



BUDGET 2021

Approved by Middlesex Centre Council – December 16, 2020



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 two stages, as follows:

- Draft Version
 - Presented to Council at their December 2, 2020, meeting.
 - Included the information from the capital budget presentation made to council on November 12, 2020, and add in operating budget detail.
- Final Version
 - Presented to Council at their December 16, 2020, meeting.
 - Posted to the municipal website after approval of the budget by Council.
 - 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 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 2021 Budget, which was approved by Council on December 16, 2020.

In preparing this year's budget, staff were mindful of the financial implications posed by the COVID-19 pandemic to the municipality and to our residents and businesses. Our priority was to maintain the service and infrastructure excellence residents and businesses expect while controlling our new spending. We also looked to slightly increase our funding to reserve funds to assist in covering capital costs.

As you look through the budget, you'll see the municipality's planned capital (infrastructure) work for 2021, and the costs associated with the day-to-day operation of the organization. These were reviewed with the public through a survey in the summer of 2020, to ensure staff were on the right-track in setting their goals and objectives.

Within the approved 1.47% tax rate increase, we have the fundamental building blocks of a well-considered municipal budget. The 2021 budget maintains the current level of services and allows for much needed infrastructure construction and repair. The 2021 combined operating and capital budget of \$57.4 million incorporates a 2.85% increase in the levy.

What does this mean to the taxes an average resident? A home with an assessed value of \$400,000 will see an increase of \$36 per year. A farm with an assessed value of \$1,000,000 will see an increase of \$22 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).

Throughout the year staff closely monitor 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 to residents and local businesses.

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 strategic 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.

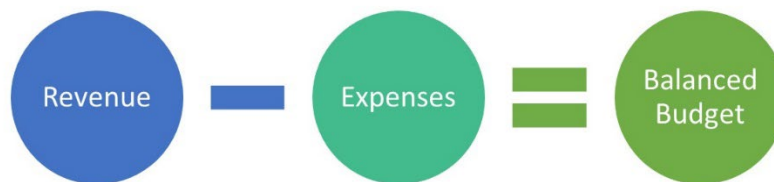
In short, the budget is a key planning document in achieving the municipality's strategic priorities.

A Balancing Act

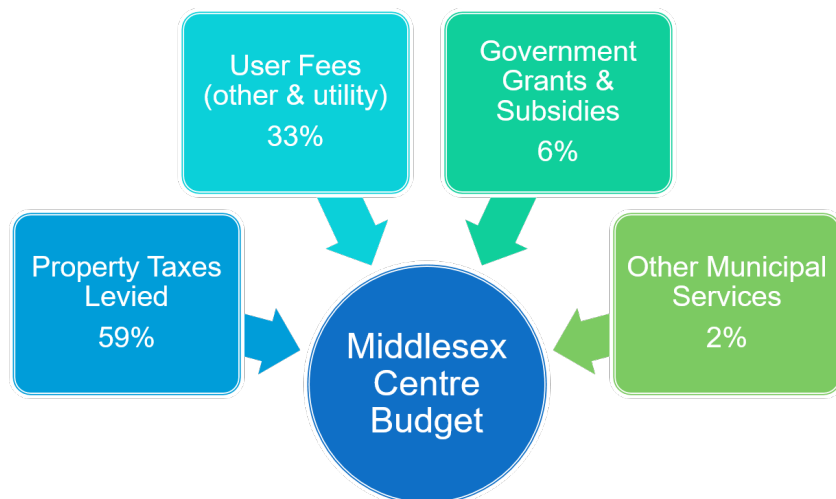
Each year, municipalities are challenged with balancing the budget, as mandated by provincial legislation (*Municipal Act*).

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, or funding sources, 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.

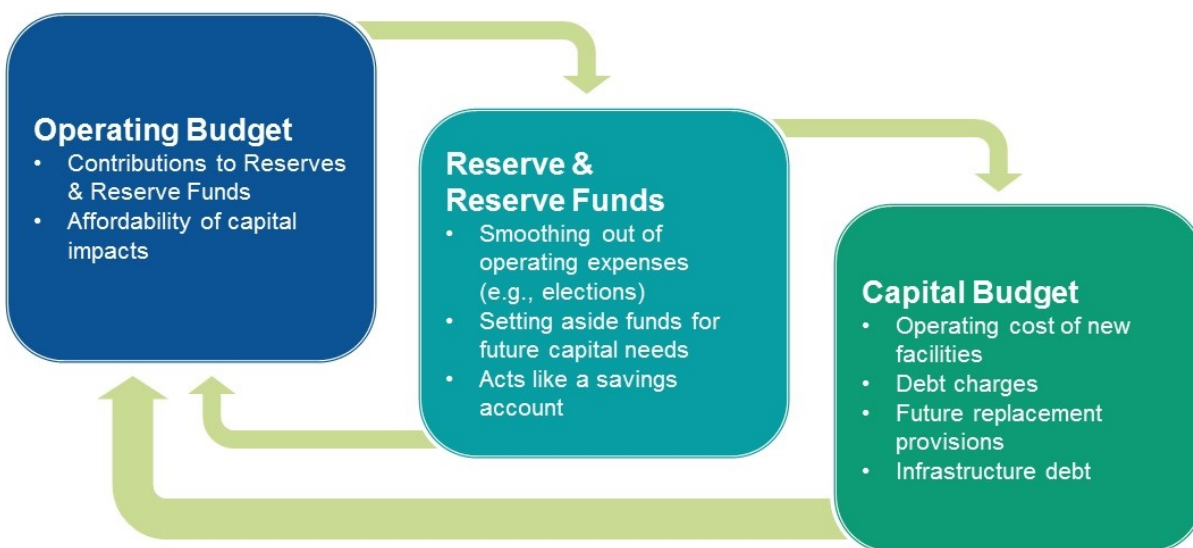
The **operating budget** looks at the day-to-day expenditures of the municipality. This includes wages, utilities, supplies, fuel and insurance, among other costs. Much like household bills, these costs increase with inflation – an increase that is outside of the control of the municipality.

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 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.

In 2016, Middlesex Centre completed a **long-range financial plan** for operations and capital requirements; this plan ensures the sustainability of municipal services. A new plan will be completed in 2022.

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.

2021 Assessment Update

As part of the Ontario Government's Economic and Fiscal Update on March 25, 2020, the Hon. Rod Phillips, Minister of Finance, announced the Province's decision to postpone the 2020 Assessment Update.

The Ontario Government has indicated that property assessments for the 2021 property tax year will continue to be based on the fully phased-in January 1, 2016, current values. This means your property assessment for the 2021 property tax year will be the same as the 2020 tax year, unless there have been changes to your property, for example:

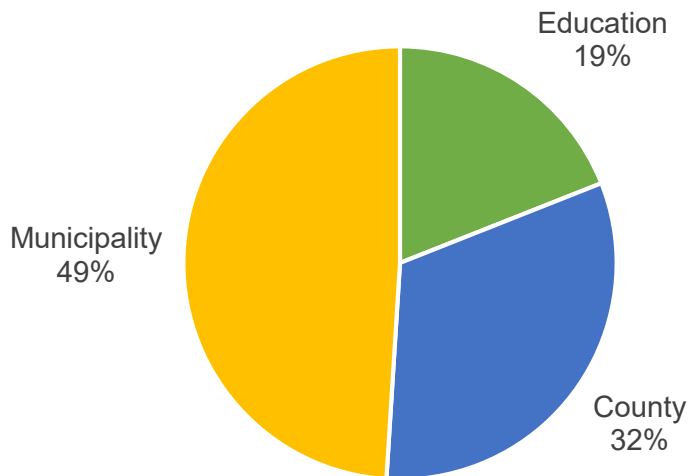
- There was a change to your property such as an addition, new construction or renovation.
- We assessed a structure on your property for the first time.
- There was a change to your property's classification.
- All or part of your property no longer qualifies as farmland, conservation land or managed forests.
- All or part of your property no longer qualifies to be tax exempt.

Distribution of Property Taxes Collected

The tax bill residents receive from Middlesex Centre includes:

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

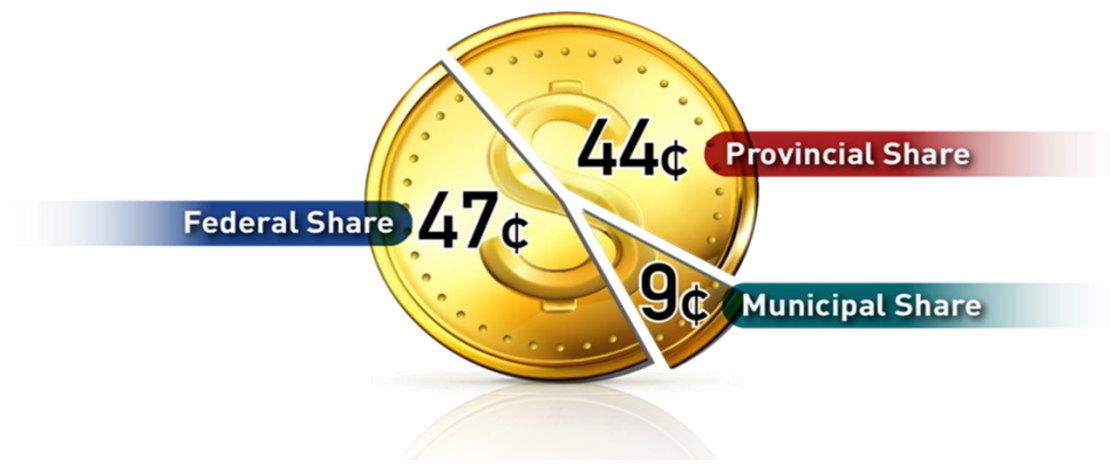
Distribution of Property Taxes Collected by Middlesex Centre, 2020



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.¹



¹ Association of Municipalities of Ontario (AMO). 2015. "What's next Ontario? Imagining a prosperous future for our communities." Accessed at amo.on.ca on November 17, 2020.

Budget Development Process

It takes many months to develop the Middlesex Centre budget.

Public engagement in the budget process starts when the budget development process begins in July.

- **Budget Webpage** – In July, staff created a dedicated Budget 2021 webpage (middlesexcentre.on.ca/budget2021) on the municipal website, with a link from the homepage. This page houses all of the budget documentation and information about ways to provide input.
- **Budget Survey** – This year, staff conducted a budget survey jointly with the larger “Looking Ahead” Survey that captured input for the new Strategic Plan, the Official Plan Review, and Budget 2021. The survey ran mid-July to August 24, 2020, and was advertised through a media release, social media, the residents’ e-newsletter, the municipal office sign and the website. Five hundred fifty-two people responded to the general questions, and 252 went on to answer specific questions about the budget. The survey results were presented to council and posted to the website.
- **Budget Basics Videos** – In a normal budget year, municipal staff would hold public meetings to share information about the budget and how it is created. Since traditional open houses were not possible due to COVID-19, Middlesex Centre staff recorded a series of eight short videos on budget basics. These were shared on the municipal website, YouTube channel, and social media.

Internally, the budget process begins with staff outlining their department’s operating costs and capital requests.

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.

During the fall, the senior management team and two members of Council form an ad hoc budget committee. This committee discusses the development of the budget in detail and completes a line-by-line budget review.

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

2021 BUDGET ROAD MAP



Key Budget Objectives, 2021

In 2021, the recommended budget is based on the key objectives of:

- continued fiscal responsibility to minimize and avoid negative impacts on services, and
- modest enhancements in select services to keep pace with public expectations.

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 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 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 2021 budget reflects corporate strategic plans and the needs of the community. During the 2021 budget process, staff worked diligently to ensure sufficient operating funding is available to deliver efficient services and good value for your tax dollars.

Below you will find an overview of the 2021 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 2021 is \$36,636,438.

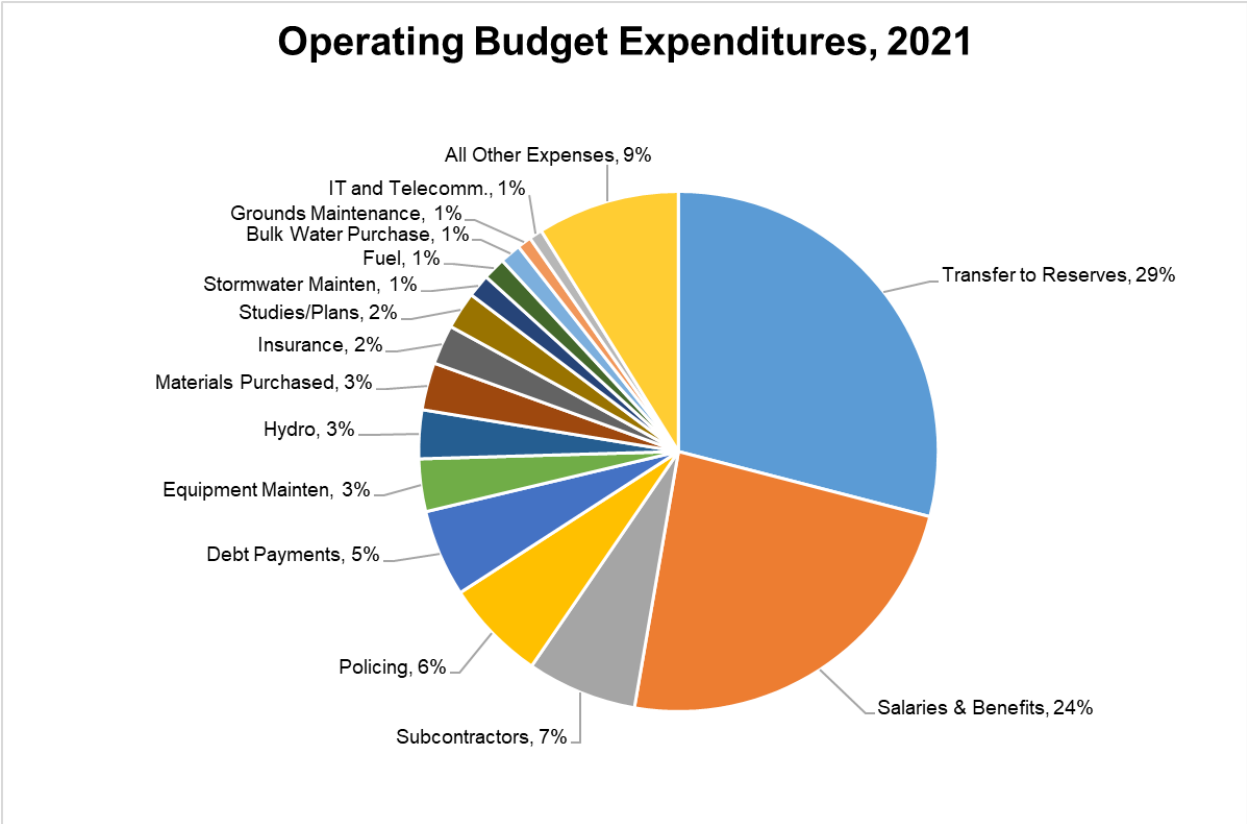
Six expenditure categories account for 75% of the operating budget. These costs, along with the remaining top 15 operating expenses are presented in the table below. Note that the majority of the transfer to reserves are for capital projects.

Table: Top 15 operating expenses for 2021

Expenditure	Dollar (\$)	Percentage (%)
Reserves - Transfer To	\$10,636,195.74	29.0%
Salaries & Benefits	\$8,676,946.23	23.7%
Subcontract	\$2,508,380.60	6.8%
Policing	\$2,309,856.00	6.3%
Debt Payments	\$1,983,760.72	5.4%
Equipment Repairs & Maintenance	\$1,196,956.09	3.3%
Hydro	\$1,109,269.02	3.0%

Expenditure	Dollar (\$)	Percentage (%)
Materials Purchased	\$1,079,236.58	2.9%
Insurance	\$900,158.23	2.5%
Studies/Plans/Updates	\$847,070.00	2.3%
Stormwater Maintenance	\$524,000.00	1.4%
Fuel	\$514,385.76	1.4%
Bulk Water Purchase	\$479,073.60	1.3%
Grounds Maintenance	\$323,793.00	0.9%
IT and Telecommunications	\$301,355.92	0.8%
TOTAL	\$33,390,437.49	91.1%

All operating expenses are shown in the following chart.



Two items of note: Transfer to reserve funds and staffing account for just under 53% of the operating budget.

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

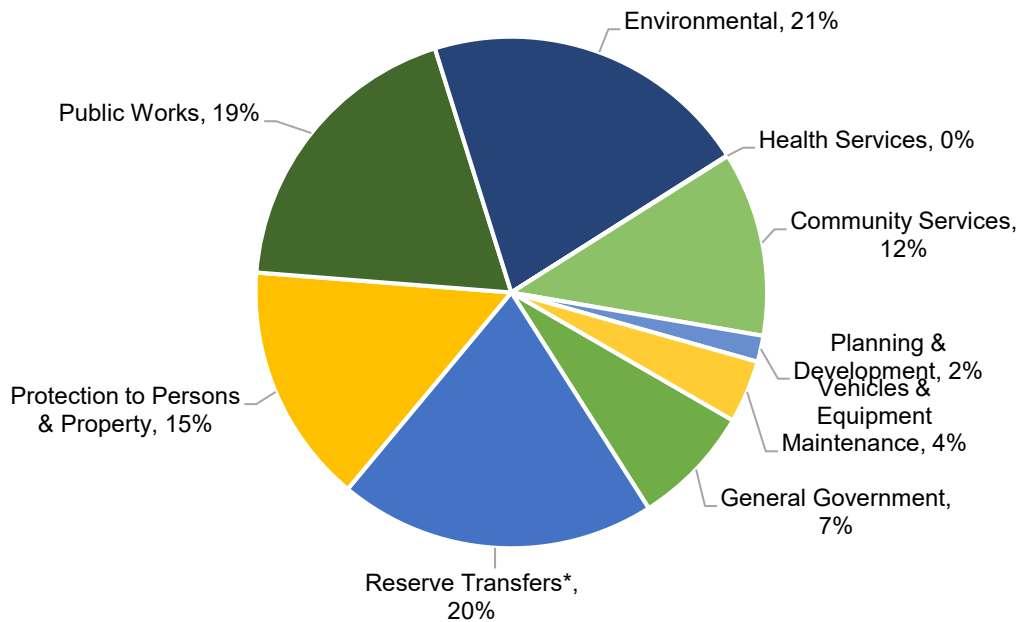
Salaries & Benefits – These funds cover the costs of having municipal staff deliver services. We use a zero-based budgeting model, meaning that each year we build the budget starting at zero, and look at the costs associated with each staff position.

Notable salary and benefits changes for 2021 include:

- a salary cost of living increase of 1.0%
- pay-grid step increases of 4%, with 38 full-time employees eligible for increases
- new or modified staff positions:
 - Public Works & Engineering – Equipment Operator (replaces contract position)
 - General Government – Planning & Records Assistant (replaces co-op position)
 - Building Department – Building Inspector
- health and dental benefits cost increases of 5%
- the implementation of a new learning and training process at a cost of \$5,000 (carried forward from 2020)

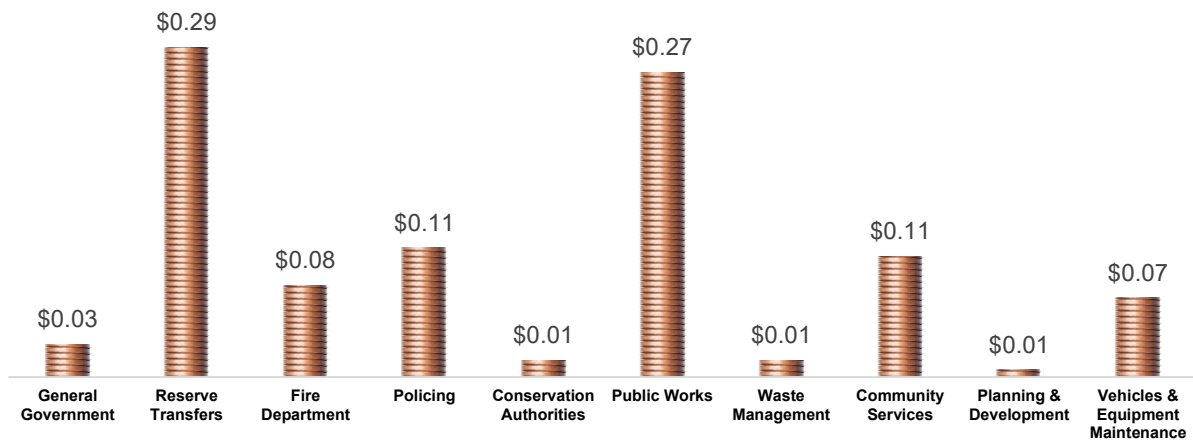
The total cost of operations by department for 2021 is presented in the chart below. Note that the Reserve Fund Transfers percentage does not include user fee generated reserves such as water, wastewater, stormwater and building.

2021 Operating Budget By Department



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 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



COVID-19 Pandemic – Financial Implications

On March 17, 2020, the Municipality of Middlesex Centre and the Province of Ontario declared a state of emergency due to the COVID-19 pandemic. Since that time, the municipality's operations have changed significantly in response to this crisis. This includes facility closures, financial measures to support our community, and various service and operational reductions/modifications.

The financial implications of the COVID-19 emergency response have affected municipal operations, which have created a downward spiral with loss in revenues, lost interest income and increasing costs.

Locally, the pandemic is creating financial challenges for the municipality:

- Increased costs related to the COVID-19 pandemic: Cleaning supplies, personal protective equipment (PPE) for employees, modifications to facilities for health and safety, etc.
- Loss of revenues due to the pandemic: Closure of facilities, loss of general revenues due to low demand for services, loss of interest income, etc.

In times like these, municipalities rely on property taxes and user fees to meet our financial obligations and to ensure we have the financial liquidity to meet the needs of residents and businesses who rely on us in an emergency.

As a measure of good fiscal governance, municipal staff continue to address these challenges into the 2021 budget year. Moving from reaction to resilience is critical to the sustainability of the municipality so that planning for recovery and a new reality can begin. Municipalities are on the front-line to address local needs and ensure vital services are maintained, and staff are prepared to do this for our community.

Depending on the length of time the pandemic continues, the financial loss to the municipality has the potential to be significant and affect operations. Staff have incorporated COVID-19 specific costs and lost revenues into the 2021 budget as the main purpose of the budget is to ensure financial sustainability of the municipality.

Municipal staff are continuing to monitor the financial situation at the municipality and will continue to report to Council quarterly in 2021.

The community can feel secure knowing that staff have been mindful of the financial pressures experienced due to the pandemic and have developed the budget accordingly. This budget document is built on controlling costs through the management of discretionary spending and recovering costs where possible through grants and other forms of financial assistance.

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 2021 Budget Challenges & Opportunities

One – Implementation of the new Municipal Strategic Plan directives budgeted at \$50,000, using funds carried-forward from the 2020 budgeted amounts.

Two – Completion of the Asset Management Plan for the municipality at \$60,000, which includes software implementation and annual maintenance fees.

Three – Preparation of a Development Charge Amendment that will incorporate the results of the Official Plan Review and public works and engineering master servicing plans for \$45,000.

Four – Employee initiatives including a new learning program within Dayforce, physical demand analyses for specific positions, employee-lead efficiency program, and long-term service awards for \$49,700.

Five – Information Technology (IT) costs of \$155,000, including new computers, new software, new budgeting software, improvements to Laserfiche (including new workflows) and IT service contract with the County of Middlesex.

Quick Facts

Staffing:

- 12 Full-Time and 2 Part-Time Employees

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

- holding 20 council meetings in 2020
- issuing 4 marriage licenses and 36 lottery licenses (to November 11, 2020; lower than typical owing to COVID-19 restrictions)
- keeping residents informed through the municipal website and social media (more than 7,750 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 2021 Budget Challenges & Opportunities

One – Anticipated decrease in revenues due to the impact of COVID-19 for ice rentals, community centres, playfields, concessions and advertising.

Two – With the facility approaching 50 years of age, Ilderton Arena will see an increase to the equipment repairs and maintenance, and building repairs and maintenance budget lines totaling \$80,800.

Three – Refrigeration plant upgrades at the Wellness Centre to repair safety related items and to improve efficiencies in the amount of \$35,150.

Four – Installation of multiple fire rated doors at the Delaware Community Centre totaling \$18,500.

Five – With reduced membership numbers at the YMCA due to COVID-19, there will be no shared surplus in 2021, a revenue loss of \$76,700.

Six – Added to the budget for 2021 is \$35,000 to deal with Invasive Species challenges such as Gypsy Moths.

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 offers a first-line of emergency response, fire prevention, and investigative services to our local communities. Our professional paid-on-call firefighters, fire prevention officer and headquarters staff work out of 5 fire stations located across the municipality.

Top 2021 Budget Challenges & Opportunities

One – Personal Protective Equipment (PPE) cyclical replacement program costing \$110,125 accounting for two (2) budget years

Two – Non-capital equipment including additional medical defibrillators, pagers, portable radios, ancillary equipment, and the replacement of outdated tools in the amount of \$49,500

Three – Ongoing training for five (5) fire stations including probationary firefighter and driver training, existing certification upkeep, various County training opportunities, and with specific medical training at a cost of \$48,800

Four – Deployment of a Fire Prevention and Investigation program in support of two (2) neighboring municipalities producing an average revenue stream of \$62,000 annually

Quick Facts

Staffing:

- 3 full-time employees and 112 paid-on-call firefighters located in 5 stations

Fire Prevention:

- Conducted 259 inspections and 10 fire investigations in support of 2 Municipalities

Public Education:

- Delivered an in-depth, proven education curriculum offered to area schools, local community groups and other various stakeholders

Emergency Response:

- To-date, fire crews have responded to 307 emergencies including fires, vehicle collisions, open air burning and requests for medical support

Training:

- Shared in-house fire certification and driver training programs educating firefighters from 10 municipalities

Apparatus:

- 18 fire vehicles in 5 stations including pumpers, tankers, an off-road vehicle and a water rescue boat.

Five – Engaging with neighboring municipalities to develop agreements to deliver special services using operations teams experienced in high-angle rope, ice/water and off-road rescue services.

Six – Addition of a new Report Management System, (RMS) to streamline and modernize internal and external operations. This RMS deployment includes tech integration for responding fire vehicles, asset management, fire prevention data collection and community risk analysis.

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 2021 Budget Challenges & Opportunities

One – Significant ‘Building Boom’: Building is booming in Middlesex Centre, and the Building Department projected 2021 revenue is budgeted at over \$1,000,000. Based on this increase in activity, the Building Department will be hiring a new Building Inspector in 2021.

Thanks to Cloudpermit (permitting software), Building Services has seen a significant time reduction in processing time for both the municipality and the customer. Staff continue to work with the Cloudpermit team on system upgrades and improvements to better meet the needs of residents and the building community.

Two – Source Protection Areas, Septic Maintenance Inspections: It is a requirement of the Ontario Building Code that a “Sewage System Maintenance Inspection” be completed of all septic systems in a Wellhead Protection Area as identified in the local Source Protection Plan. (continued...)

Quick Facts

Staffing:

- 5 Full-Time Employees (including proposed additional inspector)

Permits:

- Building Services issued 570 building permits, with the total value of construction activity of \$118 million and 224 new dwelling units to the end of October 2020.

Enforcement:

- Investigated 116 complaints/violations to the end of October 2020.

Middlesex Centre is in the Thames Sydenham Region Source Protection Area and has wellhead protection areas in Melrose and Birr. Building Services staff will be visiting approximately 40 properties in these communities in 2021 as a follow up to inspections done in 2016. These maintenance inspections involve a non-invasive review of the area of the septic system and an education of the property owner of sewage system operation and maintenance.

Three – Ongoing Professional Training and Membership Fees: Training costs for all building services staff are approximately \$10,000. Further, staff are members of the Ontario Building Officials Association, Plumbing Inspectors Association, Ontario Property Standards Officers Association, Municipal Law Enforcement Officers Association and AMCTO, and are registered with MAH under a number of categories of qualifications. Membership and registration fees total approximately \$3,000.

Four – Bylaw Enforcement: Due to Covid-19, the municipality's contract with Commissionaires for parking and park patrols has ended (at the request of the Commissionaires). Staff will be reviewing new alternatives to this contract. Enforcement revenues are expected to maintain at the 2020 values.

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 2021 Budget Challenges & Opportunities

One – Subcontractors: Subcontractors are brought in 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:

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

In this budget, \$961,465 is allocated for subcontractors.

Quick Facts

22 full time staff in road operations (which includes 2 full time mechanics) and 6 seasonal winter contract employees

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 Enviro Depots for waste management (Denfield Road, Longwoods Road). The Try Recycling Depot on Clarke Road is also available for residents to use.

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 (“Tar & Chip Application”): Per year we spend approximately \$671,000 (based on 2019) and on average complete roughly 30 km of centerline road length.² Middlesex Centre has approximately 180 km of tar and chip surfaced roads. In 2021, the tar and chip resurfacing program is moving into our capital budget with regular maintenance activities remaining in the operating budget.

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 is approximately \$40,000.

Four – Loose top resurfacing, loose top grading and dust control: This includes the cost to maintain the entire gravel road network of about 278 km. The annual cost is approx. \$585,000 (2019). This includes maintenance such as grading and dragging, and applying new gravel on a bi-annual basis to resurface the roads. This also includes applying calcium for dust control on the roads once per year. The calcium budget increased by approximately 25% from 2019 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 (approx. 583 km). The 2019 cost for this service was approximately \$692,000 including wages and the cost of sand/salt material.

Six – Master Servicing Plan: The municipality will be undergoing a master servicing plan for transportation in 2021, budgeted at \$125,000.

Seven – Traffic Calming: As part of Traffic Calming staff are looking to move forward with the Vision Zero educational campaign.

² Informational highlights for PWE-Transportation/Roads include fully audited figures from 2019 due to the wage and benefit allocations completed for budgeting. The levels of service remain the same and the 2019 costs will be comparable to the 2021 year.

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 2021 Budget Challenges & Opportunities

One – Master Services Plan: The municipality will be completing a master servicing plan for water, wastewater and stormwater for a total budget of \$325,000.

Two – Water Financial Plan: Water systems must financially support themselves, this is a requirement of Ontario Regulation 453/7, and therefore the municipality will be completing the 2021 water financial plan for \$15,000.

Three – Wastewater Condition Assessment: Staff will be hiring consultants to review the condition of the wastewater facilities for a total cost of \$107,070.

Four – 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 (\$4,695) and backup generators (\$12,264) 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.

We also operate 13 water facilities (wells, booster stations, towers and standpipes) for drinking water supplies.

Five – 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 2021, the cost for this training for 8 wastewater and 8 water operators totals \$15,300.

Six – Software: New versions and software upgrades for programs used to monitor and maintain databases for regulatory and process data, at a total cost 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 2021 Budget Challenges & Opportunities

One – Fuel and Oil: With some increase to the number equipment within fleet, and hedging against higher fuel costs, we have increased the budget for 2021 to \$514,000.

Two – Repairs and Maintenance: This is a significant challenge with some aging equipment as we are faced with increasing repair costs. In addition we have budgeted for additional maintenance of some planned capital purchases in 2021. We have increased our budget for this to \$518,000.

Three – Insurance: Insurance is seeing a significant increase of nearly 30% or \$24,715 due to the overall insurance market.

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.

Facility Services Overview



Facility Services maintains and manages the municipality's buildings, including community centres, arenas, offices, fire halls, and garages.

Top 2021 Budget Challenges & Opportunities

One – Insurance Increases: Insurance premiums are expected to increase by nearly 30% for the municipality.

Two – Arena Improvements: As the Ilderton Arena ages there are not only capital improvements to be completed but operating projects such as rebuilding the compressors for \$8,000 and ammonia detection system for \$4,500.

Three – Safety Improvements: Improvements to the refrigeration plant at the Wellness Centre for \$15,000 and improvements at the Delaware Community Centre for \$18,500.

Four – Painting Projects: Staff will be undertaking a busy schedule of painting projects to refresh municipal buildings, such as the fire halls and the administration wing of the Denfield Operations Centre for \$10,000.

Quick Facts

The municipality manages and maintains:

- 2 municipal operations centres (Delaware and Denfield)
- 1 Municipal Administration Office
- 2 Arenas (Komoka and Ilderton)
- 4 Libraries (Komoka, Delaware, Ilderton and Coldstream)
- 5 Community Centres (Komoka, Coldstream, Delaware, Ilderton and Bryanston)
- 5 fire stations (Coldstream, Delaware, Ilderton, Arva and Bryanston)

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 2021 are \$20,728,836.

Highlights of the planned capital projects for 2021 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

- \$375,000 Kilworth Optimist Park – Tridon Park Development
- \$300,000 Arva Weldon Park – Construct Accessible Washrooms
- \$215,000 Little Farm/Clear Skies – Trail

- \$140,000 Ilderton Optimist Park – Replace Playground Equipment
- \$105,000 Westbrook Park – Full Court Surface Replacement

Community Services – Vehicles & Equipment

- \$150,000 Replace 2014 2500HD with Plow Harness (X2)

Capital Project Highlights – Fire Services

- \$5,600 Water rescue rapid deployment craft (RDC) and various other special Operations equipment
- \$15,000 Hose accessories for all five (5) stations
- \$45,000 Initial personal protective equipment purchase (PPE) for 2020/21 newly hired Firefighters

Capital Project Highlights – Building Services

- *none*

Capital Project Highlights – Public Works & Engineering

Transportation - Construction

- \$2,075,000 Garden Ave/Wellington St Storm Sewer Upgrade and Road Reconstruction
 - Transportation \$800,000 and Stormwater \$1,275,000
- \$1,550,000 Vaneck Road (Ilderton Rd to Sinclair Rd)
- \$1,050,000 Hot Mix Resurfacing Program
- \$400,000 Clarke Road Resurfacing (Plover Mills Road to 10 Mile Road)
- \$300,000 Concrete Sidewalk Replacement/Expansion Program
- \$300,000 Old River Road Reconstruction - Engineering (Glendon Dr to Pullham Rd)
- \$150,000 Sunningdale Gravel Pit Entrance Road Way
- \$125,000 Street Light Replacement/Expansion Program
- \$100,000 Melrose Street Light Pole Replacement

Transportation – Vehicles & Equipment

- \$380,000 Replace 2008 International Tandem Truck
- \$300,000 New Loader
- \$300,000 New Excavator (in place of backhoe- 2004 CAT 420D)
- \$200,000 New Bucket Truck

Water

- \$2,000,000 Delaware water supply interconnection phase 2
- \$913,050 Arva water main replacement and twinning
- \$150,000 SCADA replacement (shared with Wastewater)

Wastewater

- \$1,565,000 Komoka Treatment Plant Filter Upgrades
- \$1,070,000 Kilworth Wastewater Treatment Facility Demolition
- \$250,000 Arva Treatment Facility Environmental Assessment
- \$194,265 Komoka Treatment Plant Headworks and Tertiary Filters
- \$150,000 SCADA Replacement (shared with Water)
- \$112,500 Komoka Road Forcemain Replacement (Engineering)

Stormwater

- \$150,000 Komoka Drain No. 1 SWM pond (initial land purchase cost for SWM area only)
- \$100,000 Komoka Drain No.3 - Union Ave. Branch Improvement
- \$100,000 Delaware Municipal Drain Replacement

Capital Project Highlights – Facility Services

- \$200,000 Delaware Community Centre – New Roof
- \$175,000 Ilderton Arena – Re-Asphalt Parking Lot
- \$150,000 Delaware Community Centre – Re-surface Parking Lot
- \$100,000 Denfield Operations Centre – Construct New Storage Shed

Budget Implications for Municipal Taxes

Tax Levy

The 2021 Middlesex Centre budget is \$57.4 million. The budget is split into operating and capital costs:

- Operating Costs of \$36,636,438
- Capital Costs of \$20,728,836

Compared to 2020, the net operating budget increase is \$576,060, or 2.94%. When we include the decrease to reserves, this amount decreases to \$559,796, resulting in a **tax levy (the amount to be raised by property taxes) of 2.85%**. Note the tax levy was 9.00% in 2020.

Table: Increase in municipal service costs, 2021, by service area.

Municipal Service Area	2021 Increase
General Government (excluding reserves)	\$161,724
Protection to Persons & Property (fire, policing, conservation, emergency operations, building, by-law and animal control)	\$80,105
Public Works & Engineering	(\$353,596)
Environmental Services	--
Health Services (cemeteries)	(\$10,526)
Community Services	\$468,063
Planning & Development	(\$60,496)
Vehicles & Equipment Maintenance	\$290,786
Total → 2.94% increase without reserve funds transfer	\$576,060
LESS: Reserve Fund Transfer Decrease from General Government	(\$16,264)
Total to be Raised on Municipal Taxes → 2.85% tax levy	\$559,796

The 2021 tax rate increase is 1.47%. It is calculated by dividing the tax levy required by the total municipal property assessment.

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

Tax Revenue from all Property Types

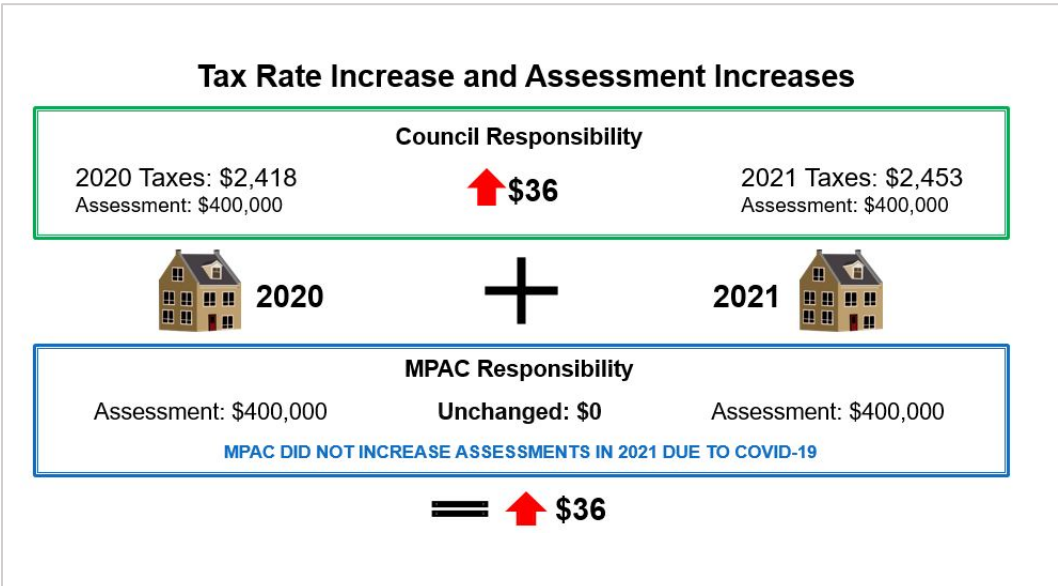
Table: Total municipal tax revenue from 2021 and 2020 by property type

Property Type	2021	2020
Residential	\$15,518,359	\$15,094,149
Farm	\$2,493,530	\$2,426,497
Pipeline	\$813,654	\$795,384
Commercial	\$935,238	\$920,525
Exempt	--	--
Industrial	\$127,284	\$124,879
Other	\$298,939	\$265,773
Total Assessment Revenue	\$20,187,004	\$19,627,207

What is the residential impact?

For the average Middlesex Centre residential homeowner, municipal taxes will increase by \$36 in 2021 (excluding the education tax and Middlesex County taxes).

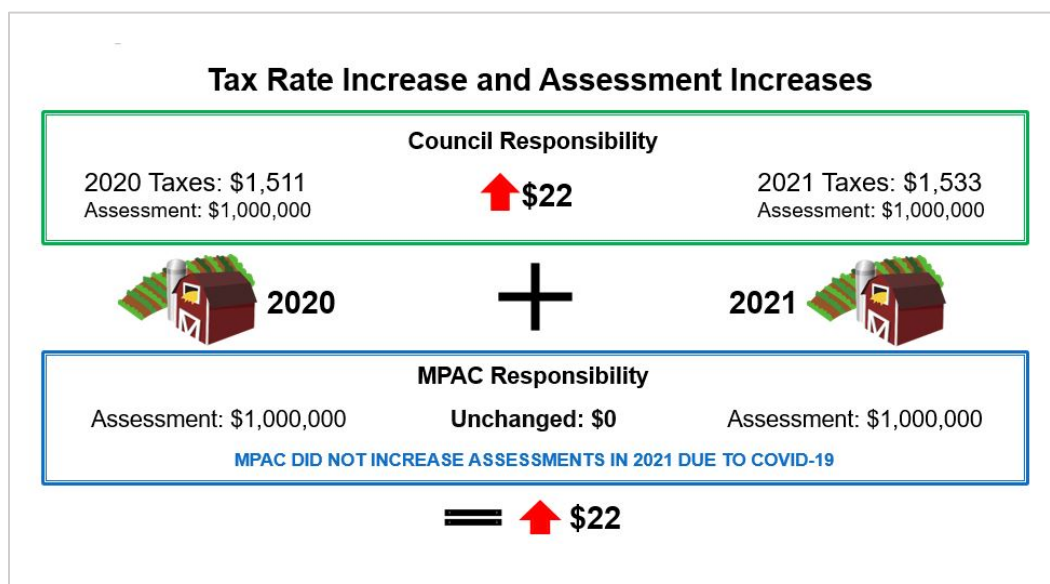
It is important to note that there were no re-assessment increases in 2021. Your property assessment will be the same as it was in 2020, unless you had a change to your property that was being assessed such as new home, addition, etc.



What is the farm impact?

For the average Middlesex Centre farm owner, municipal taxes will increase by \$22 in 2021 (excluding the education tax and Middlesex County taxes).

It is important to note that there were no re-assessment increases in 2021. Your property assessment will be the same as it was in 2020, unless you had a change to your property that was being assessed such as new home, addition, etc.



Reserves and Reserve Funds

Reserves and reserve funds are critical to the long-term sustainability of the municipality.

Reserves and reserve funds 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

How Reserves and Reserve Funds Work



Established by Council or Province

Reserves and reserve funds are established by municipal councils through by-laws.

Provincial legislation can require municipalities to establish reserves for specific types of revenue.

The Tax Rate Stabilization Reserve Fund; Water, Wastewater & Stormwater Reserve Funds; and Development Charges & Parkland Reserve Fund are a few of Middlesex Centre's reserves.



Strategy for Funding Programs and Projects

Reserves are typically part of an overall strategy for funding operating programs and projects.

These funds help offset unexpected expenses or revenue shortfalls.

Money in reserves can come from budget surpluses, property tax levies or other revenue.



Flexible or Committed Funds

Reserve funds are either obligatory or discretionary.

Discretionary reserve funds are set by municipal councils for specific purposes. Councils can have flexibility to decide how the money is used.

Obligatory reserve funds are required by provincial statutes or contractual agreements and can only be used for their intended purpose.



Tool for Long-term Financial Sustainability

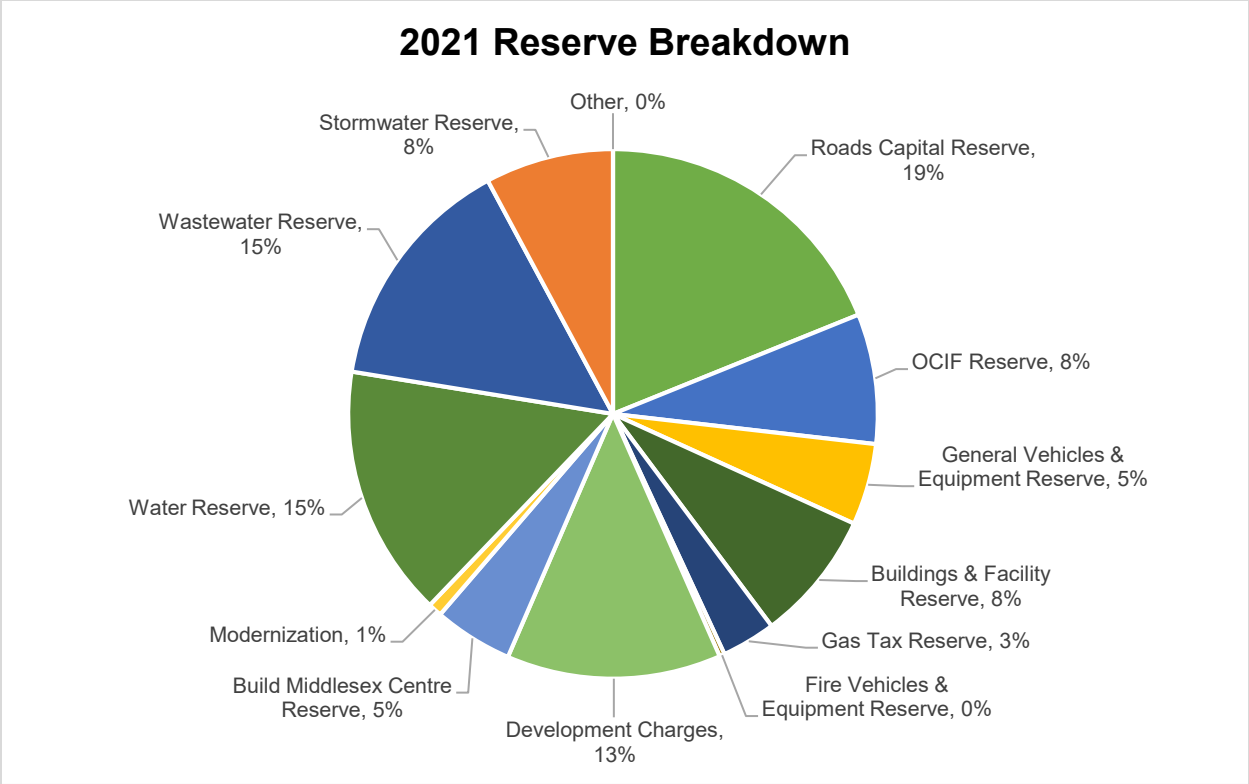
Reserves and reserve funds are an important tool for a municipality's long-term financial sustainability.

Setting money aside for unavoidable events (like floods) and for capital projects (like road repairs) reduces the need for long-term borrowing or imposing sudden tax increases on current or future taxpayers.

In the 2021 budget, we will see:

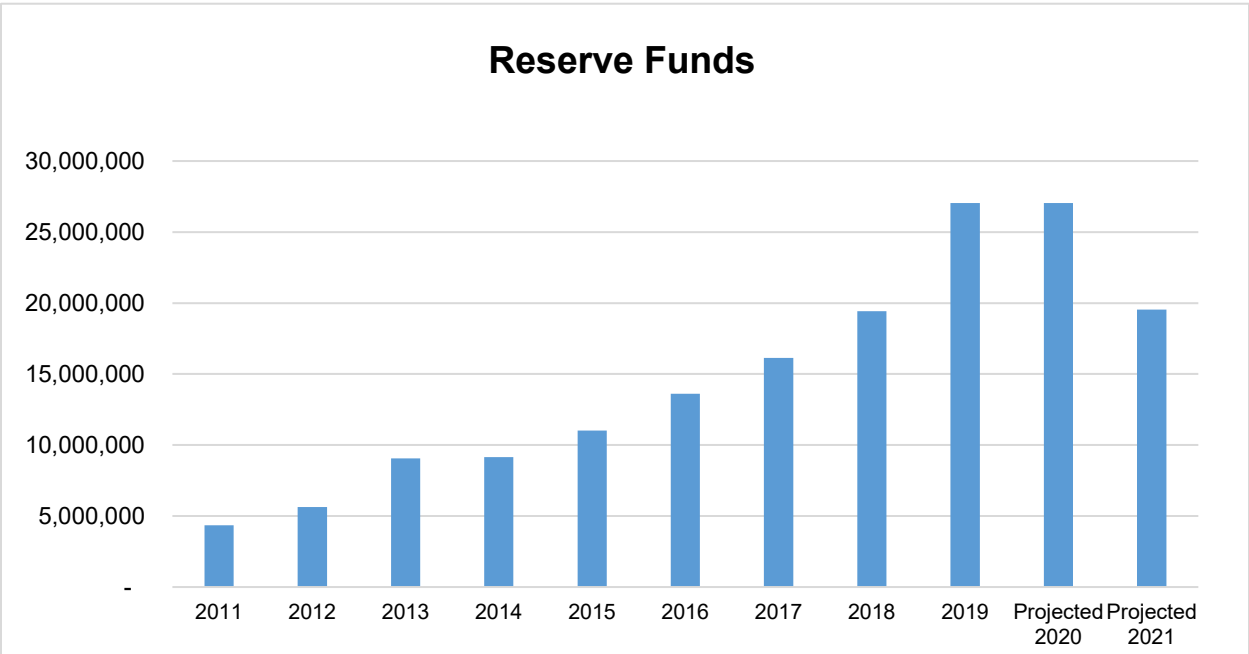
- \$10,636,196 Transferred to Reserves
- \$20,488,636 Transferred from Reserves

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



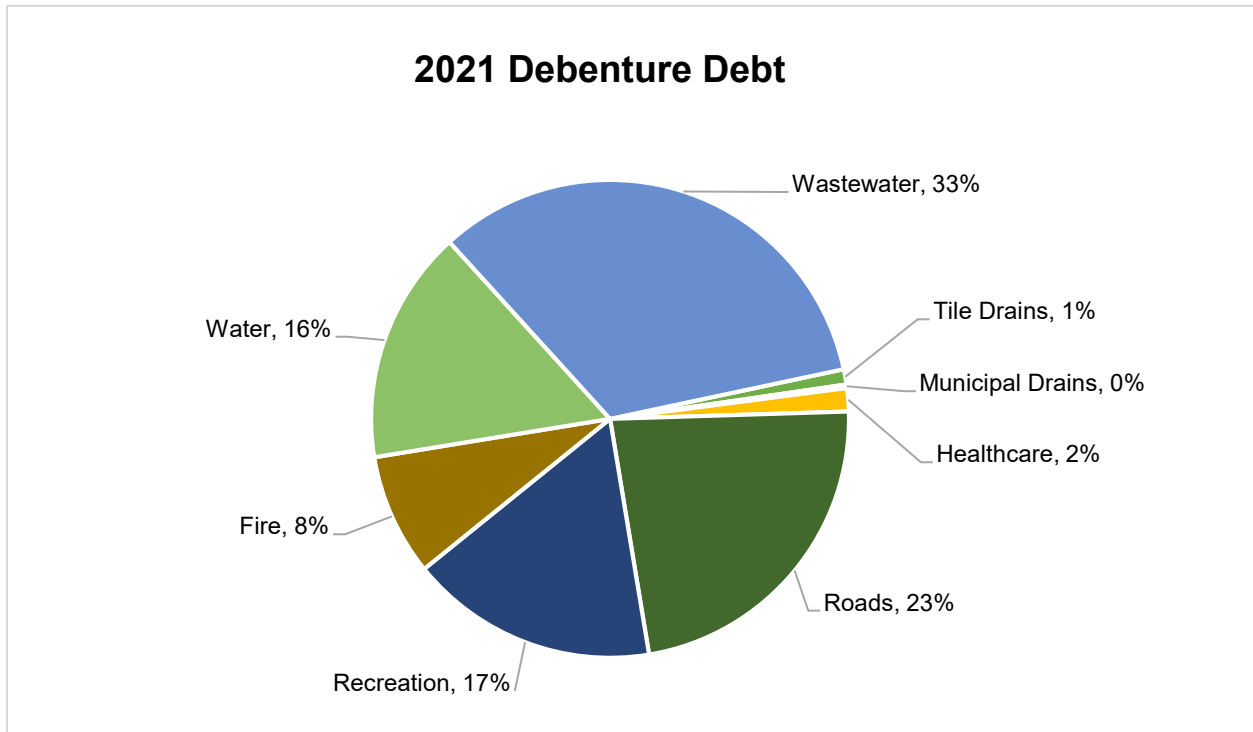
The total reserve funds remaining after 2021 are projected to be \$19.5 million.

Table: Reserve Funds from 2011 to 2021 (projected).

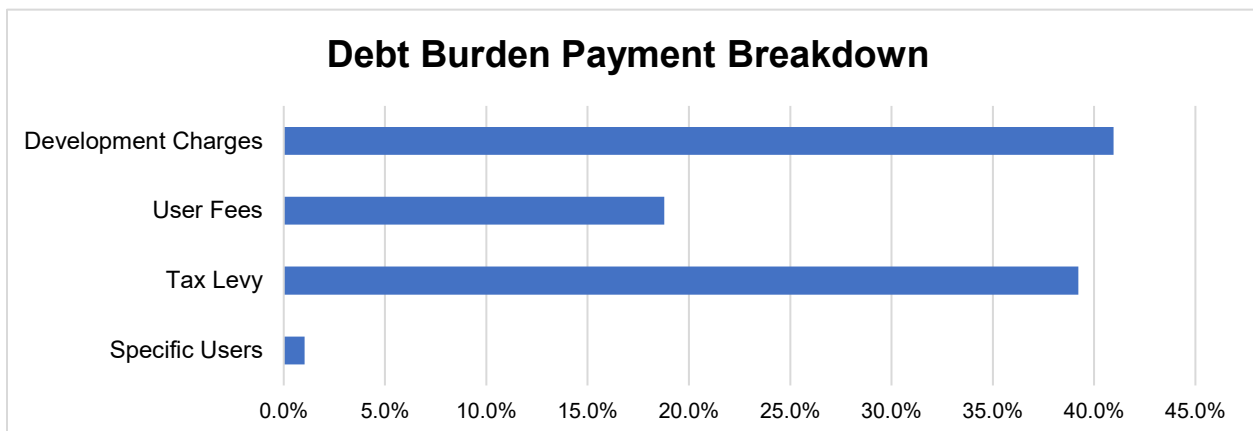


Debt

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 10.94%. For 2021, debt costs can be split by service as indicated in the chart below.



Overall, debt repayments account for 5.4% 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.



Attachments

Please find the following charts and tables attached:

- 2021 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
2021 Budget Summary**

	Revenue	Expenditures	Raised on Taxes	2020 Taxes Raised	Change	
					\$	%
General Government						
Administration	3,252,007	3,440,529	188,522	37,046	151,476	408.89%
Reserves	1,564,416	7,355,015	5,790,598	5,806,862	(16,264)	-0.28%
Medical Centre	155,243	155,243	-	-	-	0.00%
Council	-	221,666	221,666	212,544	9,122	4.29%
Economic Development	-	66,613	66,613	65,487	1,126	1.72%
Total General Government	4,971,667	11,239,065	6,267,399	6,121,939	145,460	2.38%
Protection to Persons & Property						
Fire Department	240,980	1,877,777	1,636,797	1,530,495	106,302	6.95%
Policing	-	2,309,856	2,309,856	2,326,740	(16,884)	-0.73%
Conservation Authorities	-	295,741	295,741	295,456	285	0.10%
Emergency Operations Centre	-	2,700	2,700	3,700	(1,000)	-27.03%
Building Inspection	1,004,200	1,004,200	-	-	-	0.00%
By-Law Enforcement	17,900	87,728	69,828	71,688	(1,860)	-2.59%
Animal Control	-	54,815	54,815	61,552	(6,738)	-10.95%
Total Protection to Persons & Property	1,263,080	5,632,816	4,369,736	4,289,630	80,105	1.87%
Public Works & Engineering						
Transportation Operations	7,696,000	11,892,318	4,196,318	4,682,945	(486,627)	-10.39%
Administration	125,562	1,397,731	1,272,168	1,090,884	181,284	16.62%
Waste Management	995,683	1,296,382	300,699	348,952	(48,253)	-13.83%
Total Public Works & Engineering	8,817,245	14,586,430	5,769,185	6,122,781	(353,596)	-5.78%
Environment Services						
Water Systems	6,758,783	6,758,783	-	-	-	0.00%
Wastewater Systems	7,501,621	7,501,621	-	-	-	0.00%
Stormwater Systems	2,632,352	2,632,352	-	-	-	0.00%
Total Environmental Services	16,892,756	16,892,756	-	-	-	0.00%
Health Services						
Total Health Services	6,650	18,243	11,593	22,119	(10,526)	-47.59%
Community Services						
Parks & Open Space	1,912,806	2,361,551	448,745	430,735	18,010	4.18%
Community Centres	81,570	315,499	233,929	145,692	88,237	60.56%
Arenas	1,786,421	2,587,548	801,127	448,292	352,835	78.71%
Libraries	46,421	41,547	(4,874)	(6,414)	1,541	24.02%
Administration	2,500	740,411	737,911	730,471	7,440	1.02%
Total Community Services	3,829,718	6,046,557	2,216,839	1,748,777	468,063	26.77%
Planning & Development						
Planning	420,900	448,903	28,003	124,229	(96,226)	-77.46%
Drainage	30,000	131,594	101,594	65,864	35,730	54.25%
Debtenture Payments	25,254	25,254	-	-	-	0.00%
Total Planning & Development	476,154	605,751	129,597	190,093	(60,496)	-31.82%
Vehicles & Equipment Maintenance						
Total Vehicles & Equipment Maintenance	30,000	1,452,655	1,422,655	1,131,869	290,786	25.69%
Facility Capital Improvements						
Total Facility Improvements	891,000	891,000	-	-	-	0.00%
Total for Municipal Purposes	37,178,270	57,365,274	20,187,004	19,627,208	559,796	2.85%

	Residential	Farm
Projected 2021 Tax Rate	0.006133	0.001533
2020 Tax Rate	0.006044	0.001511
Y/Y Change (%)	1.47%	1.47%

Example: Tax Payer Impact			
Property Value (Determined by MPAC)	\$	400,000.00	\$ 1,000,000.00
at 2020 Tax Rate	\$	2,417.59	\$ 1,510.99
at 2021 Projected Tax Rate	\$	2,453.23	\$ 1,533.27
Total Municipal Increase for 2021	\$	35.64	\$ 22.28
Increase per month	\$	2.97	\$ 1.86

How do we get a 2.85% (\$559,796) Tax Levy Increase ?

General Government (Excluding Reserves)	\$161,724	
Protection to Persons & Property (Fire, Policing, Conservation, Emergency Operations, Building, By-Law and Animal Control)	\$80,105	
Public Works & Engineering	(\$353,596)	
Environmental Services	\$0	
Health Services	(\$10,526)	
Community Services	\$468,063	
Planning & Development	(\$60,496)	
Vehicles & Equipment Maintenance	\$290,786	
<hr/> Total	<hr/> \$576,060	2.94% Tax Levy (Without Reserves)
 PLUS		
Reserve Transfer Decrease from General Government	(\$16,264)	
<hr/> Total to be Raised on 2021 Taxes	<hr/> \$559,796	2.85% Tax Levy

**Municipality of Middlesex Centre
Operating Revenue & Expenditures Summary
2021 Budget**

Department	2021 Budget			2020 Budget			Y/Y Change			
	Revenue	Expenditures	Taxes	Revenue	Expenditures	Taxes	Revenue	Expenditures	Taxes	% Change
General Government										
Administration	2,167,607	2,356,129	188,522	1,201,191	2,231,187	1,029,996	966,416	124,942	(841,474)	-81.70%
Reserves	1,564,416	7,355,015	5,790,598	1,540,614	6,354,526	4,813,912	23,802	1,000,489	976,686	20.23%
Medical Centre	155,243	155,243	-	113,524	113,524	-	41,720	41,720	-	0.00%
Council	-	221,666	221,666	-	212,544	212,544	-	-	9,122	4.29%
Economic Development	-	66,613	66,613	-	65,487	65,487	-	1,126	1,126	1.72%
Total General Government	3,887,267	10,154,665	6,267,399	2,855,329	8,977,268	6,121,939	1,031,938	1,177,398	145,460	2.38%
Protection to Persons & Property										
Fire										
Fire Dept - Operations	83,000	1,181,882	1,098,882	93,400	1,050,970	957,570	(10,400)	130,912	141,312	14.76%
Fire Prevention	82,980	106,696	23,716	-	-	-	82,980	106,696	23,716	100.00%
Special Operations	-	12,525	12,525	-	12,000	12,000	-	525	525	4.38%
Fire Dept - Administration	9,400	511,073	501,673	45,900	606,825	560,925	(36,500)	(95,751)	(59,251)	-10.56%
<i>Total Fire</i>	<i>175,380</i>	<i>1,812,177</i>	<i>1,636,797</i>	<i>139,300</i>	<i>1,669,795</i>	<i>1,530,495</i>	<i>36,080</i>	<i>142,382</i>	<i>106,302</i>	<i>6.95%</i>
Other										
Policing	-	2,309,856	2,309,856	-	2,326,740	2,326,740	-	(16,884)	(16,884)	-0.73%
Conservation Authorities	-	295,741	295,741	-	295,456	295,456	-	285	285	0.10%
Emergency Operations Centre	-	2,700	2,700	-	3,700	3,700	-	(1,000)	(1,000)	-27.03%
Building Inspection	1,004,200	1,004,200	-	687,112	687,112	0	317,088	317,088	(0)	-100.00%
By-law Enforcement	17,900	87,728	69,828	13,800	85,488	71,688	4,100	2,240	(1,860)	-2.59%
Animal Control	-	54,815	54,815	-	61,552	61,552	-	(6,738)	(6,738)	10.95%
<i>Total Other</i>	<i>1,022,100</i>	<i>3,755,039</i>	<i>2,732,939</i>	<i>700,912</i>	<i>3,460,048</i>	<i>2,759,136</i>	<i>321,188</i>	<i>294,991</i>	<i>(26,197)</i>	<i>-0.95%</i>
Total Protection to Persons & Property	1,197,480	5,567,216	4,369,736	840,212	5,129,842	4,289,630	357,268	437,373	80,105	1.87%
Public Works										
Transportation Operations	43,000	4,239,318	4,196,318	-	4,682,945	4,682,945	43,000	(443,627)	(486,627)	-10.39%
Administration	125,562	1,397,731	1,272,168	64,737	1,155,621	1,090,884	60,825	242,110	181,284	16.62%
Waste Management	995,683	1,296,382	300,699	916,264	1,265,216	348,952	79,419	31,166	(48,253)	-13.83%
Total Public Works	1,164,245	6,933,430	5,769,185	981,001	7,103,782	6,122,781	183,244	(170,352)	(353,596)	-5.78%
Environmental										
Water Systems	3,363,548	3,363,548	-	3,241,003	3,241,003	-	122,545	122,545	-	0.00%
Wastewater Systems	3,259,020	3,259,020	-	3,032,690	3,032,690	-	226,330	226,330	-	0.00%
Stormwater Systems	1,007,352	1,007,352	-	898,368	898,368	-	108,984	108,984	-	0.00%
Total Environmental	7,629,920	7,629,920	-	7,172,061	7,172,061	-	457,858	457,858	-	0.00%
Health Services										
Cemeteries	6,650	18,243	11,593	5,400	27,519	22,119	1,250	(9,276)	(10,526)	-47.59%
Total Health Services	6,650	18,243	11,593	5,400	27,519	22,119	1,250	(9,276)	(10,526)	-47.59%
Community Services										
Parks & Open Space	140,806	589,551	448,745	141,162	571,897	430,735	(356)	17,654	18,010	4.18%
Community Centres	81,570	315,499	233,929	154,150	299,842	145,692	(72,580)	15,657	88,237	60.56%
Arenas	1,786,421	2,587,548	801,127	2,138,678	2,586,970	448,292	(352,257)	578	352,835	78.71%
Libraries	46,421	41,547	(4,874)	53,144	46,730	(6,414)	(6,723)	(5,182)	1,541	24.02%
Administration	2,500	740,411	737,911	2,500	732,971	730,471	-	7,440	7,440	1.02%
Total Community Services	2,057,718	4,274,557	2,216,839	2,489,634	4,238,410	1,748,777	(431,916)	36,147	468,062	26.77%
Vehicles & Equipment										
Fleet Admin	-	348,155	348,155	-	292,063	292,063	-	56,092	56,092	19.21%
Fire	30,000	131,326	101,326	-	94,031	94,031	30,000	37,295	7,295	7.76%
Community Services	-	144,808	144,808	-	115,080	115,080	-	29,729	29,729	25.83%
Building	-	4,065	4,065	-	3,734	3,734	-	331	331	8.86%
Public Works	-	824,301	824,301	-	626,962	626,962	-	197,339	197,339	31.48%
Total Vehicles & Equipment	30,000	1,452,655	1,422,655	-	1,131,869	1,131,869	30,000	320,786	290,786	25.69%
Planning Department	420,900	448,903	28,003	386,804	511,033	124,229	34,096	(62,130)	(96,226)	-77.46%
Drainage Superintendent	30,000	131,594	101,594	53,131	118,995	65,864	(23,131)	12,599	35,730	54.25%
Debenture Payments	25,254	25,254	-	33,849	33,849	-	(8,595)	(8,595)	-	0.00%
Total	16,449,434	36,636,438	20,187,004	14,817,421	34,444,629	19,627,208	1,632,013	2,191,809	559,796	2.85%

Municipality of Middlesex Centre

Capital Financing Detail

2021 Budget

Expenditure Detail	Total Budget
	2021
PWE - Transportation	
Total Construction	4,935,000
Total Structures	1,310,000
Total Vehicles & Equipment	1,408,000
Facilities	
Total Facilities	-
PWE - Transportation (Total)	\$ 7,653,000
PWE - Environmental Services	
Total Wastewater Systems	4,242,601
Total Water Systems	3,395,235
Total Stormwater Systems	1,625,000
PWE - Environmental Services (Total)	\$ 9,262,836
Community Services	
Parks & Open Space	
Total Parks & Open Spaces	1,484,800
Total Facilities	9,700
Total Vehicles & Equipment	277,500
Community Services (Total)	\$ 1,772,000
Corporate Services	
Corporate Services (Total)	\$ 1,084,400
Building	
Building (Total)	\$ -
Fire	
Total Fire Operations	-
Total Administration	65,600
Fire (Total)	\$ 65,600
Facility Services	
Facility Services (Total)	\$ 891,000
Total Capital Expenditures	\$ 20,728,836

Financing													Total Reserves
Reserves													
DC	Roads Capital	General Vehicles & Equipment	Buildings & Facility	Fire Vehicles & Equipment	Waste Water	Water	Storm Water	Build Middlesex Centre	Modernization	OCIF	Federal Gas Tax		
-	3,289,561	-	-	-	-	-	-	-	-	1,645,439	-	4,935,000	
-	625,000	-	-	-	-	-	-	-	-	-	685,000	1,310,000	
640,000	-	768,000	-	-	-	-	-	-	-	-	-	1,408,000	
-	-	-	-	-	-	-	-	-	-	-	-	-	
\$ 640,000	\$ 3,914,561	\$ 768,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,645,439	\$ 685,000	\$ 7,653,000	
1,215,708	-	-	-	-	3,026,893	-	-	-	-	-	-	4,242,601	
204,000	-	-	-	-	-	3,191,235	-	-	-	-	-	3,395,235	
-	-	-	-	-	-	-	1,625,000	-	-	-	-	1,625,000	
\$ 1,419,708	\$ -	\$ -	\$ -	\$ -	\$ 3,026,893	\$ 3,191,235	\$ 1,625,000	\$ -	\$ -	\$ -	\$ -	\$ 9,262,836.00	
531,000	-	-	953,800	-	-	-	-	-	-	-	-	1,484,800	
-	-	9,700	-	-	-	-	-	-	-	-	-	9,700	
24,000	-	253,500	-	-	-	-	-	-	-	-	-	277,500	
\$ 555,000	\$ -	\$ 263,200	\$ 953,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,772,000	
\$ -	\$ -	\$ -	\$ 4,400	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 80,000	\$ -	\$ -	\$ 1,084,400	
-	-	-	-	-	-	-	-	-	-	-	-	-	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
-	-	-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	65,600	-	-	-	-	-	-	-	65,600	
\$ -	\$ -	\$ -	\$ -	\$ 65,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,600	
\$ 100,000	\$ -	\$ -	\$ 696,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 94,500	\$ -	\$ -	\$ 891,000	
\$ 2,714,708	\$ 3,914,561	\$ 1,031,200	\$ 1,654,700	\$ 65,600	\$ 3,026,893	\$ 3,191,235	\$ 1,625,000	\$ 1,000,000	\$ 174,500	\$ 1,645,439	\$ 685,000	\$ 20,728,836	

Municipality of Middlesex Centre

Capital Expenditure Summary by Department

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
PWE - Transportation (Total)	\$ 9,105,000	\$ 7,653,000	\$ 8,990,213	\$ 9,677,627	\$ 6,772,360	\$ 3,776,780	\$ 36,869,980
PWE - Environmental Services (Total)	\$ 8,463,177	\$ 9,262,836	\$ 11,171,129	\$ 10,365,000	\$ 2,751,250	\$ 2,375,000	\$ 35,925,215
Community Services (Total)	\$ 1,382,246	\$ 1,772,000	\$ 824,100	\$ 1,068,600	\$ 516,100	\$ 440,500	\$ 4,621,300
Corporate Services (Total)	\$ 1,045,000	\$ 1,084,400	\$ -	\$ -	\$ -	\$ -	\$ 1,084,400
Building (Total)	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ 90,000
Fire (Total)	\$ 703,987	\$ 65,600	\$ 75,000	\$ 15,000	\$ 635,000	\$ 1,775,000	\$ 2,565,600
Facility Services (Total)	\$ 295,590	\$ 891,000	\$ 587,400	\$ 601,900	\$ 505,500	\$ 458,000	\$ 3,043,800
Total Capital Expenditures	\$ 20,995,000	\$ 20,728,836	\$ 21,737,842	\$ 21,728,127	\$ 11,180,210	\$ 8,825,280	\$ 84,200,295

Municipality of Middlesex Centre

Capital Expenditure Detail by Project 2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
PWE - Transportation							
Construction							
NEW- Bi annual Roads Needs Study		-	100,000		100,000		200,000
Melrose Street Light Pole Replacement	75,000	100,000					100,000
NEW - Street Light Replacement Program		125,000	150,000	150,000	150,000	150,000	725,000
Sidewalk (Concrete) Replacement/Expansion Program	150,000	300,000	150,000	150,000	150,000	150,000	900,000
Old River Road (Glendon Dr to Pulham Rd)	2,285,000	300,000	500,000	2,257,500	185,000		3,242,500
Old River Road/Glendon Drive Intersection Realignment		-	32,713	436,177			468,890
Hot Mix Resurfacing Program	1,000,000	1,050,000	1,081,500	1,113,950	1,147,360	1,181,780	5,574,590
Martin Road Reconstruction (Wellington Street to Harris Road)	1,290,000	70,000		90,000			160,000
Nine Mile Road Culvert Replacement (between Wonderland and Hyde Park Road)	100,000	-					-
Clarke Road (Plover Mills Road to 10 Mile Road)	400,000	400,000					400,000
Garden Avenue / Wellington Street W STM Sewer Upgrade	640,000	800,000	84,000				884,000
Poplar Hill Rd (Charlton Dr to Greystead Dr)	150,000	-					-
Willow Ridge Road - Road, Pathway & Park Drainage Improvement	70,000	70,000					70,000
Sunningdale Gravel Pit Entrance Road Way (#2190)	100,000	150,000					150,000
Medway Rd (Denfield Rd to Vanneck Road)	1,300,000	20,000					20,000
King/George Street Reconstruction		-	552,000				552,000
Adelaide Street N Reconstructon (15 Mile Rd to 16 Mile Rd)		-				1,100,000	1,100,000
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	-					-
Vanneck Road (Sunningdale Road to Egremont Drive)		-			550,000		550,000
Hyde Park Rd (15 Mile Rd to Elginfield Rd)		-		1,900,000			1,900,000
Oxbow Dr (Nairn Rd to Vanneck Rd)		-	625,000				625,000
Glendon Drive-Kilworth Park Dr. to Thames River		-		50,000			50,000
Coldstream Road Realignment		-	1,300,000				1,300,000
Glendon Drive - Jeffries/Vanneck Intersection Improvements		-		320,000			320,000
NEW-Vaneck Road (Ilderton to Sinclair)		1,550,000					1,550,000
NEW-Vaneck Road (Sinclair to Medway)		-	1,650,000				1,650,000
		-					-
Total Construction	7,580,000	4,935,000	6,225,213	6,547,627	4,282,360	2,581,780	24,571,980
Structures							
Rehabilitate Bridge B-530		-	350,000				350,000
Replace Superstructure on Bridge B-124		120,000	60,000	750,000			930,000
Rehabilitate Culvert C-102		-				130,000	130,000
Rehabilitate Bridge B-529		-	175,000				175,000
Rehabilitate Bridge B-537		-	175,000				175,000
Rehabilitate Bridge B-529		-			930,000		930,000

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
Replace Culvert C-147		565,000					565,000
NEW-Replace Culvert C-533		505,000					505,000
NEW-Replace Superstructure on Bridge B-146		120,000	60,000	750,000			930,000
NEW-Rehabilitate Bridge B-301		-	310,000				310,000
NEW- Rehabilitate Bridge B-505		-			120,000		120,000
NEW- Rehabilitate Bridge B-140		-	180,000				180,000
NEW- Rehabilitate Bridge B-537		-			155,000		155,000
NEW- Water Proof & Pave Bridge B-108		-				100,000	100,000
NEW- Water Proof & Pave Bridge B-130		-				75,000	75,000
NEW- Water Proof 7 pave Bridge B-512		-				65,000	65,000
		-					-
<i>Total Strcutures</i>	-	1,310,000	1,310,000	1,500,000	1,205,000	370,000	5,695,000
Vehicles & Equipment							
Half-Ton Pickup - Replace 2009 GMC Sierra 3229	55,000	-					-
Tandem Truck - Replace 2006 International 3221	380,000	-					-
NEW - sidewalk machine		-			200,000		200,000
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	-					-
Half-Ton Pickup - Replace 2015 GMC Sierra		-			55,000		55,000
Grader - Replace 2004 CAT 140H 3317	475,000	-					-
New Loader		300,000					300,000
NEW - Tandem Truck		-		400,000			400,000
NEW-Bucket Truck (Tandem)		200,000					200,000
NEW-Excavator *In place of replacing Rubber tire Backhoe 3415* 2004 CAT	175,000	300,000					300,000
Grader - Replace 2009 Volvo G946 3318		-	475,000				475,000
Tandem Truck - Replace 2012 International 3202		-	400,000				400,000
NEW-Hydro Vac Truck - Replace 2014 Vac Trailer		-		500,000			500,000
NEW- 30 Ton Trailer *Dispose of Existing Float Trailer 3605*		65,000					65,000
NEW- 3/4 Ton Pickup with Plow & Sander		90,000					90,000
NEW- Utility Trailer		5,000					5,000
NEW- Stump Grinder		8,000					8,000
NEW-Line Painting Machine & Stencils		10,000					10,000
Stacker- Replace McCloskey Aggregate Stacker 3601		-	180,000				180,000
Tandem Truck-Replace 2008 International 3208		-	400,000				400,000
Grader- Replace 2009 Volvo G946 3319		-		475,000			475,000
Tractor- Replace 2009 Case Tractor 3512		-		125,000			125,000
Grader- Replace 2008 John Deere 3312		-			475,000		475,000

Municipality of Middlesex Centre

Capital Expenditure Detail by Project
2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
Tandem Truck- Replace 2010 International Tandem 3211		-			380,000		380,000
Grader- Replace 2013 CAT Grader 3320		-				475,000	475,000
Backhoe- Replace 2010 CAT Backhoe 3416		-			175,000		175,000
Chip Spreader- Replace 2010 Chip Spreader 3607						250,000	250,000
NEW - Half-Ton Pickup		50,000					50,000
		-					-
<i>Total Vehicles & Equipment</i>	<i>1,505,000</i>	<i>1,408,000</i>	<i>1,455,000</i>	<i>1,630,000</i>	<i>1,285,000</i>	<i>825,000</i>	<i>6,603,000</i>
Facilities							
10191 Longwoods Road	20,000	-					-
		-					-
		-					-
<i>Total Facilities</i>	<i>20,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
PWE - Transportation (Total)	\$ 9,105,000	\$ 7,653,000	\$ 8,990,213	\$ 9,677,627	\$ 6,772,360	\$ 3,776,780	\$ 36,869,980
PWE - Environmental Services							
Wastewater Systems							
<i>ARVA</i>							
Arva WWTF - New Facility	300,000	250,000		375,000	1,375,000	1,375,000	3,375,000
		-					-
<i>TOTAL</i>	<i>300,000</i>	<i>250,000</i>	<i>-</i>	<i>375,000</i>	<i>1,375,000</i>	<i>1,375,000</i>	<i>3,375,000</i>
<i>ILDERTON</i>							
Ilderton Wastewater Collection System Inspection	61,500	-					-
Sewage Pump Station #4 - Installation of new sewage pumps	19,867	-					-
Treatment Capacity Upgrades		337,650	300,000	5,000,000			5,637,650
Ilderwton WWTF	20,000	-					-
<i>TOTAL</i>	<i>101,367</i>	<i>337,650</i>	<i>300,000</i>	<i>5,000,000</i>	<i>-</i>	<i>-</i>	<i>5,637,650</i>
<i>KILWORTH</i>							
Demolishing of the Kilworth WPCP	1,070,000	1,070,000					1,070,000
Kilworth West Saniart Sewer	20,000	-					-
<i>TOTAL</i>	<i>1,090,000</i>	<i>1,070,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>1,070,000</i>
<i>KOMOKA</i>							
Upgrade Pumping Station		50,000	537,500				587,500
Komoka Road Forcemain Replacement		112,500	1,720,000				1,832,500
Servicing of Tunks Lane	350,000	350,000					350,000
Komoka Wastewater Collection System Inspection	41,750	-					-

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
Komoka WWT - Rotork Valve Replacement	25,000	-					-
Coldstream Road Alignment		-	215,000				215,000
Komoka WWTP - Headworks and Tertiary Filter		194,265	3,655,000				3,849,265
Evaluation of wastewater treatment plant and tertiary filters	148,020	-					-
Chemical Pump Upgrades & Replacements		22,560					22,560
Chemical Feed System Upgrades		27,844					27,844
Komoka WWT - Rotork Valve Replacement		26,250					26,250
Komoka WWTP - Filter Reject Water Re-piping		28,237					28,237
Komoka WWTP - Filter Upgrades		1,565,000					1,565,000
TOTAL	564,770	2,376,656	6,127,500	-	-	-	8,504,156
ALL SYSTEMS							
Half-Ton Pickup - Replace 2010 Economize 4301	24,000	25,000					25,000
SCADA Replacement	120,319	150,000					150,000
Elevated Tank Inspection (Sludge Storage & Equalization Tanks)	36,653	-					-
Wastewater Collection System Flushing and Cleaning	266,369	-					-
Lab Equipment Upgrades		33,295					33,295
TOTAL	447,342	208,295	-	-	-	-	208,295
Total Wastewater Systems	2,503,479	4,242,601	6,427,500	5,375,000	1,375,000	1,375,000	18,795,101
Water Systems							
DELAWARE							
Water Supply Interconnection Phase 2	3,500,000	2,000,000					2,000,000
		-					-
TOTAL	3,500,000	2,000,000	-	-	-	-	2,000,000
ARVA							
Water main replacement & twinning	913,050	913,050					913,050
		-					-
TOTAL	913,050	913,050	-	-	-	-	913,050
ILDERTON							
Watermain Replacement Program		-	500,000	500,000	500,000	500,000	2,000,000
		-					-
TOTAL	-	-	500,000	500,000	500,000	500,000	2,000,000
KOMOKA							
Servicing of Tunks Lane	150,000	150,000					150,000

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
		-					-
TOTAL	150,000	150,000	-	-	-	-	150,000
KILWORTH		-					-
Glendon Drive Water main Extension		-	440,000				440,000
Coldstream Road Alignment		-	175,000				175,000
TOTAL	-	-	615,000	-	-	-	615,000
MELROSE							
Lake Huron Primary Water Supply Connection		93,750	1,343,750				1,437,500
Facility Condition Assessment	98,010	-					-
Equipment Improvements		30,875					30,875
TOTAL	98,010	124,625	1,343,750	-	-	-	1,468,375
BIRR							
Facility Condition Assessment	63,840	-					-
Equipment Improvements		10,000					10,000
TOTAL	63,840	10,000	-	-	-	-	10,000
ALL SYSTEMS							
Half-Ton Pickup - Replace 2010 Econoline 4301	24,000	25,000					25,000
SCADA Replacement	120,319	150,000					150,000
Reservoir Cleaning & Inspections	43,984	-					-
Chemical Pump Upgrades & Replacements		22,560					22,560
TOTAL	188,303	197,560	-	-	-	-	197,560
Total Water Systems	4,913,203	3,395,235	2,458,750	500,000	500,000	500,000	7,353,985
Stormwater Systems							
DELAWARE							
Garden Avenue / John Street STM Sewer Upgrade	830,000	1,275,000					1,275,000
Longwoods Commercial STM Sewer Outlet		-	959,879				959,879
Future projects from the Delaware SWM Master Plan (to be further prioritized)		-		500,000	500,000	500,000	1,500,000
Mill creek Lane	8,600						
Municipal Drain Replacement		100,000					100,000
TOTAL	838,600	1,375,000	959,879	500,000	500,000	500,000	3,834,879

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
ILDERTON							
King/George Street Reconstruction			345,000				345,000
TOTAL	-		345,000	-	-	-	345,000
KILWORTH							
TOTAL	-		-	-	-	-	-
KOMOKA							
Coldstream Road Realignment		-	420,000				420,000
Komoka Drain No. 1 - SWM pond		150,000	350,000	3,955,000			4,455,000
Komoka Drain No.3 - Union Ave. Branch		100,000	210,000				310,000
TOTAL	-	250,000	980,000	3,955,000	-	-	5,185,000
MELROSE							
Melrose - Relocate Drainage Systems (from SWM EA)				35,000	376,250		411,250
TOTAL	-		-	35,000	376,250	-	411,250
ALL SYSTEMS							
Storm water Catch Basin cleaning Program	130,665	-					-
Settlement Community Master Plan	77,230	-					-
TOTAL	207,895	-	-	-	-	-	-
<i>Total Stormwater Systems</i>	<i>1,046,495.00</i>	<i>1,625,000</i>	<i>2,284,879</i>	<i>4,490,000</i>	<i>876,250</i>	<i>500,000</i>	<i>9,776,129</i>
PWE - Environmental Services (Total)	\$ 8,463,177	\$ 9,262,836	\$ 11,171,129	\$ 10,365,000	\$ 2,751,250	\$ 2,375,000	\$ 35,925,215

Community Services

Parks & Open Space

ARVA WELDON							
PLAYFIELD IMPROVEMENTS FOR LARGE DIAMOND	10,000	-					-
REPLACE PARK LIGHTING	50,000	50,000					50,000
CONSTRUCT ACCESSIBLE WASHROOMS		300,000					300,000
ASPHALT & INSTALL DRAINS IN MAIN PARKING LOT	60,000	-					-
ASPHALT ACCESS ROAD AND PLAYGROUND PARKING LOT		-	95,000				95,000
ENTRANCE SECURITY GATE		40,000					40,000
FULL COURT SURFACE REPLACEMENT - BASE + SURFACE		-	105,000				105,000

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
Replace Junior Playground						20,000	20,000
Pavillion Upgrades		-		50,000			50,000
Replace Backstops		-			30,000		30,000
		-					-
TOTAL	120,000	390,000	200,000	50,000	30,000	20,000	690,000
		-					-
<i>PRINCE ANDREW PARK</i>							
REMOVE PEASTONE AND ADD FIBRE MULCH		-					-
Resurface Tennis Courts		-		105,000			105,000
		-					-
TOTAL	-	-	-	105,000	-	-	105,000
<i>Caverhill Park</i>							
Add swingbays	10,000	-					-
Curbing for existing park		-	10,000				10,000
		-					-
TOTAL	10,000	-	10,000	-	-	-	10,000
<i>ILDERTON OPTIMIST</i>							
REPLACE PLAYGROUND EQUIPMENT		140,000					140,000
NEW TENNIS NETS AND POSTS		4,800					4,800
Repaint Tennis and multi use court		-	30,000				30,000
		-					-
TOTAL	-	144,800	30,000	-	-	-	174,800
<i>DELAWARE MUNICIPAL PARK</i>							
Replace Bleachers		-		24,000			24,000
Enclose Dugouts		-			15,000		15,000
		-					-
TOTAL	-	-	-	24,000	15,000	-	39,000
<i>DELAWARE LIONS PARK</i>							
REPLACE POLY & STRETCH FENCE ON BALL HOCKEY RINK	10,000	10,000					10,000
Pave parking lots upper and lower		-		60,000			60,000
Irrigate Ball Diamond		-			25,000		25,000
Paint Tennis courts		-	25,000				25,000
Tennis Courts Nets and posts		-	4,800				4,800
		-					-
TOTAL	10,000	10,000	29,800	60,000	25,000	-	124,800

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
<i>DENFIELD PARK</i>							
REPLACE DIAMOND BLEACHERS		-	15,000				15,000
REPLACE PLAYGROUND EQUIPMENT - PLAY EQUIPMENT	120,000	80,000					80,000
INSTALL NEW DRAINAGE PIPE IN PLAYFIELD	15,696	-					-
PAINT TENNIS COURTS	25,000	25,000					25,000
TENNIS COURT BENCHES		-		2,500			2,500
Replace Tennis posts and nets		-	2,400				2,400
Pavillion Upgrades		-			30,000		30,000
Replace backstop		-		15,000			15,000
		-					-
TOTAL	160,696	105,000	17,400	17,500	30,000	-	169,900
<i>BRYANSTON (FUTURE PARK)</i>							
ESTABLISH NEW PARK IN VILLAGE OF BRYANSTON		-				150,000	150,000
		-					-
TOTAL	-	-	-	-	-	150,000	150,000
<i>ILDERTON HERITAGE</i>							
REPLACE DIAMOND BLEACHERS		15,000					15,000
REPLACE SHADE STRUCTURE		-	15,000				15,000
INSTALL DRAINAGE TILE IN PLAYFIELDS	30,000	-					-
PAVILLION UPGRADES		-		100,000			100,000
SPLASH PAD UPGRADES		-			25,000		25,000
Upgrade Backstop on main ball diamond		-	40,000				40,000
		-					-
TOTAL	30,000	15,000	55,000	100,000	25,000	-	195,000
<i>KILWORTH OPTIMIST PARK</i>							
TRIDON PARK DEVELOPMENT	375,000	375,000					375,000
DOG PARK	50,000	50,000					50,000
		-					-
TOTAL	425,000	425,000	-	-	-	-	425,000
<i>KOMOKA PARK</i>							
REPLACE PLAYGROUND EQUIPMENT - PLAY EQUIPMENT		-			140,000		140,000
IRRIGATION FOR Komoka Back (includes drilled well for water source)		75,000					75,000
TENNIS COURT BENCHES		-	3,800				3,800
Replace front soccer field		-		100,000			100,000
Asphalt Trail network		-			50,000		50,000
		-					-

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
<i>TOTAL</i>	-	75,000	3,800	100,000	190,000	-	368,800
<i>MEADOWCREEK PARK</i>		-					
REPLACE PLAYGROUND EQUIPMENT - PLAY EQUIPMENT		-		140,000			140,000
<i>TOTAL</i>	-	-	-	140,000	-	-	140,000
<i>WESTBROOK PARK</i>		-					
REPLACE SHADE STRUCTURE		-		15,000			15,000
REPLACE PLAYGROUND EQUIPMENT - PLAY EQUIPMENT		-	140,000				140,000
LIGHTING RETROFIT FOR TENNIS COURT LIGHTS		-	7,500				7,500
FULL COURT SURFACE REPLACEMENT - BASE + SURFACE		105,000					105,000
SPLASHPAD UPGRADES		-		25,000			25,000
<i>TOTAL</i>	-	105,000	147,500	40,000	-	-	292,500
<i>POPLAR HILL</i>		-					
PAVILION RENOVATIONS	140,000	-					-
GRANDSTAND IMPROVEMENTS NORTH SIDE		-	25,000				25,000
WASHROOM RENOVATIONS		-		50,000			50,000
PLAYFIELD UPGRADES		-			30,000		30,000
DRAINAGE REPAIRS	30,000	-					-
INSTALL PICKLE BALL LINES AND NETS		-	9,500				9,500
<i>TOTAL</i>	170,000	-	34,500	50,000	30,000	-	114,500
<i>TRAILS</i>		-					
LITTLE FARM/CLEAR SKIES TRAIL	215,000	215,000					215,000
<i>TOTAL</i>	215,000	215,000	-	-	-	-	215,000
<i>Total Parks & Opens Spaces</i>	<i>1,140,696</i>	<i>1,484,800</i>	<i>528,000</i>	<i>686,500</i>	<i>345,000</i>	<i>170,000</i>	<i>3,214,300</i>
Facilities							
ILDERTON ARENA							
Arena Lobby Seating	4,800	-					-
<i>TOTAL</i>	<i>4,800</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
WELLNESS CENTRE							

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
REPLACE VENDING MACHINES		-		12,000			12,000
REPLACE CANTEEN EQUIPMENT		-		50,000			50,000
RIDE ON FLOOR SCRUBBER	17,000	-				20,000	20,000
SPLASHPAD UPGRADES		-		25,000			25,000
Meeting Room Furniture		-	3,000	3,500			6,500
Repplace Lobby Furniture		-	6,000				6,000
Rink Sound System Upgrades		-	28,000				28,000
AV Equipment for London Life Room		-	5,800				5,800
WALK BEHIND FLOOR SCRUBBER		9,700					9,700
YMCA Improvements from Surplus		-	35,000	35,000	35,000	35,000	140,000
Digital Wall Panel for Canadian Rink		-		52,000			52,000
New Hockey Nets		-	3,800		3,800		7,600
Rink and Poly board replacement	5,000	-					-
Replace meeting room furnature	3,400	-					-
TOTAL	25,400	9,700	81,600	177,500	38,800	55,000	362,600
ILDERTON LIBRARY		-					-
TOTAL	-	-	-	-	-	-	-
DELAWARE LIBRARY		-					-
TOTAL	-	-	-	-	-	-	-
COLDSTREAM LIBRARY		-					-
TOTAL	-	-	-	-	-	-	-
Total Facilities	30,200	9,700	81,600	177,500	38,800	55,000	362,600
Vehicles & Equipment							
ICE RESURFACER - ILDERTON	110,000	-				130,000	130,000
REPLACE 2010 DODGE QUAD CAB	60,000						-
REPLACE 2014 2500 HD WITH PLOW HARNESS (x2)		150,000					150,000
NEW ZERO TURN MOWER	15,000	24,000					24,000
NEW ZERO TURN MOWER		-		24,000			24,000
NEW 18-20' TRAILER		-		8,000			8,000
Replacement of John Deere Front Mount		-	24,000				24,000
Replacement of John Deere Zero Turn		-		24,000			24,000

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
Replacement of Kubota Zero Turn #1		-			24,000		24,000
Replacement of Kubota Zero Turn #2		-				24,000	24,000
New Drone		5,000					5,000
NEW 18-20' TRAILER		8,000					8,000
REPLACE 2012 JOHN DEERE TRACTOR		-		75,000			75,000
Replace Tri-Deck		-		15,000			15,000
NEW ICE RESURFACER - KOMOKA		-	130,000				130,000
NEW EDGER - ILBERTON		-	5,800				5,800
NEW EDGER - KOMOKA		-			6,000		6,000
REPLACE SALTER/SANDING UNITS (2)		16,500					16,500
REPLACE WING PLOW FOR PICK UP TRUCKS		20,000					20,000
REPLACE BANNERMAN GROOMER UNIT		-				7,500	7,500
REPLACE 7209 KUBOTA FRONT MOUNT WITH BLOWER/CAB		54,000					54,000
REPLACE 7108		-			45,000		45,000
REPLACE 7109		-			45,000		45,000
REPLACE 7103		-				45,000	45,000
		-					-
<i>Total Vehicles & Equipment</i>	<i>185,000</i>	<i>277,500</i>	<i>159,800</i>	<i>146,000</i>	<i>120,000</i>	<i>206,500</i>	<i>909,800</i>
Community Centres							
COLDSTREAM CC & MUNICIPAL OFFICE							
REFINISH COMMUNITY CENTRE FLOOR	4,000	-					-
REPLACE TABLES	6,000	-					-
Replace Bar Fridge		-	5,000				5,000
Kitchen Improvements		-	15,000				15,000
Stainless Countertops		-		14,200			14,200
		-					-
<i>TOTAL</i>	<i>10,000</i>	<i>-</i>	<i>20,000</i>	<i>14,200</i>	<i>-</i>	<i>-</i>	<i>34,200</i>
		-					-
DELAWARE CC							
REPLACE TABLES	6,000	-		6,500		6,500	13,000
REPLACE KITCHEN FRIDGE	5,000	-					-
REPLACE BAR AREA COOLER		-	3,400				3,400
BAR AREA REFRESH WITH NEW COUNTERS AND CUPBOARDS		-	6,000				6,000
KITCHEN CUPBOARDS AND COUNTERS REFRESH		-		12,000			12,000
		-					-
<i>TOTAL</i>	<i>11,000</i>	<i>-</i>	<i>9,400</i>	<i>18,500</i>	<i>-</i>	<i>6,500</i>	<i>34,400</i>
		-					-
BRYANSTON CC/FIRE HALL							
		-					-

Municipality of Middlesex Centre

Capital Expenditure Detail by Project
2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
REPLACE CARD TABLES	2,500	-					-
		-					-
TOTAL	2,500	-	-	-	-	-	-
KOMOKA CC							
KITCHEN COUNTERS AND CUPBOARDS REFRESH			8,000	8,000			16,000
REPLACE BAR AREA COOLER				3,400			3,400
REPLACE BROKEN/WORN OUT TABLES			6,500		6,500		13,000
							-
TOTAL	-	-	14,500	11,400	6,500	-	32,400
ILDERTON CC							
REPLACE TABLES	2,850	-	5,800		5,800		11,600
REPLACE BAR COOLER			5,000				5,000
KITCHEN COUNTERS - CHANGE TO STAINLESS				12,000			12,000
REPLACE WORN OUT CHAIRS				2,500		2,500	5,000
							-
TOTAL	2,850	-	10,800	14,500	5,800	2,500	33,600
<i>Total Community Centres</i>	<i>26,350</i>	<i>-</i>	<i>54,700</i>	<i>58,600</i>	<i>12,300</i>	<i>9,000</i>	<i>134,600</i>
Administration							
							-
							-
<i>Total Administration</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Community Services (Total)	\$ 1,382,246	\$ 1,772,000	\$ 824,100	\$ 1,068,600	\$ 516,100	\$ 440,500	\$ 4,621,300
Corporate Services							
Industrial Land Purchase	1,000,000	1,000,000					1,000,000
AV Equipment for Coldstream CC Council Meetings	45,000	-					-
Municipal Office Phone System		80,000					80,000
KWC Copier (Ricoh MP5055)		4,400					4,400
							-
Corporate Services (Total)	\$ 1,045,000	\$ 1,084,400	\$ -	\$ -	\$ -	\$ -	\$ 1,084,400
Building							
Building Vehicles (x2)			90,000				90,000
Building (Total)	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ 90,000

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
Fire							
Fire Operations							
ARVA							
TANKER		-			545,000		545,000
HYDRAULICS/RESCUE TOOLS		-	75,000				75,000
TOTAL	-	-	75,000	-	545,000	-	620,000
BRYANSTON							-
TOTAL	-	-	-	-	-	-	-
COLDSTREAM							
AERIAL/ELEVATING TRUCK		-				1,200,000	1,200,000
HYDRAULICS/RESCUE TOOLS		-			75,000		75,000
TOTAL	-	-	-	-	75,000	1,200,000	1,275,000
DELAWARE							-
ROOF	80,000	-					-
HYDRAULICS/RESCUE TOOLS	75,000	-					-
TOTAL	155,000	-	-	-	-	-	-
ILDERTON							
REPLACE ENGINE/PUMPER	450,000	-					-
REPLACE TANKER		-				555,000	555,000
TOTAL	450,000	-	-	-	-	555,000	555,000
Total Fire Operations	605,000	-	75,000	-	620,000	1,755,000	2,450,000
Fire Administration							
SCBA ACCESSORIES	20,000	-		15,000			15,000
HOSE AND ACCESSORIES (ALL STATIONS AS REQUIRED)		15,000			15,000		30,000
PPE (BUNKER GEAR, BOOTS, HELMETS, ETC.)		45,000					45,000
GAS MONITORING UNITS AND STATIONS	31,230	-					-
DECON/REHAB SHELTER		-				20,000	20,000

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
FIRE PREVENTION VEHICLE	47,757	-					-
SPECIAL OPERATIONS - WATER RESCUE - RDC		5,600					5,600
		-					-
<i>Total Administration</i>	98,987	65,600	-	15,000	15,000	20,000	115,600
Fire (Total)	\$ 703,987	\$ 65,600	\$ 75,000	\$ 15,000	\$ 635,000	\$ 1,775,000	\$ 2,565,600
Facility Services							
Shared Service Facilities							
<i>MUNICIPAL OFFICE/COLDSTREAM COMMUNITY CENTRE</i>							
Electronic Strike Hardware for Atrium and rear door access points		15,000					15,000
Replace Carrier RTU's		-			60,000		60,000
Replace Trane RTU's		-				60,000	60,000
		-					-
TOTAL	-	15,000	-	-	60,000	60,000	135,000
<i>BRYANSTON FIRE HALL/COMMUNITY CENTRE</i>							
Replace Rheem domestic hot water tanks		5,000					5,000
Replace Vinyl Composite Floor		12,000					12,000
Paint Facility Interior Walls		-	10,000				10,000
Replace UV Water Filtration System	4,000	-					-
		-					-
TOTAL	4,000	17,000	10,000	-	-	-	27,000
		-					-
<i>Total Shared Service Buildings</i>	4,000	32,000	10,000	-	60,000	60,000	162,000
Leased Properties							
<i>MEDICAL CLINIC</i>							
HVAC Replacement		-				60,000	60,000
		-					-
TOTAL	-	-	-	-	-	60,000	60,000
<i>BRYANSTON PRINCE ANDREW</i>							
Asbestos Remediation	25,000	-					-
Replace Hydrotherm Boiler		50,000					50,000
Replace hot water tanks		-	20,000				20,000
Roof Replacement		-		150,000			150,000
Replace Mircom Fire Control System		-				15,000	15,000
		-					-
TOTAL	25,000	50,000	20,000	150,000	-	15,000	235,000

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
<i>Total Leased Properties</i>	25,000	50,000	20,000	150,000	-	75,000	295,000
Fire Facilities							
ARVA							
Replace Vinyl Composite Floor		10,000					10,000
Replace Rear West Overhead Door						15,000	15,000
Replace radiant heaters		-		7,500			7,500
Replace Farmco Air Compressor		-			7,500		7,500
Install Atrium Security System		7,500					7,500
Replace Roof		-				50,000	50,000
		-					-
TOTAL	-	17,500	-	7,500	7,500	65,000	97,500
BRYANSTON							
		-					-
TOTAL	-	-	-	-	-	-	-
COLDSTREAM							
Paint Admin wing		-				5,000	5,000
		-					-
TOTAL	-	-	-	-	-	5,000	5,000
DELAWARE							
Paint Facility Interior Walls		-				10,000	10,000
Install Atrium Security System		7,500					7,500
		-					-
TOTAL	-	7,500	-	-	-	10,000	17,500
ILDERTON							
Replace Vinyl Composite Floor		-		5,000			5,000
Paint Facility Interior Walls		-			10,000		10,000
Replace Radiant Heaters		-				5,000	5,000
Install Atrium Security System		7,500					7,500
		-					-
TOTAL	-	7,500	-	5,000	10,000	5,000	27,500
Total Fire Halls	-	32,500	-	12,500	17,500	85,000	147,500
Public Works Facilities							
DENFIELD OPERATIONS CENTRE							

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
Replace Vinyl Composite Tile		10,000					10,000
Replace ceiling tiles in Admin wing		-	18,000				18,000
Replace Sheet Vinyl		-			10,000		10,000
Construct New Storage Shed		100,000					100,000
		-					-
TOTAL	-	110,000	18,000	-	10,000	-	138,000
DELAWARE OPERATIONS CENTRE							
		-					-
Paint Admin wing		-			10,000		10,000
		-					-
TOTAL	-	-	-	-	10,000	-	10,000
		-					-
Total Public Works Facilities	-	110,000	18,000	-	20,000	-	148,000
CS-Community Centre Facilities							
DELAWARE COMMUNITY CENTRE							
Replace Roof	100,000	200,000					200,000
Re-surface parking lot		150,000					150,000
Install Atrium Security System		10,000					10,000
Replace Lennox Roof Top Unit		-	60,000				60,000
Replace Centifugal Exhaust Fans		-		15,000			15,000
Replace GSW Hot Water Tank		-			5,000		5,000
Paint Interior walls		-				10,000	10,000
		-					-
TOTAL	100,000	360,000	60,000	15,000	5,000	10,000	450,000
ILDERTON COMMUNITY CENTRE							
Install Atrium Security System		10,000					10,000
Replace Trane Roof Top Unit		-	50,000				50,000
Replace Exhaust Fan		-	10,000				10,000
Paint Facility		-		10,000			10,000
		-					-
TOTAL	-	10,000	60,000	10,000	-	-	80,000
KOMOKA COMMUNITY CENTRE							
Install Atrium Security System		10,000					10,000
Replace HVAC Units 1 & 2	32,000	-				40,000	40,000
Replace Carpet		-	10,000				10,000
Replace Roof		-			120,000		120,000

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
Resurface Parking Lot		-		150,000			150,000
Replace York RTU (meeting space)		-			20,000		20,000
		-					-
TOTAL	32,000	10,000	10,000	150,000	140,000	40,000	350,000
<i>Total CS Community Centre Facilities</i>	132,000	380,000	130,000	175,000	145,000	50,000	880,000
CS-Arenas							
<i>ILDERTON ARENA</i>							
HEADER REPLACEMENT		-			65,000		65,000
RE-ASPHALT PARKING LOT		175,000					175,000
VARIABLE SPEED DRIVE (rink brine pump)	5,240	-					-
DESICCANT DEHUMIDIFIER (can be moved to new build within 10 yrs)	34,500	-					-
REFRIGERATION CONTROLS STRATEGY (energy efficiency, safety)	18,650	-					-
LEGISLATIVE REFRIGERATION CHANGES (Fernie BC)	20,000	-					-
Install Atrium System		10,000					10,000
Replace hollow metal doors		-		20,000			20,000
Window Glazing		-	15,000				15,000
Renovate Concession		-	50,000				50,000
Replace Main Electrical		-			60,000		60,000
DRESSING ROOM HVAC (CURRENTLY ELECTRIC HEAT)		-	65,850				65,850
SECURITY SYSTEM INSTALL FOR LOBBY AND COMMAN AREA		-	18,200				18,200
REFRIGERATION PLANT HEAT RECOVERY PROJECT		-	18,500	12,200			30,700
Replace brine pump and motor		-		12,500			12,500
Replace compressor motors to replace to high efficiency motors		-		18,600			18,600
		-					-
TOTAL	78,390	185,000	167,550	63,300	125,000	-	540,850
<i>WELLNESS CENTRE</i>							
REPLACE LIBRARY CARPET		-	25,000				25,000
RESURFACE GYM FLOOR	10,000	-				10,000	10,000
COOLING TOWER REBUILD AND RESTORE (RESTORE SEAMS)		-		18,000			18,000
COOLING TOWER CATWALK	12,000	-					-
BUILDING AUTOMATION SYSTEM UPGRADES		6,000	52,450				58,450
HVAC Replacements		-	68,000	72,000	68,000	68,000	276,000
ADD SUPPLEMENTRY DEHUMIDIFIER	34,200	-					-
DRESSING ROOM SINK AND COUNTER REPLACEMENT		-	12,600	12,600			25,200
DRESSING ROOM SKATE TILE REPLACEMENT		-			60,000	60,000	120,000
REPLACE DESSICANT WHEEL IN DEHUMIDIFIER		-	14,500				14,500
ATRIUM SECURITY DOOR SYSTEM FOR REAR STAFF DOOR		4,500					4,500

Municipality of Middlesex Centre

Capital Expenditure Detail by Project

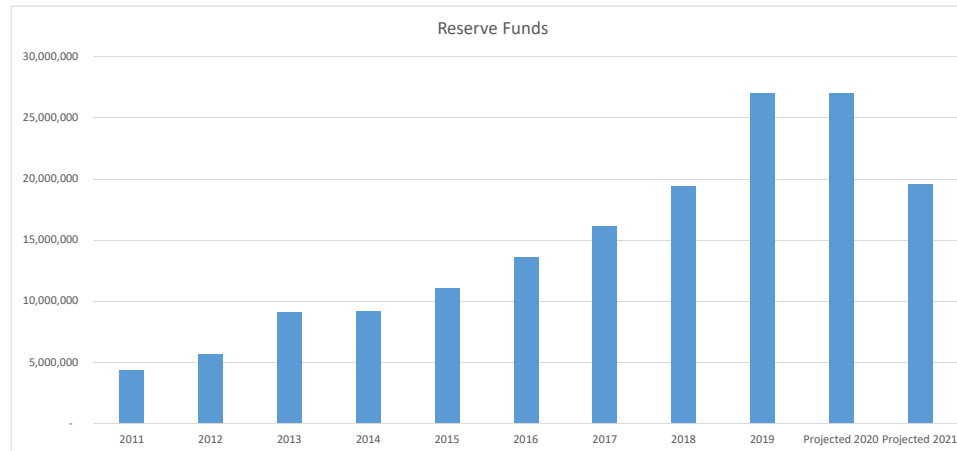
2021 Budget - 5 Year Forecast

Expenditure Detail	PY Budget	Total Budget	Capital Forecast				Total 5 Year Plan
	2020	2021	2022	2023	2024	2025	
ATRIUM SECURITY DOOR SYSTEM FOR 2 DOORS LEADING TO BOH		-	6,200				6,200
REPLACE REFRIGERATION COMPRESSOR (30,000 HOURS)		28,500	28,500	28,500			85,500
REPLACE OUTDOOR DIGITAL SIGN		-	18,500				18,500
UPGRADE SECURITY CAMERA SYSTEM		-		50,000			50,000
REFRIGERATION PLANT HEAT RECOVERY PROJECT		-	8,600				8,600
		-					-
TOTAL	56,200	39,000	234,350	181,100	128,000	138,000	720,450
<i>Total CS Arenas</i>	134,590	224,000	401,900	244,400	253,000	138,000	1,261,300
CS-Libraries							
<i>ILDERTON</i>							
Paint Interior walls		-		10,000			10,000
Replace Carpet		-				15,000	15,000
Install Atrium Security System		7,500					7,500
		-					-
TOTAL	-	7,500	-	10,000	-	15,000	32,500
<i>DELAWARE</i>							
Replace Pressed Board Siding		15,000					15,000
Replace Ruud Furnace		10,000					10,000
Replace Roof		25,000					25,000
Replace Vinyl Composite Tile		-		10,000			10,000
Paint Interior Walls		-			10,000		10,000
Install Atrium Security System		-	7,500				7,500
		-					-
TOTAL	-	50,000	7,500	10,000	10,000	-	77,500
<i>COLDSTREAM</i>							
Replace HVAC		-				25,000	25,000
Replace Carpet		-				10,000	10,000
Install Atrium Security System		5,000					5,000
		-					-
TOTAL	-	5,000	-	-	-	35,000	40,000
<i>Total CS Libraries</i>	-	62,500	7,500	20,000	10,000	50,000	150,000
Facility Services (Total)	\$ 295,590	\$ 891,000	\$ 587,400	\$ 601,900	\$ 505,500	\$ 458,000	\$ 3,043,800
Total Capital Expenditures	\$ 20,995,000	\$ 20,728,836	\$ 21,737,842	\$ 21,728,127	\$ 11,180,210	\$ 8,825,280	\$ 84,200,295

Municipality of Middlesex Centre

Summary of Reserve Fund Activity
2021 Budget

Reserve Name	2011	2012	2013	2014	2015	2016	2017	2018	Projected		
									2019 Projected	2020 Balance	2021 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	1,009,825	143,666	6,132
Future Roads Capital Reserve Fund	0	0	0	0	0	0	0	0	59,977	78,258	78,258
Modernization Reserve Fund	0	0	0	0	0	0	0	0	610,207	612,052	407,552
Cost Stabilization Reserve Fund	0	0	0	0	0	110,278	466,676	756,178	1,292,007	1,757,247	2,147,105
Ilderton Lions Park Reserve Fund	0	0	0	1,312	7,816	22,736	36,080	53,238	53,875	66,391	66,391
Poplar Hill Log Cabin Reserve Fund	4,410	6,122	6,190	6,248	6,310	22,736	36,080	6,473	6,550	6,611	6,611
Delaware Hydro Reserve Fund	835,429	841,828	850,570	851,344	858,468	863,140	838,605	846,219	854,379	862,270	862,270
Employee Benefits Reserve Fund	0	49,279	85,960	115,911	172,105	183,334	194,908	213,005	233,429	247,585	259,585
Medical Centre Reserve Fund	2,027	3,058	4,100	5,145	6,201	25,643	63,509	97,269	129,447	144,869	172,396
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	2,896,907	2,828,290	2,853,290
Build Middlesex Centre Reserve Fund	0	0	682,122	605,617	537,177	676,095	771,340	956,175	954,700	930,025	(99,975)
Waste Management	430,229	454,760	470,218	273,243	168,531	169,735	171,192	172,873	174,942	176,558	176,558
Gravel Pit Rehabilitation	295,245	332,995	370,503	410,257	430,554	453,000	472,790	489,667	517,323	535,478	547,478
Computer Replacement Reserve Fund	0	0	0	0	0	0	0	50,000	50,450	50,916	50,916
Insurance Claims Reserve Fund	86,507	87,498	88,483	151,533	153,056	153,748	355,068	357,194	441,787	495,681	475,681
Fire Vehicles and Equipment Reserve Fund	505,981	421,897	553,546	852,225	1,151,902	1,062,462	877,906	324,641	426,776	319,737	529,137
Fire Public Education Reserve Fund	0	0	0	21,085	38,987	72,132	87,751	96,807	140,080	141,305	148,805
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	3,154,462	4,442,254	4,186,904
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	4,677,363	3,615,270	2,798,307
General Vehicles and Equipment Reserve Fund	347,594	654,169	549,329	720,817	937,722	596,427	674,809	911,914	1,494,128	1,462,548	1,431,348
Ontario Community Infrastructure Fund (OCIF) Reserve Fund	0	0	0	0	0	0	0	0	281,174	652,489	0
Administrative Support Reserve Fund	0	0	0	0	0	40,436	81,364	122,721	164,882	206,841	206,841
Winter Maintenance Reserve Fund	0	0	0	0	0	109,835	310,175	311,861	365,594	368,660	368,660
Workplace Safety Reserve Fund	64,436	0	0	0	0	0	0	0	0	0	0
MIII - Ilderton Water Storage Reserve Fund	0	0	1,100,000	288,742	0	0	0	0	0	0	0
Wellness Centre Splashpad Reserve Fund	0	0	11,470	0	0	0	0	0	0	0	0
Election Reserve	0	0	0	0	0	0	0	0	15,000	30,139	45,139
Wastewater Capital Reserve Fund	(1,420,305)	(1,054,561)	(955,407)	(644,347)	(92,601)	184,206	1,021,700	1,806,189	1,633,870	1,929,477	(32,591)
Water Capital Reserve Fund	(665,903)	(395,360)	(98,192)	359,092	88,311	783,962	2,001,834	2,261,267	2,766,107	2,768,536	967,479
Storm Water Capital Reserve Fund	355,101	359,165	363,209	366,565	370,243	773,881	1,121,214	1,372,687	1,954,441	2,162,003	885,147
Total Reserve Fund	4,340,465	5,641,485	9,050,140	9,157,226	11,021,001	13,612,428	16,136,559	19,424,363	26,359,683	27,035,155	19,545,423



Municipality of Middlesex Centre
Preliminary Assessments & Tax Rate Summary

		2021 Assessment	2021 Tax Rate	2020 Tax Rate	Y/Y Tax Rate Change	% Change	2021 Revenue (using 2021 Tax Rates)
RTQ	Description	Final Phased CVA					
CT	Commercial: Full	120,067,290	0.00702175	0.00691974	0.00010201	1.47%	843,083
CU	Commercial: Excess Land	317,000	0.00491523	0.00484382	0.00007141	1.47%	1,558
CF	Commercial PIL: Full	5,797,300	0.00702175	0.00691974	0.00010201	1.47%	40,707
CG	Commercial PIL: General	3,669,000	0.00702175	0.00691974	0.00010201	1.47%	25,763
CZ	Commercial PIL: General, Vacant Land	416,400	0.00491523	0.00484382	0.00007141	1.47%	2,047
CX	Commercial: Vacant Land	4,492,600	0.00491523	0.00484382	0.00007141	1.47%	22,082
	Commercial	134,759,590					935,240
E	Exempt	111,565,100	-	-	-		-
FP	Farm PIL: Full, Taxable Tenant of Province	144,600	0.00153327	0.00151099	0.00002228	1.47%	222
FT	Farm	1,626,142,854	0.00153327	0.00151099	0.00002228	1.47%	2,493,312
	Farm	1,626,287,454					2,493,533
IT	Industrial: Full	10,524,600	0.01070282	0.01054732	0.00015549	1.47%	112,643
IH	Industrial: Full, Shared PIL	238,300	0.01070282	0.01054732	0.00015549	1.47%	2,550
IU	Industrial: Excess Land	952,700	0.00695683	0.00685576	0.00010107	1.47%	6,628
IX	Industrial: Vacant Land	785,300	0.00695683	0.00685576	0.00010107	1.47%	5,463
	Industrial	12,500,900					127,284
JT	Industrial New	689,500	0.01070282	0.01054732	0.00015549	1.47%	7,380
MT	Multi-Residential	10,400,000	0.01085369	0.01069601	0.00015769	1.47%	112,878
PT	Pipeline	125,691,000	0.00647345	0.00637941	0.00009405	1.47%	813,655
R1	Residential: Farmland 1	523,000	0.00398649	0.00392858	0.00005792	1.47%	2,085
RL	Residential: Upper-tier & Education Only	18,500	0.00613307	0.00604397	0.00008910	0.00%	-
RG	Residential PIL: General	503,000	0.00613307	0.00604397	0.00008910	1.47%	3,085
RT	Residential: Full	2,529,432,256	0.00613307	0.00604397	0.00008910	1.47%	15,513,183
	Residential	2,530,476,756					15,518,353
ST	Shopping Centre	216,500	0.00702175	0.00691974	0.00010201	1.47%	1,520
TT	Managed Forest	4,576,900	0.00153327	0.00151099	0.00002228	1.47%	7,018
WT	Railway Right-of-Way	-	-	-	-	0.00%	-
XT	Commercial (New Construction): Full	23,952,900	0.00702175	0.00691974	0.00010201	1.47%	168,191
XU	Commercial (New Construction): Excess Land	397,100	0.00491523	0.00484382	0.00007141	1.47%	1,952
	Commercial New	24,350,000					170,143
HF	Landfill PIL: Full	-	0.00674638	0.00664836	0.00009801	0.00%	-
UH	Utility Transmission/Distribution: Full, Shared PIL	-	-	-	-	0.00%	-
	Total	4,581,513,700					20,187,004

Municipality of Middlesex Centre

Debt Summary

2021 Budget

Description	Debt Details				2021 Budget Impact			2021 Debt Responsibility				Remaining Principal
	Total Loan	Interest Rate	% DC Eligible	Maturity	2021 Principal Payment	2021 Interest Payment	Total 2021 Payments	% DC Eligible	Development Charges	User Fees	Tax Levy	
Arva Wastewater Pumping Station	220,000	7.00%	0%	2021	19,408	1,359	20,766	0.00%	-	20,766	-	-
Ilderton Medical Clinic	311,419	0.00%	0%	2023	31,142	-	31,142	0.00%	-	-	31,142	62,283
Kilworth Komoka Water Line	3,142,193	3.72%	50%	2031	224,442	89,737	314,180	50.00%	157,090	157,090	-	2,244,423
Denfield Operations Centre	5,067,705	3.61%	18%	2032	253,385	102,900	356,285	17.70%	63,062	-	293,223	2,660,545
Ilderton Timberwalk Pumping Station	1,097,583	4.00%	67%	2034	46,638	34,124	80,762	67.20%	54,272	26,490	-	806,462
LED & Street Lights Upgrades	1,261,629	3.36%	0%	2037	63,081	34,441	97,522	0.00%	-	-	97,522	977,763
Komoka Wastewater Treatment Facility Expansion	7,072,293	3.63%	70%	2038	344,990	216,050	561,040	70.00%	392,728	168,312	-	5,692,333
Coldstream Fire Hall	2,237,008	4.00%	0%	2038	81,074	82,454	163,529	0.00%	-	-	163,529	2,003,330
Komoka Wellness Centre	5,546,814	3.69%	44%	2042	184,894	148,386	333,280	43.60%	145,310	-	187,970	3,882,770
Total	28,056,645				1,249,055	709,451	1,958,507		812,462	372,658	773,386	18,329,909

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