



# BUDGET 2020

Approved by Middlesex Centre Council – December 18, 2019

## About this Document

To increase the time available for Council and the public to review specific sections of the budget, this document was released in several stages, as follows:

- Preliminary Draft Version
  - Presented to Council at their November 13, 2019, meeting.
  - Included details related to the capital budget, and preliminary information about the operating budget.
- Draft Version
  - Presented to Council at their December 4, 2019, meeting.
  - Included the information from the preliminary draft, and add in operating budget detail.
- Final Version
  - To be posted to the municipal website after council approval.
  - Includes details on the approved budget.

## Accessibility

If you require this document or any of the attached charts in an alternative format, please contact Middlesex Centre at [customerservice@middlesexcentre.on.ca](mailto:customerservice@middlesexcentre.on.ca) or 519-666-0190.



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## Message from the CAO



*Michael Di Lullo  
CAO  
Municipality of  
Middlesex Centre*

On behalf of staff, I am pleased to present the 2020 Budget, which was approved by Council on December 18, 2019.

As in past years, the priority for this budget to provide program, service and infrastructure excellence to residents and businesses while keeping a careful eye to restraining our spending. Staff understand the financial stress many households and businesses are facing and worked to achieve a fair balance.

As you look through the budget, you'll see the municipality's planned capital (infrastructure) work for 2020, and the costs associated with the day-to-day operation of the corporation. The level of services and capital expenditures were reviewed with the public through a budget survey in August of 2019, to ensure staff were on the right-track in setting their goals and objectives.

Within the approved 2.23% tax rate increase, we have the fundamental building blocks of a well-considered municipal budget. The 2020 budget maintains the current level of services, and allows for much needed infrastructure construction and repair. The 2020 combined operating and capital budget of \$55.2 million incorporates a 9% increase in the levy.

What does this mean to an average resident? A home with an unchanged assessed value of \$400,000 will see an increase of \$53 per year. A farm with an unchanged assessed value of \$1,000,000 will see an increase of \$33 per year. These are municipal costs only - outside of the municipality's control are the taxes it collects on behalf of the County of Middlesex and the local school boards, and changes resulting from property re-assessments by the Municipal Property Assessment Corporation (MPAC).

Rest assured that throughout the year, staff will be closely monitoring the budget to actual spending to ensure that the municipality is on track to sustain current levels of service and respond to the budgetary pressures associated with continued growth and prosperity. Within the confines of the budget, staff will continue to work to reduce costs wherever possible to deliver the most efficient and effective services.

Please take the time to review this budget booklet as it includes the budget for operating and capital. It also highlights where the money comes from and where the money is spent, and the exciting initiatives that municipal staff will be working on in 2020.



# Introduction

## What is a Budget?

Most of us think of a budget as a financial plan that sets out the planned expenditures and the means of financing, establishes spending limits on programs and services, and is the basis of financial decision-making.

But a budget is more than that. It is also a management document. It links to the municipality's operational plan, asset management plan, and various studies like the development charges study. It also serves as a communications tool to inform and engage residents and the community about the work of the municipality.

In short, the budget is a key planning document in achieving the municipality's strategic priorities.

## A Balancing Act

Each year, municipalities are challenged with balancing the budget, as mandated by provincial legislation (*Municipal Act*).

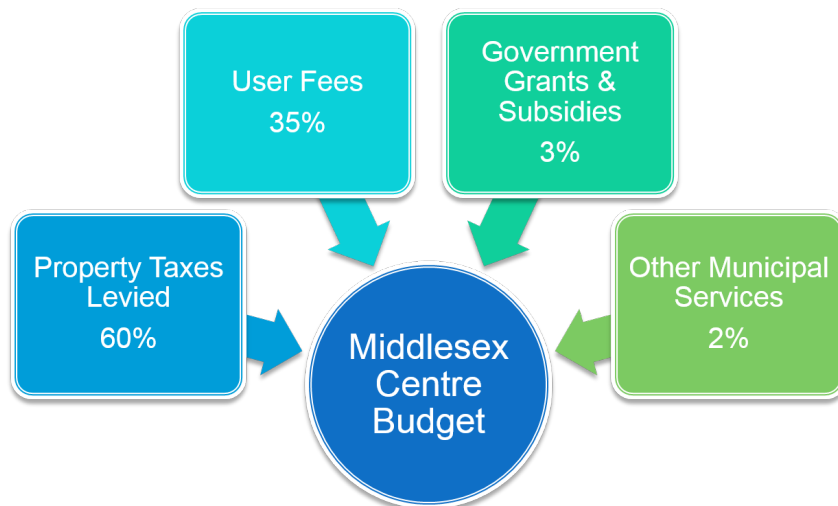
While a municipality can incur debt to pay for large capital acquisitions, it cannot incur a deficit to fund day-to-day operations the same way senior levels of government can.

This is a key difference as it means that we must identify revenue sources to cover all anticipated expenditures.





**Municipal revenues** fall into four general categories: property taxes; grants and subsidies; user fees; and other sources.



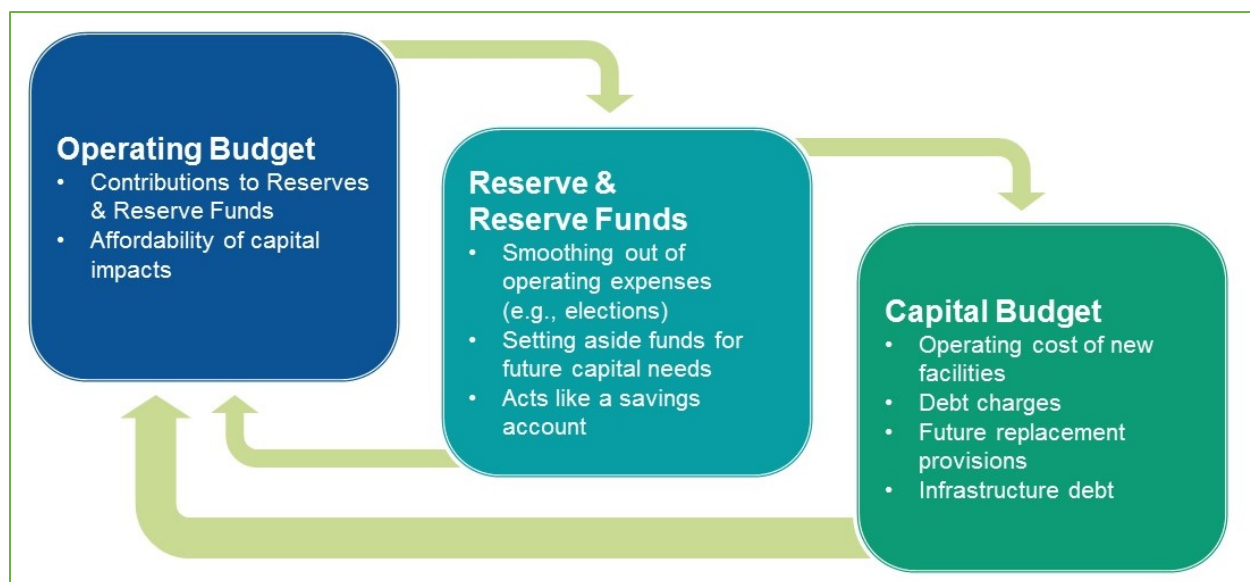
**Municipal expenditures** have two components: operating costs and capital costs. These are presented as components of the municipal budget.

The **operating budget** looks at the day-to-day expenditures of the municipality. This includes wages, utilities, supplies, fuel and insurance, among other costs. Much like household bills, these costs increase with inflation – an increase that is outside of the control of the municipality.

The **capital budget** looks at new big investments by the municipality, and the costs of rehabilitating or replacing current municipal assets. Middlesex Centre has an **asset management plan** that lists all of the municipal assets, everything from roads to buildings to vehicles and equipment, their repair/replacement date and anticipated costs. This allows us to plan for these big-ticket expenditures much like homeowners save for a new roof or other major outlays.

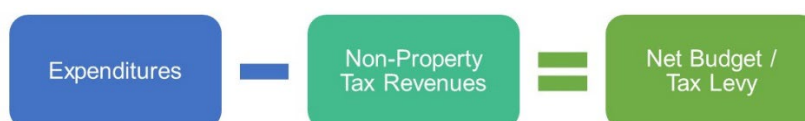
Like other municipalities in Ontario, Middlesex Centre continues to struggle with closing the infrastructure gap that was identified in our 2013 Asset Management Plan, and re-evaluated in our 2019/2020 plan. Maintaining and improving Middlesex Centre’s municipal infrastructure requires ongoing investment. The municipality has and will continue to take advantage of any available federal and/or provincial funding to offset the costs associated with significant infrastructure projects. Further, in 2016, Middlesex Centre completed a **long-range financial plan** for operations and capital requirements; this plan ensures the sustainability of municipal services.

The operating and capital budgets relate to one another, and funds flow between them.



## Understanding Municipal Taxes

Each year, Council approves the amount of expenditure required to support municipal services. From this amount, revenue sources other than property taxes, such as license fees, user fees and provincial and federal grants, are subtracted. The balance, called the **tax levy**, is the amount to be raised by property taxes.

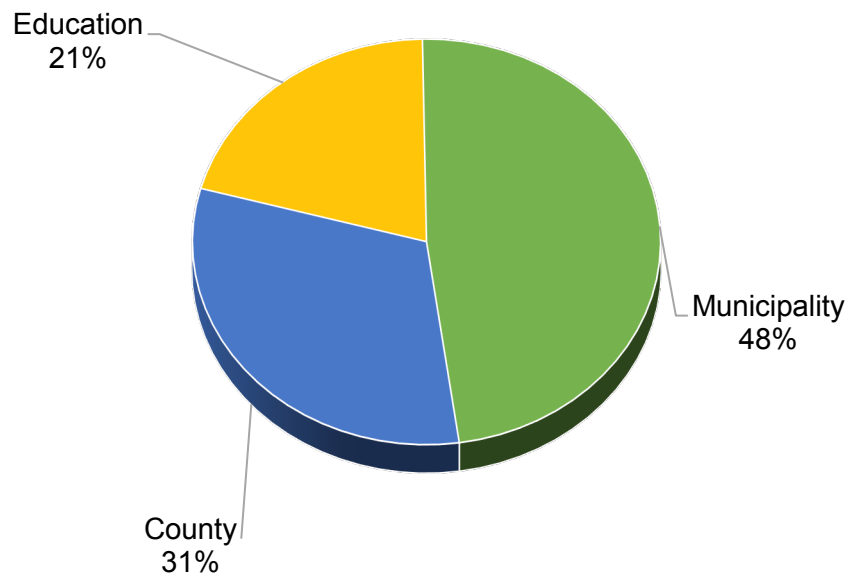


The **tax rate** is calculated by dividing the tax levy required by the total municipal property assessment value. Municipal property tax is then calculated by multiplying each property's assessed value and the Council-approved property tax rate.



Note that the independent, non-profit Municipal Property Assessment Corporation (MPAC) assesses the value of all the properties in Ontario. Municipal staff have no input on how property is valued.

### Distribution of Property Taxes Collected by Middlesex Centre, 2019



The tax bill residents receive from Middlesex Centre includes:

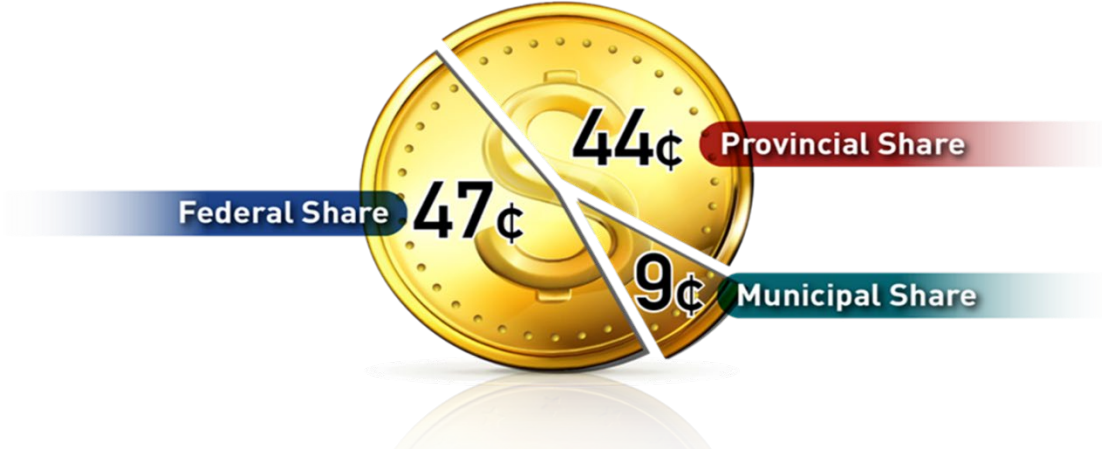
- Municipal property tax (for services provided by Middlesex Centre)
- County of Middlesex tax levy, and
- Education levy

While Middlesex Centre collects the county and education portion of the property taxes, it does not have influence on these rates, which are set by County Council and the Province of Ontario respectively. The municipality collects and forwards these amounts to the respective agencies.



**Share of Tax Revenues**

It should be noted that for each dollar of taxes paid by Canadians, on average municipalities receive only 9 cents.



**Budget Development Process**

It takes several months to develop the Middlesex Centre budget.

The budget process begins with staff outlining their department’s operating costs and capital requests, and residents being surveyed as to their priorities.

This information is then taken into consideration as the individual department budgets are consolidated and reviewed to determine funding (revenue) sources available and whether additional funds are required to meet the approved budget objectives.

Once a consolidated and cohesive budget package has been completed, it is presented to Council for their review. This budget package presents the funding and priorities for the coming fiscal year. When the budget has met the approval of Council, a budget bylaw is passed.

# 2020 BUDGET ROADMAP

**1.0** July 2019

- Departments working on Operating & 5-year Capital Budget (based on Asset Management Plan, Development Charges Study, Road Needs Study, Experience)

**2.0** August 2019

- Budget Survey completed and posted to municipal website
- Departments continue working on Capital & Operating Budgets
- First Budget meeting for Directors and budget committee

**3.0** September 2019

- 2 public information sessions:
  - 1) Asset Management  
Sept 11th 6:30pm-8:00pm  
Coldstream Fire Hall
  - 2) Property Taxes featuring MPAC  
Sept 25th 6:30pm-8:00pm  
Coldstream Fire Hall
- Budget Survey completed and evaluated by municipal staff and presented to Council

**4.0** October 2019

- Senior leadership team finalize budget estimates
- Budget committee meetings discussing budget

**5.0** November 2019

- Budget information presentation to Council Part 1 & 2

**6.0** December 2019

- Assessments received from MPAC
- Council Approval of Budget By-law and Tax Rate By-law
- Budget monitoring process begins

## Operating Budget Overview

As mentioned above, Middlesex Centre’s operating budget covers the day-to-day expenses of running the municipality. Many of these costs are similar to the bills you have at home – electricity, phone/internet, minor repairs and upkeep, and so on. Also included in the operating budget is the cost of staffing.

The 2020 operating budget focusses on delivering the consistent, reliable services that residents and businesses expect from their municipality. From clean drinking water, to the roads you drive on and the playgrounds your children enjoy, the municipal operating budget ensures the funds are available to for the services you rely on every day.

The financial decisions we make today are critical to the long-term sustainability of our municipality. The 2020 budget reflects corporate strategic plans and the needs of the community. During the 2020 budget process, staff worked diligently to ensure the operating costs are delivering efficient and effective municipal services for your tax dollars.

Below you will find an overview of the 2020 budget challenges and opportunities for the municipality as a whole, and for each individual department.

## Operating Budget: The Big Picture

**The total operating budget for 2020 is \$34,444,629.**

Six expenditures account for 76% of the operating budget. These costs are presented in the table below. Note that the majority of the transfer to reserves are for capital projects.

Expenditure	2020	2019	2018	2017
Transfer to Reserves	28.6%	26.9%	25.2%	20.2%
Salaries & Benefits	24.3%	22.2%	23.5%	24.8%
Sub-contracts	7.6%	7.6%	9%	10.1%
Policing	6.8%	6.4%	6.7%	7.2%
Debt Payments	5.9%	7.7%	4.6%	8.3%
Hydro	3.0%	2.7%	4.0%	4.3%

The top 15 operating expenses for 2020 are presented in the table below.

<b>Top 15 Operating Expenses for 2020</b>	<b>\$</b>	<b>%</b>
Reserves - Transfer To	\$ 9,839,755.53	28.6%
Salaries & Benefits	\$ 8,385,226.17	24.3%
Subcontract	\$ 2,603,889.26	7.6%
Policing	\$ 2,326,740.00	6.8%
Debt Payments	\$ 2,033,054.57	5.9%
Materials Purchased	\$ 1,280,145.00	3.7%
Equipment Repairs & Maintenance	\$ 1,043,054.96	3.0%
Hydro	\$ 1,035,714.24	3.0%
Insurance	\$ 696,091.20	2.0%
Bulk Water Purchase	\$ 465,120.00	1.4%
Stormwater Maintenance	\$ 425,000.00	1.2%
Fuel	\$ 376,837.00	1.1%
Grounds Maintenance	\$ 305,860.49	0.9%
Building Repairs & Maintenance	\$ 303,428.00	0.9%
Conservation Authorities	\$ 295,455.75	0.9%
<b>Top 15 Total</b>	<b>\$ 31,415,372.17</b>	<b>91.2%</b>

*Note: This list makes up 91% of the total operating expenses. Lower valued items that did not make the top 15 is not included in this list.*

Two items of note: Transfer to reserves and staffing account for just over 50% of the operating budget.

**Reserves** – These funds act as a savings account, to set funds aside for cyclic costs like elections and for planned capital costs.

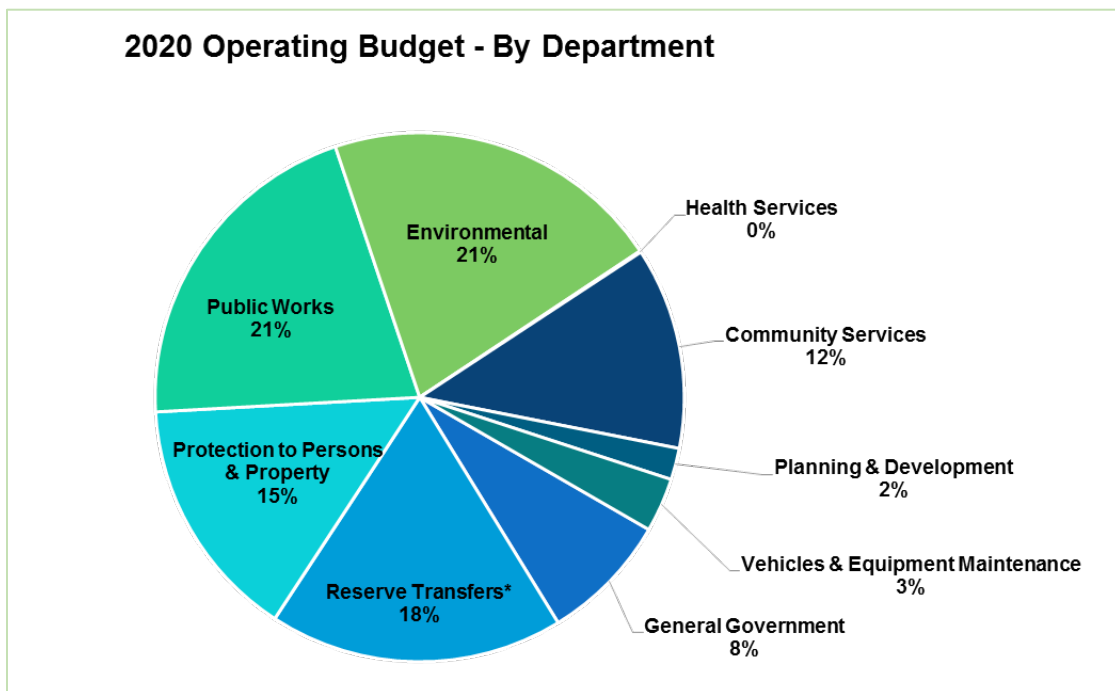
**Salaries & Benefits** – These funds cover the costs of having municipal staff deliver services. We use a zero-based budgeting model, meaning that each year we build the budget starting at zero, and look at the costs associated with each staff position.

Notable salary and benefits changes for 2020 include:

- a salary cost of living increase of 2.0%
- pay-grid step increases of 4%, with 40 full-time employees eligible for increases
- new or modified staff positions:

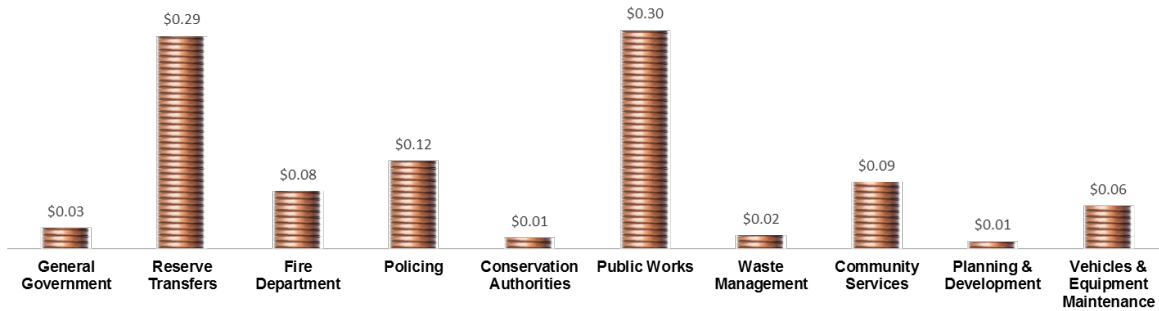
- Public Works & Engineering – Lead Hand (replaces contract position)
- Water & Wastewater Operator (replaces contract position)
- Building Department Assistant (new co-op/student position)
- health and dental benefits cost increases of 5%
- the implementation of a new onboarding/recruiting process at a cost of \$7,000 (carried forward from 2019)

The total cost of operations for 2020 is presented in the chart below. Note that the values in this chart, the Reserve Transfers percentage does not include user fee generated reserves such as water, wastewater, stormwater and building.



The cost that falls to taxpayers for these services, after offsetting revenue like grants are incorporated, is presented in the chart below. Note that the values in this chart, the Reserve Transfers percentage does not include user fee generated reserves such as water, wastewater, stormwater and building.

**Breakdown: How \$1 of Municipal Property Tax is Split between Services**



The next pages outline some of the budget challenges and opportunities facing each municipal department.



## Corporate Services Overview



*Corporate Services supports the work of Council and the Office of the CAO. It manages, coordinates and delivers core customer service, communications, information technology, human resources, and financial services for the municipality.*

### **Top 2020 Budget Challenges & Opportunities**

**One** – Creation of the Municipal Strategic Plan budgeted at \$100,000 in 2019 and carried forward into 2020 at that same value.

**Two** – Completion of the Asset Management Plan for the Municipality with \$60,000 budgeted to complete the plan and \$20,000 budgeted for software.

**Three** – Completion of the implementation of the agenda management system and corresponding live streaming of council meetings at a one-time cost of \$20,000, and approximately \$13,000 yearly.

**Four** – Employee initiatives including an employee satisfaction survey, employee-lead efficiency program, intranet, and new recruitment/onboarding/training program and service awards for approximately \$58,700.

**Five** – Information Technology (IT) costs of approximately \$120,000, including new computers, new software, and IT service contract for \$36,500.

## Quick Facts

Staffing:

- 9 Full-Time and 4 Part-Time Employees

Some of the services delivered by Middlesex Centre's Corporate Services staff include:

- holding 27 council meetings (to September 2019)
- issuing 21 marriage licenses and 34 lottery licenses (to September 2019)
- keeping residents informed through the municipal website and social media (more than 6,100 website views monthly)
- processing over 98,000 tax and water bill payments and 9,800 vendor payments annually
- responding to an average of 1,200 customer calls a month at the front counter

## Community Services Overview



*Community Services oversees the operation and management of parks, open spaces, and recreation facilities such as arenas, libraries and community centres. It also supports local sports and special events.*

### **Top 2020 Budget Challenges & Opportunities**

**One** – Increased funds for equipment repairs and maintenance on both the Ilderton & Komoka refrigeration plants for unplanned maintenance items, along with \$24,400 for specific work on both plants such as safety's, valves and filters.

**Two** – Increase level of service on playfields i.e., topdressing, fertilizing, aeration and third party grass cutting at \$300 per cut/park. Costs to net-out through savings in labour costs as park attendant hours will be reduced to offset.

**Three** – Increased building repairs and maintenance in the community centres for various repairs such as painting refresh at the Coldstream Community Centre for \$12,000.

**Four** – Clothing for community services staff, \$7,500 for work boots, uniforms etc.

**Five** – YMCA Management Fees at \$78,000.

## Quick Facts

Staffing:

- 15 full-time and 38 part-time employees

Community Services maintains and is responsible for:

- 3 ice surfaces between 2 arenas
- 5 indoor community centres
- 19 parks
- 20 soccer fields
- 15 ball diamonds
- 16 tennis courts
- 4 basketball courts
- 13 playgrounds
- 3 splash pads
- 2 skate parks
- 6 outdoor park pavilions
- 2 off-leash dog areas
- 78 hectares of parkland
- 6.4 km of trails

## Fire Services Overview



*Middlesex Centre Fire Services offer a first line of response for fires, accidents, and other emergencies in our community. Professional, paid-on-call firefighters and a handful of full-time staff work out of 5 fire stations located across the municipality.*

### **Top 2020 Budget Challenges & Opportunities**

**One** – Protective clothing inclusive of cyclical replacement, procurement and provision for new employees costing \$45,000.

**Two** – Non-capital equipment including medical defibrillators, pagers, radios, nozzles, hose, ancillary equipment, cribbing, and replacement of existing and retired equipment \$51,600.

**Three** – Training ongoing for all 5 stations, new employees and upkeep and medical directorship at a cost of \$51,400.

**Four** – Public education programs throughout the Municipality including forthcoming barn fire prevention initiative, and a new video campaign costing \$14,000.

**Five** – Public receptions, departmental events, post-emergency support, 2020 awards night at a cost of \$13,800.

## Quick Facts

### Staffing:

- 3 Full-Time Employees and 103 Paid-On-Call Firefighters throughout 5 stations

To September 2019, Middlesex Centre Fire Services had:

- responded to 300 calls for assistance
- conducted 310 fire inspections and 3 investigations
- provided fire education and awareness training at various locations including the London Farm show, local schools, (reaching more than 650 students), door-to-door smoke and CO alarm campaign, (approx. 238 houses) and strategically targeted social media campaigns.
- MCFS is one of the very few Fire Departments that can claim full-certification to national standards with a completely sustainable and cost-reducing in-house program.





## Building Services Overview



*Building Services ensures that new and renovated homes and businesses are built to current standards. They issue building permits for residential, commercial, agricultural and industrial buildings, septic systems, pools and signs. They also oversee municipal by-law enforcement and source water protection services.*

### Top 2020 Budget Challenges & Opportunities

**One – Online Building Permitting Software:** Evolve (the permitting software) costs are \$13,000 per year. This system saves significant time for both the municipality and the customer given that projects are all paperless (saves travel time, storage space and trees), information is available at our fingertips, preparation of documents (permits) and inspection notification/results are instantaneous without manual inputs and printing.

**Two – Computer Software:** With the use of monitors for plans review in Evolve, larger monitors are required for Building Division staff. Also required is a work station for co-op student including a 'seat' in Bluebeam software. Total IT costs are estimated at \$4,500.

## Quick Facts

### Staffing:

- 4 Full-Time Employees and 1 Part-Time Employee

### Permits:

- In 2018, Building Services issued 502 building permits in 2018, with the total value of construction activity (based on permits issued) of \$82.9 million.
- To the end of September 2019, Building Services issued 439 building permits, with the total value of construction activity of \$79.6 million

### Enforcement:

- By-law enforcement investigated 118 by-law complaints in 2018.
- To the end of September 2019, by-law enforcement had investigated 138 complaints.

**Three – Memberships and Registration Fees:** Staff are members of the Ontario Building Officials Association, Plumbing Inspectors Association, Ontario Property Standards Officers Association, Municipal Law Enforcement Officers Association and AMCTO. Plus Building Staff are registered with MAH under a number of categories of qualifications. Membership and registration fees total approximately \$2,600.

**Four – Ongoing Professional Training:** Training costs for all building services staff are approximately \$10,000.

**Five – Bylaw Enforcement:** In 2020, staff will be working on drafting new and amending existing by-laws including: Streets, Animal Control, Parking and Refreshment Vehicles. Off leash dog patrols met with considerable success in 2019. Continuing and building on this success, by-law patrols will focus on parking enforcement in 2020. Commissionaires are budgeted for \$24,000. Revenues are expected to increase based on increased parking enforcement.

## Public Works & Engineering Overview – Roads & Transportation



*The roads services offered under public works and engineering are critical to keeping Middlesex Centre moving. Staff manage a busy, year-round portfolio, including summer construction and winter maintenance.*

### **Top 2020 Budget Challenges & Opportunities**

**One – Subcontractors:** Subcontractors are brought in for items where we need additional seasonal capacity, do not have the required specialized equipment to complete components of a project/task, or where specialized experience is required. For example, subcontractors are used in:

- hauling materials
- grading of ditches
- restoration measures such as seeding and planting
- asphalt and concrete
- tree contracting when the trees are too large and require a bucket truck for safety
- spraying roadside ditches
- urban road sweeping in spring
- guiderail installations
- traffic signs retro-reflectivity
- street lighting maintenance

### **Quick Facts**

Public Works maintains:

- 313 km of paved roads (with 220 km of those roads rated as being in good to very good condition) and 270 km of gravel roads
- 583 km of roads for winter maintenance
- 49 bridges, 56 large culverts (3m diameter or larger) and many smaller diameter culverts
- 2 municipal operations centres (Delaware and Denfield)
- 3 Enviro Depots for waste management (Denfield Road, Longwoods Road, Try Recycling), 2 of which the Municipality maintains and operates

PWE also provides engineering expertise, capital planning, and construction management for some capital projects and Middlesex Centre's water and wastewater distribution systems (which are supported by water and wastewater fees).





**Two – Hardtop Patching, Resurfacing and Shoulder Maintenance:** This is our Tar & Chip application. Per year we spend approximately \$815,000 (based on 2018) and on average complete roughly 30 km of centerline road length. Middlesex Centre has approximately 180 km of tar and chip surfaced roads.

**Three – Centerline marking:** This includes line painting of stop bars within our settlement communities, crosswalks, edge lines and centerline of all rural surface treated and asphalt roads. This is typically completed in late fall following construction projects/tar and chip. The cost for this was about \$81,000 in 2018.

**Four – Loose top resurfacing, loose top grading and dust control:** This includes the cost to maintain our entire gravel road network of about 278 km. The annual cost is approximately \$610,000 (2018). This includes the maintenance such as grading and dragging as well as the application of new gravel on a bi-annual basis to resurface the roads. This also includes the application of calcium for dust control on the roads once per year. We have increased the calcium budget by approximately 25% from 2018 to allow for additional spot applications where warranted.

**Five – Winter Patrols, snowplowing, sanding and salting:** This includes the winter maintenance of our entire road network (approximately 583 km). The 2018 cost for this service was approximately \$630,000 including wages and the cost of sand/salt material.

**Six – Traffic Calming:** As part of the Traffic Calming we are looking to move forward with the Vision Zero educational campaign and offer lawn signs to residents (similar to the City of London lawn signs).

## Public Works & Engineering Overview – Water, Wastewater & Stormwater



*The water, wastewater and stormwater management services offered under public works and engineering are critical to keeping Middlesex Centre's drinking water supply safe. They play a crucial role in protecting public and environmental health in the community.*

### **Top 2020 Budget Challenges & Opportunities**

**One – Safety Clothing:** Water and wastewater operators are exposed to a variety of chemical and biological materials within wastewater effluents and reagents used in water processes. A safety clothing rental program would provide field staff with a uniform that is professionally cleaned and repaired on a weekly basis. The cost for this program for is \$9,486 annually.

**Two – Materials and Supplies:** The ongoing cost of materials and supplies, including the costs for replacement chemical pumps and service pumps, on-line instrumentation and electrical components for the water and wastewater facilities. Included is the cost of continuing programs started in 2019: preventative maintenance program for the HVAC equipment (\$11,664) and backup generators (\$13,331) at all the facilities.

### **Quick Facts**

Middlesex Centre owns and operates two wastewater treatment plants, one in Ilderton and one in Komoka. These plants receive and treat wastewater 24 hours a day, 7 days a week.

**Three – Licensing:** Under provincial regulations, wastewater operators (Reg. 129/03) are required to have 40 hours of training per year to maintain their operator licensing. For water operators (Reg. 128/03), the training requirement to maintain their operating licensing is spread-out over three years. In 2020, the cost for this training for 8 wastewater and 8 water operators totals \$15,000.

**Four – Software:** New versions and software upgrades for programs used to monitor and maintain databases for regulatory and process data, at a total costs of \$17,500 for upgrades and maintenance service agreements.

## Fleet Services Overview



*Fleet Services look after all of the municipality's vehicles – everything from snow-plows to fire engines to ice resurfacers.*

### **Top 2020 Budget Challenges & Opportunities**

**One – Fuel and Oil:** With the increasing cost of fuel and the growth of our Municipality, the fuel cost budgeted is trending 5.6% higher than 2019 at \$376,000.

**Two – Repairs and Maintenance:** This is a significant challenge for aging equipment as we are faced with increasing repair costs. However, we are seeing a 4.8% decrease in the 2020 budgeting to \$395,000 as we have budgeted for a replacement of a few costly pieces of equipment.

**Three – Insurance:** Insurance is seeing a slight decrease to \$74,000 due to the timing of vehicle replacements.

## Quick Facts

The current municipal fleet consists of more than 90 vehicles, including:

- 2 fully electric and 2 hybrid vehicles
- 5 fire engines
- 4 fire tankers
- 6 rescue trucks
- 12 light-duty trucks and automobiles
- 3 medium-duty trucks
- 14 heavy-duty trucks
- 3 ice resurfacers
- numerous mowers, tractors, graders, etc.

The fleet is maintained by two full-time mechanics.

## Capital Budget Overview

Much like you might set aside money each year for a big home repair such as a new roof or furnace, each year Middlesex Centre sets aside funds to pay for significant short- and long-term projects like:

- road reconstruction
- sidewalk replacements
- vehicle replacements
- bridge and culvert repair and replacement
- playground equipment replacement and upgrades
- facility upgrades
- Fire Services vehicles and equipment

Wherever possible, municipal staff seek out provincial and federal grants and other funding to help reduce the cost of these capital projects.

**The total capital costs for 2020 are \$20,790,183.**

Highlights of the planned capital projects for 2020 are presented below (those valued over \$100,000). A full list of capital projects may be found in the attached budget documents.

### Capital Project Highlights by Department

#### ***Capital Project Highlights – Corporate Services / Administration***

- \$1,000,000 Industrial Land Purchase

#### ***Capital Project Highlights – Community Services***

##### *Parks & Open Spaces*

- \$215,000 Little Farm/Clear Skies – Trail
- \$140,000 Poplar Hill Park – Pavilion renovations
- \$120,000 Denfield Park – Replace playground equipment

- \$110,000 Arva Weldon Park – Replace park lighting, asphalt and install drains in main parking lot
- \$110,000 Ilderton Arena – Ice resurfacers
- \$100,000 Delaware community centre roof replacement

### ***Capital Project Highlights – Fire Services***

- \$450,000 Replace Ilderton Engine

### ***Capital Project Highlights – Building Services***

- *none*

### ***Departmental Highlights – Public Works & Engineering***

#### ***Transportation - Construction***

- \$2,285,000 Old River Road (Glendon Dr to Pulham Rd)
- \$1,300,000 Medway Rd (Denfield Rd to Vanneck Road)
- \$1,290,000 Martin Road Reconstruction (Wellington Street to Harris Road)
- \$1,000,000 Hot mix resurfacing program
- \$640,000 Garden Avenue / Wellington Street W Storm Sewer Upgrade
- \$400,000 Clarke Road (Plover Mills Road to 10 Mile Road)
- \$100,000 Nine Mile Road Culvert Replacement (between Wonderland and Hyde Park Road - Nixon Drain)
- \$100,000 Gravel Pit Entrance Road Way

#### ***Transportation – Vehicles & Equipment***

- \$475,000 Replace 2004 Cat 140H grader
- \$450,000 Replace 2008 International tandem with a new tandem roll off
- \$380,000 Replace 2006 International tandem
- \$175,000 Replace 2004 Cat 420D backhoe



### *Water*

- \$3,500,000 Delaware water supply interconnection phase 1
- \$913,050 Arva water main replacement and twinning
- \$150,000 Komoka servicing of Tunks Lane
- \$120,319 SCADA replacement

### *Wastewater*

- \$1,070,000 Kilworth Wastewater treatment facility demolition
- \$350,000 Servicing of Tunks Lane
- \$300,000 Arva wastewater treatment facility
- \$226,370 Wastewater collection system flushing and cleaning
- \$148,020 Evaluation of Komoka wastewater treatment plant and tertiary filters
- \$120,319 SCADA replacement

### *Stormwater*

- \$830,000 Delaware Garden Avenue storm sewer upgrade
- \$130,665 Stormwater catch basin cleaning program

# Budget Implications for Municipal Taxes

## Tax Levy

The 2020 Middlesex Centre budget is \$55.2 million. The budget is split into operating and capital costs:

- Operating Costs \$34,444,629
- Capital Costs \$20,790,183

Compared to 2019, the net operating budget increase is \$569,498, or 4.3%. When we include the funds required for reserves, this amount increases to \$1,620,404, resulting in a tax levy (the amount to be raised by property taxes) of 9.00%. Note the tax levy was 9.29% in 2019.

**Table: Increase in municipal service costs, 2020, by service area.**

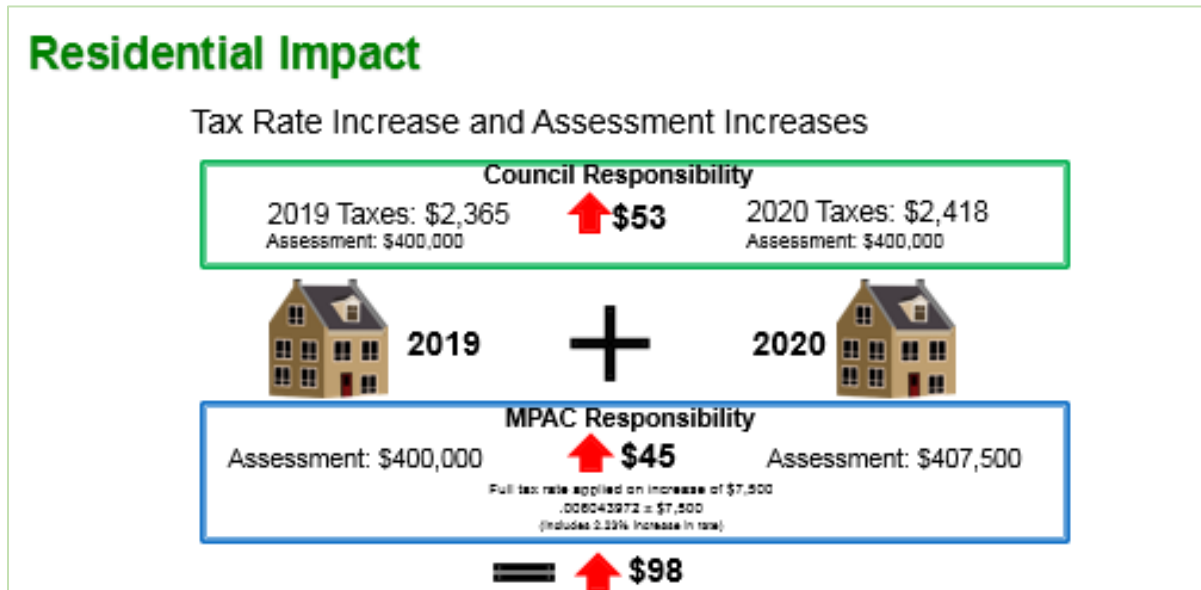
Municipal Service Area	2020 Increase
General Government (excluding reserves)	\$158,922
Protection to Persons & Property (fire, policing, conservation, emergency operations, building, by-law and animal control)	\$294,965
Public Works & Engineering	\$2,109
Environmental Services	--
Health Services (cemeteries)	\$10,891
Community Services	\$88,559
Planning & Development	(\$30,810)
Vehicles & Equipment Maintenance	\$44,862
<b>Total</b> → 4.30% increase without reserves	<b>\$569,498</b>
PLUS: Reserve Transfer Increase from General Government	\$1,050,906
<b>Total to be Raised on Municipal Taxes</b> → 9.00% tax levy	<b>\$1,620,404</b>

The 2020 tax rate increase, calculated by dividing the tax levy required by the total municipal property assessment, is 2.23%.

At this rate, there are no service level cuts, and we are prioritizing good asset and reserve fund management.

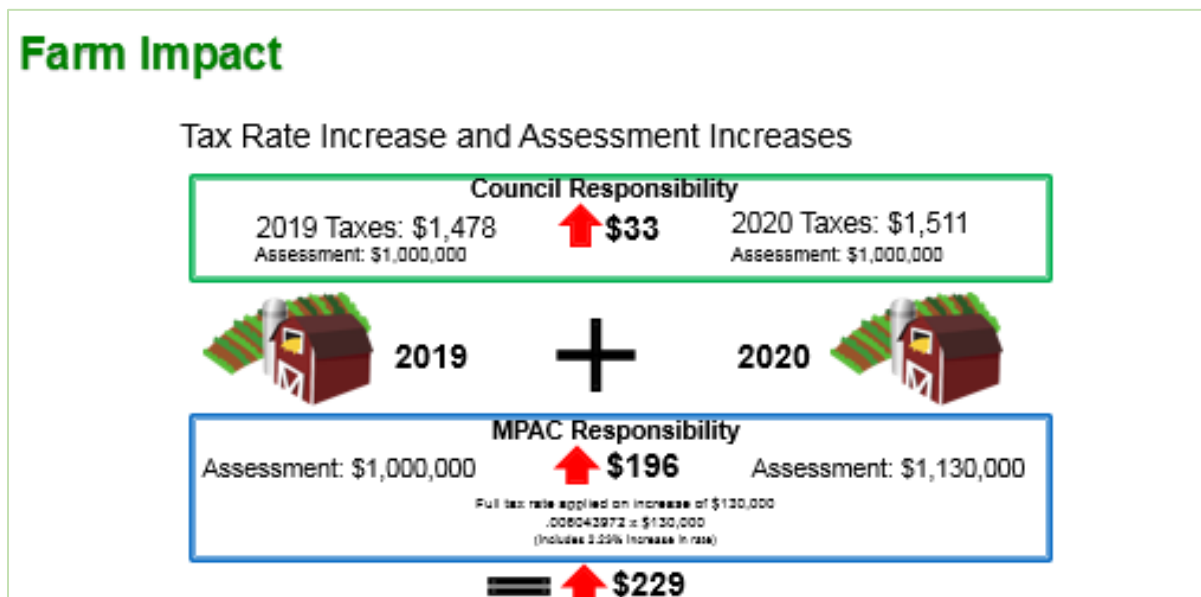
### What is the residential impact?

For the average Middlesex Centre residential homeowner, municipal taxes will increase by \$98 in 2020 (excluding the education tax and Middlesex County taxes).



### What is the farm impact?

For the average Middlesex Centre farm owner, municipal taxes will increase by \$229 in 2020 (excluding the education tax and Middlesex County taxes).



**Tax Revenue for all Property Types**

**Table: Total municipal tax revenue for 2020 and 2019, by property type**

Property Type	2020	2019
Residential	\$15,094,149	\$13,920,208
Farm	\$2,426,497	\$2,144,516
Pipeline	\$795,384	\$754,265
Commercial	\$920,525	\$801,360
Exempt	--	--
Industrial	\$124,879	\$116,204
Other	\$265,733	\$270,252
<b>Total Assessment Revenue</b>	<b>\$19,627,208</b>	<b>\$18,006,804</b>

**Reserves and Reserve Funds**

Reserves and reserve funds are critical to the long-term sustainability of the municipality. They allow us:

- to pay bills (liquidity)
- to cover liabilities and emergencies
- to plan for effective asset management (ensure funds are available to renew or replace assets)

If we don't adequately fund our reserves, we may face:

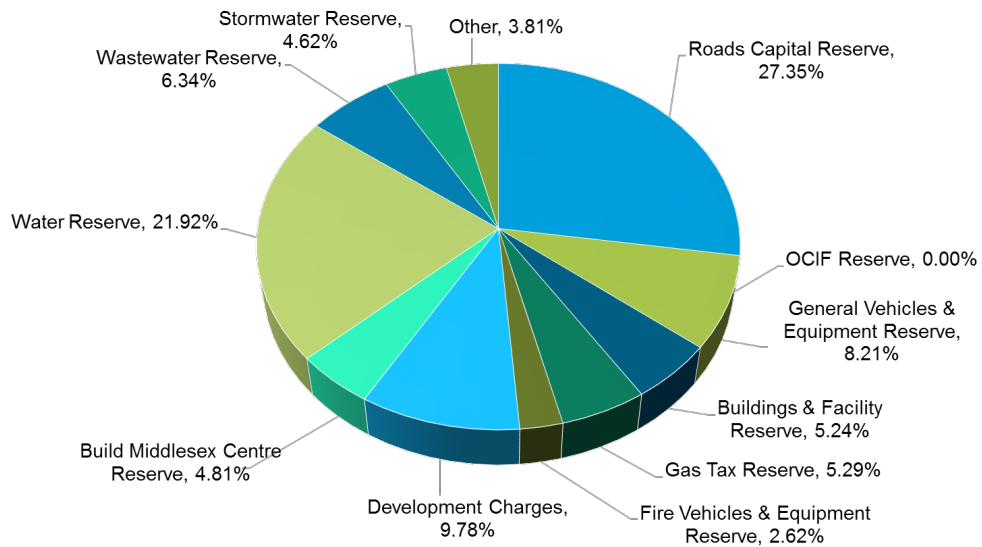
- cost increases (debt service costs, short-term borrowing costs, larger contingency budgets)
- reduction of capital works
- loss of flexibility to take advantage of opportunities
- liquidity problems

In the 2020 budget, we will see:

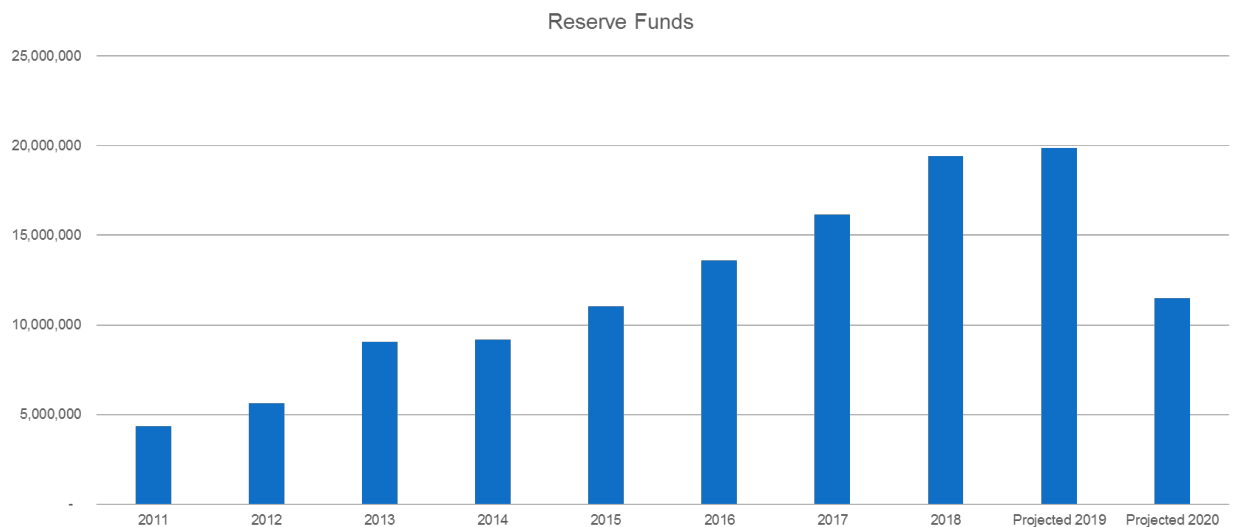
- \$9,839,756 Transferred to Reserves
- \$21,231,792 Transferred from Reserves

Funds from reserves will be used for projects in many service areas, as outlined in the chart below:

**Funding of Capital Projects – Reserve Breakdown**



The total reserve funds remaining after 2020 are projected to approximately \$12 million.

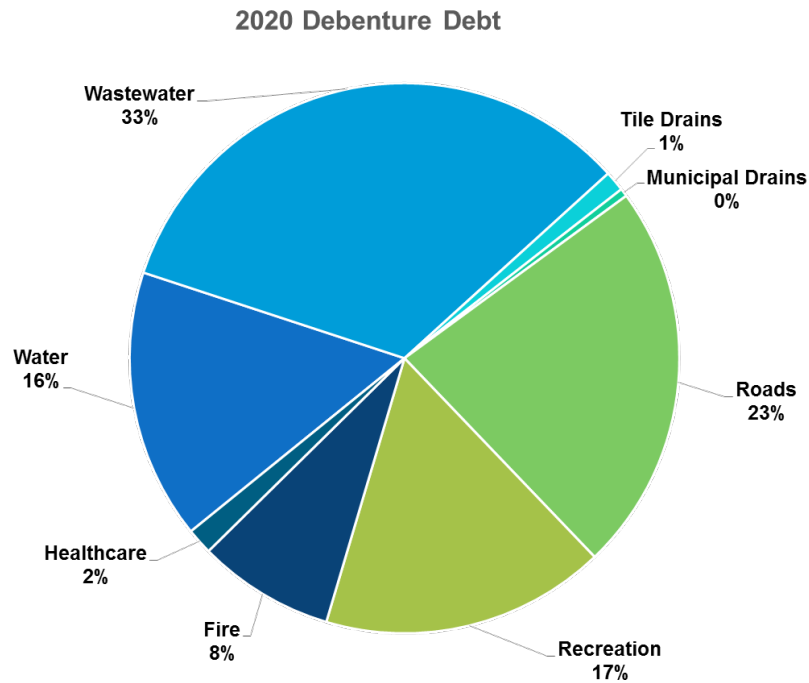




## Debt

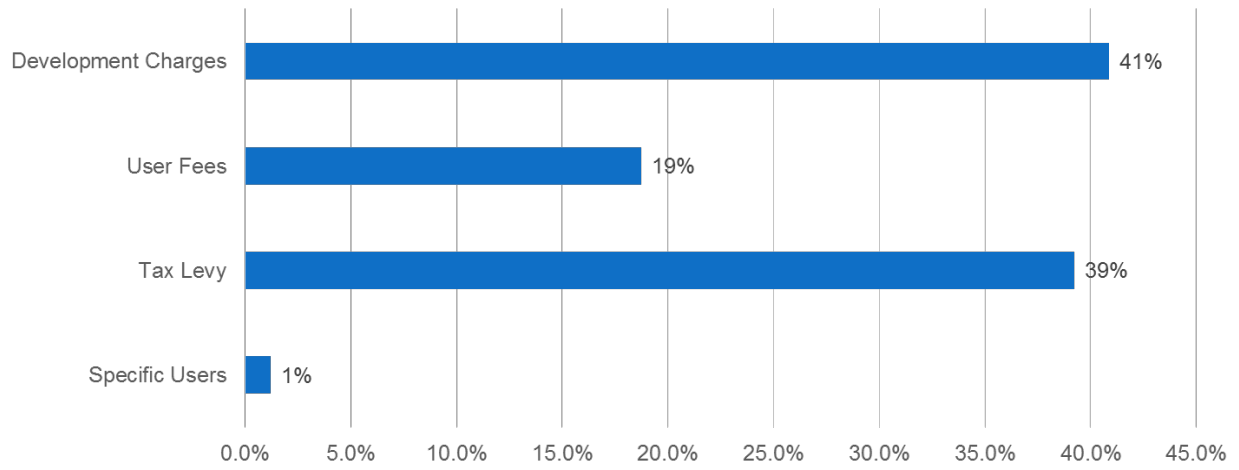
As mentioned, as a municipality we can only incur debt to pay for large capital acquisitions – our day-to-day operations must be fully funded.

Our Municipal Debt Policy allows us to carry debt in amounts up to 17% of own source revenues. Our present rate is below that, at 13.70%. For 2020, debt costs can be split by service as indicated in the chart below.



Overall, debt repayments account for 5.9% of the operating budget. While the municipal debt burden per household is high, it should be noted that this burden is not being paid entirely by taxpayers. Development charges, user fees and charges to specific users cover 61% of debt repayment costs.

### Debt Burden Payment Breakdown



## Attachments

Please find the following charts and tables attached:

- 2020 Budget Summary
- Tax Levy Breakdown
- Operating Revenue & Expenditure Summary
- Capital Financing
- Capital Expenditure Summary
- Capital Expenditure Detail by Project
- Summary of Reserve Fund Activity
- Final Assessment & Tax Rate Summary
- Debt Summary



**Municipality of Middlesex Centre  
2020 Budget Summary**

	Revenue	Expenditures	Raised on Taxes	2019 Taxes Raised	Change	
					\$	%
<b>General Government</b>						
Administration	3,239,141	3,276,187	37,046	(120,677)	157,723	130.70%
Reserves	547,664	6,354,526	5,806,862	4,755,956	1,050,906	22.10%
Medical Centre	113,524	113,524	-	-	-	0.00%
Council	-	212,544	212,544	216,841	(4,297)	-1.98%
Economic Development	-	65,487	65,487	59,991	5,496	9.16%
<b>Total General Government</b>	<b>3,900,329</b>	<b>10,022,268</b>	<b>6,121,939</b>	<b>4,912,111</b>	<b>1,209,828</b>	<b>24.63%</b>
<b>Protection to Persons &amp; Property</b>						
Fire Department	764,300	2,294,795	1,530,495	1,493,698	36,797	2.46%
Policing	-	2,326,740	2,326,740	2,189,281	137,459	6.28%
Conservation Authorities	-	295,456	295,456	273,947	21,509	7.85%
Emergency Operations Centre	-	3,700	3,700	-	3,700	100.00%
Building Inspection	687,112	687,112	-	-	-	0.00%
By-Law Enforcement	13,800	85,488	71,688	50,117	21,571	43.04%
Animal Control	-	61,552	61,552	(12,377)	73,929	597.31%
<b>Total Protection to Persons &amp; Property</b>	<b>1,465,212</b>	<b>5,754,842</b>	<b>4,289,630</b>	<b>3,994,665</b>	<b>294,965</b>	<b>7.38%</b>
<b>Public Works &amp; Engineering</b>						
Transportation Operations	9,105,000	13,787,945	4,682,945	4,576,260	106,685	2.33%
Administration	64,737	1,155,621	1,090,884	1,187,520	(96,636)	-8.14%
Waste Management	916,264	1,265,216	348,952	356,892	(7,940)	-2.22%
<b>Total Public Works &amp; Engineering</b>	<b>10,086,001</b>	<b>16,208,782</b>	<b>6,122,781</b>	<b>6,120,672</b>	<b>2,109</b>	<b>0.03%</b>
<b>Environment Services</b>						
Water Systems	8,154,206	8,154,206	-	-	-	0.00%
Wastewater Systems	5,496,169	5,496,169	-	-	-	0.00%
Stormwater Systems	1,859,033	1,859,033	-	-	-	0.00%
<b>Total Environmental Services</b>	<b>15,509,408</b>	<b>15,509,408</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Health Services</b>						
Total Health Services	5,400	27,519	22,119	11,228	10,891	97.01%
<b>Community Services</b>						
Parks & Open Space	1,491,858	1,922,593	430,735	384,338	46,398	12.07%
Community Centres	316,500	462,192	145,692	154,680	(8,988)	-5.81%
Arenas	2,303,468	2,751,760	448,292	457,894	(9,602)	-2.10%
Libraries	53,144	46,730	(6,414)	(11,409)	4,995	43.78%
Administration	2,500	732,971	730,471	674,715	55,756	8.26%
<b>Total Community Services</b>	<b>4,167,470</b>	<b>5,916,246</b>	<b>1,748,777</b>	<b>1,660,218</b>	<b>88,559</b>	<b>5.33%</b>
<b>Planning &amp; Development</b>						
Planning	386,804	511,033	124,229	166,400	(42,171)	-25.34%
Drainage	53,131	118,995	65,864	54,503	11,360	20.84%
Debt Payments	33,849	33,849	-	-	-	0.00%
<b>Total Planning &amp; Development</b>	<b>473,784</b>	<b>663,878</b>	<b>190,093</b>	<b>220,904</b>	<b>(30,810)</b>	<b>-13.95%</b>
<b>Vehicles &amp; Equipment Maintenance</b>						
Total Vehicles & Equipment Maintenance	-	1,131,869	1,131,869	1,087,007	44,862	4.13%
<b>Total for Municipal Purposes</b>	<b>35,607,604</b>	<b>55,234,812</b>	<b>19,627,208</b>	<b>18,006,804</b>	<b>1,620,404</b>	<b>9.00%</b>

	Residential	Farm
<b>Projected 2020 Tax Rate</b>	<b>0.006044</b>	<b>0.001511</b>
2019 Tax Rate	0.005912	0.001478
Y/Y Change (%)	2.23%	2.23%

Example: Tax Payer Impact			
Property Value (Determined by MPAC)	\$	400,000.00	\$ 1,000,000.00
at 2019 Tax Rate	\$	2,364.84	\$ 1,478.03
at 2020 Projected Tax Rate	\$	2,417.59	\$ 1,510.99
<b>Total Municipal Increase for 2020</b>	<b>\$</b>	<b>52.74</b>	<b>\$ 32.97</b>
Increase per month	\$	4.40	\$ 2.75

### How do we get a 9.00% (\$1,620,404) Tax Levy Increase ?

General Government (Excluding Reserves)	158,922	
Protection to Persons & Property (Fire, Policing, Conservation, Emergency Operations, Building, By-Law and Animal Control)	294,965	
Public Works & Engineering	2,109	
Environmental Services	-	
Health Services	10,891	
Community Services	88,559	
Planning & Development	- 30,810	
Vehicles & Equipment Maintenance	44,862	
<b>Total</b>	<b>569,498</b>	<b>4.30% Tax Levy</b>
		(Without Reserves)
PLUS		
Reserve Transfer Increase from General Government	1,050,906	
<b>Total to be Raised on 2020 Taxes</b>	<b>1,620,404</b>	<b>9.00% Tax Levy</b>



**Municipality of Middlesex Centre  
Operating Revenue & Expenditures Summary  
2020 Budget**

Department	2020 Budget			2019 Budget			Y/Y Change			
	Revenue	Expenditures	Taxes	Revenue	Expenditures	Taxes	Revenue	Expenditures	Taxes	% Change
Total General Government	2,855,329	8,977,268	6,121,939	4,827,467	9,739,577	4,912,111	(1,972,138)	(762,310)	1,209,828	24.6%
Total Protection to Persons & Property	840,212	5,129,842	4,289,630	874,350	4,869,015	3,994,665	(34,138)	260,827	294,965	7.4%
Total Public Works	981,001	7,103,782	6,122,781	833,531	6,954,203	6,120,672	147,470	149,579	2,109	0.0%
Total Environmental	7,172,061	7,172,061	-	6,761,809	6,761,809	-	410,253	410,253	-	0.0%
Total Health Services	5,400	27,519	22,119	5,750	16,978	11,228	(350)	10,541	10,891	97.0%
Total Community Services	2,489,634	4,238,410	1,748,777	2,338,084	3,998,301	1,660,217	151,550	240,109	88,559	5.3%
Total Vehicles & Equipment	-	1,131,869	1,131,869	-	1,087,008	1,087,008	-	44,861	44,861	4.1%
Planning Department	386,804	511,033	124,229	363,600	530,000	166,400	23,204	(18,967)	(42,171)	-25.3%
Drainage Superintendent	53,131	118,995	65,864	53,231	107,734	54,503	(100)	11,261	11,360	20.8%
Debenture Payments	33,849	33,849	-	51,348	51,348	-	(17,499)	(17,499)	-	0.0%
<b>Total</b>	<b>14,817,421</b>	<b>34,444,629</b>	<b>19,627,208</b>	<b>16,109,168</b>	<b>34,115,973</b>	<b>18,006,804</b>	<b>(1,291,747)</b>	<b>328,656</b>	<b>1,620,404</b>	<b>9.00%</b>

**Municipality of Middlesex Centre**  
 Capital Financing Detail  
 2020 Budget

Expenditure Detail	PY Budget	Total Budget			Financing													
	2019	2019 Carryforward	2020 Projects	2020	Donations/Other	DC	Roads Capital	General Vehicles & Equipment	Buildings & Facility	Fire Vehicles & Equipment	Waste Water	Water	Storm Water	Build Middlesex Centre	OCIF	Federal Gas Tax	Total Reserves	
<b>PWE - Transportation</b>																		
Total Construction	5,605,000	2,465,000	5,115,000	7,580,000	793,000	-	5,687,000	-	-	-	-	-	-	-	-	-	1,100,000	6,787,000
Total Vehicles & Equipment	745,000	-	1,505,000	1,505,000	-	-	-	1,505,000	-	-	-	-	-	-	-	-	-	1,505,000
Total Facilities	-	-	20,000	20,000	-	-	-	-	20,000	-	-	-	-	-	-	-	-	20,000
Total Structures	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>PWE - Transportation</b>	<b>\$ 6,370,000</b>	<b>\$ 2,465,000</b>	<b>\$ 6,640,000</b>	<b>\$ 9,105,000</b>	<b>\$ 793,000</b>	<b>\$ -</b>	<b>\$ 5,687,000</b>	<b>\$ 1,505,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,100,000</b>	<b>\$ 8,312,000</b>
<b>PWE - Environmental Services</b>																		
Total Wastewater Systems	5,975,000	470,319	1,993,160	2,463,479	-	1,145,300	-	-	-	-	1,318,179	-	-	-	-	-	-	2,463,479
Total Water Systems	4,615,000	270,319	4,642,884	4,913,203	-	357,000	-	-	-	-	-	4,556,203	-	-	-	-	-	4,913,203
Total Stormwater Systems	1,135,000	830,000	130,665	960,665	-	-	-	-	-	-	-	-	960,665	-	-	-	-	960,665
<b>PWE - Environmental Services</b>	<b>\$ 11,725,000</b>	<b>\$ 1,570,638</b>	<b>\$ 6,766,709</b>	<b>\$ 8,337,347</b>	<b>\$ -</b>	<b>\$ 1,502,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,318,179</b>	<b>\$ 4,556,203</b>	<b>\$ 960,665</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,337,347</b>
<b>Community Services</b>																		
Total Parks & Opens Spaces	1,350,279	615,696	550,000	1,165,696	-	531,000	-	-	634,696	-	-	-	-	-	-	-	-	1,165,696
Total Facilities	-	-	164,790	164,790	-	-	-	17,000	147,790	-	-	-	-	-	-	-	-	164,790
Total Vehicles & Equipment	95,000	-	185,000	185,000	-	-	-	185,000	-	-	-	-	-	-	-	-	-	185,000
Total Community Centres	260,500	-	162,350	162,350	-	-	-	-	162,350	-	-	-	-	-	-	-	-	162,350
Total Administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Community Services</b>	<b>\$ 1,705,779</b>	<b>\$ 615,696</b>	<b>\$ 1,062,140</b>	<b>\$ 1,677,836</b>	<b>\$ -</b>	<b>\$ 531,000</b>	<b>\$ -</b>	<b>\$ 202,000</b>	<b>\$ 944,836</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,677,836</b>
<b>Corporate Services</b>	<b>\$ 1,003,200</b>	<b>\$ 1,000,000</b>	<b>\$ 45,000</b>	<b>\$ 1,045,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,045,000</b>
<b>Building</b>																		
Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Fire</b>																		
Total Fire Operations	475,000	-	605,000	605,000	-	-	-	-	80,000	525,000	-	-	-	-	-	-	-	605,000
Total Administration	132,500	-	20,000	20,000	-	-	-	-	-	20,000	-	-	-	-	-	-	-	20,000
<b>Fire</b>	<b>\$ 607,500</b>	<b>\$ -</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ 545,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 625,000</b>
<b>Total Capital Expenditures</b>	<b>\$ 21,411,479</b>	<b>\$ 5,651,334</b>	<b>\$ 15,138,849</b>	<b>\$ 20,790,183</b>	<b>\$ 793,000</b>	<b>\$ 2,033,300</b>	<b>\$ 5,687,000</b>	<b>\$ 1,707,000</b>	<b>\$ 1,089,836</b>	<b>\$ 545,000</b>	<b>\$ 1,318,179</b>	<b>\$ 4,556,203</b>	<b>\$ 960,665</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ 1,100,000</b>	<b>\$ 19,997,183</b>	

## Municipality of Middlesex Centre

### Capital Expenditure Summary

#### 2020 Budget

Expenditure Detail	4 Year Plan						
	PY Budget	Total Budget	Capital Forecast				Total 4 Year Plan
	2019	2020	2021	2022	2023	2024	
PWE - Transportation (Total)	\$ 6,370,000	\$ 9,105,000	\$ 3,867,000	\$ 6,741,000	\$ 7,471,000	\$ 4,075,000	\$ 31,259,000
PWE - Environmental Services (Total)	\$ 11,725,000	\$ 8,337,348	\$ 6,485,000	\$ 3,060,000	\$ -	\$ -	\$ 17,882,348
Community Services (Total)	\$ 1,705,779	\$ 1,677,836	\$ 1,998,745	\$ 608,100	\$ 635,800	\$ 125,000	\$ 5,045,481
Corporate Services (Total)	\$ 1,003,200	\$ 1,045,000	\$ -	\$ -	\$ -	\$ -	\$ 1,045,000
Building (Total)	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 80,000
Fire (Total)	\$ 607,500	\$ 625,000	\$ 100,000	\$ 105,000	\$ -	\$ 1,350,000	\$ 2,180,000
<b>Total Capital Expenditures</b>	<b>\$ 21,411,479</b>	<b>\$ 20,790,184</b>	<b>\$ 12,450,745</b>	<b>\$ 10,594,100</b>	<b>\$ 8,106,800</b>	<b>\$ 5,550,000</b>	<b>\$ 57,491,829</b>

**Municipality of Middlesex Centre**  
 Capital Expenditure Detail by Project  
 2020 Budget

Expenditure Detail	4 Year Plan								
	PY Budget	Total Budget			Capital Forecast				
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	Total 4 Year Plan
<b>PWE - Transportation</b>									
<b>Construction</b>									
Melrose Street Light Pole Replacement	-		75,000	75,000					75,000
Concrete Replacement Program	150,000		150,000	150,000	75,000	75,000	75,000	75,000	450,000
Mill Creek Lane (Yorkdale St to Gideon)	40,000			-					-
Old River Road (Glendon Dr to Pulham Rd)	285,000	285,000	2,000,000	2,285,000					2,285,000
Hot Mix Resurfacing Program	1,100,000		1,000,000	1,000,000	1,050,000	1,100,000	1,150,000	1,200,000	5,500,000
Hyde Park Road Reconstruction (Stonefield Ln to 13 Mile Rd)	400,000			-					-
Martin Road Reconstruction (Wellington Street to Harris Road)	1,290,000	1,290,000		1,290,000					1,290,000
Nine Mile Road Culvert Replacement (between Wonderland and Clarke Road (Plover Mills Road to 10 Mile Road)	-		100,000	100,000					100,000
Garden Avenue / Wellington Street W STM Sewer Upgrade	640,000	640,000		640,000					640,000
Medway Rd (Hyde Park Rd to Denfield Rd)	1,100,000			-					-
Poplar Hill Rd (Charlton Dr to Greystead Dr)	500,000	150,000		150,000					150,000
Willow Ridge Road - Road, Pathway & Park Drainage Improvements	-		70,000	70,000					70,000
Gravel Pit Entrance Road Way	100,000	100,000		100,000					100,000
Medway Rd (Denfield Rd to Vanneck Road)			1,300,000	1,300,000					1,300,000
King/George Street Reconstruction				-	480,000				480,000
Adelaide Street N Reconstruction (15 Mile Rd to 16 Mile Rd)				-			1,500,000		1,500,000
Hyde Park Road Reconstruction (13 Mile Rd to 15 Mile Rd)				-	80,000	2,000,000			2,080,000
Vision Zero & Traffic Signage			20,000	20,000	20,000	20,000	20,000	20,000	100,000
Vanneck Road (Sunningdale Road to Egremont Drive)				-				1,000,000	1,000,000
Hyde Park Rd (15 Mile Rd to Elginfield Rd)				-			2,500,000		2,500,000
Oxbow Dr (Nairn Rd to Vanneck Rd)				-		350,000			350,000
Old River Road/Glendon Drive Intersection Realignment				-	350,000				350,000
Glendon Drive-Kilworth Park Dr. to Thames River				-	30,000				30,000
Coldstream Road Realignment				-		1,300,000			1,300,000
Glendon Drive - Jeffries/Vanneck Intersection Improvements				-			320,000		320,000
<b>Total Construction</b>	<b>5,605,000</b>	<b>2,465,000</b>	<b>5,115,000</b>	<b>7,580,000</b>	<b>2,085,000</b>	<b>4,845,000</b>	<b>5,565,000</b>	<b>2,295,000</b>	<b>22,370,000</b>
<b>Vehicles &amp; Equipment</b>									
Half-Ton Pickup - Replace 2007 Ford Ranger	50,000			-					-
Half-Ton Pickup - Replace 2009 GMC Sierra 3229			55,000	55,000					55,000
Tandem Truck - Replace 2008 International 3208	450,000			-					-
Tandem Truck - Replace 2006 International 3221	-		380,000	380,000					380,000
Replace Dump Body - 3218				-					-
NEW - 2019 Trackless MT7 Tractor	195,000			-					-
New - sidewalk machine	-			-				200,000	200,000

**Municipality of Middlesex Centre**  
 Capital Expenditure Detail by Project  
 2020 Budget

Expenditure Detail	PY Budget	Total Budget			4 Year Plan Capital Forecast				Total 4 Year Plan
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	
Brush Chipper - Replace 2007 Vermeer 3606	-	-	-	-	100,000	-	-	-	100,000
Rubber Tire Roller - Replace 2011 Bomag 3608	-	-	-	-	130,000	-	-	-	130,000
Tandem Truck - Replace 2008 International 3204	-	-	-	-	380,000	-	-	-	380,000
Tandem Rolloff Truck - Replace 2008 International 3206	-	-	420,000	420,000	-	-	-	-	420,000
Half-Ton Pickup - Replace 2015 GMC Sierra	-	-	-	-	-	-	-	50,000	50,000
Grader - Replace 2004 CAT 140H 3317	-	-	475,000	475,000	-	-	-	-	475,000
Loader - Replace 2009 CASE 721E	-	-	-	-	250,000	-	-	-	250,000
NEW - Tandem Truck	-	-	-	-	-	-	400,000	-	400,000
New Bucket Truck (Tandem)	-	-	-	-	200,000	-	-	-	200,000
Backhoe - Replace 2004 CAT 420D 3415	-	-	175,000	175,000	-	-	-	-	175,000
Grader - Replace 2009 Volvo G946 3318	-	-	-	-	-	475,000	-	-	475,000
Tandem Truck - Replace 2012 International 3202	-	-	-	-	-	415,000	-	-	415,000
Bins for Enviro Depots	50,000	-	-	-	-	-	-	-	-
Hydro Vac Truck - Replace 2014 Vac Trailer	-	-	-	-	-	-	500,000	-	500,000
<b>Total Vehicles &amp; Equipment</b>	<b>745,000</b>	<b>-</b>	<b>1,505,000</b>	<b>1,505,000</b>	<b>1,060,000</b>	<b>890,000</b>	<b>900,000</b>	<b>250,000</b>	<b>4,605,000</b>
<b>Facilities</b>									
10191 Longwoods Road	-	-	20,000	20,000	-	-	-	-	20,000
Delaware Operations Centre	-	-	-	-	100,000	-	-	-	100,000
Denfield Operations Centre	-	-	-	-	-	-	-	-	-
<b>Total Facilities</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>
<b>Structures</b>									
Rehabilitate Culvert C-313	10,000	-	-	-	-	-	-	-	-
Rehabilitate Culvert C-542	-	-	-	-	-	-	-	-	-
Replace Culvert C-101	10,000	-	-	-	-	-	-	-	-
Rehabilitate Bridge B-530	-	-	-	-	147,000	-	-	-	147,000
Rehabilitate Bridge B-124	-	-	-	-	175,000	-	-	-	175,000
Replace Culvert C-102	-	-	-	-	300,000	-	-	-	300,000
Rehabilitate Bridge B-530	-	-	-	-	-	831,000	-	-	831,000
Rehabilitate Bridge B-529	-	-	-	-	-	175,000	-	-	175,000
Rehabilitate Bridge B-124	-	-	-	-	-	-	831,000	-	831,000
Rehabilitate Bridge B-537	-	-	-	-	-	-	175,000	-	175,000
Rehabilitate Bridge B-529	-	-	-	-	-	-	-	930,000	930,000
Replace Culvert C-147	-	-	-	-	-	-	-	600,000	600,000
<b>Total Structures</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>622,000</b>	<b>1,006,000</b>	<b>1,006,000</b>	<b>1,530,000</b>	<b>4,164,000</b>
<b>PWE - Transportation (Total)</b>	<b>\$ 6,370,000</b>	<b>\$ 2,465,000</b>	<b>\$ 6,640,000</b>	<b>\$ 9,105,000</b>	<b>\$ 3,867,000</b>	<b>\$ 6,741,000</b>	<b>\$ 7,471,000</b>	<b>\$ 4,075,000</b>	<b>\$ 31,259,000</b>



**Municipality of Middlesex Centre**  
 Capital Expenditure Detail by Project  
 2020 Budget

Expenditure Detail	4 Year Plan								
	PY Budget	Total Budget			Capital Forecast				Total 4 Year Plan
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	
<b>PWE - Environmental Services</b>									
<b>Wastewater Systems</b>									
<i>ARVA</i>									
Arva WWTF - New Facility			300,000	300,000					300,000
<b>TOTAL</b>	-	-	300,000	300,000	-	-	-	-	300,000
<i>ILDERTON</i>									
Ilderton WWTF Expansion - Phase 1	3,400,000								
Ilderton WWTF Expansion - Phase 2									
Ilderton Wastewater Collection System Inspection			61,500	61,500					61,500
Sewage Pump Station #4 - Installation of new sewage pumps			19,867	19,867					19,867
<b>TOTAL</b>	3,400,000	-	81,367	81,367	-	-	-	-	81,367
<i>KILWORTH</i>									
Kilworth West Sanitary Sewer Connection	2,100,000								
Demolishing of the Kilworth WPCP			1,070,000	1,070,000					1,070,000
<b>TOTAL</b>	2,100,000	-	1,070,000	1,070,000	-	-	-	-	1,070,000
<i>KOMOKA</i>									
Upgrade Pumping Station					400,000				400,000
Komoka Road Forcemain Replacement					1,500,000				1,500,000
Servicing of Tunks Lane	350,000	350,000		350,000					350,000
Komoka Wastewater Collection System Inspection			41,750	41,750					41,750
Komoka WWT - Rotork Valve Replacement			25,000	25,000					25,000
Coldstream Road Realignment						215,000			215,000
Komoka WWTP - Head Works and Tertiary Filter					3,400,000				3,400,000
Evaluation of wastewater treatment plant and tertiary filters			148,020	148,020					148,020
<b>TOTAL</b>	350,000	350,000	214,770	564,770	5,300,000	215,000	-	-	6,079,770
<i>ALL SYSTEMS</i>									
Hybrid/EV Car - Replace 2008 Chevrolet Canyon									
Hybrid/EV Car - Replace 2012 Chevrolet Cruise									
Half-Ton Pickup - Replace 2010 Economize 4301			24,000	24,000					24,000
SCADA Replacement	125,000	120,319		120,319					120,319
Elevated Tank Inspection (Sludge Storage & Equalization Tanks)			36,653	36,653					36,653
Wastewater Collection System Flushing and Cleaning			266,370	266,370					266,370
<b>TOTAL</b>	125,000	120,319	327,023	447,342	-	-	-	-	447,342
<b>Total Wastewater Systems</b>	<b>5,975,000</b>	<b>470,319</b>	<b>1,993,160</b>	<b>2,463,480</b>	<b>5,300,000</b>	<b>215,000</b>	<b>-</b>	<b>-</b>	<b>7,978,480</b>

**Municipality of Middlesex Centre**  
 Capital Expenditure Detail by Project  
 2020 Budget

Expenditure Detail	4 Year Plan								
	PY Budget	Total Budget			Capital Forecast				Total 4 Year Plan
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	
<b>Water Systems</b>									
<i>DELAWARE</i>									-
Standpipe Replacement	1,800,000								-
Water Supply Interconnection Phase 1	2,100,000								-
Water Supply Interconnection Phase 2			3,500,000	3,500,000					3,500,000
<b>TOTAL</b>	<b>3,900,000</b>	<b>-</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,500,000</b>
<i>ARVA</i>									-
Water main replacement & twinning			913,050	913,050					913,050
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>913,050</b>	<b>913,050</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>913,050</b>
<i>ILDERTON</i>									-
Watermain Replacement Program						500,000			500,000
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>500,000</b>
<i>KOMOKA</i>									-
Servicing of Tunks Lane	150,000	150,000		150,000					150,000
Coldstream Road Alignment						175,000			175,000
<b>TOTAL</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>175,000</b>	<b>-</b>	<b>-</b>	<b>325,000</b>
<i>KILWORTH</i>									-
Glendon Drive Water main Extension	440,000				440,000				440,000
<b>TOTAL</b>	<b>440,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>440,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>440,000</b>
<i>MELROSE</i>									-
Lake Huron Primary Water Supply Connection					495,000	1,000,000			1,495,000
Facility Condition Assessment			98,010	98,010					98,010
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>98,010</b>	<b>98,010</b>	<b>495,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>1,593,010</b>
<i>BIRR</i>									-
Facility Condition Assessment (Water Treatment System)			63,840	63,840					63,840
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>63,840</b>	<b>63,840</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>63,840</b>
<i>ALL SYSTEMS</i>									-
Hybrid/EV Car - Replace 2008 Chevrolet Canyon									-
Hybrid/EV Car - Replace 2012 Chevrolet Cruise									-
Half-Ton Pickup - Replace 2010 Econoline 4301			24,000	24,000					24,000
SCADA Replacement	125,000	120,319		120,319					120,319
Reservoir Cleaning & Inspections			43,984	43,984					43,984
<b>TOTAL</b>	<b>125,000</b>	<b>120,319</b>	<b>67,984</b>	<b>188,303</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>188,303</b>

**Municipality of Middlesex Centre**  
 Capital Expenditure Detail by Project  
 2020 Budget

Expenditure Detail	PY Budget		Total Budget		4 Year Plan Capital Forecast				
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	Total 4 Year Plan
<i>Total Water Systems</i>	4,615,000	270,319	4,642,884	4,913,203	935,000	1,675,000	-	-	7,523,203
<b>Stormwater Systems</b>									
DELAWARE									-
Millcreek Lane STM Sewer Upgrade	-			-					-
Garden Avenue / Wellington St. Storm Sewer Upgrade	830,000	830,000		830,000					830,000
Longwoods Commercial STM Sewer Outlet	-			-		750,000			750,000
Meadowcreek Storm Sewer Replacement	130,000			-					-
TOTAL	960,000	830,000	-	830,000	-	750,000	-	-	1,580,000
ILDERTON									-
King/George Street Reconstruction				-	250,000				250,000
TOTAL	-	-	-	-	250,000	-	-	-	250,000
KILWORTH									-
TOTAL	-	-	-	-	-	-	-	-	-
KOMOKA									-
Coldstream Road Alignment				-		420,000			420,000
TOTAL	-	-	-	-	-	420,000	-	-	420,000
ALL SYSTEMS									-
Settlement Community Storm water Master Plan	175,000								-
Storm water Catch Basin cleaning Program			130,665	130,665					130,665
TOTAL	175,000	-	130,665	130,665	-	-	-	-	130,665
<i>Total Stormwater Systems</i>	<i>1,135,000.00</i>	<i>830,000</i>	<i>130,665</i>	<i>960,665</i>	<i>250,000</i>	<i>1,170,000</i>	<i>-</i>	<i>-</i>	<i>2,380,665</i>
<b>PWE - Environmental Services (Total)</b>	<b>\$ 11,725,000</b>	<b>\$ 1,570,639</b>	<b>\$ 6,766,709</b>	<b>\$ 8,337,348</b>	<b>\$ 6,485,000</b>	<b>\$ 3,060,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,882,348</b>
<b>Community Services</b>									
<b>Parks &amp; Open Space</b>									
ARVA WELDON									-
REPLACE PLAYGROUND EQUIPMENT - PLAY EQUIPMENT	70,325			-					-
REPLACE PLAYGROUND EQUIPMENT - SWING BAYS	10,000			-					-
PLAYFIELD IMPROVEMENTS FOR LARGE DIAMOND	10,000	10,000		10,000					10,000
REPLACE PARK LIGHTING			50,000	50,000					50,000
CONSTRUCT ACCESSIBLE WASHROOMS				-	350,000				350,000
ASPHALT & INSTALL DRAINS IN MAIN PARKING LOT			60,000	60,000					60,000

**Municipality of Middlesex Centre**  
 Capital Expenditure Detail by Project  
 2020 Budget

Expenditure Detail	PY Budget	Total Budget			4 Year Plan Capital Forecast				
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	Total 4 Year Plan
ASPHALT ACCESS ROAD AND PLAYGROUND PARKING LOT				-	80,000				80,000
<b>TOTAL</b>	90,325	10,000	110,000	120,000	430,000	-	-	-	550,000
<i>BRYANSTON PRINCE ANDREW PARK/FACILITY</i>				-					-
ASBESTOS REMEDIATION			25,000	25,000					25,000
<b>TOTAL</b>	-	-	25,000	25,000	-	-	-	-	25,000
<i>Caverhill Park</i>				-					-
Add Swingbays			10,000	10,000					10,000
<b>TOTAL</b>	-	-	10,000	10,000	-	-	-	-	10,000
<i>ILDERTON OPTIMIST</i>				-					-
REPLACE PLAYGROUND EQUIPMENT				-	120,000				120,000
<b>TOTAL</b>	-	-	-	-	120,000	-	-	-	120,000
<i>DELAWARE MUNICIPAL PARK</i>				-					-
REPLACE PLAYGROUND EQUIPMENT - PLAY EQUIPMENT	79,954			-					-
CONSTRUCT LARGER BACKSTOP	60,000			-					-
<b>TOTAL</b>	139,954	-	-	-	-	-	-	-	-
<i>DELAWARE LIONS PARK</i>				-					-
SKATE PARK LANDSCAPING	15,000			-					-
IRRIGATION FOR PLAYFIELDS	70,000			-					-
REPLACE POLY & STRETCH FENCE ON BALL HOCKEY RINK			10,000	10,000					10,000
<b>TOTAL</b>	85,000	-	10,000	10,000	-	-	-	-	10,000
<i>DENFIELD PARK</i>				-					-
REPLACE DIAMOND BLEACHERS				-	15,000				15,000
REPLACE PLAYGROUND EQUIPMENT - PLAY EQUIPMENT			120,000	120,000					120,000
INSTALL NEW DRAINAGE PIPE IN PLAYFIELD	30,000	15,696		15,696					15,696
PAINT TENNIS COURTS			25,000	25,000					25,000
<b>TOTAL</b>	30,000	15,696	145,000	160,696	15,000	-	-	-	175,696
<i>BRYANSTON (FUTURE PARK)</i>				-					-
ESTABLISH NEW PARK IN VILLAGE OF BRYANSTON				-			120,000		120,000
<b>TOTAL</b>	-	-	-	-	-	-	120,000	-	120,000
<i>ILDERTON HERITAGE</i>				-					-
REMOVE SECOND STOREY OF BARN				-		40,000			40,000

**Municipality of Middlesex Centre**

Capital Expenditure Detail by Project

2020 Budget

Expenditure Detail	PY Budget	Total Budget			4 Year Plan Capital Forecast				Total 4 Year Plan
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	
REPLACE PLAYGROUND EQUIPMENT	145,000			-					-
CEMENT AND BRICKWORK REPAIRS	10,000			-					-
REPLACE DIAMOND BLEACHERS				-	15,000				15,000
REPLACE SHADE STRUCTURE				-		15,000			15,000
INSTALL DRAINAGE TILE IN PLAYFIELDS			30,000	30,000					30,000
PAVILLION UPGRADES				-			100,000		100,000
<b>TOTAL</b>	<b>155,000</b>	<b>-</b>	<b>30,000</b>	<b>30,000</b>	<b>15,000</b>	<b>55,000</b>	<b>100,000</b>	<b>-</b>	<b>200,000</b>
<b>KILWORTH OPTIMIST PARK</b>				-					-
TRIDON PARK DEVELOPMENT	375,000	375,000		375,000					375,000
DOG PARK			50,000	50,000					50,000
<b>TOTAL</b>	<b>375,000</b>	<b>375,000</b>	<b>50,000</b>	<b>425,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>425,000</b>
<b>KOMOKA PARK</b>				-					-
REPLACE PLAYGROUND EQUIPMENT - PLAY EQUIPMENT				-	120,000				120,000
IRRIGATION FOR PLAYFIELDS (tentative)				-	125,000				125,000
RESURFACE TENNIS COURTS	50,000			-					-
INFIELD IMPROVEMENTS (BACK DIAMOND)	75,000			-					-
<b>TOTAL</b>	<b>125,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>245,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>245,000</b>
<b>MEADOWCREEK PARK</b>				-					-
REPLACE PLAYGROUND EQUIPMENT - PLAY EQUIPMENT				-	120,000				120,000
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>
<b>WESTBROOK PARK</b>				-					-
REPLACE SHADE STRUCTURE				-	10,000				10,000
REPLACE PLAYGROUND EQUIPMENT - PLAY EQUIPMENT				-	120,000				120,000
LIGHTING RETROFIT FOR TENNIS COURT LIGHTS				-		7,500			7,500
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>130,000</b>	<b>7,500</b>	<b>-</b>	<b>-</b>	<b>137,500</b>
<b>POPLAR HILL</b>				-					-
ARCHITECT FEES FOR PAVILLION UPGRADES	10,000			-					-
REPLACE PLAYGROUND EQUIPMENT	125,000			-					-
PAVILLION RENOVATIONS			140,000	140,000					140,000
GRANDSTAND IMPROVEMENTS NORTH SIDE				-	25,000				25,000
WASHROOM RENOVATIONS				-	50,000				50,000
PLAYFIELD UPGRADES				-		30,000			30,000

**Municipality of Middlesex Centre**  
 Capital Expenditure Detail by Project  
 2020 Budget

Expenditure Detail	PY Budget	Total Budget			4 Year Plan Capital Forecast				Total 4 Year Plan
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	
DRAINAGE REPAIRS			30,000	30,000					30,000
<b>TOTAL</b>	135,000	-	170,000	170,000	75,000	30,000	-	-	275,000
<b>TRAILS</b>									
LITTLE FARM/CLEAR SKIES TRAIL	215,000	215,000		215,000					215,000
<b>TOTAL</b>	215,000	215,000	-	215,000	-	-	-	-	215,000
<b>Total Parks &amp; Opens Spaces</b>	<b>1,350,279</b>	<b>615,696</b>	<b>550,000</b>	<b>1,165,696</b>	<b>1,150,000</b>	<b>92,500</b>	<b>220,000</b>	<b>-</b>	<b>2,628,196</b>
<b>Facilities</b>									
ILDERTON ARENA									
AMMONIA DETECTION				-	4,000				4,000
LOBBY REFRESH				-		10,000			10,000
HEADER REPLACEMENT				-				65,000	65,000
RE-ASPHALT PARKING LOT				-	175,000				175,000
VARIABLE SPEED DRIVE (rink brine pump)			5,240	5,240					5,240
DESICCANT DEHUMIDIFIER (can be moved to new build within 10 yrs)			34,500	34,500					34,500
REFRIGERATION CONTROLS STRATEGY (energy efficiency, safety)			18,650	18,650					18,650
ARENA LOBBY SEATING			4,800	4,800					4,800
INSTALL HIGH PRESSURE LIQUID FLOAT LEVEL (safety)				-	6,300				6,300
LEGISLATIVE REFRIGERATION CHANGES (Fernie BC)			20,000	20,000					20,000
				-					-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>83,190</b>	<b>83,190</b>	<b>185,300</b>	<b>10,000</b>	<b>-</b>	<b>65,000</b>	<b>343,490</b>
<b>WELLNESS CENTRE</b>									
REPLACE CARPET				-	35,000				35,000
REPLACE VENDING MACHINES				-			12,000		12,000
REPLACE CANTEEN EQUIPMENT				-	50,000				50,000
RESURFACE GYM FLOOR			10,000	10,000					10,000
RIDE ON FLOOR SCRUBBER			17,000	17,000					17,000
COOLING TOWER CATWALK			12,000	12,000					12,000
RINK SHIELDING MOLSON				-	10,000				10,000
SECURITY SYSTEM UPGRADE				-	10,000				10,000
BUILDING AUTOMATION SYSTEM				-		18,000			18,000
HVAC (replace 2 units)				-	68,000	72,000			140,000
ADD SUPPLEMENTRY DEHUMIDIFIER			34,200	34,200					34,200
ADD SOFT STARTS ON GLYCOL PUMP MOTORS (efficiency)				-	9,250				9,250
WALK BEHIND FLOOR SCRUBBER				-	9,640				9,640
DRESSING ROOM SINK AND COUNTER REPLACEMENT				-		12,600			12,600



**Municipality of Middlesex Centre**  
 Capital Expenditure Detail by Project  
 2020 Budget

Expenditure Detail	PY Budget	Total Budget			4 Year Plan Capital Forecast				
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	Total 4 Year Plan
DRESSING ROOM SKATE TILE REPLACEMENT				-			60,000	60,000	120,000
PLAYERS/PENALTY BENCH RUBBER + THRESHOLDS				-	8,825				8,825
REPLACE SAFETIES ON REFRIGERATION PLANT (tssa mandate)				-	15,000				15,000
REPLACE MEETING ROOM FURNITURE (tables, chairs, etc)			3,400	3,400	2,500	3,500			9,400
RINK BOARD POLY REPLACEMENT + BOARD REPAIRS			5,000	5,000	5,000	15,000	15,000		40,000
<b>TOTAL</b>	-	-	81,600	81,600	223,215	121,100	87,000	60,000	572,915
ILDERTON LIBRARY				-					-
HVAC				-	15,000				15,000
<b>TOTAL</b>	-	-	-	-	15,000	-	-	-	15,000
DELAWARE LIBRARY				-					-
REPLACE ROOF (current roof in poor condition)				-	11,250				11,250
<b>TOTAL</b>	-	-	-	-	11,250	-	-	-	11,250
COLDSTREAM LIBRARY				-					-
<b>TOTAL</b>	-	-	-	-	-	-	-	-	-
<b>Total Facilities</b>	-	-	164,790	164,790	434,765	131,100	87,000	125,000	942,655
<b>Vehicles &amp; Equipment</b>									
PRESSURE WASHER CARTS X2	12,000			-					-
REPLACE 2009 KUBOTA LOADER	40,000			-					-
NEW FRONT MOUNT MOWER ATTACHMENT FOR 3501	25,000			-					-
NEW 13' WIDE SNOW WING BLADE ATTACHMENT FOR 3501	18,000			-					-
ICE RESURFACER - ILBERTON			110,000	110,000					110,000
REPLACE 2010 DODGE QUAD CAB			60,000	60,000					60,000
REPLACE 2014 2500 HD WITH PLOW HARNESS (x2)				-	130,000				130,000
NEW 1/2 TON PICK UP				-					-
NEW MOWER			15,000	15,000					15,000
NEW MOWER				-	15,000				15,000
NEW 18-20' TRAILER				-	4,500				4,500
REPLACE 2012 JOHN DEERE TRACTOR				-		75,000			75,000
REPLACE LINE SPRAYER (NOT USED ANYMORE)				-					-
NEW ICE RESURFACER - KOMOKA				-			110,000		110,000
NEW EDGER - ILBERTON				-			4,400		4,400
NEW EDGER - KOMOKA				-			4,400		4,400
REPLACE SALTER/SANDING UNITS (2)				-	16,500				16,500
REPLACE WING PLOW FOR PICK UP TRUCKS				-		10,000	10,000		20,000
<b>Total Vehicles &amp; Equipment</b>	95,000	-	185,000	185,000	166,000	85,000	128,800	-	564,800

**Municipality of Middlesex Centre**  
 Capital Expenditure Detail by Project  
 2020 Budget

Expenditure Detail	PY Budget	Total Budget			4 Year Plan Capital Forecast				Total 4 Year Plan
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	
<b>Community Centres</b>									
COLDSTREAM CC & MUNICIPAL OFFICE									-
REFINISH COMMUNITY CENTRE FLOOR			4,000	4,000					4,000
REPLACE ROOF				-		60,000			60,000
REPLACE HVAC				-		60,000			60,000
REPLACE GENERATOR (EOC)				-			80,000		80,000
ELECTRONIC SIGN				-	4,500	4,500			9,000
REPLACE TABLES			6,000	6,000					6,000
<b>TOTAL</b>	-	-	10,000	10,000	4,500	124,500	80,000	-	219,000
<b>DELAWARE CC</b>									
REPLACE ROOF			100,000	100,000					100,000
REPLACE HVAC				-			60,000		60,000
RESURFACE PARKING LOT				-	150,000				150,000
WASHROOM - ACCESSIBILITY IMPROVEMENTS	138,000			-					-
REPLACE TABLES			6,000	6,000					6,000
REPLACE KITCHEN FRIDGE			5,000	5,000					5,000
<b>TOTAL</b>	138,000	-	111,000	111,000	150,000	-	60,000	-	321,000
<b>BRYANSTON CC/FIRE HALL</b>									
REPLACE ROOF	95,000			-					-
REPLACE UV WATER FILTRATION SYSTEM			4,000	4,000					4,000
REPLACE CARD TABLES			2,500	2,500					2,500
INSTALL BUILDING SIGNAGE FOR CC				-	3,480				3,480
<b>TOTAL</b>	95,000	-	6,500	6,500	3,480	-	-	-	9,980
<b>KOMOKA CC</b>									
REPLACE HVAC UNITS 1 & 2			32,000	32,000	30,000				62,000
REPLACE ROOF				-	60,000				60,000
RESURFACE PARKING LOT				-		150,000			150,000
PARKING LOT DRAIN REPAIR	20,000			-					-
<b>TOTAL</b>	20,000	-	32,000	32,000	90,000	150,000	-	-	272,000
<b>ILDERTON CC</b>									
REPLACE HVAC				-		25,000			25,000
REPLACE ROOF				-			60,000		60,000
REPLACE INDUSTRIAL REFRIGERATOR	7,500			-					-
REPLACE TABLES			2,850	2,850					2,850

**Municipality of Middlesex Centre**  
 Capital Expenditure Detail by Project  
 2020 Budget

Expenditure Detail	4 Year Plan								
	PY Budget	Total Budget			Capital Forecast				Total 4 Year Plan
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	
<b>TOTAL</b>	7,500	-	2,850	2,850	-	25,000	60,000	-	87,850
<i>Total Community Centres</i>	260,500	-	162,350	162,350	247,980	299,500	200,000	-	909,830
<b>Administration</b>									
				-					-
<i>Total Administration</i>	-	-	-	-	-	-	-	-	-
<b>Community Services (Total)</b>	<b>\$ 1,705,779</b>	<b>\$ 615,696</b>	<b>\$ 1,062,140</b>	<b>\$ 1,677,836</b>	<b>\$ 1,998,745</b>	<b>\$ 608,100</b>	<b>\$ 635,800</b>	<b>\$ 125,000</b>	<b>\$ 5,045,481</b>
<b>Corporate Services</b>									
Photocopier (Capital Lease)	3,200			-					-
Industrial Land Purchase	1,000,000	1,000,000		1,000,000					1,000,000
AV Equipment for Coldstream CC Council Meetings			45,000	45,000					45,000
				-					-
<b>Corporate Services (Total)</b>	<b>\$ 1,003,200</b>	<b>\$ 1,000,000</b>	<b>\$ 45,000</b>	<b>\$ 1,045,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,045,000</b>
<b>Building</b>									
2 Hybrid/EV Car - Building Department				-		80,000			80,000
<b>Building (Total)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000</b>
<b>Fire</b>									
<b>Fire Operations</b>									
Arva									-
ROOF				-		40,000			40,000
TANKER				-				450,000	450,000
				-					-
				-					-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>450,000</b>	<b>490,000</b>
BRYANSTON									-
				-					-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
COLDSTREAM									-
REPLACE TANKER (Life extending 2 years - 20 Year was in 2	450,000			-					-
AERIAL/ELEVATING TRUCK								900,000	900,000
				-					-

**Municipality of Middlesex Centre**  
 Capital Expenditure Detail by Project  
 2020 Budget

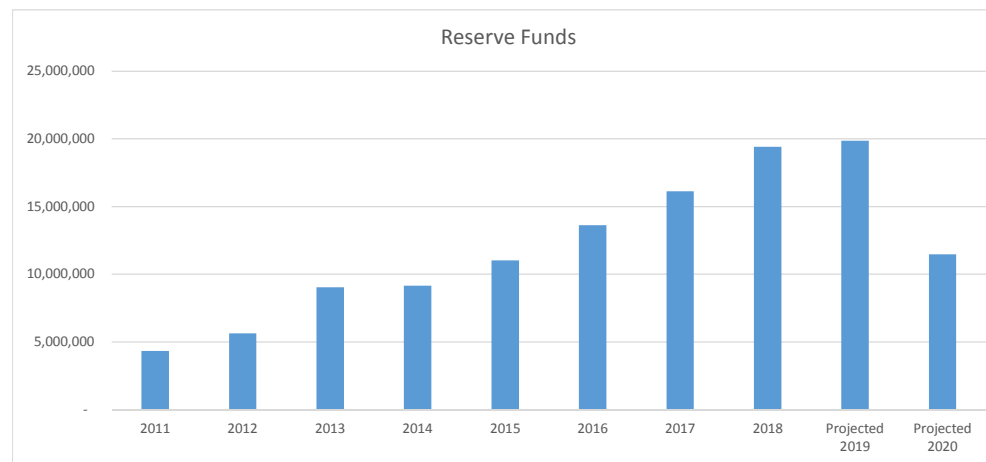
Expenditure Detail	PY Budget	Total Budget			4 Year Plan Capital Forecast				
	2019	2019 Carryforward	2020 Projects	2020	2021	2022	2023	2024	Total 4 Year Plan
<i>TOTAL</i>	450,000	-	-	-	-	-	-	900,000	900,000
DELAWARE									-
ROOF			80,000	80,000					80,000
HVAC				-					-
HYDRAULICS/RESCUE TOOLS			75,000	75,000					75,000
<i>TOTAL</i>	-	-	155,000	155,000	-	-	-	-	155,000
ILDERTON									-
REPLACE ENGINE/PUMPER			450,000	450,000					450,000
New Bunker Gear Storage System/Racking	25,000			-					-
<i>TOTAL</i>	25,000	-	450,000	450,000	-	-	-	-	450,000
<i>Total Fire Operations</i>	475,000	-	605,000	605,000	-	40,000	-	1,350,000	1,995,000
<b>Fire Administration</b>									
SCBA Accessories			20,000	20,000					20,000
HOSE and ACCESSORIES (All Stations as Required)	40,000			-	10,000	10,000			20,000
BUNKER GEAR (2 Spare Sets Per Station)	40,000			-		30,000			30,000
GAS MONITORING UNITS and Stations				-	50,000				50,000
Decon/Rehab Shelter				-		25,000			25,000
Gear - Fire Coveralls	12,500			-					-
Fans for Smoke Extraction, PPV, and rehab	40,000			-					-
Fire Prevention and Training Officer Vehicle				-	40,000				40,000
<i>Total Administration</i>	132,500	-	20,000	20,000	100,000	65,000	-	-	185,000
<b>Fire (Total)</b>	<b>\$ 607,500</b>	<b>\$ -</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ 100,000</b>	<b>\$ 105,000</b>	<b>\$ -</b>	<b>\$ 1,350,000</b>	<b>\$ 2,180,000</b>
<b>Total Capital Expenditures</b>	<b>\$ 21,411,479</b>	<b>\$ 5,651,335</b>	<b>\$ 15,138,849</b>	<b>\$ 20,790,184</b>	<b>\$ 12,450,745</b>	<b>\$ 10,594,100</b>	<b>\$ 8,106,800</b>	<b>\$ 5,550,000</b>	<b>\$ 57,491,829</b>

## Municipality of Middlesex Centre

Summary of Reserve Fund Activity

2020 Budget

Reserve Name	2011	2012	2013	2014	2015	2016	2017	2018	Projected 2019 Balance	Projected 2020 Balance
Federal Gas Tax Reserve Fund	1,091,605	1,476,722	1,472,909	693,411	1,130,861	679,564	323,346	54,425	615,474	39,138
Future Roads Capital Reserve Fund	0	0	0	0	0	0	0	0	48,009	
Cost Stabilization Reserve Fund	0	0	0	0	0	110,278	466,676	756,178	1,226,770	1,389,656
Ilderton Lions Park Reserve Fund	0	0	0	1,312	7,816	22,736	36,080	53,238	53,536	53,536
Poplar Hill Log Cabin Reserve Fund	4,410	6,122	6,190	6,248	6,310	22,736	36,080	6,473	6,509	6,509
Delaware Hydro Reserve Fund	835,429	841,828	850,570	851,344	858,468	863,140	838,605	846,219	850,953	850,953
Employee Benefits Reserve Fund	0	49,279	85,960	115,911	172,105	183,334	194,908	213,005	231,959	243,959
Medical Centre Reserve Fund	2,027	3,058	4,100	5,145	6,201	25,643	63,509	97,269	107,005	121,351
Tax Rate Stabilization Reserve Fund	1,589,357	531,426	1,101,000	1,111,173	1,122,322	1,975,789	1,986,397	2,005,897	2,017,117	1,927,117
Build Middlesex Centre Reserve Fund	0	0	682,122	605,617	537,177	676,095	771,340	956,175	961,537	(68,463)
Waste Management	430,229	454,760	470,218	273,243	168,531	169,735	171,192	172,873	173,840	173,840
Gravel Pit Rehabilitation	295,245	332,995	370,503	410,257	430,554	453,000	472,790	489,667	514,064	528,564
Computer Replacement Reserve Fund	0	0	0	0	0	0	0	50,000	50,132	50,132
Insurance Claims Reserve Fund	86,507	87,498	88,483	151,533	153,056	153,748	355,068	357,194	409,192	459,192
Fire Vehicles and Equipment Reserve Fund	505,981	421,897	553,546	852,225	1,151,902	1,062,462	877,906	324,641	270,925	275,925
Fire Public Education Reserve Fund	0	0	0	21,085	38,987	72,132	87,751	96,807	151,221	151,221
Buildings and Facilities Reserve Fund	354,359	1,100,183	907,911	1,100,189	1,512,801	1,744,734	847,186	1,861,023	2,722,486	3,503,014
Road Capital Reserve Fund	464,393	772,305	1,486,222	1,867,664	2,420,236	2,908,555	3,396,628	4,296,640	4,417,217	519,579
General Vehicles and Equipment Reserve Fund	347,594	654,169	549,329	720,817	937,722	596,427	674,809	911,914	1,277,709	1,055,709
Ontario Community Infrastructure Fund (OCIF) Reserve Fund	0	0	0	0	0	0	0	0	(40,098)	(40,098)
Administrative Support Reserve Fund	0	0	0	0	0	40,436	81,364	122,721	163,844	200,504
Winter Maintenance Reserve Fund	0	0	0	0	0	109,835	310,175	311,861	313,605	313,605
Workplace Safety Reserve Fund	64,436	0	0	0	0	0	0	0	0	0
Mill - Ilderton Water Storage Reserve Fund	0	0	1,100,000	288,742	0	0	0	0	0	0
Wellness Centre Splashpad Reserve Fund	0	0	11,470	0	0	0	0	0	0	0
Election Reserve	0	0	0	0	0	0	0	0	15,000	30,000
Wastewater Capital Reserve Fund	(1,420,305)	(1,054,561)	(955,407)	(644,347)	(92,601)	184,206	1,021,700	1,806,189	1,375,459	1,299,113
Water Capital Reserve Fund	(665,903)	(395,360)	(98,192)	359,092	88,311	783,962	2,001,834	2,261,267	504,523	(2,512,320)
Storm Water Capital Reserve Fund	355,101	359,165	363,209	366,565	370,243	773,881	1,121,214	1,372,687	1,435,693	904,809
<b>Total Reserve Fund</b>	<b>4,340,465</b>	<b>5,641,485</b>	<b>9,050,140</b>	<b>9,157,226</b>	<b>11,021,001</b>	<b>13,612,428</b>	<b>16,136,559</b>	<b>19,424,363</b>	<b>19,873,679</b>	<b>11,476,543</b>



## Municipality of Middlesex Centre

### Final Assessments & Tax Rate Summary

RTQ	Description	2020 Assessment	2020 Tax Rate	2019 Tax Rate	Y/Y Tax Rate Change	% Change	2020 Revenue (using 2020 Tax Rates)
		Final Phased CVA					
CT	Commercial: Full	120,268,497	0.00691974	0.00676877	0.00015097	2.23%	832,226
CU	Commercial: Excess Land	136,600	0.00484382	0.00473814	0.00010568	2.23%	662
CF	Commercial PIL: Full	5,211,300	0.00691974	0.00676877	0.00015097	2.23%	36,061
CG	Commercial PIL: General	3,669,000	0.00691974	0.00676877	0.00015097	2.23%	25,389
CZ	Commercial PIL: General, Vacant Land	416,400	0.00484382	0.00473814	0.00010568	2.23%	2,017
CX	Commercial: Vacant Land	4,990,100	0.00484382	0.00473814	0.00010568	2.23%	24,171
	Commercial	134,691,897					920,525
E	Exempt	111,025,600	-	-	-		-
FP	Farm PIL: Full, Taxable Tenant of Province	144,600	0.00151099	0.00147803	0.00003297	2.23%	218
FT	Farm	1,605,752,754	0.00151099	0.00147803	0.00003297	2.23%	2,426,279
	Farm	1,605,897,354					2,426,497
IT	Industrial: Full	10,468,600	0.01054732	0.01031721	0.00023011	2.23%	110,416
IH	Industrial: Full, Shared PIL	238,300	0.01054732	0.01031721	0.00023011	2.23%	2,513
IU	Industrial: Excess Land	823,700	0.00685576	0.00670619	0.00014957	2.23%	5,647
IX	Industrial: Vacant Land	919,300	0.00685576	0.00670619	0.00014957	2.23%	6,303
	Industrial	12,449,900					124,879
JT	Industrial New	689,500	0.01054732	0.01031721	0.00023011	2.23%	7,272
MT	Multi-Residential	10,400,000	0.01069601	0.01046265	0.00023336	2.23%	111,238
PT	Pipeline	124,680,000	0.00637941	0.00624023	0.00013918	2.23%	795,384
R1	Residential: Farmland 1	523,000	0.00392858	0.00384287	0.00008571	2.23%	2,055
RL	Residential: Upper-tier & Education Only	18,500	0.00604397	-	0.00604397	0.00%	-
RG	Residential PIL: General	503,000	0.00604397	0.00384287	0.00220110	57.28%	3,040
RT	Residential: Full	2,496,548,649	0.00604397	0.00591210	0.00013186	2.23%	15,089,054
	Residential	2,497,593,149					15,094,149
ST	Shopping Centre	216,500	0.00691974	0.00676877	0.00015097	2.23%	1,498
TT	Managed Forest	3,975,600	0.00151099	0.00147803	0.00003297	2.23%	6,007
WT	Railway Right-of-Way	-	-	-	-	0.00%	-
XT	Commercial (New Construction): Full	20,066,200	0.00691974	0.00676877	0.00015097	2.23%	138,853
XU	Commercial (New Construction): Excess Land	186,700	0.00484382	0.00473814	0.00010568	2.23%	904
	Commercial New	20,252,900					139,757
HF	Landfill PIL: Full	-	0.00664836	-	0.00664836	0.00%	-
UH	Utility Transmission/Distribution: Full, Shared PIL	-	-	-	-	0.00%	-
	<b>Total</b>	<b>4,521,872,400</b>					<b>19,627,208</b>

## Municipality of Middlesex Centre

Debt Summary

2020 Budget

Description	Debt Details				2020 Budget Impact			2020 Debt Responsibility				Remaining Principal
	Total Loan	Interest Rate	% DC Eligible	Maturity	2020 Principal Payment	2020 Interest Payment	Total 2019 Payments	% DC Eligible	Development Charges	User Fees	Tax Levy	
Arva Wastewater Pumping Station	220,000	7.00%	0%	2021	18,138	2,628	20,766	0.00%	-	20,766	-	19,408
Ilderton Medical Clinic	311,419	0.00%	0%	2023	31,142	-	31,142	0.00%	-	-	31,142	93,425
Kilworth Komoka Water Line	3,142,193	3.72%	50%	2031	224,442	98,361	322,803	50.00%	161,402	161,402	-	2,468,866
Denfield Operations Centre	5,067,705	3.61%	18%	2032	253,385	112,360	365,746	17.70%	64,737	-	301,009	2,913,930
Ilderton Timberwalk Pumping Station	1,097,583	4.00%	67%	2034	44,844	35,918	80,762	67.20%	54,272	26,490	-	853,100
LED & Street Lights Upgrades	1,261,629	3.36%	0%	2037	63,081	36,662	99,744	0.00%	-	-	99,744	1,040,844
Komoka Wastewater Treatment Facility Expansion	7,072,293	3.63%	70%	2038	344,990	229,191	574,180	70.00%	401,926	172,254	-	6,037,323
Coldstream Fire Hall	2,237,008	4.00%	0%	2038	77,811	85,718	163,529	0.00%	-	-	163,529	2,084,404
Komoka Wellness Centre	5,546,814	3.69%	44%	2042	184,894	155,639	340,533	43.60%	148,472	-	192,060	4,067,664
<b>Total</b>	<b>28,056,645</b>				<b>1,242,728</b>	<b>756,477</b>	<b>1,999,205</b>		<b>830,809</b>	<b>380,912</b>	<b>787,483</b>	<b>19,578,964</b>

Note: Does not include Tile Drain loans or Municipal Drain Loans