

Special Council Meeting Agenda

Monday, February 11, 2019 - 5:30 – 8:30 PM Town of Essex, Large Meeting Room 33 Talbot Street South, Essex, Ontario

1. Roll Call

Present:	Mayor Larry Snively
	Deputy Mayor Richard Meloche
	Ward 1 Councillor Joe Garon
	Ward 2 Kim Verbeek
	Ward 3 Councillor Chris Vander Doelen
	Ward 4 Councillor Sherry Bondy
Regrets:	Ward 1 Councillor Morley Bowman
	Ward 3 Councillor Steve Bjorkman
Also Present:	Donna Hunter, Chief Administrative Officer
	Chris Nepszy, Deputy CAO/Director, Infrastructure Services
	Jeffrey Morrison, Director, Corporate Services and Treasurer
	Doug Sweet, Director, Community Services
	Kate Giurissevich, Manager, Finance and Business Services
	Heather MacDonald, Assistant Manager, Financial Services
	Robert Auger, Clerk, Legal and Legislative Services
	Shelley Brown, Deputy Clerk, Legal and Legislative Services

2. Declarations of Conflict of Interest

3. Adoption of Published Agenda

a) Special Council Meeting Agenda

Moved by

Seconded by

That the published agenda for the February 11, 2019 Special Council Meeting re: Introduction to 2019 Budget and 2019-2023 Budget Forecast be adopted as presented.

4. Reports from Administration

a) Jeffrey Morrison, Director, Corporate Services and Treasurer and Kate

Giurissevich, Manager, Finance and Business Services/Deputy Treasurer

Verbal Report RE: Introduction to Budgets and review of 2019 Budget Survey Results and Community Feedback

• 2019 Budget Survey: Results and Community Feedback

Moved by

Seconded by

That the Verbal Report re: Introduction to Budgets and review of 2019 Budget Survey Results and Community Feedback be received.

b) Jeffrey Morrison, Director, Corporate Services and Treasurer and Kate

Giurissevich, Manager, Finance and Business Services/Deputy Treasurer

RE: Verbal Report on the 2019 Proposed Budget and 4 Year Forecast

- 2019 Capital Budget and 2020-2023 Capital Forecast (Proposed).
- 2019 Operating Budget and 2020-2023 Operating Forecast (Proposed)

Moved by

Seconded by

That the Verbal Report on the 2019 Proposed Budget and 4 Year Forecast (Capital and Operating), be received.

5. Adjournment

Moved by

Seconded by

That the meeting be adjourned at

Alternate Formats Available Upon Request

2019 Budget Survey Results and community feedback



"A forward-thinking municipality is attractive to present and future residents and business owners. Maintaining and planning for walkability and cycling is key." -Quote from budget survey respondent



2019 Budget Survey Results: You Asked, We Listened.



5+

4

As part of the 2019 budget We value all feedback and gave development we asked citizens to 136 responses careful consideration to all 136 = 0.7% of the complete a brief survey to help us responses. Town's total understand the key areas the Town population should focus on. The results have been summarized below to help further guide the 2019 Budget and 2020 to 2023 In total, 136 responses were received. Budget Forecast. 7.4% 30.9% 22.1% 21.3% 16.9%

3

Number of people in each household based on the 136* respondents.

2

*1.5% of respondents did not provide an answer.

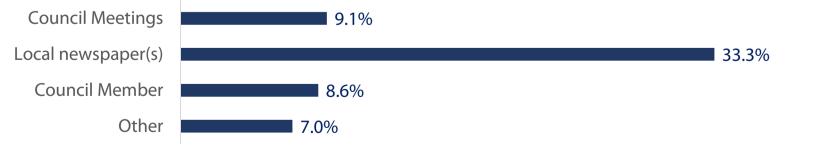
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Respondents' familiarity with the Town of Essex Budget and Budget Process.



Respondents' main source of budget information.



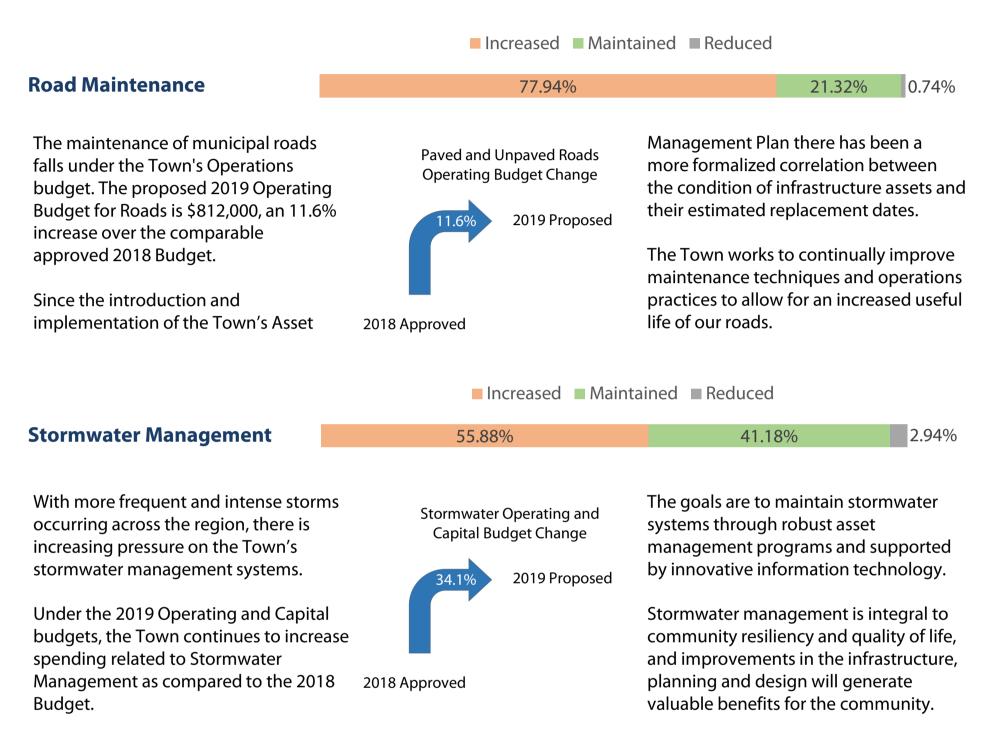






Citizens were asked 12 questions related to the level of service associated with various types of Town assets and functions and whether they would like to see the level of service increased, maintained, or reduced.

Areas where citizens want to see increased levels of service, and how we've addressed each.



In the other 10 areas in the 2019 Budget Survey, citizens want to see levels of service 'Maintained'.

■ Increased ■ Maintained ■ Reduced

Fire Services

13.97%

85.29%

Facility Conditions	19.12%	79.41%	1.47%
Customer Service	15.44%	78.68%	5.88%
Winter Control	18.38%	78.68%	2.94%
Recreation Programs	27.94%	66.91%	5.15%
Parks and Sports Fields	30.15%	64.71%	5.15%
Road Network	35.29%	63.97%	0.74%
Protective Services	30.15%	62.50%	7.35%
Active Living	33.82%	60.29%	5.88%
Arts and Culture	33.82%	53.68%	12.50%

06-Feb-19

Town of Essex 2019 Budget and 4 Year Forecast



The Town of Essex is committed to providing services, facilities, and infrastructure to help improve the economic, social, and environmental well-being of our communities, and to deliver an outstanding life experience for present and future residents, businesses and visitors.



Proposed 08-Feb-19 Cover Photo - "Dunn Road Sunset" by Donny Moore

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2019 Budget Snapshot

Property Tax

The proposed **Property Tax Increase** for the 2019 Budget is **2%** or additional revenue of **\$291,516**, which mimics the year -overyear increase in the Consumer Price Index (CPI) for month ending December 2018.

The year-over-year **growth** as a result of construction experienced in Essex (new residential, industrial, commercial) has contributed an additional **\$421,645** to revenue from 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 2019 Budget, the **phased-in** increase provides the Town with an additional **\$186,812** of revenue from Property Taxation.

Ontario Municipal Partnership Fund (OMPF)

There is uncertainty surrounding **OMPF**, with allocation notices usually received in December notifying municipalities of what amount of funding they will receive through OMPF. These notices have not been received to-date, with the Province suggesting that this funding will decrease. For the purposes of the 2019 Budget it is estimated that the Town's funding may be **reduced** by an approximate **20%** or reduction in revenue of **\$846,240**.

2019 Operating / Capital Summary + 2020 to 2023 Forecast

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

Operating Summary

		Budget	Chan	ige	Forecast			
Grouping	2018 Budget	2019	\$	%	2020	2021	2022	2023
Operating Revenues								
Amounts Added to Taxes and								
Special Levies	2,390,027	2,547,343	157,316	7%	2,537,814	2,497,279	2,468,330	2,468,330
Conditional and								
Unconditional Grants	6,300,726	5,754,709	-546,017	-9%	5,817,336	5,772,736	5,772,736	5,772,736
Contributions from								
Developers	429,904	434,443	4,539	1%	443,454	452,691	462,158	462,158
Fines and Penalties	379,955	352,200	-27,755	-7%	352,200	352,200	352,200	352,200
Interfund Transfers - Revenue	4,096,242	4,313,479	217,237	5%	3,711,297	3,690,447	3,699,428	3,701,467
Internal Allocations - Revenue	348,889	490,659	141,770	41%	492,655	509,083	523,256	526,963
Investment and Other Income	213,813	260,044	46,231	22%	259,731	259,924	259,924	259,924
License and Permit Fees	303,665	355,794	52,129	17%	334,994	335,494	335,494	335,494
Payments in Lieu of Taxation	62,570	62,570	0	0%	62,570	62,570	62,570	62,570
Property Taxation	13,857,213	14,867,301	1,010,087	7%	15,164,648	15,467,942	15,777,298	16,092,846
Prior Years' Surplus	634,474	434,474	-200,000	100%	0	0	0	0
Supplementary Taxation	153,544	153,544	0	0%	153,544	153,544	153,544	153,544
User Fees and Service Charges	11,406,167	12,063,260	657,093	6%	12,078,492	12,085,290	12,087,149	12,090,268
Total Operating Revenues	40,577,188	42,089,818	1,512,630	4%	41,408,734	41,639,201	41,954,086	42,278,499
Operating Expenses								
Amortization Expense	90,982	90,982	0	0%	90,982	90,982	90,982	90,982
Contracted Services	7,919,748	7,899,339	-20,409	0%	8,083,091	8,148,657	8,183,902	8,221,533
Debt Servicing	2,555,981	3,141,921	585,939	23%	3,255,930	3,242,678	3,207,573	3,073,100
External Transfers	753,179	706,238	-46,941	-6%	619,357	622,539	622,539	622,539
Interfund Transfers - Expense	11,089,375	11,421,605	332,230	3%	11,836,670	11,739,663	11,817,903	11,659,613
Internal Allocations - Expense	419,464	561,385	141,921	34%	563,382	579,810	593,983	597,690
Materials and Supplies	2,602,550	2,428,398	-174,152	-7%	2,403,639	2,441,345	2,513,254	2,452,945
Miscellaneous Services	698,194	909,818	211,624	30%	692,236	693,560	693,756	693,810
Professional Fees	519,176	464,674	-54,502	-10%	410,674	380,674	410,674	380,674
Rents and Financial Services	292,663	306,988	14,326	5%	305,059	294,705	256,974	257,628
Repairs and Maintenance	886,729	923,563	36,834	4%	915,530	918,774	921,734	930,519
Salaries, Wages, Benefits and								
Personnel Expenses	10,279,110	10,761,849	482,739	5%	10,942,617	11,026,823	11,261,101	11,355,210
Taxation Adjustments	201,954	172,000	-29,954	-15%	172,000	172,000	172,000	172,000
Uncollectible Taxes and								
Accounts Receivable	15,425	12,775	-2,650	-17%	12,775	12,775	12,775	12,775
Utilities, Insurance and								
Property Taxes	2,078,485	2,139,143	60,659	3%	2,196,549	2,218,786	2,223,432	2,246,969
Total Operating Expenses	40,403,015	41,940,679	1,537,664	4%	42,500,492	42,583,771	42,982,580	42,767,987
Operating Surplus/(Deficit)	174,173	149,139	-25,034	-14%	-1,091,758	-944,571	-1,028,494	-489,488



2019 Operating / Capital Summary + 2020 to 2023 Forecast (Continued)

Capital Summary

	Γ	Budget	Change Forecast					
Grouping	2018 Budget	2019	\$	%	2020	2021	2022	2023
Capital Revenue								
Canada Conditional Grants	0	100,000	100,000	0%	25,000	0	0	0
Ontario Conditional Grants	5,987,674	0	5,987,674	100%	0	0	0	0
Revenue Contributions from								
Reserve Funds	7,556,502	7,105,115	451,387	6%	6,204,135	4,957,835	5,139,572	4,955,069
Donations	29,000	0	29,000	100%	0	0	0	0
Land and Equipment Sales	0	0	0	0%	0	0	0	0
Miscellaneous Revenue	73,216	9,000	64,216	88%	19,398	15,000	0	0
Long Term Debt Financing	3,116,205	2,180,000	936,205	30%	0	0	0	0
Unfinanced Capital to be								
Financed	3,698,129	434,000	3,264,129	0%	0	0	0	0
Aquatics - School Board Share	33,857	77,396	-43,539	-129%	52,182	8,750	880	0
Total Capital Revenue	20,494,583	9,905,511	10,789,073	53%	6,300,715	4,981,586	5,140,451	4,955,069
Capital Expenses								
Contracted Services	14,517,112	7,797,662	6,719,450	46%	6,192,101	3,862,457	3,569,433	4,822,798
Materials and Supplies	1,590,728	2,466,018	-875,290	-55%	1,310,276	1,651,302	2,031,232	1,052,877
Miscellaneous Services	99,500	0	99,500	100%	0	0	0	0
Professional Fees	763,287	71,850	691,437	91%	75,000	50,000	0	0
Unfinanced Capital - Prior								
Years	3,698,129	0	3,698,129	100%	434,000	0	0	0
Total Capital Expenses	20,668,756	10,335,530	10,333,227	-38%	8,011,377	5,563,759	5,600,665	5,875,675
Capital Surplus/(Deficit)	-174,173	-430,019	455,846	-41%	-1,710,663	-582,173	-460,214	-920,607

The Town's 'Net Surplus / (Deficit)' is calculated by adding the Operating Surplus / (Deficit) and the Capital Surplus / (Deficit). When the 'Net Surplus / (Deficit)' is \$0, the Town has a balanced budget.

Operating / Capital Summary - Net Surplus/(Deficit)

		Budget	Char	ige	Forecast			
Grouping	2018 Budget	2019	\$	%	2020	2021	2022	2023
Net Surplus/(Deficit)	-0	-280,880	430,812	-100%	-2,802,420	-1,526,744	-1,488,708	-1,410,094

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. For the 2019 Budget there is a current Net Deficit of \$280,880. This means that there needs to be a reduction of expenses, and increase in revenue, or any combination of the two to reduce the deficit to \$0.

Welcome Message

Message from the Chief Administrative Officer Donna E. Hunter

We are pleased to present the 2019 Budget and Four-Year Forecast for 2020 to 2023. As you will readily see the Budget document continues to evolve for 2019. Over the past five years we have changed the format to tie back to the Asset Management Plan, incorporated a four-year forecast and for 2019 we have added more information to make the document a citizen-friendly information source.

The 2019 Budget Survey which we made available to our citizens early on in the budget process, provided insight into the expectations and priorities that are important to our citizens. It is these expectations and priorities that we have ensured are met in the 2019 Budget and Four-Year Financial Forecast. Everything from meeting our citizen's expectations for customer service, to road maintenance, stormwater management, and recreation programs, just to name a few.

Providing a fiscally responsible budget while still maintaining desired levels of services is always a challenge, particularly when provincial funding sources for 2019 are not yet confirmed. A balanced budget was attained for 2019 through efficiencies in operations and a slight increase in property taxes.

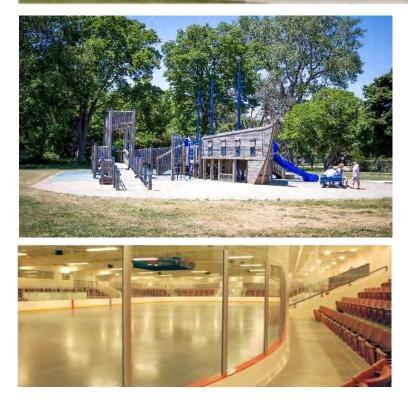
We welcome your input on how the budget meets your expectations and any suggested improvements that you may have.











Message from the Director, Corporate Jeffrey R. Morrison CPA, CGA

It is my pleasure to present the 2019 Town of Essex budget and the 2020 to 2023 forecast. I would like to extend our sincere thanks to the residents of the community who took the time to complete the public engagement portion of budget development through the completion of the Town's 2019 Budget Survey. The development of the budget was mindful of the valuable input and feedback received through public engagement. The 2019 budget focuses on strengthening core municipal services while keeping taxes affordable for all residents.

Organizational Structure

Town Council

essex

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



Mayor	Council Ward 1	Council Ward 1	Council Ward 2
Larry Snively	Joe Garron	Morley Bowman	Kim Verbeek
Deputy Mayor	Council Ward 3	Council Ward 3	Council Ward 4
Richard Meloche	Steve Bjorkman	Chris Vander Doelen	Sherry Bondy

Administrative Services

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

Office of the Chief Administrativ (CAO)	ve Officer
Donna E. Hunter CAO	 Legislative Services/Clerks Department Strategic Communications

7

Chris Nepszy Deputy CAO

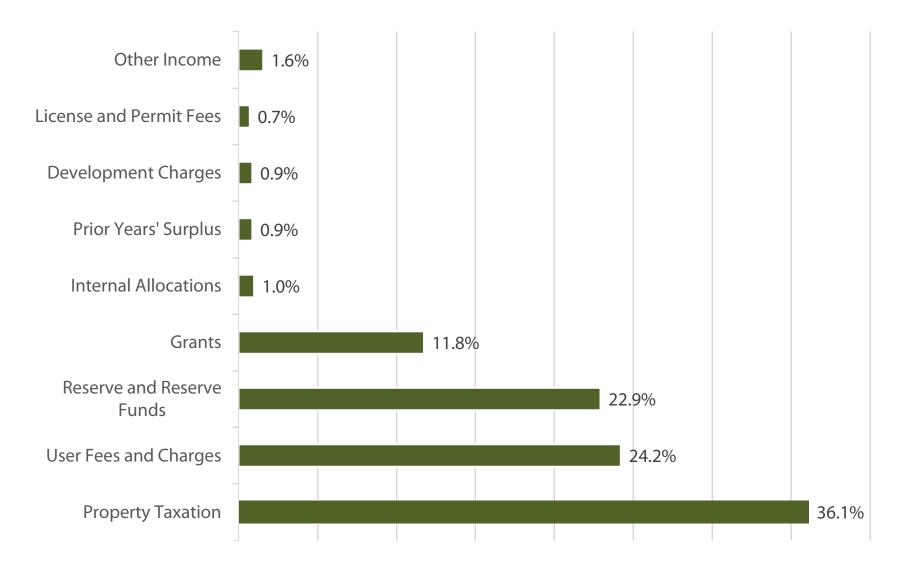
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Corporate Services	Community Services	Planning and Development	Infrastructure Services
Jeffrey R. Morrison Director, Corporate Services / Treasurer	Doug Sweet Director, Community Services	Vacant Director, Planning and Development Services	Chris Nepszy Deputy CAO and Director, Infrastructure Services
 Finance and Business Services Human Resources Information Technology 	 Parks and Recreation Recreation Facilities Harbour Fire 	 Planning Services Building Services Economic Development 	 Operations Water Wastewater Municipal Drainage

Investing In A Complete Community



2019 Revenue at a Glance

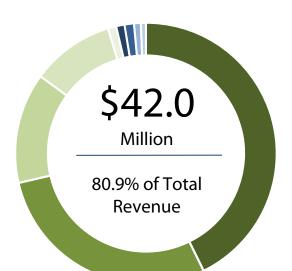
The Town of Essex relies on a combination of revenue sources to fund both operating and capital activities. One significant change for 2019 is the removal of any contributions to revenue under operating from the landfill reserve. Total revenue for the 2019 Budget for both operating and capital is \$51.9 Million.



If all revenues combined for Operating and Capital equal \$51.9 million, how much goes to fund operations and how much goes to capital?

Operating Revenue Allocation

- Property Taxation **41.6%**
- User Fees and Service Charges **28.7%**
- **13.7%** Grants
- 11.3% **Reserve and Reserve Funds**
- 1.0% **Prior Years' Surplus**
- **Development Charges 1.0%**
- Internal Allocations ■ 1.2%
- License and Permit Fees **0.8%**



Other Income 0.6%

Capital Revenue Allocation

- 71.7% Reserve and Reserve Funds
- 22.1% Other Income
- 4.4% Prior Years' Surplus
- Grants 1.0%
- **Development Charges** 0.8%
- **Property Taxation 0.1%**

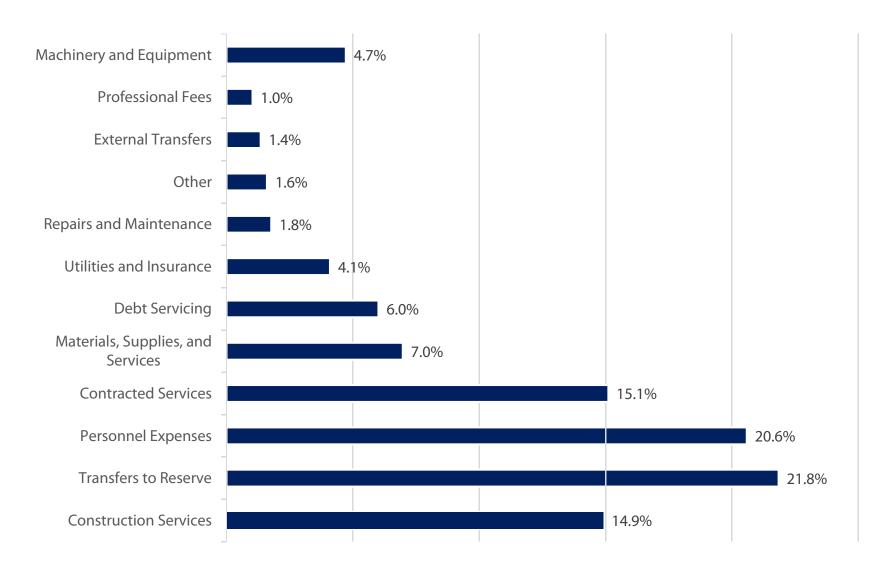


Investing In A Complete Community



2019 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 2019 budget are:



If all expenditures combined for Operating and Capital equal \$52.2 million, how much is spent on operations and how much is spent on capital?

Operating Expense Allocation

- 27.2% Transfers to Reserve
- 25.7% Personnel Expenses
- 18.8% Contracted Services
- 8.7% Supplies and Services
- 7.5% Debt Servicing
- 5.1% Utilities and Insurance
- 2.2% Development Charges
- 2.0% Other
- 1.7% Internal Allocations



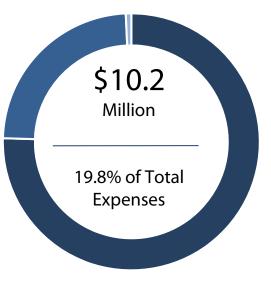
1.1% Professional Fees

Capital Expense Allocation

75.3% Construction Services

■ 24.0% Machinery and Equipment

• 0.7% Professional Fees

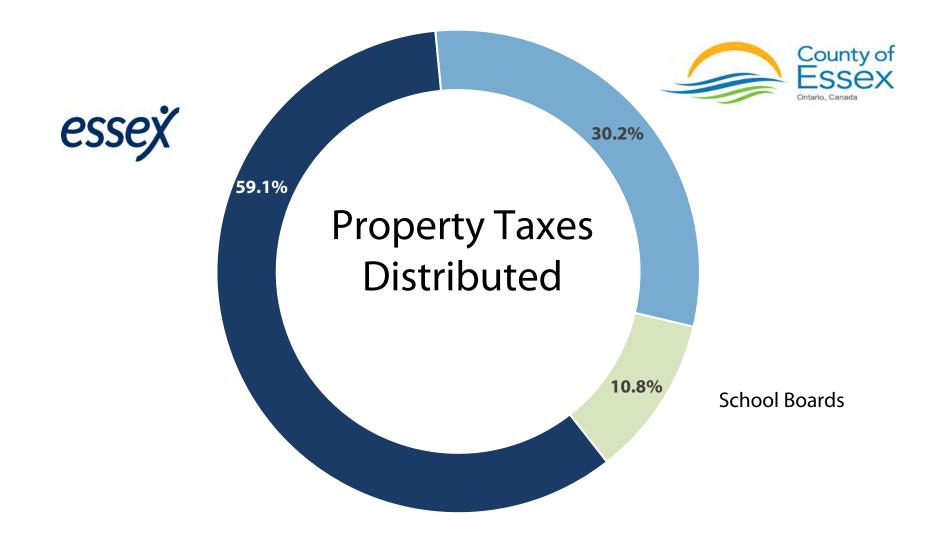


2019 Budget Simplified



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

When you pay your taxes these funds are broken up and distributed to three different government bodies; the Town of Essex, the County of Essex, and 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:



When I pay my property taxes 59.1% goes to the Town? Exactly! So for every \$100 that the Town collects, where does that go? and what services does it support?

\$100 _	Infrastructure Services Community Services Community Services: Fire Corporate Services	\$ \$ \$ \$	23.39 23.26 17.80 11.61	23.4% 23.3% 17.8% 11.6%
	Other: Police	\$	9.62	9.6%
of	Development Services	\$	5.60	5.6%
Property Taxes	Office of the CAO	\$	5.43	5.4%

10



\$

2,210

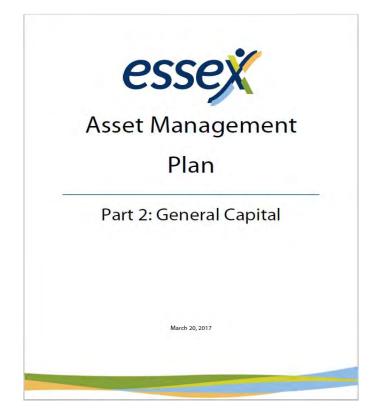
The amount of property tax dollars that the Town of Essex receives per year on a residential home assessed at \$237,000 (average home value in Essex)



2019 Budget Simplified



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 (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

The annual contribution as adopted for the repalcement of capital assets for the 2019 capital budget consists of the following:

\$ 277,089
\$ 282,285
\$ 548,716
\$ 1,108,090

Capital Levy E.LK. Promissory Note Landfill 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**



2019 Operating Budget 2020 to 2023 Operating Forecast



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



Operating Summary

The Operating Summary provides a snapshot of the proposed Operating Budget. The 2019 Operating Budget has a \$149,139 surplus that carrys over to the 2019 Capital Budget to help fund 'New' and 'Upgrade' projects.

	Г	Budget	Change	5		Fore	cast	
Grouping	2018 Budget	2019	\$	%	2020	2021	2022	2023
Operating Revenues								
Amounts Added to Taxes and								
Special Levies	2,390,027	2,547,343	157,316	7%	2,537,814	2,497,279	2,468,330	2,468,330
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Prior Years' Surplus	634,474	434,474	-200,000	100%	0	0	0	0
Supplementary Taxation	153,544	153,544	0	0%	153,544	153,544	153,544	153,544
User Fees and Service Charges	11,406,167	12,063,260	657,093	6%	12,078,492	12,085,290	12,087,149	12,090,268
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Salaries, Wages, Benefits and								
Personnel Expenses	10,279,110	10,761,849	482,739	5%	10,942,617	11,026,823	11,261,101	11,355,210
Taxation Adjustments	201,954	172,000	-29,954	-15%	172,000	172,000	172,000	172,000
Uncollectible Taxes and								
Accounts Receivable	15,425	12,775	-2,650	-17%	12,775	12,775	12,775	12,775
Utilities, Insurance and								
Property Taxes	2,078,485	2,139,143	60,659	3%	2,196,549	2,218,786	2,223,432	2,246,969
Total Operating Expenses	40,403,015	41,940,679	1,537,664	4%	42,500,492	42,583,771	42,982,580	42,767,987
Operating Surplus/(Deficit)	174,173	149,139	-25,034	-14%	-1,091,758	-944,571	-1,028,494	-489,488



Operating Expense and Revenue Summary

		[Budget	Chan	ge		Fore	cast	
Grouping	2017 Actual	2018 Budget	2019	\$	%	2020	2021	2022	2023
Expenditures									
Personnel Expenses	8,867,177	10,279,110	10,761,849	482,739	5%	10,942,617	11,026,823	11,261,101	11,355,210
Supplies and Services	13,186,586	14,400,064	14,476,161	76,096	1%	14,268,726	14,355,821	14,472,572	14,433,095
Transfers to Reserves	14,331,058	11,089,375	11,421,605	332,230	3%	11,836,670	11,739,663	11,817,903	11,659,613
Utilities and Insurance	2,026,005	2,078,485	2,139,143	60,659	3%	2,196,549	2,218,786	2,223,432	2,246,969
Total Expenditures	38,410,826	37,847,034	38,798,758	951,724	2.5%	39,244,562	39,341,093	39,775,007	39,694,887
Revenues									
Property Taxation	15,661,854	16,400,784	17,568,187	1,167,404	7%	17,856,006	18,118,765	18,399,173	18,714,720
Provincial and Federal									
Funding	464,935	429,904	434,443	4,539	1%	443,454	452,691	462,158	462,158
Other Revenue	24,305,315	22,763,137	23,162,055	398,918	2%	22,616,619	22,558,661	22,569,500	22,574,658
Prior Years' Surplus	0	634,474	434,474	-200,000	100%	0	0	0	0
Transfers from Reserves	1,279,934	348,889	490,659	141,770	41%	492,655	509,083	523,256	526,963
Total Revenues	41,712,038	40,577,188	42,089,818	1,512,629	3.7%	41,408,734	41,639,201	41,954,086	42,278,499
Net	3,301,212	2,730,154	3,291,060	560,905	21%	2,164,172	2,298,108	2,179,079	2,583,612
Debt Charges	2,076,351	2,555,981	3,141,921	585,939	23%	3,255,930	3,242,678	3,207,573	3,073,100
Net	1,224,861	174,173	149,139	-25,035	-14%	-1,091,758	-944,571	-1,028,494	-489,488



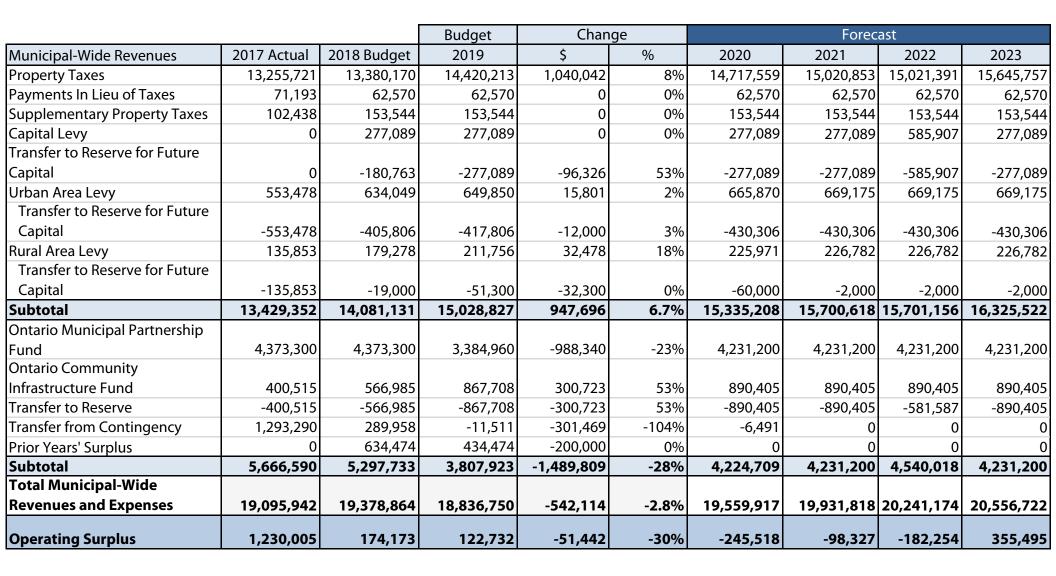
Net Operating Budget by Cost Centre

			Budget	Char	ige		Forec	ast	
Cost Centre	2017 Actual	2018 Budget	2019	\$	%	2020	2021	2022	2023
Council	311,903	445,948	370,992	-74,956	-17%	377,382	379,384	465,510	386,095
Other		2 (52 200		450.404	10/	2 2 5 6 5 4 7	2 2 2 5 2 2 2	2 44 2 24 2	2 44 2 2 4 2
Police	3,422,784		3,302,775	-150,434		3,350,547	3,385,098	3,419,313	3,419,313
Police Services Board	17,324		28,591	372	1%	28,591	28,591	28,591	28,591
Nurse Practitioner	15,454		0	-15,042	-100%	2,641	2,331	3,585	4,852
Public Health	2,859	· · · ·	4,000			4,000		4,000	4,000
Cemeteries	14,626	55,241	57,404	2,163	4%	57,850	57,976	58,091	58,091
Garbage Collection and Disposal		0	0	0	0%	0	0	0	0
Conservation Authority	150,164	152,921	155,980	3,059	2%	159,099	162,281	162,281	162,281
Animal Control	34,531	31,241	29,158	-2,083	-7%	28,661	29,174	29,174	29,174
Office of the CAO									
CAO	406,861	552,619	295,332	-257,287	-47%	379,084	382,716	387,292	391,226
Communications	167,437		220,146			230,749	236,215	298,481	299,580
Legislative Services	322,726		410,080	•	6%	415,252	419,047	422,752	426,469
Training and Development	72,169		89,293	-70		89,293	89,293	89,293	89,293
Green Fund	-234	703	701	-2	0%	701	701	701	701
Corporate Services									
Director, Corporate Services	645,417	1,457,037	975,435	-481,602	-33%	956,803	964,235	965,951	967,674
Finance & Business Services	391,652	352,814	410,384	57,570		431,743	442,666	453,666	460,888
Human Resources	163,216		253,320		36%	226,003	236,062	243,239	248,155
Information Technology	425,993	484,794	532,805	48,011	10%	783,042	803,821	747,858	771,612
Community Services									
Fire - Administration	506,811	451,758	412,790			416,121	418,846	423,903	427,974
Public Education	6,428		9,020		0%	10,020		10,400	10,800
Prevention and Inspection	150,066		160,808	6,634	4%	162,703	164,212	166,065	167,923
Fire - Station 1	520,361	636,708	588,285	-48,423	-8%	588,855	590,157	592,179	594,581
Fire - Station 2	238,495	293,430	311,254	17,824	6%	447,244	450,344	452,531	455,743
Fire - Station 3	236,552		290,517	-10,898		305,026	319,369	323,228	327,755
Emergency Operations	20,862	29,492	27,955	-1,537	-5%	28,275	28,275	28,575	28,625
Administration	291,953	280,314	288,027	7,714	3%	292,923	295,251	297,590	299,953
Events and Tourism	34,707	17,000	17,000		0%	17,000	17,000	17,000	17,000
Parks	1,229,010	1,312,065	1,467,329	155,264	12%	1,732,905	1,741,619	1,813,330	1,694,601
Essex FunFest	0	0	0	0	0%	0	0	0	0
Miscellaneous Recreation Progra	128,435	189,888	295,610	105,722	56%	278,755	282,008	283,629	286,377
Arenas	1,622,019	1,619,111	1,550,734	-68,377	-4%	1,447,160	1,462,196	1,480,633	1,499,242
Essex Recreation Complex	409,287	347,068	385,381	38,313	11%	401,417	412,023	416,220	420,460
Concessions	0	0	0	0	0%	0	0	0	0
Harbour	150,805	230,889	202,634	-28,255	-12%	207,906	210,963	211,913	214,135
Libraries	3,776	5,970	6,142	172	3%	6,052	6,160	6,291	6,413
Arts, Culture and Tourism	18,571	23,026	11,003	-12,023	-52%	11,003	11,003	11,003	11,003
Communities in Bloom	13,942	86,960	96,901	9,942	11%	96,287	96,338	97,088	96,338
Urban Centre Revitalization	40,000	30,000	30,000	0	100%	30,000	30,000	30,000	30,000
Accessibility	3,203	3,203	2,350	-853	-27%	2,350	2,350	2,350	2,350
Development Services									
Planning and Zoning	468,070		493,956	-		503,508	520,935	530,904	535,325
Economic Development	148,991	124,994	141,828	16,834	13%	146,625	147,865	149,285	150,486
Committee of Adjustment	-28,886	-36,163	-33,669	2,494	-7%	-34,384	-34,384	-34,384	-34,384
Parkland Contributions	0	0	0	0	0%	0	0	0	0
Heritage Committee	38,001	53,176	26,111	-27,065	-51%	51,040	51,049	51,049	51,049
Business Improvement Area	0	0	0	0	0%	0	0	0	0
Community Improvement Plan -	155,002	150,000	100,000	-50,000	-33%	100,000	100,000	100,000	100,000
Community Improvement Plan -	96,530	190,000	190,000	0	0%	100,000	100,000	100,000	100,000
Building	21,699	54,237	47,047	-7,190	-13%	55,272	63,081	70,261	76,649
By-Law Enforcement	129 529	110 753	82 079	-28 674	-26%	83 087	85 183	87 524	89 185

essex

Total	17,865,937	19,204,691	18,714,018	-490,671	-2.6%	19,805,435	20,030,145	20,423,428	20,201,227
Water	0	0	-0	-0	0%	-0	-0	0	-1
Sanitary Sewer	0	-0	-0	-0	0%	-0	-0	-0	-0
Shoreline Assistance	0	0	0	0	0%	0	0	0	0
Shoreline Protection	0	0	0	0	0%	0	0	0	0
Tile Drainage	0	0	0	0	0%	0	0	0	0
Drainage	153,355	135,094	183,680	48,587	26%	192,448	200,436	202,516	204,616
Streetlighting	292,518	312,256	312,256	0	0%	422,224	422,224	422,224	422,221
Winter Control	774,562	661,098	648,055	-13,043	-2%	650,064	651,723	653,399	655,091
Unpaved Roads	335,633	260,049	308,956	48,907	19%	330,078	330,730	331,388	332,052
Stormwater Management	702,097	501,122	788,122	287,001	57%	854,943	833,563	864,188	834,820
Road Traffic Operations	243,961	262,675	266,585	3,910	1%	271,762	278,360	278,963	279,573
Roadside Maintenance	450,515	400,909	317,582	-83,327	-21%	322,241	326,240	327,754	329,283
Shoulder Maintenance	155,933	106,738	131,397	24,659	23%	152,637	153,305	153,980	154,661
Paved Roads	449,178	514,695	439,710	-74,985	-15%	520,453	536,354	537,263	538,182
Equipment	226,465	-0	0	0	-2999%	0	0	0	0
Infrastructure and Development	0	-0	0	0	0%	0	0	0	-0
Administration	862,619	965,343	980,187	14,844	2%	1,079,992	1,091,756	1,153,404	1,043,151
Infrastructure Services					070			0	
Development Charges	0	0	02,079	20,07 1	0%	03,007	05,105	0,,521	0,105
By-Law Enforcement	129,529		82,079	-28,674	-26%	83,087	85,183	87,524	89,185
Building	21,699	54,237	47,047	-7,190	-13%	55,272	63,081	70,261	76,649

Net Operating Budget by Cost Centre





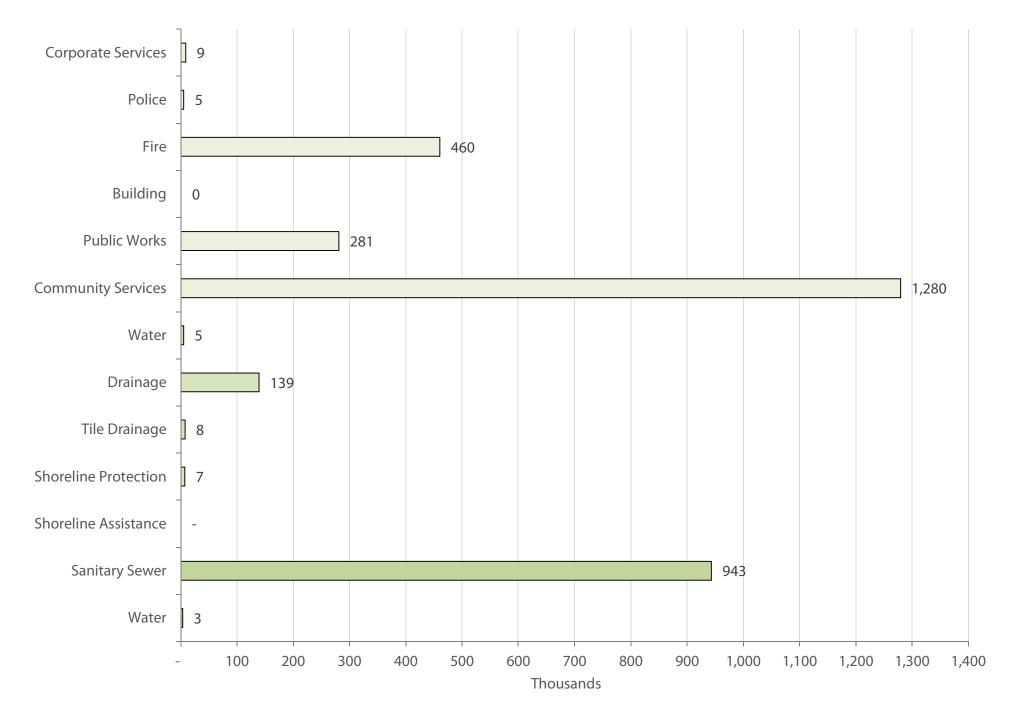
Long-Term Debt Principal and Interest

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.

		I	Budget	Char	lae		Fore	ecast	
	2017 Actual	2018 Budget	2019	\$	%	2020	2021	2022	2023
Property Tax Supported									
Corporate Services	8,847	8,847	8,847	0	0%	8,847	8,847	8,847	8,847
Police	5,404					-			
Fire	322,690				8%		576,647		
Building	430								
Public Works	2,729	205,615	281,209	75,594	37%	437,642	437,642	437,642	321,850
Community Services	1,058,242	1,211,200	1,279,521	68,321	6%	1,146,046	1,146,046	1,139,888	1,121,205
Subtotal	1,398,342	1,857,510	2,035,870	178,360	10%	2,161,969	2,175,015	2,168,857	2,034,383
Amounts Added to Tax	es								
Water	5,285	5,285	5,285	0	0%	0	0	0	0
Drainage	51,124	72,767	139,053	66,287	91%	0	120,950	92,001	92,001
Tile Drainage	20,163	18,981	7,840	-11,141	-59%	1,590	0	0	0
Shoreline Protection	7,159	7,159	7,159	0	0%	7,159	0	0	0
Shoreline Assistance	1,721	1,721	0	-1,721	-100%	0	0	0	0
Subtotal	85,452	105,912	159,337	53,424	50%	8,748	120,950	92,001	92,001
User Rate Supported									
Sanitary Sewer	589,089	589,089	943,244	354,156	60%	943,244	943,244	943,244	943,244
Water	3,469	3,470	3,470	0	0%	3,469	3,470	3,470	3,470
Subtotal	592,558	592,558	946,714	354,156	60%	946,713	946,714	946,714	946,714
Total - All	2,076,352	2,555,981	3,141,921	585,940	23%	3,117,430	3,242,678	3,207,573	3,073,097

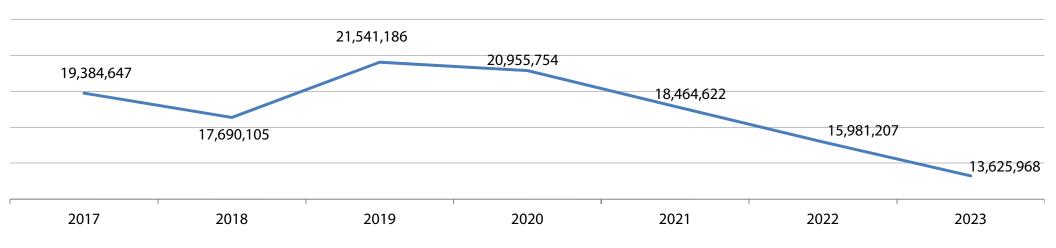
2019 Summary of Long-Term Debt Principal and Interest Payments





Long-Term Debt Balance

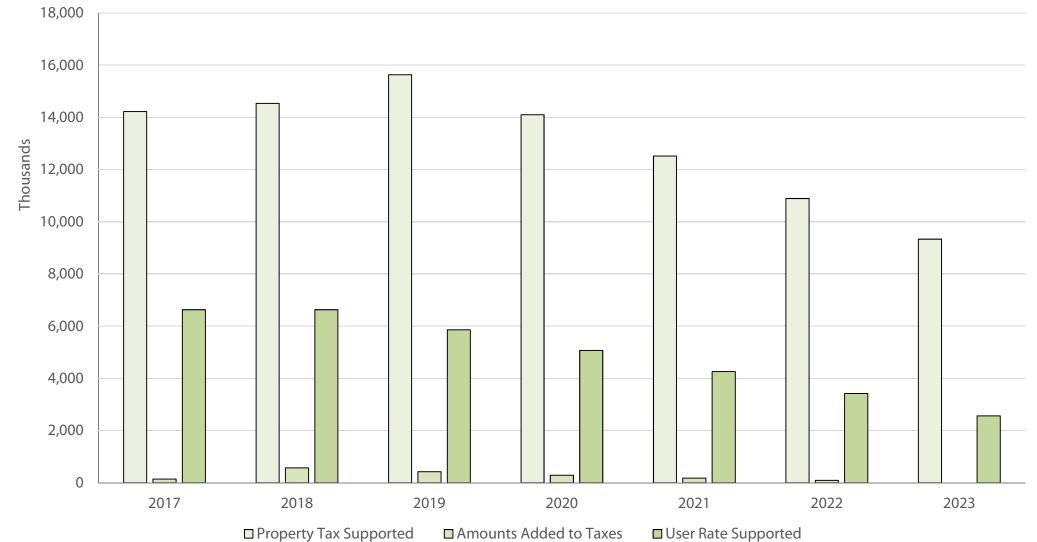
Long-Term Debt Balance 2017 to 2023



Long-Term Debt Balance by Department (Year Ending December 31st)

]	Budget	Chang	je		Fore	cast	
	2017 Actual	2018 Budget	2019	\$	%	2020	2021	2022	2023
Property Tax Supported									
Protection to Persons and									
Property	3,037,746	3,219,603	4,767,061	1,547,458	48%	4,367,280	3,954,271	3,527,582	3,086,747
General Government	44,281	44,281	36,796	-7,485	-17%	29,068	21,091	12,856	4,354
Public Works	1,741,774	1,741,774	2,185,466	443,692	25%	1,854,791	1,514,973	1,165,755	923,350
Community Services	9,394,005	9,528,788	8,638,825	-889,963	-9%	7,849,599	7,028,379	6,179,968	5,315,696
Drainage	896	896	745	-151	-17%	588	427	260	88
Subtotal	14,218,701	14,535,341	15,628,892	1,093,551	30%	14,101,327	12,519,141	10,886,421	9,330,234
Amounts Added to Taxes									
Drainage	116,811	541,898	417,427	-124,470	-23%	290,088	176,797	89,566	0
Shoreline Assistance	0	0	0	0	0%	0	0	0	0
Shoreline Protection	13,543	13,543	6,897	-6,645	-49%	0	0	0	0
Tile Drainage	8,811	8,811	1,500	-7,311	-83%	0	0	0	0
Water	5,108	5,108	0	-5,108	-100%	0	0	0	0
Subtotal	144,272	569,359	425,824	-143,534	-25%	290,088	176,797	89,566	0
User Rate Supported									
Water	17,364	17,364	14,429	-2,935	-17%	11,399	8,270	5,041	1,707
Sanitary Sewer	6,613,508	6,613,508	5,846,165	-767,343	-12%	5,057,686	4,247,486	3,414,966	2,559,507
Sub-Total	6,630,872	6,630,872	5,860,594	-770,278	-12%	5,069,085	4,255,757	3,420,007	2,561,215
Total - All	20,993,845	21,735,571	21,915,310	179,739	1%	19,460,500	16,951,694	14,395,993	11,891,449

2019 Summary of Long-Term Debt Principal and Interest Payments



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essex

□ Amounts Added to Taxes

User Rate Supported

Personnel Overview and Expense Summary



Council

	2018				2019		Change (2018 to 2019)		
Cost Centre	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
Total - Council	8	0	0	8	0	0	0	0	0

Administration

		2018			2019		Chang	e (2018 to	2019)
Cost Centre	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	0	0	1.3	0	0	0.3	0	0
Legislative Services	4	0	1	4	0	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	0	1	1.7	0	0	0.7	0	-1
Information Technology	3	0	1	3	0	0	0	0	-1
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	10	30	12	10	30	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	3	1	1	4	1	1	1	0	0
Building and By-Law	4.4	0	0	4.4	0	0	0	0	0
Director, Infrastructure	1.6	0	0	1.6	0	0	0	0	0
Environmental Services	5	0	0	5	0	0	0	0	0
Public Works	13.4	0	3	13.4	0	3	0	0	0
Agriculture and Reforestation	1.6	0	1	1.6	0	1	0	0	0
Total Personnel Count	73	78	86	75	78	84	2	0	-2

Summary of Changes (2018 to 2019)

	2018	2019	Increase/(Decrease)
Salaries Wages & Benefits and			
Personnel Expenses	10,279,110	10,761,849	482,739

Add: Annual Negotiated Increase	63,928
Add: Adjustment from 2018 estimated personnel expense to 2019 actual	103,399
¹ Add: Additional Council Seat (Full Year)	17,718
¹ Add: Facility Maintenance Tech (Full Year)	20,256
¹ Add: Program Coordinator (Full Year)	35,297
¹ Add: Environmental Services (Full Year)	22,913
² Add: Human Resources Junior Position (0.7 of a position) (New)	71,061
² Add: Executive Assistant to the CAO (0.3 of a position) (New)	24,195
² Add: Climate Change Coordinator Position (Grant for 80% of Salary for 2 years) (New)	88,163
³ Remove: Assistant Mechanic	-79,280
³ Add: Drainage Superintendent	119,836
³ Remove: Chief Building Official	-123,782
³ Add: Deputy Chief Building Official (Position Change)	30,312
³ Add: By-Law Compliance	88,723
2019 Salaries Wages & Benefits and Personnel Expenses Increase/(Decrease)	482,740

Notes:

¹ Positions approved under the 2018 Operating Budget, which will have a full year impact for 2019 onwards.

² Two New positions are being proposed under the 2019 Operating Budget. The Climate Change Coordinator position is a two year contract funded at 80% for two years through a Grant. The Human Resource Junior position will allow the Town to capitalize on the skill sets found within the Human Resource department, including moving more Health and Safety training in-house to eliminate the costs that have been previously associated external instructors.

³ No change to the staff compliment, however realignment of duties and positions to provide better efficiencies and service. The Drainage Superintendent position is eligible for annual provincial funding up-to 50% of applicable costs.

Department Operating Budgets and Forecast



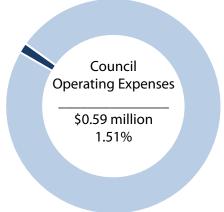
- Council
- Office of the Chief Administrative Officer
- Corporate Services
- Community Services
- Development Services
- Infrastructure Services

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. Throughout their term, Council will establish a strategic plan which will guide them through the next four-year term.





Council Compliment

Total - Council

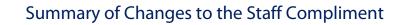
	2018				2019		Change (2018 to 2019)		
Cost Centre	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Council	8	0	0	8	0	0	0	0	0

8

0

0

8



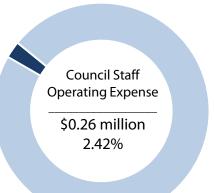
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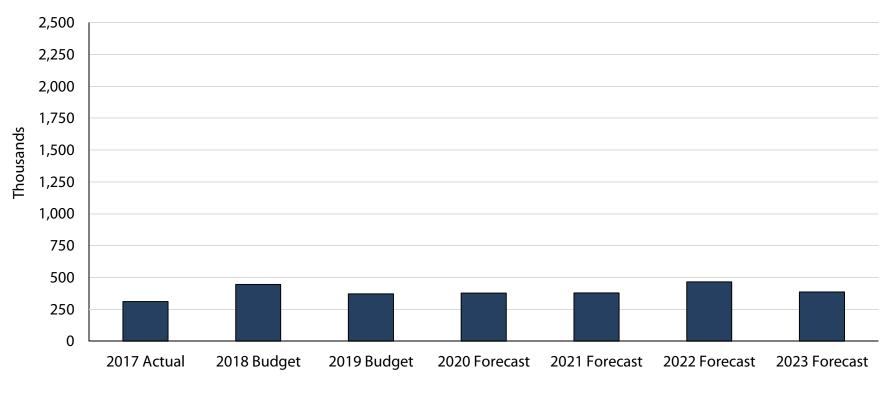


There is no change in the compliment of Council for 2019. In 2018 Council approved the election of the Deputy-Mayor at large which increased the number of elected officials in the Town of Essex from seven to eight. The full increase associated with the additional seat will be for a full 12 months in 2019 vs 2 months in 2018; having an impact of \$17,414 on the 2019 Operating Budget.

Council

2019 to 2023 Net Operating Budget by Cost Centre

			Budget	Chang	ge	Forecast			
	2017	2018							
Cost Centre	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Council	311,903	445,948	370,992	-74,956	-20%	377,382	379,384	465,510	386,095
Total	311,903	445,948	370,992	-74,956	-20%	377,382	379,384	465,510	386,095



Council

2019 to 2023 Operating Budget by Expense and Revenue Grouping

_			Budget	Chan	ge		Fore	cast	
Grouping	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Expenditures									
Personnel Expenses	159,914	230,700	271,531	40,830	15%	276,099	278,098	280,089	281,997
Supplies and Services	214,980	287,150	239,903	-47,247	-20%	191,121	191,140	279,610	191,110
Transfers to Reserves	109,567	98,500	67,500	-31,000	-46%	67,500	67,500	67,500	70,500
Utilities and Insurance	6,880	6,417	6,417	0	0%	4,763	4,855	4,949	5,044
Total Expenditures	491,341	622,768	585,351	-37,417	-6%	539,483	541,593	632,147	548,652
Revenues									
Property Taxation	0	0	0	0	0%	0	0	0	0
Provincial and Federal Fu	0	0	0	0	0%	0	0	0	0
Other Revenue	79,398	91,820	79,359	-12,461	-16%	77,102	77,209	81,638	77,556
Transfers from Reserves	100,040	85,000	135,000	50,000	37%	85,000	85,000	85,000	85,000
Total Revenues	179,438	176,820	214,359	37,539	18%	162,102	162,209	166,638	162,556
Net Total (incl. debt)	311,903	445,948	370,992	-74,956	-20%	377,382	379,384	465,510	386,095
Debt Charges	0	0	0	0	0%	0	0	0	0
Net Total	311,903	445,948	370,992	-74,956	-20%	377,382	379,384	465,510	386,095

2019 Expenditure by Groupings

	Personnel Expenses	Supplies and Services	Transfers to Reserves	Utilities ar	nd Insurance	
	46%		41%		12%	1%
201	9 Povonuo by Groupings					

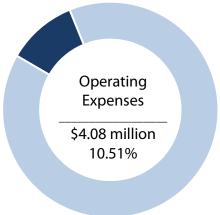
2019 Revenue by Groupings

	her Revenue	■ Transfers from Reserve ■ Municipal Wide Revenue		
14%	23%		63%	

Department Overview

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's 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.



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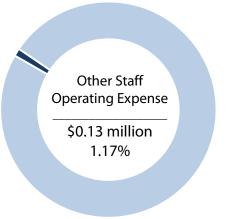
Police	Conservation Authority	Animal Control	Health Services	Garbage Collection
 Provide adequate and effective policing for the Town, including both a pro-active and re-active services Maintain community service programs and 	• Further the conservation, restoration, development and management of natural resources in nine municipalities covering 1,681 square	 Provide Animal Control Services through contracted Animal Control Officers Maintain and operate a joint dog pound 	 Manage and provide cemetery services for active cemeteries and maintain inactive cemeteries owned by the Town Support the services 	 Provide waste and yard waste collection pickup and disposal Billing of the garbage collection and disposal levy
 community policing committees Provide regular reports to the Essex 	kilometresManage 4,200 acres of natural lands	 with other local municipalities Control feral cat populations through 	of a Nurse Practitioner • Provide for the cost of annual treatments to	 Receive compensation as the host of the regional landfill
Police Services Board on overall policing activities	 Protect the water quality and use of water in the watersheds with the 	a spay and neuter voucher program and Trap, Neuter and Return program	combat West Nile Virus	
 Enforce key municipal by-laws 	Authority's jurisdiction			



Staff Compliment

		2018			2019		Chang	ge (2018 to	2019)
Cost Centre	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
Total - Other	1	0	0	1	0	0	0	0	0

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



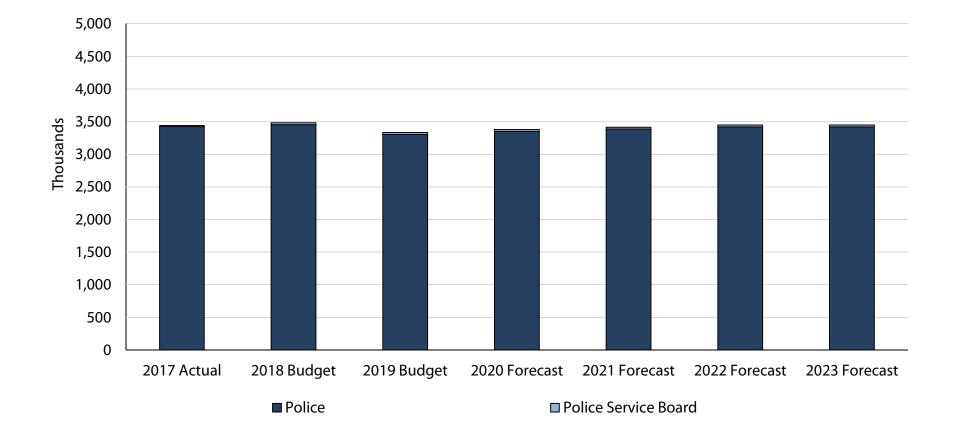
Summary of Changes to the Staff Compliment

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

Other - Police

2019 to 2023 Net Operating Budget by Cost Centre

Γ			Budget	Change		Forecast			
	2017	2018							
Cost Centre	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Police	3,422,784	3,453,209	3,302,775	-150,434	-4%	3,350,547	3,385,098	3,419,313	3,419,313
Police Service Board	17,324	28,219	28,591	372	1%	28,591	28,591	28,591	28,591
Total	3,440,108	3,481,428	3,331,366	-150,062	-4%	3,379,138	3,413,689	3,447,904	3,447,904



2019 to 2023 Operating Budget by Expense and Revenue Grouping

			Budget	Change			Fore	ecast	
	2017	2018							
Grouping	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Expenditures									
Personnel Expenses	81,184	103,983	94,395	-9,588	-9%	94,395	94,395	94,395	94,395
Supplies and Services	3,383,242	3,410,604	3,423,275	12,671	0%	3,469,902	3,504,266	3,538,481	3,538,481
Transfers to Reserves	61,953	90,208	0	-90,208	-100%	0	0	0	0
Utilities and Insurance	30,937	35,229	34,892	-337	-1%	36,037	36,224	36,224	36,224
Total Expenditures	3,557,316	3,640,024	3,552,562	-87,462	-2%	3,600,334	3,634,885	3,669,100	3,669,100
Revenues									
Property Taxation	0	0	0	0	0%	0	0	0	0
Provincial and Federal									
Funding	107,911	147,800	210,400	62,600	42%	210,400	210,400	210,400	210,400
Other Revenue	14,701	16,200	16,200	0	0%	16,200	16,200	16,200	16,200
Transfers from Reserves	0	0	0	0	0%	0	0	0	0
Total Revenues	122,612	164,000	226,600	62,600	38%	226,600	226,600	226,600	226,600
Net Total (incl. debt)	3,434,704	3,476,024	3,325,962	-150,062	-4%	3,373,734	3,408,285	3,442,500	3,442,500
Debt Charges	5,404	5,404	5,404	-0	0%	5,404	5,404	5,404	5,404
Net Total	3,440,108	3,481,428	3,331,366	-150,062	-4%	3,379,138	3,413,689	3,447,904	3,447,904

2019 Expenditure by Groupings

	Personnel Expenses	Supplies and Services	Utilities and Insurance	
3%		96%		1%

2019 Revenue by Groupings

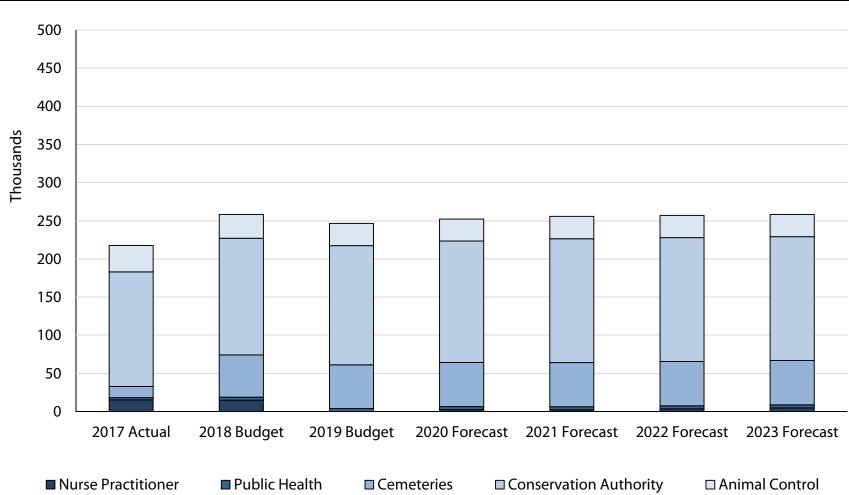
	Provincial and Federal Funding	Cther Revenue	Municipal Wide Revenue
6%		94%	
0%			

Other - Health Services/Conservation/Animal Control

2019 to 2023 Net Operating Budget by Cost Centre



		[Budget	Chan	ge		For	ecast	
	2017	2018							
Cost Centre	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Nurse Practitioner	15,454	15,042	0	-15,042	-100%	2,641	2,331	3,585	4,852
Public Health	2,859	4,000	4,000	0	0%	4,000	4,000	4,000	4,000
Cemeteries	14,626	55,241	57,404	2,163	4%	57,850	57,976	58,091	58,091
Conservation Authority	150,164	152,921	155,980	3,059	2%	159,099	162,281	162,281	162,281
Animal Control	34,531	31,241	29,158	-2,083	-7%	28,661	29,174	29,174	29,174
Total	217,634	258,445	246,542	-11,903	-5%	252,251	255,762	257,131	258,397



2019 to 2023 Operating Budget by Expense and Revenue Grouping

		[Budget	Chan	ge		For	ecast	
Grouping	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Expenditures									
Personnel Expenses	126,222	140,125	31,401	-108,725	-78%	30,907	31,096	31,275	31,456
Supplies and Services	348,209	356,712	484,899	128,187	36%	488,274	499,997	501,186	502,272
Transfers to Reserves	30,695	9,880	15,304	5,424	55%	9,880	9,880	9,880	9,880
Utilities and Insurance	1,594	1,908	772	-1,136	-60%	772	772	772	772
Total Expenditures	506,720	508,626	532,375	23,749	5%	529,834	541,745	543,113	544,380
Revenues									
Property Taxation	0	0	0	0	0%	0	0	0	0
Provincial and Federal Fu	140,053	131,053	157,053	26,000	20%	157,053	165,453	165,453	165,453
Other Revenue	143,119	112,127	125,561	13,434	12%	117,311	117,311	117,311	117,311
Transfers from Reserves	5,914	7,000	3,219	-3,782	-54%	3,219	3,219	3,219	3,219
Total Revenues	289,086	250,180	285,833	35,653	14%	277,583	285,983	285,983	285,983
Net Total (incl. debt)	217,634	258,445	246,542	-11,903	-5%	252,251	255,762	257,131	258,397
Debt Charges	0	0	0	0	0%	0	0	0	0
Net Total	217,634	258,445	246,542	-11,903	-5%	252,251	255,762	257,131	258,397

2019 Expenditure by Groupings

Personnel Expenses		Supplies and Services	Transfers to Reserves	Utilities and Insurance	
6%			91%	3%	6 0%

2019 Revenue by Groupings

■ Provincial and Federal Funding ■ Other Revenue ■ Transfers from Reserves ■ Municipal Wide Revenue

30%	24%	46%

1%

Other - Garbage Collection and Disposal



2019 to 2023 Net Operating Budget by Cost Centre

			Budget	Chan	ge	Forecast			
Cost Centre	2017	2018 Budget	2019	\$	%	2020	2021	2022	2023
Garbage Collection and									
Disposal	0	0	0	0	0%	0	0	0	0
Total	0	0	0	0	0%	0	0	0	0

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

2019 to 2023 Operating Budget by Expense and Revenue Grouping

		[Budget	Chan	ge		For	ecast	
	2017								
Grouping	Actual	2018 Budge	2019	\$	%	2020	2021	2022	2023
Expenditures									
Personnel Expenses	0	0	0	0	0%	0	0	0	0
Supplies and Services	1,229,911	1,239,728	1,254,975	15,247	0%	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	0%	1,608,175	1,597,787	1,597,787	1,597,787
Utilities and Insurance	0	0	0	0	0%	0	0	0	0
Total Expenditures	3,488,583	2,803,719	2,861,886	58,167	0%	2,878,599	2,883,858	2,883,858	2,883,858
Revenues									
Property Taxation	2,244,092	1,275,728	1,310,975	35,247	0%	1,304,424	1,286,071	1,286,071	1,286,071
Provincial and Federal									
Funding	0	0	0	0	0%	0	0	0	0
Other Revenue	1,244,465	1,527,991	1,550,911	22,920	0%	1,574,175	1,597,787	1,597,787	1,597,787
Transfers from Reserves	26	0	0	0	0%	0	0	0	0
Total Revenues	3,488,583	2,803,719	2,861,886	58,167	0%	2,878,599	2,883,858	2,883,858	2,883,858
Net Total (incl. debt)	0	0	0	0	0%	0	0	0	0
Debt Charges	0	0	0	0	0%	0	0	0	0
Net Total	0	0	0	0	0%	0	0	0	0

2019 Expenditure by Groupings

Supplies and Services

□ Transfers to Reserves

4.40/	FC0/
44%	50%

2019 Revenue by Groupings

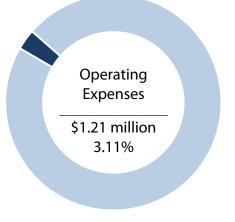
Other Revenue

100%

Department Overview

Office of the Chief Administrative Officer (CAO)

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



essex

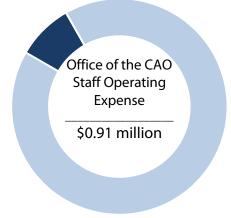
Legislative Services	Communications	Training and Development
 Provides Council related services. In house legal counsel, expertise, and opinion. Oversees the delivery of various key services, including: animal control, cemeteries, board and committee appointments, meeting facilitation, freedom of information and protection of privacy, and by-law and Council minutes maintenance. 	 Manages all external and internal communications, and media relations for the Town. Provides innovative means to get the message out, while engaging in meaningful two way communication. Provides strategic communications and marketing, public engagement, and digital communications. 	 The Town of Essex offers a robust and comprehensive training tool for employees, to not only maintain existing skills, but to develop additional skills to help move the municipality forward. Based off a percentage of Total Payroll (locked at 2016 amount)



Staff Compliment

		2018			2019			Change (2018 to 2019)		
Cost Centre	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student	
CAO	1	0	0	1.3	0	0	0.3	0	0	
Legislative Services	4	0	1	4	0	1	0	0	0	
Communications	1	0	1	1	0	1	0	0	0	
Total - Office of the CAO	6	0	2	6.3	0	2	0.3	0	0	

Summary of Changes to the Staff Compliment

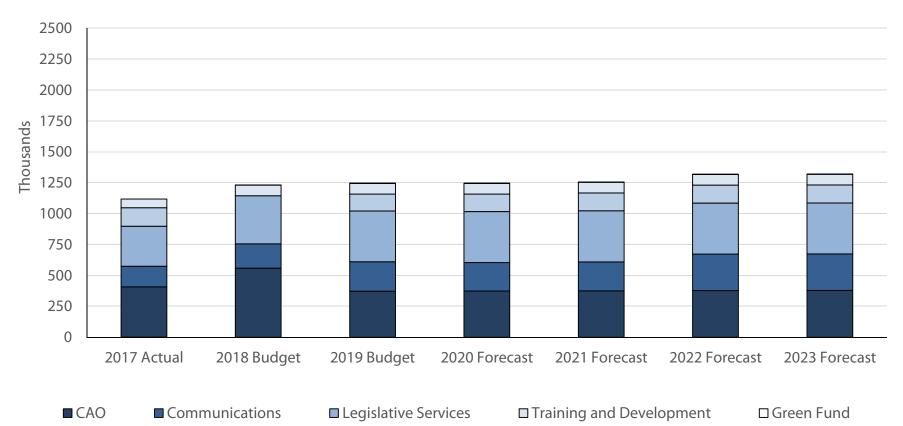


For 2019 the Office of the CAO is requesting an allocation of 0.3 of a new junior human resource position to act as executive assistant to the CAO. The remaining 0.7 allocation would fall under Human Resources. This position is proposed to fall outside of the union due to the confidential nature of the information within the Human Resource portfolio. The last four years a significant portion of the Human Resource function has been allocated to recruitment due to a large percentage of the workforce reaching an eligible age. This new position would allow the Town to create more in-house training rather than hiring consultants.



2019 to 2023 Net Operating Budget by Cost Centre

		[Budget	Chan	ge		Forecast			
	2017	2018								
Cost Centre	Actual	Budget	2019	\$	%	2020	2021	2022	2023	
CAO	406,861	552,619	295,332	-257,287	-47%	379,084	382,716	387,292	391,226	
Communications	167,437	195,550	220,146	24,596	13%	230,749	236,215	298,481	299,580	
Legislative Services	322,726	387,015	410,080	23,065	6%	415,252	419,047	422,752	426,469	
Training and Developme	72,169	89,363	89,293	-70	0%	89,293	89,293	89,293	89,293	
Green Fund	-234	703	701	-2	0%	701	701	701	701	
Total	968,959	1,225,250	1,015,552	-209,698	-17%	1,115,080	1,127,973	1,198,519	1,207,269	



2019 to 2023 Operating Budget by Expense and Revenue Grouping

			Budget	Chan	ge		Forecast			
Grouping	Actual	Budget	2019	\$	%	2020	2021	2022	2023	
Expenditures										
Personnel Expenses	800,560	1,014,483	908,302	-106,181	-10%	924,558	937,285	1,007,288	1,016,110	
Supplies and Services	131,280	246,363	257,933	11,569	5%	222,263	222,263	222,263	222,263	
Transfers to Reserves	100,373	36,000	36,000	0	0%	36,000	36,000	36,000	36,000	
Utilities and Insurance	2,794	2,789	3,369	580	21%	3,021	3,074	3,128	3,184	
Total Expenditures	1,035,007	1,299,635	1,205,603	-94,032	-7%	1,185,842	1,198,623	1,268,680	1,277,557	
Revenues										
Property Taxation		0	0	0	0%	0	0	0	0	
Provincial and Federal Fu	769		0	0	0%	0	0	0	0	
Other Revenue	65,279	74,385	69,052	-5,334	-7%	70,762	70,650	70,160	70,288	
Transfers from Reserves	0	0	121,000	121,000	#DIV/0!		0	0	0	
Total Revenues	66,048	74,385	190,052	115,666	155%	70,762	70,650	70,160	70,288	
Net Total (incl. debt)	968,959	1,225,250	1,015,552	-209,698	-17%	1,115,080	1,127,973	1,198,519	1,207,269	
Debt Charges	0	0	0	0	0%	0	0	0	0	
Net Total	968,959	1,225,250	1,015,552	-209,698	-17%	1,115,080	1,127,973	1,198,519	1,207,269	

2019 Expenditure by Groupings

		Personnel Expenses	Transfers to Reserves		Transfers to Reserves	
		75%			21%	3%
2019 Re	evenue by Group	bings				
	Other	Revenue Tra	nsfers from Reserve	Munic	ipal Wide Revenue	
69	% 10%		84%			

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 ServicesHuman ResourcesInformation Technology• Provides financial stewardship, leadership and safeguarding of assets.• 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.• Provides leadership for effective and efficient use of Information Technology (IT) and Geographical Information Systems (GIS).• Facilitates the procurement of goods and services.• Plans, develops and implements programs, policies, and procedures to attract and retain talented employees.• Provides products and services that meet the needs of both internal and external customers.• Oversees various financial activities, including the preparation of the annual budget and forecast, and annual year end audit.• Provides strategic HR leadership, support and recommendations to the CAO, Directors, Managers/ Supervisors, employees and Council.• Manages and supports a chitecture.
 leadership and safeguarding of assets. Manages property taxation, including the billing and collection of property taxes. Facilitates the procurement of goods and services. Oversees various financial activities, including the preparation of the annual budget and forecast, and annual year end audit. Provides strategic HR leadership, support and recommendations to the CAO, Directors, Managers/ Supervisors, Ieadership and safeguarding of assets. and Safety services, ensuring delivery is responsive, effective, and that services are current and consistent with industry best practice. Provides products and services that meet the needs of both internal and external customers. Manages and supports a diverse and robust, reliable, and secure IT portfolio, that consists of both hardware and software, along with telecommunications architecture.



Staff Compliment

	2018				2019		Change (2018 to 2019)		
Cost Centre	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
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	0	1	1.7	0	0	0.7	0	-1

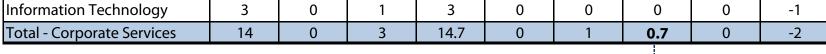


Operating

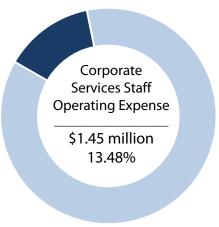
Expenses

\$4.8 million

12.30%





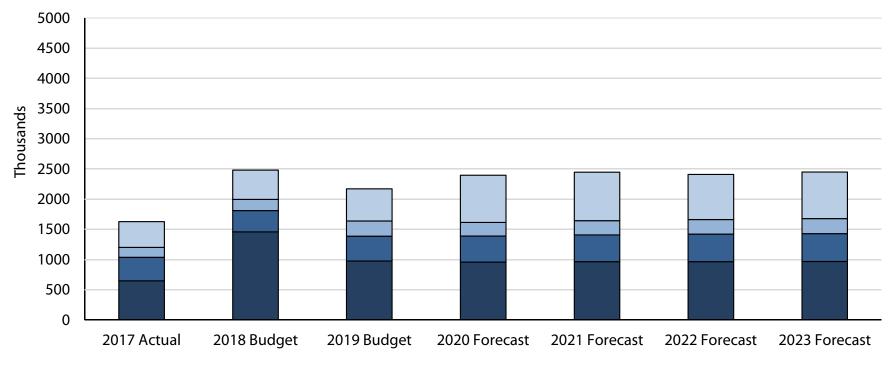


For 2019 the cost centre of Human Resources is requesting an allocation of 0.7 of a new position that would also be shared as an Executive Assistant to the CAO for 0.3. This position is non union due to the confidential nature of the information within the Human Resource and CAO portfolios. The last four years a significant portion of the Human Resource function has been allocated to recruitment due to a large percentage of the workforce reaching an eligible retirement age. This new position would allow the Town to capitalize on the current managers skillsets to create more in-house training; rather than hiring consultants.



2019 to 2023 Net Operating Budget by Cost Centre

			Budget	Chan	ge		Fore	ecast	
	2017	2018							
Cost Centre	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Director, Corporate									
Services	645,417	1,457,037	975,435	-481,602	-33%	956,803	964,235	965,951	967,674
Finance & Business									
Services	391,652	352,814	410,384	57,570	16%	431,743	442,666	453,666	460,888
Human Resources	163,216	185,957	253,320	67,363	36%	226,003	236,062	243,239	248,155
Information									
Technology	425,993	484,794	532,805	48,011	10%	783,042	803,821	747,858	771,612
Net Total	1,626,278	2,480,601	2,171,942	-308,659	-12%	2,397,592	2,446,783	2,410,715	2,448,329



Director, Corporate Services

Finance & Business Services

vices Human Resources

Information Technology

2019 to 2023 Operating Budget by Expense and Revenue Grouping

			Budget	Chan	ge		Fore	cast	
	2017	2018							
Grouping	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Expenditures									
Personnel Expenses	1,251,294	1,439,662	1,450,273	10,611	1%	1,489,950	1,522,940	1,545,267	1,562,159
Supplies and Services	576,602	666,855	851,287	184,432	28%	630,018	651,267	591,493	616,073
Transfers to Reserves	1,302,768	1,899,132	1,475,148	-423,984	-22%	1,738,198	1,738,198	1,738,198	1,738,198
Utilities and Insurance	122,907	119,630	129,160	9,530	8%	131,179	131,585	131,657	131,718
Total Expenditures	3,253,571	4,125,279	3,905,868	-219,411	-5%	3,989,345	4,043,990	4,006,615	4,048,148
Revenues									
Property Taxation	0	0	0	0	0%	0	0	0	0
Provincial and Federal									
Funding	1,050,354	998,268	998,268	0	0%	1,038,198	1,038,198	1,038,198	1,038,198
Other Revenue	537,460	525,256	744,505	219,248	42%	562,403	567,856	566,549	570,468
Transfers from Reserves	48,326	130,000	0	-130,000	-100%	0	0	0	0
Total Revenues	1,636,140	1,653,524	1,742,773	89,248	5%	1,600,601	1,606,054	1,604,747	1,608,666
Net Total (incl. debt)	1,617,431	2,471,754	2,163,095	-308,659	-12%	2,388,745	2,437,936	2,401,868	2,439,482
Debt Charges	8,847	8,847	8,847	0	0%	8,847	8,847	8,847	8,847
Net Total	1,626,278	2,480,601	2,171,942	-308,659	-12%	2,397,592	2,446,783	2,410,715	2,448,329

2019 Expenditure by Groupings

	Personnel Expenses	Supplies and Servi	ices Transfers t	o Reserves	Utilities and Insurance	
	37%		22%		38%	3%
201	9 Revenue by Groupings	Federal Funding	□ Other Reve	nue	Municipal Wide Revenue	
		r cucrarr ununing		nuc		
	26%	19%			55%	

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



Staff Compliment

centres, and the aquatic centre.

		2018			2019		Change (2018 to 2019)		
Cost Centre	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
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	10	30	12	10	30	0	0	0
Fire	3	65	0	3	65	0	0	0	0
Total - Community Services	21	21 77 76			21 77 76			0	0

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Operating

Summary of Changes to the Staff Compliment

Community Services Staff Operating Expense \$4.30 million 39.93%

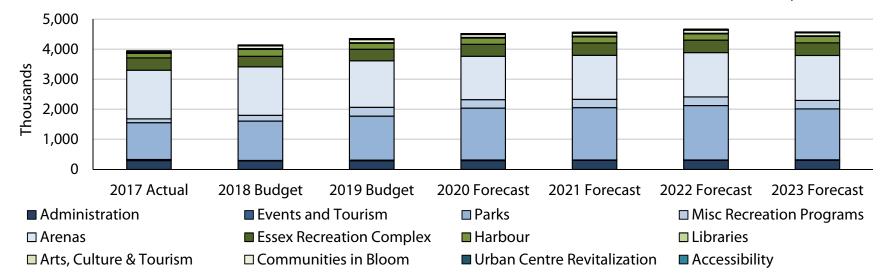
Community Services



2019 to 2023 Net Operating Budget by Cost Centre

			Budget	Chan	ge		Fore	cast	
	2017	2018							
Cost Centre	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Administration	506,811	451,758	412,790	-38,968	-9%	416,121	418,846	423,903	427,974
Public Education	6,428	9,020	9,020	0	0%	10,020	10,020	10,400	10,800
Prevention & Inspection	150,066	154,174	160,808	6,634	4%	162,703	164,212	166,065	167,923
Station 1	520,361	636,708	588,285	-48,423	-8%	588,855	590,157	592,179	594,581
Station 2	238,495	293,430	311,254	17,824	6%	447,244	450,344	452,531	455,743
Station 3	236,552	301,416	290,517	-10,899	-4%	305,026	319,369	323,228	327,755
Emergency Operations	20,862	29,492	27,955	-1,537	-5%	28,275	28,275	28,575	28,625
Administration	291,953	280,314	288,027	7,714	3%	292,923	295,251	297,590	299,953
Events and Tourism	34,707	17,000	17,000	0	0%	17,000	17,000	17,000	17,000
Parks	1,229,010	1,312,065	1,467,329	155,264	12%	1,732,905	1,741,619	1,813,330	1,694,601
Essex FunFest*	0	0	0	0	0%	0	0	0	0
Misc Recreation Program	128,435	189,888	295,610	105,722	56%	278,755	282,008	283,629	286,377
Arenas	1,622,019	1,619,111	1,550,734	-68,377	-4%	1,447,160	1,462,196	1,480,633	1,499,242
Essex Recreation Comple	409,287	347,068	385,381	38,313	11%	401,417	412,023	416,220	420,460
Concessions*	0	0	0	0	0%	0	0	0	0
Harbour	150,805	230,889	202,634	-28,255	-12%	207,906	210,963	211,913	214,135
Libraries	3,776	5,970	6,142	172	3%	6,052	6,160	6,291	6,413
Arts, Culture & Tourism	18,571	23,026	11,003	-12,023	-52%	11,003	11,003	11,003	11,003
Communities in Bloom	13,942	86,960	96,901	9,942	11%	96,287	96,338	97,088	96,338
Urban Centre Revitalizati	40,000	30,000	30,000	0	0%	30,000	30,000	30,000	30,000
Accessibility	3,203	3,203	2,350	-853	-27%	2,350	2,350	2,350	2,350
Total	5,625,283	6,021,491	6,153,741	132,250	2%	6,482,002	6,548,136	6,663,930	6,591,272

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



2019 to 2023 Operating Budget by Expense and Revenue Grouping

			-			Familiant				
			Budget	Chan	ge		Fore	ecast		
	2017	2018								
Grouping	Actual	Budget	2019	\$	%	2020	2021	2022	2023	
Expenditures										
Personnel Expenses	3,754,018	4,042,128	4,297,644	255,516	6%	4,335,228	4,385,890	4,420,758	4,449,616	
Supplies and Services	1,539,494	1,687,677	1,667,168	-20,509	-1%	1,666,263	1,659,245	1,667,689	1,717,306	
Transfers to Reserves	721,960	331,440	301,854	-29,586	-9%	431,854	431,854	506,854	351,854	
Utilities and Insurance	903,887	937,439	993,882	56,443	6%	1,023,706	1,039,044	1,043,436	1,066,725	
Total Expenditures	6,919,359	6,998,684	7,260,548	261,864	4%	7,457,052	7,516,033	7,638,736	7,585,500	
Revenues										
Property Taxation	7	0	0	0	0%	0	0	0	0	
Provincial and Federal										
Funding	78,962	30,000	30,000	0	0%	30,000	30,000	30,000	30,000	
Other Revenue	2,482,780	2,417,999	2,480,963	62,964	3%	2,492,287	2,498,181	2,498,931	2,499,671	
Transfers from Reserves	113,259	166,410	335,825	169,415	102%	162,410	162,410	162,410	162,410	
Total Revenues	2,675,008	2,614,409	2,846,788	232,379	9%	2,684,697	2,690,591	2,691,340	2,692,080	
Net Total (incl. debt)	4,244,351	4,384,276	4,413,760	29,484	1%	4,772,355	4,825,443	4,947,396	4,893,420	
Debt Charges	1,380,932	1,637,215	1,739,981	102,766	6%	1,709,647	1,722,693	1,716,535	1,697,852	
Net Total	5,625,283	6,021,491	6,153,741	132,250	2%	6,482,002	6,548,136	6,663,930	6,591,272	

2019 Expenditure by Groupings

Personnel Expenses	Supplies and Services	Trans	fers to Reserves	Utilities and Insurance		
	59%		23%	4%	14%	

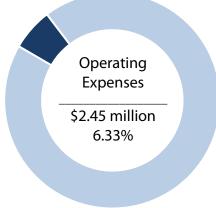
2019 Revenue by Groupings

Provincial and Federal Funding	Other Revenue	Transfers from Reserve	Municipal Wide Revenue
34%	5%	61%	

Department Overview

Development Services

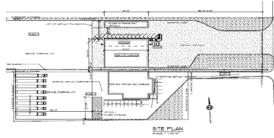
Development Services provides advice to Council, Senior Administration, and the community as a whole with respect to development and planning through interpretation and application of effective policy and the evaluation of development opportunities, proposals and the issuance of building permits and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



essex

Economic Development	Planning Services	Building and By-Law
 Identification and implementation of key initiatives that have the potential for economic impact and growth. Strategic focus on diversification and relationship development, to provide the resources and tools for a thriving economic base. 	 Provides professional planning advice and Municipal policies and procedures for land use. Initiates and develops studies and reports in support of new and updated plans, programs and regulations. 	 Implement and regulate compliance with Provincial Statues and Acts, including; the Ontario Building Code Act, and the Ontario Building Code. Review and approve plans for proposed construction and issue the appropriate permit.
• 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	 Review and process development proposals. Provides information to the public regarding development regulations and projects Ensure compliance with the Planning 	 Conduct inspections and respond to internal and external customer inquiries. Implement and enforce various municipal by-laws, including property standards.



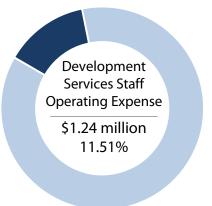




Staff Compliment

		2018			2019		Change (2018 to 2019)		
Cost Centre	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Director, Development Service	1	0	0	1.0	0	0	0.0	0	0
Economic Development	1	0	0	1.0	0	0	0.0	0	0
Planning Services	3	1	1	4.0	1	1	1.0	0	0
Building and By-Law	4.4	0	0	4.4	0	0	0.0	0	0
Total - Development Services	9.4	1	1	10.4	1	1	1.0	0	0

Summary of Changes to the Staff Compliment



Planning and development has the addition of one full time staff for a two year contract for Climate Change funded at 80% through a grant.

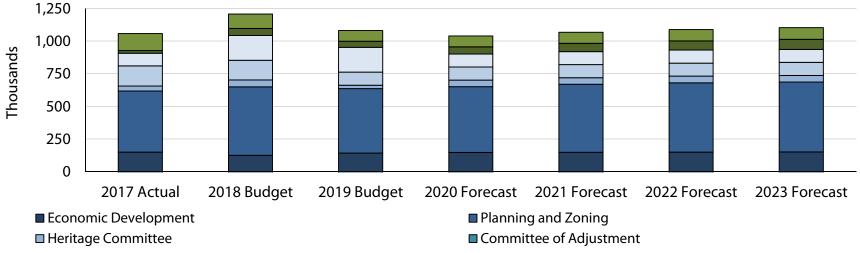
Development Services



2019 to 2023 Net Operating Budget by Cost Centre

			Budget	Chan	ge		Fore	ecast	
	2017	2018							
Cost Centre	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Director of Development	0	0	-0	-0	0%	0	-0	-0	0
Economic Development	148,991	124,994	141,828	16,834	13%	146,625	147,865	149,285	150,486
Planning and Zoning	468,070	524,552	493,956	-30,596	-6%	503,508	520,935	530,904	535,325
Heritage Committee	38,001	53,176	26,111	-27,065	-51%	51,040	51,049	51,049	51,049
Committee of Adjustmer	-28,886	-36,163	-33,669	2,494	-7%	-34,384	-34,384	-34,384	-34,384
Parkland Contributions*	0	0	0	0	0%	0	0	0	0
Business Improvement									
Area*	0	0	0	0	0%	0	0	0	0
Community									
Improvement Plan -									
Essex Centre	155,002	150,000	100,000	-50,000	-33%	100,000	100,000	100,000	100,000
Community									
Improvement Plan -									
Harrow/Colchester									
South	96,530	190,000	190,000	0	0%	100,000	100,000	100,000	100,000
Building	21,699	54,237	47,047	-7,190	-13%	55,272	63,081	70,261	76,649
By-Law Enforcement	129,529	110,753	82,079	-28,674	-26%	83,087	85,183	87,524	89,185
Development Charges*	0	0	0	0	0%	0	0	0	0
Total	1,028,936	1,171,549	1,047,353	-124,196	-11%	1,005,148	1,033,728	1,054,640	1,068,310

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



Community Improvement Plan - Essex Centre

2019 to 2023 Operating Budget by Expense and Revenue Grouping

		[Budget	Chan	ge		Fore	ecast	
	2017	2018							
Grouping	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Expenditures									
Personnel Expenses	763,410	1,036,954	1,239,019	202,065	19%	1,279,099	1,223,536	1,250,778	1,266,509
Supplies and Services	801,903	854,865	814,006	-40,859	-5%	718,862	733,251	745,362	746,987
Transfers to Reserves	671,640	408,784	373,279	-35,505	-9%	382,289	391,526	400,993	400,993
Utilities and Insurance	27,066	28,049	27,825	-223	-1%	28,721	28,760	28,773	28,785
Total Expenditures	2,264,019	2,328,651	2,454,129	125,477	5%	2,408,970	2,377,072	2,425,906	2,443,274
Revenues									
Property Taxation	122,012	131,999	132,000	1	0%	132,000	132,000	132,000	132,000
Provincial and Federal									
Funding	2,566	0	0	0	0%	0	0	0	0
Other Revenue	862,890	769,565	1,086,835	317,271	41%	1,058,766	988,475	1,007,419	1,009,080
Transfers from Reserves	248,045	255,969	188,370	-67,599	0%	213,486	223,300	232,276	234,315
Total Revenues	1,235,513	1,157,532	1,407,205	249,673	22%	1,404,252	1,343,775	1,371,696	1,375,395
Net Total (incl. debt)	1,028,506	1,171,119	1,046,923	-124,196	-11%	1,004,718	1,033,297	1,054,210	1,067,879
Debt Charges	430	430	430	-0	0%	430	430	430	430
Net Total	1,028,936	1,171,549	1,047,353	-124,196	-11%	1,005,148	1,033,727	1,054,640	1,068,309

2019 Expenditure by Groupings

	Personnel Expenses	□ Supplies and Serv	vices T	ces Transfers to Reserves			and Insurance		
		56%			24%	5%	16%		
2019 Revenue by Groupings									
	Property Taxation	Other Revenue	Transfers fro	from Reserve 🛛 🗖 Munici		pal Wide Revenue			
Г	13%		8%	,	43%				

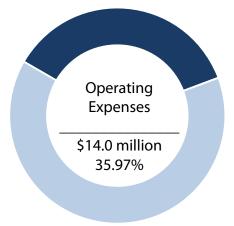
Community Improvement Plan - Harrow/Colchester South

Department Overview



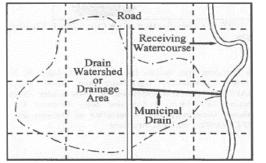
Infrastructure Services

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



Public WorksAgriculture and ReforestationEnvironmental Services• Maintain municipal street signage, patrol roads, right-of-way tree maintenance, traffic signals, streetlighting, street sweeping, roadside mowing, pedestrian corridors, gravel road maintenance, snow and ice control, sidewalks and active trapportation• Oversee maintenance and construction of all municipal drains in accordance with the Ontario Drainage Act.• Provide sustainable water and wastewater services.• Maintenance on municipal drains includes clearing of the drain, such as removal of beavers/dams, trees, removal of beavers/dams, trees, transport operation of the drain such as trees, transport operation current infrastructure such			
 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 Waintenance on municipal drains Maintenance on municipal drains includes clearing of the drain, such as removal of beavers/dams, trees, 	Public Works	Agriculture and Reforestation	Environmental Services
 Operation and upkeep of storm sewer system (catch basins, sewers, manholes) and storm water Issue billings to construct and maintain Municipal Drains to benefitting lands Ensure water and wastewater rates a 	 patrol roads, right-of-way tree maintenance, traffic signals, streetlighting, street sweeping, roadside mowing, pedestrian corridors, road markings, asphalt surface repairs, gravel road maintenance, snow and ice control, sidewalks and active transporation. Operation and upkeep of storm sewer system (catch basins, sewers, manholes) and storm water management ponds / pumping stations. Maintain vehicle and equipment fleet that operates out of two Public work yards to provide complete municipal 	 construction of all municipal drains in accordance with the Ontario Drainage Act. Maintenance on municipal drains includes clearing of the drain, such as removal of beavers/dams, trees, repairing/replacing tile, silting and cleaning out tiles. Issue billings to construct and maintain Municipal Drains to benefitting lands and roads as specified in the Schedule of Assessment outlined in the Drain 	 Support operation of water and wastewater treatment plants under contract with Ontario Clean Water Agency. Maintain current infrastructure such as pipes, manholes, hydrants, pumping stations. Ensure water and wastewater rates are sufficient to cover operating costs and the cost to the repair and replace



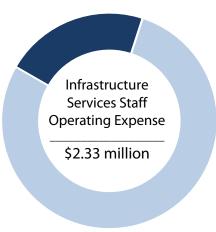




Staff Compliment

		2018			2019		Change (2018 to 2019)		
Cost Centre	Full-time	Part-time	Student	Full-time	Part-time	Student	Full-time	Part-time	Student
Director, Infrastructure	1.6	0	0	1.6	0	0	0	0	0
Public Works	13.4	0	3	13.4	0	3	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
Total - Infrastructure	21.6	0	4	21.6	0	4	0	0	0

Summary of Changes to the Staff Compliment



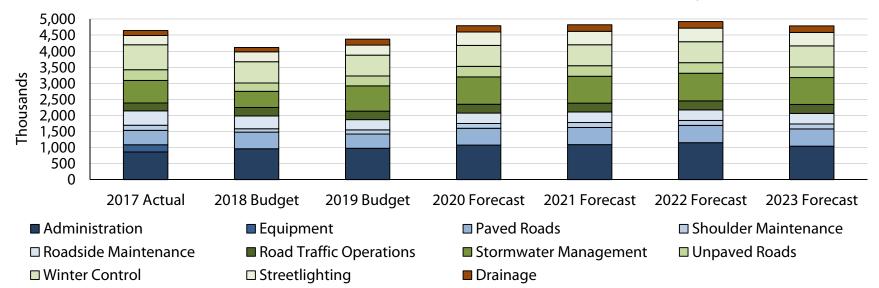
Infrastructure services has no change to their staff compliment for 2019.



2019 to 2023	Net Operating	Budget by	Cost Centre
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			Budget	Chang	ge		Forecast			
Cost Centre	Actual	Budget	2019	\$	%	2020	2021	2022	2023	
Administration	862,619	965,343	980,187	14,844	2%	1,079,992	1,091,756	1,153,404	1,043,151	
Infrastructure and										
Development	0	0	0	0	0%	0	0	0	0	
Equipment	226,465	0	0	0	0%	0	0	0	0	
Paved Roads	449,178	514,695	439,710	-74,985	-15%	520,453	536,354	537,263	538,182	
Shoulder Maintenance	155,933	106,738	131,397	24,659	23%	152,637	153,305	153,980	154,661	
Roadside Maintenance	450,515	400,909	317,582	-83,327	-21%	322,241	326,240	327,754	329,283	
Road Traffic Operations	243,961	262,675	266,585	3,910	1%	271,762	278,360	278,963	279,573	
Stormwater										
Management	702,097	501,122	788,122	287,001	57%	854,943	833,563	864,188	834,820	
Unpaved Roads	335,633	260,049	308,956	48,907	19%	330,078	330,730	331,388	332,052	
Winter Control	774,562	661,098	648,055	-13,043	-2%	650,064	651,723	653,399	655,091	
Streetlighting	292,518	312,256	312,256	0	0%	422,224	422,224	422,224	422,221	
Drainage	153,355	135,094	183,680	48,587	36%	192,448	200,437	202,516	204,615	
Tile Drainage	0	0	0	0	0%	0	0	0	0	
Shoreline Protection	0	0	0	0	0%	0	0	0	0	
Shoreline Assistance	0	0	0	0	0%	0	0	0	0	
Sanitary Sewer	0	0	0	0	0%	0	0	0	0	
Water	0	0	0	0	0%	0	0	0	-1	
Total	4,646,836	4,119,978	4,376,530	256,552	6%	4,796,843	4,824,691	4,925,080	4,793,650	

* Infrastructure and Development, 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).



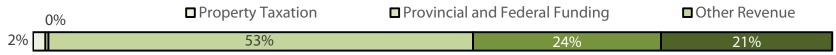
2019 to 2023 Operating Budget by Expense and Revenue Grouping

			Budget	Chang	ge		Fore	ecast	
Grouping	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Expenditures									
Personnel Expenses	1,930,576	2,271,072	2,330,883	59,811	3%	2,369,739	2,398,598	2,470,436	2,486,264
Supplies and Services	4,834,505	5,450,158	5,410,001	-40,156	-1%	5,538,104	5,541,326	5,573,028	5,544,747
Transfers to Reserves	7,074,123	5,478,886	5,271,854	-207,032	-4%	5,278,754	5,276,859	5,276,854	5,276,850
Utilities and Insurance	929,939	947,023	942,252	-4,771	-1%	967,446	973,555	973,577	973,601
Total Expenditures	14,769,143	14,147,139	13,954,990	-192,148	-1%	14,154,044	14,190,338	14,293,896	14,281,462
Revenues									
Property Taxation	68,009	168,971	216,548	47,577	45%	209,745	183,446	154,498	154,498
Provincial and Federal									
Funding	64,447	53,320	53,320	0	0%	53,320	53,320	53,320	53,320
Other Revenue	7,613,021	7,547,049	7,413,237	-133,812	-18%	7,417,757	7,420,894	7,424,063	7,427,265
Transfers from Reserves	3,057,568	3,161,905	3,282,614	120,709	-41%	3,207,982	3,213,292	3,213,293	3,213,293
Total Revenues	10,803,045	10,931,245	10,965,719	34,474	0%	10,888,804	10,870,952	10,845,173	10,848,376
Net Total (incl. debt)	3,966,098	3,215,894	2,989,271	-226,622	-7%	3,265,240	3,319,386	3,448,723	3,433,086
Debt Charges	680,738	904,085	1,387,259	483,174	53%	1,531,603	1,505,305	1,476,357	1,360,565
Net Total	4,646,836	4,119,979	4,376,530	256,551	6 %	4,796,843	4,824,691	4,925,079	4,793,651

2019 Expenditure by Groupings

Personnel Expension	enses Supplies and Services	Transfers to Reserve	ves 🛛 Utilities and Insurance	ce
17%	39%		38% 7%	%

2019 Revenue by Grouping





Alternate formats available upon request



2019 Capital Budget 2020 to 2023 Capital Forecast

Draft 2/11/2019

Prepared by: Finance and Business Services



2019 - 2023 Capital Forecast

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Town of Essex Operating / Capital Summary - All Departments 2019 to 2023 Budget

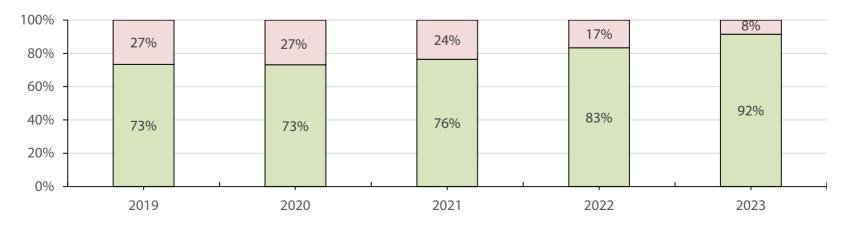
		Forecast					
	Budget		Fore	cast			
Operating	2019	2020	2021	2022	2023		
Operating Revenues							
Amounts Added to Taxes and Special Levies	2,547,343	2,537,814	2,497,279	2,468,330	2,468,330		
Conditional and Unconditional Grants	5,754,709	5,817,336	5,772,736	5,772,736	5,772,736		
Contributions from Developers	434,443	443,454	452,691	462,158	462,158		
Fines and Penalties	352,200	352,200	352,200	352,200	352,200		
Interfund Transfers - Revenue	4,313,479	3,711,297	3,690,447	3,699,428	3,701,467		
Internal Allocations - Revenue	490,659	492,655	509,083	523,256	526,963		
Investment and Other Income	260,044	259,731	259,924	259,924	259,924		
License and Permit Fees	355,794	334,994	335,494	335,494	335,494		
Payments in Lieu of Taxation	62,570	62,570	62,570	62,570	62,570		
Prior Years' Surplus	434,474	0	0	0	0		
Property Taxation	14,867,301	15,164,648	15,467,942	15,777,298	16,092,846		
Supplementary Taxation	153,544	153,544	153,544	153,544	153,544		
User Fees and Service Charges	12,063,260	12,078,492	12,085,290	12,087,149	12,090,268		
Total Operating Revenues	42,089,818	41,408,734	41,639,201	41,954,086	42,278,499		
Operating Expenses							
Amortization Expense	90,982	90,982	90,982	90,982	90,982		
Contracted Services	7,899,339	8,083,091	8,148,657	8,183,902	8,221,533		
Debt Servicing	3,141,921	3,255,930	3,242,678	3,207,573	3,073,100		
External Transfers	706,238	619,357	622,539	622,539	622,539		
Interfund Transfers - Expense	11,421,605	11,836,670	11,739,663	11,817,903	11,659,613		
Internal Allocations - Expense	561,385	563,382	579,810	593,983	597,690		
Materials and Supplies	2,428,398	2,403,639	2,441,345	2,513,254	2,452,945		
Miscellaneous Services	909,818	692,236	693,560	693,756	693,810		
Professional Fees	464,674	410,674	380,674	410,674	380,674		
Rents and Financial Services	306,988	305,059	294,705	256,974	257,628		
Repairs and Maintenance	923,563	915,530	918,774	921,734	930,519		
Salaries, Wages, Benefits and Personnel Expenses	10,761,849	10,942,617	11,026,823	11,261,101	11,355,210		
Taxation Adjustments	172,000	172,000	172,000	172,000	172,000		
Uncollectible Taxes and Accounts Receivable	12,775	12,775	12,775	12,775	12,775		
Utilities, Insurance and Property Taxes	2,139,143	2,196,549	2,218,786	2,223,432	2,246,969		
Total Operating Expenses	41,940,679	42,500,492	42,583,771	42,982,580	42,767,987		
Operating Surplus/(Deficit)	149,139	(1,091,758)	(944,571)	(1,028,494)	(489,488)		



Town of Essex Operating / Capital Summary - All Departments 2019 to 2023 Budget

		Forecast					
	Budget		rore	cast			
Capital	2019	2020	2021	2022	2023		
Asset Type: Replacement / Upgrade							
Capital Financing							
Grant Revenue	0	25,000	0	0	0		
User Fees and Service Charges	77,396	52,182	8,750	880	0		
Other Revenue	0	19,398	15,000	0	0		
Long-Term Debt Financing	2,180,000	0	0	0	0		
Revenue Contributions from Reserve Funds	2,359,893	1,978,576	2,052,003	1,643,291.98	2,416,753		
Funding per Asset Management Financial Strategy	2,999,156	2,940,926	2,149,832	2,678,319	2,513,316		
Total Capital Financing - Replacement / Upgrade	7,616,445	5,016,081	4,225,586	4,322,490	4,930,069		
Capital Expenses - Replacement / Upgrade	7,591,445	5,865,027	4,254,881	4,667,387	5,378,197		
Captial - Replacement / Upgrade Surplus/(Deficit)	25,000	(848,946)	(29,295)	(344,897)	(448,129)		
Asset Type: New							
Capital Financing							
Grant Revenue	100,000	0	0	0	0		
User Fees and Service Charges	0	0	0	0	0		
Unfinanced Capital to be Financed	434,000	0	0	0	0		
Other Revenue	9,000	0	0	0	0		
Long-Term Debt Financing	0	0	0	0	0		
Revenue Contributions from Reserve Funds	1,746,066	1,284,634	756,000	817,961	25,000		
Total Capital Financing - New	2,289,066	1,284,634	756,000	817,961	25,000		
Capital Expenses - New	2,744,085	2,146,350	1,308,878	933,278	497,478		
Captial - New Surplus/(Deficit)	(455,019)	(861,717)	(552,878)	(115,317)	(472,478)		
Total Capital - Surplus/(Deficit)	(430,019)	(1,710,663)	(582,173)	(460,214)	(920,607)		
Net Surplus/(Deficit)	(280,880)	(2,802,420)	(1,526,744)	(1,488,708)	(1,410,094)		

	Foreget							
Captital Summary - All Asset Types	Budget	Forecast						
Capital	2019	2020	2021	2022	2023			
Total Capital Financing - All	9,905,511	6,300,715	4,981,586	5,140,451	4,955,069			
Total Captial Expenses - All	10,335,530	8,011,377	5,563,759	5,600,665	5,875,675			
Capital Net Surplus/(Deficit)	(430,019)	(1,710,663)	(582,173)	(460,214)	(920,607)			



Capital Expenses - Replacement / Upgrade

Capital Expenses - New

2019 - C	apital Project Summary			Revenue Reconciliation								
Project #	Description	Туре	Expense	Revenue	Net	AMP Plan	Gas Tax/OCIF	Grants	Unfinanced Carryforward	DCs LTD	Reserve Tsf School/Other Mun. Levy	Taxation
		1 /	ι · ·	ļ			·		,		· · · · · · · · · · · · · · · · · · ·	
General Gove	ernment											
GG-19-0002	Council Contingency	New	\$50,000.00	\$50,000.00	\$0.00						\$50,000.00	\$0.00
GG-19-0007	Roof Ladder at Town Hall	Replacement	\$12,000.00	\$12,000.00	\$0.00	\$12,000.00						\$0.00
GG-19-0008	9 Replacement Cameras at Essex Arena	Replacement	\$5,000.00	\$5,000.00	\$0.00	\$5,000.00						\$0.00
GG-19-0009	2 Replacement Cameras at Colchester Harbour/ Splash Pad	Replacement	\$2,500.00	\$2,500.00	\$0.00	\$2,500.00						\$0.00
GG-19-0010	3 Replacement Cameras at McGregor Community Centre	Replacement	\$2,500.00	\$2,500.00	\$0.00	\$2,500.00						\$0.00
GG-19-0012	Network Security Audit	New	\$27,000.00	\$27,000.00	\$0.00	<u> </u>					\$27,000.00	\$0.00
GG-19-0013	New Town Hall Roof Replacement- Colchester Memorial Cemetery Shed	Upgrade	\$200,000.00	\$200,000.00	\$0.00	\$100,000.00					\$100,000.00	\$0.00
HS-19-0001 HS-19-0002	Cemetary Tracking Software	Replacement	\$2,300.00 \$8,300.00	\$2,300.00 \$0.00	\$0.00 \$8,300.00	\$2,300.00						\$0.00 \$8,300.00
Community Se		New	38,500.00	Ş0.00	38,300.00							38,500.00
FD-19-0001	Helmet Replacement Program	Replacement	\$3,182.00	\$3,182.00	\$0.00	\$3,182.00						\$0.00
FD-19-0002	Hose Replacement Program	Replacement	\$15,150.00	\$15,150.00	\$0.00	\$15,150.00						\$0.00
FD-19-0003	Pager Replacement Program	Replacement	\$5,681.00	\$5,681.00	\$0.00	\$5,681.00						\$0.00
FD-19-0004	Boot Replacement Program	Replacement	\$4,209.00	\$4,209.00	\$0.00	\$4,209.00						\$0.00
FD-19-0005	Bunker Gear Replacement Program	Replacement	\$25,452.00	\$25,452.00	\$0.00	\$25,452.00						\$0.00
FD-19-0007	Replace Portable Generators for Trucks (3)	Replacement	\$20,985.00	\$20,985.00	\$0.00	\$20,985.00						\$0.00
FD-19-0008	Replace Thermal Imaging Camera at Station 2	Replacement	\$12,400.00	\$12,400.00	\$0.00	\$12,400.00						\$0.00
FD-19-0009	Replace Protective Hoods (Helmets)	Replacement	\$1,600.00	\$1,600.00	\$0.00	\$1,600.00						\$0.00
FD-19-0010	Replace Defibrillators at Stations 1 and 3	Replacement	\$7,444.00	\$7,444.00	\$0.00	\$7,444.00						\$0.00
FD-19-0012	Replace Rescue 3 with Pickup Squad Vehicle	Replacement	\$300,000.00	\$300,000.00	\$0.00	\$300,000.00						\$0.00
FD-19-0015	Fire Station 2 Replacement	Replacement	\$1,500,000.00	\$1,500,000.00	\$0.00					\$1,500,00	0.00	\$0.00
PD-19-0001	Police Contingency	Replacement	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00						\$0.00
CS-19-0001	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	Replacement	\$15,000.00	\$15,000.00	\$0.00	\$15,000.00						\$0.00
CS-19-0002	Soccer Field Rehabilitation in Essex and Harrow	Replacement	\$15,000.00	\$15,000.00	\$0.00	\$15,000.00						\$0.00
CS-19-0008	Replace 846-09 John Deere HPX Diesel Gator	Replacement	\$29,000.00	\$29,000.00	\$0.00	\$29,000.00						\$0.00
CS-19-0012	Pool Controller Replacement in Essex Recreation Complex	Replacement	\$7,755.00	\$7,755.00	\$0.00						\$3,877.50	\$0.00
CS-19-0013	15-HP Pump Replacement at Essex Recreation Complex	Replacement	\$3,500.00	\$3,500.00	\$0.00	\$1,750.00					\$1,750.00	\$0.00
CS-19-0017	Replace Kubota Zero Turn Mower	Replacement	\$8,100.00	\$8,100.00	\$0.00	\$8,100.00					és 202.20	\$0.00
CS-19-0021	Wireless Radio Upgrade at Essex Recreation Complex	Replacement	\$10,404.61	\$10,404.61	\$0.00	\$5,202.31				¢4.2CZ.00	\$5,202.30	\$0.00
CS-19-0029 CS-19-0032	Concrete Tables Replacement at Colchester Harbour Colchester Schoolhouse Rehabilitation (carry forward CS-16-0049)	Replacement	\$4,742.00 \$37,500.00	\$4,742.00 \$37,500.00	\$0.00 \$0.00	\$475.00 \$37,500.00				\$4,267.00		\$0.00
CS-19-0032 CS-19-0035	Harrow Splashpad Controller Reprogram for Portable Water Bypass	Replacement Upgrade	\$5,000.00	\$2,500.00	\$2,500.00	\$2,500.00						\$2,500.00
CS-19-0033 CS-19-0040	Automatic Floor Scrubber Replacement at Harrow Centre Sports Comp		\$7,022.00	\$7,022.00	\$0.00	\$7,022.00						\$2,500.00
CS-19-0040 CS-19-0041	Power Washer for Dressing Room Replacement at Harrow Centre Sports Comp		\$3,058.00	\$3,058.00	\$0.00	\$3,058.00						\$0.00
CS-19-0041	LED Screen Replacement at Essex Recreation Complex	Replacement	\$10,238.00	\$10,238.00	\$0.00	\$5,119.00					\$5,119.00	\$0.00
CS-19-0042	HVAC Replacement in Gym at Essex Community Centre	Replacement	\$51,800.00	\$51,800.00	\$0.00	\$51,800.00					\$5,115.00	\$0.00
CS-19-0053	Phase 3 of Parking Lot at Essex Centre Sports Complex	Replacement	\$398,300.00	\$398,300.00	\$0.00	\$398,300.00						\$0.00
CS-19-0056	Renovate Old Poolhouse in Essex (close to Splash Pad)	Upgrade	\$100,000.00	\$65,000.00	\$35,000.00	\$35,000.00				\$30,000.00		\$35,000.00
CS-19-0060	New Signage Shared with Essex Library	Upgrade	\$30,000.00	\$19,500.00	\$10,500.00	\$10,500.00					\$9,000.00	\$10,500.00
CS-19-0061		CoReplacement	\$60,000.00	\$60,000.00	\$0.00	\$30,000.00					\$30,000.00	\$0.00
CS-19-0062	Replace Starting Blocks at Pool in Essex Recreation Complex	Replacement	\$18,500.00	\$18,500.00	\$0.00	\$9,250.00					\$9,250.00	\$0.00
CS-19-0064	Art & Culture Project - Mural/Sculpture	New	\$10,000.00	\$0.00	\$10,000.00							\$10,000.00
CS-19-0088	Heritage Train Station Remove and Reset Interlocking Brick	Replacement	\$16,000.00	\$16,000.00	\$0.00	\$16,000.00						\$0.00
CS-19-0066	McGregor Tennis Court Repairs	Replacement	\$13,228.00	\$13,228.00	\$0.00	\$13,228.00						\$0.00
CS-19-0067	Replace Sidewalks at Harrow Library	Replacement	\$4,400.00	\$4,400.00	\$0.00	\$4,400.00						\$0.00
CS-19-0068	Acid Wash the Plate and Frame on Heat Exchanger in Twin Pad Arenas	Replacement	\$19,000.00	\$19,000.00	\$0.00	\$19,000.00						\$0.00
CS-19-0069	Golf Cart & Trailor, Parks Summer	New	\$11,200.00	\$10,080.00	\$1,120.00					\$10,080.00		\$1,120.00
CS-19-0071	New Garbage Enclosures across Municipality (1 per year at minimum)	New	\$4,478.00	\$0.00	\$4,478.00							\$4,478.00
CS-19-0072	Pylon Sign LED display Panels in McGregor Community Centre	Upgrade	\$27,900.00	\$13,950.00	\$13,950.00	\$13,950.00						\$13,950.00
CS-19-0073	Townsview Park	New	\$275,000.00	\$247,500.00	\$27,500.00					\$247,500.00		\$27,500.00
CS-19-0074	Pave Essex Dog Park Trail	New	\$29,707.00	\$26,736.00	\$2,971.00					\$26,736.00		\$2,971.00
CS-19-0075	Colchester Parking - Town Lot (Dunn and County Road 50) Phase 1	New	\$215,000.00	\$0.00	\$215,000.00							\$215,000.00
CS-19-0079	Portable Water Bypass at Harrow Splash Pad	Replacement	\$7,000.00	\$7,000.00	\$0.00	\$7,000.00						\$0.00
CS-19-0080	Upgrades to Colchester Beach Public washrooms	Upgrade	\$6,000.00	\$3,000.00	\$3,000.00	\$3,000.00				A.c		\$3,000.00
CS-19-0081	Remove and Replace Interlocking Brick in Front of Colchester Commun		\$15,000.00	\$15,000.00	\$0.00	\$1,500.00			1	\$13,500.00		\$0.00
CS-19-0082	Replace Air Conditioner and Furnaces at Colchester Community Centre	-	\$24,000.00	\$24,000.00	\$0.00	\$2,400.00				\$21,600.00		\$0.00
CS-19-0083	Upgrades to Colchester Splash Pad	Upgrade	\$30,000.00	\$15,000.00	\$15,000.00	\$15,000.00						\$15,000.00
CS-19-0084 CS-19-0089	Drop Box Move to Harrow Arena Replacement of HVAC for Gymnasium at Essex Recreation Complex	New Replacement	\$2,500.00 \$44,394.00	\$0.00 \$44,394.00	\$2,500.00 \$0.00	\$22,196.94					\$22,196.96	\$2,500.00
CS-19-0089 CS-19-0095	Replace LED portion on the Pylon Sign at the Essex Centre Sports Complex	· ·	\$44,394.00	\$35,000.00	\$0.00	\$22,196.94					\$22,130.30	\$0.10
CS-19-0095 CS-19-0096	Furnace Replacement at Lion's Hall	Replacement	\$14,000.00	\$14,000.00	\$0.00	\$35,000.00						\$0.00
CS-19-0090 CS-19-0097	Washroom upgrades at Lion's Hall	Upgrade	\$14,000.00	\$10,000.00	\$10,000.00	\$10,000.00						\$10,000.00
CS-19-0097	Colchester Beach Accessible Ramp Access	New	\$220,000.00	\$220,000.00	\$0.00	÷±0,000.00		\$100,000.00		\$120,000.00		\$10,000.00
Public Works		1	7220,000.00	<i>7220,000.00</i>	φ υ.υυ			÷100,000.00		÷==0,000.00		.U.U
PW-19-0002	5-Ton Dump/Plow Unit 529-09	Replacement	\$250,000.00	\$250,000.00	\$0.00	\$250,000.00						\$0.00
PW-19-0032	Pickup Truck	Replacement	\$40,000.00	\$40,000.00	\$0.00	\$40,000.00						\$0.00
1 10-10-0032			\$90,000.00	\$90,000.00	\$0.00	\$90,000.00						\$0.00

2019 - Ca	apital Project Summary					Reven	ue Reconci	liation							
Project #	Description	Туре	Expense	Revenue	Net	AMP Plan	Gas Tax/OCIF	Grants	Unfinanced Carryforward	DCs	LTD	Reserve Tsf	School/Other Mun.	Levy	Taxation
PW-19-0038	Jumping Jack Replacement	Replacement	\$3,500.00	\$3,500.00	\$0.00	\$3,500.00								, i i i i i i i i i i i i i i i i i i i	\$0.00
PW-19-0039	Grinder Replacement	Replacement	\$2,500.00	\$2,500.00	\$0.00	\$2,500.00									\$0.00
PW-19-0041	Shop Lawnmower Replacement	Replacement	\$15,000.00	\$15,000.00	\$0.00	\$15,000.00									\$0.00
PW-19-0042	Harrow Yard Roof Replacement	Replacement	\$80,000.00	\$80,000.00	\$0.00	\$80,000.00									\$0.00
PW-19-0043	Lockers Replacement	Replacement	\$4,000.00	\$4,000.00	\$0.00	\$4,000.00									\$0.00
PW-19-0044	Brine Tank Containment	Replacement	\$50,000.00	\$50,000.00	\$0.00	\$50,000.00									\$0.00
PW-19-0045	Annual Door Replacement Program	Replacement	\$10,000.00	\$10,000.00	\$0.00	\$10,000.00									\$0.00
PW-19-0047	Gesto Office Renovation	Replacement	\$6,500.00	\$6,500.00	\$0.00	\$6,500.00									\$0.00
PW-19-0004	Queen Street North (Shave and Pave)	Replacement	\$75,000.00	\$75,000.00	\$0.00	\$75,000.00									\$0.00
PW-19-0006	Gore Road between Wright Road and County Road 13 (Maintenance	e) Replacement	\$341,000.00	\$341,000.00	\$0.00		\$341,000.00								\$0.00
PW-19-0007	8th Concession between Ferriss and County Road 23 (Maintenance)	· · ·	\$330,000.00	\$330,000.00	\$0.00		\$330,000.00								\$0.00
PW-19-0008	North Malden Road between Hyland and County Road 15 (Maintena		\$587,500.00	\$587,500.00	\$0.00		\$587,500.00								\$0.00
PW-19-0010	Overlay 6km (Approximately \$25,000/km) (Maintenance)	Replacement	\$150,000.00	\$150,000.00	\$0.00	\$150,000.00									\$0.00
PW-19-0034	Gordon, Wilson, Station Street Area	Replacement	\$150,000.00	\$150,000.00	\$0.00	\$150,000.00			1						\$0.00
PW-19-0035	Beach Road - Meadows	Upgrade	\$40,000.00	\$20,000.00	\$20,000.00	\$20,000.00			1						\$20,000.00
PW-19-0036	LED Conversion of Streetlights	Upgrade	\$680,000.00	\$680,000.00	\$0.00						\$680,000.00				\$0.00
PW-19-0040	County Road 8/County Road 34 Signalized Intersection Improvemen		\$40,000.00	\$20,000.00	\$20,000.00	\$20,000.00									\$20,000.00
PW-19-0018	Sidewalks/Trails	Upgrade	\$868,000.00	\$868,000.00	\$0.00	\$173,600.00	\$260,400.00		\$434,000.00						\$0.00
PW-19-0017	Rural Streetlight Installation (Colchester Village)	New	\$20,000.00	\$20,000.00	\$0.00	+ = + + + + + + + + + + + + + + + + + +	, ,		+ · · · · · · · · · · · · · ·			\$20,000.00			\$0.00
PW-19-0033	3rd Concession and Suffolk Road Culvert 200203 (Construction)	Replacement	\$580,000.00	\$580,000.00	\$0.00	\$237,524.00	\$342,476.00					+/			\$0.00
PW-19-0025	Engineering for Various Bridges and Culverts	Replacement	\$40,000.00	\$40,000.00	\$0.00	\$40,000.00	<i>+•••=)•</i>								\$0.00
PW-19-0048	Harrow Junior School Storm Sewer Improvements	Replacement	\$150,000.00	\$150,000.00	\$0.00	\$60,000.00								\$90,000.00	\$0.00
PW-19-0049	Queen Street Improvements	Replacement	\$265,000.00	\$265,000.00	\$0.00	\$106,000.00								\$159,000.00	\$0.00
PW-19-0053	Sidewalk upgrades	Upgrade	\$50,000.00	\$25,000.00	\$25,000.00	\$25,000.00								<i><i><i>q</i>233)000100</i></i>	\$25,000.00
PW-19-0050	Rain Gauges in Partnership with ERCA	New	\$8,000.00	\$4,800.00	\$3,200.00	\$23,000.00								\$4,800.00	\$3,200.00
1 10 15 0050		SUBTOTAL	\$9,015,429.61	\$8,585,410.61	\$430,019.00									φ1,000.00	\$3,200.00
USER-RATE SU	PPORTED		<i>φ3)010) 123101</i>	<i><i>ϕϕϕϕϕϕϕϕϕϕϕϕϕ</i></i>	<i>ϕ</i> 100)010100										
Water															
WW-19-0002	Equipment Contingency Wards 1 and 2 Distribution and Transmission	on (5) New	\$8,500.00	\$8,500.00	\$0.00							\$8,500.00			\$0.00
WW-19-0003	Equipment Contingency Wards 3 and 4 Distribution and Transmissio	•	\$8,500.00	\$8,500.00	\$0.00							\$8,500.00			\$0.00
WW-19-0004	Harrow Colchester South Water Treatment Plant Contingency Ward		\$199,000.00	\$199,000.00	\$0.00							\$199,000.00			\$0.00
WW-19-0009	Queen Street Main Replacement	Replacement	\$191,100.00	\$191,100.00	\$0.00							\$191,100.00			\$0.00
WW-19-0010	Backflow Prevention and Monitoring Program Wards 1/2	Replacement	\$15,000.00	\$15,000.00	\$0.00							\$15,000.00			\$0.00
WW-19-0011	Backflow Prevention and Monitoring Program Wards 3/4	Replacement	\$15,000.00	\$15,000.00	\$0.00							\$15,000.00			\$0.00
	Water Rate Study	New	\$30,000.00	\$30,000.00	\$0.00							\$30,000.00			\$0.00
Sanitary Sewer		1	<i>\$20,000.00</i>	+30,000.00	÷0.00							<i>\$22,000.00</i>			
SS-19-0001	Treatment - Ward 1 Contingency	New	\$93,000.00	\$93,000.00	\$0.00							\$93,000.00			\$0.00
SS-19-0002	Treatment - Ward 3 Contingency	New	\$51,000.00	\$51,000.00	\$0.00							\$51,000.00			\$0.00
SS-19-0003	Treatment - Ward 4 Contingency	New	\$31,000.00	\$31,000.00	\$0.00							\$31,000.00			\$0.00
SS-19-0004	Treatment - Ward 4 Cell Treatment	Replacement	\$500,000.00	\$500,000.00	\$0.00							\$500,000.00			\$0.00
SS-19-0005	Collection and Conveyance - Ward 1 Contingency	Replacement	\$26,000.00	\$26,000.00	\$0.00							\$26,000.00			\$0.00
SS-19-0006	Collection and Conveyance - Ward 3 Contingency	Replacement	\$30,000.00	\$30,000.00	\$0.00							\$30,000.00			\$0.00
SS-19-0007	Collection and Conveyance - Ward 5 Contingency	Replacement	\$22,000.00	\$22,000.00	\$0.00							\$22,000.00			\$0.00
	Sanitary Sewer Masterplan	Upgrade	\$100,000.00	\$100,000.00	\$0.00							\$100,000.00			\$0.00
		SUBTOTAL	\$1,320,100.00	\$1,320,100.00	\$0.00							÷±00,000.00			
		TOTAL	\$10,335,529.61	\$9,905,510.61	\$430,019.00	\$2,999,155.75	\$1,861,376.00	\$100,000.00	\$434,000.00	\$473,683.00	\$2,180,000.00	\$1,517,100.00	\$86,395.76	\$253,800.00	\$430,019.10
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2019 - 2023 Capital Forecast

Department Level Summary of Changes vc. Adopted Forecast

				Forecast											
	20	19 Budget			2020			2021			2022			2023	
Department	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
Council	50,000	50,000	0	50,000	28,721	21,279	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000
Corporate Services	249,000	249,000	0	132,385	87,385	45,000	0	0	0	0	0	0	0	0	0
Police	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0
Fire	1,896,103	1,896,103	0	65,481	65,481	0	774,481	774,481	0	1,678,877	1,616,377	62,500	298,877	298,877	0
Building	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Works	4,876,000	4,832,800	(43,200)	3,989,360	3,658,057	331,303	2,810,721	2,430,221	380,500	3,144,000	2,820,764	323,236	4,120,334	3,715,000	405,334
Health Services	10,600	2,300	(8,300)	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	1,858,727	1,505,208	(353,519)	3,181,151	1,868,070	1,313,081	1,282,757	1,131,083	151,673	264,638	240,160	24,478	943,314	478,042	465,273
Planning and Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Improvement Area	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Agriculture and Reforestation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Water	467,100	467,100	0	319,000	319,000	0	283,200	283,200	0	226,000	226,000	0	226,000	226,000	0
Sanitary Sewer	853,000	853,000	0	249,000	249,000	0	337,600	337,600	0	212,150	212,150	0	212,150	212,150	0
Total	10,285,530	9,880,511	(405,019)	8,011,377	6,300,715	1,710,663	5,563,759	4,981,586	582,173	5,600,665	5,140,451	460,214	5,875,675	4,955,069	920,607
	2019 A	dopted Forecast	:	2020	Adopted Fore	ecast	2021	Adopted Fore	cast	2022	Adopted Fore	ecast		2023	
2019 - 2022 Capital Forecast	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
Council	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000	0	0	0
Corporate Services	117,588	114,588	3,000	0	0	0	19,385	0	19,385	0	0	0	0	0	0
Police	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fire	52,815	52,815	0	2,296,103	2,296,103	0	65,481	65,481	0	574,481	574,481	0	0	0	0
Building	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Works	2,928,550	2,908,550	20,000	2,784,500	2,774,476	10,024	2,680,220	2,449,126	231,094	3,049,221	2,649,221	400,000	0	0	0
Health Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	867,902	834,366	33,536	773,829	738,829	35,000	1,374,974	1,279,974	95,000	1,002,640	843,640	159,000	0	0	0
Planning and Development	35,000	35,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Water	372,000	372,000	0	615,500	615,500	0	416,776	416,776	0	273,200	273,200	0	0	0	0
Sanitary Sewer	297,000	297,000	0	753,000	753,000	0	249,000	249,000	0	337,700	337,700	0	0	0	0
Total	4,720,855	4,614,319	106,536	7,272,932	7,177,908	95,024	4,855,836	4,460,357	395,479	5,287,242	4,678,242	609,000	0	0	0
	20	19 Change			2020 Change			2021 Change			2022 Change			2023 Change	
Increase/(Decrease)	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
Council	0	50,000	(50,000)	0	28,721	(28,721)	0	0	0	0	0	0	50,000	0	50,000
Corporate Services	131,412	134,412	(3,000)	132,385	87,385	45,000	(19,385)	0	(19,385)	0	0	0	0	0	0
Police	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0
Fire	1,843,288	1,843,288	0	(2,230,622)	(2,230,622)	0	709,000	709,000	0	1,104,396	1,041,896	62,500	298,877	298,877	0
Building	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Works	1,947,450	1,924,250	(63,200)	1,204,860	883,581	321,279	130,501	(18,905)	149,406	94,779	171,543	(76,764)	4,120,334	3,715,000	405,334
Health Services	10,600	2,300	(8,300)	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	990,824	670,841	(387,055)	2,407,322	1,129,241	1,278,081	(92,218)	(148,891)	56,673	(738,002)	(603,480)	(134,522)	943,314	478,042	465,273
Planning and Development	(35,000)	(35,000)	0	0	0	0	0	0	0	0	0	0	0	0	0
Water	95,100	95,100	0	(296,500)	(296,500)	0	(133,576)	(133,576)	0	(47,200)	(47,200)	0	226,000	226,000	0
Sanitary Sewer	556,000	556,000	0	(504,000)	(504,000)	0	88,600	88,600	0	(125,550)	(125,550)	0	212,150	212,150	0
Total	5,564,674	5,266,192	(511,555)	738,445	(877,194)	1,615,639	707,923	521,229	186,694	313,423	462,209	(148,786)	5,875,675	4,955,069	920,607



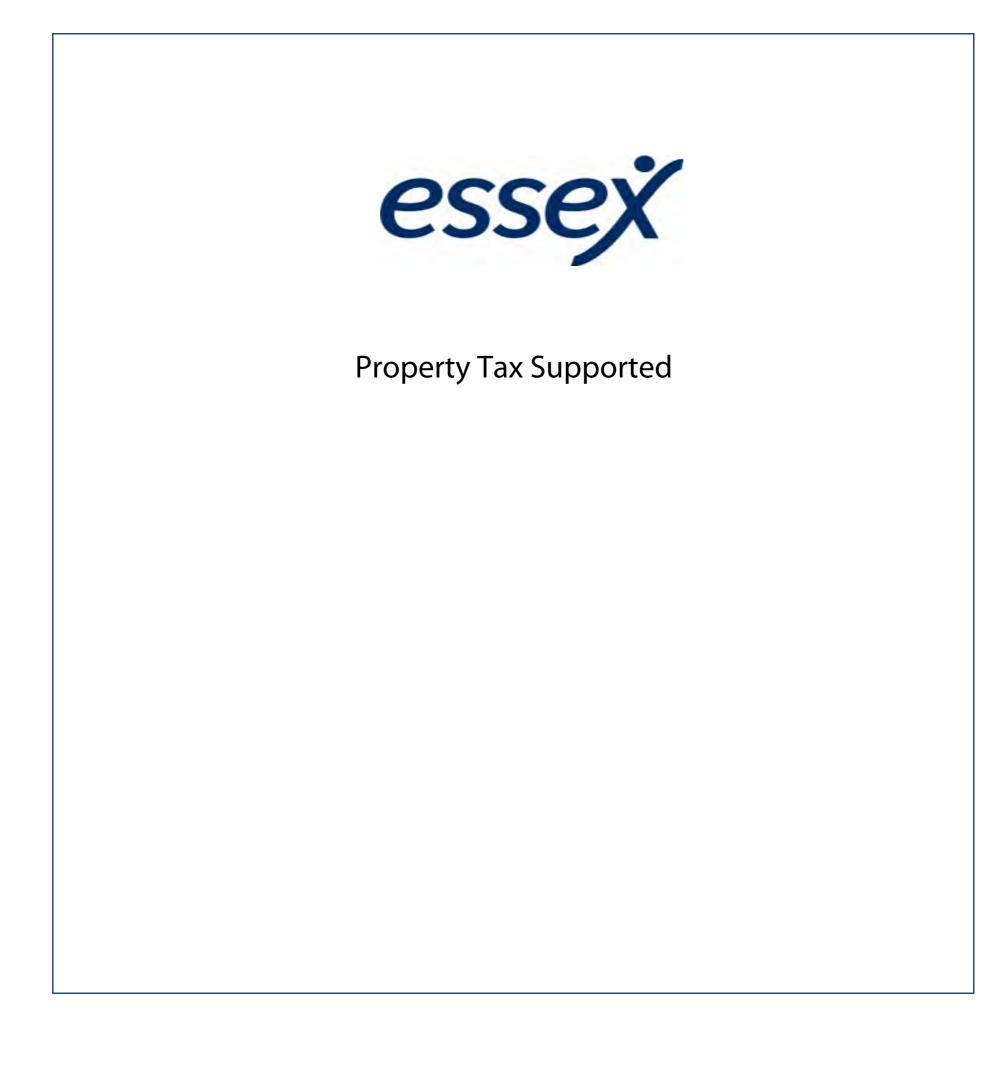


2019 - 2023 Capital Forecast Department: All

	Project Type: New & Upgrade										Forecas	t					
				2019 Budget			2020			2021			2022			2023	
Project																	
Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
G-19-0002	Council Contingency	New	50,000	50,000	-												
G-19-0012	Network Security Audit	New	27,000	27,000	-												
G-19-0013	New Town Hall	Upgrade	200,000	200,000	-												
IS-19-0002 W-19-0018	Cemetary Tracking Software	New	8,300 868,000	-	8,300												
W-19-0018 W-19-0017	Sidewalks/Trails Rural Streetlight Installation (Colchester Village)	Upgrade New	20,000	868,000 20,000	-												
PW-19-0035	Beach Road - Meadows	Upgrade	40,000	20,000	20,000												
PW-19-0050	Rain Gauges in Partnership with ERCA	New	8,000	4,800	3,200												
PW-19-0040	County Road 8/County Road 34 Signalized Intersection Improv Sidewalk upgrades		40,000 50,000	20,000 25,000	20,000 25,000												
PW-19-0053 PD-19-0001	Police Contingency	Upgrade Replacement	25,000	25,000	25,000												
CS-19-0035	Harrow Splashpad Controller Reprogram for Portable Water By	-	5,000	2,500	2,500												
CS-19-0055	Renovate Old Poolhouse in Essex (close to Splash Pad)	Upgrade	100,000	65,000	35,000												
CS-19-0060	New Signage Shared with Essex Library	Upgrade	30,000	19,500	10,500												
CS-19-0064	Art & Culture Project - Mural/Sculpture	New	10,000	-	10,000												
CS-19-0069	Golf Cart & Trailor, Parks Summer	New	11,200	10,080	1,120												
CS-19-0071	New Garbage Enclosures across Municipality (1 per year at	New	4,478	-	4,478												
CS-19-0072	Pylon Sign LED display Panels in McGregor Community	Upgrade	27,900	13,950	13,950												
CS-19-0073	Townsview Park	New	275,000	247,500	27,500												
CS-19-0074	Pave Essex Dog Park Trail	New	29,707	26,736	2,971												
CS-19-0075	Colchester Parking - Town Lot (Dunn and County Road 50) Pha		215,000	-	215,000												
CS-19-0080	Upgrades to Colchester Beach Public washrooms	Upgrade	6,000	3,000	3,000												
CS-19-0083 CS-19-0084	Upgrades to Colchester Splash Pad Drop Box Move to Harrow Arena	Upgrade New	30,000 2,500	15,000	15,000 2,500												
CS-19-0084 CS-19-0097	Washroom upgrades at Lion's Hall	Upgrade	2,300	10,000	10,000												
CS-19-0097	Colchester Beach Accessible Ramp Access	New	220,000	220,000	-												
WW-19-0002		New	8,500	8,500	-												
WW-19-0003		New	8,500	8,500	-												
WW-19-0004		New	199,000	199,000	-												
WW-19-0012		New	30,000	30,000	-												
SS-19-0001	Treatment - Ward 1 Contingency	New	93,000	93,000	-												
SS-19-0002	Treatment - Ward 3 Contingency	New	51,000	51,000	-												
SS-19-0003	Treatment - Ward 4 Contingency	New	31,000	31,000	-												
GG-20-0002	Council Contingency	New				50,000	28,721	21,279									
GG-20-0003	Intranet	New				19,385	19,385	-									
GG-20-0004 PW-20-0016	IT Strategic Plan Rural Streetlight Installation (Colchester Village)	New				40,000 25,000	- 25,000	40,000									
PW-20-0018 PW-20-0017	Sidewalks/Trails	New Upgrade				434,000	434,000	-									
PW-20-0032	Light Duty Tandem Asphalt Roller	New				50,000	-	50,000									
CS-20-0033	New Leaf and Turf Vacuum	New				16,027	16,027	-									
CS-20-0040	Dugouts at Harrow Diamonds	New				15,000	15,000	-									
CS-20-0042	Tennis Courts in Essex	New				240,000	240,000	-									
CS-20-0046	Top Dresser for Sports Fields	New				29,400	28,000	1,400									
CS-20-0047	Art & Culture Project - Mural/Sculpture	New				10,000	-	10,000									
CS-20-0049	Proper Garbage Cans in Spots	New				10,000	-	10,000									
CS-20-0050	New Garbage Enclosures across Municipality (1 per year at mir	New				4,478	-	4,478									
CS-20-0051	Fencing at Back of the Essex Centre Sports Complex	New				9,100	-	9,100									
CS-20-0053	Dog Park Agility Items	New				8,840	-	8,840									
CS-20-0054	Washrooms in Heritage Park	New				150,000	-	150,000									
CS-20-0055	McGregor Flag Poles	New				6,000	-	6,000									
CS-20-0056 CS-20-0057	Heritage Train Station Landscaping Electrical to Heritage Gardens	New				8,000 84,100	-	8,000 84,100									
CS-20-0057	Irrigation at Tot Park and Town Hall	New				20,000	_	20,000									
CS-20-0058	Two (2) Main Road Closure Signs for Events	New				11,000	_	11,000									
CS-20-0059	Gate at Colchester Harbour Road Way	New				10,000		10,000									
CS-20-0062	Install FOBs at Colchester Community Centre	New				5,000	_	5,000									
CS-20-0068	2 New Lights on Path from McKeown to Sadler's Park	New				30,000	29,500	500									
CS-20-0071	Proper Garbage Cans in Spots	New				10,000		10,000									
CS-20-0074	Work in Tulleys Meadow bush in Essex	New				10,000	-	10,000									
CS-20-0076	Colchester Parking - Along Jackson new area along fence	New				120,000	-	120,000									
	Essex and Harrow Arena 1/2 of youth rink Boards	New				15,000	-	15,000									
CS-20-0079	Essex and harrow Arena 1/2 of youth hirk boards	INCOV															

											Forecast						
		1		2019 Budget			2020			2021			2022			2023	
Project	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
CS-20-0082	Colchester Parking - Town Lot (Dunn and County Road 50) Pha	New				215,000	-	215,000									
WW-20-0001	Equipment Contingency Wards 1 and 2 Distribution and Trans	New				8,500	8,500	-									
WW-20-0002	Equipment Contingency Wards 3 and 4 Distribution and Trans	New				8,500	8,500	-									
WW-20-0003	Harrow Colchester South Water Treatment Plant Contingency	New				240,000	240,000	-									
WW-20-0008	Water Rate Financial Plan	New				7,000	7,000	-									
SS-20-0001	Treatment - Ward 1 Contingency	New				78,000	78,000	-									
SS-20-0002	Treatment - Ward 3 Contingency	New				51,000	51,000	-									
SS-20-0003	Treatment - Ward 4 Contingency	New				31,000	31,000	-									
PD-20-0001	Police Contingency	Replacement				25,000	25,000	-									
GG-21-0002	Council Contingency	New							50,000	-	50,000						
PW-21-0007	Sidewalks/Trails	Upgrade							450,000	75,000	375,000						
PW-21-0008	Rural Streetlight Installation	New							25,000	19,500	5,500						
CS-21-0026	Folding Tables for Jackson Park	New							8,000	-	8,000						
CS-21-0034	Sadler's Park Power Pedestals	New							50,000	-	50,000						
CS-21-0040	Cement Walkway into Stanton park	New							31,000	31,000	-						
CS-21-0043	New Public Washrooms/Change Room at Harrow Splashpad	New							150,000	120,100	29,900						
CS-21-0045	Parks Outdoor Tools and Equipment	New							13,000	13,000	-						
CS-21-0050	Arts and Culture Project - Mural/Sculpture	New							10,000	-	10,000						
CS-21-0051	New Garbage Enclosures across Municipality (1 per year at mir	New							4,478	-	4,478						
CS-21-0053	Irrigation Heritage Gardens Train Station	New							20,000	-	20,000						
WW-21-0001	Equipment Contingency Wards 1 and 2 Distribution and Trans	New							7,600	7,600	-						
WW-21-0002	Equipment Contingency Wards 3 and 4 Distribution and Trans	New							7,600	7,600	-						
WW-21-0003	Harrow Colchester South Water Treatment Plant Contingency	New							228,000	228,000	-						
SS-21-0001	Treatment - Ward 1 Contingency	New							121,000	121,000	-						
SS-21-0002	Treatment - Ward 3 Contingency	New							72,200	72,200	-						
SS-21-0003	Treatment - Ward 4 Contingency	New							36,000	36,000	-						
PD-21-0001	Police Contingency	Replacement							25,000	25,000	-						
GG-22-0001	Council Contingency	New										50,000	-	50,000			
CS-22-0010	Arts and Culture Project - Mural/Sculpture	New										10,000	-	10,000			
CS-22-0012	w Garbage Enclosures across Municipality (1 per year at minimu	New										4,478	-	4,478			
PW-22-0011	Sidewalks/Trails	New										450,000	404,661	45,339			
PW-22-0012	Rural Streetlight Installation	New										25,000	19,500	5,500			
PD-22-0001	Police Contingency	Replacement										25,000	25,000	-			
SS-22-0001	Treatment - Ward 1 Contingency	New										70,500	70,500	-			
SS-22-0002	Treatment - Ward 3 Contingency	New										51,550	51,550	-			
SS-22-0003	Treatment - Ward 4 Contingency	New										30,750	30,750	-			
WW-22-0003	Equipment Contingency Wards 1 and 2 Distribution and Trans	New										8,000	8,000	-			
WW-22-0004	Equipment Contingency Wards 3 and 4 Distribution and Trans	New										8,000	8,000	-			
WW-22-0005	Harrow Colchester South Water Treatment Plant Contingency	New										200,000	200,000	-			
GG-23-0001	Council Contingency	New													50,000	0	50,000
CS-23-0001	Arts and Culture Project - Mural/Sculpture	New													10,000	0	10,000
CS-23-0003	Pavilion at Colchester Park	New													350,000	0	350,000
CS-23-0012	New LED lights Shaheen Rink	New													58,000	0	58,000
CS-23-0018	New Garbage Enclosures across Municipality (1 per year at	New													4,478	0	4,478
PD-23-0001	Police Contingency	Replacement													25,000	25,000	0
Total			2,744,085	2,314,066	430,019	2,146,350	1,284,634	859,697	1,308,878	756,000	552,878	933,278	817,961	115,317	497,478	25,000	472,478
	ement Lifecycle Implications																
New Asset Val				2,744,085			2,146,350			1,308,878			933,278			497,478	
Less: Studies a	nd Land			0			0			0			0			0	
Sub-Total		Т		2,744,085			2,146,350	Т		1,308,878	T		933,278			497,478	
Estimated Use					Years		10 Ye	ars		10 Y	ears			Years			Years
Annual Lifecycle Requirement				274,409			214,635			130,888		93,328			49,748		
	Lifecycle Requirment			274,409			489,044						713,259				



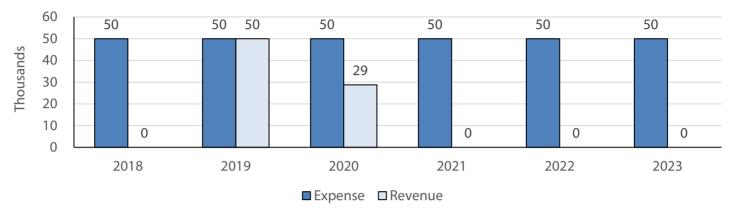




Funded by:Property Tax SupportedDepartment:General GovernmentDivision:Council

Executive Summary

The 2019 Capital Budget for Council consists of a Council Contingency amount that has been maintained after being introduced in 2016.



Expense versus Revenue

Analysis of Revenue Source for 2019

For 2019 the funding source for Council under the Capital Budget is from Reserve Contributions at \$50,000 or 100%. Funding in 2018 was from Property Taxation and was unused. This unspent budget amount will be transferred to reserve and used to fund 2019's contingency.

		\$	%
	Grants	0	0%
	User Fees and Service Charges	0	0%
	Miscellaneous Revenue	0	0%
	Donations	0	0%
	Reserve Contributions	50,000	100%
100%	Long-Term Debt	0	0%
10070	Property Taxation	0	0%
	Total	50,000	100%

Future Capital and Contributions to Reserve

The 2019 Operating Budget for Council does not include any reserve transfers or lifecycle allocations for future capital assets. The projects identified under Council are generally related to specific divisions within the Municipality, whether it's Infrastructure and Development, Community Services, Fire, or Corporate Services, and therefore any capital budget items specific to these divisions will have lifecycle contributions budgeted under their cost centres in the future.

Long-Term Debt (LTD) Impacts on the Operating Budget

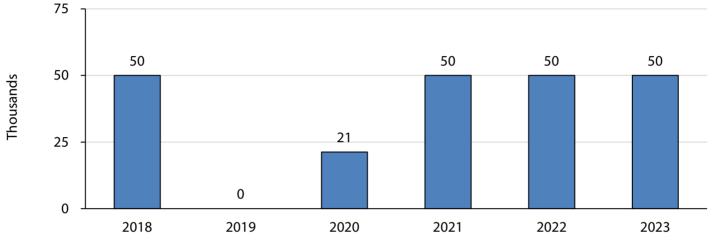
Not Applicable.



Department:General GovernmentDivision:Council

				Council					
Summary			Budget	Char	nge		Fore	ecast	
	2017	2018							
Category	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Expenses	57,473	50,000	50,000	0	0%	50,000	50,000	50,000	50,000
Revenues	57,473	0	50,000	50,000	100%	28,721	0	0	0
Net	0	50,000	0	-50,000	-100%	21,279	50,000	50,000	50,000

Net Capital Budget (2018 to 2023)



Asset Management Lifecycle Implications

Assets under Council are included in Phase 2 of the Town's Asset Management Plan, which was adopted March 27, 2017.

Capital expenditures where the project type is identified as 'Replacement' are considered to be lifecycle activities of existing assets and are fully funded through the Town's Asset Management Reserve. Where projects that are identified as 'Upgrade' are funded at 50% from the Asset Management Reserve and 50% from other sources.

2019 Total Expense by Project Type



from their date of acquisition. The annual lifecycle requirement for these assets utilizing an estimated useful life of 10 years are:

50,000	
10	years
5,000	per year
	10



2019 - 2023 Capital BudgetDepartment: General Government

Division: Council

	Division: Cour																	
							Forecast											
					2019 Budget	1		2020			2021			2022			2023	
Project																		
Number	Project Nam	ne	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
GG-19-0002	Council Contingency		New	50,000	50,000	0												
GG-20-0002	Council Contingency		New				50,000	28,721	21,279									
GG-21-0002	Council Contingency		New							50,000	0	50,000						
GG-22-0001	Council Contingency		New										50,000	0	50,000			
GG-23-0001	Council Contingency		New													50,000	0	50,000
Total				50,000	50,000	0	50,000	28,721	21,279	50,000	0	50,000	50,000	0	50,000	50,000	0	50,000
	:	2019 - 2022 Approved Fored	cast Totals	50,000	50,000	0	50,000	28,721	21,279	50,000	0	50,000	50,000	0	50,000			

Increase/(Decrease)

Council Proposed Projects from the 2018 - 2022 Budget

Not included in the bu	ects from the 2018 - 2022 Budget <mark>dget</mark>			2017/2018			2019			2020			2021			2022			2023	
Project																				
Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
GG-17-0004 Urban Cer	ntre Revitalization/Development	Upgrade	150,000	0	150,000							_								
GG-17-0013 Heritage F	Park Water Feature	New	250,000	0	250,000															
GG-17-0014 Outdoor O	Gym Equipment in Colchester	New	75,000	0	75,000															
GG-17-0015 Accessible	e Walkway to Beach	New	35,000	0	35,000															
GG-17-0016 County Ro	oad 50 and Dunn Road Parking Lot	Upgrade	426,360	0	426,360															
GG-17-0017 Accessible	e Paths in Heritage Park	New	60,000	0	60,000															
GG-17-0018 New Pylor	n Sign at Co-An Park	Replacement	30,000	0	30,000															
GG-17-0019 New Land	l for Soccer at Co-An Park	New	300,000	0	300,000															
GG-17-0020 Pave Co-A	An Park Parking Lot	Upgrade	440,000	0	440,000															
GG-17-0021 Playgroun	nd Structure at Co-An Park	Replacement	200,000	0	200,000															
GG-17-0022 Pave Old	Car Wash Parking Lot	Upgrade	204,445	0	204,445															
GG-18-0001 Urban Cer	ntre Revitalization/Development	Upgrade	150,000	0	150,000															
GG-18-0002 Outdoor E	Exercise Equipment	New	75,000	0	75,000															
Sidewalk/	Trail on Irwin between County Road 34 and Gosfield																			
GG-18-0003 Townline		New	120,000	0	120,000															
Irwin Aver	nue between Arthur Avenue and Gosfield Townline																			
GG-18-0004 (Roads and	d Roadside)	Replacement	454,673	0	454,673															
Irwin Aver	nue between Arthur Avenue and Gosfield Townline																			
GG-18-0005 (Stormwat		Replacement	196,877	0	196,877															
	nue between Arthur Avenue and Gosfield Townline																			
WW-18-0007 (Waterwo	· · · · · · · · · · · · · · · · · · ·	Replacement	134,000	0	134,000															
GG-18-0006 Water Acc		Replacement	20,000	0	20,000															
	ight at Harrow Post Office	New	2,000	0	2,000															
	ntre Revitalization/Development	Upgrade				150,000	0	150,000												
	nue between Arthur Avenue and Gosfield Townline	Replacement				495,000	0	495,000												
GG-19-0003 Irwin Aver	nue between Arthur Avenue and Gosfield Townline	Replacement				126,500	0	126,500												
GG-19-0004 Irwin Aver	nue between Arthur Avenue and Gosfield Townline	Replacement				252,000	0	252,000												
CS-19-0091 Co-An Par	rk Capital	NEW				350,000	175,000	175,000												
CS-19-0094 Co-An Par	k Annual Replacement	Replacement				117,600	58,800	58,800												
	ntre Revitalization/Development	Upgrade							150,000	0	150,000									
CS-20-0010 General R	eplacment at Co-An Park	Replacement							56,250		56,250									
CS-20-0011 Land Purc	hase/ Splash Pad at Co-An Park	New							300,000	150,000	150,000									
GG-21-0001 Urban Cer	ntre Revitalization/Development	Upgrade										150,000	0	150,000						
CS-21-0054 Co-An Par	k Soccer fields/ Splash pad	New										100,000		100,000						
CS-21-0055 Co-An Par	k Annual Replacement	Replacement										43,250		43,250						
CS-22-0014 Co-an Par	k new Playground / Soccer Fields	New													175,000	87,500	87,500			
CS-22-0015 Annual Re	eplacement at Co-An Park	Replacement													68,250	68,250	0			
CS-23-0023 Co-An Par	k New Playground, Soccer Field, Parking Lot	New																615,000	307,500	307,500
CS-23-0024 Co-An Par	rk Annual Replacement	Replacement																88,250	88,250	0
Total			3,323,355	0	3,323,355	1,491,100	233,800	1,257,300	506,250	150,000	356,250	293,250	0	293,250	243,250	155,750	87,500	703,250	395,750	307,500

0,000



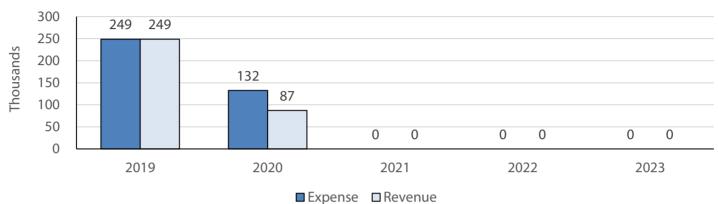


Funded by:Property Tax SupportedDepartment:General GovernmentDivision:Corporate Services, Office of the CAO, Legislative Services

Executive Summary

The 2019 Capital Budget for Corporate Services consists of annual replacement needs across facilities as identified in the asset management policy (roof at town hall and camera equipment). Also included is a Network Security Audit and an allocation for a plan for a new Town Hall.

Expense versus Revenue



Analysis of Revenue Source for 2019

For 2019 the largest funding source for Corporate Services under the Capital Budget is from Reserve Contributions at \$249,000 or 100%. Unspent funds from prior years, payment in lieu amounts transferred to reserves and the AMP reserve are all being used to fund this contribution for 2019 capital.

		\$	%
	Grants	0	0%
	User Fees and Service Charges	0	0%
	Miscellaneous Revenue	0	0%
	Donations	0	0%
	Reserve Contributions	249,000	100%
	Long-Term Debt	0	0%
100%	Property Taxation	0	0%
	Total	249,000	100%

Future Capital and Contributions to Reserve

The 2019 Operating Budget for Corporate Services includes \$476,880 of reserve transfers or lifecycle allocations for future capital assets to be used across all divisons of the organization.

Long-Term Debt (LTD) Impacts on the Operating Budget

Not Applicable.

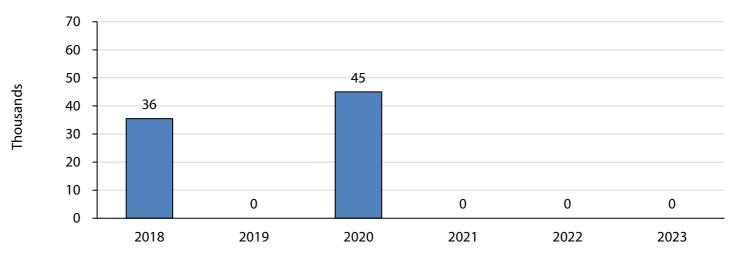


 Department:
 General Government

 Division:
 Corporate Services, Office of the CAO, Legislative Services

Summary			Budget	Char	ige	Forecast							
	2017	2018											
Category	Actual	Budget	2019	\$	%	2020	2021	2022	2023				
Expenses	61,905	186,188	249,000	62,812	34%	132,385	0	0	0				
Revenues	61,905	150,688	249,000	98,312	65%	87,385	0	0	0				
Net 0 35,500			0	(35,500)	-100%	45,000	0	0	0				

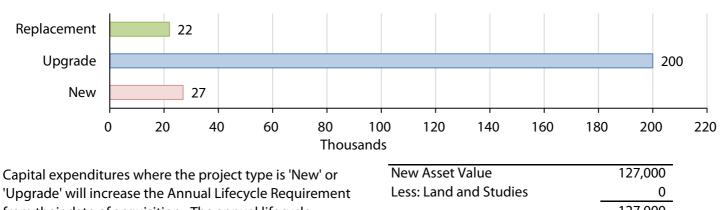
Net Capital Budget (2018 to 2023)



Asset Management Lifecycle Implications

Assets under Corporate Servcies are included in Phase 2 of the Town's Asset Mangement Plan, which was adopted March 27, 2017.

Capital expenditures where the project type is identified as 'Replacement' are considered to be lifecycle activities of existing assets and are fully funded through the Town's Asset Management Reserve. Where projects that are identified as 'Upgrade' are funded at 50% from the Asset Management Reserve and 50% from other sources.



2019 Total Expense by Project Type

Capital expenditures where the project type is 'New' or 'Upgrade' will increase the Annual Lifecycle Requirement from their date of acquisition. The annual lifecycle requirement for these assets utilizing an estimated useful life of 10 years are:

New Asset Value	127,000	-
Less: Land and Studies	0	
	127,000	-
Estimated Useful Life	10	years
Annual Lifecycle Requirement	12,700	per year



Department: General Government

Division: Corporate Services, Office of the CAO, Legislative Services

		-				Forecast											
				2019 Budget			2020			2021		2022			2023		
Project																	
Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
GG-19-0007	Roof Ladder at Town Hall	Replacement	12,000	12,000	0												
GG-19-0008	9 Replacement Cameras at Essex Arena	Replacement	5,000	5,000	0												
GG-19-0009	2 Replacement Cameras at Colchester Harbour/ Splash Pad	Replacement	2,500	2,500	0												
GG-19-0010	3 Replacement Cameras at McGregor Community Centre	Replacement	2,500	2,500	0												
GG-19-0011	Network Security Audit	New	27,000	27,000	0											ĺ	
GG-19-0012	New Town Hall	Upgrade	200,000	200,000	0											ĺ	
GG-20-0003	Intranet	New				19,385	19,385	0									
GG-20-0004	IT Strategic Plan	New				40,000	0	40,000									
GG-20-0005	Clerk Counter Renovations	Upgrade				10,000	5,000	5,000									
GG-20-0006	Roof Ladder at Town Hall	Replacement				63,000	63,000	0									
Total			249,000	249,000	0	132,385	87,385	45,000	0	0	0	0	0	0	0	0	0

2019 - 2022 Approved Forecast Totals	0	0	0	19,385	19,385	0	0	0	0	0	0	0
Increase/(Decrease)	249,000	249,000	0	113,000	68,000	45,000	0	0	0	0	0	0



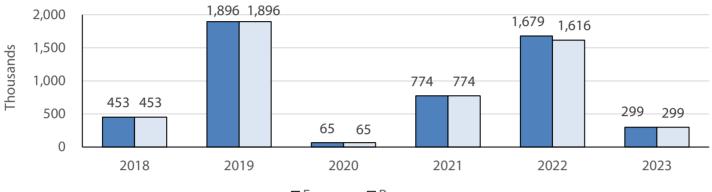


Funded by:Property Tax SupportedDepartment:Protection to Persons and PropertyDivision:Fire

Executive Summary

The 2019 Capital Budget for Fire consists of \$1,500,000 for the replacement of Station 2 and \$300,000 for the replacement of Rescue Vehicle 3 from Station 3. Five of the projects identified for 2019 are related to Fire's annual replacement program for items such as boots, bunker gear, helmets, hoses, pagers, and gloves. Other projects include general replacement of generators, cameras, helmet hoods and defibrillators.

Expense versus Revenue





Analysis of Revenue Source for 2019

For 2019 the largest funding source for Fire under the Capital Budget is from Long-Term Debt at \$1,500,000 or 79%. Contributions from Reserve have increased from \$53,000 in 2018 to \$396,103 in 2019 as there are more capital projects scheduled to occur.

		\$	%
	Grants	0	0%
21%	User Fees and Service Charges	0	0%
	Miscellaneous Revenue	0	0%
	Donations	0	0%
	Reserve Contributions	396,103	21%
79%	Long-Term Debt	1,500,000	79%
	Property Taxation	0	0%
	Total	1,896,103	100%

Future Capital and Contributions to Reserve

The 2019 Operating Budget for Fire includes reserve transfers or lifecycle allocations for future capital assets in the amount of \$15,459.

Long-Term Debt (LTD) Impacts on the Operating Budget

The amount of revenue from LTD under the capital budget for Fire in 2019 is \$1,500,000. Future debt payments for Fire are estimated using a 10 year term and an interest rate of 3.33% per Infrastructure Ontario.

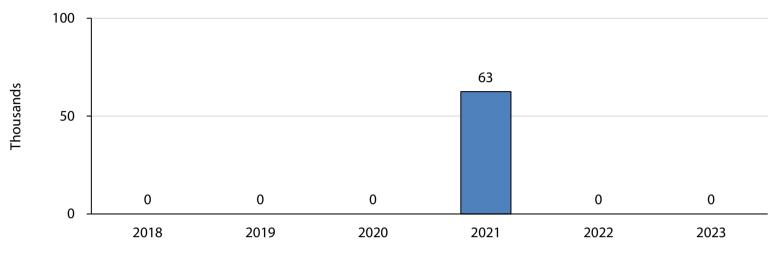
The estimated future impact on the operating budget over an average 10 year term is \$178,820.



Department: Protection to Persons and Property Division: Fire

		Division:		Fire									
Summary			Budget	Char	nge	Forecast							
	2017	2018											
Category	Actual	Budget	2019	\$	%	2020	2021	2022	2023				
Expenses	722,786	452,815	1,896,103	1,443,288	319%	65,481	774,481	1,678,877	298,877				
Revenues	190,386	452,815	1,896,103	1,443,288	319%	65,481	774,481	1,616,377	298,877				
Net	532,400	0	0	0	0%	0	0	62,500	0				

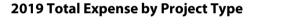
Net Capital Budget (2018 to 2023)

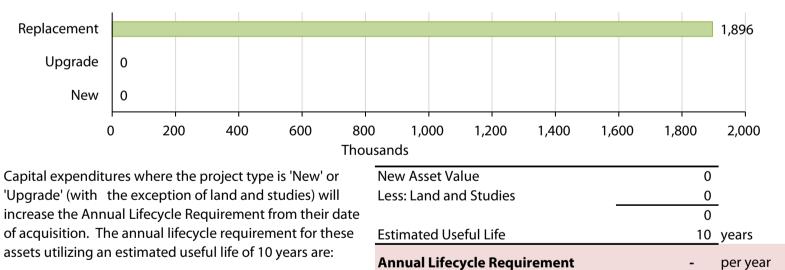


Asset Management Lifecycle Implications

Assets under Fire are included in Phase 2 of the Town's Asset Management Plan, which was adopted March 27, 2017.

Capital expenditures where the project type is identified as 'Replacement' are considered to be lifecycle activities of existing assets and are fully funded through the Town's Asset Management Reserve. Where projects that are identified as 'Upgrade' are funded at 50% from the Asset Management Reserve and 50% from other sources.







2019 - 2023 Capital BudgetDepartment: Protection to Persons and Property . Division: Fire

	Division: Fire				1				Forecast								
		1	2	2019 Budget		2020			<u> </u>	2021			2022		2023		
Project		Project		jet													
Number	Project Name	Туре	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
FD-19-0001	Helmet Replacement Program	Replacement	3,182	3,182	0												
FD-19-0002	Hose Replacement Program	Replacement	15,150	15,150	0												
FD-19-0003	Pager Replacement Program	Replacement	5,681	5,681	0												
FD-19-0004	Boot Replacement Program	Replacement	4,209	4,209	0												
FD-19-0005	Bunker Gear Replacement Program	Replacement	25,452	25,452	0												
FD-19-0007	Replace Portable Generators for Trucks (3)	Replacement	20,985	20,985	0												
FD-19-0008	Replace Thermal Imaging Camera at Station 2	Replacement	12,400	12,400	0												
FD-19-0009	Replace Protective Hoods (Helmets)	Replacement	1,600	1,600	0												
FD-19-0010	Replace Defibrillators at Stations 1 and 3	Replacement	7,444	7,444	0												
FD-19-0012	Replace Rescue 3 at Station 3	Replacement	300,000	300,000	0												
FD-19-0015	Fire Station 2 Replacement	Replacement	1,500,000	1,500,000	0												
FD-20-0001	Helmet Replacement Program	Replacement				3,182	3,182	0									
FD-20-0002	Hose Replacement Program	Replacement				15,150	15,150	0									
FD-20-0003	Pager Replacement Program	Replacement				5,681	5,681	0									
FD-20-0004	Replace Gloves (20)	Replacement				2,909	2,909	0									
FD-20-0005	Replace Headsets (3)	Replacement				3,600	3,600	0									
FD-20-0006	Replace Thermal Imaging Camera at Station 3	Replacement				5,629	5,629	0									
FD-20-0007	Boot Replacement Program	Replacement				3,878	3,878	0									
FD-20-0008	Bunker Gear Replacement Program	Replacement				25,452	25,452	0									
FD-21-0001	Boot Replacement Program	Replacement							3,878	3,878	0						
FD-21-0002	Bunker Gear Replacement Program	Replacement							25,452	25,452	0						
FD-21-0003	Carbon Monoxide Detector Replacement	Replacement							3,006	3,006	0						
FD-21-0004	Defibrilator Replacement	Replacement							3,720	3,720	0						
FD-21-0005	Extracation Gloves Replacement	Replacement							2,838	2,838	0						
FD-21-0006	Helmet Replacement Program	Replacement							3,183	3,183	0						
FD-21-0007	Hose Replacement Program	Replacement							15,150	15,150	0						
FD-21-0008	Pager Replacement Program	Replacement							5,682	5,682	0						
FD-21-0009	Replace Deputy Fire Chief's Vehicle	Replacement							45,000	45,000	0						
FD-21-0010	Replace Air Bag Kits at each Station	Replacement							16,860	16,860	0						
FD-21-0011	Replace Fire Chief's Vehicle	Replacement							40,000	40,000	0						
FD-21-0013	Replace Portable Generator at Station 1	Replacement							1,064	1,064	0						
FD-21-0014	Replace Masks at Gesto Office	Replacement							8,648	8,648	0						
FD-21-0015	Replace Engine 3A at Station 3	Replacement							600,000	600,000	0						
FD-22-0001	Boot Replacement Program	Replacement										3,917	3,917	0			
FD-22-0002	Bunker Gear Replacement Program	Replacement										25,707	25,707	0			
FD-22-0003	Helmet Replacement Program	Replacement										3,213	3,213	0			
	Hose Replacement Program	Replacement										15,302	15,302	0			
FD-22-0005	Pager Replacement Program	Replacement										5,738	5,738	0			
FD-22-0006	Replace Truck 1&3 and Position New at Station 2	Replacement										1,500,000	1,500,000	0			
FD-22-0007	Fire Station 3 Upgrades (Training and Washrooms)	Upgrade										125,000	62,500	62,500			
FD-23-0001	Boot Replacement Program	Replacement													3,917	3,917	0
	Bunker Gear Replacement Program	Replacement													25,707	25,707	0
	Helmet Replacement Program	Replacement													3,213	3,213	0
FD-23-0004	Hose Replacement Program	Replacement													15,302	15,302	0
FD-23-0005	Pager Replacement Program	Replacement													5,738	5,738	0
FD-23-0007	Replace Three (3) Notebook Computers	Replacement													10,000	10,000	0
FD-23-0008	Replace Truck 3 with a Squad (Pickup)	Replacement													110,000	110,000	0
FD-23-0009	Replace Deputy Fire Chief's Vehicle	Replacement													125,000	125,000	0
Total			1,896,103	1,896,103	0	65,481	65,481	0	774,481	774,481	0	1,678,877	1,616,377	62,500	298,877	298,877	0



2019 - 2023 Capital BudgetDepartment: Protection to Persons and Property

Fire Division:

2019 - 2022 Approved Forecast Totals	396,103	396,103	0	1,565,481	1,565,481
Increase/(Decrease)	1,500,000	1,500,000	0	-1,500,000	-1,500,000



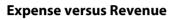
0	774,481	774,481	0	1,678,877	1,678,877	0
0	0	0	0	0	-62,500	62,500



Funded by:Property Tax SupportedDepartment:Public WorksDivision:Equipment and Administration

Executive Summary

The 2019 Capital Budget for Public Works - Equipment and Administration consists of upgrades and repairs to buildings and equipment. Capital expenditures under Equipment and Administration include the replacement of a 5 Ton Dump and Plow Truck at a budgeted amount of \$250,000





Analysis of Revenue Source for 2019

For 2019 all funding for Public Works - Equipment and Administration under the Capital Budget is from Reserve Contributions.

	Revenue Source	\$	%
	Grants	0	0%
	User Fees and Service Charges	0	0%
	Miscellaneous Revenue	0	0%
	Donations	0	0%
	Reserve Contributions	551,500	100%
100%	Long-Term Debt Property Taxation	0	0% 0%
	Total	551,500	100%

Future Capital and Contributions to Reserve

The 2019 Operating Budget for Public Works - Equipment and Administration includes reserve transfers or lifecycle allocations for future capital assets under vehicles, buildings, and machinery and equipment. Contributions to Reserve

Long-Term Debt (LTD) Impacts on the Operating Budget

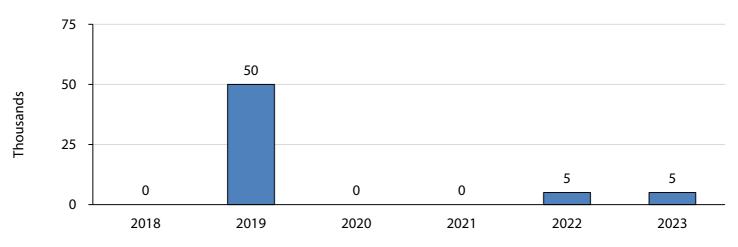
Not Applicable.



Department: Public Works Division: Equipment and Administration

Summary			Budget	Chan	ge	Forecast						
	2017	2018										
Category	Actual	Budget	2019	\$	%	2020	2021	2022	2023			
Expenses	186,985	530,000	551,500	21,500	4%	550,610	455,721	455,000	520,000			
Revenues	186,985	530,000	551,500	21,500	4%	500,610	455,721	455,000	515,000			
Net	0	0	0	0	100%	50,000	0	0	5,000			

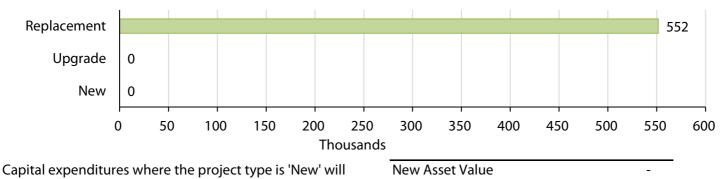
Net Capital Budget (2018 to 2023)



Asset Management Lifecycle Implications

Assets under Public Works - Equipment and Administration are included under Phase 1 of the Town's Asset Mangement Plan, with the updated version adopted in the third quarter of 2015.

Capital expenditures where the project type is identified as 'Replacement' are considered to be lifecycle activities of existing assets and are fully funded through the Town's Asset Management Reserve. Where projects that are identified as 'Upgrade' are funded at 50% from the Asset Management Reserve and 50% from other sources.



2019 Total Expense by Project Type

Capital expenditures where the project type is 'New' will increase the Annual Lifecycle Requirement from their date of acquisition. The annual lifecycle requirement for these assets utilizing an estimated useful life of 10 years are:

New Asset Value	-	_
Estimated Useful Life	10	years
Annual Lifecycle Requirement	-	per year



Department: Public Works Equipment and Administration Division:

	Division. Equipment and Admin	istration				Forecast											
			2	2019 Budget			2020 2021 2022							2023			
Project Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
PW-19-0002	5-Ton Dump/Plow Unit 529-09	Replacement	250,000	250,000	0												
PW-19-0032	Pickup Truck	Replacement	40,000	40,000	0												
PW-19-0037	Tractor to Replace Unit #521-93	Replacement	90,000	90,000	0												
PW-19-0038	Jumping Jack Replacement	Replacement	3,500	3,500	0												
PW-19-0039	Grinder Replacement	Replacement	2,500	2,500	0												
PW-19-0041	Shop Lawnmower Replacement	Replacement	15,000	15,000	0												
PW-19-0042	Harrow Yard Roof Replacement	Replacement	80,000	80,000	0												
PW-19-0043	Lockers Replacement	Replacement	4,000	4,000	0												
PW-19-0044	Brine Tank Containment	Replacement	50,000	50,000	0												
PW-19-0045	Annual Door Replacement Program	Replacement	10,000	10,000	0												
PW-19-0047	Gesto Office Renovation	Replacement	6,500	6,500	0												
PW-20-0001	15-Ton Dump/Plow Unit #508-00	Replacement				280,000	280,000	0									
PW-20-0002	3 Ton Unit #531	Replacement				200,000	200,000	0									
PW-20-0003	Air Conditioner	Replacement				5,610	5,610	0									
PW-20-0005	Power Washer	Replacement				15,000	15,000	0									
PW-20-0032	Light Duty Tandem Asphalt Roller	New				50,000	0	50,000									
PW-21-0001	Pickup Truck	Replacement							40,000	40,000	0						
PW-21-0002	Air Conditioner Tester	Replacement							2,887	2,887	0						
PW-21-0003	AVL Guidance System	Replacement							5,334	5,334	0						
PW-21-0004	Cutting/Pruning Saw	Replacement							2,500	2,500	0						
PW-21-0005	Grader #505	Replacement							400,000	400,000	0						
PW-21-0012	Air Compressor Essex Shop	Replacement							5,000	5,000	0						
PW-22-0005	Cat Backhoe	Replacement										175,000	175,000	C			
PW-22-0015	Road Widener	Replacement										50,000	50,000	0			
PW-22-0016	Sweeper Broom	Replacement										10,000	10,000	0			
PW-22-0017	5 Ton Dump Unit #508	Replacement										220,000	220,000	0			
PW-23-0005	Mig Welder	Replacement													5,000	0	5,000
PW-23-0006	John Deere Backhoe	Replacement													175,000	175,000	0
PW-23-0007	Vermmer Wood Chipper	Replacement													80,000	80,000	0
PW-23-0008	5 Ton Unit 534	Replacement													220,000	220,000	0
PW-23-0009	536 Pick Up 4X4	Replacement													40,000	40,000	0
Total			551,500	551,500	0	550,610	500,610	50,000	455,721	455,721	0	455,000	455,000	0	520,000	515,000	5,000

2019 - 2022 Approved Forecast Totals 490,000 490,000 0 364,220 364,220 Increase/(Decrease)

61,500 61,500

186,390 0

0 136,390 50,000

327,721	327,721	0	350,000	350,000	0
128,000	128,000	0	105,000	105,000	0



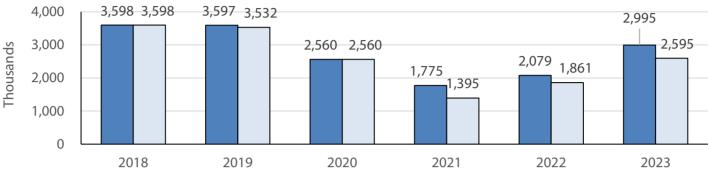


Funded by:Property Tax SupportedDepartment:Public WorksDivision:Roads and Roadside

Executive Summary

The 2019 Capital Budget for Public Works - Roads and Roadside consists of the full or partial replacement of five municipal roads.

Expense versus Revenue



■ Expense ■ Revenue

Analysis of Revenue Source for 2019

For 2019 the largest funding source for Public Works - Roads and Roadside under the Capital Budget is from Grants in the amount of \$1,538,382 or 43%. Gas Tax and OCIF Formula Based are the amounts included in Grant funding. The remainder of this budget is funded from Contributions from Reserve of \$854,118 and Long-Term Debt of \$680,000 or 19%

2%	Revenue Source	\$	%
	Grants	1,538,382	43%
19%	User Fees and Service Charges	434,000	12%
43%	Miscellaneous Revenue	0	0%
	Donations	0	0%
24%	Reserve Contributions	879,118	24%
2170	Long-Term Debt	680,000	19%
12%	Property Taxation	65,000	2%
	Total	3,596,500	100%

Future Capital and Contributions to Reserve

The 2018 Operating Budget for Public Works - Roads and Roadside includes reserve transfers or lifecycle allocations for future capital assets related to roads and roadside in the amount of \$75,000.

Long-Term Debt (LTD) Impacts on the Operating Budget

The amount of revenue from LTD under the capital budget for Public Works - Roads and Roadside in 2019 is \$680,000. Future debt payments are estimated using a 7 year term and an interest rate of 3.20%.

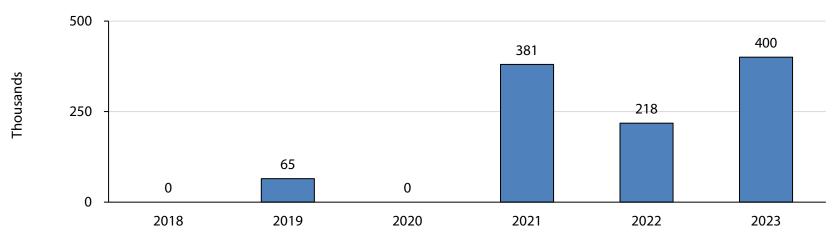
The estimated future impact on the operating budget over an average 5 year term is \$46,500.



Department:Public WorksDivision:Roads and Roadside

Summary			Budget	Cha	ange		Fo	recast	
	2017	2018							
Category	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Expenses	1,685,285	3,597,500	3,596,500	(1,000)	0%	2,559,750	1,775,000	2,079,000	2,995,334
Revenues	1,685,285	3,597,500	3,531,500	(66,000)	-2%	2,559,750	1,394,500	1,860,764	2,595,000
Net	0	0	65,000	65,000	0%	0	380,500	218,236	400,334

Net Capital Budget (2018 to 2023)

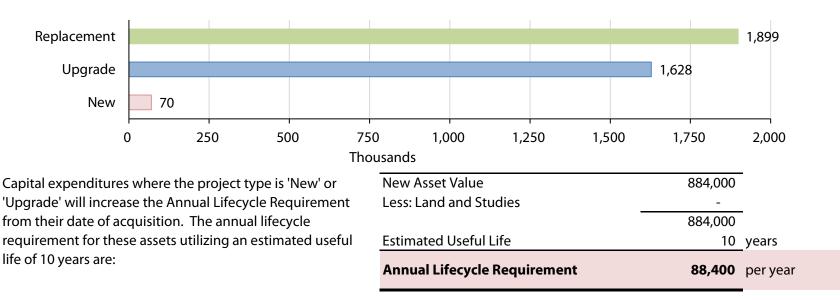


Asset Management Lifecycle Implications

Assets under Public Works - Roads and Roadside are included under Phase 1 of the Town's Asset Management Plan, with the updated version adopted in the third quarter of 2015.

Capital expenditures where the project type is identified as 'Replacement' are considered to be lifecycle activities of existing assets and are fully funded through the Town's Asset Management Reserve. Where projects that are identified as 'Upgrade' are funded at 50% from the Asset Management Reserve and 50% from other sources.







Department: Public Works Division: Roads and Roadside

											Fore	cast					
				2019 Budget			2020			2021			2022			2023	
Project Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
PW-19-0004	Queen Street North (Shave and Pave)	Replacement	75,000	75,000	0												
PW-19-0006	Gore Road between Wright Road and County Road 13	Replacement	341,000	341,000	0												
PW-19-0007	8th Concession between Ferriss and County Road 23	Replacement	330,000	330,000	0												
PW-19-0008	North Malden Road between Hyland and County Road 15	Replacement	587,500	587,500	0												
PW-19-0018	Sidewalks/Trails	Upgrade	868,000	868,000	0												
PW-19-0017	Rural Streetlight Installation (Colchester Village)	New	20,000	20,000	0												
PW-19-0034	Gordon, Wilson, Station Street Area	Replacement	150,000	150,000	0												
PW-19-0035	Beach Road - Meadows	Upgrade	40,000	20,000	20,000												
PW-19-0036	LED Conversion of Streetlights	Upgrade	680,000	680,000	0												
PW-19-0040	County Road 8/County Road 34 Signalized Intersection	Upgrade	40,000	20,000	20,000												
PW-19-0049	Queen Street Improvements	Replacement	265,000	265,000	0												
PW-20-0009	North Malden Road (County Road 15 and Walker Sideroad)	Replacement				630,000	630,000	0									
PW-20-0010	Shave and Pave Miscellaneous Roads	Replacement				150,000	150,000	0									
PW-20-0011	Overlay 6km (Approximately \$25,000/km) (Maintenance)	Replacement				150,000	150,000	0									
PW-20-0012	Iler Road between County Road 20 and Huffman	Replacement				281,750	281,750	0									
	(Maintenance)	neprocement				2017/00	2017/00	0									
PW-20-0013	4th Concession between McCormick and County Road 11	Replacement				526,000	526,000	0									
1 1 20 0015	(Maintenance)	neplacement				520,000	520,000	0									
PW-20-0016	Rural Streetlight Installation (Colchester Village)	New				25,000	25,000	0									
PW-20-0017	Sidewalks/Trails					434,000	434,000	0									
PW-20-0033	5th Concession (Smith Road to County Road 11) Rehabilitation	Upgrade Replacement				363,000	363,000	0									
PW-20-0033	North Malden Road (County Road 15 and Walker Sideroad)	Replacement				303,000	505,000	0	440,000	440,000	0						
PW-21-0003	Overlay 6km (Approximately \$25,000/km) (Maintenance)	Replacement							150,000	150,000	0						
PW-21-0013	Shave and Pave Miscellaneous Roads	Replacement							150,000	150,000	0						
PW-21-0014	4th Concession between County Road 11 and Drummond	Replacement							450,000	450,000	0						
PW-21-0025 PW-21-0007	Sidewalks/Trails	Upgrade							450,000	75,000	375,000						
PW-21-0007 PW-21-0008	Rural Streetlight Installation	New							25,000	19,500	5,500						
	Erie Blue (Beach Road)	Replacement							110,000	110,000	3,300						
PW-21-0024									110,000	110,000	0	264.000	264,000	0			
PW-22-0004	North Malden Road between Tremblay and County Road 11	Replacement										264,000	264,000	0			
PW-22-0006	Overlay 6km (Approximately \$25,000/km) (Maintenance)	Replacement										150,000	150,000	0			
PW-22-0007	4th Concession between County Road 11 and Drummond	Replacement										390,000	390,000	0			
PW-22-0008	Shave and Pave Miscellaneous Roads	Replacement										200,000	200,000	0			
PW-22-0009	Miscellaneous Roadwork (Maintenance)	Replacement										500,000	432,603	67,397			
PW-22-0010	Twin Gables (Beach Road)	Replacement										100,000	0	100,000			
PW-22-0011	Sidewalks/Trails	New										450,000	404,661	45,339			
PW-22-0012	Rural Streetlight Installation	New										25,000	19,500	5,500			
PW-23-0010	Roads Average	Replacement													2,520,000	2,520,000	C
PW-23-0011	Trails Average	Upgrade													475,334	75,000	400,334
Total			3,546,500	3,506,500	40,000	2,559,750	2,559,750	0	1,775,000	1,394,500	380,500	2,079,000	1,860,764	218,236	2,995,334	2,595,000	400,334
		ved Forecast Totals	2,166,000	2,166,000	0	2,212,750	2,212,750	0	1,775,000	1,769,500	5,500	2,079,000	1,820,764	258,236			
		Increase/(Decrease)	1,380,500	1,340,500	40,000	347,000	347,000	0	0	(375,000)	375,000	0	40,000	(40,000)			

2019 - 2022 Approved Forecast Totals	2,166,000	2,166,000	
Increase/(Decrease)	1,380,500	1,340,500	





Funded by:Property Tax SupportedDepartment:Public WorksDivision:Stormwater Management

Executive Summary

The 2019 Capital Budget for Public Works - Stormwater Management consists of rehabilitation work to bridges or culverts within the Municipality in the form of either engineering or construction.

Expense versus Revenue



Analysis of Revenue Source for 2019

For 2019 the largest funding source for Public Works - Stormwater Management is funded from reserve contributions at \$770,000 or 99%. The remainder of this budget is funded from Grants and taxation.

1%		Rev	venue Source	\$	%
			Grants	4,800	0.62%
			User Fees and Service Charges	0	0%
			Miscellaneous Revenue	0	0%
			Donations	0	0%
			Reserve Contributions	770,000	99%
			Long-Term Debt	0	0%
			Property Taxation	3,200	0.41%
	99%		Total	778,000	100%

Future Capital and Contributions to Reserve

The 2017 Operating Budget for Stormwater Management includes a reserve transfer or lifecycle allocation for future capital assets in the amount of \$0.

Long-Term Debt (LTD) Impacts on the Operating Budget

Not Applicable.



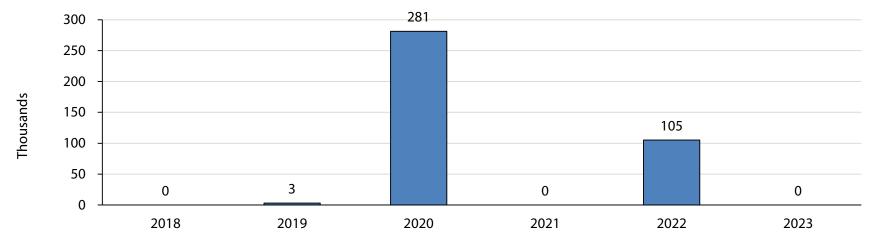
Department: Public Works

Stormwater Management

Summary			Budget	Change		Forecast									
	2017	2018													
Category	Actual	Budget	2019	\$	%	2020	2021	2022	2023						
Expenses	451,177	5,129,912	778,000	(4,351,912)	-85%	879,000	580,000	610,000	605,000						
Revenues	451,177	5,129,912	774,800	(4,355,112)	-85%	597,697	580,000	505,000	605,000						
Net	0	0	3,200	3,200	0%	281,303	0	105,000	0						

Net Capital Budget (2018 to 2023)

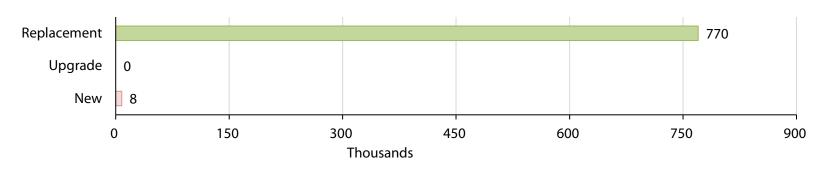
Division:



Asset Management Lifecycle Implications

Assets under Public Works - Stormwater Management are included under Phase 1 of the Town's Asset Management Plan, with the updated version adopted in the third quarter of 2015.

Capital expenditures where the project type is identified as 'Replacement' are considered to be lifecycle activities of existing assets and are fully funded through the Town's Asset Management Reserve. Where projects that are identified as 'Upgrade' are funded at 50% from the Asset Management Reserve and 50% from other sources.



2019 Total Expense by Project Type

Capital expenditures where the project type is 'New' or 'Upgrade' will increase the Annual Lifecycle Requirement from their date of acquisition. The annual lifecycle requirement for these assets utilizing an estimated useful life of 10 years are:

New Asset Value	8,000	-
Estimated Useful Life	10	years
Annual Lifecycle Requirement	800	per year



Department: Public Works Stormwater Management Division:

						Forecast											
		[2019 Budget			2020			2021			2022			2023	
Project Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
PW-19-0025	Engineering for Various Bridges and Culverts	Replacement	40,000	40,000	0	0	0	0									
PW-19-0033	3rd Concession and Suffolk Road Culvert 200203 (Construction)	Replacement	580,000	580,000	0												
PW-19-0048	Harrow Junior School Storm Sewer Improvements	Replacement	150,000	150,000	0												
PW-19-0050	Rain Gauges in Partnership with ERCA	Replacement	8,000	4,800	3,200												
PW-20-0021	Engineering for Various Bridges and Culverts	Replacement				40,000	40,000	0									
PW-20-0023	6th Concession and Marsh Bridge 200501	Replacement				35,000	0	35,000									
PW-20-0030	McCormick Sideroad and 14th Concession Culvert 208002 (Construction)	Replacement				260,000	260,000	0									
PW-20-0031	Coulter Sideroad and 9th Concession Culvert 102205	Replacement				294,000	172,697	121,303									
PW-20-0034	Richmond Drain Bank Stabilization	Upgrade				250,000	125,000	125,000									
PW-21-0011	Engineering for Various Bridges and Culverts	Replacement							50,000	50,000	C)					
PW-21-0018	3rd Concession and County Road 23 Bridge 200204	Replacement							30,000	30,000	C)					
PW-21-0025	South Malden Road and Mole Sideroad Bridge 103904	Replacement							305,000	305,000	C)					
PW-21-0026	Walker Sideroad/North Malden Road Bridge 106101	Replacement							195,000	195,000	C)					
PW-22-0001	4th Concession and McLean Bridge 200303	Replacement										300,000	300,000	0			
PW-22-0003	Engineering for Various Bridges and Culverts	Replacement										50,000	0	50,000			
PW-22-0013	South Malden Road and County Road 11 Bridge 103901	Replacement										55,000	0	55,000			
PW-22-0014	Ferris Sideroad/4th Concession Bridge 200404	Replacement										205,000	205,000	0			
PW-23-0001	3rd Concession/Roseborough Road Bridge 200201	Replacement													185,000	185,000	0
PW-23-0002	5th Concession/McCormick Sideroad Bridge 200403	Replacement													320,000	320,000	0
PW-23-0003	12th Concession/County Road 11 Bridge 100302	Replacement													50,000	50,000	0
PW-23-0004	Engineering for Various Bridges and Culverts	Replacement													50,000	50,000	0
Total			778,000	774,800	3,200	879,000	597,697	281,303	580,000	580,000	C	610,000	505,000	105,000	605,000	605,000	0
	2019 - 2022 Approved F Increa	Forecast Totals	539,000 239,000	325,494 449,306	213,506	539,000 340,000	539,000 58,697	0 281,303	436,000	436,000 144,000		0 532,000 0 78,000	532,000 -27,000	0			



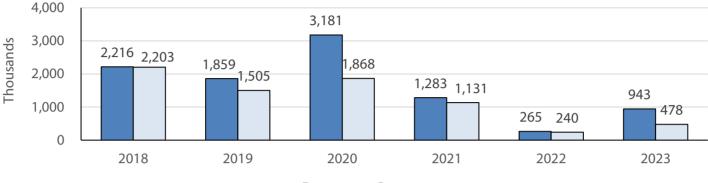


Funded by:Property Tax SupportedDepartment:Community ServicesDivision:Arenas, Community Centres, Harbour, Miscellaneous
Recreation, Parks, Sports Fields

Executive Summary

The 2019 Capital Budget for Community Services consists of upgrades and repairs to buildings, the acquisition of various pieces of machinery and equipment, and the construction of an accessbile ramp at Colchester Beach and the development of Townsview Park.

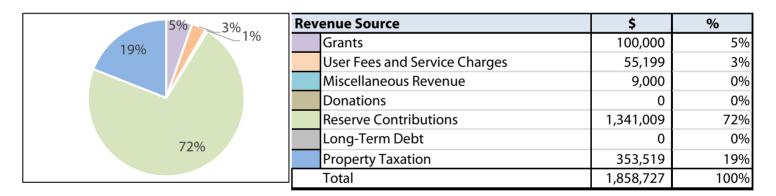
Expense versus Revenue





Analysis of Revenue Source for 2019

For 2019 the largest funding source for Community Services under the Capital Budget is from Reserve Contributions at \$1,340,000 or 72%. The second largest funding source is from Property taxation at \$353,000 or 19%. grant funding makes up \$100,000 or 5% of the funding. The remaining funding includes contributions from the school board for capital projects located at the Essex Recreation Complex, and Amherstburg's contribution to Capital at Co-An Park.



Future Capital and Contributions to Reserve

The 2019 Operating Budget for Community Services includes reserve transfers or lifecycle allocations for future capital assets under each of its respective divisions. Contributions to Reserve for 2019 under the Community Services department are budgeted at \$210,000.

Long-Term Debt (LTD) Impacts on the Operating Budget

Not Applicable.



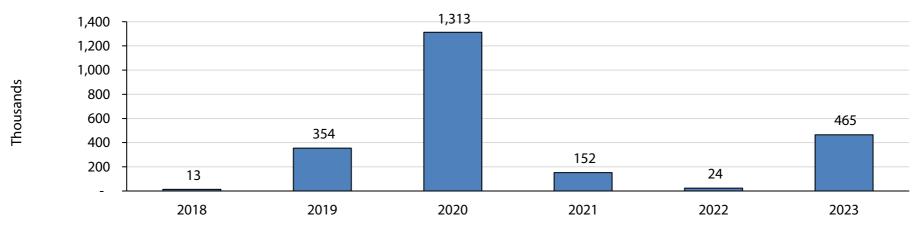
Division:

Department: Community Services

Arenas, Community Centres, Harbour, Miscellaneous Recreation, Parks, Sports Fields

Summary			Budget	Chan	ige				
	2017	2018							
Category	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Expenses	2,810,712	2,215,926	1,858,727	(357,199)	-16%	3,181,151	1,282,757	264,638	943,314
Revenues	2,604,160	2,202,753	1,505,208	(697,545)	-32%	1,868,070	1,131,083	240,160	478,042
Net	206,552	13,173	353,519	340,346	2584%	1,313,081	151,673	24,478	465,273

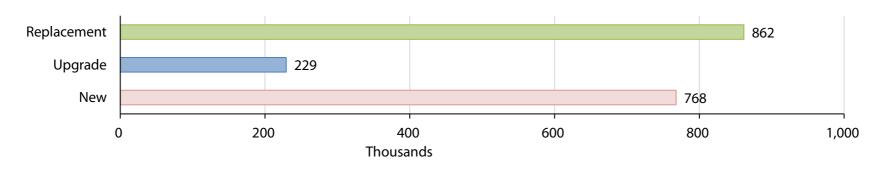
Net Capital Budget (2018 to 2023)



Asset Management Lifecycle Implications

Assets under Community Services are included in Phase 2 of the Town's Asset Management Plan, which was adopted March 27, 2017.

Capital expenditures where the project type is identified as 'Replacement' are considered to be lifecycle activities of existing assets and are fully funded through the Town's Asset Management Reserve. Where projects that are identified as 'Upgrade' are funded at 50% from the Asset Management Reserve and 50% from other sources.



2019 Total Expense by Project Type

Capital expenditures where the project type is 'New' or 'Upgrade' (with the exception of land and studies) will increase the Annual Lifecycle Requirement from their date of acquisition. The annual lifecycle requirement for these assets utilizing an estimated useful life of 10 years are:

New Asset Value	882,537	-
Less: Land and Studies	0	
	882,537	-
Estimated Useful Life	10	years
Annual Lifecycle Requirement	88,254	per year



Department: Community Services Division: Arenas, Community Centres, Harbour, Miscellaneous Recreation, Parks

	Division: Arenas, Community Centres, F	larbour, Miscellaneous Rec									Forecast	t					
				2019 Budget			2020			2021			2022		1	2023	
Project				zonzbauget			2020			2021			2022			2025	
Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
CS-19-0001	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	Replacement	15,000	15,000	0												
CS-19-0002	Soccer Field Rehabilitation in Essex and Harrow	Replacement	15,000	15,000	0												
CS-19-0008	Replace 846-09 John Deere HPX Diesel Gator	Replacement	29,000	29,000	0												
CS-19-0012	Pool Controller Replacement in Essex Recreation Complex	Replacement	7,755	7,755	0												
CS-19-0013	15-HP Pump Replacement at Essex Recreation Complex	Replacement	3,500	3,500	0												
CS-19-0017	Replace Kubota Zero Turn Mower	Replacement	8,100	8,100	0												
CS-19-0021	Wireless Radio Upgrade at Essex Recreation Complex	Upgrade	10,405	10,405	0												
CS-19-0029	Concrete Tables Replacement at Colchester Harbour	Replacement	4,742	4,742	0												
CS-19-0032 CS-19-0035	Colchester Schoolhouse Rehabilitation (carry forward CS-16-00 Harrow Splashpad Controller Reprogram for Portable Water By	Replacement Upgrade	37,500 5,000	37,500 2,500	2,500												
CS-19-0033	Automatic Floor Scrubber Replacement at Harrow Centre Spor	Replacement	7,022	7,022	2,300												
CS-19-0040	Power Washer for Dressing Room Replacement at Harrow Centre Spor	Replacement	3,058	3,058	0												
CS-19-0042	LED Screen Replacement at Essex Recreation Complex	Replacement	10,238	10,238	0												
CS-19-0046	HVAC Replacement in Gym at Essex Community Centre	Replacement	51,800	51,800	0												
CS-19-0053	Phase 3 of Parking Lot at Essex Centre Sports Complex	Replacement	398,300	398,300	0												
CS-19-0056	Renovate Old Poolhouse in Essex (close to Splash Pad)	Upgrade	100,000	65,000	35,000												
CS-19-0060	New Signage Shared with Essex Library	Upgrade	30,000	19,500	10,500												
CS-19-0061	Remove, Supply and Install Tiles in Various Rooms at Essex Req	Replacement	60,000	60,000	0												
CS-19-0062	Replace Starting Blocks at Pool in Essex Recreation Complex	Replacement	18,500	18,500	0												
CS-19-0064	Art & Culture Project - Mural/Sculpture	New	10,000	0	10,000												
CS-19-0088	Heritage Train Station Remove and Reset Interlocking Brick	Replacement	16,000	16,000	0												
CS-19-0066	McGregor Tennis Court Repairs	Replacement	13,228	13,228	0												
CS-19-0067	Replace Sidewalks at Harrow Library	Replacement	4,400	4,400	0												
CS-19-0068	Acid Wash the Plate and Frame on Heat Exchanger in Twin Pad	Replacement	19,000	19,000	0												
CS-19-0069	Golf Cart & Trailor, Parks Summer	New	11,200	10,080	1,120												
CS-19-0071	New Garbage Enclosures across Municipality (1 per year at min	New	4,478	0	4,478												
CS-19-0072	Pylon Sign LED display Panels in McGregor Community Centre	Upgrade	27,900	13,950	13,950												
CS-19-0073 CS-19-0074	Townsview Park	New	275,000	247,500	27,500 2,971												
CS-19-0074	Pave Essex Dog Park Trail Colchester Parking - Town Lot (Dunn and County Road 50) Pha	New	29,707 215,000	26,736 0	2,971												
CS-19-0073	Portable Water Bypass at Harrow Splash Pad	Replacement	7,000	7,000	213,000												
CS-19-0079	Upgrades to Colchester Beach Public washrooms	Upgrade	6,000	3,000	3,000												
CS-19-0081	Remove and Replace Interlocking Brick in Front of Colchester	Replacement	15,000	15,000	0												
CS-19-0082	Replace Air Conditioner and Furnaces at Colchester Communit	Replacement	24,000	24,000	0												
CS-19-0083	Upgrades to Colchester Splash Pad	Upgrade	30,000	15,000	15,000												
CS-19-0084	Drop Box Move to Harrow Arena	New	2,500	0	2,500												
CS-19-0089	Replacement of HVAC for Gymnasium at Essex Recreation Com	Replacement	44,394	44,394	0												
CS-19-0095	Replace LED portion on the Pylon Sign at the Essex Centre Spo	Replacement	35,000	35,000	0												
CS-19-0096	Furnace Replacement at Lion's Hall	Replacement	14,000	14,000	0												
CS-19-0097	Washroom upgrades at Lion's Hall	Upgrade	20,000	10,000	10,000												
CS-19-0098	Colchester Beach Accessible Ramp Access	New	220,000	220,000	0												
CS-20-0001	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	Replacement				15,000	15,000	0									
CS-20-0002	Soccer Field Upgrades in Essex and Harrow	Upgrade				15,000	7,500	7,500									
CS-20-0004	Acidwash lap pool deck, viewing area, and change room tiles	Replacement				6,627	6,627	0									
CE 20.000E	at Essex Recreaction Complex	Development				225.000	225.000	0									
CS-20-0005 CS-20-0006	Dehumidifier Replacement at Essex Recreation ComplexStainless Steel Railing Replacement at Essex Recreation	Replacement Replacement				225,000 4,826	225,000 4,826	0									
C3-20-0000	Complex	Replacement				4,020	4,020	0									
CS-20-0007	Float B - 30 Finger Docks Replacement in Colchester Harbour	Replacement				148,059	148,059	0									
CS-20-0009	Upgrade Lighting at Colchester Harbour	Upgrade				14,288	7,144	7,144									
CS-20-0014	Retaining Wall in Colchester Harbour	Upgrade				38,533	31,767	6,767									
CS-20-0016	Canopy Roof Restoration at Essex Recreation Complex	Replacement				15,000	15,000	0									
CS-20-0019	Unit 810-10 Ford F150 Replacement	Replacement				65,000	65,000	0									
CS-20-0020	Replace 2011 Kioti Tractor (Asset 24068)	Replacement				55,000	55,000	0									

			2019 Budget				2020		2021		2022			2023			
Project Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
CS-20-0024	Backup Filter Pump Motor Replacement at Essex Recreation	Replacement	Expense	Nevenue	Net	2,910	2,910	0	Expense	Revenue	net	стрепзе	Nevenue	Net	стрепзе	Revenue	Net
CS-20-0025	Tennis Court Rehabilitation in Harrow Centre	Replacement				97,080	97,080	0									
CS-20-0025	Relocate Pavillion at Sadler's Park	Replacement				8,000	8,000	0									
CS-20-0032	New Leaf and Turf Vacuum	New				16,027	16,027	0									
CS-20-0033	Colchester Building Upper Parking Lot	Replacement				200,000	100,000	100,000									
CS-20-0034	Infielder for Harrow and Essex Parks	Upgrade				27,500	13,750	13,750									
CS-20-0035	In-ground Waste Management Containers	Upgrade				9,373	4,687	4,687									
CS-20-0030	Paved Driveway at Co-An Park	Upgrade				38,796	29,097	9,699									
CS-20-0037	Ice Resurfacer at Harrow Centre Sports Complex	Replacement				90,900	90,900	9,099									
CS-20-0038	Roof Restoration at Fieldhouse	Replacement				50,180	50,180	0									
CS-20-0039		New						0									
	Dugouts at Harrow Diamonds					15,000	15,000	0									
CS-20-0041	Pave Parking Lot next to Frostys	Upgrade				160,000	80,000	80,000									
CS-20-0042	Tennis Courts in Essex	New				240,000	240,000	12 750									
CS-20-0043	Essex Centre Sports Complex Dressing Room Floor Upgrade	Upgrade				27,500	13,750	13,750									
CS-20-0044	Replace Rubber Tiles in Two Dressing Rooms and the Main	Replacement				49,500	49,500	0									
CS-20-0045	Manual Flushometers at Harrow Soccer Park	Upgrade				3,000	1,500	1,500									
CS-20-0046	Top Dresser for Sports Fields	New				29,400	28,000	1,400									
CS-20-0047	Art & Culture Project - Mural/Sculpture	New				10,000	0	10,000									
CS-20-0048	Replace LED portion on the Pylon Sign at the Essex Centre Spo					0	0	0									
CS-20-0049	Proper Garbage Cans in Spots	New				10,000	0	10,000									
CS-20-0050	New Garbage Enclosures across Municipality (1 per year at min	New				4,478	0	4,478									
CS-20-0051	Fencing at Back of the Essex Centre Sports Complex	New				9,100	0	9,100									
CS-20-0052	New Screw Compressor and Motor for the Compressor Room i	Replacement				43,000	43,000	0									
CS-20-0053	Dog Park Agility Items	New				8,840	0	8,840									
CS-20-0054	Washrooms in Heritage Park	New				150,000	0	150,000									
CS-20-0055	McGregor Flag Poles	New				6,000	0	6,000									
CS-20-0056	Heritage Train Station Landscaping	New				8,000	0	8,000									
CS-20-0057	Electrical to Heritage Gardens	New				84,100	0	84,100									
CS-20-0058	Irrigation at Tot Park and Town Hall	New				20,000	0	20,000									
CS-20-0059	Two (2) Main Road Closure Signs for Events	New				11,000	0	11,000									
CS-20-0060	Power Upgrades at Colchester Harbour	Upgrade				30,000	15,000	15,000									
CS-20-0061	Gate at Colchester Harbour Road Way	New				10,000	0	10,000									
CS-20-0062	Install FOBs at Colchester Community Centre	New				5,000	0	5,000									
CS-20-0063	Hunter Park Replace Playground Equipment	Replacement				20,000	20,000	0									
CS-20-0064	Upgrade Outdoor Washrooms at Fieldhouse (Accessible)	Upgrade				30,000	15,000	15,000									
CS-20-0065	Bridlewood Park Pavillion Upgrades	Upgrade				16,027	8,014	8,014									
CS-20-0066	Fence around Harrow Tennis Court	Replacement				11,300	11,300	0									
CS-20-0067	Field Sprayer (Laser) Replacement for Harrow Soccer Complex	Replacement				2,600	2,600	0									
CS-20-0068	2 New Lights on Path from McKeown to Sadler's Park	New				30,000	29,500	500									
CS-20-0069	Sliding Accessible Entrance Doors (2 Sets) at Essex Centre Spor					35,000	17,500	17,500									
CS-20-0070	Replace Rubber at Colchester Playground	Replacement				100,000	100,000	0									
CS-20-0071	Proper Garbage Cans in Spots	New				10,000	0	10,000									
CS-20-0072	Sliding Accessible Doors to Dressing Rooms at Harrow Centre !					10,000	5,000	5,000									
CS-20-0073	Replace 4-Wheel Drive Kioti at Harrow Soccer Complex	Upgrade				51,000	25,500	25,500									
CS-20-0074	Work in Tulleys Meadow bush in Essex	New				10,000	0	10,000									
CS-20-0075	Parking Lot Upgrades at Sadler's Park	Replacement				98,707	49,354	49,354									
CS-20-0075	Colchester Parking - Along Jackson new area along fence	New				120,000	0	120,000									
CS-20-0070	Colchester Parking - Splash Pad Lot	Replacement				105,000	105,000	120,000									
CS-20-0077	Colchester Parking - Frosty Lot	Replacement				160,000	0	160,000									
CS-20-0078	Essex and Harrow Arena 1/2 of youth rink Boards	New				15,000	0	15,000									
CS-20-0079						-	0	-				_					
	Construction and Installation of 2 Way Glass Wall for Huron Ro					24,500	0	24,500									
CS-20-0081	Install gates and FOBs at each Colchester Dock Entrance	New				40,000	0	40,000									
CS-20-0082	Colchester Parking - Town Lot (Dunn and County Road 50) Pha	New				215,000	0	215,000	00.000	00.000	-	<u></u>					
CS-21-0001	Replace Ice Resurfacer 850-00 at Essex Centre Sports Complex	Replacement							92,000	92,000	0)					
CS-21-0002	Replace Skate Sharpener at Harrow Centre Sports Complex	Replacement							10,875	10,875	0)					
CS-21-0003	Replace Battery Operated Ice Edger at Harrow Centre Sports	Replacement							5,147	5,147	0)					
	Complex					I			I			1					1

	· · · · · · · · · · · · · · · · · · ·			2019 Budget			2020			2021			2022			2023	
Project Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Rovonuo	Net	Expense	Revenue	Net
CS-21-0004	Replace Rink Netting at Essex Centre Sports Complex	Replacement	Expense	Nevenue	Net	Expense	nevenue	Net	35,000	35,000	0	стрепзе	levenue	Net	стрепзе	Nevenue	Net
CS-21-0005	Replace Ice Edger at Essex Centre Sports Complex	Replacement							5,217	5,217	0						
CS-21-0007	Replace Heater Units and Switch in gym at Essex Community Centre	Replacement							4,289	4,289	0						
CS-21-0008	Replace Chair Lift at McGregor Community Centre	Replacement							1,654	1,654	0						
CS-21-0009	Wireless Upgrade at McGregor Community Centre	Upgrade							13,441	6,721	6,720						
CS-21-0010	Replace Tilt Shower Commode at Essex Recreation Complex	Replacement							1,628	1,628	0						
CS-21-0012	Exterior Signage at Essex Recreation Complex	Replacement							3,829	3,829	0						
CS-21-0013	Replace Pump for Lap Pool at Essex Recreation Complex	Replacement							3,049	3,049	0						
CS-21-0014	Replace Intercom/PA System at Essex Recreation Complex	Replacement							2,386	2,386	0						
CS-21-0015	New Tile in Showers at Essex Recreation Complex	Replacement							6,609	6,609	0						
CS-21-0016	Ball Field Finisher	Replacement							1,617	1,617	0						
CS-21-0019	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	Replacement							15,000	15,000	0						
CS-21-0020	Soccer Park Rehabilitation (Annual) in Essex and Harrow	Replacement							15,000	15,000	0						
CS-21-0021	Pickup Truck	Replacement							40,000	40,000	0						
CS-21-0022	New Picnic Tables for Parks	Replacement							15,000	15,000	0						
CS-21-0022	Buoys for Colchester Harbour	Replacement							3,396	3,396	0						
CS-21-0025	Folding Tables for Jackson Park	New							8,000	0,000	8,000						
	-									0	8,000						
CS-21-0028	Expansion Float and Brine Pump Replacement at Essex	Replacement							3,956	3,956	0						
CS-21-0029	Projector and Screen Replacement at Essex Centre Sports	Replacement							4,344	4,344	0						
CS-21-0030	Replace Dishwasher at McGregor Community Centre	Replacement							3,640	3,640	0						
CS-21-0034	Sadler's Park Power Pedestals	New							50,000	0	50,000						
CS-21-0035	Automatic Door Replacement at Essex Centre Sports Complex	Replacement							30,432	30,432	0						
CS-21-0036	Skateboard Ramp Replacement in Harrow	Replacement							43,781	43,781	0						
CS-21-0037	Skateboard Ramp Replacement in Essex	Replacement							43,511	43,511	0						
CS-21-0038	Lights on Towers at Co-An Park	Replacement							30,000	30,000	0						
CS-21-0039	Replace 844-09 Toro Mower	Replacement							83,000	83,000	0						
CS-21-0040	Cement Walkway into Stanton park	New							31,000	31,000	0						
CS-21-0041	Condensor Replacement at Harrow Arena	Replacement							57,792	57,792	0						
CS-21-0042	Ice Maintenance Level Laser	Replacement							10,000	10,000	0						
CS-21-0043	New Public Washrooms/Change Room at Harrow Splashpad	New							150,000	120,100	29,900						
CS-21-0044	Replace Rubber Tiles in Two Dressing Rooms and in the Main	Replacement							51,700	51,700	0						
CS-21-0045	Parks Outdoor Tools and Equipment	New							13,000	13,000	0						
CS-21-0046	Parks Equipment Upgrades	Upgrade							45,150	22,575	22,575						
CS-21-0048	Replace Gas Pump at Colchester Harbour	Replacement							8,884	8,884	0						
CS-21-0049	Replace Lights at Essex Diamond 1	Replacement							287,000	287,000	0						
CS-21-0050	Arts and Culture Project - Mural/Sculpture	New							10,000	0	10,000						
CS-21-0051	New Garbage Enclosures across Municipality (1 per year at	New							4,478	0	4,478						
CS-21-0052	Replace the Stall Partitons in the Dressing Rooms at the Essex	Replacement							17,951	17,951	0						
CS-21-0053	Irrigation Heritage Gardens Train Station	New							20,000	0	20,000						
CS-22-0001	Fence in All-Purpose Room at Essex Recreation Complex	Replacement										1,759	1,759	0			
CS-22-0002	Replace Rubber Tiles in Two Dressing Rooms at Essex Centre Sports Complex	Replacement										28,000	28,000	0			
CS-22-0003	Upgrade Lighting to LED at Essex Centre Sports Complex	Upgrade										56,000	56,000	0			
CS-22-0004	(Libro Rink) Boiler Equipment Upgrades at Essex Centre Sports Complex	Upgrade										37,100	37,100	0			
CS-22-0005	Boiler Equipment Upgrades at Essex Centre Sports Complex	Upgrade										46,446	46,446	0			
CS-22-0006	Parking Lot Upgrades at Essex Centre Sports Complex	Upgrade										30,000	30,000	0			
CS-22-0007	Roof Upgrades at Essex Centre Sports Complex	Upgrade										10,000	10,000	0			
CS-22-0007	Dock Scrubber Replacement in Colchester Harbour	Replacement										2,355	2,355	0			
CS-22-0008	Ventilation in Mechanical Room at McGregor Community	Upgrade										3,500	3,500	0			
CS-22-0009	Arts and Culture Project - Mural/Sculpture	New										10,000	0	10,000			
CS-22-0010	Puck Boards and Dasher Boards in Twin Pad Arenas	Replacement										15,000	15,000	10,000			
CS-22-0011 CS-22-0012	New Garbage Enclosures across Municipality (1 per year at	New										4,478	0	4,478			
	minimum)	INEW											0				
CS-22-0013	Canteen Equipment Upgrades in Twin Pad Arenas	Upgrade										20,000	10,000	10,000			
CS-23-0001	Arts and Culture Project - Mural/Sculpture	New													10,000	0	10,000
CS-23-0002	C- Dock Replacement in Colchester Harbour	Replacement													30,000	30,000	0

				2019 Budget			2020			2021			2022			2023	
Project																	
Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
CS-23-0003	Pavilion at Colchester Park	New													350,000	0	350,000
CS-23-0004	4 WD Tractor	Replacement													31,000	31,000	0
CS-23-0005	Replace Pick up 867	Replacement													50,000	50,000	0
CS-23-0006	Stand on Floor Scrubber in Twin Pad Arenas	Replacement													9,000	9,000	0
CS-23-0007	Repalce Shingles Heritgae Train Station Roof	Replacement													7,000	7,000	0
CS-23-0008	Replace Domestic Hot Water Tank in Twin Pad Arenas	Replacement													8,500	8,500	0
CS-23-0009	Replace Puck Boards on the Shaheen Rink	Replacement													8,000	8,000	0
CS-23-0010	Replace the Washroom Stall Partitions Essex Centre Sports	Replacement													27,247	27,247	0
CS-23-0011	New Lights and Drop Ceiling in Shaheen Room	Upgrade													45,589	22,795	22,795
CS-23-0012	New LED lights Shaheen Rink	New													58,000	0	58,000
CS-23-0013	Boilers- Mechanical Room of the Essex Centre Sports Complex	Replacement													25,000	25,000	0
CS-23-0014	New Fencing Fairview Avenue and Max Miller Way	Replacement													58,000	58,000	0
CS-23-0015	New HVAC Units at the Essex Centre Sports Complex	Replacement													144,000	144,000	0
CS-23-0016	Upgrades to Heat Recovery Unit in Essex Centre Sports	Upgrade													40,000	20,000	20,000
CS-23-0017	Replace Exhaust Fan at Canteen in Essex Centre Sports	Replacement													8,000	8,000	0
CS-23-0018	New Garbage Enclosures across Municipality (1 per year at minimum)	New													4,478	0	4,478
CS-23-0019	Replace Bleachers Sports Fields Essex	Replacement													15,000	15,000	0
CS-23-0020	Replace Field Line Sprayer for Sports Fields in Essex	Replacement													4,500	4,500	0
CS-23-0022	Replace Fencing in Essex Sports Parks	Replacement													10,000	10,000	0
Total			1,858,727	1,505,208	353,519	3,181,151	1,868,070	1,313,081	1,282,757	1,131,083	151,673	264,638	240,160	24,478	943,314	478,042	465,273
	2019 - 20	22 Approved Forecast Totals	768,829	738,829	30,000		1,349,974	95,000	1,114,381	914,881	199,500	169,599	169,599	0			
		Increase/(Decrease)	1,089,898	766,379	323,519	1,736,177	518,096	1,218,081	168,376	216,202	-47,827	95,039	70,561	24,478			

2019 - 2022 Approved Forecast Totals	768,829	738,829	30,000	1,444,974	1,349,974	95,000	1,114,381	914,881
Increase/(Decrease)	1,089,898	766,379	323,519	1,736,177	518,096	1,218,081	168,376	216,202

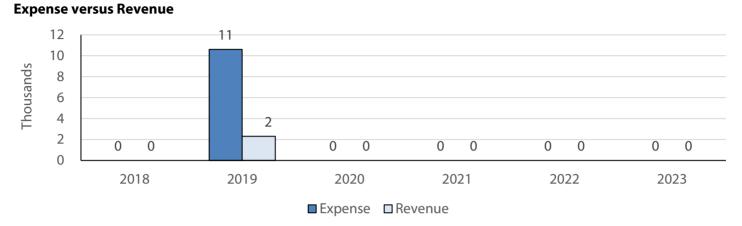




Funded by:Property Tax SupportedDepartment:Health ServicesDivision:Cemeteries

Executive Summary

The 2019 Capital Budget for Health Services consists of roof repairs and a new software system for cemetaries.



Analysis of Revenue Source for 2019

For 2019 the largest source of funding is property taxation followed by reserve contributions.

	Rev	venue Source	\$	%
		Grants	0	0%
		User Fees and Service Charges	0	0%
		Miscellaneous Revenue	0	0%
		Donations	0	0%
		Reserve Contributions	2,300	22%
78%		Long-Term Debt	0	0%
		Property Taxation	8,300	78%
		Total	10,600	100%

Future Capital and Contributions to Reserve

The 2019 Operating Budget for Health Services - Cemeteries includes \$9,880 of transfers to reserve or lifecycle contributions for future capital.

Long-Term Debt (LTD) Impacts on the Operating Budget Not Applicable.

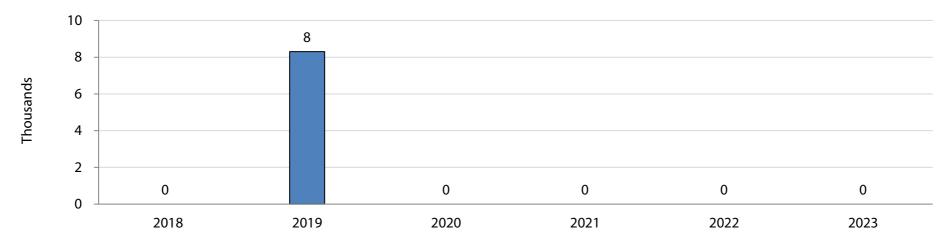


2019 Capital Budget

Department: Health Services Division: Cemeteries

Summary			Budget	Cha	nge		Forec	ast	
Category	2017 Actual	2018 Budget	2019	\$	%	2020	2021	2022	2023
Expenses	0	0	10,600	10,600	0%	0	0	0	0
Revenues	0	0	2,300	2,300	0%	0	0	0	0
Net	0	0	8,300	8,300	0%	0	0	0	0

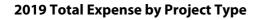
Net Capital Budget (2018 to 2023)



Asset Management Lifecycle Implications

Assets under Health Services are included in Phase 2 of the Town's Asset Management Plan, which was adopted March 27, 2017.

Capital expenditures where the project type is identified as 'Replacement' are considered to be lifecycle activities of existing assets and are fully funded through the Town's Asset Management Reserve. Where projects that are identified as 'Upgrade' are funded at 50% from the Asset Management Reserve and 50% from other sources.





Capital expenditures where the project type is 'New' or 'Upgrade' (with the exception of land and studies) will increase the Annual Lifecycle Requirement from their date of acquisition. The annual lifecycle requirement for these assets utilizing an estimated useful life of 10 years are:

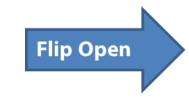
New Asset Value	8,300	-
Less: Land and Studies	0	_
	8,300	_
Estimated Useful Life	10	years
Annual Lifecycle Requirement	830	per year



Department: Health Services Division: Cemeteries

	Division. Centecenes				_												
											Forecas	t					
			2	2019 Budget			2020			2021			2022			2023	
Project																	
Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
HS-19-0001	Roof Replacement- Colchester Memorial Cemetery Shed	Replacement	2,300	2,300	0												
HS-19-0002	Cemetary Tracking Software	New	8,300	0	8,300												
Total			10,600	2,300	8,300	0	0	0	0	0	0	0	0	0	0	0	0
	2019 - 2022 /	Approved Forecast Totals	0	0	0	0	0	0	0	0	0	0	0	0			
		Increase/(Decrease)	10 600	2 300	8 300	٥	٥	٥	0	0	0	0	0	0			

										Forecas	t					
			2019 Budget			2020			2021			2022			2023	
	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
ery Shed	Replacement	2,300	2,300	0												
	New	8,300	0	8,300												
		10,600	2,300	8,300	0	0	0	0	0	0	0	0	0	0	0	0
2019 - 2022 /	Approved Forecast Totals	0	0	0	0	0	0	0	0	0	0	0	0			
	Increase/(Decrease)	10,600	2,300	8,300	0	0	0	0	0	0	0	0	0			





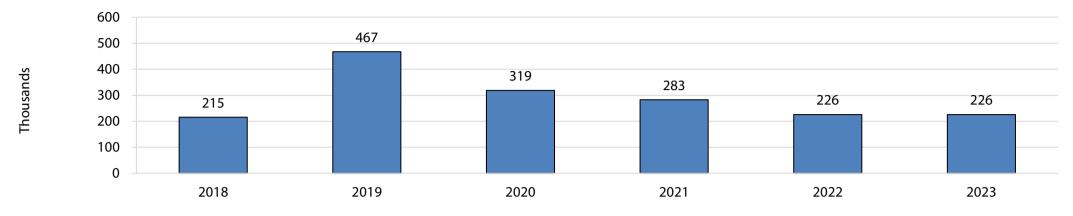
User Rate Supported



Department:	Environmental Services
Division:	Waterworks

Summary			Budget	Chang	e		Forec	ast	
	2017	2018							
Category	Actual	Budget	2019	\$	%	2020	2021	2022	2023
Expenses	49,856	215,000	467,100	252,100	117%	319,000	283,200	226,000	226,000
Revenues	49,856	215,000	467,100	252,100	117%	319,000	283,200	226,000	226,000
Net	0	0	0	0	0%	0	0	0	0

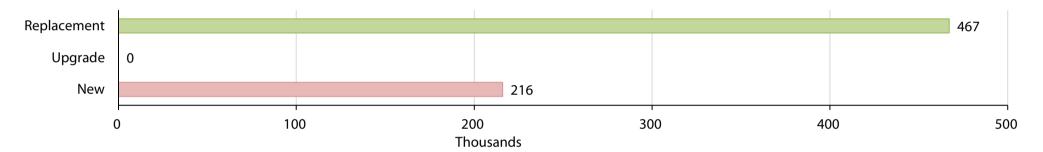
Capital Expenditures (2018 to 2023)



Asset Management Lifecycle Implications

Environmental Services assets were captured under Phase 1 of the Town's asset management plan.

Capital expenditures where the project type is identified as 'Replacement' are considered to be lifecycle activities of existing assets and are fully funded through the Town's Asset Management Reserve. Where projects that are identified as 'Upgrade' are funded at 50% from the Asset Management Reserve and 50% from other sources.



2019 Total Expense by Project Type

Capital expenditures where the project type is 'New' or 'Upgrade' (with the exception of land and studies) will increase the Annual Lifecycle Requirement from their date of acquisition. The annual lifecycle requirement for these assets utilizing an estimated useful life of 10 years are:

	New Asset Value	216,000	
_	Estimated Useful Life	10	years
	Annual Lifecycle Requirement	21,600	per year



Department: Environmental Services

	Division: Waterworks										Fore	cast					
				2019 Budge	t		2020			2021			2022			2023	
Project Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
WW-19-0002	Equipment Contingency Wards 1 and 2 Distribution and Transmission (50%)	New	8,500	8,500	0				-			-					
WW-19-0003	Equipment Contingency Wards 3 and 4 Distribution and Transmission (50%)	New	8,500	8,500	0												
WW-19-0004	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	New	199,000	199,000	0												
WW-19-0009	Queen Street Main Replacement	Replacement	191,100	191,100	0										_		
WW-19-0009	Backflow Prevention and Monitoring Program Wards 1/2	Replacement	15,000	15,000	0												
WW-19-0011	Backflow Prevention and Monitoring Program Wards 3/4	Replacement	15,000	15,000	0												
WW-19-0012	Water Rate Study	New	30,000	30,000	0												
WW-20-0001	Equipment Contingency Wards 1 and 2 Distribution and Transmission (50%)	New		50,000		8,500	8,500	0									
WW-20-0002	Equipment Contingency Wards 3 and 4 Distribution and Transmission (50%)	New				8,500	8,500	0									
WW-20-0003	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	New				240,000	240,000	0									
WW-20-0006	Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance)	Replacement				5,000	5,000	0									
	Backflow Prevention and Monitoring Program Wards 3/4					5,000	5,000	0									
WW-20-0007	(Maintenance)	Replacement															
WW-20-0008	Water Rate Financial Plan	New				7,000	7,000	0									
WW-20-0009	Pickup Truck Unit #607 Replacement	Replacement				45,000	45,000	0									
WW-21-0001	Equipment Contingency Wards 1 and 2 Distribution and Transmission (50%)	New							7,600	7,600	0						
WW-21-0002	Equipment Contingency Wards 3 and 4 Distribution and Transmission (50%)	New							7,600	7,600	0						
WW-21-0003	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	New							228,000	228,000	0						
WW-21-0004	Replace Full-Size Van	Replacement							30,000	30,000	0						
WW-21-0005	Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance)	Replacement							5,000	5,000	0						
WW-21-0006	Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance)	Replacement							5,000	5,000	0						
WW-22-0001	Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance)	Replacement										5,000	5,000	0			
WW-22-0002	Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance)	Replacement										5,000	5,000	0			
WW-22-0003	Equipment Contingency Wards 1 and 2 Distribution and Transmission (50%)	New										8,000	8,000	0			
WW-22-0004	Equipment Contingency Wards 3 and 4 Distribution and	New										8,000	8,000	0			
WW-22-0005	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	New										200,000	200,000	0			
WW-23-0001	Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance)	Replacement													5,000	5,000	
WW-23-0002	Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance)	Replacement													5,000	5,000	
WW-23-0003	Equipment Contingency Wards 1 and 2 Distribution and Transmission (50%)	New													8,000	8,000	
WW-23-0004	Equipment Contingency Wards 3 and 4 Distribution and Transmission (50%)	New													8,000	8,000	
WW-23-0005	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	New				240.000	240.000		202.000	202.202		226.000	226.000		200,000	200,000	
Total			467,100	467,100	0	319,000	319,000	0	283,200	283,200	0	226,000	226,000	0	226,000	226,000	
			482,100	482,100			267,000		283,200	283,200							

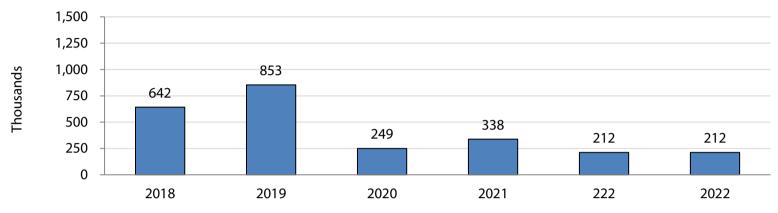




Department: Division: Environmental Services Sanitary Sewer

Summary		Budget	Chan	ge	Forecast						
	2017	2018									
Category	Actual	Budget	2019	\$	%	2020	2021	2022	2023		
Expenses	709,159	642,000	853,000	211,000	33%	249,000	337,600	212,150	212,150		
Revenues	709,159	642,000	853,000	211,000	33%	249,000	337,600	212,150	212,150		
Net	0	0	0	0	0%	0	0	0	0		

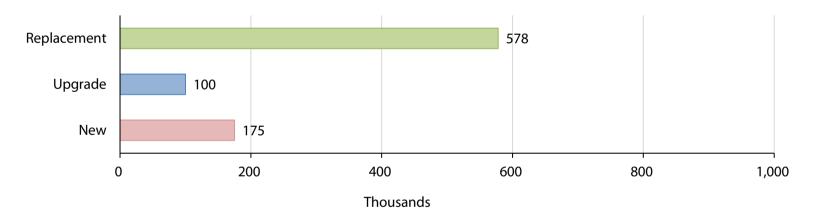
Capital Expenditures (2018 to 2023)



Asset Management Lifecycle Implications

Environmental Services assets were captured under Phase 1 of the Town's asset management plan.

Capital expenditures where the project type is identified as 'Replacement' are considered to be lifecycle activities of existing assets and are fully funded through the Town's Asset Management Reserve. Where projects that are identified as 'Upgrade' are funded at 50% from the Asset Management Reserve and 50% from other sources.



Capital expenditures where the project type is 'New' or 'Upgrade' (with the exception of land and studies) will increase the Annual Lifecycle Requirement from their date of acquisition. The annual lifecycle requirement for these assets utilizing an estimated useful life of 10 years are:

	Annual Lifecycle Requirement	17,500	per year
of	Estimated Useful Life	10	years
	New Asset Value	175,000	



Department: Environmental Services Division: Sanitary Sewer

						Forecast											
Г			2019 Budget				2020		2021		2022			2023			
Project																	
Number	Project Name	Project Type	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net
S-19-0001	Treatment - Ward 1 Contingency	New	93,000	93,000	0												
5-19-0002	Treatment - Ward 3 Contingency	New	51,000	51,000	0												
5-19-0003	Treatment - Ward 4 Contingency	New	31,000	31,000	0												
-19-0004	Treatment - Ward 4 Cell Treatment	Replacement	500,000	500,000	0												
5-19-0005	Collection and Conveyance - Ward 1 Contingency	Replacement	26,000	26,000	0												
S-19-0006	Collection and Conveyance - Ward 3 Contingency	Replacement	30,000	30,000	0												
5-19-0007	Collection and Conveyance - Ward 4 Contingency	Replacement	22,000	22,000	0												
5-19-0008	Sanitary Sewer Masterplan	Upgrade	100,000	100,000	0												
-20-0001	Treatment - Ward 1 Contingency	New				78,000	78,000	0									
-20-0002	Treatment - Ward 3 Contingency	New				51,000	51,000	0									
5-20-0003	Treatment - Ward 4 Contingency	New				31,000	31,000	0									
5-20-0004	Collection and Conveyance - Ward 1 Contingency	Replacement				30,000	30,000	0									
-20-0005	Collection and Conveyance - Ward 3 Contingency	Replacement				32,500	32,500	0									
-20-0006	Collection and Conveyance - Ward 4 Contingency	Replacement				26,500	26,500	0									
-21-0001	Treatment - Ward 1 Contingency	New							121,000	121,000	0						
-21-0002	Treatment - Ward 3 Contingency	New							72,200	72,200	0						
-21-0003	Treatment - Ward 4 Contingency	New							36,000	36,000	0						
-21-0004	Collection and Conveyance - Ward 1 Contingency	Replacement							25,200	25,200	0						
5-21-0005	Collection and Conveyance - Ward 3 Contingency	Replacement							27,100	27,100	0						
-21-0006	Collection and Conveyance - Ward 4 Contingency	Replacement							21,100	21,100	0						
-21-0007	Pickup Truck	Replacement							35,000	35,000	0						
-22-0001	Treatment - Ward 1 Contingency	New										70,500	70,500	C)		
-22-0002	Treatment - Ward 3 Contingency	New										51,550	51,550	C)		
-22-0003	Treatment - Ward 4 Contingency	New										30,750	30,750	C)		
-22-0004	Collection and Conveyance - Ward 1 Contingency	Replacement										20,300	20,300	C)		
-22-0005	Collection and Conveyance - Ward 3 Contingency	Replacement										21,650	21,650	C)		
-22-0006	Collection and Conveyance - Ward 4 Contingency	Replacement										17,400		C)		
5-23-0001	Treatment - Ward 1 Contingency	New													70,500	70,500	
-23-0002	Treatment - Ward 3 Contingency	New													51,550	51,550	
-23-0003	Treatment - Ward 4 Contingency	New													30,750	30,750	
-23-0004	Collection and Conveyance - Ward 1 Contingency	Replacement													20,300	20,300	
-23-0005	Collection and Conveyance - Ward 3 Contingency	Replacement													21,650	21,650	
-23-0006	Collection and Conveyance - Ward 4 Contingency	Replacement													17,400	17,400	
otal			853,000	853,000	0	249,000	249,000	0	337,600	337,600	0	212,150	212,150	0		212,150	

2019 - 2022 Approved Forecast Totals	753,000	753,000	0	249,000	249,000	0	337,600
Increase/(Decrease)	100,000	100,000	0	0	0	0	0

