CS-20-0084	Replace HVCA unit Harrow Arena -5 ton unit	Daycare 2020 budget - Pre-Approved	Replacement	19,000	19,000	
CS-20-0092	Mid Roof Harrow Arena Replacement	Mid Roof Harrow Arena Replacement.	Replacement	175,000	175,000	
Total - Arenas				709,400	625,350	-
Division: Essex Recreation Complex						
CS-20-0024	Backup Filter Pump Motor Replacement at Essex Recreation Complex	Backup Filter Pump Motor Replacement at Essex Recreation Complex.	Replacement	2,910	1,455	
CS-20-0004	Acid wash lap pool deck, viewing area, and change room tiles at Essex Recreation Complex	Maintenance of floors and lap pool at ERC.	Replacement	6,627	3,314	
CS-20-0108	NEW - Cameras for ERC	Cameras removed with construction of new High School.	New	28,500		
CS-20-0109	Remove Vinyl Flooring and Replace Tiling - Alternate Change Room Floors	Remove vinyl floor/replace with tile Phase 2 of 2019 project.	Replacement	25,000	25,000	
CS-20-0110	Essex Recreation Complex General Painting - Lobby's/Change rooms	Interior painting has not been done in 15 years.	Upgrade	15,000	7,500	
Total - Essex Recreation Complex				78,037	37,269	-
Division: Harbour						
CS-20-0007	Float B - 30 Finger Docks Replacement	Replacement of B docks and fingers to provide full service.	Replacement	178,059		178,059
CS-20-0111	Replace Interlock Brick with Concrete at Gas Dock and Boat Launch Areas.	Replace Interlock Brick with Concrete at Gas Dock and Boat Launch Areas.	Upgrade	20,000	10,000	
Total - Harbour				198,059	10,000	178,059
Division: Arts, Culture and Tourism						
CS-20-0047	Mural/Sculpture	ACT committee budgeted for a new mural in 2020.	New	10,000		
Total - Arts, Culture and Tourism				10,000	-	-
Total - Community Services				5,581,662	1,542,602	589,059

Funding Sources				Funding	Funded from Taxation	Operating Impact						
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Tab	Cost Centre	2020	2021	2022	2023	2024
				77,000	-							
				5,000	5,000							
				92,000	-							
				15,000	15,000							
				-	7,500							
				-	2,800							
				-	3,500							
				38,000	-							
				63,200	-							
				2,750	2,750							
				42,500	42,500							
				90,900	-							
				5,000	5,000							
				19,000	-							
				175,000	-							
-	-	-	-	625,350	84,050			-	-	-	-	-
		1,455		2,910	-							
		3,314		6,627	-							
		14,250		14,250	14,250							
				25,000	-							
		7,500		15,000	-							
-	-	26,519	-	63,787	14,250			-	-	-	-	-
				178,059	-							
				10,000	10,000							
-	-	-	-	188,059	10,000			-	-	-	-	-
				-	10,000							
-	-	-	-	-	10,000			-	-	-	-	-
-	808,000	36,869	2,237,074	5,213,604	368,059			-	284,859	284,859	284,859	284,859

## 2020 Capital

				2020 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost		
					Lifecycle Reserve	Other Reserve
Department - Development Services						
Division: Planning						
PZ-19-0007	New Development Standards Manual Update	Procurement of services to create an updated Development Standards Manual including desing standards for all related municipal assets.	New	70,000		
PZ-19-0009	CWATS - 2019	Two Bike Repair Stations, Essex participation in Bike Rodeo, Bike Valet, OPP Bike Helmet Program.	New	20,000		
PZ-20-0009	CWATS - 2020	Two Bike Repair Stations, Essex participation in Bike Rodeo, Bike Valet, OPP Bike Helmet Program.	New	20,000		
PZ-20-0002	Official Plan Review - Phase 1	Mandated under the PPS to be initiated in 2020; Colchester Secondary Plan Update to be included in OP Review; Completion date dependent on County OP completion date.	New	60,000		20,000
PZ-20-0008	Regional Community Energy Plan	ERCA-driven project with participation from all lower tier municipalities at \$15,000 each.	New	15,000		
Total - Planning				185,000	-	20,000
Division: Building						
BD-20-0001	2010 Dodge Ram 1/2 Pickup Replacement*	Asset ID 23532; Fully Amortized Date January 2020.	Replacement	42,500	8,500	34,000
Total - Building				42,500	8,500	34,000
Division: Economic Development						
GG-19-0016	Wayfinding Signage Project	Anticipated additional costs to complete the Wayfinding Signage Project	Upgrade	17,200	2,500	
Total - Economic Development				17,200	2,500	-
Total - Development Services				244,700	11,000	54,000

Funding Sources				Funding	Funded from Taxation	Operating Impact						
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Tab	Cost Centre	2020	2021	2022	2023	2024
			70,000	70,000	-							
		10,000	10,000	20,000	-							
		10,000		10,000	10,000							
			40,000	60,000	-							
				-	15,000							
-	-	20,000	120,000	160,000	25,000			-	-	-	-	-
				42,500	-							
-	-	-	-	42,500	-			-	-	-	-	-
			12,200	14,700	2,500							
-	-	-	12,200	14,700	2,500			-	-	-	-	-
-	-	20,000	132,200	217,200	27,500			-	-	-	-	-



## 2020 Capital

				2020 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost		
					Lifecycle Reserve	Other Reserve
Department - Public Works						
Division: Equipment						
PW-19-0039	Grinder Replacement	With increased liability in trip and fall situations there is a requirement for a larger more rugged grinder to perform ongoing sidewalk and uplift issues	Replacement	11,000	8,500	
PW-20-0001	15-Ton Dump/Plow Unit #532	Asset ID 23208; Fully Amortized Date December 2019.	Replacement	280,000	280,000	
PW-20-0003	Minor Equipment	This consists of yearly minor equipment that is required that exceeds the procurement threshold for capital equipment and falls outside of small tools.	Replacement	15,000	15,000	
PW-20-0005	Annual Door Replacement Program	Regular replacement of a single overhead door yearly ensures proper maintenance of these facility doors. Furthermore we utilize adequate panels from old doors to improve any existing damaged doors to assist in extension of asset.	Replacement	10,000	10,000	
PW-20-0032	Light Duty Tandem Asphalt Roller	Currently we have been renting a roller to perform asphalt padding, profiling, shoulder work and preparation for capital roads projects.	New	50,000		50,000
PW-20-0036	Air compressor	End of useful life and requires replacement.	Replacement	5,500	5,500	
PW-20-0037	Air conditioner recharge unit	New vehicles have a different type of fluid that our old unit cannot run as a result we will require this unit to perform maintenance in our	Replacement	10,500	10,500	
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.	Upgrade	500,000	37,500	462,500
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	20,000	20,000	
Total - Equipment and Administration				902,000	387,000	512,500
Division: Roads and Roadside						
PW-19-0006	Gore Road (Wright Road to CR13)	Recommended to continue with Cold Rolled recycled asphalt paving.	Replacement	376,000	-	
PW-19-0007	8th Concession (Ferris to CR23)	Recommended to continue with Cold Rolled recycled asphalt paving.	Replacement	365,000	-	
PW-19-0034	Gordon, Wilson and Station Street Area	A carry-forward project. The asphalt milling and resurfacing is being done jointly with watermain replacement.	Replacement	150,000	-	
PW-20-0011	Overlay 6km (Approximately \$25,000/km) (Maintenance)	Yearly perform maintenance overlay on select rural tar and chip roads to extend their useful life.	Replacement	150,000	-	
PW-20-0041	5th Concession (CR11 to Smith Road)	Recommend reconstruction utilizing pulverizing, base addition, regrade and profile and complete with tar and chip resurfacing.	Replacement	450,000	-	
PW-19-0004	Queen Street	construction increase	Replacement	185,000	-	
PW-20-0042	Yearly Sidewalk maintenance	Yearly renewal of various sidewalks within the municipality. This item was previously contained within the CWATS/trail capital budget.	Upgrade	50,000	-	
Total - Roads and Roadside				1,726,000	-	

Funding Sources				Funding	Funded from Taxation	Operating Impact						
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Tab	Cost Centre	2020	2021	2022	2023	2024
			2,500	11,000	-							
				280,000	-							
				15,000	-							
				10,000	-							
				50,000	-							
				5,500	-							
				10,500	-							
				500,000	-							
				20,000	-							
-	-	-	2,500	902,000	-			-	-	-	-	-
35,000			341,000	376,000	-							
35,000			330,000	365,000	-							
			150,000	150,000	-							
150,000				150,000	-							
450,000				450,000	-							
110,000			75,000	185,000	-							
50,000				50,000	-							
830,000	-	-	896,000	1,726,000	-			-	-	-	-	-

## 2020 Capital

				2020 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost		
					Lifecycle Reserve	Other Reserve
Division: Stormwater Management						
PW-20-0021	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	40,000	40,000	
PW-20-0023	6th Concession and Marsh Bridge 200501	Bridge is in generally good condition, wearing surface requires replacement. Waterproofing top of structure at this time will extend the current good condition of this structure.	Replacement	35,000	-	
PW-20-0030	McCormick Sideroad and 14th Concession Culvert 208002	Bottom of pipe culvert has rusted through over most of the west end of pipe. Replace with precast concrete round culvert.	Replacement	260,000	71,016	
PW-20-0031	Coulter Sideroad and 9th Concession Culvert 102205	Culvert walls and floor have major corrosion and perforations. Concrete pipe or box culvert is recommended as replacement.	Replacement	294,800	-	
PW-20-0034	Richmond Drain Bank Stabilization	The existing Municipal drain has been experiencing slumping failure along the north bank causing the edge of gravel adjacent to the 5th Concession Road to displace down the side slopes.	Upgrade	275,000	83,055	
PW-19-0048	Stormwater Partnership Improvements	Storm water partnership improvements that occur as a result of development, such as the Harrow Junior School and Rush Drain (Essex Towne Center).	Upgrade	200,000		
PW-20-0044	Queen Street	Storm Sewer improvements along Queen	Replacement	290,000	95,700	194,300
Total - Stormwater Management				1,394,800	289,771	194,300
Total - Public Works				4,022,800	676,771	706,800
Total - Property Tax Supported				14,693,332	2,255,373	2,087,950

Funding Sources				Funding	Funded from Taxation	Operating Impact						
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Tab	Cost Centre	2020	2021	2022	2023	2024
				40,000	-							
35,000				35,000	-							
188,984				260,000	-							
294,800				294,800	-							
				83,055	191,945							
			150,000	150,000	50,000							
				290,000	-							
518,784	-	-	150,000	1,152,855	241,945			-	-	-	-	-
1,348,784	-	-	1,048,500	3,780,855	241,945			-	-	-	-	-
2,897,299	3,249,670	56,869	3,440,644	13,987,805	705,527			-	514,859	514,859	514,859	514,859

## 2020 Capital

				2020 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost		
					Lifecycle Reserve	Other Reserve
User Rated Supported						
Department: Environmental Services						
Division: Water						
WW-20-0001	Equipment Contingency for Wards 1 and 2 Distribution and Transmission (50%)	Replacement of equipment, maintenance issues, design investigations with respect to the water distribution systems.	Upgrade	8,500		8,500
WW-20-0002	Equipment Contingency for Wards 3 and 4 Distribution and Transmission (50%)	Replacement of equipment, maintenance issues, design investigations with respect to the water distribution systems.	Upgrade	8,500		8,500
WW-20-0003	Harrow Colchester South Water Treatment Plant Contingency for Wards 3 and 4	Equipment, process, design considerations and facility replacements and improvements for the Harrow Colchester South Water Treatment Plant.	Upgrade	165,000		165,000
WW-20-0004	Gordon, Wilson, Station Street Phase 1 (Construction)	The watermain is at the end of its life expectancy and warrants replacement. Would look to pave in the following year.	Replacement	850,000		850,000
WW-20-0006	Backflow Prevention and Monitoring Program Wards 1/2 Maintenance	To help ensure the delivery of safe and clean drinking water to our residents, the Town of Essex has introduced a program which regulates how property owners connect to the Town's water supply. Ensuring the installation of backflow prevention devices can prevent the possible contamination of the Town's drinking water system.	Upgrade	5,000		5,000
WW-20-0007	Backflow Prevention and Monitoring Program Wards 3/4 Maintenance	To help ensure the delivery of safe and clean drinking water to our residents, the Town of Essex has introduced a program which regulates how property owners connect to the Town's water supply. Ensuring the installation of backflow prevention devices can prevent the possible contamination of the Town's drinking water system.	Replacement	5,000		5,000
WW-20-0008	Water Rate Financial Plan	This study extends off of those studies, updating the analysis for current capital and operating forecasts, costing for lifecycle cost requirements, current consumption and customer profiles. The results of this analysis provide updated water and wastewater base charges and volume rates for customers within the Town of Essex.	Upgrade	7,000		7,000
WW-20-0009	Pickup Truck Unit #607 Replacement	Truck is at useful life expectancy and requires replacement.	Replacement	45,000		45,000
WW-20-0010	OWCA Capital Recommendations	OCWA recommended capital improvements to Harrow Colchester South Water Treatment Plant.	Upgrade	540,000		540,000
WW-20-0013	Victor Watermain (ward 1)	The watermain is at the end of its life expectancy and warrants replacement. Would look to pave in the following year.	Replacement	140,000		140,000
WW-20-0014	Queen Watermain (Ward 4)	The watermain is at the end of its life expectancy and warrants replacement.	Replacement	340,000		340,000
WW-20-0012	Irwin Watermain (Ward 1)	The watermain is at the end of its life expectancy and warrants replacement but will only be replaced in conjunction with road reconstruction.	Replacement	335,000		335,000
Total - Water				2,449,000	-	2,449,000

Funding Sources						Operating Impact						
Grant Funding	Long-Term Debt	Other	Prior Year Funding	Funding	Funded from Taxation	Tab	Cost Centre	2020	2021	2022	2023	2024
				8,500	-							
				8,500	-							
				165,000	-							
				850,000	-							
				5,000	-							
				5,000	-							
				7,000	-							
				45,000	-							
				540,000	-							
				140,000	-							
				340,000	-							
				335,000	-							
-	-	-	-	2,449,000	-			-	-	-	-	-



## 2020 Capital

				2020 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost		
					Lifecycle Reserve	Other Reserve
Division: Sanitary Sewer						
SS-20-0001	Treatment - Ward 1 Contingency	Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and North East Lagoons treatment facilities.	Upgrade	70,000		70,000
SS-20-0002	Treatment - Ward 3 Contingency	Equipment, process, facility replacements and improvements for the Colchester Lagoons treatment facility.	Upgrade	40,000		40,000
SS-20-0003	Treatment - Ward 4 Contingency	Equipment, process, facility replacements and improvements for the Harrow Sewage Works treatment facility.	Upgrade	40,000		40,000
SS-20-0004	Collection and Conveyance - Ward 1	Replacement of equipment, maintenance issues, design investigations with respect to the Essex Pollution Control Plant and North East Lagoon collection and conveyance systems.	Replacement	30,000		30,000
SS-20-0005	Collection and Conveyance - Ward 3	Replacement of equipment, maintenance issues, design investigations with respect to the Colchester Lagoon collection and conveyance system.	Replacement	32,500		32,500
SS-20-0006	Collection and Conveyance - Ward 4	Replacement of equipment, maintenance issues, design investigations with respect to the Harrow Lagoon collection and conveyance system.	Replacement	26,500		26,500
SS-20-0007	OWCA Capital Recommendations - Ward 1	OCWA recommended capital improvements to the Essex Pollution Control Plant and North East Lagoons.	Upgrade	75,000		75,000
SS-20-0008	OWCA Capital Recommendations - Ward 3	OCWA recommended capital improvements to the Colchester Lagoons.	Upgrade	262,000		262,000
SS-20-0009	OWCA Capital Recommendations - Ward 4	OCWA recommended capital improvements to the Harrow Lagoons.	Upgrade	750,000		750,000
Total - Sanitary Sewer				1,326,000	-	1,326,000
Total - Environmental Services				3,775,000	-	3,775,000
Total - User Rate Supported				3,775,000	-	3,775,000
TOTAL - Property Tax and User Rate Supported				18,468,332	2,255,373	5,862,950

Funding Sources				Funding	Funded from Taxation	Operating Impact						
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Tab	Cost Centre	2020	2021	2022	2023	2024
				70,000	-							
				40,000	-							
				40,000	-							
				30,000	-							
				32,500	-							
				26,500	-							
				75,000	-							
				262,000	-							
				750,000	-							
-	-	-	-	1,326,000	-			-	-	-	-	-
-	-	-	-	3,775,000	-			-	-	-	-	-
-	-	-	-	3,775,000	-			-	-	-	-	-
2,897,299	3,249,670	56,869	3,440,644	17,762,805	705,527			-	514,859	514,859	514,859	514,859

"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 2020 Budget

## Proposed Projects Outside of 2020 Budget

				2020 Capital Budget		
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Lifecycle Reserve	Other Reserve
Administration Proposed Projects Removed from Budget						
AP-20-0001	Document Archiving Project		New	50,000		
AP-20-0002	Colchester Building Upper Parking Lot	Refurbish lot next to Colchester CC.	Replacement	200,000		
AP-20-0003	NEW- Pay and Display Parking Metre Systems	Add metres at 2 public lots in Colchester.	New	32,000		
AP-20-0004	Washrooms in Heritage Park	Washrooms in Heritage Park.	New	300,000		
AP-20-0005	Colchester Parking Along Jackson New area Along Fence	Pave current angle parking along Jackson Street in Colchester	New	120,000		
AP-20-0006	Colchester Splash Pad Lot		Replacement	105,000		
AP-20-0007	Shave/Pave road- Top of Hill to Lower Level - Colchester		Replacement	75,000		
AP-20-0008	Caboose repairs to stop water only. Unit out Front	Heritage Essex caboose needs repairs to be sustainable.	New	10,000		
AP-20-0009	Harrow Arena Cameras	Add camera system to Harrow Arena	New	25,000		
AP-20-0011	Victoria Street (Oxley Area)	Continuation of reconstruction of beach roads.	New	45,000		
AP-20-0012	Asphalt Mill and Pave (approx. 6km)	Program to mill and asphalt approximately 6 km of roadway.	Replacement	150,000		
AP-20-0013	Victor Avenue Reconstruction	Design and reconstruction of Victor Street from Victoria Avenue to Laird Avenue including water, storm, curbs, etc.	Replacement	600,000		
AP-20-0014	North Malden (CR15 to Brush Sideroad)	Continuation of full depth reconstruction of North Malden.	Replacement	600,000		
AP-20-0015	5 ton Dump/Plow	The current 3 Ton snow plow is not fit for today's needs and it is proposed to upgrade this vehicle to a 5 ton chassis role off system to complement the existing similar fleet equipment. This is a multi-purpose vehicle allowing efficient Operations. The increased capacity in this truck will increase our level of service.	Replacement	260,000		
Total				2,572,000	-	-
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	Replace current sign at Co-An Park.	Replacement	30,000		
CP-17-0007	New Land for Soccer at Co-An Park		New	300,000		
CP-17-0008	Pave Co-An Park Parking Lot		Upgrade	440,000		
CP-17-0009	Playground Structure at Co-An Park		Replacement	200,000		
CP-17-0010	Pave Old Car Wash Parking Lot	Harrow	Upgrade	204,445		
CP-20-0002	General Replacement at Co-An Park		Replacement	56,250		
CP-20-0003	Land Purchase/ Splash Pad at Co-An Park		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-20-0005	4th Concession (CR23 to McCormick)	Reconstruction of the 4th Concession from CR23 to McCormick. Requires asphalt padding for wheel rutting and potential culvert replacements. Construction method to be determined.	Replacement	550,000		
CP-20-0006	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	210,000		
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		New	615,000		
CP-20-0012	Co-an Park new Playground / Soccer Fields		New	175,000		
CP-20-0013	Co-An Park Soccer fields/ Splash pad		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	Street (CR11) and Sellick Drive.	New	120,000		
CP-20-0019	Sidewalks (Thomas and Bell)	Continuation of Sidewalks on Thomas and Bell.	New	50,000		
Total				11,890,695	-	-

Funding Sources				Funding	Funded from Taxation	Operating Impact						
Grant Funding	Long-Term Debt	Other	Prior Year Funding			Tab	Cost Centre	2020	2021	2022	2023	2024
				-	50,000							
				-	200,000							
				-	32,000			20,000	20,000	20,000	20,000	20,000
				-	300,000							
				-	120,000							
				-	105,000							
				-	75,000							
				-	10,000							
				-	25,000							
				-	45,000							
				-	150,000							
				-	600,000							
				-	600,000							
				-	260,000							
-	-	-	-	-	2,572,000	-	-	20,000	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							
				-	550,000							
				-	210,000							
				-	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							
				-	50,000							
-	-	1,108,125	-	1,108,125	10,782,570	-	-	-	-	-	-	-



"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

Preliminary Draft

# 2021 to 2024 Capital Forecast

## 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Forecast

Project Number	Project Name	Project Description
<b>Property Tax Supported</b>		
<b>Council</b>		
2018	Council	
2019	Council	
GG-20-0002	Council Contingency	0
GG-20-0008	Harrow Streetscaping	Harrow Streetscape Project
GG-21-0002	Council Contingency	0
GG-21-0004	SAN Upgrade	0
GG-21-0001	Essex Streetscaping	Essex Streetscaping - inserting for discussion
GG-22-0001	Contingency (Council)	0
GG-23-0001	Contingency- Council	0
<b>Total - Council</b>		
<b>Department: Other - Contracts / Special Levies</b>		
<b>Division: Police</b>		
2018	Police	
2019	Police	
PD-20-0001	Contingency	0
PD-20-0002	Roof Access Ladder Harrow OPP Station	Health and safety
PD-21-0001	Contingency	0
PD-22-0001	Contingency	0
PD-23-0001	Police Contingency	0
PD-24-0001	Police Contingency	0
<b>Total - Police</b>		
<b>Division: Cemeteries</b>		
2018	Cemeteries	
2019	Cemeteries	
HS-20-0001	Columbarium	0
HS-20-0002	Signage at Cemeteries	0
HS-20-0003	Colchester Memorial Road Expansion	0
<b>Total - Cemeteries</b>		
<b>Total - Other - Contracts / Special Levies</b>		
<b>Department: Corporate Services</b>		
<b>Division: Information Technology</b>		
2018	Information Technology	
2019	Information Technology	
GG-20-0003	Wireless Network Upgrade All Essex Locations (Pool\ Arena\ Fire\ Water Tower \ Gesto	Essex Wireless WAN\ back haul from water tower, new Wireless WAN for Harrow including remote management, UPS managed switch 500mb fiber back haul. This will support Harrow Water\ Harrow Arena\ Harrow Public Works.
GG-19-0012	Network Security Audit	Third party will identify and evaluate the network, determine any threats or weaknesses in the network and determine the necessary measures to protect against those threats.
GG-19-0027	Server Room UPS Replacement	Replacement and additional server room and network backup batteries and power monitoring systems.
GG-20-0004	IT Strategic Plan	0
GG-19-0019	Video Surveillance Town Hall \ Gesto	0
<b>Total - Information Technology</b>		
<b>Division: Corporate Services</b>		
2018	Corporate Services	
2019	Corporate Services	
GG-20-0006	Roof Replacement at Town Hall	0
GG-20-0007	Widen the sidewalk on the west and east front areas at the Municipal Bldg	0
GG-24-0001	Fees and Charges Review	moved from 2022
<b>Total - Corporate Services</b>		
<b>Total - Corporate Services</b>		

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
-	50,000						
-		50,000					
New			50,000				
Upgrade			4,590,170				
New				50,000			
Upgrade				45,000			
New				3,783,590			
New					50,000		
New						50,000	
	50,000	50,000	4,640,170	3,878,590	50,000	50,000	-
-	-						
-		25,000					
Upgrade			25,000				
New			30,000				
Replacement				25,000			
Replacement					25,000		
Replacement						25,000	
Replacement							25,000
	-	25,000	55,000	25,000	25,000	25,000	25,000
-	-						
-		10,600					
New			35,000				
New			5,000				
New			20,000				
	-	10,600	60,000	-	-	-	-
	-	35,600	115,000	25,000	25,000	25,000	25,000
-	25,500						
-		27,000					
Upgrade			50,000				
New			27,000				
Replacement			12,000				
New				40,000			
New						4,500	
	25,500	27,000	89,000	40,000	-	4,500	-
-	160,688						
-		222,000					
Replacement				63,000			
Upgrade					10,000		
New							36,700
	160,688	222,000	-	63,000	10,000	-	36,700
	186,188	249,000	89,000	103,000	10,000	4,500	36,700

# 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Fore

Project Number	Project Name	Project Description
<b>Department: Community Services</b>		
<b>Division: Fire</b>		
2018	Fire	
2019	Fire	
FD-20-0002	Hose Replacement Program	Replace a percentage of hoses annually.
FD-20-0003	Pager Replacement Program	0
FD-20-0005	Headset Replacement Program	3 sets replaced annually.
FD-20-0008	Personal Protective Equipment	Replace a percentage of bunker gear annually.
FD-19-0015	Station 2 Replacement	0
FD-20-0010	Replace Cutters Jaws of Life Station 3	Current equipment needs to be updated due to new vehicle designs and materials.
FD-20-0011	Ice Water Rescue Equipment (RIT Basket & PPE for Ice/Water Team)	Equipment approved by Council for an Ice Water Rescue Team.
FD-20-0012	New Notebook computers Each Station (3)	All reporting is done on computers and need to provide firefighters tools to complete required reports.
FD-20-0014	Firefighter Recruitment (6)	Cost of training and gear for new firefighters.
FD-19-0012	Replace Rescue 3 Station 3	Vehicle is 20 years old and insurance requirement for replacement.
FD-21-0002	Presonal Protective Equipment	0
FD-21-0003	Carbon Monoxide Detector Replacement	0
FD-21-0004	Replace Spreaders Jaws of Life Station 1	0
FD-21-0007	Hose Replacement Program	0
FD-21-0008	Pager Replacement Program	0
FD-21-0009	Replace Deputy Fire Chief's Vehicle	0
FD-21-0010	Replace Air Bag Kits at Each Station	0
FD-21-0011	Replace Fire Chief's Vehicle	0
FD-21-0013	Replace Portable Generator at Station 1	0
FD-20-0013	Emergency Management Training and Full Scale Exercise	0
FD-21-0015	Replace Engine 3A for Station 2	0
FD-21-0016	Ice Water Rescue Equipment (PPE for Ice/Water Team)	0
FD-22-0002	Presonal Protective Equipment	0
FD-22-0004	Hose Replacement Program	0
FD-22-0006	Replace Trucks 1 and 3 and Position New Truck at Station 2	0
FD-22-0007	Fire Station 3 Upgrades (Training and Washrooms)	0
FD-22-0008	Pager Replacement Program	0
FD-22-0009	Replace Rams Jaws of Life Station 2	0
FD-22-0010	Ice Water Rescue Equipment (RIT Basket & PPE for Ice/Water Team)	0
FD-23-0002	Presonal Protective Equipment	0
FD-23-0004	Hose Replacement Program	0
FD-23-0005	Pager Replacement Program	0
FD-23-0007	Replace Three (3) Notebook Computers	0
FD-23-0008	Replace Support 3 with a Squad (Pickup)	0
FD-23-0009	Fire Station 3 Upgrades (Training and Washrooms)	0
FD-23-0010	Ice Water Rescue Equipment Replacement Program	0
FD-23-0011	Radio System Upgrade	Require a upgrade to existing radio system by 2023
FD-24-0002	Presonal Protective Equipment	0
FD-24-0003	Helmet Replacement Program	0
FD-24-0005	Pager Replacement Program	0
FD-24-0006	Ice Water Rescue Equipment Replacement Program	0
FD-24-0007	Firefighter Recruitment (5)	0
FD-24-0008	Replace Thermal Imaging Camera's at Station's 1,2,& 3	0
FD-24-0009	Emergency Management Training and Full Scale Exercise	0
FD-24-0010	Station 3 Replacement	0
<b>Total - Fire</b>		

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
-	452,815						
-		1,895,027					
Replacement			15,150				
Replacement			5,681				
Replacement			3,600				
Replacement			35,421				
Upgrade			2,700,000				
Replacement			18,500				
New			12,100				
New			20,000				
New			54,000				
Replacement			300,000				
Replacement				35,351			
Replacement				3,006			
Replacement				18,500			
Replacement				15,150			
Replacement				5,682			
Replacement				45,000			
Replacement				16,860			
Replacement				40,000			
Replacement				1,064			
New				13,000			
Replacement				600,000			
New				4,200			
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							25,707
Replacement							3,213
Replacement							5,738
Replacement							4,500
Replacement							45,000
Replacement							6,000
New							13,000
Upgrade							2,500,000
	452,815	1,895,027	3,164,452	797,813	1,706,777	803,377	2,603,158



# 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Fore

Project Number	Project Name	Project Description
<b>Division:</b>	<b>Parks</b>	
2018	Community Services	All Community Services as it was all grouped prior to 2020 Budget.
2019	Community Services	All Community Services as it was all grouped prior to 2020 Budget.
CS-19-0056	New Family washroom at the Essex Splash Pad Building	Cost includes demo of 2 ends and roof replacement, and men's women's and family washrooms.
CS-20-0001	Ball Diamond Rehabilitation (Annual)	Annual cost to maintain baseball diamonds.
CS-20-0019	Unit 810-10 Ford F150 Replacement	0
CS-20-0020	Replace 2009 Kioti Tractor (Asset 24068)	Replace tractor.
CS-20-0042	Tennis Courts in Essex Centre	New Tennis courts in Essex Centre as per Parks and Rec Master Plan.
CS-20-0046	Top Dresser for Sports Fields	Different Unit
CS-20-0053	Dog Park Agility Items	Dog park agility items
CS-20-0056	Heritage Train Station landscaping	Continue to develop grounds around Essex Train station.
CS-20-0059	Two (2) Main Road Closure signs for Events	To have signs in house for special events.
CS-20-0065	Bridlewood Pavilion	0
CS-20-0066	Fence Around Harrow Tennis Court	Replace fence as needs replacement.
CS-20-0070	Replace Rubber at Colchester Playground	Replace Rubber at Colchester Playground.
CS-20-0075	Heritage Train Station and Caboose Upgrades	Heritage Train Station and Caboose Upgrades.
CS-20-0085	Replace Toro Wide Area Mower 880 Parks (Harrow)	Parks Mower 880; Asset Management ID 24279; Fully Amortized May 2018.
CS-20-0090	Replace 4WD tractor , CK 27	Tires and snow blade for winter control.
CS-20-0099	Replace Sidewalks Sadlers Park	Replace path at Keown entrance as areas are severely deteriorating.
CS-20-0100	Replace Drop Salt Spreader	Replace drop salt spreader.
CS-20-0102	Replace Parks Small Equipment	Push mowers and weed whippers.
CS-20-0103	New Rototiller for Beds	Required to work flower beds throughout Town
CS-20-0104	Areifier- Verti Quack	Sport field equipment required for turf maintenance.
CS-20-0106	New Bleachers for Ball Diamonds	Replace wooden bleachers.
CS-20-0039	Roof Restoration at Fieldhouse	0
CS-20-0040	Dugouts at Harrow Diamonds	0
CS-20-0049	Proper Garbage Cans in Spots	0
CS-21-0007	Replace Field Line Sprayer for Sports Fields in Essex	0
CS-21-0016	Replace 4 wheel tractor	0
CS-21-0019	Ball Diamond Rehabilitation (Annual)	0
CS-21-0020	Soccer Park Rehabilitation (Annual)	0
CS-21-0022	New Picnic Tables for Parks	0
CS-21-0026	Folding Tables for Jackson Park	0
CS-21-0038	Lights on Towers at Co-An Park	need new lights but need approval from Amherstburg for 1/2
CS-21-0045	Parks Outdoor Tools and Equipment	0
CS-21-0046	Parks Equipment Upgrades	0
CS-21-0036	Skateboard Ramp Replacement in Harrow	0
CS-21-0037	Skateboard Ramp Replacement in Essex	0
CS-21-0039	Upgrade Outdoor Washrooms at Fieldhouse (Accessible)	0
CS-21-0043	New Public Washrooms/Change Room at Harrow Splashpad	0
CS-21-0051	New garbage enclosures across municipality (1 per year at min)	0
CS-21-0053	Irrigation Heritage Gardens Train Station	0
CS-21-0056	Pickup Truck	0
CS-21-0058	Parking Lot Upgrades at Sadler's Park	Inflation costs
CS-21-0059	Water Feature at Heritage Park	0
CS-21-0060	Ampitheatre in Heritage Park	0
CS-21-0064	Electrical to Heritage Gardens	Increase for engineer and ELK Design
CS-21-0065	Hunter Park Replace Playground Equipment	0
CS-21-0066	NEW - Harrow Park Fence along Walnut	0
CS-21-0067	NEW - Replace 1984 John Deere 955 Tractor #879	0
CS-21-0068	Infielder for Harrow and Essex Parks	0
CS-21-0069	New Leaf and Turf Vacuum	inflation
CS-21-0070	New Cedar Shingles Train Station Shed	Will be needed
CS-21-0071	Sidewalk to playset at Hunter Park	0
CS-22-0012	New garbage enclosures across municipality (1 per year at min)	0
CS-22-0016	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	0
CS-22-0017	Soccer Field Upgrades in Essex and Harrow	0
CS-22-0023	Tennis Court Rehabilitation in Harrow Centre	0
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	0

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
-	1,366,262						
-		1,922,027					
Upgrade			219,983				
Replacement			15,000				
Replacement			65,000				
Replacement			57,700				
New			240,000				
New			23,000				
New			8,840				
New			8,000				
New			11,000				
Replacement			16,027				
Replacement			11,300				
Replacement			65,500				
Upgrade			15,000				
Replacement			83,000				
Replacement			38,000				
Replacement			34,000				
Replacement			10,000				
Replacement			7,000				
New			2,000				
Replacement			26,000				
Replacement			15,000				
Replacement				50,180			
New				15,000			
New				14,878			
New				4,500			
Replacement				52,700			
Replacement				15,000			
Replacement				15,000			
Replacement				15,000			
New				8,000			
Replacement				60,000			
New				13,000			
Upgrade				45,150			
Replacement				43,781			
Replacement				43,511			
Upgrade				40,000			
New				150,000			
New				4,478			
New				20,000			
Replacement				45,000			
Upgrade				108,707			
New				120,000			
New				250,000			
New				92,100			
Replacement				200,000			
Replacement				25,000			
Replacement				35,000			
New				29,300			
New				22,527			
Replacement				7,000			
New				15,000			
New					4,478		
Replacement					15,000		
Replacement					15,000		
Replacement					97,080		
Upgrade					43,796		
New					20,000		

## 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Fore

Project Number	Project Name	Project Description
CS-22-0027	Parking Lot Upgrades at Sadler's Park	Cement curbs, asphalt and drainage
CS-22-0028	Replace 2 sets of Soccer Goals Essex	deteriorating
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	
CS-23-0014	New Fencing Fairview Ave Max Miller Way West	
CS-23-0018	New garbage Enclosures	
CS-23-0019	Replace Bleachers Sports Field Essex	
CS-23-0020	Soccer Field Upgrades in Essex and Harrow	
CS-23-0022	Replace Fencing in Parks	
CS-23-0027	Replace Lights at Essex Diamond 1	
CS-23-0028	Relocate Pavilion at Sadler's Park	replace with new
CS-23-0029	Replace 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	moved from 2021
CS-23-0033	Sadler's Park Power Pedestals	increase to allow for mechanical engineer for requirement to ELK and design
CS-23-0034	2 New Lights on Path from McKeown to Sadler's Park	moved from 2021
CS-23-0035	Co An Park Parkinglot Asphalt	New base asphalt and catchbasins.
CS-24-0001	NEW - Replace Pirate Ship Playground Equipment Colchester Park	
CS-24-0002	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	annual
CS-24-0003	Soccer Field Upgrades in Essex and Harrow	annual
CS-24-0004	Upgrade Warning Track Diamond #1	warning track upgrades
<b>Total - Parks</b>		
<b>Division:</b>	<b>Miscellaneous Recreation Programs</b>	
CS-19-0060	New Signage Shared with Essex Library	Annual costs to maintain soccer fields.
CS-20-0067	Field Sprayer (Laser) Replacement for Harrow Soccer Complex	Field Sprayer (Laser) Replacement for Harrow Soccer Complex.
CS-20-0105	Carnegie Building Front Steps and Wall Repairs	Needed repairs as per Engineers
CS-19-0046	New roof Top unit for ECC Gym - (CS-19-46)	New HVAC unit plus BAS hook up and removal of exiting unit heater, cap off water feeds.
CS-20-0051	Painting, Interior Essex Community Centre	Painting, Interior Essex Community Centre.
CS-20-0057	Install exterior ladders to gain access to the gymnasium roof at the Essex Community Centre	Install exterior ladders to gain access to the gymnasium roof at the Essex Community Centre as per Health and Safety.
CS-20-0058	Remove the four unit heaters and the supply and return feed water lines in the gymnasium	Remove the four unit heaters and the supply and return feed water lines in the gymnasium at the ECC with new HVAC.
CS-20-0089	Essex Community Centre, up grade BAS to Gymnasium Unit	Essex Community Centre, up grade BAS to Gymnasium Unit - system required to control new HVAC system remotely.
CS-20-0091	Roof Restoration for the Essex Community Centre	Roof Restoration for the Essex Community Centre.
CS-20-0062	FOBS at Colchester Com Centre	Install FOB building access system to match other community centres.
CS-20-0055	McGregor Flag Poles	Flag poles to be located at McGregor Community Centre.
CS-20-0107	Replace Sidewalk McGregor Community Centre	Replace sidewalk around playground.
CS-21-0008	Replace Chair Lift at McGregor Community Centre	
CS-21-0009	Wireless Upgrade at McGregor Community Centre	
CS-21-0030	Replace Dishwasher at McGregor Community Centre	
CS-21-0073	New Dustless Air Conditioning Units for Three Program Room & OPP Satellite Office at ECC	upgrade from window units
CS-21-0074	Paint Interior MCC	interior freshen up
CS-21-0075	New Ceiling Lights in Four Program Rooms, OPP Offices and Halls ECC	for a more modern appearance.
CS-22-0009	Ventilation in Mechanical Room at McGregor Community Centre	
CS-22-0031	Painting Various Programs Rooms at the Essex Community Centre	program rooms and halls
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
<b>Total - Miscellaneous Recreation Programs</b>		

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
New					100,000		
Replacement					8,000		
New						350,000	
Replacement						15,000	
Replacement						50,000	
Replacement						58,000	
New						4,478	
Replacement						15,000	
Replacement						15,000	
Replacement						10,000	
Replacement						315,700	
Upgrade						23,000	
Replacement						35,000	
Replacement						9,000	
Upgrade						225,000	
New						31,000	
New						70,000	
New						30,000	
Replacement						266,857	
Replacement							300,000
Replacement							15,000
Replacement							15,000
Replacement							41,000
	1,366,262	1,922,027	971,350	1,559,812	303,354	1,523,035	371,000
Replacement			64,500				
Replacement			2,600				
Upgrade			15,000				
Upgrade			75,000				
New			10,000				
New			26,364				
New			12,000				
New			9,000				
Replacement			200,000				
New			5,000				
New			6,000				
Replacement			9,900				
Replacement				1,654			
Upgrade				13,441			
Replacement				3,640			
New				43,000			
Upgrade				10,000			
Upgrade				20,000			
Upgrade					3,500		
Upgrade					25,000		
Replacement						160,000	
Upgrade						15,000	
Upgrade							65,000
	-	-	435,364	91,735	28,500	175,000	65,000

# 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Fore

Project Number	Project Name	Project Description
<b>Division: Arenas</b>		
CS-20-0043	Essex Centre Sports Complex Dressing Room Floor Upgrade	Essex Centre Sports Complex Dressing Room Floor Upgrade.
CS-20-0069	Sliding Accessible Entrance Doors at Essex Centre Sports Complex	Install sliding doors at ECSC entrances. Do 1 set per year for the next 4 years.
CS-20-0083	Replace Ice Resurfacer 850-00 at Essex Centre Sports Complex	Replace Ice Resurfacer 850-00 at Essex Centre Sports Complex.
CS-20-0086	Shower/Dressing Room Upgrades - Harrow Arena	Shower/Dressing Room Upgrades - Harrow Arena.
CS-20-0097	Landscaping New Islands Parking Lot	Beach stone and plant materials
CS-20-0098	Burnishing Machine for Vinyl Floors	To burnish tile floors for Town facilities.
CS-20-0113	Essex Arena Projection system in Barnett Room	Essex Arena Projection system in Barnett Room.
CS-20-0114	Essex Arena Mortar and Block Repairs Essex Centre Sports Complex	Replace mortar that is loose , cracked and missing. Replace broken blocks.
CS-20-0116	Essex Arena Replace 4 condensing boilers	Moved from 2022 & 2023 to 2020, units are coming apart inside.
CS-20-0117	Therman Scan ,Torque Connections , Clean and Inspect all Internal Transformers and Main	Main switch and all transformers at Essex Centre Sports Complex.
CS-20-0118	Excavate Floor to Expose Heater Trench and Drainage	Floor heaving from ground water.
CS-20-0038	Ice Resurfacer at Harrow Centre Sports Complex	Olympia Ice Resurfacer; Asset ID 24286; Fully Amortized Date October 2019. Replacement of Harrow Olympia. Takes 1 year to have made.
CS-20-0072	Sliding Accessible Doors to Dressing Rooms and Harrow Sports Complex	Sliding Accessible Doors to Dressing Rooms and Harrow Sports Complex.
CS-20-0084	Replace HVCA unit Harrow Arena -5 ton unit	Daycare 2020 budget - Pre-Approved
CS-20-0092	Mid Roof Harrow Arena Replacement	Mid Roof Harrow Arena Replacement.
CS-19-0103	Harrow Arena Spectator Netting	0
CS-20-0069	Sliding Accessible Entrance Doors at Essex Centre Sports Complex	\$9,000/door x 4
CS-21-0001	Replace Ice Resurfacer 850-00 at Essex Centre Sports Complex	0
CS-21-0002	Replace Skate Sharpener at Harrow Centre Sports Complex	0
CS-21-0003	Replace Battery Operated Ice Edger at Harrow Centre Sports Complex	0
CS-21-0004	Replace Rink Netting at Essex Centre Sports Complex	0
CS-21-0005	Replace Ice Edger at Essex Centre Sports Complex	0
CS-21-0021	Painting ceiling in dressing rooms and , high wall areas at Essex Centre Sports Complex	0
CS-21-0028	Replace PC for the Eco Chill Systems controls	0
CS-21-0029	Projector Replacement at Essex Centre Sports Complex	0
CS-21-0035	Automatic Door Replacement at Essex Centre Sports Complex	0
CS-21-0041	Condensor Replacement at Harrow Arena	0
CS-21-0042	Ice Maintenance Level Laser	Inflation
CS-21-0044	Replace Rubber Tiles in Two dressing rooms and the Main Hall of Libro Rink	0
CS-21-0057	Two New Screw Compressor and Motor for the Compressor Room in Twin Pad Arenas	Actual costs
CS-21-0062	Fencing at Back of the Essex Centre Sports Complex	0
CS-21-0076	Replace the Eco Chill Main Control Panel	Outdated no longer have parts available for repairs. Ew Unit
CS-20-0069	Sliding Accessible Entrance Doors at Essex Centre Sports Complex	\$9,000/door x 4
CS-22-0002	Dressing Room Floor Upgrade (2 Rooms) at Essex Centre Sports Complex	0
CS-22-0003	Upgrade Lights to LED on Libro Rink at Essex Centre Sports Complex	0
CS-22-0006	Parking Lot Upgrades at Essex Centre Sports Complex	0
CS-22-0007	Roof Upgrades at Essex Centre Sports Complex	0
CS-22-0011	Puck Boards & Dasher Boards	0
CS-22-0013	Canteen Equipment Upgrades	0
CS-22-0032	New Screw Compressor and Motor	Moved from 2020
CS-22-0018	Painting Essex Centre Sports Complex, Interior	0
CS-22-0019	Replace the walking track mat	0
CS-22-0021	Replace the Rubber Floor in dressing rooms	0
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-22-0034	Replace HVAC unit 4- office	This unit runs 12 months of the year. BAS is part of the replacement
CS-20-0069	Sliding Accessible Entrance Doors at Essex Centre Sports Complex	\$9,000/door x 4
CS-23-0006	Stand on Floor Scrubber	0
CS-23-0008	Replace Domestic Hot Water Tank	0
CS-23-0009	Puck Board on Shaheen Rink	0
CS-23-0010	Replace the Washroom Stall Partitions at ECSC	0
CS-23-0011	New Lights Drop ceiling Shaheen Rink	Mech Eng specs required to change duct work
CS-23-0012	New LED Lights Shaheen Rink	0
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	0
CS-23-0025	New tables and Chairs for Shaheen Room	0
CS-23-0026	Replace the Rubber Floor in dressing rooms	0

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
Replacement			77,000				
Upgrade			10,000				
Replacement			92,000				
Upgrade			30,000				
New			7,500				
New			2,800				
New			3,500				
Replacement			38,000				
Replacement			63,200				
Upgrade			5,500				
Upgrade			85,000				
Replacement			90,900				
Upgrade			10,000				
Replacement			19,000				
Replacement			175,000				
Replacement				16,500			
Upgrade				10,000			
Replacement				92,000			
Upgrade				10,875			
Replacement				5,147			
Replacement				35,000			
Replacement				5,217			
Replacement				15,000			
Replacement				5,000			
Replacement				4,344			
Replacement				30,432			
Replacement				57,792			
Replacement				12,000			
Replacement				66,700			
New				86,000			
New				9,100			
Replacement				57,000			
Upgrade					10,000		
Replacement					48,000		
Upgrade					66,000		
Upgrade					60,000		
Upgrade					10,000		
Replacement					15,000		
Upgrade					20,000		
Replacement					44,150		
Replacement					15,000		
Replacement					50,000		
Replacement					60,000		
Replacement					22,000		
Replacement					17,951		
Replacement					21,000		
Upgrade						10,000	
Replacement						9,000	
Replacement						8,500	
Replacement						8,000	
Replacement						27,247	
Upgrade						60,589	
New						68,000	
Replacement						146,000	
Upgrade						55,000	
Replacement						8,000	
New						10,000	
Replacement						60,000	



## 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Forecast

Project Number	Project Name	Project Description
CS-23-0039	New Screw Compressor and Motor for the Compressor Room	0
CS-24-0005	Stainless Steel Railing Replacement at Essex Recreation Complex	Moved from 2020
CS-24-0007	Painting Ceiling Both Rinks	paint beams
<b>Total - Arenas</b>		
<b>Division: Essex Recreation Complex</b>		
CS-20-0024	Backup Filter Pump Motor Replacement at Essex Recreation Complex	Backup Filter Pump Motor Replacement at Essex Recreation Complex.
CS-20-0004	Acid wash lap pool deck, viewing area, and change room tiles at Essex Recreation Complex	Maintenance of floors and lap pool at ERC.
CS-20-0108	NEW - Cameras for ERC	Cameras removed with construction of new High School.
CS-20-0109	Remove Vinyl Flooring and Replace Tiling - Alternate Change Room Floors	Remove vinyl floor/replace with tile Phase 2 of 2019 project.
CS-20-0110	Essex Recreation Complex General Painting - Lobby's/Change rooms	Interior painting has not been done in 15 years.
CS-20-0016	Canopy Roof Restoration at Essex Recreation Complex	0
CS-21-0010	Replace Tilt Shower Commode at Essex Recreation Complex	0
CS-21-0012	Exterior Signage at Essex Recreation Complex	0
CS-21-0013	Replace Pump for lap pool at Essex Recreation Complex	0
CS-21-0014	Replace Intercom/PA System at Essex Recreation Complex	0
CS-21-0015	New Tile in Showers at Essex Recreation Complex	0
CS-21-0072	Dehumidifier Replacement at Essex Recreation Complex	actual replacement cost comparisons
CS-22-0001	Replace Fence in All-Purpose Room at Essex Recreation Complex	0
CS-22-0004	Replace the Main burners and heat wheels in both de humidifier units at the Twin Pad	0
CS-23-0036	Exterior Signage at Essex Recreation Complex	Moved from 2021
<b>Total - Essex Recreation Complex</b>		
<b>Division: Harbour</b>		
CS-20-0007	Float B - 30 Finger Docks Replacement	Replacement of B docks and fingers to provide full service.
CS-20-0111	Replace Interlock Brick with Concrete at Gas Dock and Boat Launch Areas.	Replace Interlock Brick with Concrete at Gas Dock and Boat Launch Areas.
CS-20-0009	Upgrade Lighting at Harbour	0
CS-20-0014	Retaining Wall	0
CS-20-0041	Pave Parking Lot Next to Wreck	0
CS-20-0061	Gate at Colchester Harbour road way	0
CS-20-0081	Install gates and FOBS at each Colchester Dock entrance	0
CS-20-0082	Colchester Parking Town Lot Phase 2 of 2 (Dunn and Cty Rd 50)	0
CS-21-0023	Buoys for Harbour	0
CS-21-0024	Replace Pump Out Station	0
CS-21-0048	Replace Gas Pump at Harbour	0
CS-21-0049	Replace Beach Groomer Colchester Beach	0
CS-22-0008	Dock Scrubber Replacement	0
CS-22-0029	Repairs to Boat Launch - Concrete Pad	0
CS-22-0030	2 Lane Turnaround at bottom of Hill	0
CS-23-0002	C-Dock Replacement	0
<b>Total - Harbour</b>		
<b>Division: Arts, Culture and Tourism</b>		
CS-20-0047	Mural/Sculpture	ACT committee budgeted for a new mural in 2020.
CS-21-0050	Mural/Sculpture	0
CS-22-0010	Mural/Sculpture	0
CS-23-0001	Mural/Sculpture	0
<b>Total - Arts, Culture and Tourism</b>		
<b>Total - Community Services</b>		

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
Replacement						43,000	
Replacement							4,826
Upgrade							60,000
	-	-	709,400	518,107	459,101	513,336	64,826
Replacement			2,910				
Replacement			6,627				
New			28,500				
Replacement			25,000				
Upgrade			15,000				
Replacement				15,000			
Replacement				1,628			
Replacement				3,828			
Replacement				3,049			
Replacement				2,386			
Replacement				6,609			
Replacement				400,000			
Replacement					1,759		
Upgrade					37,100		
Replacement						3,829	
	-	-	78,037	432,500	38,859	3,829	-
Replacement			178,059				
Upgrade			20,000				
Upgrade				14,288			
Upgrade				38,533			
New				160,000			
New				10,000			
New				40,000			
New				215,000			
Replacement				3,396			
Replacement				5,500			
Replacement				8,884			
Replacement				50,000			
Replacement					2,355		
Upgrade					50,000		
Upgrade					250,000		
Replacement						30,000	
	-	-	198,059	545,601	302,355	30,000	-
New			10,000				
New				10,000			
New					10,000		
New						10,000	
	-	-	10,000	10,000	10,000	10,000	-
	<b>1,819,077</b>	<b>3,817,054</b>	<b>5,566,662</b>	<b>3,955,568</b>	<b>2,848,946</b>	<b>3,058,577</b>	<b>3,103,984</b>

## 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Forecast

Project Number	Project Name	Project Description
<b>Department - Development Services</b>		
<b>Division:</b>	<b>Planning</b>	
2018	Planning	
2019	Planning	
PZ-19-0007	New Development Standards Manual Update	Procurement of services to create an updated Development Standards Manual including desing standards for all related municipal assets.
PZ-19-0009	CWATS - 2019	Two Bike Repair Stations, Essex participation in Bike Rodeo, Bike Valet, OPP Bike Helmet Program.
PZ-20-0009	CWATS - 2020	Two Bike Repair Stations, Essex participation in Bike Rodeo, Bike Valet, OPP Bike Helmet Program.
PZ-20-0002	Official Plan Review - Phase 1	Mandated under the PPS to be initiated in 2020; Colchester Secondary Plan Update to be included in OP Review; Completion date dependent on County OP completion date.
PZ-20-0008	Regional Community Energy Plan	ERCA-driven project with participation from all lower tier municipalities at \$15,000 each.
PZ-20-0005	Official Plan Review - Phase 2	Study to be completed in 2020 following in-house Zoning Amendments, related to OP Review
PZ-22-0001	Specialty Crop Area Study	Study to be completed in 2021 following County OP Update
PZ-20-0006	Archaeological Master Plan	Mandated under the PPS, related to the OP Review, to map out our potential archaeologically significant sites
Total - Planning		
<b>Division:</b>	<b>Building</b>	
2018	Building	
2019	Building	
BD-20-0001	2010 Dodge Ram 1/2 Pickup Replacement*	Asset ID 23532; Fully Amortized Date January 2020.
BD-22-0001	2014 Dodge Ram Pick Up Replacement*	0
Total - Building		
<b>Division:</b>	<b>Economic Development</b>	
GG-19-0016	Wayfinding Signage Project	Anticipated additional costs to complete the Wayfinding Signage Project
PZ-22-0002	Economic Development Strategy	Consultant to provide overview of Ec Dev opportunities in the Town and to make recommendations on stimulating the local economy
Total - Economic Development		
<b>Total - Development Services</b>		

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
-	105,000						
-		-					
New			70,000				
New			20,000				
New			20,000				
New			60,000				
New			15,000				
New				20,000			
New					60,000		
New							50,000
	105,000	-	185,000	20,000	60,000	-	50,000
-	65,000						
-		-					
Replacement			42,500				
Replacement					44,217		
	65,000	-	42,500	-	44,217	-	-
Upgrade			17,200				
New					35,000		
	-	-	17,200	-	35,000	-	-
	170,000	-	244,700	20,000	139,217	-	50,000

## 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Forecast

Project Number	Project Name	Project Description
<b>Department - Public Works</b>		
<b>Division:</b>	<b>Equipment</b>	
2018	Equipment	
2019	Equipment	
PW-19-0039	Grinder Replacement	With increased liability in trip and fall situations there is a requirement for a larger more rugged grinder to perform ongoing sidewalk and uplift issues
PW-20-0001	15-Ton Dump/Plow Unit #532	Asset ID 23208; Fully Amortized Date December 2019.
PW-20-0003	Minor Equipment	This consists of yearly minor equipment that is required that exceeds the procurement threshold for capital equipment and falls outside of small tools.
PW-20-0005	Annual Door Replacement Program	Regular replacement of a single overhead door yearly ensures proper maintenance of these facility doors. Furthermore we utilize adequate panels from old doors to improve any existing damaged doors to assist in extension of asset.
PW-20-0032	Light Duty Tandem Asphalt Roller	Currently we have been renting a roller to perform asphalt padding, profiling, shoulder work and preparation for capital roads projects.
PW-20-0036	Air compressor	End of useful life and requires replacement.
PW-20-0037	Air conditioner recharge unit	New vehicles have a different type of fluid that our old unit cannot run as a result we will require this unit to perform maintenance in our shop.
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.
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-21-0001	Pickup Truck	0
PW-20-0002	3 Ton Unit #531	Asset ID 1655; Fully Amortized Date October 2030.
PW-21-0002	Minor Equipment	0
PW-21-0003	Annual Door Replacement Program	0
PW-21-0004	Batwig Mower	0
PW-21-0005	Grade Unit 505	0
PW-22-0005	Cat Backhoe	0
PW-22-0015	Road Widener	0
PW-22-0016	Sweeper Broom	0
PW-22-0017	5 Ton Dump Unit 508	0
PW-22-0018	Minor Equipment	0
PW-22-0019	Annual Door Replacement	0
PW-23-0006	John Deere Backhoe	0
PW-23-0007	Vermmer Wood Chipper	0
PW-23-0008	5 Ton Unit 534	0
PW-23-0009	Pick-Up 4x4 Unit 536	0
PW-23-0014	Minor Equipment	0
PW-23-0015	Annual Door Replacement	0
PW-24-0001	Misc Equipment	0
<b>Total - Equipment</b>		

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
-	530,000						
-		551,500					
Replacement			11,000				
Replacement			280,000				
Replacement			15,000				
Replacement			10,000				
New			50,000				
Replacement			5,500				
Replacement			10,500				
Upgrade			500,000				
Replacement			20,000				
Replacement				45,000			
Replacement				200,000			
Replacement				15,000			
Replacement				10,000			
Replacement				30,000			
Replacement				400,000			
Replacement					175,000		
Replacement					65,000		
Replacement					10,000		
Replacement					220,000		
Replacement					20,000		
Replacement					12,000		
Replacement						200,000	
Replacement						80,000	
Replacement						275,000	
Replacement						45,000	
Replacement						20,000	
Replacement						12,000	
Replacement							650,000
	530,000	551,500	902,000	700,000	502,000	632,000	650,000



## 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Fore

Project Number	Project Name	Project Description
<b>Division: Roads and Roadside</b>		
2018	Roads and Roadside	
2019	Roads and Roadside	
PW-19-0006	Gore Road (Wright Road to CR13)	Recommended to continue with Cold Rolled recycled asphalt paving.
PW-19-0007	8th Concession (Ferris to CR23)	Recommended to continue with Cold Rolled recycled asphalt paving.
PW-19-0034	Gordon, Wilson and Station Street Area	A carry-forward project. The asphalt milling and resurfacing is being done jointly with watermain replacement.
PW-20-0011	Overlay 6km (Approximately \$25,000/km) (Maintenance)	Yearly perform maintenance overlay on select rural tar and chip roads to extend their useful life.
PW-20-0041	5th Concession (CR11 to Smith Road)	Recommend reconstruction utilizing pulverizing, base addition, regrade and profile and complete with tar and chip resurfacing.
PW-19-0004	Queen Street	construction increase
PW-20-0042	Yearly Sidewalk maintenance	Yearly renewal of various sidewalks within the municipality. This item was previously contained within the CWATS/trail capital budget.
PW-21-0007	Sidewalks/Trails	0
PW-20-0009	North Malden Road between County Road 15 and Brush Sideroad	reduced scope to Brush
PW-20-0010	Shave and Pave Miscellaneous Roads	0
PW-20-0040	Victor (from Victoria to Laird)	0
PW-21-0009	North Malden Road between County Road 15 and Walker Sideroad	0
PW-21-0013	Overlay 6km (Approximately \$25,000/km) (Maintenance)	0
PW-21-0014	Shave and Pave Miscellaneous Roads	0
PW-21-0023	Road Work	0
PW-22-0004	North Malden Road between Trembley and County Road 11 (Maintenance)	0
PW-22-0006	Overlay 6km	0
PW-22-0008	Shave and Pave Miscellaneous Road (Maintenance)	0
PW-22-0009	Miscellaneous Roadwork (Maintenance)	0
PW-22-0011	Sidewalks/Trails	0
PW-23-0010	Various Roads Projects	0
PW-23-0011	Various Trails Projects	0
PW-23-0012	Shave and Pave Misc. Roads	0
PW-23-0013	Overlay 6km (Approx. \$30,000/km)	0
PW-24-0002	Various Roads Projects	0
PW-24-0003	Various Trails Projects	0
PW-24-0004	Shave and Pave Misc. Roads	0
PW-24-0005	Overlay 6km (Approx. \$30,000/km)	0
<b>Total - Roads and Roadside</b>		

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
-	3,597,500						
-		3,596,500					
Replacement			376,000				
Replacement			365,000				
Replacement			150,000				
Replacement			150,000				
Replacement			450,000				
Replacement			185,000				
Upgrade			50,000				
Upgrade				450,000			
Replacement				600,000			
Replacement				150,000			
Replacement				380,000			
Replacement				440,000			
Replacement				150,000			
Replacement				150,000			
Replacement				860,000			
Replacement					264,000		
Replacement					150,000		
Replacement					200,000		
Replacement					1,190,000		
Upgrade					450,000		
Replacement						2,090,000	
Upgrade						475,334	
Replacement						250,000	
Replacement						180,000	
Replacement							2,090,000
Upgrade							475,334
Replacement							250,000
Replacement							180,000
	3,597,500	3,596,500	1,726,000	3,180,000	2,254,000	2,995,334	2,995,334

## 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Forecast

Project Number	Project Name	Project Description
<b>Division: Stormwater Management</b>		
2018	Stormwater Management	\$4.5million Ward 1 Storm Improvements
2019	Stormwater Management	
PW-20-0021	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-20-0023	6th Concession and Marsh Bridge 200501	Bridge is in generally good condition, wearing surface requires replacement. Waterproofing top of structure at this time will extend the current good condition of this structure.
PW-20-0030	McCormick Sideroad and 14th Concession Culvert 208002	Bottom of pipe culvert has rusted through over most of the west end of pipe. Replace with precast concrete round culvert.
PW-20-0031	Coulter Sideroad and 9th Concession Culvert 102205	Culvert walls and floor have major corrosion and perforations. Concrete pipe or box culvert is recommended as replacement.
PW-20-0034	Richmond Drain Bank Stabilization	The existing Municipal drain has been experiencing slumping failure along the north bank causing the edge of gravel adjacent to the 5th Concession Road to displace down the side slopes.
PW-19-0048	Stormwater Partnership Improvements	Storm water partnership improvements that occur as a result of development, such as the Harrow Junior School and Rush Drain (Essex Towne Center).
PW-20-0044	Queen Street	Storm Sewer improvements along Queen Street, north of the Richmond Drain that fall outside of the scope of the Harrow Streetscape project.
PW-21-0011	Engineering for Various Bridges and Culverts	0
PW-20-0043	Victor (from Victoria to Laird)	0
PW-21-0018	3rd Concession and County Road 23 Bridge 200204	0
PW-21-0025	South Malden Rd and Mole Sideroad Bridge 103904	0
PW-21-0026	Walker Sideroad/North Malden 106101	0
PW-21-0028	Rizzo Nicola Rd. Guiderail	0
PW-21-0029	Stormwater Improvements	0
PW-22-0001	4th Concession and McLean Bridge 200303	0
PW-22-0003	Engineering for Various Bridges and Culverts	0
PW-22-0013	South Malden Rd/County Road 11 103901	0
PW-22-0014	Ferris Sideroad/4th Concession 200404	0
PW-22-0022	Stormwater Improvements	0
PW-23-0001	3rd Concession/Roseborough Road 200201	0
PW-23-0002	5th Concession/McComick Sideroad 200403	0
PW-23-0003	12th Concession/County Road 11 100302	0
PW-23-0004	Engineering for Various Bridges and Culverts	0
PW-23-0016	Stormwater Improvements	0
PW-24-0006	Misc Projects	0
<b>Total - Stormwater Management</b>		
<b>Total - Public Works</b>		
<b>Total - Property Tax Supported</b>		

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
-	5,129,912						
-		778,000					
Replacement			40,000				
Replacement			35,000				
Replacement			260,000				
Replacement			294,800				
Upgrade			275,000				
Upgrade			200,000				
Replacement			290,000				
Replacement				50,000			
Replacement				235,000			
Replacement				30,000			
Replacement				305,000			
Replacement				195,000			
Replacement				35,000			
Replacement				200,000			
Replacement					300,000		
Replacement					50,000		
Replacement					55,000		
Replacement					205,000		
Replacement					225,000		
Replacement						185,000	
Replacement						320,000	
Replacement						50,000	
Replacement						50,000	
Replacement						225,000	
Replacement							830,000
	5,129,912	778,000	1,394,800	1,050,000	835,000	830,000	830,000
	<b>9,257,412</b>	<b>4,926,000</b>	<b>4,022,800</b>	<b>4,930,000</b>	<b>3,591,000</b>	<b>4,457,334</b>	<b>4,475,334</b>
	<b>11,482,677</b>	<b>9,077,654</b>	<b>14,678,332</b>	<b>12,912,158</b>	<b>6,664,163</b>	<b>7,595,411</b>	<b>7,691,018</b>

## 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Forecast

Project Number	Project Name	Project Description
<b>User Rate Supported</b>		
<b>Department: Environmental Services</b>		
<b>Division: Water</b>		
2018	Water	
2019	Water	
WW-20-0001	Equipment Contingency for Wards 1 and 2 Distribution and Transmission (50%)	Replacement of equipment, maintenance issues, design investigations with respect to the water distribution systems.
WW-20-0002	Equipment Contingency for Wards 3 and 4 Distribution and Transmission (50%)	Replacement of equipment, maintenance issues, design investigations with respect to the water distribution systems.
WW-20-0003	Harrow Colchester South Water Treatment Plant Contingency for Wards 3 and 4	Equipment, process, design considerations and facility replacements and improvements for the Harrow Colchester South Water Treatment Plant.
WW-20-0004	Gordon, Wilson, Station Street Phase 1 (Construction)	The watermain is at the end of its life expectancy and warrants replacement. Would look to pave in the following year.
WW-20-0006	Backflow Prevention and Monitoring Program Wards 1/2 Maintenance	To help ensure the delivery of safe and clean drinking water to our residents, the Town of Essex has introduced a program which regulates how property owners connect to the Town's water supply. Ensuring the installation of backflow prevention devices can prevent the possible contamination of the Town's drinking water system.
WW-20-0007	Backflow Prevention and Monitoring Program Wards 3/4 Maintenance	To help ensure the delivery of safe and clean drinking water to our residents, the Town of Essex has introduced a program which regulates how property owners connect to the Town's water supply. Ensuring the installation of backflow prevention devices can prevent the possible contamination of the Town's drinking water system.
WW-20-0008	Water Rate Financial Plan	This study extends off of those studies, updating the analysis for current capital and operating forecasts, costing for lifecycle cost requirements, current consumption and customer profiles. The results of this analysis provide updated water and wastewater base charges and volume rates for customers within the Town of Essex.
WW-20-0009	Pickup Truck Unit #607 Replacement	Truck is at useful life expectancy and requires replacement.
WW-20-0010	OWCA Capital Recommendations	OCWA recommended capital improvements to Harrow Colchester South Water Treatment Plant.
WW-20-0013	Victor Watermain (ward 1)	The watermain is at the end of its life expectancy and warrants replacement. Would look to pave in the following year.
WW-20-0014	Queen Watermain (Ward 4)	The watermain is at the end of its life expectancy and warrants replacement.
WW-20-0012	Irwin Watermain (Ward 1)	The watermain is at the end of its life expectancy and warrants replacement but will only be replaced in conjunction with road reconstruction.
WW-21-0001	Equipment Contingency Wards 1 and 2 Distribution and Transmission (50%)	0
WW-21-0002	Equipment Contingency Wards 3 and 4 Distribution and Transmission (50%)	0
WW-21-0003	Harrow Colchester South Water Treatment Plant Congtinency Wards 3 and 4	0
WW-21-0004	Replace Truck	0
WW-21-0005	Backflow Prevention and Monitoring Program Wards 1/2 (Maintennace)	0
WW-21-0006	Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance)	0
WW-21-0007	OWCA Capital Recommendations	0
WW-22-0001	Backflow Prevention and Monitoring Program Wards 1/2 (Maintennace)	0
WW-22-0002	Backflow Prevention and Monitoring Program Wards 3/4 (Maintennace)	0
WW-22-0003	Equipment Contingency Wards 1 and 2	0

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
-	721,000						
-		467,100					
Upgrade			8,500				
Upgrade			8,500				
Upgrade			165,000				
Replacement			850,000				
Upgrade			5,000				
Replacement			5,000				
Upgrade			7,000				
Replacement			45,000				
Upgrade			540,000				
Replacement			140,000				
Replacement			340,000				
Replacement			335,000				
New				8,500			
New				8,500			
New				177,500			
Replacement				45,000			
Replacement				5,000			
Replacement				5,000			
Upgrade				662,000			
Replacement					5,000		
Replacement					5,000		
New					10,000		

## 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Forecast

Project Number	Project Name	Project Description
WW-22-0004	Equipment Contingency Wards 3 and 4	0
WW-22-0005	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	0
WW-22-0006	Replace Truck	0
WW-22-0007	OWCA Capital Recommendations	0
WW-23-0001	Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance)	0
WW-23-0002	Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance)	0
WW-23-0003	Equipment Contingency Wards 1 and 2	0
WW-23-0004	Equipment Contingency Wards 3 and 4	0
WW-23-0005	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	0
WW-23-0006	OWCA Capital Recommendations	0
WW-24-0001	Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance)	0
WW-24-0002	Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance)	0
WW-24-0003	Equipment Contingency Wards 1 and 2	0
WW-24-0004	Equipment Contingency Wards 3 and 4	0
WW-24-0005	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	0
WW-24-0006	OWCA Capital Recommendations	0
<b>Total - Water</b>		
<b>Division:</b>	<b>Sanitary Sewer</b>	
2018	Sanitary Sewer	
2019	Sanitary Sewer	
SS-20-0001	Treatment - Ward 1 Contingency	Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and North East Lagoons treatment facilities.
SS-20-0002	Treatment - Ward 3 Contingency	Equipment, process, facility replacements and improvements for the Colchester Lagoons treatment facility.
SS-20-0003	Treatment - Ward 4 Contingency	Equipment, process, facility replacements and improvements for the Harrow Sewage Works treatment facility.
SS-20-0004	Collection and Conveyance - Ward 1	Replacement of equipment, maintenance issues, design investigations with respect to the Essex Pollution Control Plant and North East Lagoon collection and conveyance systems.
SS-20-0005	Collection and Conveyance - Ward 3	Replacement of equipment, maintenance issues, design investigations with respect to the Colchester Lagoon collection and conveyance system.
SS-20-0006	Collection and Conveyance - Ward 4	Replacement of equipment, maintenance issues, design investigations with respect to the Harrow Lagoon collection and conveyance system.
SS-20-0007	OWCA Capital Recommendations - Ward 1	OCWA recommended capital improvements to the Essex Pollution Control Plant and North East Lagoons.
SS-20-0008	OWCA Capital Recommendations - Ward 3	OCWA recommended capital improvements to the Colchester Lagoons.
SS-20-0009	OWCA Capital Recommendations - Ward 4	OCWA recommended capital improvements to the Harrow Lagoons.
SS-21-0001	Treatment - Ward 1 Contingency	0
SS-21-0002	Treatment - Ward 3 Contingency	0
SS-21-0003	Treatment - Ward 4 Contingency	0
SS-21-0004	Collection and Conveyance - Ward 1	0
SS-21-0005	Collection and Conveyance - Ward 3	0
SS-21-0008	Collection and Conveyance - Ward 4	0
SS-21-0009	OWCA Capital Recommendations - Ward 1	0
SS-21-0010	OWCA Capital Recommendations - Ward 3	0
SS-22-0001	Treatment - Ward 1 Contingency	0
SS-22-0002	Treatment - Ward 3 Contingency	0
SS-22-0003	Treatment - Ward 4 Contingency	0
SS-22-0004	Collection and Conveyance - Ward 1	0
SS-22-0005	Collection and Conveyance - Ward 3	0
SS-22-0006	Collection and Conveyance - Ward 4	0
SS-22-0007	OWCA Capital Recommendations - Ward 1	0
SS-22-0008	OWCA Capital Recommendations - Ward 3	0
SS-22-0009	OWCA Capital Recommendations - Ward 4	0



Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
New					10,000		
New					195,000		
Replacement					47,500		
Upgrade					40,000		
Replacement						5,000	
Replacement						5,000	
Replacement						10,000	
Replacement						10,000	
New						205,000	
Upgrade						22,000	
Replacement							5,000
Replacement							5,000
Replacement							10,000
Replacement							10,000
New							205,000
Upgrade							22,000
	721,000	467,100	2,449,000	911,500	312,500	257,000	257,000
-	642,000						
-		853,000					
Upgrade			70,000				
Upgrade			40,000				
Upgrade			40,000				
Replacement			30,000				
Replacement			32,500				
Replacement			26,500				
Upgrade			75,000				
Upgrade			262,000				
Upgrade			750,000				
New				77,500			
New				42,500			
New				42,500			
Replacement				40,000			
Replacement				42,500			
Replacement				37,500			
New				55,000			
New				32,000			
New					87,500		
New					52,500		
New					52,500		
Replacement					50,000		
Replacement					52,500		
Replacement					47,500		
New					200,000		
New					80,000		
New					1,000,000		

## 2018 and 2019 Approved Budget + 2020 Proposed Budget + 2021 to 2024 Capital Forecast

Project Number	Project Name	Project Description
SS-23-0001	Treatment - Ward 1 Contingency	0
SS-23-0002	Treatment - Ward 3 Contingency	0
SS-23-0003	Treatment - Ward 4 Contingency	0
SS-23-0004	Collection and Conveyance - Ward 1	0
SS-23-0005	Collection and Conveyance - Ward 3	0
SS-23-0006	Collection and Conveyance - Ward 4	0
SS-23-0007	OWCA Capital Recommendations - Ward 1	0
SS-23-0008	OWCA Capital Recommendations - Ward 3	0
SS-24-0001	Treatment - Ward 1 Contingency	0
SS-24-0002	Treatment - Ward 3 Contingency	0
SS-24-0003	Treatment - Ward 4 Contingency	0
SS-24-0004	Collection and Conveyance - Ward 1	0
SS-24-0005	Collection and Conveyance - Ward 3	0
SS-24-0006	Collection and Conveyance - Ward 4	0
SS-24-0007	OWCA Capital Recommendations - Ward 1	0
SS-24-0008	OWCA Capital Recommendations - Ward 3	0
Total - Wastewater		
<b>Total - Environmental Services</b>		
<b>Total - User Rate Supported</b>		
<b>Total - Property Tax and User Rate Supported</b>		

Asset Management Status	Approved		Proposed	Forecast			
	2018 Project Costs	2019 Project Costs	2020 Project Costs	2021 Project Costs	2022 Project Costs	2023 Project Costs	2024 Project Costs
New						90,000	
New						55,000	
New						55,000	
Replacement						60,000	
Replacement						62,500	
Replacement						57,500	
New						75,000	
New						32,000	
New							90,000
New							55,000
New							55,000
Replacement							60,000
Replacement							62,500
Replacement							57,500
New							75,000
New							32,000
	642,000	853,000	1,326,000	369,500	1,622,500	487,000	487,000
	<b>1,363,000</b>	<b>1,320,100</b>	<b>3,775,000</b>	<b>1,281,000</b>	<b>1,935,000</b>	<b>744,000</b>	<b>744,000</b>
	<b>1,363,000</b>	<b>1,320,100</b>	<b>3,775,000</b>	<b>1,281,000</b>	<b>1,935,000</b>	<b>744,000</b>	<b>744,000</b>
	<b>12,845,677</b>	<b>10,397,754</b>	<b>18,453,332</b>	<b>14,193,158</b>	<b>8,599,163</b>	<b>8,339,411</b>	<b>8,435,018</b>