



2025

Proposed Budget and 4 Year Forecast

Town of Essex



2023-2027 STRATEGIC ACTION PLAN

Getting Things Done for You.

The 2023-2027 Corporate Strategic Action Plan guides the overall direction of the Town of Essex while identifying key goals to achieve. When drafting and adopting this budget, all these strategic pillars have been considered. Below is a summary of the goals which inform the plan:

Safe & Reliable Infrastructure

Embrace asset management best practices to build, maintain and continuously improve our municipally owned infrastructure.

Jobs & Economic Opportunities

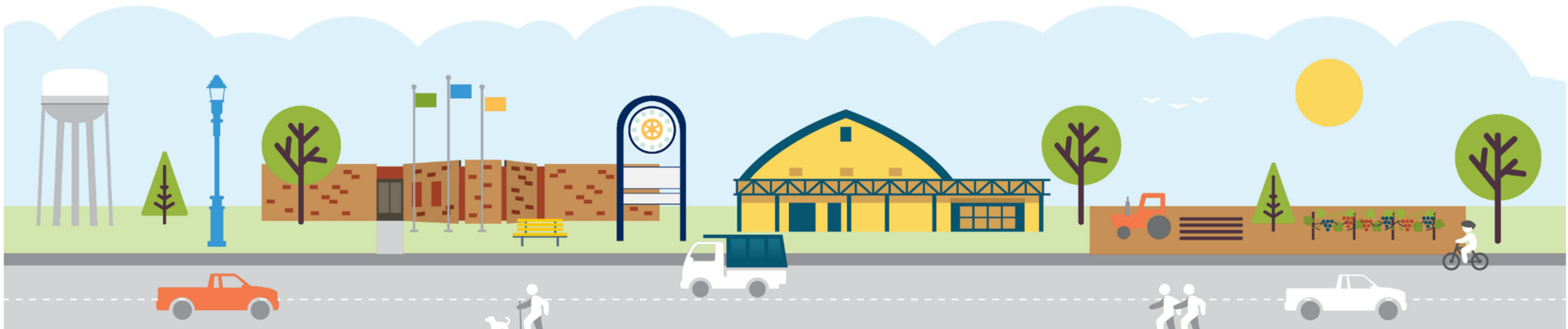
Leverage our Town's competitive advantages to promote jobs and economic investment.

Welcoming & Caring Community

Take care of our natural environment and strengthen the sense of belonging to everyone who makes Essex "home."

Responsible & People-Focused Government

Deliver friendly customer service in an efficient, effective, and transparent manner while providing an exceptional working environment for our employees.



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WELCOME MESSAGES

Message from the Chief Administrative Officer



I am pleased to present the Proposed 2025 Town of Essex Operating and Capital Budget. This budget has been thoughtfully developed to address the immediate needs of our community while also laying the groundwork for sustainable, long-term growth.

In crafting this budget, we have closely aligned our financial planning with the goals outlined in the 2023-2027 Strategic Action Plan. This ensures that the budget not only supports the Town's vision but also

reflects our commitment to responsible fiscal management and strengthening our financial position.

The current economic environment continues to present new challenges to ensure the Town maintains the service level our residents have come to expect. Despite these challenges, we have made significant efforts to control costs while ensuring the Town has the necessary resources and systems in place to support ongoing and future growth.

The future for the Town of Essex is bright, and we look forward to continuing to move the Town forward to create an even better place to live, work, and play.



DOUG SWEET, Chief Administrative Officer

Message from the Director, Corporate Services / Treasurer



Each year, the exercise of crafting the annual budget for the Town of Essex, comes with its own unique challenges.

While the Canadian government has managed to successfully level inflation to pre-pandemic levels, other challenges arose. The Town continues to see a limited tax assessment and return while costs continue to increase. Contractual obligations were the most significant impact to the 2025 budget.

The Town, driven by Council and Administration, placed a high focus on implementing actions found within the 2023-2027 Strategic Action Plan, which is directly referenced and linked throughout the Budget document. Outside of this, many critical studies were conducted to help guide the Town in the decision-making process.

The 2025 Budget includes necessary increases to continue to deliver the quality-of-service Essex residents have become accustomed to. The focus of the budget continues to be on slow and stabilized increases rather than a freeze and hike approach. To achieve this all streams of potential alternative revenue were analyzed to avoid reliance on the tax base.

The Town of Essex, including Council and all levels of administration work diligently together to implement the annual budget while maintaining a fiscally responsible approach and the proposed 2025 Annual Budget is proof of this collaboration.



KATELYNN GIURISSIVICH, CPA, CA, Director, Corporate Services / Treasurer

WHAT IS A BUDGET?

A Budget is a tool used to summarize all revenue sources (money in) against all expenses (money out) in an organization. In a Municipality, this is a legal requirement under Section 290 of the Municipal Act. This section also stipulates that the annual budget must be funded, or in other words, no deficit (loss) or surplus (income) can be present.

Also common in Municipal Budgeting is the separation of Operating and Capital Activities into separate “sub” budgets to ensure funding for each category is clearly defined. The Town of Essex breaks the Budget Document into these two sections:

An Operating Budget is the plan for the daily operations of the Town. Revenues can include taxation and user fees. Expenses can include salaries, insurance, and utilities to name a few.

A Capital Budget is the plan for the acquisition of the Town’s assets. Capital Assets are projects that are expected to have a long-term benefit. These projects can replace existing assets, such as a road or bridge reconstruction or they can be new assets such as a playground.

Budget Development

Annually the entire management team works collaboratively to develop the draft budget. The budget goes through three in-depth reviews before the final draft is delivered to Council.

Creation of the 2025 proposed budget followed the same process as the previous years budget creation. Whereby, departments were provided the Approved 2024 Budget as their “base budget.” They were then instructed to increase or decrease their base budget as needed for 2025.

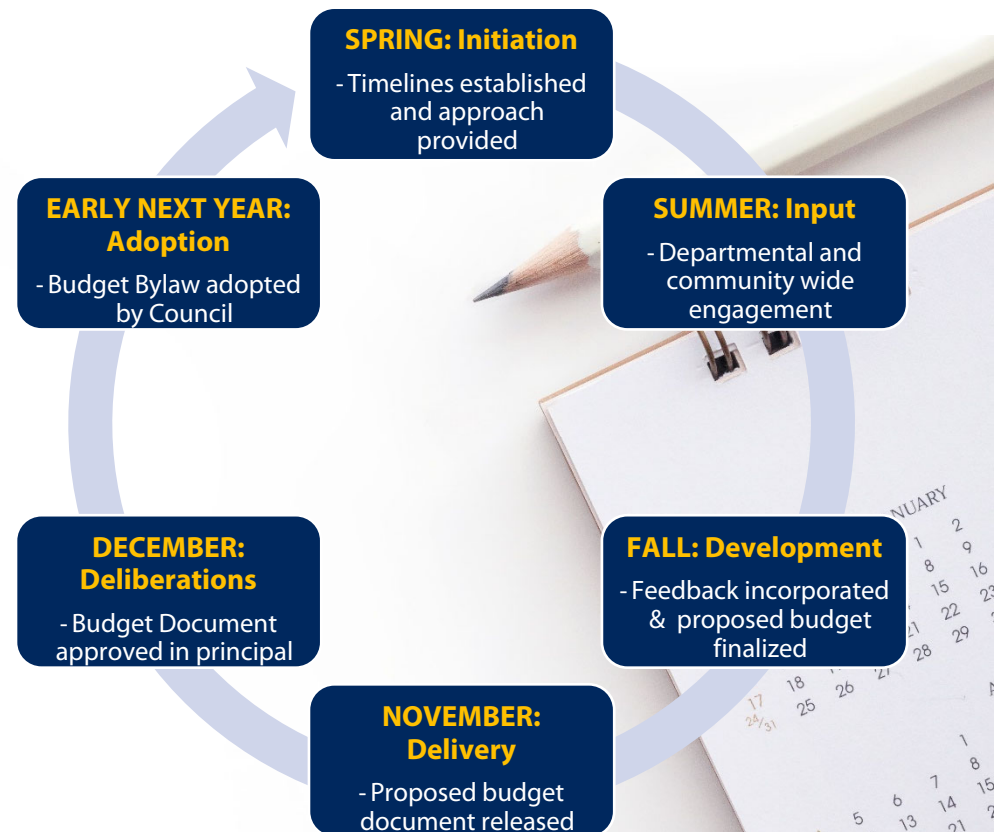
Balancing The Budget

Each year, Council and Town Administration are faced with the challenge of ensuring the budget is balanced (or that revenues = expenses) as required by legislation. There is an extensive analysis required to ensure stabilized increases to both tax and user rates while continuing to provide the level of service residents have come to expect.

THE BUDGET PROCESS

Budget Cycle

Generally speaking, the budget process follows the cycle outlined below:



Budget Milestones

The following events are important contributors to the final delivery of the Budget Document:

Date	Item
June 3 rd , 2024	Budget Initiation Memo to Council
July 2024-August 2024	Budget Engagement Period
September 2024-November 2024	Draft Budget Document Developed
November 22 nd , 2024	Draft Budget Document Circulated
November 25 th , 2024	2025 Budget Walk-through
December 9 th and 10 th , 2024	2025 Budget Deliberations

Budget Approval



The November 25th meeting serves as an all-encompassing walk through of the proposed budget with presentations by all Department Leaders.

December 9th and 10th serve as deliberations. Council discusses the proposed budget and any changes to be made. Administration tracks all proposed changes in a separate tracking sheet. The goal is that the 2025 Budget, along with the proposed change tracking sheet is adopted in principle by end of

day December 10th. Formal adoption, via bylaw, of the budget can then occur once the notification period has been served. The public can submit written feedback on the budget to the Town Treasurer from November to January.

Budget Engagement

Budget Engagement is an important part of the budget process, ultimately aiding in the formulation of the final municipal budget. Residents pay property taxes and in return use services and assets provided by the Town. Residents were given the opportunity to provide input and determine which services are of highest importance. The Town understands the value of public involvement in the budgeting process. On June 20th, 2022, Council of the term endorsed a Public Engagement Campaign referred to as "Essex Open Budget", a two-part plan.

Phase 1 (2023 Budget Year)

- ✓ Development of a Dedicated Budget Webpage
- ✓ Links to all previously published budget documents
- ✓ A newsfeed for budget updates and events
- ✓ A budget calendar for upcoming and past milestones
- ✓ Learning Tools such as Frequently Asked Questions and Budget 101 publications
- ✓ Social media campaign
- ✓ Newspaper Advertisement is published in local newspapers throughout the budgeting process advising of the engagement period, commentary period and official adoption period.

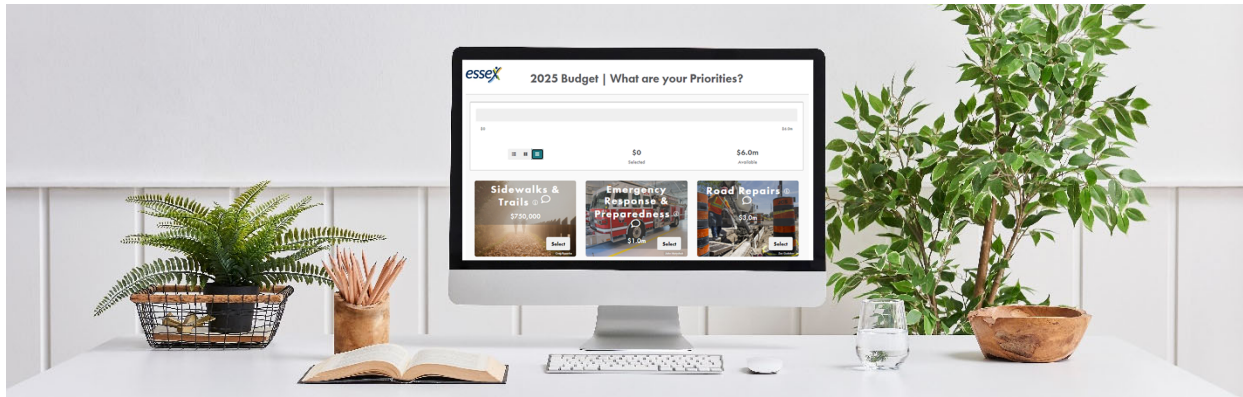
Phase 2 (2024 -2025 Budget Years)

- ✓ Interactive Budget Tools Released to the webpage
- Participatory Budgeting Campaign being explored

PUBLIC ENGAGEMENT: PHASE 2

For the second year in a row, the Town of Essex launched an online public engagement tool to gather feedback on the up-coming budget. Individuals were given the opportunity to allocate their budget and rank the capital initiatives that they believe are the highest priority to aiding in the Town's growth and prosperity. We saw a 4% increase in submissions compared to the previous year.

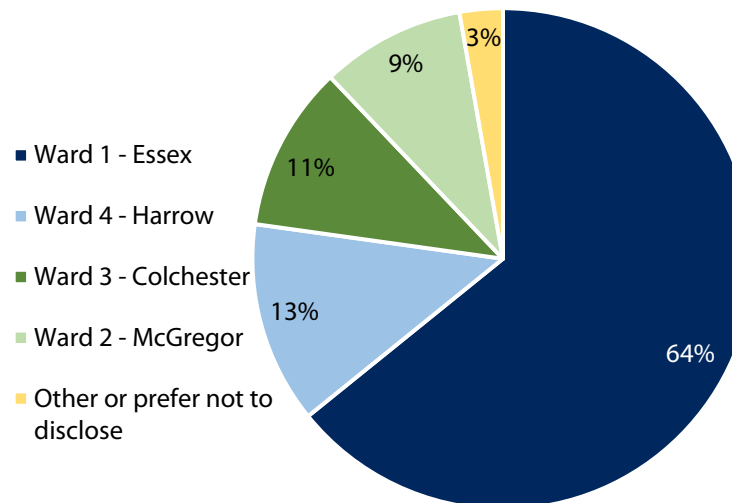
Here are the key findings from the 2025 public engagement tool.



RESPONSE:

226 TOTAL RESPONDENTS		
Resident	95%	215
Business Owner	2%	4
Frequent Visitor	2%	5
Work in Essex	1%	2

Resident Respondents Location:



RESULTS – Top 5 Priorities:

1. Road Repairs
2. Flood Prevention
3. Emergency Response & Preparedness
4. Sidewalks & Trails
5. Parks & Recreation Facilities

CONCLUSION & IMPLEMENTATION:

For the second year in a row, “Road Repairs” was the top capital budget priority for residents. Administration valued the feedback and has directly addressed it throughout this budget. As you will see in the proposed 2025 Capital Budget, Roads and Roadside projects account for 49% of the total Proposed property-tax supported project costs. Also, an additional 1% Roads levy has been proposed to fund future road replacements.

22% of all suggestions made were related to the Essex Sports Park, therefore projects relating to the this (such as washroom design and servicing) have been included within the 2025 proposed Capital Budget (pg. 61).

BUDGET RISKS AND FACTORS

Assessment Growth

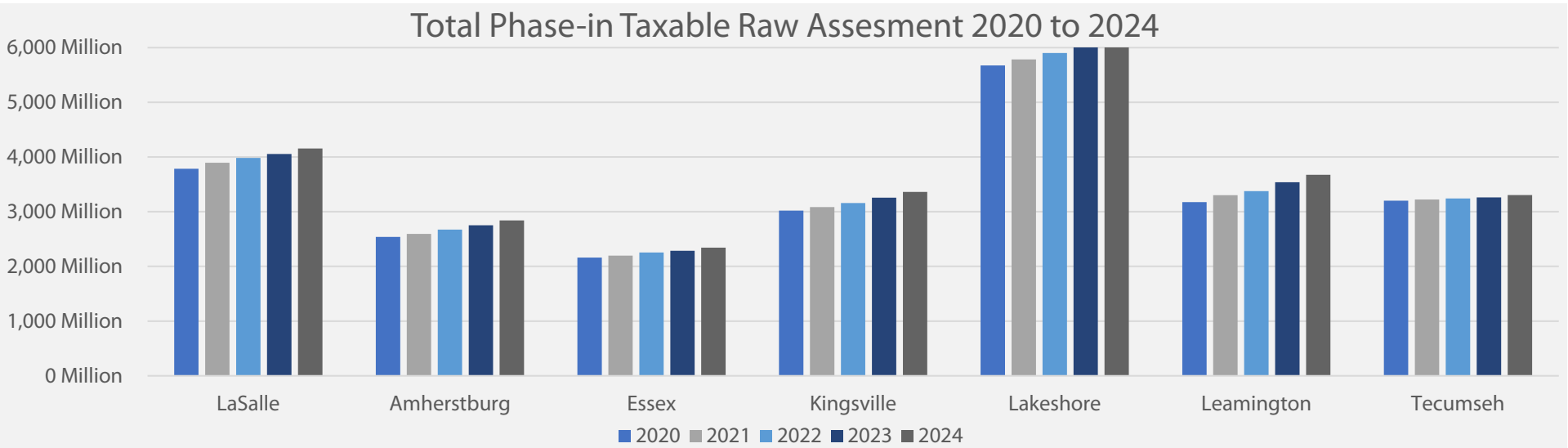
Annually, the Municipal Property Assessment Corporation (MPAC) delivers municipalities with their assessment roll, known as “the roll book”. The roll book delivered, is a list of all classes of properties and it details what they are assessed or valued at. The municipality uses this to determine the taxation revenue expected in a budget year. Conceptually, the Town’s Taxation Revenue = Assessment multiplied by the Mill Rate. The weighted assessment can be impacted by the county, as they set tax policy including tax ratios. The tax rate can then be adjusted upwards or downwards dependent on the levy requirements of the given budget year. Usually, increased assessment growth means an increase in the services or costs required of a municipality.

To help provide an additional level of property tax stability and predictability, the Ontario Government introduced a phase-in program for market increases and decreases. An increase in assessed value is introduced gradually, while a decrease in assessed value is introduced immediately. A property that experiences an increase in assessment would have that increase phased in over a four-year period. This four-year period is called an 'Assessment Cycle'. The Assessment Cycle for the period beginning in 2022 through to the end of 2024 has been postponed. At the time of printing, a new date for the next Assessment Cycle has not been released.

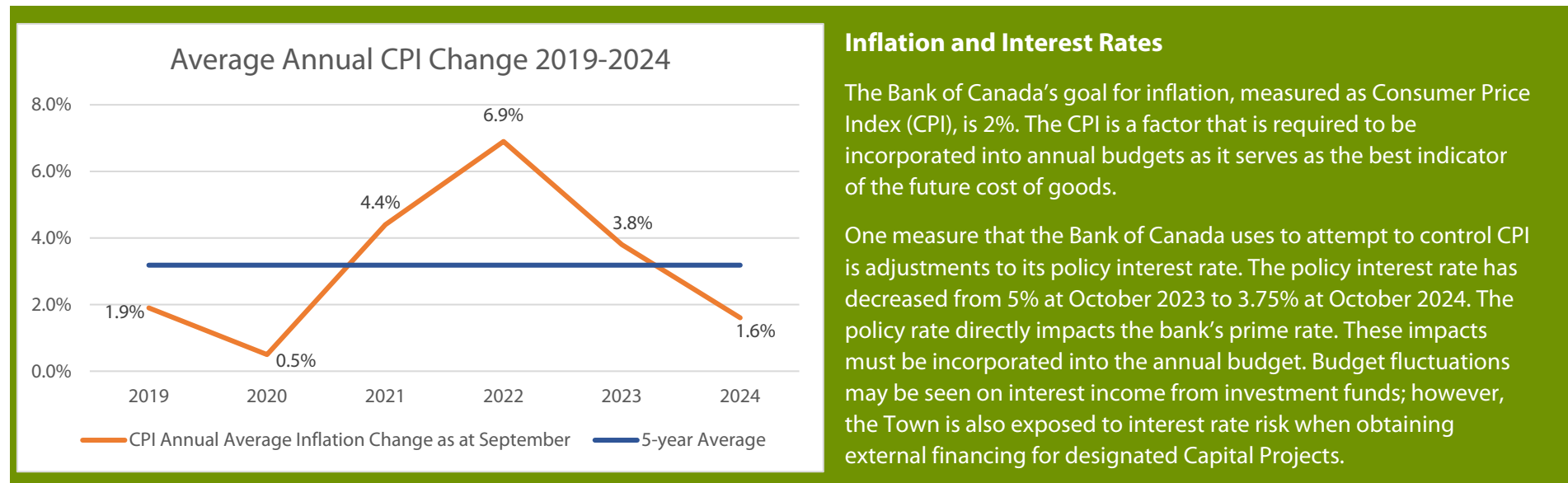
Each year as new construction occurs, there is assessment that is added to the Town’s roll book. This creates additional tax revenue that is used to fund the budget. Below is a summary of the assessment growth at the Town within the past five years.

YEAR	Net Assessment Growth
2020	1.61%
2022	2.61%
2023	1.40%
2024	2.50%
2025 (estimated)	1.74%

Because the Town must annually estimate what assessment growth will be, there is risk to the budget as it is based on an assumed taxation revenue from that estimated growth. If assessment growth does not achieve the budgeted estimate it could result in a deficit. Alternatively, if the assessment growth is higher than budgeted it could result in a surplus.



BUDGET RISKS AND FACTORS (CONTINUED)



Reserve Contributions and a Future Plan

A reserve is a separate fund which a municipality can establish for current or future expenditures. Reserve funds pose a risk to the Town, as the Town must ensure they are at adequate levels, or have a plan for replenishment, otherwise external debt financing may be required to obtain cash. Alternatively, these must be analyzed annually to determine fiscally responsible withdrawals. The Town made significant advancements in establishing these benchmarks through the adoption of the 2023 Reserve Management Policy.

These reserves are separated as follows:

Discretionary Reserves: These reserves have been established to help the Town mitigate the financial risks that may be associated with an unexpected event. They may also contain user rate supported balances.

Capital-Related Reserves (further described in the Capital Budget): Annually the Town has significant expenditures required to renew or replace its existing infrastructure. The Town has recognized the importance of contributing to these reserves to ensure stabilizing taxation increases rather than a drastic tax increase that could be required in a year of high-value asset replacement. The Town contributes a portion of taxation revenue to the Asset Management Reserve as well as dedicated transfers from the Town's Landfill revenues annually.

Obligatory Reserves: These consist of reserves that do not fall into the above categories and may be legislatively required to maintain. An example of this is the Development Charge Reserve.

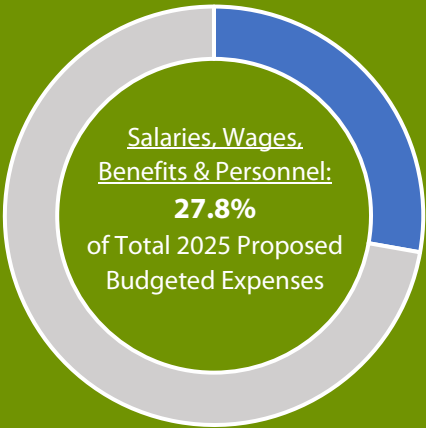
BUDGET RISKS AND FACTORS (CONTINUED)

Grant Monies

Annually the Town relies heavily on grant funding to fund both operating and capital budgets. The main source of grant revenue for operations is from the Ontario Municipal Partnership Fund. The Town received notice that the 2025 committed allocation will be \$4,374,000 (2024 - \$4,031,100). For Capital Budget purposes the Town relies on the Canada Community Building Fund (CCBF) as well as the Ontario Community Infrastructure Fund (OCIF). For the 2025 year, allocations included within the budget are \$1,189,700 from the OCIF program (2024 - \$1,388,571) and \$1,095,046 from the CCBF program (2024 - \$1,055,799). The reliance on these significant grant amounts creates additional risk to the Town. If the grant programs ever ceased or the allocations reduced, the Town would need to find alternative revenue sources to stabilize the budget.

Level of Service

You will hear this term quite frequently in the municipal world. It refers to services provided by the municipality that residents have become accustomed to. The level of service provided among municipalities often differs, as different municipalities have varying staffing levels and asset portfolios. The Town has continually strived to deliver the highest level of service possible with its current staffing and asset compliment.



Employee Retention and the Labour Market

Annually, the salary budget is over 27% of the Town’s total operating expenses. As such, the Town relies heavily on its staff to deliver the highest quality services possible. Over the past few years, several retirements have occurred as well as the creation of new positions. This generates a risk to the organization as it must seek to attract and retain experienced and talented individuals to deliver services. As all lower-tier municipalities are experiencing high levels of growth and an aging work force, the municipal job market has become very competitive. This has meant that an increased focus on attracting and retaining employees is required. The Town recognized this and implemented a trial work from home hybrid policy as well as the launch of an employee satisfaction survey. The Town is investigating other flexible work arrangements that could be used as a competitive tool in attracting new staff as well as increase the Town’s level of service.

CLIMATE ADAPTATION PLAN

The Town of Essex developed the Climate Ready - A Climate Change Adaptation Plan, adopted by Council in February 2021, to guide its adaptation efforts in building corporate-level and community-level climate resilience. This plan forms the framework for civic and community actions to help address and adapt to the impacts of climate change. The corporate objectives have been addressed throughout the budget with specific examples as referenced below.

Corporate Objectives:

1

Enhance Staff Health and Safety

Facility Assessments – undergoing assessments will help to identify and address any potential hazards, thus enhancing the safety of our facilities for both visitors and staff.

2

Protect the Town's Natural Assets and Emphasize Nature-based Solutions

Tree inventory & assessment result implementation – findings from the 2024 Corporate Tree Inventory & Assessment project have been included in the 2025 proposed Operating budget funds, to ensure our natural assets stay healthy and safe.

3

Build and Strengthen the Town's Infrastructure Resilience

Harrow Lagoon Pumpstation Upgrades – This will increase the capacity of the flow within the lagoon to accommodate for increasing wet weather flows as well as future development.

4

Integrate Climate Change Adaptation into Town Planning and Policy Making

Replace 1/2 ton Pick-up Truck with Electric Truck – After successful implementation of the Infrastructure Services Electric vehicle in 2024, the Town will expand their electric vehicle fleet to include other departments, such as Community Services in 2025.

5

Build Community Services Tempered to Climate Change Impacts

Regional Transit – The regional transit study will assist in identifying feasible rural transit options within the Town of Essex.



To view 'Climate Ready: A Climate Change Adaptation Plan for the Town of Essex, 2021-2026', please visit: www.essex.ca/ClimateReady.



PROPOSED 2025 BUDGET SNAPSHOT

Highlights

The Town has proposed a 2025 Budget with revenues and expenses of \$71.1 million and over \$14 million of that dedicated towards capital initiatives. The main focuses and themes of the 2025 Budget were as below:

Addressing contractual obligations while maintaining services levels

- This budget incorporates contractual increases from the current policing contract as well as the newly negotiated union contract.
- The Town continues to dedicate monies to the asset management program, with a current 1.5% levy presented in the 2025 budget, to ensure readiness for asset replacement and that continued service level targets are met.

Incorporating the Town's strategic pillars with a strong focus on infrastructure planning and innovations

- Key projects set up to guide the Town to further development include the servicing of the Essex Sports Fields, servicing of Inspiration Park Lands, and continued work on the Town's Official Plan
- Innovative projects include the conversion of Town Facilities to LED lighting and more efficient systems where possible

Finding alternative ways to assist in stabilizing tax increases

- The Town established a longer-term tax impact plan which is incorporated into this budget
- User fees were analyzed and adjusted in accordance with increases in related costs

The Proposed 2025 Budget proves that when working together, great things can be accomplished for the Town of Essex.

Residential Tax Rate

General Municipal Levy: The Town's General Levy can also be referred to as the "general mill rate" or "mill rate". This is the rate applied to all wards for Town Services.

Urban Levy: The Town's Urban Levy is applied only to Wards 1 and 4. It is for costs associated with stormwater collection in the urban centres.

Rural Levy: The Town's Rural Levy is applied only in Wards 2 and 3. It is for costs associated with stormwater collection in rural areas.

Garbage Collection Levy: The Town's Garbage Collection Levy is applied to all properties who have access to garbage pick up services.

County of Essex Levy: The Town as a lower tier municipality is required to charge the County's "mill rate" and then remit to the County as collected. This levy is for services provided by the county such as EMS, Social Services and County Roads.

Education Levy: The Town is required to levy the Education tax rates as prescribed by law and then remit to the School Boards as collected.

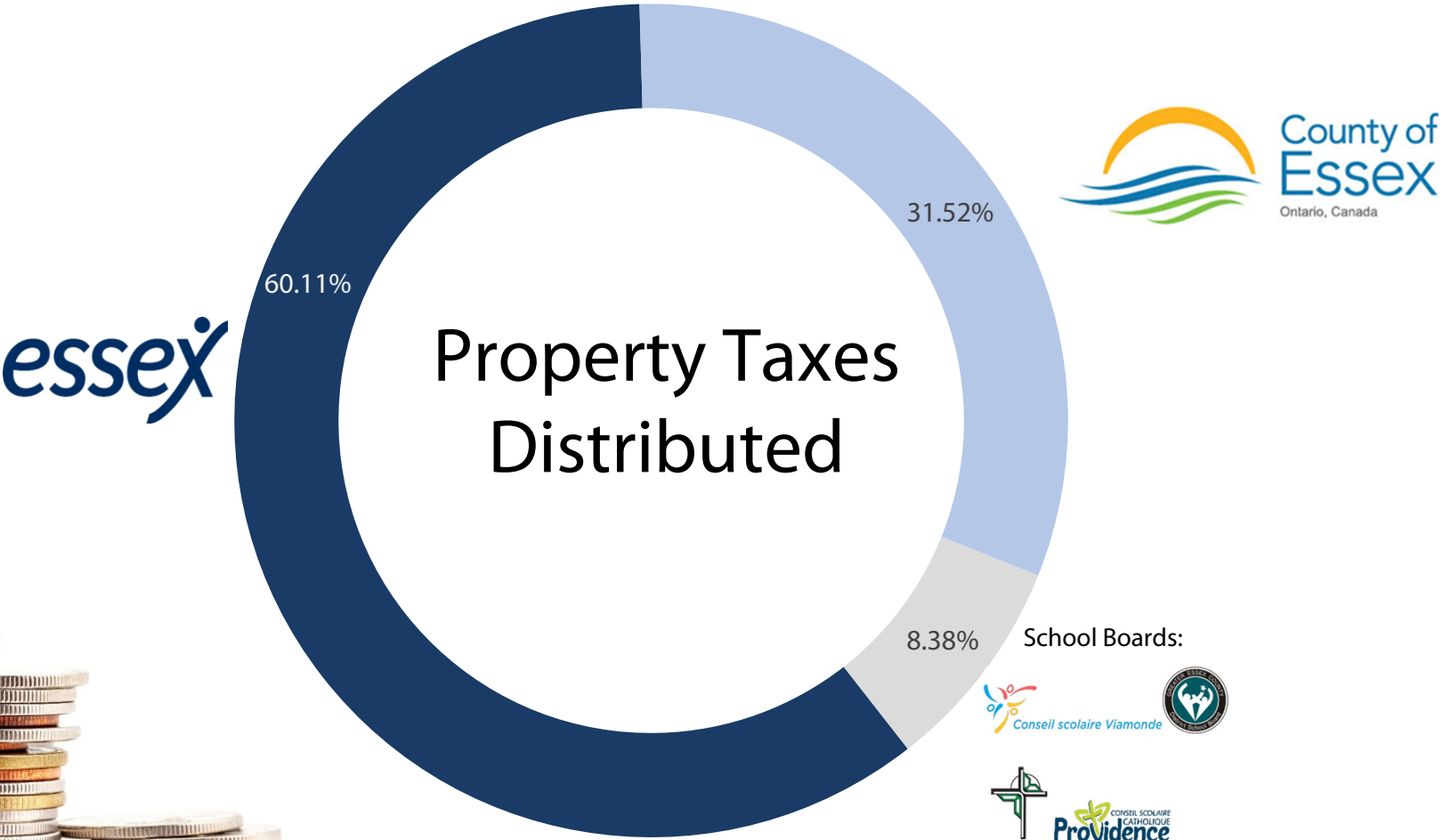
2024 to 2025 Proposed Change in Taxation	Tax Rate Impact
Base Impacts:	-2.95%
Assessment Growth	-1.74%
Other Taxation Adjustments (Supplementary, etc.)	-1.21%
Rate Increase:	3.11%
2025 Garbage Levy	0.47%
2025 Roads Levy	1.00%
2025 General Asset Levy	0.50%
2025 Capital Budget (new/upgrade)	1.14%
Salaries and other employment expenses (see pg. 32)	6.51%
Revenue Adjustments	-4.14%
Waived DC impact	-0.51%
Contractual Changes:	3.11%
Long-Term Debt	-0.30%
Ontario Provincial Police Contract & OPP Detachment Board	3.41%
Inflationary Impacts	1.32%
Council Resolutions, Requests and/or Motions:	0.27%
Tree Planting Program Policy	0.06%
Community Improvement Plan - Essex & Harrow	0.21%
Proposed Tax Increase (Average of Wards 1 to 4)	7.23%

2025 Proposed Residential Tax Rate	2024 Tax Rates		2025 Tax Rates		Proposed Change (2024 to 2025)	
	Mill Rate	Median Property Taxes	Mill Rate	Median Property Taxes	%	\$
Ward 1 and 4						
General Municipal Levy	0.00858	1,646.67	0.00920	1,766.71	7.29%	120.04
Urban Levy	0.00094	181.43	0.00094	181.43	0.00%	0.00
Garbage Collection and Disposal Levy	0.00104	200.30	0.00116	222.33	11.00%	22.03
Total Ward 1 and 4 Town of Essex Levy	0.01056	2,028.39	0.01130	2,170.47	7.00%	142.07
Ward 2 and 3						
General Municipal Levy	0.00858	1,646.67	0.00920	1,766.71	7.29%	120.04
Rural Levy	0.00030	56.99	0.00030	56.99	0.00%	0.00
Garbage Collection and Disposal Levy	0.00104	200.30	0.00116	222.33	11.00%	22.03
Total Ward 2 and 3 Town of Essex Levy	0.00992	1,903.96	0.01066	2,046.03	7.46%	142.07
Average Town of Essex Levy Increase (Wards 1 to 4)	0.01024	1,966.17	0.01098	2,108.25	7.23%	142.07
Upper Tier & Provincial Levies						
County of Essex Levy (proposed)	0.00541	1,039.16	0.00576	1,105.35	6.37%	66.19
Education Levy	0.00153	293.76	0.00153	293.76	0.00%	0.00
Total Upper Tier & Provincial Levies	0.00694	1,332.92	0.00729	1,399.11	4.97%	66.19
Total Average Increase for all Wards	0.01718	3,299.09	0.01827	3,507.36	6.31%	208.27
Median Residential Single-Family Detached Assessment per MPAC						192,000

PROPOSED 2025 BUDGET SIMPLIFIED

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

When you pay your taxes, these funds are broken up and distributed to three different government bodies: the Town of Essex, the County of Essex, and local School Boards. Each government body provides a unique set of programs and services. The distribution between these government bodies is as follows:



PROPOSED 2025 BUDGET SIMPLIFIED (CONTINUED)

What does this mean?

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

\$100 =
of Property Taxes

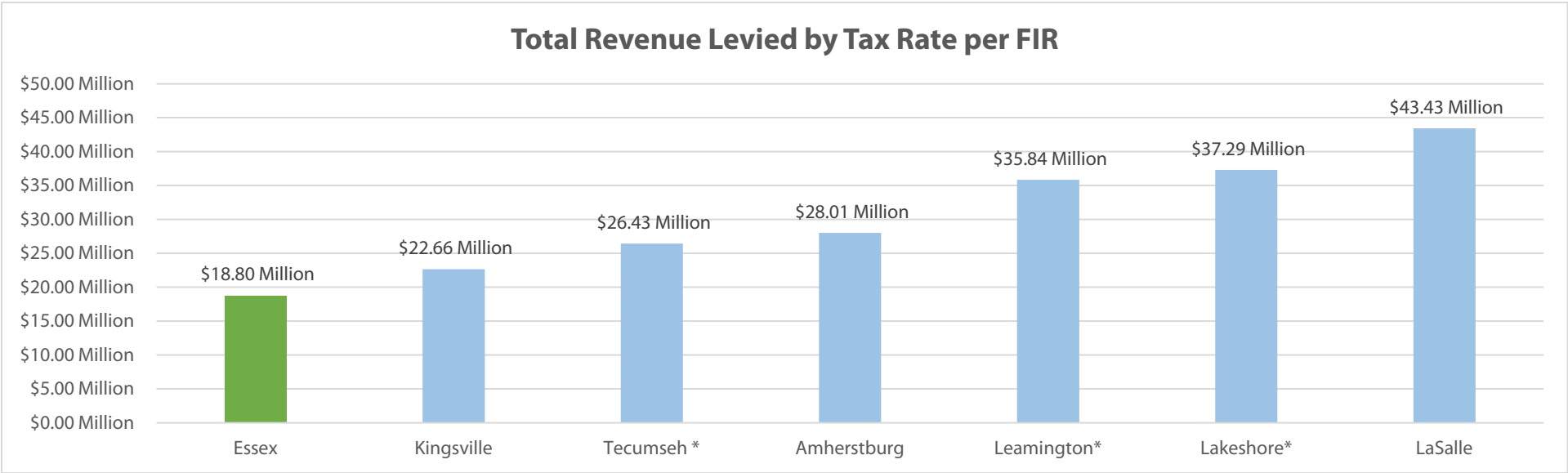
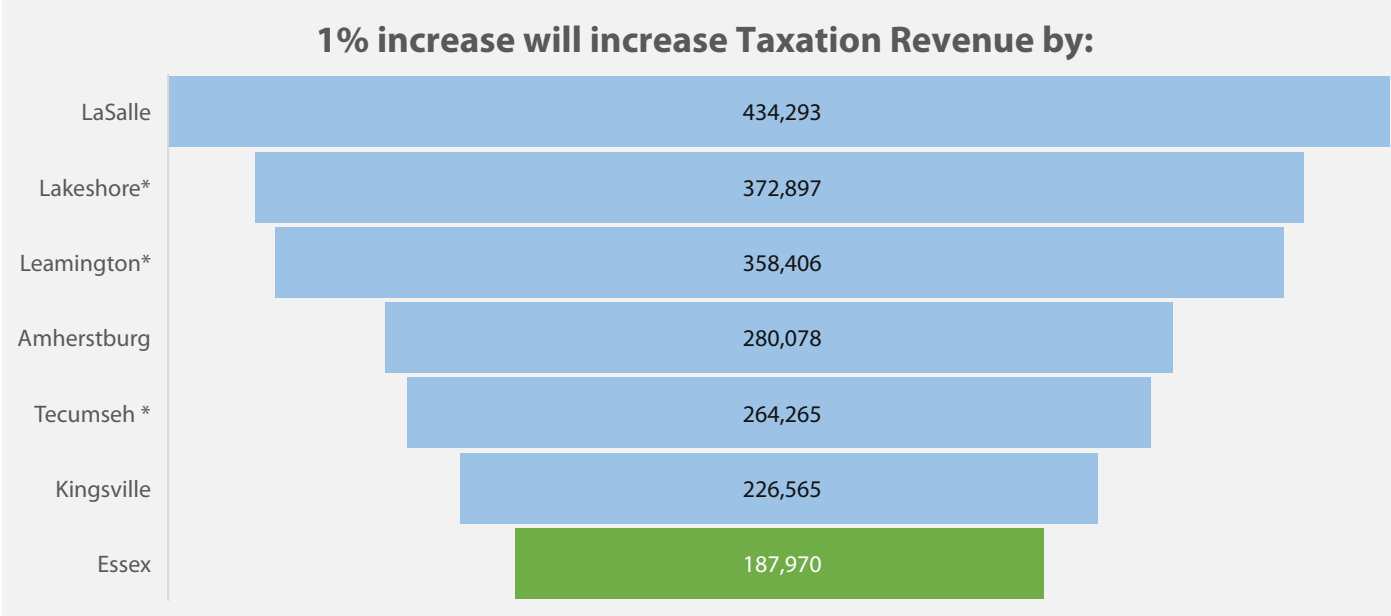
County of Essex	31.52
School Boards	8.38
Town of Essex	60.11
Infrastructure Services	18.62
Community Services	13.06
Protection to People and Property (Fire, Police, etc.)	11.10
Corporate Services (includes Garbage)	8.83
Office of the CAO & Council	5.51
Development Services	2.49
Health Services	0.50



\$2,108

The amount of property tax dollars (average all wards) that the Town of Essex receives and retains per year on a residential home assessed at \$192,000.

1% Mill Rate increase Comparison



*The above graphics have been calculated using the submitted 2023 FIR and does not include any supplementary taxation or taxation adjustments, if 2023 FIR wasn't available then 2022 data was used

PROPOSED 2025 BUDGET SUMMARY

Operating Summary

Town of Essex by Category	2023 Actuals	2024 Budget	Proposed 2025 Budget	Proposed Change 2024 vs. 2025 (\$)	Proposed Change 2024 vs. 2025 (%)	Proposed 2026 Forecast	Proposed 2027 Forecast	Proposed 2028 Forecast	Proposed 2029 Forecast
Revenues / Funding Source									
Amounts Added to Taxes and Special Levies	3,596,901	3,626,616	4,154,679	528,063	14.56%	4,228,698	4,304,198	4,381,208	4,459,758
Conditional and Unconditional Grants	7,414,938	6,943,282	7,189,577	246,295	3.55%	7,131,540	7,157,872	7,161,768	7,161,768
Contributions from Developers	480,340	1,102,058	1,625,957	523,899	47.54%	1,625,957	1,625,957	1,625,957	1,625,957
Fines and Penalties	267,066	314,059	346,766	32,708	10.41%	344,059	344,059	344,059	344,059
Interfund Transfers - Revenue	4,849,247	5,897,104	5,358,386	(538,718)	-9.14%	4,406,622	4,381,054	4,530,523	4,650,856
Internal Allocations - Revenue	415,771	879,542	895,890	16,348	1.86%	920,341	946,863	957,062	960,869
Investment and Other Income	1,073,698	674,677	631,499	(43,178)	-6.40%	689,633	693,606	684,634	688,057
License and Permit Fees	608,546	530,711	627,661	96,950	18.27%	638,506	698,572	660,863	672,382
Payments in Lieu of Taxation	206,023	189,946	214,184	24,238	12.76%	189,946	189,946	189,946	189,946
Prior Years' Surplus/(Deficit)	0	120,000	0	(120,000)	-100.00%	0	0	0	0
Property Taxation	17,055,831	18,326,016	20,041,569	1,715,553	9.36%	22,577,843	23,749,534	24,215,640	24,654,897
Supplementary Taxation	441,868	270,398	447,694	177,297	65.57%	197,395	197,395	197,395	197,395
User Fees and Service Charges	15,566,081	14,052,601	15,349,395	1,296,794	9.23%	16,061,057	16,777,724	17,533,983	18,320,426
Revenues / Funding Source Total	51,976,312	52,927,009	56,883,258	3,956,249	7.47%	59,011,597	61,066,779	62,483,038	63,926,370
Expenses / Expenditure									
Amortization Expense	90,982	90,982	90,982	0	0.00%	90,982	90,982	90,982	90,982
Contracted Services	9,119,967	8,604,089	9,547,873	943,784	10.97%	9,734,658	9,609,735	10,011,590	10,200,155
Debt Servicing	3,305,220	3,889,059	3,617,278	(271,781)	-6.99%	3,708,918	4,474,311	3,943,503	3,919,271
External Transfers	435,544	556,709	619,544	62,834	11.29%	534,730	541,141	497,739	438,499
Interfund Transfers - Expense	17,884,560	15,283,931	16,316,720	1,032,789	6.76%	17,695,510	18,390,702	19,472,883	20,445,953
Internal Allocations - Expense	496,041	879,542	895,890	16,348	1.86%	920,341	946,863	957,062	960,869
Materials and Supplies	2,618,547	3,460,369	3,661,463	201,094	5.81%	3,766,089	3,828,313	3,891,159	3,959,939
Miscellaneous Services	807,900	1,012,220	1,077,760	65,540	6.47%	1,104,274	1,116,327	1,131,940	1,200,838
Professional Fees	414,000	577,660	406,267	(171,394)	-29.67%	446,101	387,514	443,007	394,581
Rents and Financial Services	300,254	451,986	344,111	(107,875)	-23.87%	318,133	322,116	326,280	331,418
Repairs and Maintenance	920,318	956,670	1,014,635	57,966	6.06%	1,028,041	1,068,134	1,108,243	1,140,675
Salaries, Wages, Benefits and Personnel Expenses	12,286,896	13,769,931	15,718,234	1,948,303	14.15%	16,196,206	16,689,738	16,865,957	16,951,254
Taxation Adjustments	288,394	291,888	263,401	(28,487)	-9.76%	291,572	291,735	291,902	292,072
Uncollectible Taxes and Accounts Receivable	2,747	22,500	28,000	5,500	24.44%	28,000	28,000	28,000	28,000
Utilities, Insurance and Property Taxes	2,637,698	2,885,973	3,068,601	182,628	6.33%	3,148,041	3,281,168	3,422,792	3,571,863
Expenses / Expenditure Total	51,609,070	52,733,509	56,670,758	3,937,249	7.47%	59,011,597	61,066,779	62,483,038	63,926,370
Surplus/(Deficit)	367,242	193,500	212,500	19,000	9.82%	0	0	0	0

Capital Summary

Town of Essex by Category	2024 Budget	2025 Proposed Budget	Proposed Change 2024 vs. 2025 (\$)	Proposed Change 2024 vs. 2025 (%)	Proposed 2026 Forecast	Proposed 2027 Forecast	Proposed 2028 Forecast	Proposed 2029 Forecast
Revenues / Funding Source								
Asset Management Reserve	4,211,400	4,322,181	110,781	2.63%	18,411,411	12,590,955	10,401,750	10,667,900
Other Reserve	6,546,371	4,694,498	(1,851,873)	-28.29%	12,084,880	2,905,500	5,897,500	2,674,500
Grant Funding	5,298,150	2,328,325	(2,969,825)	-56.05%	2,000,000	2,000,000	2,000,000	2,000,000
Long Term Debt Financing	140,000	2,670,488	2,530,488	1807.49%	0	0	0	0
Other	698,339	235,198	(463,142)	-66.32%	2,933,625	640,272	246,250	0
Revenues / Funding Source Total	16,894,260	14,250,689	(2,643,571)	-15.65%	35,429,916	18,136,727	18,545,500	15,342,400
Expenses / Expenditure								
Property Tax Supported	14,715,110	8,238,201	(6,476,909)	-44.02%	31,201,736	18,409,227	14,466,000	12,805,900
User Rate Supported	2,372,650	6,224,988	3,852,338	162.36%	6,602,500	2,542,500	5,329,500	2,606,500
Expenses / Expenditure Total	17,087,760	14,463,189	(2,624,571)	-15.36%	37,804,236	20,951,727	19,795,500	15,412,400
Surplus/(Deficit)	(193,500)	(212,500)	(19,000)	9.82%	(2,374,320)	(2,815,000)	(1,250,000)	(70,000)

Net Surplus/Deficit

The Town's 'Net Surplus / (Deficit)' is calculated by adding the Operating Surplus / (Deficit) and the Capital Surplus / (Deficit). When the 'Net Surplus / (Deficit)' is \$0, the Town has a balanced budget. Municipalities are not allowed to budget for a surplus or deficit. Please note that the deficit has been eliminated in 2025 in accordance with legislation, however, forecast years for the capital budget have not been finalized or funded and will not be adopted.

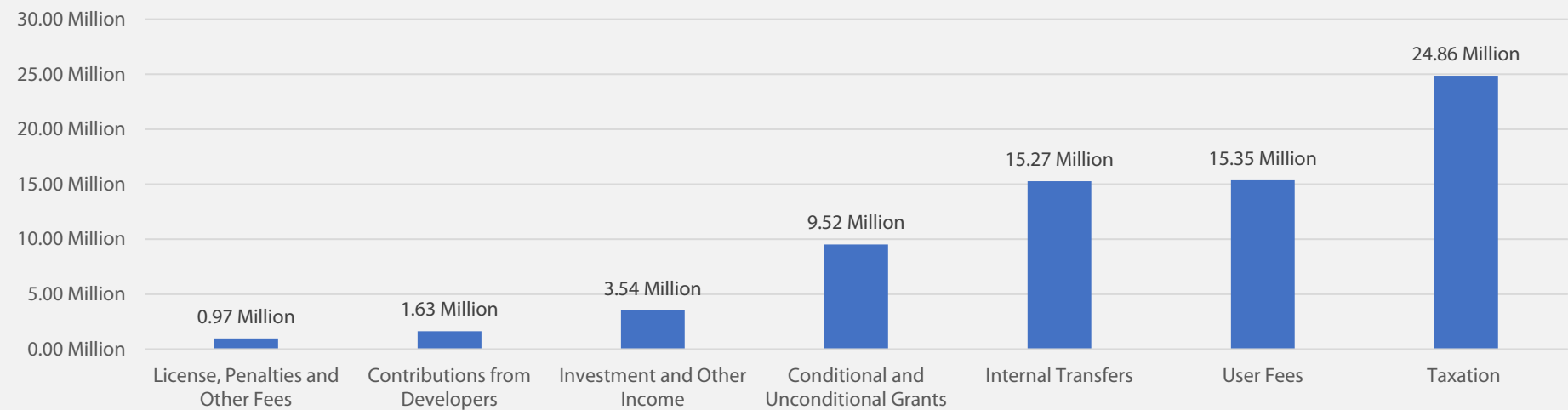
Total Town of Essex Summary	2024 Budget	2025 Proposed Budget	Proposed Change 2024 vs. 2025 (\$)	Proposed Change 2024 vs. 2025 (%)	Proposed 2026 Forecast	Proposed 2027 Forecast	Proposed 2028 Forecast	Proposed 2029 Forecast
Total Operating Surplus/(Deficit)	193,500	212,500	(19,000)	-9.82%	0	0	0	0
Total Capital Surplus/(Deficit)	(193,500)	(212,500)	19,000	-9.82%	(2,374,320)	(2,815,000)	(1,250,000)	(70,000)
Net Surplus/(Deficit)	0	0	0	0.00%	(2,374,320)	(2,815,000)	(1,250,000)	(70,000)



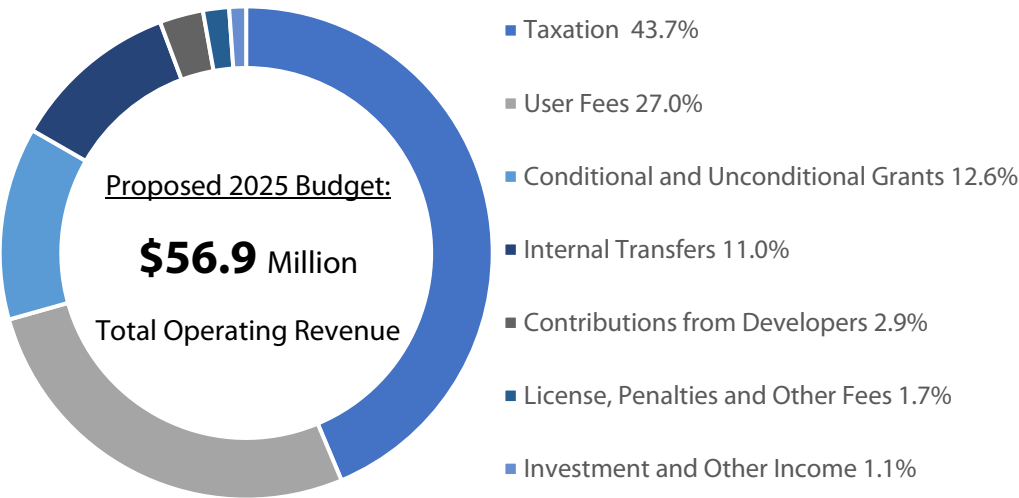
INVESTING IN A COMPLETE COMMUNITY

Total 2025 Budget Proposed Revenue

The Town of Essex relies on a combination of various revenue sources to fund both operating and capital activities. Total revenue for the 2025 Budget for both operating and capital is \$71.1 million (2024 \$69.8 million).



Proposed 2025 Operating Revenue



User Fees: User fees are just that, user specific. They may consist of building fees, recreational program fees, water/sewer, and garbage collection.

Conditional & Unconditional Grants: The Town may receive grant monies to fund operations that have no conditions such as the Ontario Municipal Partnership Fund (OMFP), or grants that have conditions such as the Canada Community Building Fund (CCBF).

Internal Transfers: Internal Transfers are funds that are being allocated to the Operating or Capital Budget from a reserve fund or between departments.

Contributions from Developers: When the Town issues a building permit, development charges are applied. Development Charges are legislated by the Development Charge Act. These fees are transferred into specific Development Charge reserves at year end to fund growth related capital projects.

License, Penalties and Other Fees: This category consists mainly of permit fees. It also includes penalties charged on overdue accounts.

Investment and Other Income: The Town earns interest on accounts or may receive dividend income from investments.

Proposed 2025 Capital Funding

When the list of projects has been established in the capital budget, the next step in the process is to fund the projects. Funding the capital projects is an important task of balancing the capital budget. Funding capital projects depends on the type of project as well as the available reserve funds.

Asset Management Reserve: This reserve represents one of the largest reserve balances within the Town's Capital related reserves. It was established following the first adoption of the Town's Asset Management Plan in 2016. It is intended to fund the costs of aging assets that require rehabilitation, maintenance, or replacement. The Town's Asset Management Plan aids in determining the value of the Town's assets and how many dollars should be re-invested. When capital assets require replacement, the funding typically comes from this reserve. As most municipalities often face, the Town must ensure this reserve is monitored and that a financial plan exists to replenish it to ensure timely replacement of assets with minimal funding shortages.

Other Reserves: The Town has other reserves that fall within the Obligatory/Discretionary Categories where funding can be used to fund the costs of capital projects. These dollars may be specifically earmarked for a capital project or initiative. Included in this source is development charges and parkland contribution reserves. Monies from these reserves are legislatively regulated and must be used for capital projects due to growth.

Grant Funding: Grant funding is an external source of funding that can be used to fund capital projects. Grant funds may be designated to specific projects that fall within the scope of the grant specifications. Annually the Town receives allocation for capital projects from the Canada Community Building Fund (CCBF – formerly known as Federal Gas Tax) and Ontario Community Infrastructure Fund (OCIF). These infrastructure related grants help to fund roads, and other designated capital projects in the Town. The Town could also receive grants relating to climate control incentives, accessibility projects and more.

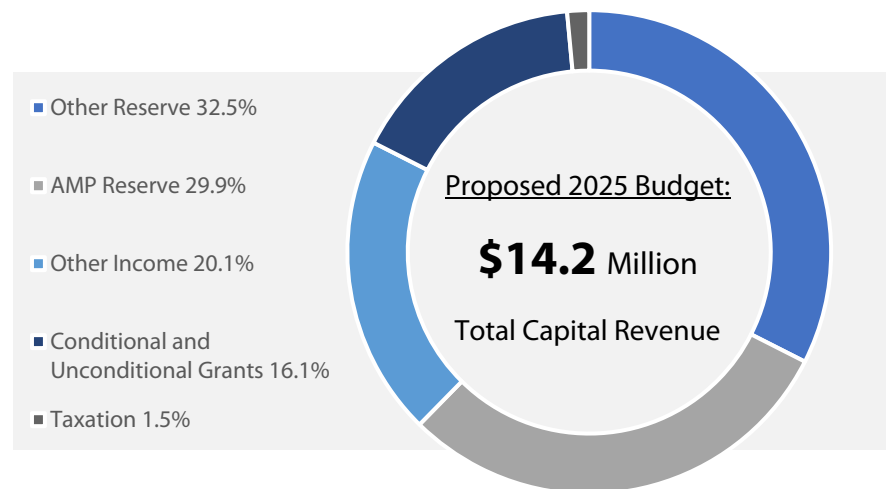
Other: The Town receives contributions towards capital projects from other sources such as the County of Essex and the Town of Amherstburg.

Taxation: Taxation funds can flow from the operating budget to the capital budget to provide a source of funding and balance the overall budget. Funding dollars from taxation are generally designated to new or upgraded capital projects.

Long-Term Debt: The Town can obtain long-term debt financing to fund Capital projects in accordance with the Debt Management Policy.

How can the Town Fund Capital Projects?

Asset Status	Asset Management Reserve	Grant Funding	Other Reserve	Development Charge Reserve	Funded from Taxation
New	NO	YES	YES	YES (If related to Growth)	YES
Replacement	YES – 100% of Cost	YES	YES	NO	YES
Upgrade	YES – 50% of Cost	YES	YES	YES (If related to Growth)	YES



Reserve Funds

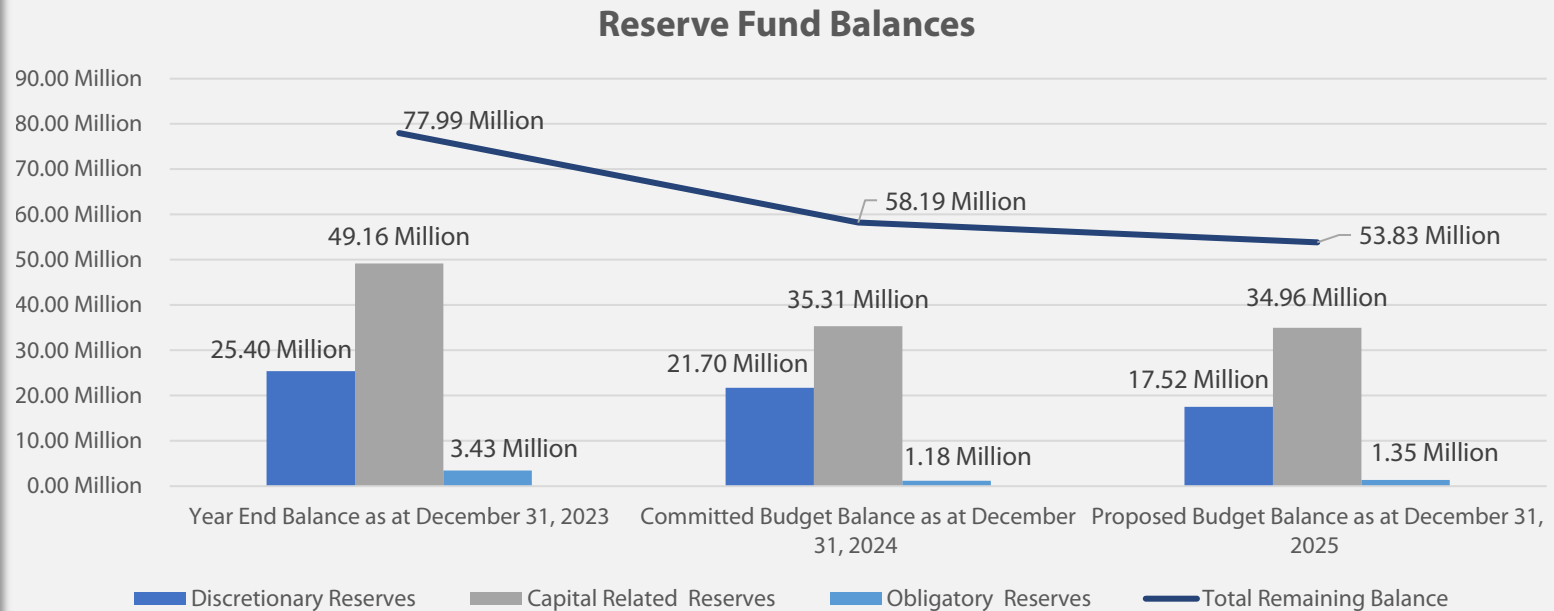
Under section 417(1) of the Municipal Act, a municipality can establish a reserve through bylaw or other legislation. A reserve is a separate fund held for current or future expenditures. The Town has many reserves which have been summarized into three main categories as defined below:

Discretionary Reserves: These reserves are classified by department and may be for a variety of purposes ranging from user rate to contingencies. An example of this would be the Town's Budget Stabilization Reserve.

Capital Related Reserves: The largest reserves in this category are the Town's Asset Management Reserve, Water Reserve and Sanitary Sewer Reserve. These reserves fund assets that are being replaced or upgraded. This category also consists of division specific reserves held for those capital purposes.

Obligatory Reserves: This category is for funds held in accordance with legislative requirements. The largest balance within this category is Development Charge Reserves which funds growth portions of capital projects. Also included in this category are reserves like Cemetery and Parkland.

Reserve Funds Balances	Year End Balance as at December 31, 2023	Committed Budget Balance as at December 31, 2024	Proposed Budget Balance as at December 31, 2025
Discretionary Reserves	25.40 Million	21.70 Million	17.52 Million
Capital Related Reserves	49.16 Million	35.31 Million	34.96 Million
Obligatory Reserves	3.43 Million	1.18 Million	1.35 Million
Total Remaining Balance	77.99 Million	58.19 Million	53.83 Million





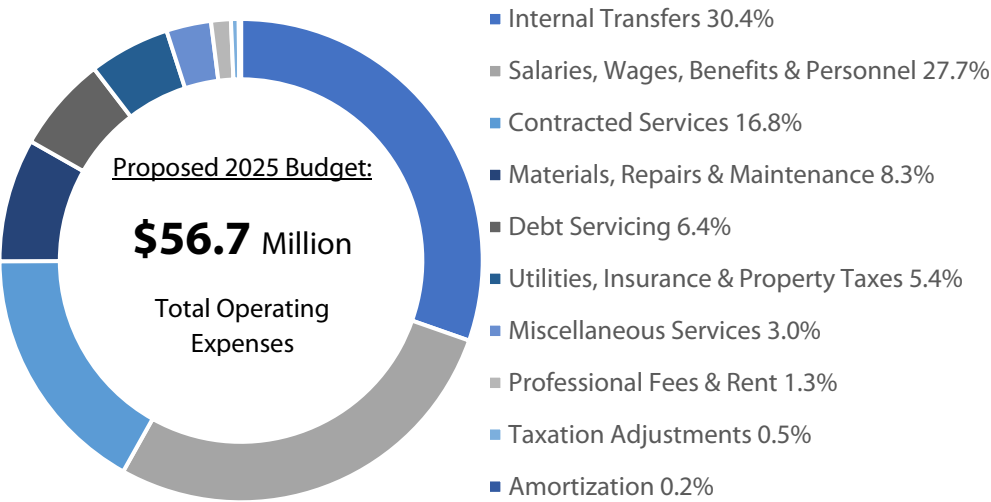
Total 2025 Budget Proposed Expenses

The Town of Essex invests in a complete community which is inclusive for citizens and visitors alike. The Town of Essex incurs various expenses to fund operating and capital activities. Total expenses for the 2025 Budget for both operating and capital is \$71.1 million (2024 \$69.8 million).

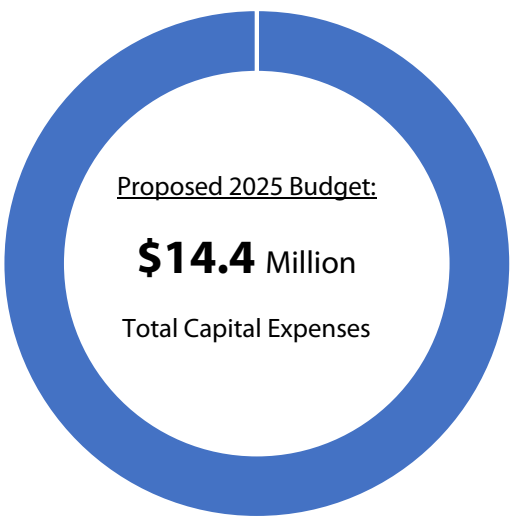


If all expenditures combined for Operating and Capital equal \$71.1 million, how much is spent on operations and how much is spent on capital?

2025 Operating Expense Allocation



2025 Capital Expense Allocation





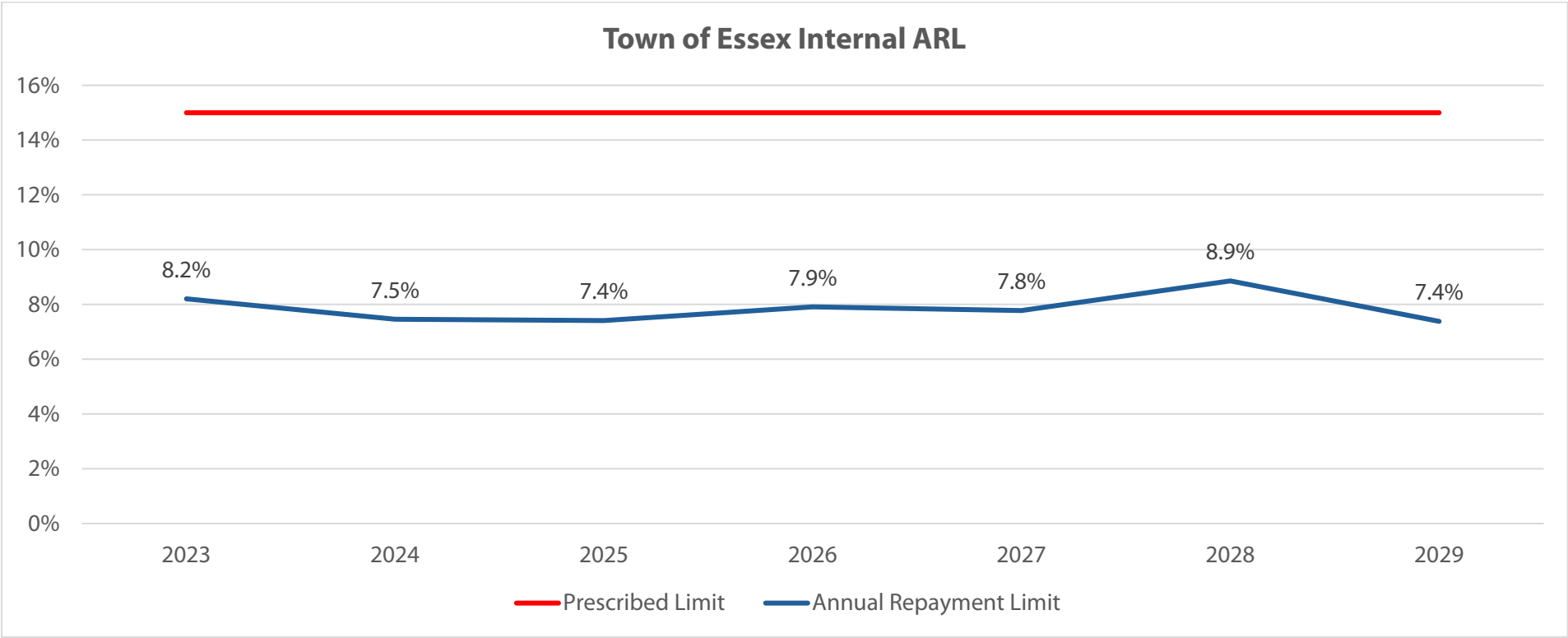
LONG-TERM DEBT

Debt Policy

Long-term debt is a tool municipalities can use to obtain funds, typically for the financing of Capital Projects. To ensure Municipalities are using debt responsibly, they must abide by the parameters within Ontario Regulation 403/02 (Debt and Financial Obligation Limits) under the Municipal Act, 2001.

Under this regulation, each year the Ministry of Municipal Affairs issues the municipality an Annual Repayment Limit (ARL). The ARL is the maximum amount that a municipality can pay in principal and interest payments in the year for new long-term debt without obtaining approval from the Ontario Municipal Board.

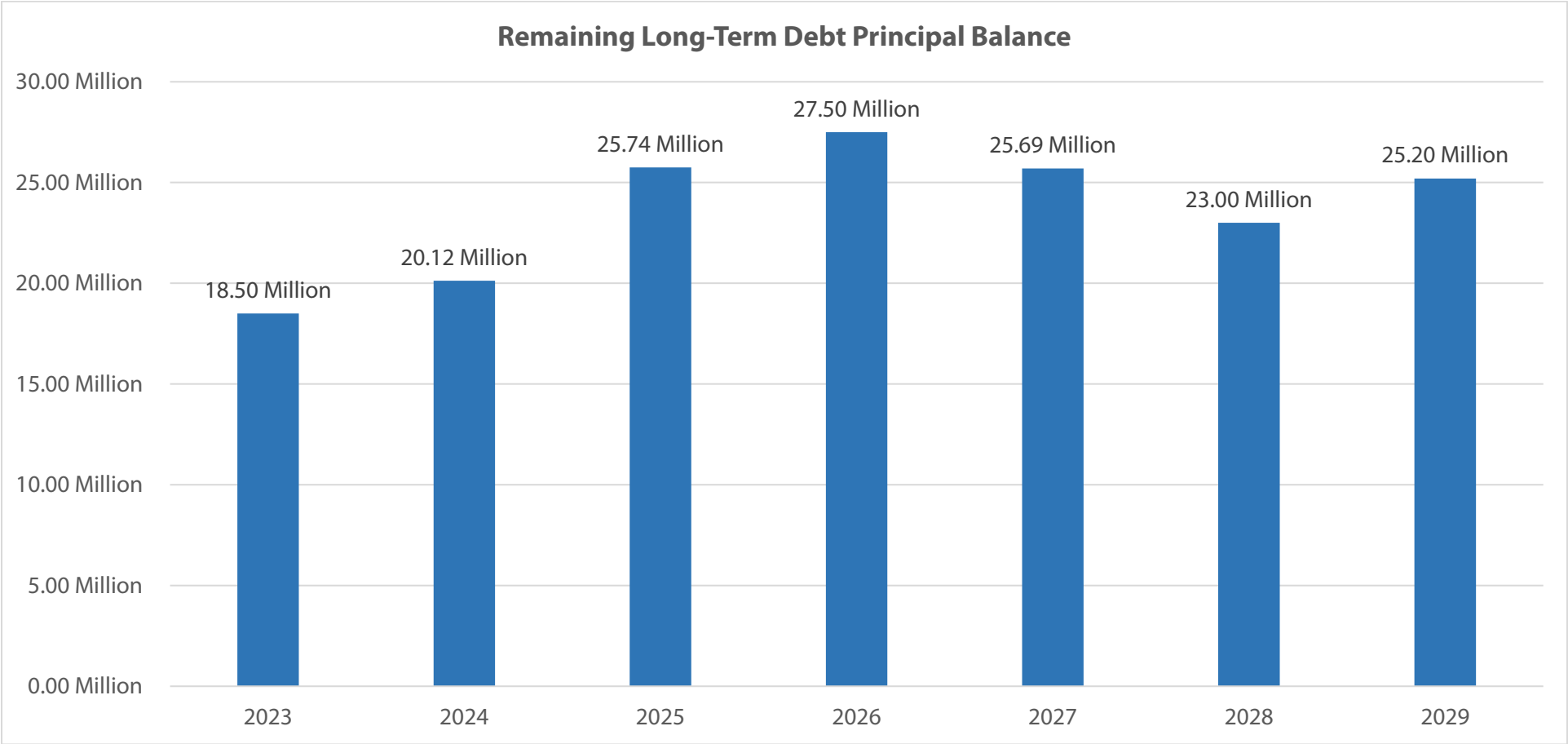
The Town's Debt Management Policy is the guiding framework for how and when the Town uses long-term debt as a means of financing. It also prescribes the Town's recommended benchmark of the ARL. Generally, the prescribed limit is based on 25% of own source revenues. The below graphic illustrates the Town's internal ARL of 15% benchmark vs. actual and projected.





Debt Balances

At the 2023-year end, the Town had a total actual outstanding principal debt balance of \$18.5 million. The 2025 Proposed Budget has an outstanding principal debt balance of \$25.74 million. There are several significant proposed capital projects that have long-term debt as a primary source of funding. These include the Town Hall Expansion in 2025, Essex Sports Fields in both 2025 and 2026 (contingent on successful grant), Inspirational Park in both 2026 and 2027, and an Asset Management Project in 2029.



Long-Term Debt Outstanding Principal Balance

Remaining Long-Term Debt Principal Balance	2025 Remaining Debt Balance Details	2023 Actual Remaining Principal	2024 Committed Remaining Principal	2025 Proposed Remaining Principal	Proposed Change 2024 v. 2025 (\$)	Proposed Change 2024 v. 2025 (%)	2026 Forecasted Remaining Principal	2027 Forecasted Remaining Principal	2028 Forecasted Remaining Principal	2029 Forecasted Remaining Principal
Property Tax Supported										
Admin - Public Works		1,343	0	0	0	0	0	0	0	0
Colchester Community Centre		0	0	0	0	0.00%	0	0	0	0
Corporate Services	Town Hall Expansion	4,354	0	2,886,881	2,886,881	100.00%	2,745,840	2,598,742	2,445,326	7,285,320
Council	Harrow Streetscape; Essex Streetscape	2,138,733	5,985,967	7,772,521	1,786,554	29.85%	7,299,334	6,812,712	6,312,091	5,796,885
Drainage		88	0	0	0	0.00%	0	0	0	0
Essex Centre Sports Complex	ECSC Construction and upgrades	4,790,411	4,134,329	3,448,405	(685,924)	-16.59%	2,731,269	1,981,488	1,197,563	377,925
Essex Recreation Complex		295	0	0	0	0.00%	0	0	0	0
Fire - Station 1	Fire Station 1 Replacement	1,897,146	1,753,923	1,605,469	(148,454)	-8.46%	1,451,591	1,292,093	1,126,769	955,407
Fire - Station 2	Fire Station 2 Replacement	2,920,378	2,794,486	2,665,212	(129,273)	-4.63%	2,532,163	2,395,227	2,254,292	2,109,239
Fire - Station 3		530	0	0	0	0.00%	0	0	0	0
Harrow and Colchester South Community Centre		39,414	0	0	0	0.00%	0	0	0	0
Maedel Community Centre		8,970	0	0	0	0.00%	0	0	0	0
Parks	Recreation Lands, Essex Sports Fields (contingent on successful grant application)	488,666	362,308	3,494,834	3,132,525	864.60%	6,624,095	6,056,464	5,576,366	5,056,693
Paved Roads	Harrow Industrial Park; Erie Road	451,614	343,310	231,995	(111,314)	-32.42%	117,587	0	0	0
Police		2,659	0	0	0	0.00%	0	0	0	0
Storm Sewers	Erie Storm Sewer; Ward 1 Storm Improvements	2,370,105	2,154,004	1,928,370	(225,634)	-10.48%	1,692,769	1,446,748	1,232,792	1,008,640
Property Tax Supported Total		15,114,705	17,528,327	24,033,686	6,505,359	37.11%	25,194,648	22,583,475	20,145,199	22,590,109
User Rate Supported										
Building		211	0	0	0	0.00%	0	0	0	0
SS Ward 1 - Collection/Conveyance	Essex Centre Basement Flooding	1,332,548	1,012,981	684,533	(328,448)	-32.42%	346,957	0	0	0
SS Ward 1 - Treatment/Disposal	Essex WWTP	796,027	537,665	272,384	(265,281)	-49.34%	0	0	0	0
SS Ward 4 - Treatment/Disposal		384,384	129,831	0	(129,831)	-100.00%	0	0	0	0
Water Wards 1/2 - Distribution/Transmission		287	0	0	0	0.00%	0	0	0	0
Water Wards 3/4 - Distribution/Transmission		287	0	0	0	0.00%	0	0	0	0
Water Wards 3/4 - Treatment		1,133	0	0	0	0.00%	0	0	0	0
User Rate Supported Total		2,514,878	1,680,477	956,917	(723,560)	-43.06%	346,957	0	0	0
Amounts Added to Taxes										
Drainage	Various Drainage works	434,125	569,235	455,732	(113,503)	-19.94%	369,698	301,346	231,638	175,917
Shoreline Protection	Various Shoreline Property Assistance	337,590	299,029	259,389	(39,640)	-13.26%	218,634	176,726	133,628	89,301
SS Ward 1 - Collection/Conveyance		46,548	0	0	0	0.00%	1,335,244	1,270,010	1,201,974	1,131,015
SS Ward 4 - Collection/Conveyance		46,548	0	0	0	0.00%	0	0	0	0
Tile Drainage	Various Tile Drainage	50,666	44,630	38,231	(6,398)	-14.34%	31,449	24,260	16,640	8,562
Water Wards 1/2 - Distribution/Transmission		0	0	0	0	0.00%	0	1,335,244	1,270,010	1,201,974
Amounts Added to Taxes Total		915,476	912,894	753,352	(159,541)	-17.48%	1,955,025	3,107,586	2,853,889	2,606,768
Total Remaining LTD Principal		18,545,059	20,121,698	25,743,956	5,622,258	27.94%	27,496,631	25,691,061	22,999,089	25,196,877

Long-Term Debt Annual Principal & Interest Payments

Principal & Interest Long-Term Debt Payments	2025 Debt Payment Details	2023 Actuals LTD Payments	2024 Committed LTD Payments	2025 Proposed LTD Payments	Proposed Change 2024 v. 2025 (\$)	Proposed Change 2024 v. 2025 (%)	2026 Forecasted LTD Payments	2027 Forecasted LTD Payments	2028 Forecasted LTD Payments	2029 Forecasted LTD Payments
Property Tax Supported										
Admin - Public Works		2,729	1,365	0	(1,365)	-100.00%	0	0	0	0
Colchester Community Centre		56,291	0	0	0	0.00%	0	0	0	0
Corporate Services		8,847	4,423	0	(4,423)	-100.00%	262,250	262,250	262,250	262,250
Council	Harrow Streetscape; Essex Streetscape	248,528	242,284	799,154	556,870	229.84%	792,662	786,169	779,854	773,184
Drainage		179	90	0	(90)	-100.00%	0	0	0	0
Essex Centre Sports Complex	ECSC Construction and upgrades	865,015	865,015	865,015	0	0.00%	865,015	865,015	865,015	865,015
Essex Recreation Complex		599	299	0	(299)	-100.00%	0	0	0	0
Fire - Station 1	Fire Station 1 Replacement	326,696	210,615	210,615	0	0.00%	210,615	210,615	210,615	210,615
Fire - Station 2	Fire Station 2 Replacement	209,968	209,675	209,383	(292)	-0.14%	209,383	209,383	209,383	209,383
Fire - Station 3		1,076	538	0	(538)	-100.00%	0	0	0	0
Harrow and Colchester South Community Centre		40,925	40,264	0	(40,264)	-100.00%	0	0	0	0
Maedel Community Centre		18,227	9,114	0	(9,114)	-100.00%	0	0	0	0
Parks	Recreation Lands	152,623	139,144	126,669	(12,475)	-8.97%	126,669	1,077,119	950,449	950,449
Paved Roads	Harrow Industrial Park; Erie Road	120,027	120,027	120,027	0	0.00%	120,027	120,027	0	0
Police		5,404	2,702	0	(2,702)	-100.00%	0	0	0	0
Storm Sewers	Erie Storm Sewer; Ward 1 Storm Improvements	42,664	322,272	322,272	0	0.00%	322,272	322,272	279,608	279,608
Property Tax Supported Total		2,099,797	2,167,827	2,653,135	485,308	22.39%	2,908,892	3,852,849	3,557,175	3,550,504
User Rate Supported										
Building		430	215	0	(215)	-100.00%	0	0	0	0
SS Ward 1 - Collection/Conveyance	Essex Centre Basement Flooding	354,156	354,156	354,156	0	0.00%	354,156	354,156	0	0
SS Ward 1 - Treatment/Disposal	Essex WWTP	277,830	277,830	277,830	0	0.00%	277,830	0	0	0
SS Ward 4 - Treatment/Disposal	Harrow WWTP	263,128	263,128	131,564	(131,564)	-50.00%	0	0	0	0
Water Wards 1/2 - Distribution/Transmission		583	291	0	(291)	-100.00%	0	0	0	0
Water Wards 3/4 - Distribution/Transmission		583	291	0	(291)	-100.00%	0	0	0	0
Water Wards 3/4 - Treatment		2,303	1,152	0	(1,152)	-100.00%	0	0	0	0
User Rate Supported Total		899,013	897,063	763,550	(133,513)	-14.88%	631,986	354,156	0	0
Amounts Added to Taxes										
Drainage	Various Drainage works	200,979	143,353	143,291	(62)	-0.04%	110,738	88,709	86,434	68,872
Shoreline Protection	Various Shoreline Property Assistance	48,225	48,225	48,225	0	0.00%	48,225	48,225	48,225	48,225
SS Ward 1 - Collection/Conveyance		48,130	48,130	0	(48,130)	-100.00%	0	121,296	121,296	121,296
SS Ward 4 - Collection/Conveyance		48,130	48,130	0	(48,130)	-100.00%	0	0	0	0
Tile Drainage	Various Tile Drainage	9,076	9,076	9,076	0	0.00%	9,076	9,076	9,076	9,076
Water Wards 1/2 - Distribution/Transmission		0	0	0	0	0.00%	0	0	121,296	121,296
Amounts Added to Taxes Total		354,541	296,915	200,593	(96,322)	-32.44%	168,039	267,306	386,328	368,766
Total Long-term Debt Payments		3,353,351	3,361,805	3,617,278	255,472	7.60%	3,708,918	4,474,311	3,943,503	3,919,270



PROPOSED 2025 OPERATING BUDGET

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

STRATEGIC ALIGNMENT INITIATIVES WITHIN THE PROPOSED 2025 OPERATING BUDGET

Safe & Reliable Infrastructure

- An additional 1% roads levy has been included to fund future road reconstructions and rebuild projects as recommended per our asset management plan. This levy falls within the Safe & Reliable Infrastructure strategic pillar specifically subsection *1.2 Investing in our roads*.

Jobs & Economic Opportunities

- Two new Community Improvement plan initiatives have been included within the operating budget for both Essex and Harrow. These initiatives include funds for accessible projects and sidewalk cafes with hopes to attract new and/or enhance existing businesses. This falls specifically within subsection *2.1 Optimizing land to increase employment opportunities* of this strategic pillar.

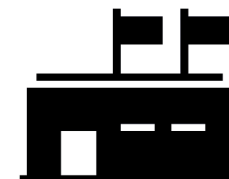
Strategic Alignment Highlights in the 2025 Operating Budget

Welcoming & Caring Community

- The newly created Tree Planting Request Policy has been implemented within the operating budget. This will increase the number of trees planted within the Municipality. This specifically falls under subsection *3.2 Protecting our natural environment*.

Responsible & People-Focused Government

- Within the operating budget funds have been allocated to enhancing public participation in town decision making, a specific item included is the budget engagement tool. Results of implementation of this tool can be found on page 6. This specifically falls under subsection *4.2 Providing open government & financial accountability by improving 2-way communication with citizens*.



NET OPERATING BY COST CENTER SUMMARY

Town of Essex by Cost Center	Net 2023 Actuals	Net 2024 Budget	Net Proposed 2025 Budget	Proposed Net Change 2024 vs. 2025 (\$)	Proposed Net Change 2024 vs. 2025 (%)	Net Proposed 2026 Forecast	Net Proposed 2027 Forecast	Net Proposed 2028 Forecast	Net Proposed 2029 Forecast
Accessibility	2,000	3,150	4,900	1,750	55.56%	2,435	2,471	2,507	2,544
Admin - Public Works	830,133	1,165,329	1,323,574	158,245	13.58%	1,446,327	1,481,807	1,499,255	1,509,723
Administration - Community Services	716,725	772,955	888,915	115,960	15.00%	938,223	988,134	1,027,533	1,065,978
Administration - Fire Services	425,896	506,959	542,123	35,164	6.94%	577,061	597,652	608,932	617,622
Animal Control	61,852	67,600	87,850	20,250	29.96%	90,568	93,354	96,210	99,137
Arts, Culture and Tourism	17,844	21,800	22,236	436	2.00%	22,963	22,963	22,963	22,963
Bridges & Culverts	69,523	64,956	64,973	18	0.03%	126,389	67,314	117,991	68,587
Brushing & Tree Removal	229,102	144,040	129,550	(14,490)	-10.06%	131,453	133,386	134,518	135,388
Building*	0	0	0	0	0.00%	0	0	0	0
By-Law Enforcement	246,631	336,944	358,113	21,169	6.28%	369,236	380,531	384,073	385,013
CAO, General	445,084	466,152	508,330	42,178	9.05%	521,870	533,256	536,527	537,052
Carnegie Library	43	2,785	2,587	(197)	-7.09%	2,617	2,699	2,784	2,871
Catch Basins, Curb & Gutter	74,512	77,093	82,801	5,709	7.41%	93,789	84,799	95,218	85,444
Cemeteries	36,480	56,896	52,071	(4,825)	-8.48%	53,580	55,130	56,723	58,360
Co-An Park	21,000	23,100	25,000	1,900	8.23%	23,100	23,100	23,100	23,100
Colchester Community Centre	86,138	88,538	94,401	5,863	6.62%	98,055	101,137	102,756	103,897
Colchester Schoolhouse	295	995	995	0	0.00%	1,015	1,035	1,056	1,077
Committee of Adjustment	(25,186)	(33,286)	(27,583)	5,703	-17.13%	(29,418)	(31,308)	(33,255)	(35,260)
Communications	189,526	233,893	292,341	58,448	24.99%	304,173	314,461	321,824	328,461
Community Improvement Plan - Essex	0	0	20,000	20,000	100.00%	0	0	0	0
Community Improvement Plan - Harrow	101,542	167,573	187,573	20,000	11.94%	116,030	116,030	66,030	0
Conservation Authority	182,991	183,137	189,798	6,661	3.64%	195,492	201,357	207,397	213,619
Corporate Services	(1,979,820)	(2,767,642)	(3,435,874)	(668,232)	24.14%	(2,258,550)	(2,176,071)	(2,070,547)	(1,966,495)
Council	817,475	1,694,756	1,385,774	(308,982)	-18.23%	1,408,042	1,411,691	1,407,950	1,580,280
Debris & Litter Pickup	34,409	40,076	48,345	8,269	20.63%	49,381	50,442	50,817	50,968
Development Charges*	0	0	0	0	0.00%	0	0	0	0
Director of Infrastructure*	0	0	0	0	0.00%	0	0	0	0
Director, Development Services*	0	0	0	0	0.00%	0	0	0	0
Drainage	218,300	145,513	202,381	56,868	39.08%	163,470	163,887	164,405	147,850
Economic Development	225,922	237,647	272,190	34,543	14.54%	259,618	266,370	268,733	269,281
Emergency Event*	0	0	0	0	0.00%	0	0	0	0
Emergency Operations	24,312	28,575	31,000	2,425	8.49%	31,600	32,369	33,157	33,964
Essex BIA*	0	0	0	0	0.00%	0	0	0	0
Essex Centre Sports Complex	808,222	829,593	881,761	52,167	6.29%	926,492	951,317	1,000,316	1,014,454
Essex Fun Fest*	0	0	0	0	0.00%	0	0	0	0
Essex Library	1,682	6,646	4,208	(2,438)	-36.69%	4,332	4,461	4,593	4,729
Essex Recreation Complex	385,085	400,433	405,380	4,947	1.24%	413,057	438,420	458,349	476,798
Essex Train Station	4,737	5,221	30,349	25,128	481.27%	30,518	30,694	30,875	31,062
Events & Tourism	5,647	10,750	13,000	2,250	20.93%	12,750	12,750	12,750	12,750
Facility Operations	157,165	182,382	354,504	172,122	94.37%	372,112	389,374	392,704	393,630

*The expenses in these Cost Centers are fully funded either by their corresponding reserve or intercompany allocations.

Proposed 2025 BUDGET and 4 Year Forecast



Town of Essex by Cost Center	Net 2023 Actuals	Net 2024 Budget	Net Proposed 2025 Budget	Proposed Net Change 2024 vs. 2025 (\$)	Proposed Net Change 2024 vs. 2025 (%)	Net Proposed 2026 Forecast	Net Proposed 2027 Forecast	Net Proposed 2028 Forecast	Net Proposed 2029 Forecast
Fieldhouse	2,266	4,450	4,174	(277)	-6.21%	4,365	4,563	4,769	4,982
Financial Services	0	0	670,702	670,702	100.00%	653,054	673,292	679,015	680,262
Fire - Station 1	443,816	361,688	375,611	13,924	3.85%	378,924	386,326	394,439	402,318
Fire - Station 2	382,760	410,100	453,826	43,726	10.66%	448,724	455,797	463,050	470,587
Fire - Station 3	255,850	295,431	306,213	10,782	3.65%	317,590	325,153	332,906	340,954
Garbage Collection & Disposal*	0	0	0	0	0.00%	0	0	0	0
Grass Mowing & Weed Control	54,205	65,114	71,549	6,435	9.88%	73,523	75,521	76,836	77,927
Green Fund*	0	0	0	0	0.00%	0	0	0	0
Harbour	211,866	273,002	318,439	45,437	16.64%	333,543	346,588	358,287	369,744
Harrow and Colchester South Community Centre	382,106	355,240	385,456	30,216	8.51%	366,173	394,184	398,674	416,837
Harrow Library	0	1,750	1,750	0	0.00%	1,808	1,867	1,928	1,992
Harrow Lions Hall	3,870	4,823	4,236	(586)	-12.16%	4,501	4,773	5,053	5,341
Harrow Soccer Complex	38,750	46,765	48,640	1,875	4.01%	50,075	51,554	52,588	53,488
Heritage Committee	2,936	24,913	23,007	(1,906)	-7.65%	23,695	24,403	25,133	27,584
Human Resources	269,110	363,247	357,908	(5,338)	-1.47%	375,060	386,155	390,650	444,717
Information Technology	746,710	853,915	941,720	87,805	10.28%	967,366	993,730	989,994	1,009,892
Legislative Services	819,586	993,672	1,031,704	38,032	3.83%	1,082,893	1,083,516	1,150,249	1,161,178
Maedel Community Centre	32,888	89,404	87,831	(1,573)	-1.76%	95,747	103,014	108,981	114,615
McGregor Community Centre	40,890	47,362	47,995	633	1.34%	51,219	52,842	53,774	54,480
McGregor Library	1,707	2,327	2,654	327	14.06%	2,740	2,829	2,921	3,016
Municipal Drainage Light Brushing	84,224	85,000	95,000	10,000	11.76%	97,500	100,000	102,500	105,000
OPP Detachment Board	15,607	19,340	39,610	20,270	104.81%	40,402	41,210	42,034	42,875
Parkland Contributions*	0	0	0	0	0.00%	0	0	0	0
Parks	1,090,193	1,238,106	1,332,848	94,742	7.65%	1,376,839	2,365,876	2,352,135	2,365,983
Paved Roads	493,748	637,057	640,148	3,090	0.49%	661,094	672,145	560,304	567,552
Planning & Zoning	479,813	493,322	546,366	53,044	10.75%	574,138	586,727	590,201	589,342
Police	2,960,892	3,051,985	3,514,793	462,808	15.16%	3,508,531	3,619,464	3,728,438	3,844,814
Public Education, Prevention & Inspection	182,904	182,473	194,887	12,414	6.80%	206,997	214,991	216,843	217,381
Public Health	0	0	0	0	0.00%	0	0	0	0
Public Health Nurse	(21,264)	8,377	11,023	2,647	31.59%	10,909	10,946	10,984	11,023
Public Works- Equipment*	146,934	0	0	0	0.00%	0	0	0	0
Regional Transit*	0	0	0	0	0.00%	0	0	0	0
Revenue Services	0	0	600,534	600,534	100.00%	617,667	635,215	639,324	638,857
Road Traffic Operations	276,559	160,234	208,941	48,707	30.40%	216,105	221,243	224,567	227,302
Roadside Ditching	86,735	108,494	98,718	(9,776)	-9.01%	101,261	103,823	105,910	107,841
Roads-Municipal Drains	309,273	338,377	329,740	(8,637)	-2.55%	329,854	329,971	330,006	330,016
Santa's Village*	0	0	0	0	0.00%	0	0	0	0
Shoreline Assistance	4,497	0	0	0	0.00%	0	0	0	0
Shoreline Protection	(4,497)	0	0	0	0.00%	0	0	0	0
Shoulder Mntce - Paved Roads	137,041	122,078	139,711	17,632	14.44%	187,864	146,091	197,330	147,917
Sidewalks	56,870	25,057	25,788	731	2.92%	26,537	27,292	27,884	28,423

*The expenses in these Cost Centers are fully funded either by their corresponding reserve or intercompany allocations.

Proposed 2025 BUDGET and 4 Year Forecast

Town of Essex by Cost Center	Net 2023 Actuals	Net 2024 Budget	Net Proposed 2025 Budget	Proposed Net Change 2024 vs. 2025 (\$)	Proposed Net Change 2024 vs. 2025 (%)	Net Proposed 2026 Forecast	Net Proposed 2027 Forecast	Net Proposed 2028 Forecast	Net Proposed 2029 Forecast
SS Ward 1 - Collection/Conveyance*	0	0	0	0	0.00%	0	0	0	0
SS Ward 1 - Treatment/Disposal*	0	0	0	0	0.00%	0	0	0	0
SS Ward 2*	0	0	0	0	0.00%	0	0	0	0
SS Ward 3 - Collection/Conveyance*	0	0	0	0	0.00%	0	0	0	0
SS Ward 3 - Treatment/Disposal*	0	0	0	0	0.00%	0	0	0	0
SS Ward 4 - Collection/Conveyance*	0	0	0	0	0.00%	0	0	0	0
SS Ward 4 - Treatment/Disposal*	0	0	0	0	0.00%	0	0	0	0
Storm Sewers	195,199	457,774	446,093	(11,681)	-2.55%	757,349	461,571	429,695	420,323
Streetlighting	194,553	231,270	232,823	1,553	0.67%	228,433	234,696	241,117	247,700
Sweeping	96,819	127,301	136,900	9,599	7.54%	139,657	142,473	143,867	144,801
Taxation	(16,585,695)	(18,427,873)	(20,668,546)	(2,240,673)	12.16%	(22,683,727)	(23,882,220)	(24,375,666)	(24,842,808)
Tile Drainage*	3,827	0	0	0	0.00%	0	0	0	0
Town Beautification	71,640	130,532	152,520	21,988	16.84%	156,358	160,298	164,344	168,499
Trails	100,000	100,000	100,000	0	0.00%	100,000	100,000	100,000	100,000
Training and Development	93,200	93,200	121,531	28,331	30.40%	123,962	126,441	128,970	131,549
Unpaved Roads	367,511	362,059	366,832	4,773	1.32%	415,958	374,125	421,188	377,889
Urban Centre Revitalization	30,038	30,000	30,000	0	0.00%	30,000	30,000	30,000	30,000
Water Billing*	0	0	0	0	0.00%	0	0	0	0
Water Wards 1/2 - Distribution/Transmission*	0	0	0	0	0.00%	0	0	0	0
Water Wards 1/2 - Treatment*	0	0	0	0	0.00%	0	0	0	0
Water Wards 3/4 - Distribution/Transmission*	0	0	0	0	0.00%	0	0	0	0
Water Wards 3/4 - Treatment*	0	0	0	0	0.00%	0	0	0	0
Winter Control	661,554	874,577	914,258	39,681	4.54%	1,047,531	1,066,503	1,070,534	1,082,961
(Surplus)/Deficit	(367,242)	(193,500)	(212,500)	(19,000)	9.82%	0	0	0	0



*The expenses in these Cost Centers are fully funded either by their corresponding reserve or intercompany allocations.

ORGANIZATIONAL STRUCTURE



TOWN COUNCIL

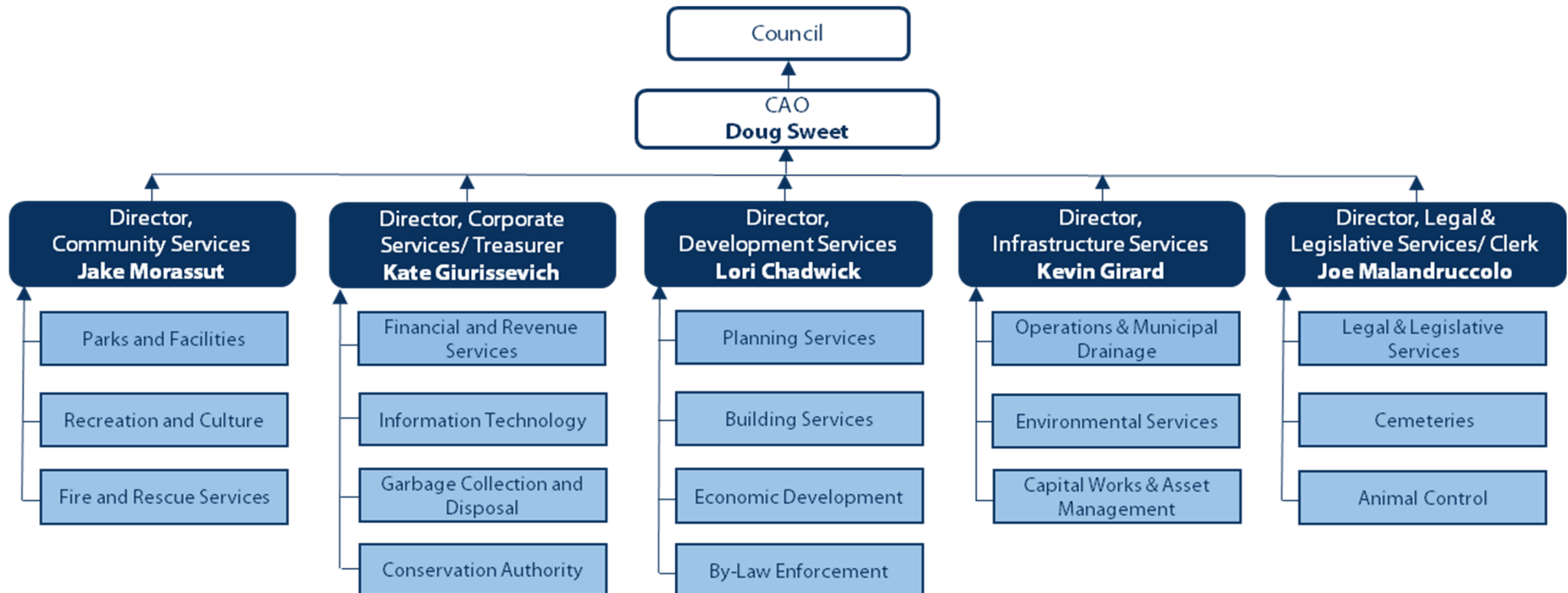
The governing body that is responsible for representing the public and considering the well-being and interests of the municipality.

 **Mayor**
 **Deputy Mayor**
 **Ward 1 Councillors (x2)**
 **Ward 2 Councillor**
 **Ward 3 Councillors (x2)**
 **Ward 4 Councillor**

From left to right: Councillor Joe Garon (Ward 1), Councillor Kim Verbeek (Ward 2), Councillor Jason Matyi (Ward 3), Mayor Sherry Bondy, Deputy Mayor Rob Shepley, Councillor Brad Allard (Ward 3), Councillor Katie McGuire-Blais (Ward 1), Councillor Rodney Hammond (Ward 4).

Administrative Services

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



PERSONNEL OVERVIEW AND EXPENSE SUMMARY

Annually, salaries account for over 27% of the Town's operating budget expenditures. As growth in the Town continues, as does the requirement of staffing. Growth means an increase to revenues, but also an increase to expenses through the increased services required.

In 2024, an organizational review was completed and adopted in principle by Council. Changes recommended within the study identified as critical were pre-approved and new position recommendations have been included for deliberation as resolved at the September 2024 meeting of Council.

Proposed 2025 Salaries, Wages, Benefits and Personnel Expenses	Proposed Budget
Approved 2024 Budget	13,769,931
Proposed 2024 to 2025 Change	1,948,303
Total Proposed 2025 Salaries, Wages, Benefits and Personnel Budget	15,718,234

2024 to 2025 Salaries, Wages, Benefits and Personnel Expense Changes	Proposed Impact
Organization Wide (Grid & Part Time Changes, Benefit Adjustments)	1,574,575
Contractual Increases - (Union Contract and Non-Union Salary Review)	1,120,113
Contractual Increases - User Rate Supported (Union Contract and Non-Union Salary Review)	133,392
Other Impacts (PT, Training, Clothing, OT, etc.)	321,071
Proposed New Positions	229,061
NEW - Assistant Manager, Facilities and Events	133,461
NEW - Public Works Operator	95,600
Pre-Approved Positions	144,667
Changes from 2024 Organizational Review	70,373
Economic Development & Business Relations Analyst (Contract; fully funded)	74,293
Total 2024 to 2025 Salaries, Wages, Benefits and Personnel Expense Changes	1,948,303

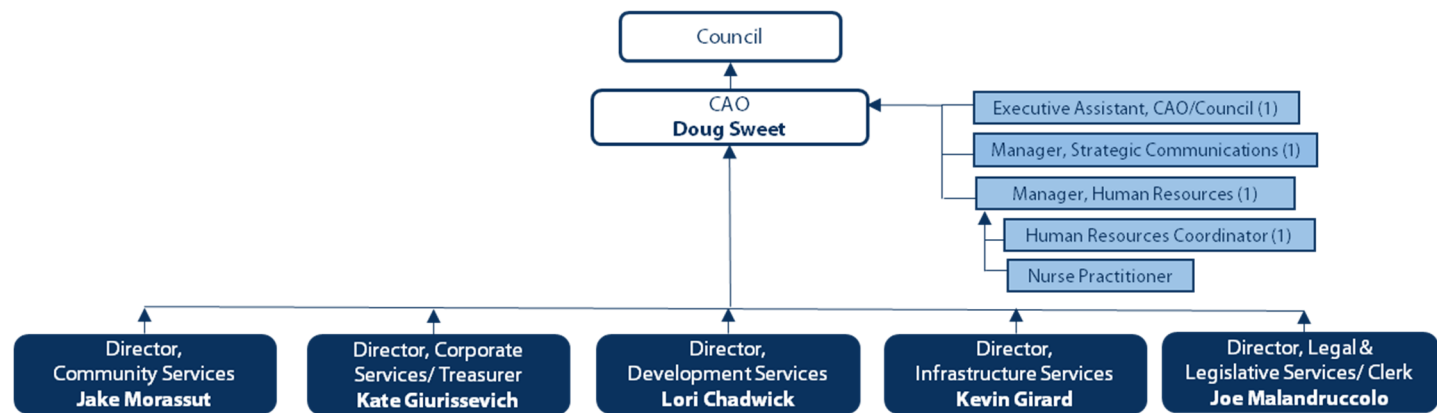


DEPARTMENT OVERVIEW

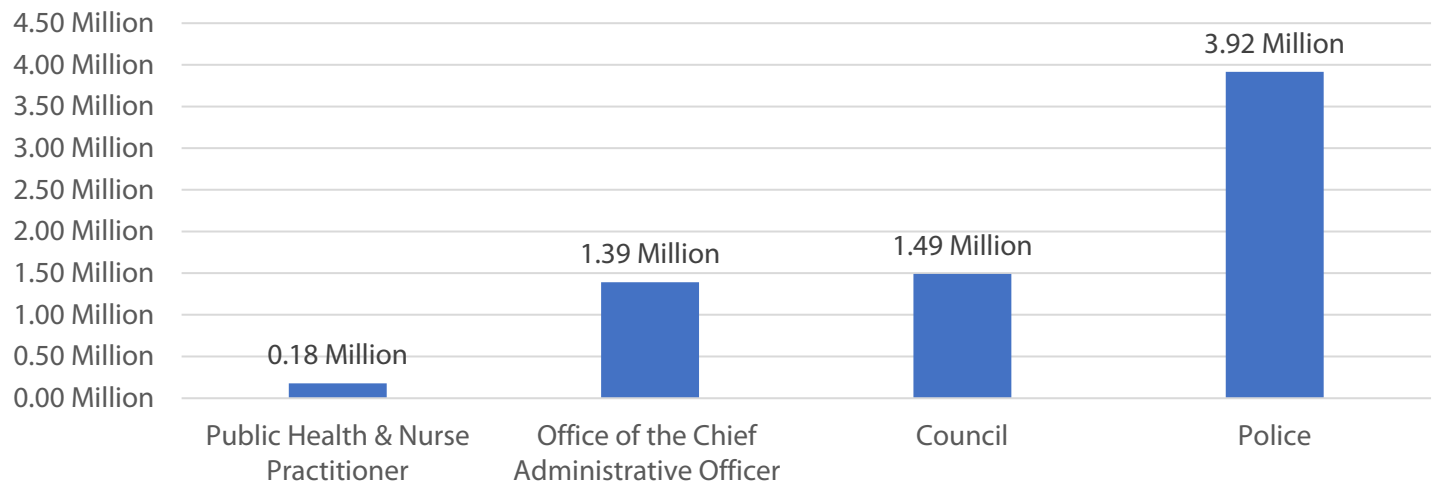
Office of the CAO:
12.3%
of Total 2025
Proposed Budgeted
Expenses



OFFICE OF THE CAO

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



Office of the CAO Proposed 2025 Expenses by Division



Communications	Human Resources	Police	Council
<ul style="list-style-type: none"> Manages all external and internal communications, and media relations for the Town. Provides innovative means to get the message out, while engaging in meaningful two-way communication. Provides strategic communications and marketing, public engagement, and digital communications. 	<ul style="list-style-type: none"> Manages the delivery of Human Resources (HR) and Health and Safety services. Plans, develops, and implements programs, policies, and procedures to attract and retain employees. Ensures compliance with all applicable legislation. Provides strategic HR support and recommendations to the CAO, Directors, Managers/ Supervisors, employees, and Council. 	<ul style="list-style-type: none"> Provide adequate and effective policing for the Town, including both proactive and reactive services. Maintain community service programs and community policing committees. Provide regular reports to the OPP Detachment Board on overall policing activities. Enforce key municipal by-laws. 	<ul style="list-style-type: none"> Governing body of the municipal corporation and the custodian of its powers, both legislative and administrative. Sets policies for administration to follow. Creates new policies and programs or reviews the current ones to make sure they are working as they should.
			

Office of the CAO by Cost Center	Net 2023 Actuals	Net 2024 Budget	Net Proposed 2025 Budget	Proposed Net Change 2024 vs. 2025 (\$)	Proposed Net Change 2024 vs. 2025 (%)	Net Proposed 2026 Forecast	Net Proposed 2027 Forecast	Net Proposed 2028 Forecast	Net Proposed 2029 Forecast
CAO, General	445,084	466,152	508,330	42,178	9.05%	521,870	533,256	536,527	537,052
Communications	189,526	233,893	292,341	58,448	24.99%	304,173	314,461	321,824	328,461
Council	817,475	1,694,756	1,385,774	(308,982)	-18.23%	1,408,042	1,411,691	1,407,950	1,580,280
Emergency Event*	0	0	0	0	0.00%	0	0	0	0
Green Fund*	0	0	0	0	0.00%	0	0	0	0
Human Resources	269,110	363,247	357,908	(5,338)	-1.47%	375,060	386,155	390,650	444,717
OPP Detachment Board	15,607	19,340	39,610	20,270	104.81%	40,402	41,210	42,034	42,875
Police	2,960,892	3,051,985	3,514,793	462,808	15.16%	3,508,531	3,619,464	3,728,438	3,844,814
Public Health Nurse	(21,264)	8,377	11,023	2,647	31.59%	10,909	10,946	10,984	11,023
Training and Development	93,200	93,200	121,531	28,331	30.40%	123,962	126,441	128,970	131,549
(Surplus)/Deficit	4,769,629	5,930,949	6,231,311	300,361	5.06%	6,292,950	6,443,624	6,567,378	6,920,771

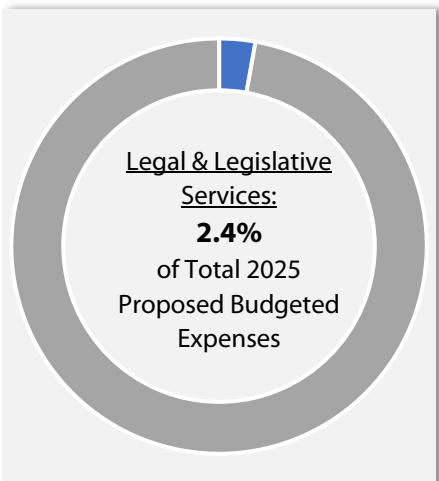
*The expenses in these Cost Centers are fully funded either by their corresponding reserve or intercompany allocations.

Office of the CAO by Category	2023 Actuals	2024 Budget	Proposed 2025 Budget	Proposed Change 2024 vs. 2025 (\$)	Proposed Change 2024 vs. 2025 (%)	Proposed 2026 Forecast	Proposed 2027 Forecast	Proposed 2028 Forecast	Proposed 2029 Forecast
Revenues / Funding Source									
Conditional and Unconditional Grants	503,672	345,462	327,931	(17,531)	-5.07%	323,018	321,557	325,453	325,453
Fines and Penalties	19,340	61,000	61,000	0	0.00%	61,000	61,000	61,000	61,000
Interfund Transfers - Revenue	112,865	739,959	298,815	(441,144)	-59.62%	91,902	91,902	91,902	91,902
Investment and Other Income	45,862	54,300	54,300	0	0.00%	54,300	54,300	54,300	54,300
Revenues / Funding Source Total	681,739	1,200,721	742,047	(458,675)	-38.20%	530,220	528,760	532,655	532,655
Expenses / Expenditure									
Contracted Services	3,044,458	3,118,180	3,735,164	616,984	19.79%	3,533,366	3,639,217	3,748,243	3,860,541
Debt Servicing	253,932	851,898	799,154	(52,744)	-6.19%	792,662	786,169	779,854	773,184
External Transfers	108,552	122,500	96,000	(26,500)	-21.63%	96,000	96,000	96,000	96,000
Interfund Transfers - Expense	278,072	1,008,023	137,707	(870,316)	-86.34%	137,707	137,707	137,707	312,707
Materials and Supplies	99,401	149,546	229,147	79,600	53.23%	236,723	241,555	246,614	253,286
Miscellaneous Services	212,854	327,476	318,298	(9,178)	-2.80%	322,415	325,895	329,178	385,931
Professional Fees	93,121	51,289	28,392	(22,897)	-44.64%	28,590	28,794	29,004	29,219
Rents and Financial Services	11,054	14,446	10,989	(3,457)	-23.93%	14,990	14,991	14,992	15,993
Repairs and Maintenance	9,414	13,828	10,250	(3,578)	-25.87%	10,250	10,250	10,250	10,250
Salaries, Wages, Benefits and Personnel Expenses	1,265,325	1,395,412	1,527,694	132,282	9.48%	1,566,333	1,603,882	1,616,244	1,620,097
Utilities, Insurance and Property Taxes	75,186	79,073	80,563	1,490	1.88%	84,134	87,923	91,946	96,218
Expenses / Expenditure Total	5,451,368	7,131,671	6,973,357	(158,313)	-2.22%	6,823,171	6,972,384	7,100,033	7,453,426
Surplus/(Deficit)	(4,769,629)	(5,930,949)	(6,231,311)	(300,361)	5.06%	(6,292,950)	(6,443,624)	(6,567,378)	(6,920,771)

Significant Changes:

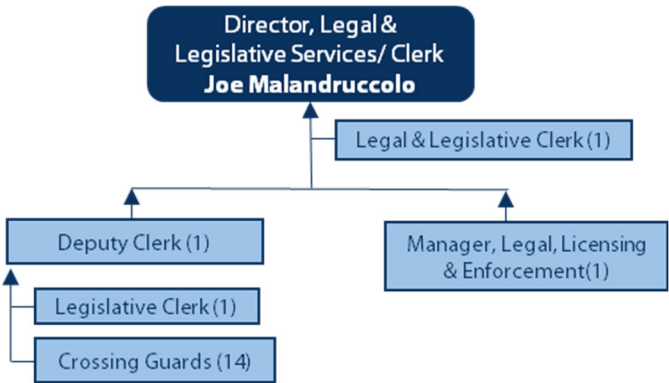


Office of the CAO	Impact	Explanation
Revenues:		
Conditional and Unconditional Grants	Decrease	Community Safety and Policing Grant (CSP)
Interfund Transfers - Revenue	Decrease	Internal debt no longer required to help fund waived development charges, Police Contingency to help offset the new OPP contract
Expenses:		
Contractors	Increase	OPP contract
Debt Servicing	Decrease	Favourable interest rate when taking Essex Streetscape debt
External Transfers	Decrease	Community Partnership Grant for Heritage Essex reallocated under Community Services
Interfund Transfers - Expense	Decrease	No longer require the contributions to reserve for waived DCs
Materials and Supplies	Increase	New software for Report a Problem; new janitorial services contract for police
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contractual Increases

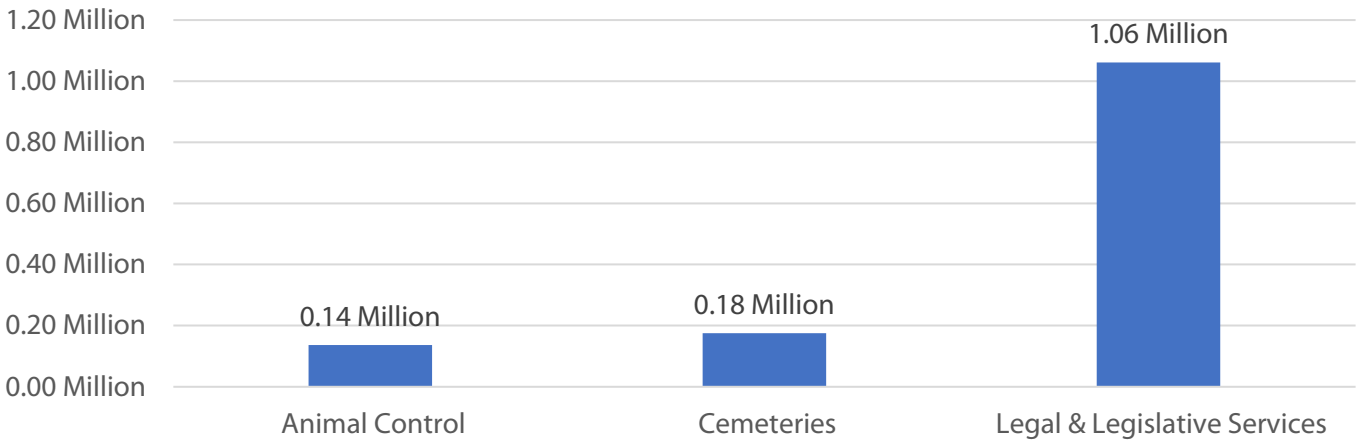


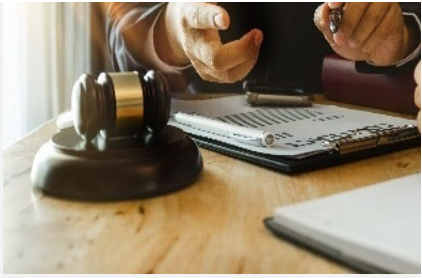



LEGAL & LEGISLATIVE SERVICES

The Legal and Legislative Services Department handles a range of duties and provides various services to administration, council and the public. As a representative of the Office of the Registrar General, this department processes and issues marriage licences and death registrations on behalf of the Province of Ontario. Additionally, the Municipal Clerk is also responsible for the administration and conducting of the Municipal Elections, in accordance with the Municipal Elections Act. Legislative Services function provides secretariat services to Council and its committees and boards, including the preparation of Council meeting agendas, recording of minutes, distribution of communications resulting from Council proceedings, and the management of municipal by-laws. The Legal Services function provides legal advice and support to Town Council, the Chief Administrative Officer, and departments on Town-related matters.



Legal & Legislative Services Proposed 2025 Expenses by Division

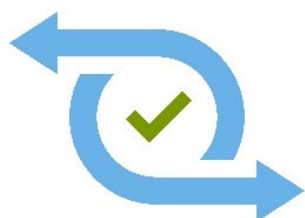


Legislative Services	Elections	Animal Control	Cemeteries
<ul style="list-style-type: none"> Provides Council related services including in-house legal counsel, expertise, and opinion. Oversees the delivery of various key services, including animal control, cemeteries, board and committee appointments, meeting facilitation, freedom of information and protection of privacy, and by-law and Council minutes maintenance. 	<ul style="list-style-type: none"> As per Subsection 11(2) of the Municipal Elections Act, 1996, the Municipal Clerk is responsible for conducting elections within that municipality, responsibilities include preparing for the election, preparing for and conducting a recount in the election, maintaining peace and order in connection with the election; and in a regular election, preparing and submitting the report described in subsection 12.1 (2). 	<ul style="list-style-type: none"> The Legal and Legislative department oversees animal services related to animal care and control such services include dog licensing, kennel licensing, Spay and Neuter Voucher Program, Trap-Neuter-Return (TNR) program for community & outside cats and managing the contract for the Animal Control Officer for the Town of Essex 	<ul style="list-style-type: none"> The Legal and Legislative department maintains thirteen cemeteries. Of those thirteen, only three are active in which burials are still performed. Among the three active cemeteries remaining only one has interment space available for sale. The clerk's department oversees the fees for interment as well as care and maintenance of the cemeteries and headstones, and the issuance of burial permits.
			

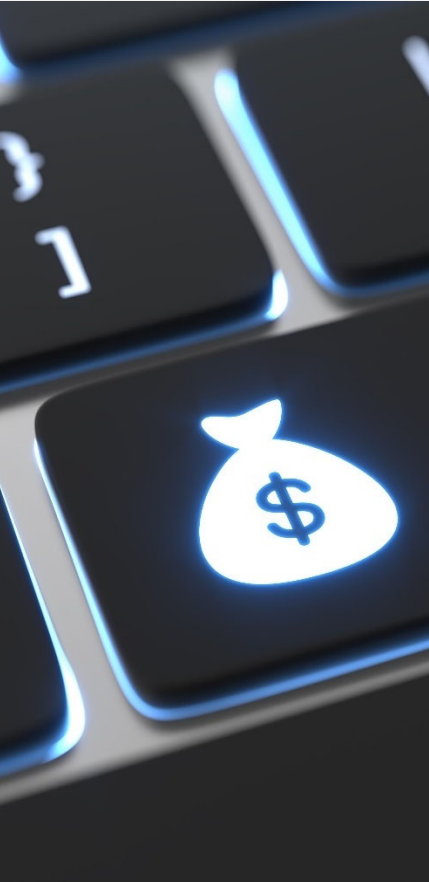
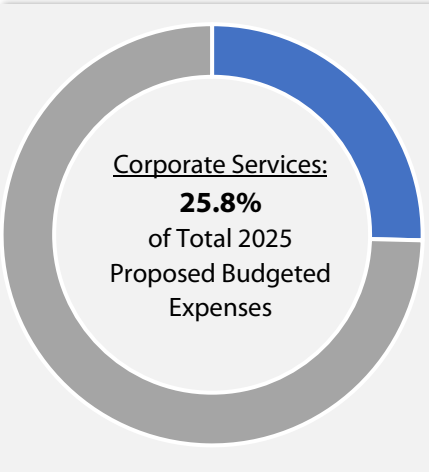
Legal & Legislative Services by Cost Center	Net 2023 Actuals	Net 2024 Budget	Net Proposed 2025 Budget	Proposed Net Change 2024 vs. 2025 (\$)	Proposed Net Change 2024 vs. 2025 (%)	Net Proposed 2026 Forecast	Net Proposed 2027 Forecast	Net Proposed 2028 Forecast	Net Proposed 2029 Forecast
Animal Control	61,852	67,600	87,850	20,250	29.96%	90,568	93,354	96,210	99,137
Cemeteries	36,480	56,896	52,071	(4,825)	-8.48%	53,580	55,130	56,723	58,360
Legislative Services	819,586	993,672	1,031,704	38,032	3.83%	1,082,893	1,083,516	1,150,249	1,161,178
(Surplus)/Deficit	917,918	1,118,167	1,171,625	53,457	4.78%	1,227,041	1,232,000	1,303,182	1,318,675

Legal & Legislative Services by Category	2023 Actuals	2024 Budget	Proposed 2025 Budget	Proposed Change 2024 vs. 2025 (\$)	Proposed Change 2024 vs. 2025 (%)	Proposed 2026 Forecast	Proposed 2027 Forecast	Proposed 2028 Forecast	Proposed 2029 Forecast
Revenues / Funding Source									
Fines and Penalties	0	500	500	0	0.00%	500	500	500	500
Interfund Transfers - Revenue	56,032	7,000	13,342	6,342	90.60%	13,342	13,342	13,342	13,342
Investment and Other Income	2,899	3,816	3,816	0	0.00%	3,849	3,883	3,917	3,953
License and Permit Fees	114,869	83,422	82,372	(1,050)	-1.26%	83,091	132,829	84,585	85,359
User Fees and Service Charges	104,004	97,742	101,178	3,436	3.52%	103,670	106,224	108,843	111,526
Revenues / Funding Source Total	277,804	192,480	201,208	8,728	4.53%	204,452	256,778	211,186	214,679
Expenses / Expenditure									
Contracted Services	124	8,850	8,850	0	0.00%	8,850	8,850	8,850	8,850
External Transfers	70,690	28,000	40,468	12,468	44.53%	41,480	42,517	43,580	44,669
Interfund Transfers - Expense	144,531	115,147	115,526	379	0.33%	115,914	116,312	116,719	117,137
Materials and Supplies	26,590	24,756	28,685	3,929	15.87%	28,815	29,460	30,120	30,796
Miscellaneous Services	183,599	191,900	199,795	7,895	4.11%	204,690	209,708	214,850	220,122
Professional Fees	99,008	108,625	90,375	(18,250)	-16.80%	96,656	98,482	100,353	102,272
Rents and Financial Services	8,794	8,248	8,448	200	2.42%	8,657	8,878	9,087	9,312
Salaries, Wages, Benefits and Personnel Expenses	604,846	790,772	847,166	56,395	7.13%	890,768	936,620	950,413	957,191
Utilities, Insurance and Property Taxes	57,539	34,350	33,519	(831)	-2.42%	35,663	37,952	40,396	43,005
Expenses / Expenditure Total	1,195,722	1,310,647	1,372,832	62,185	4.74%	1,431,493	1,488,778	1,514,368	1,533,355
Surplus/(Deficit)	(917,918)	(1,118,167)	(1,171,625)	(53,457)	4.78%	(1,227,041)	(1,232,000)	(1,303,182)	(1,318,675)

Significant Changes:

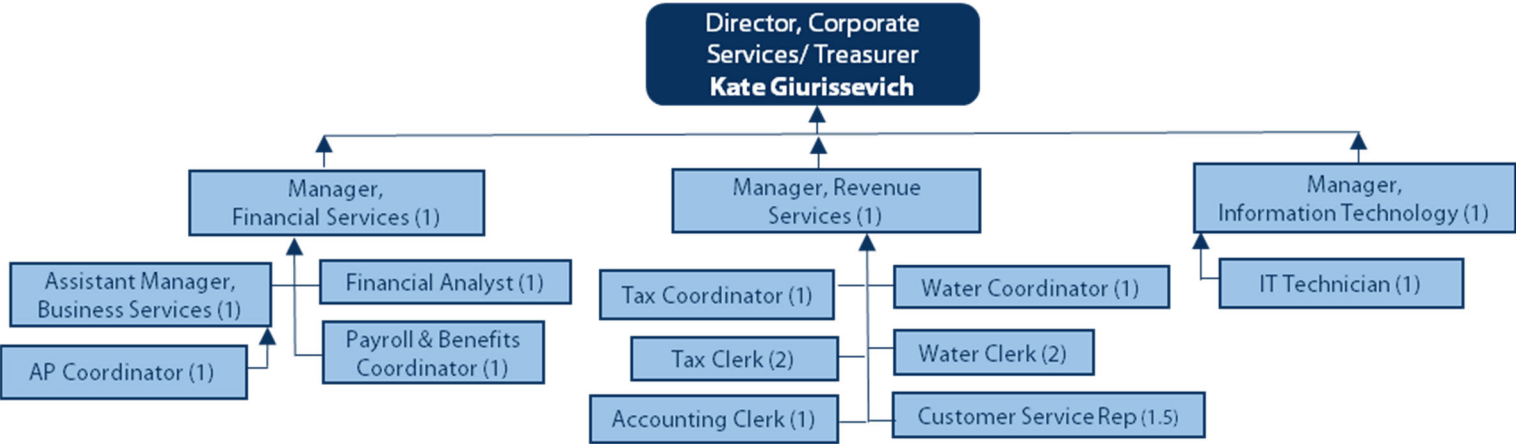


Legal & Legislative Services	Impact	Explanation
Revenues:		
Interfund Transfers - Revenue	Increase	Favourable interest rate from cemeteries bank trust account
Expenses:		
External Transfers	Increase	Dog pound invoices
Professional Fees	Decrease	Legals expenses will decrease with the introduction of a Manager, Legal, Licensing and Enforcement
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contractual Increase and Organization Review Change

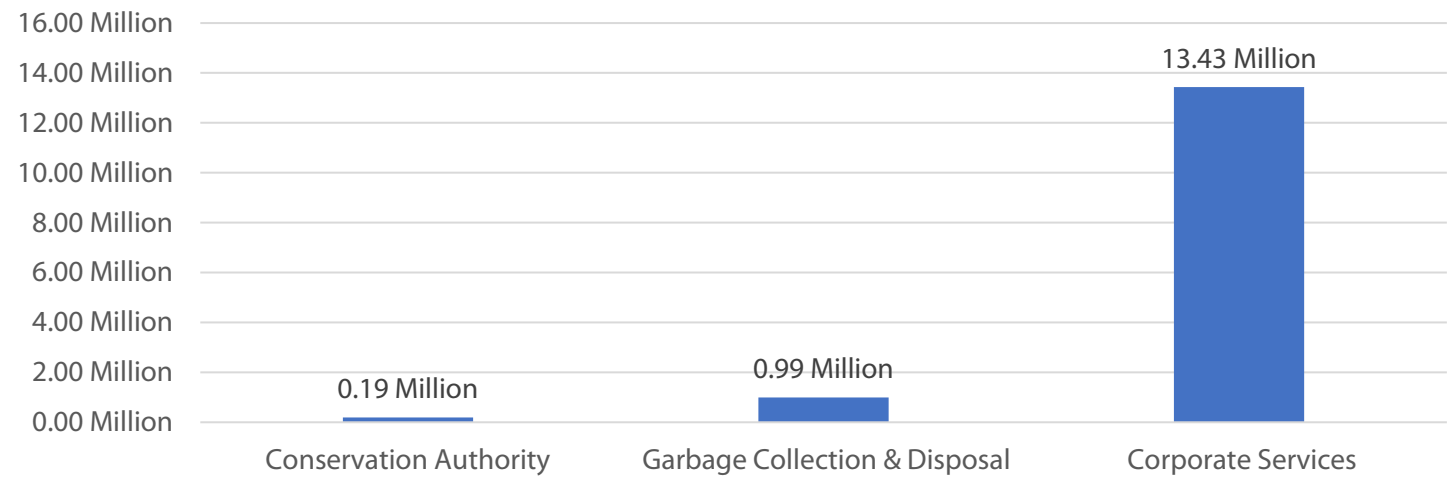


CORPORATE SERVICES

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



Corporate Services Proposed 2025 Expenses by Division



Corporate Services		Garbage Collection	Conservation Authority
Financial & Revenue Services	Information Technology		
<ul style="list-style-type: none"> Provides financial stewardship, leadership and safeguarding of assets. Manages property taxation, including the billing and collection of property taxes. Facilitates the procurement of goods and services. Oversees various financial activities, including the preparation of the annual budget and forecast, and annual year end audit. Manages water billing which includes the billing and collection of water and wastewater charges. 	<ul style="list-style-type: none"> Provides leadership for effective and efficient use of Information Technology (IT) Manages and supports a diverse and robust, reliable, and secure IT portfolio, that consists of both hardware and software, along with telecommunications architecture. Manages a robust cyber security program. 	<ul style="list-style-type: none"> Provide waste and yard waste collection pickup and disposal. Billing of the garbage collection, landfill disposal fees and user levy Receive compensation as the host of the regional landfill. 	<ul style="list-style-type: none"> Protect the water quality and use of water in the watersheds within the Authority's jurisdiction. Further the conservation, restoration, development, and management of natural resources.
			

Corporate Services by Cost Center	Net 2023 Actuals	Net 2024 Budget	Net Proposed 2025 Budget	Proposed Net Change 2024 vs. 2025 (\$)	Proposed Net Change 2024 vs. 2025 (%)	Net Proposed 2026 Forecast	Net Proposed 2027 Forecast	Net Proposed 2028 Forecast	Net Proposed 2029 Forecast
Conservation Authority	182,991	183,137	189,798	6,661	3.64%	195,492	201,357	207,397	213,619
Corporate Services	(1,979,820)	(2,767,642)	(3,435,874)	(668,232)	24.14%	(2,258,550)	(2,176,071)	(2,070,547)	(1,966,495)
Financial Services	0	0	670,702	670,702	100.00%	653,054	673,292	679,015	680,262
Garbage Collection & Disposal*	0	0	0	0	0.00%	0	0	0	0
Information Technology	746,710	853,915	941,720	87,805	10.28%	967,366	993,730	989,994	1,009,892
Revenue Services	0	0	600,534	600,534	100.00%	617,667	635,215	639,324	638,857
Taxation	(16,585,695)	(18,427,873)	(20,668,546)	(2,240,673)	12.16%	(22,683,727)	(23,882,220)	(24,375,666)	(24,842,808)
Water Billing*	0	0	0	0	0.00%	0	0	0	0
(Surplus)/Deficit	(17,635,813)	(20,158,463)	(21,701,667)	(1,543,204)	7.66%	(22,508,697)	(23,554,697)	(23,930,483)	(24,266,674)

*The expenses in these Cost Centers are fully funded either by their corresponding reserve or intercompany allocations.

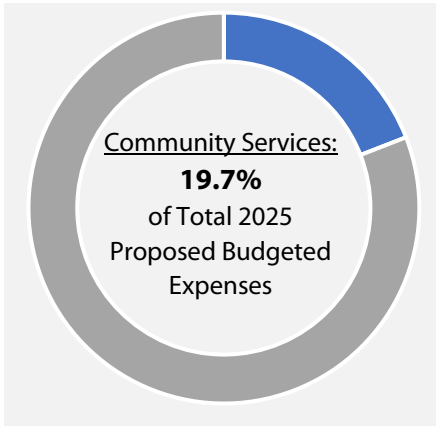
Proposed 2025 BUDGET and 4 Year Forecast

Corporate Services by Category	2023 Actuals	2024 Budget	Proposed 2025 Budget	Proposed Change 2024 vs. 2025 (\$)	Proposed Change 2024 vs. 2025 (%)	Proposed 2026 Forecast	Proposed 2027 Forecast	Proposed 2028 Forecast	Proposed 2029 Forecast
Revenues / Funding Source									
Amounts Added to Taxes and Special Levies	3,079,548	3,173,910	3,685,973	512,063	16.13%	3,759,693	3,834,887	3,911,584	3,989,816
Conditional and Unconditional Grants	6,768,944	6,475,371	6,658,747	183,376	2.83%	6,658,747	6,686,540	6,686,540	6,686,540
Fines and Penalties	247,726	252,559	285,266	32,708	12.95%	282,559	282,559	282,559	282,559
Interfund Transfers - Revenue	27,396	571,887	762,000	190,113	33.24%	155,105	155,105	155,105	155,105
Internal Allocations - Revenue	0	417,925	367,525	(50,400)	-12.06%	379,939	391,453	397,692	402,119
Investment and Other Income	645,864	422,707	325,596	(97,111)	-22.97%	388,768	391,202	393,681	396,207
Payments in Lieu of Taxation	206,023	189,946	214,184	24,238	12.76%	189,946	189,946	189,946	189,946
Prior Years' Surplus/(Deficit)	0	120,000	0	(120,000)	-100.00%	0	0	0	0
Property Taxation	17,055,831	18,326,016	20,041,569	1,715,553	9.36%	22,577,843	23,749,534	24,215,640	24,654,897
Supplementary Taxation	441,868	270,398	447,694	177,297	65.57%	197,395	197,395	197,395	197,395
User Fees and Service Charges	4,104,123	3,345,829	3,524,012	178,182	5.33%	3,592,488	3,663,828	3,736,593	3,810,815
Revenues / Funding Source Total	32,577,324	33,566,548	36,312,567	2,746,019	8.18%	38,182,483	39,542,448	40,166,736	40,765,398
Expenses / Expenditure									
Amortization Expense	90,982	90,982	90,982	0	0.00%	90,982	90,982	90,982	90,982
Contracted Services	1,869,853	1,926,013	2,285,211	359,198	18.65%	2,106,541	2,201,021	2,299,747	2,402,908
Debt Servicing	8,847	4,423	0	(4,423)	-100.00%	262,250	262,250	262,250	262,250
External Transfers	182,991	183,137	173,903	(9,234)	-5.04%	179,120	184,494	190,028	195,729
Interfund Transfers - Expense	10,400,696	8,153,916	8,491,703	337,787	4.14%	9,391,691	9,516,532	9,614,515	9,735,496
Internal Allocations - Expense	0	0	20,000	20,000	100.00%	20,000	20,000	20,000	20,000
Materials and Supplies	385,793	583,933	659,049	75,116	12.86%	667,310	686,358	706,081	726,798
Miscellaneous Services	9,027	31,391	55,245	23,854	75.99%	55,665	57,124	58,624	60,166
Professional Fees	47,909	54,747	53,500	(1,247)	-2.28%	54,340	55,197	56,071	56,962
Rents and Financial Services	65,527	94,160	92,827	(1,333)	-1.42%	93,763	95,310	97,014	98,636
Repairs and Maintenance	3,530	7,067	7,067	0	0.00%	7,230	7,396	7,566	7,741
Salaries, Wages, Benefits and Personnel Expenses	1,497,864	1,783,677	2,170,404	386,728	21.68%	2,249,431	2,308,916	2,324,223	2,324,629
Taxation Adjustments	273,447	291,888	263,401	(28,487)	-9.76%	291,572	291,735	291,902	292,072
Uncollectible Taxes and Accounts Receivable	0	0	3,000	3,000	100.00%	3,000	3,000	3,000	3,000
Utilities, Insurance and Property Taxes	105,044	202,751	244,609	41,858	20.64%	200,891	207,434	214,250	221,354
Expenses / Expenditure Total	14,941,511	13,408,085	14,610,901	1,202,816	8.97%	15,673,786	15,987,750	16,236,254	16,498,724
Surplus/(Deficit)	17,635,813	20,158,463	21,701,667	1,543,204	7.66%	22,508,697	23,554,697	23,930,483	24,266,674

Significant Changes:

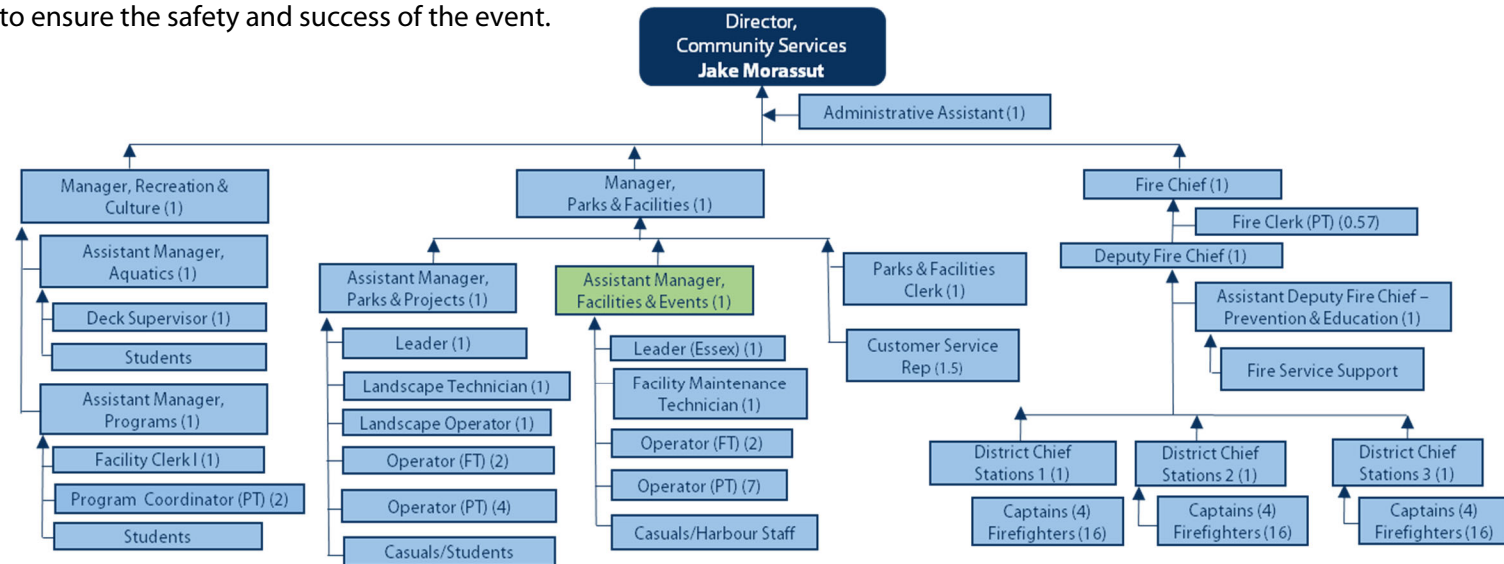
Corporate Services	Impact	Explanation
Revenues:		
Amounts Added to Taxes and Special Levies	Increase	Garbage levy contract and introduction to organics.
Conditional and Unconditional Grants	Increase	OMPF Grant offset with the decrease in OCIF Grant
Interfund Transfers - Revenue	Increase	Salary Stabilization transfer
Prior Years' Surplus/(Deficit)	Decrease	Per the Reserve Management Plan, any prior year's surplus gets allocated to reserves
Property Taxation	Increase	Includes average 7.29% tax increase and assessment increase of 1.74%
Supplementary Taxation	Increase	Reflects the increase in building permits anticipated for 2025
User Fees and Services Charges	Increase	Reflects the updated Fees and Charges rates and the increase in landfill compensation
Expenses:		
Contracted Services	Increase	Garbage contract and introduction to organics.
Interfund Transfers - Expenses	Increase	Proposed 1% tax levy for Core Asset Management Reserve and 0.5% levy for Non-Core Asset Management Reserve
Materials and Supplies	Increase	Increase in IT software subscription costs as more software are transitioning to the Cloud
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contractual Increase and Organization Review Change



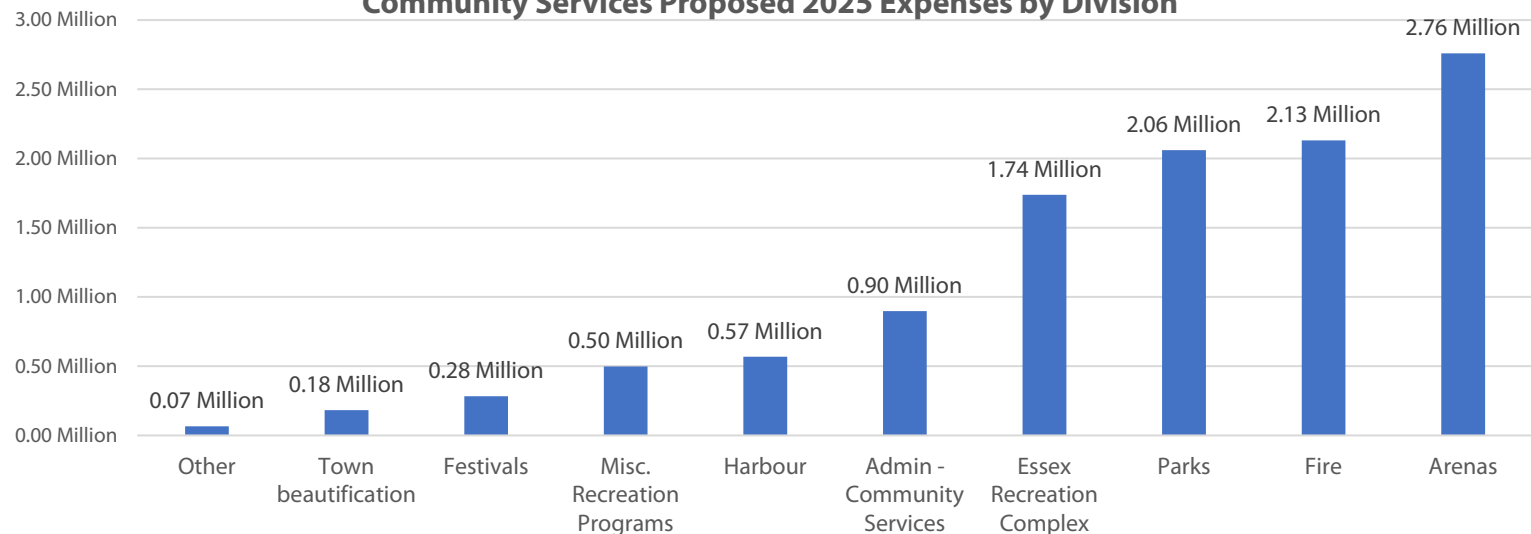


COMMUNITY SERVICES

The Community Services Department connects people with progressive places and positive experiences, while ensuring the safety of people through Fire Services. The department encourages all residents of Essex to embrace an active and healthy lifestyle through the delivery of quality recreation, parks, and cultural services with a spirit of community. Community Services also oversees special events within the Town of Essex and will work with user groups to ensure the safety and success of the event.



Community Services Proposed 2025 Expenses by Division



Recreation and Culture	Parks and Facilities	Fire
<ul style="list-style-type: none"> Plans, develops, and implements programs throughout the Town, through direct delivery and in partnership with community organizations. Engages with community-based organizations who provide services related to arts, culture, sport and recreation programs and events. Manages Essex Recreation Complex and recreation/aquatic programming. 	<ul style="list-style-type: none"> Coordinates and manages the operations of all Town owned facilities. Provides energy management oversight. Provides input into the review of proposed developments as it pertains to parks and open space. Assists with special events in the communities. 	<ul style="list-style-type: none"> Leads fire prevention training and public education. Over-site of burn permits. First responders to emergency calls for fire, carbon monoxide, tiered medical response, and motor vehicle accidents. Oversight of emergency management for the Town of Essex, and coordination of the annual emergency exercise for municipal staff.
		

Community Services by Cost Center	Net 2023 Actuals	Net 2024 Budget	Net Proposed 2025 Budget	Proposed Net Change 2024 vs. 2025 (\$)	Proposed Net Change 2024 vs. 2025 (%)	Net Proposed 2026 Forecast	Net Proposed 2027 Forecast	Net Proposed 2028 Forecast	Net Proposed 2029 Forecast
Accessibility	2,000	3,150	4,900	1,750	55.56%	2,435	2,471	2,507	2,544
Administration - Community Services	716,725	772,955	888,915	115,960	15.00%	938,223	988,134	1,027,533	1,065,978
Administration - Fire Services	425,896	506,959	542,123	35,164	6.94%	577,061	597,652	608,932	617,622
Arts, Culture and Tourism	17,844	21,800	22,236	436	2.00%	22,963	22,963	22,963	22,963
Carnegie Library	43	2,785	2,587	(197)	-7.09%	2,617	2,699	2,784	2,871
Co-An Park	21,000	23,100	25,000	1,900	8.23%	23,100	23,100	23,100	23,100
Colchester Community Centre	86,138	88,538	94,401	5,863	6.62%	98,055	101,137	102,756	103,897
Colchester Schoolhouse	295	995	995	0	0.00%	1,015	1,035	1,056	1,077
Emergency Operations	24,312	28,575	31,000	2,425	8.49%	31,600	32,369	33,157	33,964
Essex Centre Sports Complex	808,222	829,593	881,761	52,167	6.29%	926,492	951,317	1,000,316	1,014,454
Essex Fun Fest*	0	0	0	0	0.00%	0	0	0	0
Essex Library	1,682	6,646	4,208	(2,438)	-36.69%	4,332	4,461	4,593	4,729
Essex Recreation Complex	385,085	400,433	405,380	4,947	1.24%	413,057	438,420	458,349	476,798
Essex Train Station	4,737	5,221	30,349	25,128	481.27%	30,518	30,694	30,875	31,062
Events & Tourism	5,647	10,750	13,000	2,250	20.93%	12,750	12,750	12,750	12,750
Facility Operations	157,165	182,382	354,504	172,122	94.37%	372,112	389,374	392,704	393,630
Fieldhouse	2,266	4,450	4,174	(277)	-6.21%	4,365	4,563	4,769	4,982
Fire - Station 1	443,816	361,688	375,611	13,924	3.85%	378,924	386,326	394,439	402,318
Fire - Station 2	382,760	410,100	453,826	43,726	10.66%	448,724	455,797	463,050	470,587
Fire - Station 3	255,850	295,431	306,213	10,782	3.65%	317,590	325,153	332,906	340,954
Harbour	211,866	273,002	318,439	45,437	16.64%	333,543	346,588	358,287	369,744
Harrow and Colchester South Community Centre	382,106	355,240	385,456	30,216	8.51%	366,173	394,184	398,674	416,837
Harrow Library	0	1,750	1,750	0	0.00%	1,808	1,867	1,928	1,992
Harrow Lions Hall	3,870	4,823	4,236	(586)	-12.16%	4,501	4,773	5,053	5,341
Harrow Soccer Complex	38,750	46,765	48,640	1,875	4.01%	50,075	51,554	52,588	53,488
Maedel Community Centre	32,888	89,404	87,831	(1,573)	-1.76%	95,747	103,014	108,981	114,615
McGregor Community Centre	40,890	47,362	47,995	633	1.34%	51,219	52,842	53,774	54,480
McGregor Library	1,707	2,327	2,654	327	14.06%	2,740	2,829	2,921	3,016
Parks	1,090,193	1,238,106	1,332,848	94,742	7.65%	1,376,839	2,365,876	2,352,135	2,365,983
Public Education, Prevention & Inspection	182,904	182,473	194,887	12,414	6.80%	206,997	214,991	216,843	217,381
Regional Transit*	0	0	0	0	0.00%	0	0	0	0
Santa's Village*	0	0	0	0	0.00%	0	0	0	0
Town Beautification	71,640	130,532	152,520	21,988	16.84%	156,358	160,298	164,344	168,499
Trails	100,000	100,000	100,000	0	0.00%	100,000	100,000	100,000	100,000
Urban Centre Revitalization	30,038	30,000	30,000	0	0.00%	30,000	30,000	30,000	30,000
(Surplus)/Deficit	5,928,333	6,457,334	7,148,440	691,107	10.70%	7,381,933	8,599,230	8,765,065	8,927,658

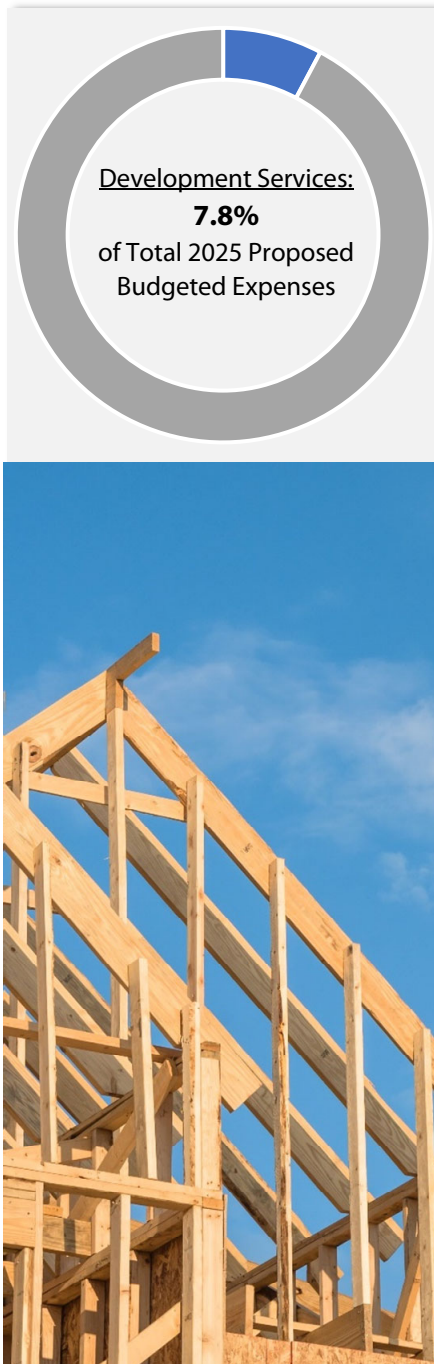
*The expenses in these Cost Centers are fully funded either by their corresponding reserve or intercompany allocations.

Community Services by Category	2023 Actuals	2024 Budget	Proposed 2025 Budget	Proposed Change 2024 vs. 2025 (\$)	Proposed Change 2024 vs. 2025 (%)	Proposed 2026 Forecast	Proposed 2027 Forecast	Proposed 2028 Forecast	Proposed 2029 Forecast
Revenues / Funding Source									
Conditional and Unconditional Grants	71,405	61,775	79,775	18,000	29.14%	79,775	79,775	79,775	79,775
Interfund Transfers - Revenue	775,622	714,562	689,917	(24,645)	-3.45%	684,690	684,791	591,896	592,005
Investment and Other Income	209,154	174,154	228,087	53,933	30.97%	225,116	226,621	215,136	215,998
User Fees and Service Charges	2,823,426	2,726,993	3,035,363	308,370	11.31%	3,070,134	3,096,477	3,117,426	3,123,124
Revenues / Funding Source Total	3,879,607	3,677,484	4,033,142	355,658	9.67%	4,059,715	4,087,664	4,004,233	4,010,902
Expenses / Expenditure									
Contracted Services	419,551	422,644	445,286	22,642	5.36%	456,217	467,794	479,703	491,955
Debt Servicing	1,671,419	1,474,665	1,411,682	(62,983)	-4.27%	1,411,682	2,362,132	2,235,462	2,235,462
External Transfers	1,346	4,000	29,000	25,000	625.00%	29,000	29,000	29,000	29,000
Interfund Transfers - Expense	231,646	128,762	294,772	166,010	128.93%	285,052	292,637	298,592	290,301
Materials and Supplies	743,536	765,397	831,962	66,565	8.70%	841,989	855,337	868,459	881,343
Miscellaneous Services	255,321	311,962	349,947	37,985	12.18%	346,334	350,103	353,931	357,869
Professional Fees	33,337	40,000	38,000	(2,000)	-5.00%	40,175	38,354	40,538	38,727
Rents and Financial Services	193,813	190,497	199,257	8,760	4.60%	167,287	168,646	170,037	171,458
Repairs and Maintenance	321,713	367,700	390,420	22,720	6.18%	395,384	405,763	415,190	424,820
Salaries, Wages, Benefits and Personnel Expenses	4,733,187	5,164,266	5,848,290	684,025	13.25%	6,062,102	6,243,738	6,334,317	6,398,926
Utilities, Insurance and Property Taxes	1,203,072	1,264,925	1,342,966	78,041	6.17%	1,406,426	1,473,389	1,544,070	1,618,698
Expenses / Expenditure Total	9,807,940	10,134,817	11,181,582	1,046,765	10.33%	11,441,648	12,686,894	12,769,298	12,938,560
Surplus/(Deficit)	(5,928,333)	(6,457,334)	(7,148,440)	(691,107)	10.70%	(7,381,933)	(8,599,230)	(8,765,065)	(8,927,658)

Significant Changes:

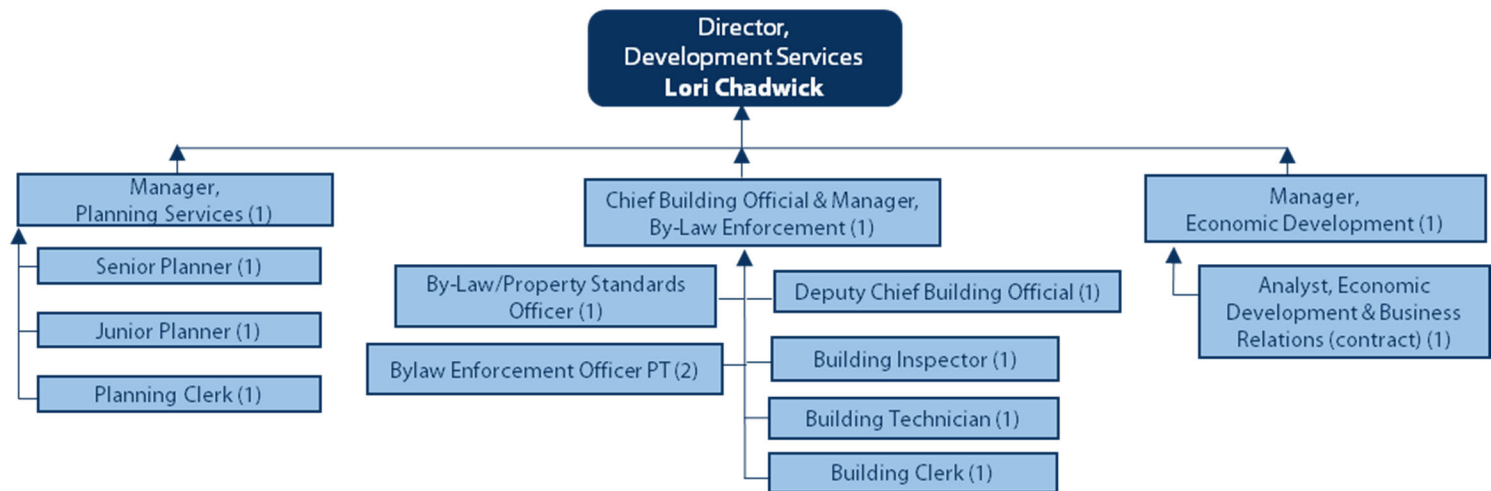
Community Services	Impact	Explanation
Revenues:		
Investment and Other Income	Increase	Sponsorships for Festivals
User Fees and Service Charges	Increase	Increase in revenue for recreation programs, lease increases
Expenses:		
Debt Servicing	Decrease	Debt paid in full (Bylaw 1230 for Harrow Arena Roof Replacement and Bylaw 1227 for Energy Upgrades)
External Transfers	Increase	Reallocation of grant for Heritage Essex from Council cost center
Interfund Transfers - Expense	Increase	Stabilization for Cost Shared facilities
Materials and Supplies	Increase	Program Expenses (offset in the increase user fees revenue)
Miscellaneous Services	Increase	Festival expenses (offset with the increase in Sponsorship revenue)
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contractual Increase and New Assistant Manager, Facilities and Events Position



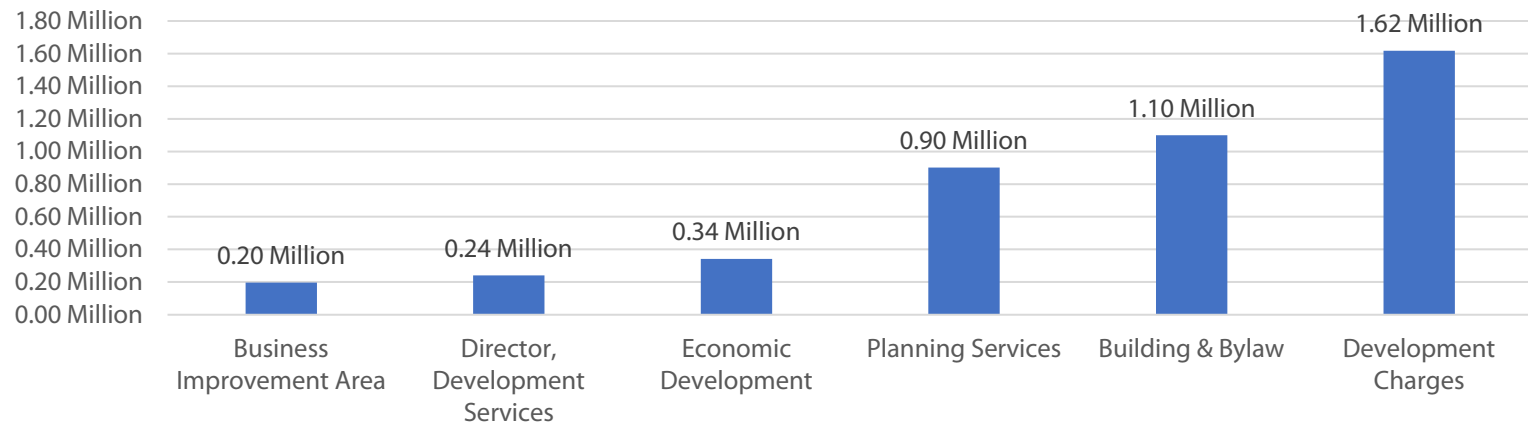


DEVELOPMENT SERVICES

Development Services provides advice to Council, the Corporate Leadership Team, and the community as a whole with respect to development and planning through interpretation and application of effective policy and the evaluation of development opportunities, proposals and the issuance of building permits and enforcement of municipal by-laws including zoning compliance and property standards. Additionally, through economic development, we support business growth by assisting startups, corporate relocations, and the expansion and retention of existing businesses, which leads to driving economic growth, job creation, and revitalization.



Development Services Proposed 2025 Expenses by Division



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

Development Services by Cost Center	Net 2023 Actuals	Net 2024 Budget	Net Proposed 2025 Budget	Proposed Net Change 2024 vs. 2025 (\$)	Proposed Net Change 2024 vs. 2025 (%)	Net Proposed 2026 Forecast	Net Proposed 2027 Forecast	Net Proposed 2028 Forecast	Net Proposed 2029 Forecast
Building*	0	0	0	0	0.00%	0	0	0	0
By-Law Enforcement	246,631	336,944	358,113	21,169	6.28%	369,236	380,531	384,073	385,013
Committee of Adjustment	(25,186)	(33,286)	(27,583)	5,703	-17.13%	(29,418)	(31,308)	(33,255)	(35,260)
Community Improvement Plan - Essex	0	0	20,000	20,000	100.00%	0	0	0	0
Community Improvement Plan - Harrow	101,542	167,573	187,573	20,000	11.94%	116,030	116,030	66,030	0
Development Charges*	0	0	0	0	0.00%	0	0	0	0
Director, Development Services*	0	0	0	0	0.00%	0	0	0	0
Economic Development	225,922	237,647	272,190	34,543	14.54%	259,618	266,370	268,733	269,281
Essex BIA*	0	0	0	0	0.00%	0	0	0	0
Heritage Committee	2,936	24,913	23,007	(1,906)	-7.65%	23,695	24,403	25,133	27,584
Parkland Contributions*	0	0	0	0	0.00%	0	0	0	0
Planning & Zoning	479,813	493,322	546,366	53,044	10.75%	574,138	586,727	590,201	589,342
(Surplus)/Deficit	1,031,658	1,227,113	1,379,666	152,553	12.43%	1,313,300	1,342,755	1,300,916	1,235,959

*The expenses in these Cost Centers are fully funded either by their corresponding reserve or intercompany allocations.

Development Services by Category	2023 Actuals	2024 Budget	Proposed 2025 Budget	Proposed Change 2024 vs. 2025 (\$)	Proposed Change 2024 vs. 2025 (%)	Proposed 2026 Forecast	Proposed 2027 Forecast	Proposed 2028 Forecast	Proposed 2029 Forecast
Revenues / Funding Source									
Amounts Added to Taxes and Special Levies	168,010	156,000	172,000	16,000	10.26%	172,000	172,000	172,000	172,000
Conditional and Unconditional Grants	0	4,674	53,124	48,450	1036.64%	0	0	0	0
Contributions from Developers	480,340	1,102,058	1,625,957	523,899	47.54%	1,625,957	1,625,957	1,625,957	1,625,957
Interfund Transfers - Revenue	324,216	294,448	291,271	(3,176)	-1.08%	264,806	277,265	274,395	266,695
Internal Allocations - Revenue	205,411	208,538	240,271	31,733	15.22%	244,297	251,054	252,871	252,183
Investment and Other Income	38,166	10,000	10,000	0	0.00%	10,000	10,000	10,000	10,000
License and Permit Fees	418,544	408,289	506,289	98,000	24.00%	516,415	526,743	537,278	548,024
User Fees and Service Charges	100,808	204,629	118,491	(86,139)	-42.10%	127,774	131,509	135,354	139,313
Revenues / Funding Source Total	1,735,495	2,388,636	3,017,402	628,766	26.32%	2,961,249	2,994,528	3,007,855	3,014,172
Expenses / Expenditure									
Contracted Services	87,314	31,555	6,297	(25,258)	-80.04%	6,612	6,729	6,848	6,971
Debt Servicing	430	215	0	(215)	-100.00%	0	0	0	0
External Transfers	67,827	203,073	242,673	39,600	19.50%	151,630	151,630	101,630	35,600
Interfund Transfers - Expense	614,055	1,115,682	1,650,957	535,275	47.98%	1,626,731	1,626,729	1,626,727	1,626,725
Internal Allocations - Expense	205,411	208,538	240,271	31,733	15.22%	244,297	251,054	252,871	252,183
Materials and Supplies	136,956	129,995	178,144	48,149	37.04%	163,276	165,288	167,443	169,210
Miscellaneous Services	67,113	76,331	78,015	1,684	2.21%	97,047	94,183	94,322	94,464
Professional Fees	30,373	28,000	31,000	3,000	10.71%	31,340	31,687	32,041	32,401
Rents and Financial Services	8,144	129,327	17,283	(112,045)	-86.64%	17,626	17,976	18,333	18,698
Repairs and Maintenance	6,598	9,000	7,668	(1,332)	-14.80%	7,644	7,750	7,858	8,017
Salaries, Wages, Benefits and Personnel Expenses	1,509,416	1,650,929	1,909,466	258,537	15.66%	1,891,125	1,944,989	1,959,253	1,962,104
Taxation Adjustments	14,947	0	0	0	0.00%	0	0	0	0
Utilities, Insurance and Property Taxes	18,569	33,104	35,295	2,190	6.62%	37,221	39,269	41,445	43,758
Expenses / Expenditure Total	2,767,153	3,615,749	4,397,068	781,319	21.61%	4,274,549	4,337,283	4,308,771	4,250,131
Surplus/(Deficit)	(1,031,658)	(1,227,113)	(1,379,666)	(152,553)	12.43%	(1,313,300)	(1,342,755)	(1,300,916)	(1,235,959)

Significant Changes:



Development Services	Impact	Explanation
Revenues:		
Conditional and Unconditional Grants	Increase	RED Grant for Grant Match and a contract position
Contributions from Developers	Increase	Result of no longer having waived development charges and the rates from the 2024 study
License and Permit Fees	Increase	Increase in building permit revenue based on the forecasted development
User Fees and Service Charges	Decrease	Decline in revenue from credit card usages on Cloud Permit
Expenses:		
Contracted Services	Decrease	No longer require contract services to help with building inspectors as all the roles are now filled
External Transfers	Increase	Proposed CIP Grant in Harrow and Essex for Accessible Entrances and Sidewalk Cafes
Interfund Transfers - Expense	Increase	In correlation to the above increase in DC's
Rents and Financial Services	Decrease	Less online credit cards fees from Developers (offset in User Fees)
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contract Increase & new Economic Development & Business Relations Analyst contract position

Essex Centre Business Improvement Area

Operating through a volunteer Board of Directors, who own or work in downtown businesses throughout ward 1, the BIA's primary function is to improve the physical environment of the area and assist with economic redevelopment of the local business community through area-wide promotion and advertising. The Essex Centre BIA provides both the organized structure and source of funds to help improve our business economy and to make our town a better place in which to live and to make a living.



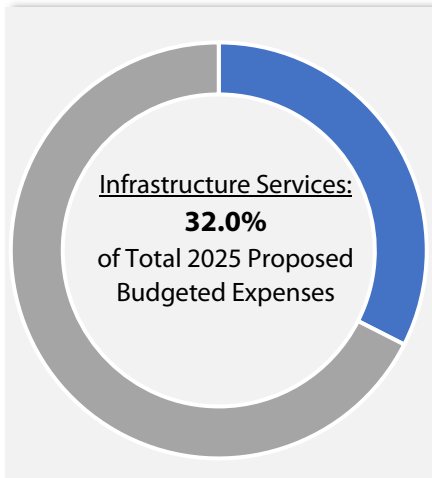
Essex BIA by Category	2023 Actuals	2024 Budget	Proposed 2025 Budget	Proposed Change 2024 vs. 2025 (\$)	Proposed Change 2024 vs. 2025 (%)
Revenues / Funding Source					
Amounts Added to Taxes and Special Levies	168,010	156,000	172,000	16,000	10.26%
Interfund Transfers - Revenue	57,100	0	24,224	24,224	0.00%
Investment and Other Income	1,400	0	0	0	0.00%
Revenues / Funding Source Total	226,510	156,000	196,224	40,224	25.78%
Expenses / Expenditure					
External Transfers	0	500	100	(400)	-80.00%
Interfund Transfers - Expense	95,000	13,624	25,000	11,376	83.50%
Materials and Supplies	46,529	56,200	69,950	13,750	24.47%
Miscellaneous Services	38,855	54,801	68,000	13,199	24.09%
Salaries, Wages, Benefits and Personnel Expenses	30,490	30,050	32,150	2,100	6.99%
Taxation Adjustments	14,947	0	0	0	0.00%
Utilities, Insurance and Property Taxes	689	826	1,024	199	24.06%
Expenses / Expenditure Total	226,510	156,000	196,224	40,224	25.78%
Surplus/(Deficit)	0	0	0	0	0.00%

Significant Changes:

Essex Centre BIA	Impact	Explanation
Revenues:		
Amounts Added to Taxes and Special Levy	Increase	Proposed 2.2% increase on the BIA Levy and increase to the cap to \$6,300
Interfund Transfers - Revenue	Increase	BIA reserve transfer to offset the capital contribution for the Amphitheatre
Expenses:		
interfund Transfers - Expense	Increase	BIA contribution to the Amphitheatre sound system and banners
Materials and Supplies	Increase	Inflationary cost increase for signage, displays, and campaigns
Miscellaneous Services	Increase	Inflationary cost increases for advertising, print materials and events

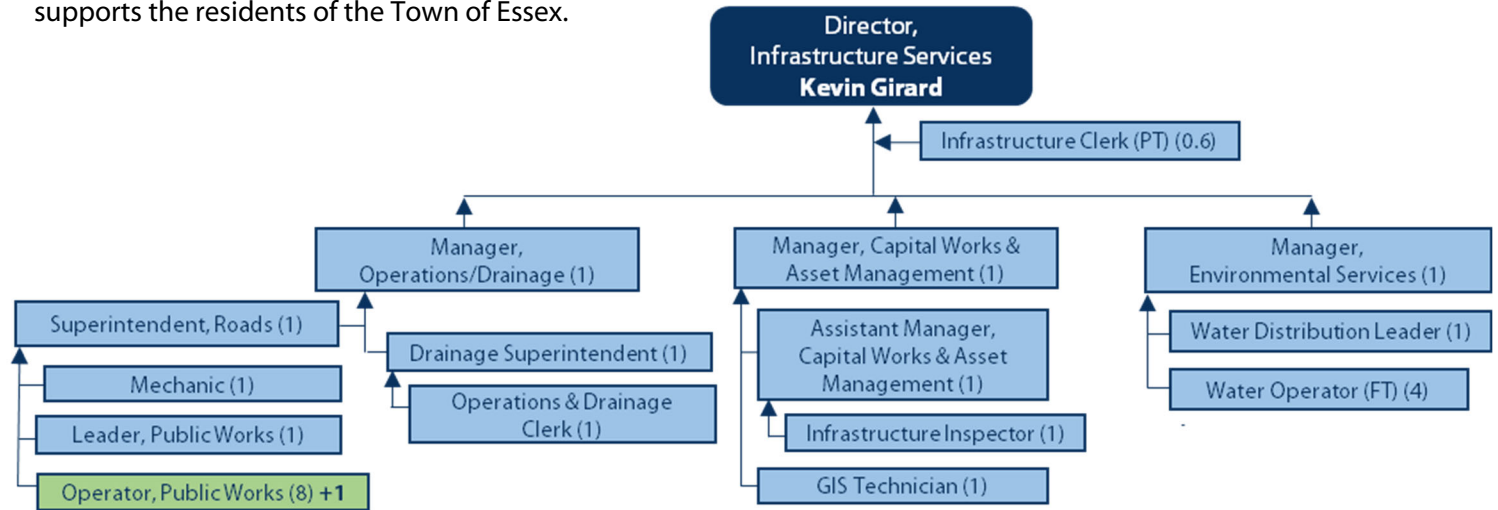
The Essex Centre Business Improvement Area (BIA) Levy: is a special levy in the Ward 1 boundaries which is paid by commercial and industrial property owners. This levy helps the BIA fund business promotion and other programs that contribute to the success of commercial/industrial districts.

2025 Proposed BIA Tax Rate	2024 BIA Rates		2025 BIA Rates		Proposed Change (2024 to 2025)	
	BIA Rate	BIA Taxes per Average Assessment	BIA Rate	BIA Taxes per Average Assessment	%	\$
Ward 1 Commercial						
BIA Rate	0.00180	902.05	0.00184	921.90	2.20%	19.85
Average increase on a \$500,000 assessment						500,000

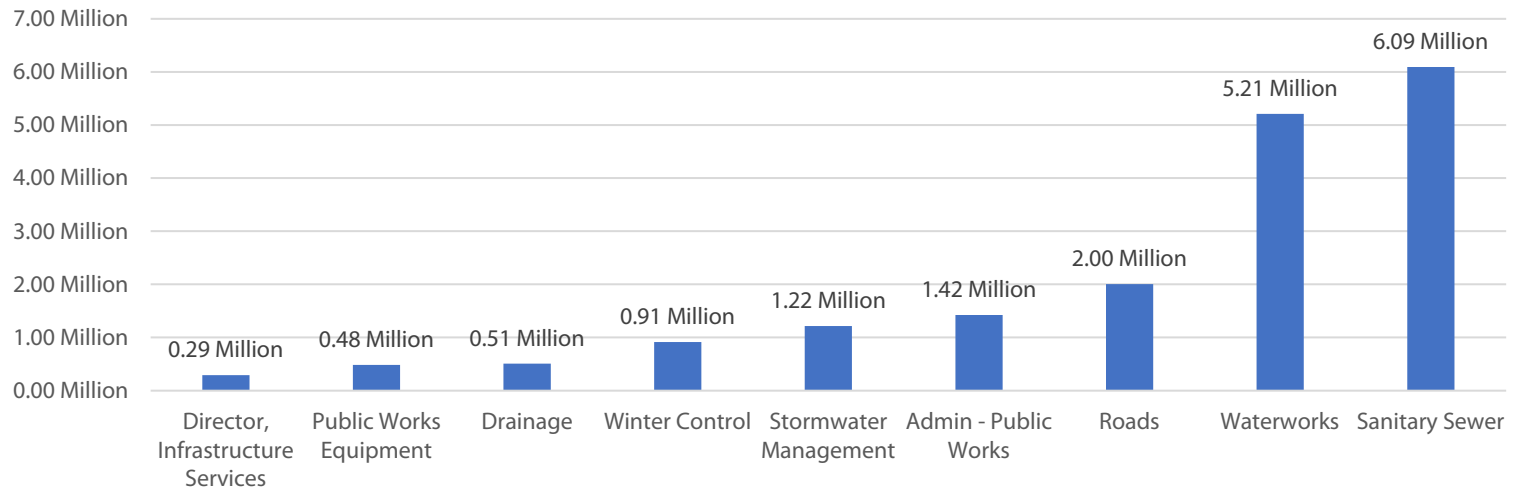


INFRASTRUCTURE SERVICES

The Infrastructure Services Department is responsible for the construction, operation, maintenance of the Town's core infrastructure including water, storm sewers, sanitary sewers, drainage, and roads. The Infrastructure Services department is committed to providing our residents with the safe, reliable, and efficient infrastructure to make our Town a safe, convenient, and livable community. The Town is committed to investing in the maintenance, replacement, and upkeep of existing infrastructure to ensure it remains in a state of good repair that appropriately supports the residents of the Town of Essex.



Infrastructure Services Proposed 2025 Expenses by Division



Public Works & Drainage	Capital Works & Asset Management	Environmental Services
<ul style="list-style-type: none"> • Maintain municipally owned: paved roads, gravel roads, street signs, trees, traffic signals, streetlights, sidewalks, bridges & culverts, roadside mowing, and roadside ditches. • Maintenance of stormwater management systems, including, storm sewers, manholes, pumping stations, ponds, etc. • Winter Control activities, including the salting and plowing of municipal roads and sidewalks. • Maintenance of vehicles and equipment • Oversee maintenance and construction of municipal drains in accordance with the Ontario Drainage Act. • Manage and issue billings for the maintenance and construction of Municipal Drains. 	<ul style="list-style-type: none"> • Manages capital projects in the Town of Essex related to core infrastructure. • Procures consultants and contractors for construction related activities. • Point of contact for agency reviews related to construction and development. • Reviews designs and studies of new subdivisions and site plan control applications. • Oversees construction of new subdivision developments. • Coordinates and reviews the Town's capital project forecasting and asset management planning. • Manages public right of way permits for 3rd party utility construction. • Research and Development of new construction practices and technology. 	<ul style="list-style-type: none"> • Provide safe and reliable water and wastewater services to homes and businesses in the Town. • Provide treatment and distribution of safe and reliable drinking water. • Provide the collection and treatment of wastewater. • Maintenance and operation of wastewater infrastructure, including, sanitary sewers, manholes, pumping stations, sanitary services, etc. • Maintenance and operation of water infrastructure, including, watermains, valves, fire hydrants, water services, water meters, etc. • Maintenance of the Town's Drinking Water Quality Management System (DWQMS) • Ensure water and wastewater rates are sufficient to cover replacement, operations, and maintenance of water distribution and wastewater collection.



Infrastructure Services by Cost Center	Net 2023 Actuals	Net 2024 Budget	Net Proposed 2025 Budget	Proposed Net Change 2024 vs. 2025 (\$)	Proposed Net Change 2024 vs. 2025 (%)	Net Proposed 2026 Forecast	Net Proposed 2027 Forecast	Net Proposed 2028 Forecast	Net Proposed 2029 Forecast
Admin - Public Works	830,133	1,165,329	1,323,574	158,245	13.58%	1,446,327	1,481,807	1,499,255	1,509,723
Bridges & Culverts	69,523	64,956	64,973	18	0.03%	126,389	67,314	117,991	68,587
Brushing & Tree Removal	229,102	144,040	129,550	(14,490)	-10.06%	131,453	133,386	134,518	135,388
Catch Basins, Curb & Gutter	74,512	77,093	82,801	5,709	7.41%	93,789	84,799	95,218	85,444
Debris & Litter Pickup	34,409	40,076	48,345	8,269	20.63%	49,381	50,442	50,817	50,968
Director of Infrastructure*	0	0	0	0	0.00%	0	0	0	0
Drainage	218,300	145,513	202,381	56,868	39.08%	163,470	163,887	164,405	147,850
Grass Mowing & Weed Control	54,205	65,114	71,549	6,435	9.88%	73,523	75,521	76,836	77,927
Municipal Drainage Light Brushing	84,224	85,000	95,000	10,000	11.76%	97,500	100,000	102,500	105,000
Paved Roads	493,748	637,057	640,148	3,090	0.49%	661,094	672,145	560,304	567,552
Public Works- Equipment*	146,934	0	0	0	0.00%	0	0	0	0
Road Traffic Operations	276,559	160,234	208,941	48,707	30.40%	216,105	221,243	224,567	227,302
Roadside Ditching	86,735	108,494	98,718	(9,776)	-9.01%	101,261	103,823	105,910	107,841
Roads-Municipal Drains	309,273	338,377	329,740	(8,637)	-2.55%	329,854	329,971	330,006	330,016
Shoreline Assistance	4,497	0	0	0	0.00%	0	0	0	0
Shoreline Protection	(4,497)	0	0	0	0.00%	0	0	0	0
Shoulder Mntce - Paved Roads	137,041	122,078	139,711	17,632	14.44%	187,864	146,091	197,330	147,917
Sidewalks	56,870	25,057	25,788	731	2.92%	26,537	27,292	27,884	28,423
SS Ward 1 - Collection/Conveyance*	0	0	0	0	0.00%	0	0	0	0
SS Ward 1 - Treatment/Disposal*	0	0	0	0	0.00%	0	0	0	0
SS Ward 2*	0	0	0	0	0.00%	0	0	0	0
SS Ward 3 - Collection/Conveyance*	0	0	0	0	0.00%	0	0	0	0
SS Ward 3 - Treatment/Disposal*	0	0	0	0	0.00%	0	0	0	0
SS Ward 4 - Collection/Conveyance*	0	0	0	0	0.00%	0	0	0	0
SS Ward 4 - Treatment/Disposal*	0	0	0	0	0.00%	0	0	0	0
Storm Sewers	195,199	457,774	446,093	(11,681)	-2.55%	757,349	461,571	429,695	420,323
Streetlighting	194,553	231,270	232,823	1,553	0.67%	228,433	234,696	241,117	247,700
Sweeping	96,819	127,301	136,900	9,599	7.54%	139,657	142,473	143,867	144,801
Tile Drainage*	3,827	0	0	0	0.00%	0	0	0	0
Unpaved Roads	367,511	362,059	366,832	4,773	1.32%	415,958	374,125	421,188	377,889
Water Wards 1/2 - Distribution/Transmission*	0	0	0	0	0.00%	0	0	0	0
Water Wards 1/2 - Treatment*	0	0	0	0	0.00%	0	0	0	0
Water Wards 3/4 - Distribution/Transmission*	0	0	0	0	0.00%	0	0	0	0
Water Wards 3/4 - Treatment*	0	0	0	0	0.00%	0	0	0	0
Winter Control	661,554	874,577	914,258	39,681	4.54%	1,047,531	1,066,503	1,070,534	1,082,961
(Surplus)/Deficit	4,621,032	5,231,400	5,558,125	326,725	6.25%	6,293,473	5,937,088	5,993,942	5,863,611

*The expenses in these Cost Centers are fully funded either by their corresponding reserve or intercompany allocations.

Infrastructure Services by Category	2023 Actuals	2024 Budget	Proposed 2025 Budget	Proposed Change 2024 vs. 2025 (\$)	Proposed Change 2024 vs. 2025 (%)	Proposed 2026 Forecast	Proposed 2027 Forecast	Proposed 2028 Forecast	Proposed 2029 Forecast
Revenues / Funding Source									
Amounts Added to Taxes and Special Levies	349,343	296,706	296,706	(0)	0.00%	297,006	297,312	297,624	297,942
Conditional and Unconditional Grants	70,918	56,000	70,000	14,000	25.00%	70,000	70,000	70,000	70,000
Interfund Transfers - Revenue	3,553,116	3,569,249	3,303,041	(266,207)	-7.46%	3,196,777	3,158,649	3,403,883	3,531,807
Internal Allocations - Revenue	210,360	253,079	288,094	35,015	13.84%	296,104	304,356	306,499	306,567
Investment and Other Income	131,752	9,700	9,700	0	0.00%	7,600	7,600	7,600	7,600
License and Permit Fees	75,133	39,000	39,000	0	0.00%	39,000	39,000	39,000	39,000
User Fees and Service Charges	8,433,721	7,677,407	8,570,352	892,945	11.63%	9,166,991	9,779,686	10,435,766	11,135,647
Revenues / Funding Source Total	12,824,344	11,901,140	12,576,892	675,752	5.68%	13,073,477	13,656,602	14,560,373	15,388,564
Expenses / Expenditure									
Contracted Services	3,698,667	3,096,847	3,067,065	(29,782)	-0.96%	3,623,073	3,286,125	3,468,198	3,428,930
Debt Servicing	1,370,593	1,557,858	1,406,441	(151,416)	-9.72%	1,242,324	1,063,760	665,936	648,374
External Transfers	4,138	16,000	37,500	21,500	134.38%	37,500	37,500	37,500	37,500
Interfund Transfers - Expense	6,215,560	4,762,402	5,626,056	863,654	18.13%	6,138,415	6,700,784	7,678,622	8,363,587
Internal Allocations - Expense	290,629	671,004	635,619	(35,385)	-5.27%	656,043	675,809	684,191	688,686
Materials and Supplies	1,226,272	1,806,742	1,734,477	(72,265)	-4.00%	1,827,976	1,850,315	1,872,442	1,898,506
Miscellaneous Services	79,985	73,160	76,460	3,300	4.51%	78,123	79,314	81,035	82,286
Professional Fees	110,251	295,000	165,000	(130,000)	-44.07%	195,000	135,000	185,000	135,000
Rents and Financial Services	12,923	15,307	15,307	0	0.00%	15,811	16,314	16,818	17,322
Repairs and Maintenance	579,063	559,075	599,230	40,155	7.18%	607,534	636,975	667,379	689,848
Salaries, Wages, Benefits and Personnel Expenses	2,676,260	2,984,876	3,415,213	430,337	14.42%	3,536,447	3,651,593	3,681,508	3,688,306
Uncollectible Taxes and Accounts Receivable	2,747	22,500	25,000	2,500	11.11%	25,000	25,000	25,000	25,000
Utilities, Insurance and Property Taxes	1,178,288	1,271,770	1,331,650	59,880	4.71%	1,383,705	1,435,201	1,490,685	1,548,830
Expenses / Expenditure Total	17,445,376	17,132,540	18,135,018	1,002,477	5.85%	19,366,950	19,593,690	20,554,314	21,252,175
Surplus/(Deficit)	(4,621,032)	(5,231,400)	(5,558,125)	(326,725)	6.25%	(6,293,473)	(5,937,088)	(5,993,942)	(5,863,611)

Significant Changes:

Infrastructure Services	Impact	Explanation
Revenues:		
Interfund Transfers - Revenue	Decrease	One time funding for OSIM Bridge inspections removed; decrease in funding Water and Wastewater from reserves
User Fees and Service Charges	Increase	Increase rates and consumption (from development) for water and wastewater services
Expenses:		
Debt Servicing	Decrease	Debt falling off (Bylaw 1227 Energy Upgrades; Bylaw 1296 for Erie Road Sanitary Sewer Extension)
interfund Transfers - Expense	Increase	Lifecycle and Reserve transfers for Water and Wastewater
Materials and Supplies	Decrease	Fuel expense for vehicles and equipment and decrease in replacement meters for water
Professional Fees	Decrease	No bridge inspection in 2025 and decrease in engineering services for storm sewers
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contractual Increase and one new public works operator
Utilities, Insurance and Property Taxes	Increase	Anticipated inflationary increase





PROPOSED 2025 CAPITAL BUDGET

and 2026 – 2029 Capital Forecast

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

STRATEGIC ALIGNMENT INITIATIVES WITHIN THE PROPOSED 2025 CAPITAL BUDGET

Safe & Reliable Infrastructure

- The Facility Assessments and the Transportation Master Plan capital projects are direct action items from subsection *1.1 Taking an evidence-based approach to infrastructure renewal projects*. Both projects aim at evaluating the current and future needs around the municipality; Facility Assessments for the needs of Town-owned buildings and the Transportation Master Plan for transportation network requirements.

Jobs & Economic Opportunities

- The capital projects relating to the Essex Sports Park, such as Washroom Design and Servicing (to provide electrical and water), all contribute to the completion of this new sports hub for use in the near future. Once completed, the new Essex Sports park plans to attract an increased number of sporting events, which directly relates to subsection *2.3 Promoting tourism as an economic driver*.

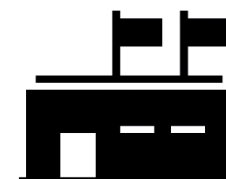
Strategic Alignment Highlights in the 2025 Capital Budget

Welcoming & Caring Community

- The capital project to upgrade the 1/2-ton Pick-up Truck in Community Services to an Electric Truck, in addition to the Infrastructure Services Electric Vehicle purchased in 2024, continues electrifying the Town's fleet in different departments. This directly responds to subsection *3.2 Protecting our natural environment*.

Responsible & People-Focused Government

- The capital project to review and update the Fees and Charges bylaw will ensure that the town is charging the appropriate fees and amounts to users for various items. The outcome of this project will likely see adjustments to our fees, thus supporting subsection *4.2 Diversifying our revenue sources to reduce reliance on residential taxpayers*.



ASSET MANAGEMENT PLAN (AMP)

What is Asset Management?

Asset Management Planning (AMP) is an ongoing and long-term process that allows municipalities to make the best possible investment decisions for their infrastructure assets.

Ontario Regulation 588/17

Throughout Ontario, existing infrastructure is degrading faster than it is being repaired or replaced, putting services at risk. To help address this issue, the province implemented the *Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17 (as amended by O. Reg. 193/21)*, effective January 1, 2018.

In accordance with O.Reg 588/17, the Town implemented an Asset Management Plan in 2016 for core infrastructure assets and in 2017 for general capital assets.

In 2022, the asset management plan for core assets was updated to meet the requirements of O.Reg 588. One of the key elements of the update was to provide a detailed overview and analysis of the Town’s core infrastructure assets while beginning to define levels of service. The Asset Management Plans for the updated 2022 core assets and the 2017 plan for general capital (non-core assets) can be found on the Town’s website www.essex.ca/assetmanagement.

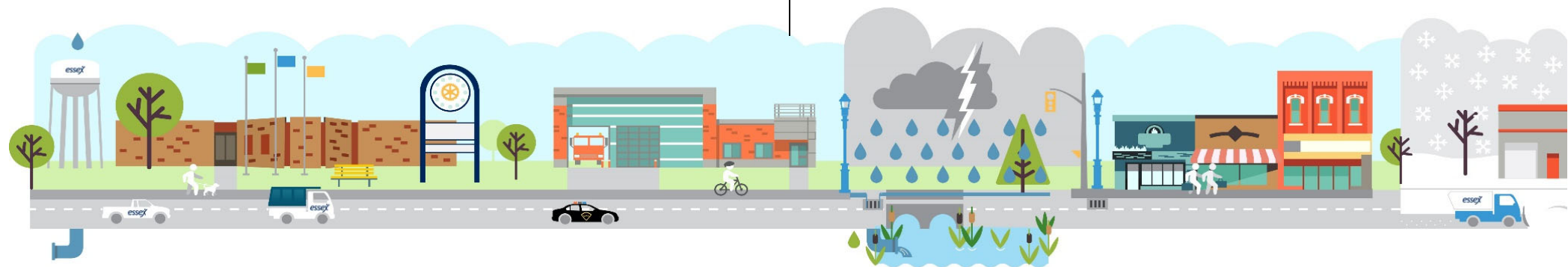
The Town’s Plan

The Town divides its capital assets into two areas: Core Assets (2022) and Non-Core Assets (to be updated in 2025). Core assets include the following categories: roads, bridges & culverts, stormwater, water, and wastewater. Non-Core assets, sometimes referred to as general capital, include the following categories: buildings, vehicles, machinery & equipment, and land improvements.

Total replacement costs of the Town’s capital assets:

Core Assets (based on 2022 study)	\$621 million
Non-Core Assets (based on 2017 study)	\$71 million

Each year the Town makes an investment in its infrastructure to ensure assets remain in good state. These investments are seen in the capital budget as the Town assumes 100% of replacements costs and 50% of upgrades cost, as they are investments in asset management.



Core Assets:

Category	Recommended Average Annual AMP Expenditures	2025 Proposed Capital Budget	Difference	Result
Roads and Roadside	10,342,173	3,700,000	(6,642,173)	Deficit
Bridges and Culverts	1,703,366	1,500,000	(203,366)	Deficit
Stormwater	1,356,219	0	(1,356,219)	Deficit
Water	2,761,447	1,155,000	(1,606,447)	Deficit
Wastewater	2,161,548	872,250	(1,289,298)	Deficit

Non-Core Assets:

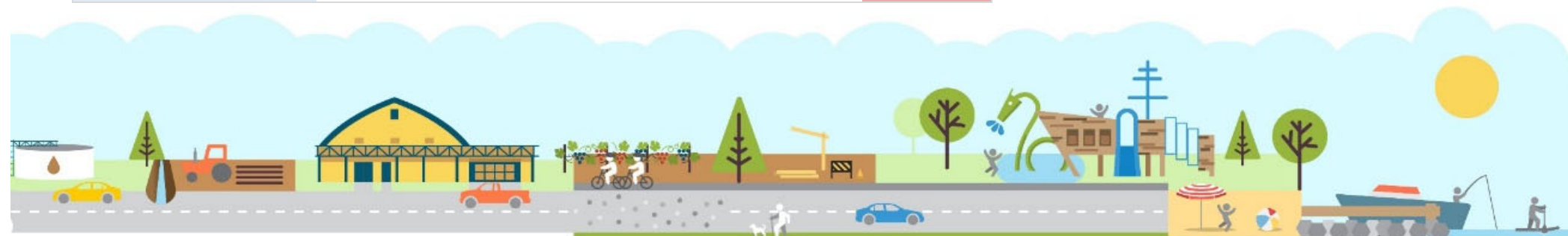
Category	Recommended Average Annual AMP Expenditures	2025 Proposed Capital Budget	Difference	Result
Buildings	1,766,040	43,000	(1,723,040)	Deficit
Vehicles	311,101	487,500	176,399	Surplus
Machinery and Equipment	855,294	727,285	(128,009)	Deficit
Land Improvements	152,849	139,984	(12,865)	Deficit

The tables to the left illustrate the recommended spend for 2025 based on the AMP studies and the proposed spend from the Town's capital budget. The AMP recommended spend for the core and non-core assets have been inflated to 2025 values.

It should also be noted that the recommended annual spend from AMP is an "average" and discrepancies should be expected between AMP & actual expenditures, especially in a year of high value asset replacement.

In many of the categories the Town's investment is below the AMPs annual recommendation. Most municipalities struggle with the annual infrastructure deficits, and it will take many years, if at all, to achieve a fully funded program.

With the implementation of the Asset Management Plan, the Town is working towards closing the gap on the deficits however this will require long term planning.



The Financial Plan

At the adoption of the first Asset Management Plan, Council recognized the importance of the need to reach a fully funded plan. The following financial initiatives have been adopted:

Asset Management Plan's Recommended Annual Funding for Core Assets:	
Funding*	13,401,757
Town of Essex's 2025 Commitment:	
OCIF	1,189,700
CCBF	1,095,047
Landfill Reserve Contribution	958,460
Capital Levy per Asset Management Financial Strategy (Fixed Amount)	127,461
2023 – Roads Levy (1.6%)	266,595
2024 – Additional Roads Levy (1%)	174,681
2025 – Proposed Roads Levy (1%)	186,807
Annual Consolidated Lifecycle Capital Contribution from General Levy	414,000
20% top-up for Landfill Reserve Contribution	319,487
Total 2025 Commitment	4,732,238
Surplus (Deficit) to Recommended Funding in Asset Management Plan for Core Assets	(8,669,519)



*The Town's adopted Asset Management Plan has a financial strategy that recommends an annual funding allotment towards the Town's existing core portfolio, to ensure available funding when asset replacement comes due. The value from the 2022 study has been inflated to reflect 2025 values.

Asset Management Lifecycle Reserve Forecast

Asset Management Lifecycle Reserve Forecast			Asset Management Lifecycle Reserve Revenue and Expense Activity					
Description	Note	Beginning Balance	Revenue			Interest	Committed/ Proposed Asset Management Expenditures	Ending Balance
			Asset Management Financial Strategy		Operating Lifecycle Reserve Contributions			
			Landfill Reserve	Capital Levy				
2024 Opening Balance		13,665,839						
Landfill Reserve Contribution	Per new Asset Management Financial Strategy		1,993,883					
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089				
Approved - Capital Levy to Cover Core lifecycle contributions (1.6%+1%)	Capital Levy (introduced with AMP Part 1 financial strategy)			441,276				
2023 Surplus Allocated to AMP (25% of Surplus per Reserve Management Policy)					91,811			
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount				900,000			
20% top-up	2024 to 2029		664,628					
Interest Calculation	Estimated					571,352		
Funding Requirement for Capital							(10,971,021)	
2024 Estimated Ending Balance								7,634,856
2025 Beginning Balance		7,634,856						
Landfill Reserve Contribution	Per new Asset Management Financial Strategy		2,083,609					
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089				
Proposed - Capital Levy to Cover Core lifecycle contributions (1.6%+1%+1%)	Capital Levy (introduced with AMP Part 1 financial strategy)			628,083				
Proposed - Capital Levy to Cover Non-Core lifecycle contributions (0.5%)	Capital Levy (introduced with AMP Part 2 financial strategy)			93,404				
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount				900,000			
20% top-up	2024 to 2029		694,536					
Interest Calculation	Estimated					364,455		
Funding Requirement for Capital							(4,322,181)	
2025 Estimated Ending Balance								8,353,851
2026 Beginning Balance		8,353,851						
Landfill Reserve Contribution	Per new Asset Management Financial Strategy		2,125,281					
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089				
Proposed - Capital Levy to Cover lifecycle contributions (1.6%+1%+1%+1%)	Capital Levy (introduced with AMP Part 1 financial strategy)			814,890				
Proposed - Capital Levy to Cover Non-Core lifecycle contributions (1%)	Capital Levy (introduced with AMP Part 2 financial strategy)			186,807				
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount				900,000			
20% top-up	2024 to 2029		425,056					
Interest Calculation and Investment Income	Estimated					1,081,647		
Funding Requirement for Capital							(18,411,411)	
CapEx Adjustment	70% reduction of forecasted capital projects						12,887,988	
2026 Estimated Ending Balance								8,641,197

Asset Management Lifecycle Reserve Forecast

Description	Note	Beginning Balance	Revenue				Committed/ Proposed Asset Management Expenditures	Ending Balance
			Asset Management Financial Strategy		Operating Lifecycle Reserve Contributions	Interest		
			Landfill Reserve	Capital Levy				
2027 Beginning Balance		8,641,197						
Landfill Reserve Contribution	Per new Asset Management Financial Strategy		1,806,489					
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089				
Proposed - Capital Levy to Cover lifecycle contributions (1.6%+1%+1%+1%+1%)	Capital Levy (introduced with AMP Part 1 financial strategy)			1,001,697				
Proposed - Capital Levy to Cover Non-Core lifecycle contributions (0.5%+0.5%+1%)	Capital Levy (introduced with AMP Part 2 financial strategy)			373,614				
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount				900,000			
20% top-up	2024 to 2029		361,298					
Interest Calculation and Investment Income	Estimated					1,065,669		
Funding Requirement for Capital							(12,590,955)	
CapEx Adjustment	50% reduction of forecasted capital projects						6,295,478	
2027 Estimated Ending Balance								8,131,575
2028 Beginning Balance		8,131,575						
Landfill Reserve Contribution	Per new Asset Management Financial Strategy		1,354,867					
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089				
Proposed - Capital Levy to Cover lifecycle contributions (1.6%+1%+1%+1%+1%)	Capital Levy (introduced with AMP Part 1 financial strategy)			1,001,697				
Proposed - Capital Levy to Cover Non-Core lifecycle contributions (0.5%+0.5%+1%+1%)	Capital Levy (introduced with AMP Part 2 financial strategy)			560,421				
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount				900,000			
20% top-up	2024 to 2029		270,973					
Interest Calculation and Investment Income	Estimated					1,032,025		
Funding Requirement for Capital							(10,401,750)	
CapEx Adjustment	30% reduction of forecasted capital projects						3,120,525	
2028 Estimated Ending Balance								6,247,422
2029 Beginning Balance		6,247,422						
Landfill Reserve Contribution	Per new Asset Management Financial Strategy		1,368,415					
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089				
Proposed - Capital Levy to Cover lifecycle contributions (1.6%+1%+1%+1%+1%)	Capital Levy (introduced with AMP Part 1 financial strategy)			1,001,697				
Proposed - Capital Levy to Cover Non-Core lifecycle contributions (0.5%+0.5%+1%+1%+1%)	Capital Levy (introduced with AMP Part 2 financial strategy)			747,228				
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount				900,000			
20% top-up	2024 to 2029		273,683					
Long Term Debt Funds Received			5,000,000					
Interest Calculation and Investment Income	Estimated					966,554		
Funding Requirement for Capital							(10,667,900)	
CapEx Adjustment	30% reduction of forecasted capital projects						3,200,370	
2029 Estimated Ending Balance								9,314,559

PROPOSED 2025 CAPITAL PROJECTS

Property Tax Supported and User Rate Supported Capital Projects for 2025

Proposed 2025 Capital Budget											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Property Tax Supported											
Council											
GG-25-XXXX	Contingency (Council)	Unanticipated in-year Council needs	New	25,000					0	25,000	
Total - Council				25,000	0	0	0	0	0	25,000	
Division: Office of the CAO											
GG-25-XXXX	Privacy Impact Assessment	Risk management study to assist in meeting legislative requirements	New	60,000			60,000		60,000	0	Contingent on Grant
GG-25-XXXX	Document Archiving & Records Management Project	In preparation for Town Hall expansion, complete electronic record management and digitizing of records & archives	New	120,000		120,000			120,000	0	50% Town Hall Expansion, 25% Building, and 25% Development Services Reserves
Total - Office of the CAO				180,000	0	120,000	60,000	0	180,000	0	
Division: Police											
PD-25-XXXX	Police Contingency	Unanticipated facility needs	Replacement	25,000		25,000			25,000	0	Police Contingency Reserve
PD-25-XXXX	Harrow OPP Roof Replacement	Repairs to roof required as 2024 had some leaks that were temporarily patched	Replacement	25,000		25,000			25,000	0	Police Contingency Reserve
Total - Police				50,000	0	50,000	0	0	50,000	0	
Division: Cemeteries											
HS-25-XXXX	Fence Replacement at Erie Cemetery	Replace 3 sides of the fence at Erie Cemetery in Colchester (North, West and East sides)	Replacement	39,984	39,984				39,984	0	
Total - Cemeteries				39,984	39,984	0	0	0	39,984	0	
Department: Corporate Services											
Division: General Government											
GG-25-XXXX	Fees and Charges Review	Update our Fees and Charges Bylaw based on the findings of a consultant’s time study	New	45,000		45,000			45,000	0	75% Budget Stabilization & 25% Building Reserves
Total - General Government				45,000	0	45,000	0	0	45,000	0	
Division: Information Technology											
GG-25-XXXX	Emergency Phone/Radio System	Emergency Radios EOC for Sr Manager Group in case of extreme weather emergency where there is no cellular communication	New	10,000		10,000			10,000	0	General Contingency Reserve
GG-25-XXXX	Disaster Recovery-Business Continuity Plan	Develop a corporate wide Business Continuity and IT Systems Management Plan	New	30,000		30,000			30,000	0	General Contingency Reserve

*Projects with grant funding are contingent on successful grant approval.

*Any operating impact has been incorporated into the operating budget.

Proposed 2025 Capital Budget											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
GG-25-XXXX	Security Camera and System Refresh & Update	Update security cameras, NVR Equipment, Protégé System, fob readers and panels	Upgrade	55,000	27,500	27,500			55,000	0	General Contingency Reserve
Total - Information Technology				95,000	27,500	67,500	0	0	95,000	0	
Total - Corporate Services				140,000	27,500	112,500	0	0	140,000	0	
Department: Community Services											
Division: Fire											
FD-25-XXXX	Hurst E-draulic Ram	Station #3 - Extrication Ram: With the addition of this tool, all three stations will now be equipped with a Ram to assist with extricating occupants from modern vehicles, including electric and hybrid models. For firefighter safety, using a Ram to push on vehicle components to free trapped occupants is often safer than cutting or spreading in most scenarios	New	17,000		17,000			17,000	0	Fire General Reserve
FD-25-XXXX	Personal Protective Equipment	Replacement of PPE on eight-year cycles	Replacement	40,000	40,000				40,000	0	
FD-25-XXXX	Hose Replacement Program	Replace hoses and appliances due to damage, in accordance with NFPA standards	Replacement	15,500	15,500				15,500	0	
FD-25-XXXX	Pager Replacement Program	New pagers as part of Lifecycle yearly replacement	Replacement	10,000	10,000				10,000	0	
FD-25-XXXX	Ice Water Rescue Equipment Replacement Program	Replacement of PPE/Gear on eight-year cycles	Replacement	5,000	5,000				5,000	0	
FD-25-XXXX	Firefighter Recruitment (2)	Cost of training, PPE and gear for new firefighters	New	28,000		28,000			28,000	0	Fire Training Reserve
Total - Fire				115,500	70,500	45,000	0	0	115,500	0	
Division: Essex Recreation Complex											
CS-25-XXXX	Replace Pump - Lap Pool	Unit has reached end of useful life	Replacement	6,895	3,448			3,448	6,895	0	
CS-25-XXXX	Training Pool Booster Pump	Unit has reached end of useful life	Replacement	8,500	4,250			4,250	8,500	0	
CS-25-XXXX	Lap Pool Accessibility Lift	Unit has reached end of useful life	Replacement	15,000	7,500			7,500	15,000	0	
Total - Essex Recreation Complex				30,395	15,198	0	0	15,198	30,395	0	

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Proposed 2025 Capital Budget											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Division: Arts, Culture and Tourism											
CS-25-XXXX	Art Installation	New mural project, in accordance with ACT Committee initiatives.	New	15,000		15,000			15,000	0	CS - Mural Reserve
Total - Arts, Culture and Tourism				15,000	0	15,000	0	0	15,000	0	
Division: Recreation Programs											
CS-25-XXXX	Power Washer Replacement	Unit has reached end of useful life	Replacement	5,500	5,500				5,500	0	
Total - Recreation Programs				5,500	5,500	0	0	0	5,500	0	
Division: Parks											
CS-23-0009	Replace Kubota ATV with plough, sweeper and salter (unit 878)	Useful life has been reached	Replacement	15,000	15,000				15,000	0	Carryforward (pg 73), Total project cost is \$53,000
CS-23-0014	Electrical to Heritage Gardens	To finalize the installation of the transformer for Heritage Park.	New	8,607		8,607			8,607	0	General Contingency Reserve; Carryforward (pg 73), Total project cost is \$58,607
CS-25-XXXX	Essex Sports Park Servicing	To provide electrical services to the new Essex Sports Park site	New	50,000		50,000			50,000	0	51% DC - Parks & 49% for Land Acquisition Reserves
CS-25-XXXX	Essex Sports Park Washroom Design	Design for washroom, canteen, storage, & dressing rooms with intention of applying for grants. This project would be shovel ready if grant became available	New	40,000		40,000			40,000	(0)	51% DC – Parks & 49% from Land Acquisition Reserves
CS-25-XXXX	Amphitheatre Design - Heritage Park	Architect drawings for future amphitheater at Heritage Park	New	50,000					0	50,000	
CS-25-XXXX	Parking Plan for Colchester	Includes increased signage and implementation of paid parking in lots A, B, C, and D	New	35,000					0	35,000	
CS-25-XXXX	Facility Assessments	Evaluation of all town facilities to determine asset management needs	New	50,000		50,000			50,000	0	General Contingency Reserve
CS-25-XXXX	Barn in Harrow	Should all the storage facilities in Harrow be sold (High School, Youth Center) will need storage for equipment & supplies. Looking to have a steel barn 40'x80' installed with insulation, heat, and services	New	210,000				210,000	210,000	0	Proceeds from the sale of the pole barn

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*Any operating impact has been incorporated into the operating budget.

Proposed 2025 Capital Budget											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
CS-25-XXXX	Accessible Transition to MOBI Mat	Install an accessible entrance to the MOBI Mat from the parking lot, to prevent future washouts	Upgrade	12,000	6,000	6,000			12,000	0	Accessibility Reserve
CS-25-XXXX	Replace 1/2-ton Pick-up Truck with Electric Truck	Upgrade 1/2-ton pick-up (unit 867) which has reached its useful life to an electric truck. Project includes cost of the truck, warranty and a maintenance plan	Upgrade	85,000	42,500	42,500			85,000	0	Green Fund Reserve
CS-25-XXXX	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	Annual Rehabilitation	Replacement	15,000	15,000				15,000	0	
CS-25-XXXX	Soccer Field Upgrades in Essex and Harrow	Annual Rehabilitation	Replacement	15,000	15,000				15,000	0	
CS-25-XXXX	Co-An Park Capital	Yearly Capital allocation	New	15,000		15,000			15,000	0	Co-An Park Reserve
CS-25-XXXX	Trailer 853 replacement (2007)	Unit has reached end of useful life	Replacement	25,000	25,000				25,000	0	
CS-25-XXXX	Mower 890 replacement	Unit has reached end of useful life	Replacement	23,000	23,000				23,000	0	
CS-25-XXXX	Replace park lighting	Change any remaining lights at Tennis Courts, Ball Diamonds, and Parks over to LED	Upgrade	20,000	10,000	10,000			20,000	0	Green Fund Reserve
CS-25-XXXX	Parks Contingency Fund	Replace broken and vandalized park items such as, playground equipment, splash pad equipment, general park equipment, etc.	Replacement	50,000	50,000				50,000	0	
Total - Parks				718,607	201,500	222,107	0	210,000	633,607	85,000	
Division: Arenas											
CS-25-XXXX	BAS Harrow Arena	Upgrade existing system to be able to set schedules & review arena, daycare & gym HVAC system online	Upgrade	65,000	32,500				32,500	32,500	
CS-25-XXXX	Harrow Arena 2nd floor AC	Provide AC for the 2nd floor community room	Upgrade	160,781		80,390	80,390		160,781	0	General Contingency Reserve
CS-25-XXXX	Harrow Arena Fire Panel	Replace existing panel due to lack of capacity for added required sensors	Replacement	15,000	15,000				15,000	0	
CS-25-XXXX	Furnace at Harrow Arena	Unit has reached end of useful life	Replacement	6,500	6,500				6,500	0	
CS-25-XXXX	Replace lighting in ESCS - Libro and Shaheen	Increase energy efficiency	Upgrade	80,000	40,000	40,000			80,000	0	Green Fund Reserve

*Projects with grant funding are contingent on successful grant approval.

*Any operating impact has been incorporated into the operating budget.

Proposed 2025 Capital Budget											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
CS-25-XXXX	Harrow Arena Dehumidifier and access	Replace safe access to service dehumidifier Harrow Arena. Item has been brought forward several times by Health & Safety	Replacement	60,000	60,000				60,000	0	
CS-25-XXXX	Replace Puck Board at Harrow Arena	Replace puck board around the rink at the Harrow Arena, due to wear and tear.	Replacement	25,000	25,000				25,000	0	
CS-25-XXXX	Facility Contingency Fund	Contingency funds used purely for replacements for unforeseen costs such as storm damage, lightning strikes, equipment breakdowns at any Town Facility	Replacement	50,000	50,000				50,000	0	
Total - Arenas				462,281	229,000	120,390	80,390	0	429,781	32,500	
Division: Harbour											
CS-25-XXXX	Septic Tank Replacement	Unit has continual issues and not serviceable by contractors	Replacement	80,000	80,000				80,000	0	
CS-25-XXXX	Colchester Harbour Breakwall	Restack fallen rocks and cap areas of eroding break wall with new armour stone. Primary focus area is near C dock, but further phasing will be required in future years	Replacement	100,000	100,000				100,000	0	
Total - Harbour				180,000	180,000	0	0	0	180,000	0	
Total - Community Services				1,527,283	701,698	402,498	80,390	225,198	1,409,783	117,500	
Department: Development Services											
Division: Planning											
PZ-22-0002	New Official Plan	As mandated under the Planning Act, a new municipal Official Plan must be prepared every 10 years after an Official Plan takes effect. The Town's current OP took effect in 2009	New	120,000		120,000			120,000	0	90% DC & 10% Development Services Reserves. Carryforward (pg. 74); total project cost is \$246,958
Total - Planning				120,000	0	120,000	0	0	120,000	0	
Division: Economic Development											
ED-24-0001	Community Improvement Plan Development Study	Retain a consultant to explore the feasibility of a Community Improvement Plan (CIP) to assist in business expansion and attraction efforts.	New	7,935			7,935		7,935	0	RED Grant. Carryforward (pg. 74); total project cost is \$30,000
ED-25-XXXX	Regional Transit Study	Study to determine feasibility of rural transit options in the Town of Essex	New	50,000			50,000		50,000	0	Rural Transit Solutions Fund (RTSF)
Total - Economic Development				57,935	0	0	57,935	0	57,935	0	
Total - Development Services				177,935	0	120,000	57,935	0	177,935	0	

*Projects with grant funding are contingent on successful grant approval.

*Any operating impact has been incorporated into the operating budget.

Proposed 2025 Capital Budget											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Department: Public Works											
Division: Equipment											
PW-25-XXXX	15 Ton Snowplow (Unit #535)	Useful life of unit #535 has been reached and requires replacement	Replacement	445,000	445,000				445,000	0	
PW-25-XXXX	Generator for Essex	Generators to provide backup power to Essex Centre PW shop	New	80,000		80,000			80,000	0	PW - General Reserve
PW-25-XXXX	Minor Equipment	Replacement of minor equipment that has reached its useful life, and purchase of small tools for fleet	Replacement	20,000	20,000				20,000	0	
PW-25-XXXX	RTK GPS Unit	Existing GPS unit has reached its useful life	Replacement	40,000		40,000			40,000	0	PW - General Reserve
PW-25-xxxx	Annual Door Replacement	Replacing Garage Doors at Harrow Public Works	Replacement	18,000	18,000				18,000	0	
Total - Equipment				603,000	483,000	120,000	0	0	603,000	0	
Division: Roads and Roadside											
PW-25-XXXX	Transportation Master Plan	Masterplan to assess existing and future transportation growth needs for both vehicular traffic and pedestrian facilities	New	200,000		200,000			200,000	(0)	50% DC - Transportation, 25% PW - General Contingency, & 25% PW - Trails Reserves
PW-25-XXXX	Sidewalk on Sullivan from Bagot to Jackson	Installation of a new sidewalk from the Colchester Schoolhouse to the Marina/Park in accordance with the recent parking study	New	50,000					0	50,000	
PW-25-XXXX	Pedestrian crossing at Laird	Per Council resolution, Council requested that each option be presented as part of the 2025 Capital Budget. This option is to install a pedestrian crossing at Laird which includes pedestrian loading area, tactile plates, pavement markings and signage	New	15,000		15,000			15,000	0	Public Works Trails Reserve
PW-25-XXXX	Annual Sidewalk Maintenance	Annual replacements/repairs of various sidewalks within the municipality	Replacement	150,000	150,000				150,000	0	
PW-25-XXXX	Hot Mix Asphalt Resurfacing Program	Yearly Maintenance overlay on select roads with surface course asphalt. Proposed list includes Oak Drive & Park Lane (Ward 1), Kingsway & Earl Court (Ward 1), Fox Street (Ward 3), Twin Gables Drive (Ward 3) & Fernwood Drive, Woodland Drive, Trelene Court & Murdoch Street (Ward 4)	Replacement	1,650,000	670,000		980,000		1,650,000	0	CCBF

*Projects with grant funding are contingent on successful grant approval.

*Any operating impact has been incorporated into the operating budget.

Proposed 2025 Capital Budget											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
PW-25-XXXX	Iler Road Rehabilitation	Rehabilitation of Iler Road from County Road 20 to south of Huffman Road (includes 3rd lift)	Replacement	650,000			650,000		650,000	0	OCIF
PW-25-XXXX	Huffman Road Rehabilitation	Rehabilitation of Huffman Road from Ridge Road to Iler Road (includes 3rd lift)	Replacement	750,000	250,000		500,000		750,000	0	OCIF
PW-25-XXXX	Road Resurfacing Program	Yearly Maintenance overlay on select rural tar and chip roads to extend their useful life. Proposed list includes Portions of Pinkerton Sideroad, South Malden Road and 13th Concession (Ward 2) and portions of 6th Concession (Ward 3).	Replacement	500,000	500,000				500,000	0	
PW-25-XXXX	PXO Crossing at Essex High School	Pedestrian Crossing across Talbot Street North located at Essex High School	New	30,000				10,000	10,000	20,000	Developer contribution
Total - Roads and Roadside				3,995,000	1,570,000	215,000	2,130,000	10,000	3,925,000	70,000	
Division: Stormwater Management											
PW-25-XXXX	5th Concession Road 203402	Bridge/Culvert Rehabilitation Program	Replacement	1,500,000	1,500,000				1,500,000	0	
Total -Stormwater Management				1,500,000	1,500,000	0	0	0	1,500,000	0	
Total - Public Works				6,098,000	3,553,000	335,000	2,130,000	10,000	6,028,000	70,000	
Total - Property Tax Supported				8,238,201	4,322,181	1,139,998	2,328,325	235,198	8,025,702	212,500	

*Projects with grant funding are contingent on successful grant approval.

*Any operating impact has been incorporated into the operating budget.

Proposed 2025 Capital Budget											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
User Rated Supported											
Department: Environmental Services											
Division: Water											
WW-25-XXXX	Inspiration Industrial Park Servicing	Water Service expansion to service lands west of Highway 3	New	934,671				934,671	934,671	0	Funded by LTD to be repaid by DC's & capital charges from impacted landowners
WW-25-XXXX	Watermain Replacement	Various capital replacements including Iler Rd and Twin Gables	Replacement	600,000		600,000			600,000	0	Water Reserve
WW-25-XXXX	Essex Sports Fields Servicing - Water Only	Servicing of the Essex Sports Field off North Talbot Road to allow for potential development	New	120,000		120,000			120,000	0	51% DC - Parks; 49% Land Acquisition Reserves
WW-25-XXXX	Equipment Contingency Wards 1 and 2	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems	Replacement	10,000		10,000			10,000	0	Water Reserve
WW-25-XXXX	Equipment Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems	Replacement	10,000		10,000			10,000	0	Water Reserve
WW-25-XXXX	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations with respect to Harrow-Colchester South Water Treatment Plant	Replacement	205,000		205,000			205,000	0	Water Reserve
WW-25-XXXX	Pickup Truck	Pick Truck for 2024 staffing increase	New	80,000		80,000			80,000	0	Water & Wastewater Reserves
WW-25-XXXX	OWCA Capital Recommendations	OCWA Recommended capital improvements to Harrow-Colchester South Water Treatment Plant	Upgrade	660,000		660,000			660,000	0	Water Wards 3/4 Lifecycle Reserve
Total - Water				2,619,671	0	1,685,000	0	934,671	2,619,671	0	
Division: Sanitary Sewer											
SS-25-XXXX	Inspiration Industrial Park Servicing	Sanitary Service expansion to service lands west of Highway 3	New	1,735,817				1,735,817	1,735,817	0	Funded by LTD to be repaid by DC's & capital charges from impacted landowners
SS-25-XXXX	Treatment -Ward 1 Contingency	Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and Northeast Lagoons	New	90,000		90,000			90,000	0	Wastewater Reserve

*Projects with grant funding are contingent on successful grant approval.

*Any operating impact has been incorporated into the operating budget.

Proposed 2025 Capital Budget											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
SS-25-XXXX	Treatment - Ward 3 Contingency	Equipment, process, facility replacements and improvements for the Colchester Lagoons	New	55,000		55,000			55,000	0	Wastewater Reserve
SS-25-XXXX	Treatment - Ward 4 Contingency	Equipment, process, facility replacements and improvements for the Harrow Lagoons	New	55,000		55,000			55,000	0	Wastewater Reserve
SS-25-XXXX	Inflow and Infiltrations Reduction Program - Ward 1	Inflow and Infiltration (I&I) investigation and reduction program to reduce stormwater flows into sanitary sewers	New	40,000		40,000			40,000	0	Wastewater Reserve
SS-25-XXXX	Inflow and Infiltrations Reduction Program - Ward 3	Inflow and Infiltration (I&I) investigation and reduction program to reduce stormwater flows into sanitary sewers	New	35,000		35,000			35,000	0	Wastewater Reserve
SS-25-XXXX	Inflow and Infiltrations Reduction Program - Ward 4	Inflow and Infiltration (I&I) investigation and reduction program to reduce stormwater flows into sanitary sewers	New	30,000		30,000			30,000	0	Wastewater Reserve
SS-25-XXXX	Collection and Conveyance - Ward 1	Equipment, maintenance, issues, design investigations with respect to the Ward 1 service area	Replacement	60,000		60,000			60,000	0	Wastewater Reserve
SS-25-XXXX	Collection and Conveyance - Ward 4	Equipment, maintenance, issues, design investigations with respect to the Ward 4 service area	Replacement	57,500		57,500			57,500	0	Wastewater Reserve
SS-25-XXXX	Collection and Conveyance - Ward 3	Equipment, maintenance, issues, design investigations with respect to the Ward 3 service area	Replacement	62,500		62,500			62,500	0	Wastewater Reserve
SS-25-XXXX	OWCA Capital Recommendations - Ward 1	OCWA Recommended capital improvements to Essex Pollution Control Plant & Northeast Lagoons	Upgrade	747,000		747,000			747,000	0	Wastewater Reserve
SS-25-XXXX	Harrow Lagoon Pumpstation Upgrades	Increase pump capacity to for additional wet weather flows & the Harrow High School Affordable Housing Development	Upgrade	290,000		290,000			290,000	0	50% DC – W4 Wastewater, 50% Wastewater W4 Lifecycle Reserves
SS-25-XXXX	OCWA Capital Recommendations Ward 4	OCWA Capital Recommended capital improvements to Harrow Lagoon	Upgrade	140,000		140,000			140,000	0	Wastewater Reserve
SS-25-XXXX	OWCA Capital Recommendations - Ward 3	OCWA Recommended capital improvements to the Colchester Lagoons.	Upgrade	207,500		207,500			207,500	0	Wastewater Reserve
Total - Sanitary Sewer				3,605,317	0	1,869,500	0	1,735,817	3,605,317	0	
Total -Environmental Services				6,224,988	0	3,554,500	0	2,670,488	6,224,988	0	
Total -User Rated Supported				6,224,988	0	3,554,500	0	2,670,488	6,224,988	0	
Total -Property Tax and User Rate Supported				14,463,189	4,322,181	4,694,498	2,328,325	2,905,685	14,250,689	212,500	

*Projects with grant funding are contingent on successful grant approval.

*Any operating impact has been incorporated into the operating budget.

CARRYFORWARDS

Prior Approved Capital Projects that will Carry Forward to 2025

2025 Carryforward Projects			Asset Management Status	Prior Years Approved Budget	Proposed 2025 Capital Budget	Total Budget Cost	Total Actuals Spent as at October 31st, 2024	Total Remaining Budget
Property Tax Supported								
Department: Council								
GG-20-0008	Harrow Streetscaping	In accordance with the design guidelines adopted by Council, the Harrow Streetscape will include road paving, watermain replacement, storm sewer replacement, sidewalk reconstruction, streetlighting, landscaping, and furnishings to revitalize and further beautify the Harrow downtown district	Upgrade	5,456,454		5,456,454	5,404,048	52,406
GG-21-0001	Essex Streetscaping	Essex Streetscaping - includes the costs for Victoria Roadworks and multiuse trail. Approximately 50% of long-term debt would not be debentured until 2023 at project completion	New	10,396,272		10,396,272	9,600,958	795,314
Total Council				15,852,726	0	15,852,726	15,005,006	847,721
Division: Office of the CAO								
GG-22-0003	Sidewalk widening at Municipal Building	Widen the sidewalk on the west and east front areas at the Municipal Bldg. to meet accessible standards	Upgrade	10,000		10,000		10,000
Total - Office of the CAO				10,000	0	10,000	0	10,000
Department: Corporate Services								
Division: General Government								
GG-24-0001	Town Hall Expansion and Consolidation	Expand current Town Hall footprint	Upgrade	6,731,075		6,731,075	261,727	6,469,348
GG-24-0004	Procurement Software	Update the current software to include a purchasing module	New	25,000		25,000		25,000
Total - General Government				6,756,075	0	6,756,075	261,727	6,494,348
Division: Information Technology								
GG-23-0007	Venue Run Software for Arenas	Replace hardware for arena screens and dressing room assignment boards	Replacement	27,000		27,000	13,672	13,328
GG-23-0008	Upgrade Drainage module in Great Plains	Update module to improve drainage billing	Upgrade	16,000		16,000		16,000
Total - Information Technology				43,000	0	43,000	13,672	29,328
Total - Corporate Services				6,799,075	0	6,799,075	275,399	6,523,676
Department: Community Services								
Division: Fire								
FD-23-0007	Radio System Upgrade	Upgrade existing radio system	Upgrade	100,000		100,000		100,000
FD-24-0006	Fire Station 3 Consulting (Architect) New station 3	Architecture drawings for planning the new fire station, slotted for 2025	Upgrade	140,000		140,000		140,000
Total - Fire				240,000	0	240,000	0	240,000
Division: Essex Recreation Complex								
CS-24-0001	Sidewalk Repair/Replacement	Uneven surface has created unsafe conditions at the ERC	Replacement	54,000		54,000		54,000
Total - Essex Recreation Complex				54,000	0	54,000	0	54,000
Division: Arts, Culture and Tourism								
CS-24-0002	Art Installation	New artistic feature	New	21,206		21,206		21,206
Total - Arts, Culture and Tourism				21,206	0	21,206	0	21,206

*Carryforwards are based on unspent amounts at October 31st, 2024, and are subject to reduction/reallocation based on invoices received and potential correcting journal entries until year end close.

2025 Carryforward Projects			Asset Management Status	Prior Years Approved Budget	Proposed 2025 Capital Budget	Total Budget Cost	Total Actuals Spent as at October 31st, 2024	Total Remaining Budget
Division: Parks								
CS-19-0125	Harrow Downtown Landscaping in front of Town owned properties	Harrow OPP station, Harrow Parkette, Harrow Library. Was there before streetscape but not replaced by streetscape	Replacement	50,386		50,386	20,248	30,138
CS-22-0004	Replace 2 sets of Soccer Goals Essex	Replace 2 sets of Soccer Goals Essex	Replacement	9,000		9,000		9,000
CS-22-0060	Harrow High Roof		Upgrade	20,000		20,000	7,912	12,088
CS-23-0007	Rebuild chimney at Essex train station	Needs to be rebuilt to maintain heritage look	Replacement	45,000		45,000		45,000
CS-23-0009	Replace Kubota ATV with plough, sweeper and salter (unit 878)	Useful life has been reached	Replacement	38,000	15,000	53,000		53,000
CS-23-0014	Electrical to Heritage Gardens	Expand parks useability by adding power pedestals throughout the park	New	50,000	8,607	58,607	28,787	29,820
CS-23-0016	Colchester community center upgrades	Fix leaking patio, replace railings, replace window and doors, and update pillar lights	Replacement	160,000		160,000		160,000
CS-23-0020	Colchester School House Gas, Electrical and renovations	Renovations to the facility to get it operational (in accordance with lease agreement).	Replacement	20,000		20,000	13,296	6,704
CS-24-0004	Rebuild archway into Harrow Arena grounds	Archways are deteriorating with stonework falling off. Looking to rebuild for pedestrian and vehicle safety.	Replacement	50,000		50,000		50,000
CS-24-0009	Essex Sports Park Amenities	New amenities for Essex Sport Field (nets, benches, bleachers, netting, garbage's).	New	100,000		100,000		100,000
CS-24-0012	Co-An Park Playground	Redo the playground at Co-An Park	Upgrade	400,000		400,000		400,000
CS-24-0013	Corporate Tree Inventory and Assessment	Phase 1 of an urban forestry plan with future years having a municipal plan on how to increase and maintain trees.	New	50,000		50,000		50,000
CS-24-0018	Harrow and Colchester South Community Centre Park Master Plan	Master plan for the Harrow & Colchester South Community Center, Harrow Fairgrounds, Pollard Park, Harrow High School and Participark Trail. This process will gather public feedback and provide the best layout to maximize use of the property.	New	20,000		20,000	11,655	8,345
Total - Parks				1,012,386	23,607	1,035,993	81,898	954,095
Division: Arenas								
CS-22-0049	Harrow Arena Parking Lot Asphalt and Catch Basins	Parking lot is deteriorating and catch basins are sinking due to increased traffic	Replacement	770,000		770,000	561,438	208,562
CS-23-0027	Canteen Equipment Replacement at ESCS	Large standup freezer and storage, cupboard replacement as well as outside counter	Replacement	10,000		10,000		10,000
CS-23-0028	Replace the Washroom Stall Partitions at ECSC	Replace worn out partitions	Replacement	32,000		32,000	9,158	22,842
Total - Arenas				812,000	0	812,000	570,596	241,404

*Carryforwards are based on unspent amounts at October 31st, 2024, and are subject to reduction/reallocation based on invoices received and potential correcting journal entries until year end close.

2025 Carryforward Projects			Asset Management Status	Prior Years Approved Budget	Proposed 2025 Capital Budget	Total Budget Cost	Total Actuals Spent as at October 31st, 2024	Total Remaining Budget
Division: Harbour								
CS-24-0017	C-Dock Replacement	Deterioration of dock requiring replacement	Replacement	160,000		160,000		160,000
Total - Harbour				160,000	0	160,000	0	160,000
Total - Community Services				2,299,592	23,607	2,323,199	652,494	1,670,705
Department: Development Services								
Division: Planning								
PZ-22-0002	New Official Plan	As mandated under the Planning Act, a new municipal Official Plan must be prepared every 10 years after an Official Plan takes effect. The Town's current OP took effect in 2009	New	126,958	120,000	246,958	115,218	131,740
PZ-24-0001	CWATS - Soft Projects	Bike Lockers, Repair Stations, Rodeo, Valet, Helmets, Wayfinding Signage, Bike Rack, Painted Crosswalks - Additional projects and increase in costs	New	25,000		25,000	7,588	17,412
Total - Planning				151,958	120,000	271,958	122,806	149,152
Division: Economic Development								
ED-23-0001	Agritourism Implementation	Continuation of completing action items as identified in the Agritourism Development Strategy	New	25,000		25,000	15,098	9,902
ED-24-0001	Community Improvement Plan Development Study	Retain a consultant to explore the feasibility of a Community Improvement Plan (CIP) to assist in business expansion and attraction efforts.	New	22,065	7,935	30,000	0	30,000
Total - Economic Development				47,065	7,935	55,000	15,098	39,902
Total - Development Services				199,023	127,935	326,958	137,904	189,054
Department: Public Works								
Division: Equipment								
PW-23-0002	5 Ton snow plow	Replace unit #534 and upgrade to 5 ton	Upgrade	322,792		322,792		322,792
PW-23-0006/ SS-23-0001	Replacement of 15-ton Dump/Plow (unit 541)	Early replacement of this unit to replace the Essex PCP dump truck (wastewater)	Replacement	424,307		424,307		424,307
PW-24-0007	Design of Essex Centre Salt Shed Expansion	Design plans needed to Increase salt capacity of the Essex Centre salt shed due to growth, construction forecasted to take plan in 2025	Upgrade	100,000		100,000		100,000
PW-24-0022	Pelee Coastal Resilience Study	Pelee Coastal Resilience Study which assess risks and develops options for critical infrastructure exposed to coastal hazards. \$10k committed each year from 2024-2026	New	30,000		30,000		30,000
Total - Equipment				877,100	0	877,100	0	877,100
Division: Roads and Roadside								
PW-21-0037	Maidstone - Arthur - Gosfield Intersection Improvements	Interim solution to improve intersection configuration and safety while extending the useful life of the road	Upgrade	897,108		897,108	856,949	40,159
PW-22-0016	Walnut Street Engineering	Reconstruction of Walnut Street South including water and storm sewers	Upgrade	160,000		160,000	103,804	56,196
PW-22-0028	CWATS Trail	Multi year project - CR 50 from Wright to CR 41 Paved Shoulder	New	2,268,444		2,268,444	363,329	1,905,115
PW-23-0007	Ridge Road Rehabilitation	Rehabilitation of the Ridge Road from County Road 20 to Huffman Road	Replacement	465,043		465,043	395,596	69,447

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2025 Carryforward Projects			Asset Management Status	Prior Years Approved Budget	Proposed 2025 Capital Budget	Total Budget Cost	Total Actuals Spent as at October 31st, 2024	Total Remaining Budget
PW-23-0012	CWATS Feasibility Study - Maidstone Avenue	Engineering Feasibility Study Report	New	30,000		30,000		30,000
PW-24-0001	Irwin Avenue Road Reconstruction	Reconstruction of Irwin Avenue from Arthur Ave to County Road 23 including road, curbs, sidewalks, storm sewers, and watermain	Replacement	4,350,000		4,350,000	2,142,292	2,207,708
PW-24-0008	CWATS Feasibility Study - Talbot Street	Engineering Feasibility Study to review the feasibility of completing cycling facilities on Talbot Street from Essex/Kingsville border to Irwin Avenue	New	30,000		30,000	7,315	22,685
PW-24-0011	Ridge Road Rehabilitation	Rehabilitation of the Ridge Road from Huffman Road to County Road 50	Replacement	1,050,000		1,050,000	562,801	487,199
PW-24-0013	Maidstone Avenue/South Talbot Intersection Improvement - Engineering Design	Engineering Design for South Talbot Road for roadway and turning lane improvements from Reed Street to Maidstone Avenue.	New	335,000		335,000	34,268	300,732
PW-24-0014	Maidstone and Talbot Street Intersection Engineering Design	Complete the engineering design of Maidstone Talbot intersection in Essex Centre.	Replacement	80,000		80,000	27,970	52,030
Total - Roads and Roadside				9,665,595	0	9,665,595	4,494,324	5,171,271
Division: Stormwater Management								
PW-19-0048	Stormwater Partnership Improvements-Main	Storm water partnership improvements that occur as a result of development.	Upgrade	200,000		200,000	2,005	197,995
PW-23-0021	Engineering for Various Bridges and Culverts	In order to be prepared for construction in 2024, engineering of select Bridges and Culverts are done a year in advance	Replacement	80,683		80,683	12,336	68,347
PW-24-0015	Storm Sewer Rehabilitation Program	Engineering design of replacement storm sewers past their useful life	Replacement	450,000		450,000	71,041	378,959
PW-24-0016	Servicing Masterplan	Environmental Assessment (Phases 1 and 2) to identify servicing needs and priorities in the Town for water, wastewater, and stormwater infrastructure as per the first goal within Council adopted Strategic Plan of Safe and Reliable Infrastructure	New	350,000		350,000		350,000
PW-24-0021	Engineering Design for Various Bridges and Culverts	In order to be prepared for construction in 2025, engineering of select Bridges and Culverts are done a year in advance	Replacement	90,000		90,000	17,757	72,243
Total -Stormwater Management				1,170,683	0	1,170,683	103,139	1,067,544
Total - Public Works				11,713,378	0	11,713,378	4,597,463	7,115,915
Total - Property Tax Supported				36,873,794	151,542	37,025,336	20,668,266	16,357,071

*Carryforwards are based on unspent amounts at October 31st, 2024, and are subject to reduction/reallocation based on invoices received and potential correcting journal entries until year end close.

2025 Carryforward Projects			Asset Management Status	Prior Years Approved Budget	Proposed 2025 Capital Budget	Total Budget Cost	Total Actuals Spent as at October 31st, 2024	Total Remaining Budget
User Rated Supported								
Department: Environmental Services								
Division: Water								
WW-24-0005	Engineering Design for Various Watermains	In order to be prepared for construction, engineering designs are completed in advance of project construction	Replacement	250,000		250,000		250,000
WW-24-0006	Repairs to Shop Roof	Various repairs to leaking roof at the shop	Replacement	20,000		20,000		20,000
Total - Water				270,000	0	270,000	0	270,000
Division: Sanitary Sewer								
SS-24-0008	OCWA Capital Recommendations - Ward 1	OCWA Recommended capital improvements to Essex Pollution Control Plant and Northeast Lagoon	Replacement	730,750		730,750	335,843	394,907
SS-24-0009	OCWA Capital Recommendations - Ward 3	OCWA Recommended capital improvements to the Colchester Lagoons	Replacement	76,500		76,500	64,587	11,913
SS-24-0010	OCWA Capital Recommendations - Ward 4	OCWA Recommended capital improvements to the Harrow Lagoons	Replacement	90,000		90,000		90,000
SS-24-0011	Colchester Water Pollution Control Plant Expansion	Design and construction of the Colchester Water Pollution Control Plant	Upgrade	2,453,434		2,453,434	229,162	2,224,272
SS-24-0012	Lakeshore-Essex Fringe Sanitary Servicing Study	Feasibility study to service the Essex Fringe area of the Municipality of Lakeshore with wastewater servicing	New	27,500		27,500		27,500
Total - Sanitary Sewer				3,378,184	0	3,378,184	629,592	2,748,592
Total -Environmental Services				3,648,184	0	3,648,184	629,592	3,018,592
Total -User Rated Supported				3,648,184	0	3,648,184	629,592	3,018,592
Total -Property Tax and User Rate Supported				40,521,978	151,542	40,673,520	21,297,858	19,375,662

*Carryforwards are based on unspent amounts at October 31st, 2024, and are subject to reduction/reallocation based on invoices received and potential correcting journal entries until year end close.

PROPOSED CAPITAL FORECAST

2026 to 2029



Proposed 2026 Capital Forecast											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Property Tax Supported											
Council											
GG-26-XXXX	Contingency (Council)	Council projects outside approved budget	New	25,000					0	25,000	
Total - Council				25,000	0	0	0	0	0	25,000	
Division: Police											
PD-26-XXXX	Police Contingency	Unanticipated facility needs	New	25,000		25,000			25,000	0	
PD-26-XXXX	Harrow OPP Main Building Roof Repairs	Roof Repairs	Replacement	1,250,000	1,250,000				1,250,000	0	
Total - Police				1,275,000	1,250,000	25,000	0	0	1,275,000	0	
Department: Corporate Services											
Division: Information Technology											
GG-26-XXXX	Protégé Doors - System Expansion	Controlled FOB Access at Maedel Center	New	15,000					0	15,000	
GG-26-XXXX	Cloud Migration File Server	Hire consultant to assist in the Network Drive Cloud Migration	New	15,000					0	15,000	
GG-26-XXXX	Consultant Services - Stale Data	Consultant Services plan for stale data and data retention	New	20,000					0	20,000	
GG-26-XXXX	SafeGuard Security Duress Button	SafeGuard - Duress Buttons in the event of an internal emergency this will notify Management	New	5,000					0	5,000	
GG-26-XXXX	IT Strat Plan Update\ Refresh	5-year IT Strat Plan Review	New	40,000					0	40,000	
GG-26-XXXX	Core Switch Upgrade \ replacement	Replace \ Update Existing Core Network Switch	Replacement	45,000	45,000				45,000	0	
Total - Information Technology				140,000	45,000	0	0	0	45,000	95,000	
Total - Corporate Services				140,000	45,000	0	0	0	45,000	95,000	
Department: Community Services											
Division: Fire											
FD-26-XXXX	Station 3 Replacement	Replacement of Fire Station 3 as identified in both the building condition assessment and Master Fire Plan	Upgrade	4,860,000	1,304,800	1,555,200		2,000,000	4,860,000	0	

*Projects with grant funding are contingent on successful grant approval.

*Any operating impact has been incorporated into the operating budget.

*Forecasted projects/amounts are subject to change, funding strategies have not been applied and the forecast is intended for tracking project priority and planning only.

Proposed 2026 Capital Forecast											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
FD-26-XXXX	Replace Engine 3 - Station 3 Replace with combination ENG/Tanker	The truck has reached the end of its useful life, model & parts of the truck are no longer in production	Replacement	1,300,000	1,300,000				1,300,000	0	
FD-26-XXXX	Personal Protective Equipment	Replacement of PPE on eight-year cycles	Replacement	40,000	40,000				40,000	0	
FD-26-XXXX	Pager Replacement Program	New pagers as part of lifecycle yearly replacement	Replacement	10,000	10,000				10,000	0	
FD-26-XXXX	Ice Water Rescue Equipment Replacement Program	Replacement of PPE/Gear on eight-year cycles	Replacement	5,000	5,000				5,000	0	
FD-26-XXXX	Hose Replacement Program	Replace hoses due to damage, in accordance with NFPA standards	Replacement	15,500	15,500				15,500	0	
FD-26-XXXX	Firefighter Recruitment (2)	Cost of training and gear for new firefighters	Replacement	28,000		28,000			28,000	0	Fire - Training Reserve
Total - Fire				6,258,500	2,675,300	1,583,200	0	2,000,000	6,258,500	0	
Division: Essex Recreation Complex											
CS-26-XXXX	Roof Top at ERC	Useful life has been reached - final repair phase	Replacement	373,200	186,600			186,600	373,200	0	
CS-26-XXXX	Stainless Steel Rail Replacement	Replacing rails	Replacement	5,550	2,775			2,775	5,550	0	
CS-26-XXXX	Exterior Signage	Replacing signage	Replacement	7,500	3,750			3,750	7,500	0	
CS-26-XXXX	Dehumidifier Replacement	Useful life has been reached	Replacement	1,200,000	600,000			600,000	1,200,000	0	
CS-26-XXXX	Leisure Pool pump	Useful life has been reached	Replacement	8,500	4,250			4,250	8,500	0	
CS-26-XXXX	Leisure Pool filter	Useful life has been reached	Replacement	12,500	6,250			6,250	12,500	0	
Total - Essex Recreation Complex				1,607,250	803,625	0	0	803,625	1,607,250	0	
Division: Arts, Culture and Tourism											
CS-26-XXXX	New Art Installation	New art installation	New	15,000					0	15,000	
Total - Arts, Culture and Tourism				15,000	0	0	0	0	0	15,000	
Division: Parks											
CS-26-XXXX	Electrical at Heritage Gardens	Phase 2 of electrical power pedestals at Heritage Gardens for events	New	175,000					0	175,000	

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Proposed 2026 Capital Forecast											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
CS-26-XXXX	Dog Park in Harrow	Council request to add a similar dog park in Harrow as Essex. It will require similar funding model where community fundraising is necessary. Dog park to include water fountain.	New	100,000					0	100,000	
CS-26-XXXX	Essex Town Centre Park	New park in subdivision	New	300,000		300,000			300,000	0	DC Reserve
CS-26-XXXX	Sadler's Park Pavilion	Structure has deteriorating wood and sits on low-lying lands. It also sits on low visibility area so needs more central location in park	Replacement	200,000		200,000			200,000	0	DC Reserve
CS-26-XXXX	Replace Roof Top Unit at Town Hall #3. Switch BAS to the new unit	Useful life has been reached	Replacement	30,000	30,000				30,000	0	
CS-26-XXXX	Co-An Park Capital	Yearly Capital allocation	Replacement	15,000		15,000			15,000	0	Co-An Park Reserve
CS-26-XXXX	Wi-Fi at Harrow Soccer Complex	For building security and public use	New	6,000					0	6,000	
CS-26-XXXX	Essex Sports Park parking, access roads and tree planting	Add remaining parking, access roads and trees on site for future phasing	New	1,500,000		1,500,000			0	0	51% from DC Reserve - Parks; 49% from Land Acquisition Resrve
CS-26-XXXX	Essex Splash Pad FOBS	Increase building security	Upgrade	20,000	10,000				10,000	10,000	
CS-26-XXXX	3/4 Ton Pickup	Unit has reached end of useful life	Replacement	100,000	100,000				100,000	0	
CS-26-XXXX	Essex Field House Parking lot	Parking lot is failing and required to be repaved	Replacement	390,000	390,000				390,000	0	
CS-26-XXXX	Bobcat - 876 Replacement	Unit has reached end of useful life	Replacement	120,000	120,000				120,000	0	
CS-26-XXXX	Tennis Court Replacement	Tennis courts are experiencing cracking and subsurface issues	Replacement	500,000	500,000				500,000	0	
CS-26-XXXX	Replace Ford Truck 875	Useful life has been reached	Replacement	60,000	60,000				60,000	0	

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					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
CS-26-XXXX	Replace the Main burners and heat wheels in dehumidifier units at the Twin Pad	Useful life has been reached	Replacement	42,000	42,000				42,000	0	
CS-26-XXXX	Top Dresser	Useful life has been reached	Replacement	12,037	12,037				12,037	0	
CS-26-XXXX	Zero Turn Mower	Useful life has been reached	Replacement	15,264	15,264				15,264	0	
CS-26-XXXX	Replace walking and vehicle bridge at Pollard Park	Useful life has been reached	Replacement	65,000	65,000				65,000	0	
CS-26-XXXX	Replace Toro 887	Useful life has been reached	Replacement	57,236	57,236				57,236	0	
CS-26-XXXX	Ball Diamond Rehabilitation (Annual) in Essex and Harrow	Annual maintenance	Replacement	15,000	15,000				15,000	0	
CS-26-XXXX	Soccer Field Upgrades in Essex and Harrow	Annual maintenance	Replacement	15,000	15,000				15,000	0	
CS-26-XXXX	Lawn Tractor	Useful life has been reached	Replacement	15,264	15,264				15,264	0	
CS-26-XXXX	New mower	Increased grass areas to cut (2 Parks, increased grass on South Talbot trail, new sports field, storm water retention ponds, and fire hall grounds)	New	30,000					0	30,000	
CS-26-XXXX	Turf Tiger	Useful life has been reached	Replacement	8,777	8,777				8,777	0	
Total - Parks				3,791,578	1,455,578	2,015,000	0	0	3,470,578	321,000	
Division: Arenas											
CS-26-XXXX	Replace HVAC unit 4- office at ECSC	This unit runs 12 months of the year. BAS is part of the replacement	Replacement	27,000	27,000				27,000	0	
CS-26-XXXX	Floor Scrubber Replacement	Unit has reached end of useful life	Replacement	16,500	16,500				16,500	0	
CS-26-XXXX	Updates to heat Recovery Unit	Overhaul of unit for efficiency and preventive maintenance	Replacement	55,000	55,000				55,000	0	

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Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
CS-26-XXXX	Condenser Replacement at Harrow Arena	Useful life has been reached	Replacement	58,000	58,000				58,000	0	
CS-26-XXXX	Replace Olympia 856	Replace 2009 Olympia with new electric model	Upgrade	180,000	90,000	90,000			90,000	0	Green Fund Reserve
CS-26-XXXX	Rubber Floor in dressing rooms - Harrow Arena	Useful life has been reached	Replacement	80,000	80,000				80,000	0	
CS-26-XXXX	Replace puck board at Essex Arena	Replace puck board around each rink due to wear and tear	Replacement	50,000	50,000				50,000	0	
CS-26-XXXX	BAS Community Center	Upgrade building automation system to integrate with existing	Upgrade	25,000	12,500				12,500	12,500	
CS-26-XXXX	Skate Sharpener at Harrow Centre Sports Complex	Useful life has been reached	Replacement	10,875	10,875				10,875	0	
Total - Arenas				502,375	399,875	90,000	0	0	489,875	12,500	
Division: Harbour											
CS-26-XXXX	Replace damaged interlock brick pavers	Interlocking brick pavers are a trip hazard & needs to be replaced with concrete sidewalk	Replacement	35,000	35,000				35,000	0	
CS-26-XXXX	Colchester Harbour Ramp Replacement	Requires Maintenance	Replacement	38,533	38,533				38,533	0	
Total - Harbour				73,533	73,533	0	0	0	73,533	0	
Total - Community Services				12,248,236	5,407,911	3,688,200	0	2,803,625	11,899,736	348,500	
Department: Development Services											
Division: Planning											
PZ-26-XXXX	CWATS - Soft Projects	Bike Lockers, Repair Stations, Rodeo, Valet, Helmets	New	20,000		10,000		10,000	20,000	0	Trials Reserve and County Contribution
PZ-26-XXXX	Essex & Harrow Urban Design Study	Per Council's Strategic Plan: To review the Town's Urban Design Guidelines for Downtown Harrow & Essex Centre to ensure it promotes the unique features of our downtowns and residential areas	New	50,000					0	50,000	
Total - Planning				70,000	0	10,000	0	10,000	20,000	50,000	

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Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Division: Economic Development											
ED-26-XXXX	Tourism Marketing Action Plan	As per Council's Strategic Plan: To promote positioning the Town as a premier Agritourism Destination	New	20,000					0	20,000	
Total - Economic Development				20,000	0	0	0	0	0	20,000	
Total - Development Services				90,000	0	10,000	0	10,000	20,000	70,000	
Department: Public Works											
Division: Equipment											
PW-26-XXXX	Enclosed trailer	Useful life has been reached and requires replacement	Replacement	18,500	18,500				18,500	0	
PW-26-XXXX	5 ton Snow Plow (New Unit)	Contingent on additional staffing	New	400,000		400,000			400,000	0	DC Reserve
PW-26-XXXX	Essex Centre Salt Shed Expansion	Increase salt capacity of the Essex Centre salt shed due to growth. Prep yard for construction	Upgrade	900,000	450,000				450,000	450,000	
PW-26-XXXX	ARI Lifts	Useful life has been reached on existing units. Lifts are used in Harrow public works by the mechanic to make repairs and maintain fleet	Replacement	140,000	140,000				140,000	0	
PW-26-XXXX	25ton Float Trailer		New	70,000					0	70,000	
PW-26-XXXX	Tractor (unit #540)	Useful life has been reached	Replacement	95,000	95,000				95,000	0	
PW-26-XXXX	Street Sweeper (Unit # 537)	The street sweeper has reached its useful life	Replacement	570,000	570,000				570,000	0	
PW-26-xxxx	8 Ton Excavator	New excavator to reduce expenses for renting and complete more in-house work	New	250,000					0	250,000	
PW-26-XXXX	Minor Equipment	Replacement of minor equipment that has reached its useful life	Replacement	20,000	20,000				20,000	0	
PW-26-XXXX	Pickup Truck (Unit #544)	Useful life has been reached	Replacement	75,000	75,000				75,000	0	
PW-26-XXXX	Pickup Truck (Unit #545)	Useful life has been reached	Replacement	75,000	75,000				75,000	0	
Total - Equipment				2,613,500	1,443,500	400,000	0	0	1,843,500	770,000	

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Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Division: Roads and Roadside											
PW-26-XXXX	Annual Sidewalk Maintenance	Annual replacements or repairs of various sidewalks within the municipality	Replacement	165,000	165,000				165,000	0	
PW-26-XXXX	Batten Side Road Construction	Batten Side Road Reconstruction from North Malden Rd to southern limits of Sports Fields Lands, contingent on sport complex development (includes 3rd lift)	Upgrade	90,000	45,000				45,000	45,000	
PW-26-XXXX	Maidstone Avenue/Talbot Street Intersection Improvement	Intersection Improvements to Talbot Street and Maidstone Avenue Intersection. This includes watermain, traffic signals, sidewalks, streetlights, storm sewers, and utility relocations	Replacement	3,000,000	1,300,000	1,700,000			3,000,000	0	DC Funding, Water Contribution (approx. \$950k)
PW-26-XXXX	Essex Streetscape - Phase 2	Includes the cost for completing the roadway, boulevard, lighting, storm sewers, watermain improvements from Maidstone Ave to Cameron Ave	Replacement	2,000,000	2,000,000				2,000,000	0	
PW-26-XXXX	CWATS Trail - Maidstone Ave Phase 1	Multiuse Trail from Allen Ave to Talbot St North	New	300,000				120,000	120,000	180,000	
PW-26-XXXX	Hot Mix Asphalt Resurfacing Program	Yearly Maintenance overlay on select roads with surface course asphalt	Replacement	1,400,000	1,400,000				1,400,000	0	
PW-26-XXXX	Road Resurfacing Program	Yearly Maintenance overlay on select rural tar and chip roads	Replacement	340,000	340,000				340,000	0	
PW-26-XXXX	Iler Road Rehabilitation	Rehabilitation of Iler Rd from south of Huffman Rd to County Rd 50	Replacement	1,000,000			1,000,000		1,000,000	0	OCIF

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					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
PW-26-XXXX	Drummond Road Rehabilitation	Rehabilitation of Drummond Rd from 5th Concession to the 4th Concession	Replacement	310,000	310,000				310,000	0	
PW-26-XXXX	Maidstone Ave/Talbot St Intersection Improvement + Remaining Streetscape to Medora	Reconstruction of Maidstone Avenue/Talbot Street Intersection based on previous year's design	Upgrade	3,000,000	1,500,000		1,000,000		2,500,000	500,000	CCBF
PW-26-XXXX	Road Condition Assessment	Update of the Town's road condition assessment	Replacement	55,000	55,000				55,000	0	
Total - Roads and Roadside				11,660,000	7,115,000	1,700,000	2,000,000	120,000	10,935,000	725,000	
Division: Stormwater Management											
PW-26-XXXX	Storm Sewer Rehabilitation Program (Design only)	Replacement of storm sewers past their useful life and engineering design for a future project.	Replacement	300,000	300,000				300,000	0	
PW-26-XXXX	Maidstone Avenue Storm Sewer	Replacement of Maidstone Avenue Storm Sewer from Allen Ave to Talbot St North	Replacement	850,000	850,000				850,000	0	
PW-26-XXXX	Smith Road / E Malden Road 203403	Bridge/Culvert Rehabilitation Program	Replacement	2,000,000	2,000,000				2,000,000	0	
Total - Stormwater Management				3,150,000	3,150,000	0	0	0	3,150,000	0	
Total - Public Works				17,423,500	11,708,500	2,100,000	2,000,000	120,000	15,928,500	1,495,000	
Total - Property Tax Supported				31,201,736	18,411,411	5,823,200	2,000,000	2,933,625	29,168,236	2,033,500	

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					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
User Rated Supported											
Department: Development Services											
Division: Building											
BD-26-XXXX	2017 Dodge Journey Replacement	Unit has reached its useful life	Replacement	50,000		50,000			50,000	0	Building Reserve
Total - Building				50,000	0	50,000	0	0	50,000	0	
Total -Development Services				50,000	0	50,000	0	0	50,000	0	
Department: Environmental Services											
Division: Water											
WW-26-XXXX	Cast Iron Watermain Replacement	Various watermain has reached useful life	Replacement	1,000,000	0	1,000,000			1,000,000	0	Water Reserve
WW-26-XXXX	Essex Shop Expansion	Expansion of current facility is required from staff level increases/growth	Upgrade	900,000		900,000			900,000	0	3% Operations Reserve, 97% Water/Wastewater Reserve
WW-26-XXXX	Equipment Contingency Wards 1 and 2	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems.	Replacement	10,000		10,000			10,000	0	Water Reserve
WW-26-XXXX	Equipment Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems.	Replacement	10,000		10,000			10,000	0	Water Reserve
WW-26-XXXX	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations	Replacement	205,000		205,000			205,000	0	Water Reserve
WW-26-XXXX	OWCA Capital Recommendations	OCWA Recommended capital improvements to Harrow-Colchester South Water Treatment Plant.	Upgrade	450,000		450,000			450,000	0	Water Reserve
Total - Water				2,575,000	0	2,575,000	0	0	2,575,000	0	

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					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Division: Sanitary Sewer											
SS-26-XXXX	Essex Sports Fields Servicing - Sanitary Only	Servicing of the Essex Sports Field off of North Talbot Road to allow Pickle Barn and Essex Centre Sports complex	New	690,000		349,180			349,180	340,820	Wastewater Reserve
SS-26-XXXX	Treatment - Ward 1 Contingency	Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and Northeast Lagoons.	New	90,000		90,000			90,000	0	Wastewater Reserve
SS-26-XXXX	Treatment - Ward 3 Contingency	Equipment, process, facility replacements and improvements for the Colchester Lagoons.	New	55,000		55,000			55,000	0	Wastewater Reserve
SS-26-XXXX	Treatment - Ward 4 Contingency	Equipment, process, facility replacements and improvements for the Harrow Lagoons.	New	55,000		55,000			55,000	0	Wastewater Reserve
SS-26-XXXX	Inflow and Infiltrations Reduction Program - Ward 1	Inflow & Infiltration investigation program	New	40,000		40,000			40,000	0	Wastewater Reserve
SS-26-XXXX	Inflow and Infiltrations Reduction Program - Ward 3	Inflow & Infiltration investigation program	New	35,000		35,000			35,000	0	Wastewater Reserve
SS-26-XXXX	Inflow and Infiltrations Reduction Program - Ward 4	Inflow & Infiltration investigation program	New	30,000		30,000			30,000	0	Wastewater Reserve
SS-26-XXXX	Collection and Conveyance - Ward 1	Replacement of equipment, maintenance, issues, design investigations with respect to the Ward 1 service area.	Replacement	60,000		60,000			60,000	0	Wastewater Reserve
SS-26-XXXX	Collection and Conveyance - Ward 3	Replacement of equipment, maintenance, issues, design investigations with respect to the Ward 3 service area.	Replacement	62,500		62,500			62,500	0	Wastewater Reserve

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					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
SS-26-XXXX	Collection and Conveyance - Ward 4	Replacement of equipment, maintenance, issues, design investigations with respect to the Ward 4 service area.	Replacement	57,500		57,500			57,500	0	Wastewater Reserve
SS-26-XXXX	OWCA Capital Recommendations - Ward 1	OCWA Recommended capital improvements to Essex Pollution Control Plant and Northeast Lagoon cell dredging.	Upgrade	2,290,000		2,290,000			2,290,000	0	Wastewater Reserve
SS-26-XXXX	OWCA Capital Recommendations - Ward 3	OCWA Recommended capital improvements to the Colchester Lagoons.	Upgrade	332,500		332,500			332,500	0	Wastewater Reserve
SS-26-XXXX	OWCA Capital Recommendations - Ward 4	OCWA Recommended capital improvements to the Harrow Lagoons	Upgrade	180,000		180,000			180,000	0	Wastewater Reserve
Total - Sanitary Sewer				3,977,500	0	3,636,680	0	0	3,636,680	340,820	
Total -Environmental Services				6,552,500	0	6,211,680	0	0	6,211,680	340,820	
Total -User Rated Supported				6,602,500	0	6,261,680	0	0	6,261,680	340,820	
Total -Property Tax and User Rate Supported				37,804,236	18,411,411	12,084,880	2,000,000	2,933,625	35,429,916	2,374,320	

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					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Property Tax Supported											
Council											
GG-27-XXXX	Contingency (Council)	Council projects outside approved budget	New	25,000					0	25,000	
Total - Council				25,000	0	0	0	0	0	25,000	
Division: Police											
PD-27-XXXX	Police Contingency	Unanticipated facility needs	New	25,000		25,000			25,000	0	Police Contingency
Total - Police				25,000	0	25,000	0	0	25,000	0	
Department: Corporate Services											
Division: Information Technology											
GG-27-XXXX	Server Upgrades	Replace Existing Servers\ SAN Hardware	Replacement	75,000	75,000				75,000	0	
Total - Information Technology				75,000	75,000	0	0	0	75,000	0	
Total - Corporate Services				75,000	75,000	0	0	0	75,000	0	
Department: Community Services											
Division: Fire											
FD-27-XXXX	Personal Protective Equipment	Replacement of PPE on eight-year cycles	Replacement	40,000	40,000				40,000	0	
FD-27-XXXX	Pager Replacement Program	New pagers as part of Lifecycle yearly replacement	Replacement	10,000	10,000				10,000	0	
FD-27-XXXX	Ice Water Rescue Equipment Replacement Program	Replacement of PPE/Gear on eight-year cycles	Replacement	5,000	5,000				5,000	0	
FD-27-XXXX	Hose Replacement Program	New hoses & appliances from damage, in accordance with NFPA standards	Replacement	16,500	16,500				16,500	0	
FD-27-XXXX	Firefighter Recruitment	Cost of PPE, gear and training for new firefighters	Replacement	28,000		28,000			28,000	0	Fire-Training Reserve
FD-27-XXXX	Replace Eng. 1A Station 1 - Engine/Tanker	Reached the end of its useful life, it has a 40-year-old body with limited storage mounted on a 21-year old cab and chassis. Adding an Engine/Tanker will enhance water supply capabilities for rural fires	Replacement	1,400,000	1,400,000				1,400,000	0	
FD-27-XXXX	Replace Deputy Chief Pickup	Useful life has been reached	Replacement	100,000	100,000				100,000	0	
FD-27-XXXX	Replace 4 gas monitors	Useful life has been reached	Replacement	10,000	10,000				10,000	0	
Total - Fire				1,609,500	1,581,500	28,000	0	0	1,609,500	0	
Division: Essex Recreation Complex											
CS-27-XXXX	ERC Updates	Requires facilities updates	Replacement	52,044	26,022			26,022	52,044	0	
CS-27-XXXX	Slide Pump	Useful life has been reached	Replacement	8,500	4,250			4,250	8,500	0	
Total - Essex Recreation Complex				60,544	30,272	0	0	30,272	60,544	0	

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					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Division: Arts, Culture and Tourism											
CS-27-XXXX	New Art Installation	New art installation	New	15,000				0	15,000		
Total - Arts, Culture and Tourism				15,000	0	0	0	0	15,000		
Division: Recreation Programs											
CS-27-XXXX	Ceiling Lift	Useful life has been reached	Replacement	7,672	7,672			7,672	0		
CS-27-XXXX	Maedel Community Center Updates	Requires facilities updates	Replacement	72,511	72,511			72,511	0		
Total - Recreation Programs				80,183	80,183	0	0	80,183	0		
Division: Parks											
CS-27-XXXX	Essex Sports Park additional diamond, batting cages & design plan for maintenance building	Additional phase of Essex Sports Park to include an additional diamond, batting cages and design plan for future maintenance building	New	300,000		300,000		300,000	0	51% from DC Reserve - Parks; 49% from Land Acquisition Reserve	
CS-27-XXXX	Co-An Park Capital	Yearly Capital allocation	Replacement	15,000	15,000			15,000	0		
CS-27-XXXX	Planters	Useful life has been reached	Replacement	20,000	20,000			20,000	0		
CS-27-XXXX	Panel Van	Useful life has been reached	Replacement	65,000	65,000			65,000	0		
CS-27-XXXX	Pickup Truck	Useful life has been reached	Replacement	65,000	65,000			65,000	0		
CS-27-XXXX	Golf Cart	Useful life has been reached	Replacement	10,000	10,000			10,000	0		
Total - Parks				475,000	175,000	300,000	0	0	475,000	0	
Division: Arenas											
CS-27-XXXX	Utility Trailer	Useful life has been reached	Replacement	7,000	7,000			7,000	0		
Total - Arenas				7,000	7,000	0	0	7,000	0		
Total - Community Services				2,247,227	1,873,955	328,000	0	30,272	2,232,227	15,000	
Department: Development Services											
Division: Planning											
PZ-27-XXXX	CWATS - Soft Projects	Bike Lockers, Repair Stations, Rodeo, Valet, Helmets	New	20,000		10,000		10,000	20,000	0	Trails Reserve & County Contribution
PZ-27-XXXX	Colchester Streetscaping Study	Following completion of the Harrow & Essex Streetscaping Projects, and following the update of the Colchester Secondary Plan, a Streetscaping Study should be completed for Colchester	New	50,000				0	50,000		
Total - Planning				70,000	0	10,000	0	10,000	20,000	50,000	
Total - Development Services				70,000	0	10,000	0	10,000	20,000	50,000	
Department: Public Works											
Division: Equipment											
PW-27-XXXX	Pickup Truck	Unit #549 has reached its useful life	Replacement	75,000	75,000			75,000	0		
PW-27-XXXX	Pickup truck	Unit #557 has reached its useful life	Replacement	75,000	75,000			75,000	0		

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Proposed 2027 Capital Forecast											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
PW-27-XXXX	Minor Equipment	Replacement of minor equipment that has reached its useful life	Replacement	20,000	20,000				20,000	0	
PW-27-XXXX	5-ton Snowplow	Unit #550 has reached its useful life	Replacement	380,000	380,000				380,000	0	
PW-27-XXXX	Lawn Mower	Unit #556 has reached its useful life	Replacement	17,000	17,000				17,000	0	
PW-27-XXXX	Bush Hog Mower (Unit #546)	Unit #546 has reached its useful life	Replacement	45,000	45,000				45,000	0	
Total - Equipment				612,000	612,000	0	0	0	612,000	0	
Division: Roads and Roadside											
PW-27-XXXX	Hanlan Extension	Extend Hanlan in Essex Center	New	2,000,000					0	2,000,000	
PW-27-XXXX	Maidstone Ave/ S. Talbot Intersection - Construction	Reconstruction of South Talbot Road based on previous year's design	Upgrade	3,000,000	1,500,000		1,000,000		2,500,000	500,000	OCIF
PW-27-XXXX	CWATS Trail - Maidstone Avenue - Phase 2	Multiuse Trail from South Talbot Road to Allen Avenue	New	375,000				150,000	150,000	225,000	40% from the County of Essex
PW-27-XXXX	CWATS Trail - South Talbot Road	Multiuse Trail from Maidstone Avenue to existing Cypher Systems Trail	New	450,000				450,000	450,000	0	Paid by the MTO
PW-27-XXXX	Annual Sidewalk Maintenance	Annual replacements/repairs of various sidewalks within the municipality	Replacement	180,000	180,000				180,000	0	
PW-27-XXXX	S. Talbot & Maidstone Ave Intersection Improvement	Road Reconstruction Project(s)	Replacement	3,250,000	3,250,000				3,250,000	0	
PW-27-XXXX	Hot Mix Asphalt Resurfacing	Yearly Maintenance overlay on select roads with surface course asphalt	Replacement	1,825,000	1,825,000				1,825,000	0	
PW-27-XXXX	Road Resurfacing Program	Yearly Maintenance overlay on select rural tar and chip roads	Replacement	700,000	700,000				700,000	0	
PW-27-XXXX	Rural Road Rehabilitation	Rehabilitation or reconstruction of a rural surface treated road (TBD)	Replacement	1,000,000			1,000,000		1,000,000	0	CCBF
Total - Roads and Roadside				12,780,000	7,455,000	0	2,000,000	600,000	10,055,000	2,725,000	
Division: Stormwater Management											
PW-27-XXXX	3rd Concession Road/Suffolk Road 200202	Bridge/Culvert Rehabilitation Program	Replacement	1,800,000	1,800,000				1,800,000	0	
PW-27-XXXX	Storm Sewer Rehabilitation Program	Replacement of storm sewers past their useful life	Replacement	775,000	775,000				775,000	0	
Total -Stormwater Management				2,575,000	2,575,000	0	0	0	2,575,000	0	
Total - Public Works				15,967,000	10,642,000	0	2,000,000	600,000	13,242,000	2,725,000	
Total - Property Tax Supported				18,409,227	12,590,955	363,000	2,000,000	640,272	15,594,227	2,815,000	

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Proposed 2027 Capital Forecast											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
User Rated Supported											
Department: Environmental Services											
Division: Water											
WW-27-XXXX	Replace Cast Iron Watermains	Various watermains has reached useful life	Replacement	1,320,000		1,320,000			1,320,000	0	Water Reserve
WW-27-XXXX	Equipment Contingency Wards 1 and 2	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems	Replacement	10,000		10,000			10,000	0	Water Reserve
WW-27-XXXX	Equipment Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems	Replacement	10,000		10,000			10,000	0	Water Reserve
WW-27-XXXX	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations with respect to the water distribution systems	Replacement	205,000		205,000			205,000	0	Water Reserve
WW-27-XXXX	OWCA Capital Recommendations	OCWA Recommended improvements to Harrow-Colchester South Water Treatment Plant	Upgrade	190,000		190,000			190,000	0	Water Reserve
Total - Water				1,735,000	0	1,735,000	0	0	1,735,000	0	
Division: Sanitary Sewer											
SS-27-XXXX	Treatment - Ward 1 Contingency	Equipment, process, facility replacements & improvements for Essex Pollution Control Plant & Northeast Lagoons	New	90,000		90,000			90,000	0	Wastewater Reserve
SS-27-XXXX	Treatment - Ward 3 Contingency	Equipment, process, facility replacements and improvements for the Colchester Lagoons	New	55,000		55,000			55,000	0	Wastewater Reserve
SS-27-XXXX	Treatment - Ward 4 Contingency	Equipment, process, facility replacements and improvements for the Harrow Lagoons	New	55,000		55,000			55,000	0	Wastewater Reserve
SS-27-XXXX	Inflow and Infiltrations Reduction Program - Ward 1	Inflow & Infiltration investigation program	New	40,000		40,000			40,000	0	Wastewater Reserve
SS-27-XXXX	Inflow and Infiltrations Reduction Program - Ward 3	Inflow & Infiltration investigation program	New	35,000		35,000			35,000	0	Wastewater Reserve

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Proposed 2027 Capital Forecast											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
SS-27-XXXX	Inflow and Infiltrations Reduction Program - Ward 4	Inflow & Infiltration investigation program	New	30,000		30,000			30,000	0	Wastewater Reserve
SS-27-XXXX	Collection and Conveyance - Ward 1	Replacement of equipment, maintenance, issues, design investigations with respect to Ward 1	Replacement	60,000		60,000			60,000	0	Wastewater Reserve
SS-27-XXXX	Collection and Conveyance - Ward 3	Replacement of equipment, maintenance, issues, design investigations with respect to Ward 3	Replacement	62,500		62,500			62,500	0	Wastewater Reserve
SS-27-XXXX	Collection and Conveyance - Ward 4	Replacement of equipment, maintenance, issues, design investigations with respect to Ward 4	Replacement	57,500		57,500			57,500	0	Wastewater Reserve
SS-27-XXXX	OWCA Capital Recommendations - Ward 1	Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and Northeast Lagoons	Upgrade	165,000		165,000			165,000	0	Wastewater Reserve
SS-27-XXXX	OWCA Capital Recommendations - Ward 3	OCWA Recommended capital improvements to the Colchester Lagoons	Upgrade	127,500		127,500			127,500	0	Wastewater Reserve
SS-27-XXXX	OWCA Capital Recommendations - Ward 4	OCWA Recommended capital improvements to the Harrow Lagoons	Upgrade	30,000		30,000			30,000	0	Wastewater Reserve
Total - Sanitary Sewer				807,500	0	807,500	0	0	807,500	0	
Total -Environmental Services				2,542,500	0	2,542,500	0	0	2,542,500	0	
Total -User Rated Supported				2,542,500	0	2,542,500	0	0	2,542,500	0	
Total -Property Tax and User Rate Supported				20,951,727	12,590,955	2,905,500	2,000,000	640,272	18,136,727	2,815,000	

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Proposed 2028 Capital Forecast											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Property Tax Supported											
Council											
GG-28-XXXX	Contingency (Council)	Council projects outside approved budget	New	25,000					0	25,000	
Total - Council				25,000	0	0	0	0	0	25,000	
Division: Police											
PD-28-XXXX	Police Contingency	Unanticipated facility needs	New	25,000		25,000			0	0	Police Contingency
Total - Police				25,000	0	25,000	0	0	0	0	
Department: Corporate Services											
Division: Information Technology											
GG-28-XXXX	AV Equipment Refresh	Update and refresh outdated LCD Screens\ Projectors	Replacement	20,000	20,000				20,000	0	
Total - Information Technology				20,000	20,000	0	0	0	20,000	0	
Total - Corporate Services				20,000	20,000	0	0	0	20,000	0	
Department: Community Services											
Division: Fire											
FD-28-XXXX	Personal Protective Equipment	Replacement of PPE on eight-year cycles	Replacement	40,000	40,000				40,000	0	
FD-28-XXXX	Pager Replacement Program	New pagers as part of lifecycle yearly replacement	Replacement	10,000	10,000				10,000	0	
FD-28-XXXX	Ice Water Rescue Equipment Replacement Program	Replacement of PPE/Gear on eight-year cycles	Replacement	5,000	5,000				5,000	0	
FD-28-XXXX	Hose Replacement Program	Required new hoses due to damage, in accordance with NFPA standards	Replacement	16,500	16,500				16,500	0	
FD-28-XXXX	Firefighter Recruitment (2)	Cost of training and gear for new firefighters	Replacement	28,000		28,000			28,000	0	Fire - Training Reserve
FD-28-XXXX	Replace turnout gear washing machine Stn. 1	Useful life has been reached	Replacement	25,000	25,000				25,000	0	
Total - Fire				124,500	96,500	28,000	0	0	124,500	0	
Division: Essex Recreation Complex											
CS-28-XXXX	Lap Pool Pump	Useful life has been reached	Replacement	12,500	6,250			6,250	12,500	0	
Total - Essex Recreation Complex				12,500	6,250	0	0	6,250	12,500	0	
Division: Arts, Culture and Tourism											
CS-28-XXXX	BIA Mural	Replace/refurbish BIA Mural	Replacement	15,000					0	15,000	
Total - Arts, Culture and Tourism				15,000	0	0	0	0	0	15,000	
Division: Parks											
CS-28-XXXX	Essex Sports Park Pedestrian Pathways	Addition of pedestrian pathways in new sports park.	New	850,000					0	850,000	
CS-28-XXXX	Co-An Park Capital	Yearly Capital allocation	Replacement	15,000		15,000			15,000	0	Co-An Reserve

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Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
CS-28-XXXX	Diamond Groomer replacement for Harrow and Essex Parks	Useful life has been reached	Replacement	33,000	33,000				33,000	0	
CS-28-XXXX	Dump Truck Unit 883	Useful life reached on unit	Replacement	120,000	120,000				120,000	0	
CS-28-XXXX	Titan Zero Turn Mower	Useful life reached on unit	Replacement	75,000	75,000				75,000	0	
CS-28-XXXX	Pick-Up Truck Unit 885	Useful life reached on unit	Replacement	85,000	85,000				85,000	0	
CS-28-XXXX	Electric Golf Cart	Unit has reached end of useful life	Replacement	5,000	5,000				5,000	0	
CS-28-XXXX	Replace Pirate Ship Playground Equipment Colchester Park	Deteriorating wood throughout structure	Replacement	300,000	300,000				300,000	0	
Total - Parks				1,483,000	618,000	15,000	0	0	633,000	850,000	
Division: Arenas											
CS-28-XXXX	Pickup truck	Replacement of Pickup Truck	Replacement	85,000	85,000				85,000	0	
Total - Arenas				85,000	85,000	0	0	0	85,000	0	
Division: Harbour											
CS-28-XXXX	Replace Gas Pump at Harbour	Unit has reached end of useful life	Replacement	9,000	9,000				9,000	0	
CS-28-XXXX	Replace Beach Groomer Colchester Beach	Useful life has been reached	Replacement	50,000	50,000				50,000	0	
Total - Harbour				59,000	59,000	0	0	0	59,000	0	
Total - Community Services				1,779,000	864,750	43,000	0	6,250	914,000	865,000	
Department: Public Works											
Division: Equipment											
PW-28-XXXX	Road Widener (Unit #564)	Unit #564 has reached its useful life	Replacement	102,000	102,000				102,000	0	
PW-28-XXXX	15ton Snowplow (Unit #552)	Unit #552 has reached its useful life	Replacement	445,000	445,000				445,000	0	
PW-28-XXXX	5 ton Roll Off (Unit #554)	Unit #554 has reached its useful life	Replacement	400,000	400,000				400,000	0	
PW-28-XXXX	Loader (Unit #551)	Unit #551 has reached its useful life	Replacement	330,000	330,000				330,000	0	
PW-28-XXXX	Minor Equipment	Replacement of minor equipment that has reached its useful life	Replacement	20,000	20,000				20,000	0	
Total - Equipment				1,297,000	1,297,000	0	0	0	1,297,000	0	
Division: Roads and Roadside											
PW-28-XXXX	Annual Sidewalk Maintenance	Annual replacements/repairs of various sidewalks within the municipality	Replacement	200,000	200,000				200,000	0	
PW-28-XXXX	Walnut Street South Road Reconstruction	Walnut Street South Reconstruction from County Road 20 to Southern Limit	Replacement	3,200,000	1,700,000	500,000	1,000,000		3,200,000	0	OCIF and Water Reserve

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Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
PW-28-XXXX	Road Reconstruction Program - Phase 2 - Engineering	Road Reconstruction Project(s) - Continued from 2027	Replacement	250,000	250,000				250,000	0	
PW-28-XXXX	CWATS Trail - Talbot Street South	Multiuse Trail from Gosfield Townline to eastern Town limits	New	600,000				240,000	240,000	360,000	40% from the County of Essex
PW-28-XXXX	Hot Mix Asphalt Resurfacing Program (Locations TBD)	Yearly Maintenance overlay on select roads with surface course asphalt	Replacement	1,920,000	920,000		1,000,000		1,920,000	0	CCBF
PW-28-XXXX	Road Resurfacing Program	Yearly Maintenance overlay on select rural tar and chip roads to extend their useful life	Replacement	650,000	650,000				650,000	0	
PW-28-XXXX	Rural Road Rehabilitation	Rehabilitation or reconstruction of a rural surface treated road (TBD)	Replacement	1,000,000	1,000,000				1,000,000	0	
PW-28-XXXX	Road Reconstruction Engineering Design	Engineering Design for 2029 Road Reconstruction Project (TBD)	Replacement	500,000	500,000				500,000	0	
Total - Roads and Roadside				8,320,000	5,220,000	500,000	2,000,000	240,000	7,960,000	360,000	
Division: Stormwater Management											
PW-28-XXXX	3rd Concession/Roseborough Road 200201	Bridge/Culvert Rehabilitation Program	Replacement	1,500,000	1,500,000				1,500,000	0	
PW-28-XXXX	Storm Sewer Rehabilitation Program	Replacement of storm sewers past their useful life	Replacement	1,500,000	1,500,000				1,500,000	0	
Total - Stormwater Management				3,000,000	3,000,000	0	0	0	3,000,000	0	
Total - Public Works				12,617,000	9,517,000	500,000	2,000,000	240,000	12,257,000	360,000	
Total - Property Tax Supported				14,466,000	10,401,750	568,000	2,000,000	246,250	13,216,000	1,250,000	

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Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
User Rated Supported											
Department: Environmental Services											
Division: Water											
WW-28-XXXX	Cast Iron Watermain Replacement	Various watermain has reached useful life	Replacement	1,500,000		1,500,000			1,500,000	0	Water Reserve
WW-28-XXXX	Equipment Contingency Wards 1 and 2	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems	Replacement	10,000		10,000			10,000	0	Water Reserve
WW-28-XXXX	Equipment Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems	Replacement	10,000		10,000			10,000	0	Water Reserve
WW-28-XXXX	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations with respect to Harrow-Colchester South Water Treatment Plant	Replacement	205,000		205,000			205,000	0	Water Reserve
WW-28-XXXX	OWCA Capital Recommendations	OCWA Recommended capital improvements to Harrow-Colchester South Water Treatment Plant	Upgrade	160,000		160,000			160,000	0	Water Reserve
Total - Water				1,885,000	0	1,885,000	0	0	1,885,000	0	
Division: Sanitary Sewer											
SS-28-XXXX	Treatment - Ward 1 Contingency	Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and Northeast Lagoons	New	90,000		90,000			90,000	0	Wastewater Reserve
SS-28-XXXX	Treatment - Ward 3 Contingency	Equipment, process, facility replacements and improvements for the Colchester Lagoons	New	55,000		55,000			55,000	0	Wastewater Reserve
SS-28-XXXX	Treatment - Ward 4 Contingency	Equipment, process, facility replacements and improvements for the Harrow Lagoons	New	55,000		55,000			55,000	0	Wastewater Reserve
SS-28-XXXX	Inflow and Infiltrations Reduction Program - Ward 1	Inflow & Infiltration investigation program	New	40,000		40,000			40,000	0	Wastewater Reserve

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Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
SS-28-XXXX	Inflow and Infiltrations Reduction Program - Ward 3	Inflow & Infiltration investigation program	New	35,000		35,000			35,000	0	Wastewater Reserve
SS-28-XXXX	Inflow and Infiltrations Reduction Program - Ward 4	Inflow & Infiltration investigation program	New	30,000		30,000			30,000	0	Wastewater Reserve
SS-28-XXXX	Collection and Conveyance - Ward 1	Replacement of equipment, maintenance, issues, design investigations with respect to the Ward 1 service area.	Replacement	60,000		60,000			60,000	0	Wastewater Reserve
SS-28-XXXX	Collection and Conveyance - Ward 3	Replacement of equipment, maintenance, issues, design investigations with respect to the Ward 3 service area.	Replacement	519,500		519,500			519,500	0	Wastewater Reserve
SS-28-XXXX	Collection and Conveyance - Ward 4	Replacement of equipment, maintenance, issues, design investigations with respect to the Ward 4 service area.	Replacement	57,500		57,500			57,500	0	Wastewater Reserve
SS-28-XXXX	OWCA Capital Recommendations - Ward 1	Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and Northeast Lagoons.	Upgrade	2,065,000		2,065,000			2,065,000	0	Wastewater Reserve
SS-28-XXXX	OWCA Capital Recommendations - Ward 3	OCWA Recommended capital improvements to the Colchester Lagoons.	Upgrade	407,500		407,500			407,500	0	Wastewater Reserve
SS-28-XXXX	OWCA Capital Recommendations - Ward 4	OCWA Recommended capital improvements to the Harrow Lagoons.	Upgrade	30,000		30,000			30,000	0	Wastewater Reserve
Total - Sanitary Sewer				3,444,500	0	3,444,500	0	0	3,444,500	0	
Total -Environmental Services				5,329,500	0	5,329,500	0	0	5,329,500	0	
Total -User Rated Supported				5,329,500	0	5,329,500	0	0	5,329,500	0	
Total -Property Tax and User Rate Supported				19,795,500	10,401,750	5,897,500	2,000,000	246,250	18,545,500	1,250,000	

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Proposed 2029 Capital Forecast											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Property Tax Supported											
Council											
GG-29-XXXX	Contingency (Council)	Council projects outside approved budget	New	25,000					0	25,000	
Total - Council				25,000	0	0	0	0	0	25,000	
Division: Police											
PD-29-XXXX	Police Contingency	Unanticipated facility needs	New	25,000		25,000			0	0	Police Contingency
Total - Police				25,000	0	25,000	0	0	0	0	
Department: Community Services											
Division: Fire											
FD-29-XXXX	Personal Protective Equipment	Replacement of PPE on eight-year cycles	Replacement	40,000	40,000				40,000	0	
FD-29-XXXX	Pager Replacement Program	New pagers as part of lifecycle yearly replacement	Replacement	10,000	10,000				10,000	0	
FD-29-XXXX	Ice Water Rescue Equipment Replacement Program	Replacement of PPE/Gear on eight-year cycles	Replacement	5,000	5,000				5,000	0	
FD-29-XXXX	SCBA Replacement	Equipment has reached its end of useful life,	Replacement	750,000	750,000				750,000	0	
FD-29-XXXX	Hose Replacement Program	Required new hoses due to damage, in accordance with NFPA standards	Replacement	16,500	16,500				16,500	0	
FD-29-XXXX	Firefighter Recruitment (2)	Cost of training, PPE and gear for new firefighters	Replacement	28,000		28,000			28,000	0	Fire Training Reserve
FD-29-XXXX	Community Risk Assessment	O.Reg. 378/18 Requires every municipality to complete a CRA every 5 years	New	30,000					0	30,000	
Total - Fire				879,500	821,500	28,000	0	0	849,500	30,000	
Division: Arts, Culture and Tourism											
CS-29-XXXX	New Art Installation	New art installation	New	15,000					0	15,000	
Total - Arts, Culture and Tourism				15,000	0	0	0	0	0	15,000	
Division: Parks											
CS-29-XXXX	Co-An Park Capital	Yearly Capital allocation	Replacement	15,000		15,000			15,000	0	Co-An Reserve
Total - Parks				15,000	0	15,000	0	0	15,000	0	
Total - Community Services				909,500	821,500	43,000	0	0	864,500	45,000	

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Proposed 2029 Capital Forecast											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
Department: Public Works											
Division: Equipment											
PW-29-XXXX	15 Ton Tandem (unit #558)	Useful life reached on unit	Replacement	450,000	450,000				450,000	0	
PW-29-XXXX	Pick-up Truck (unit #562)	Useful life reached on unit	Replacement	75,000	75,000				75,000	0	
PW-29-XXXX	Tractor (unit #553)	Useful life reached on unit	Replacement	100,000	100,000				100,000	0	
PW-29-XXXX	Asphalt roller	Unit #559 has met its useful life and requires replacement	Replacement	85,000	85,000				85,000	0	
Total - Equipment				710,000	710,000	0	0	0	710,000	0	
Division: Roads and Roadside											
PW-29-XXXX	Annual Sidewalk Maintenance	Annual replacements/repairs of various sidewalks within the municipality	Replacement	220,000	220,000				220,000	0	
PW-29-XXXX	Road Reconstruction Program	Road Reconstruction Project(s)	Replacement	6,000,000	5,000,000		1,000,000		6,000,000	0	OCIF
PW-29-XXXX	Hot Mix Asphalt Resurfacing Program (TBD)	Yearly Maintenance overlay on select roads with surface course asphalt	Replacement	1,690,000	690,000		1,000,000		1,690,000	0	CCBF
PW-29-XXXX	Road Resurfacing Program	Yearly Maintenance overlay on select rural tar and chip roads	Replacement	925,000	925,000				925,000	0	
PW-29-XXXX	Rural Road Rehabilitation	Rehabilitation or reconstruction of a rural surface treated road (TBD)	Replacement	825,000	825,000				825,000	0	
PW-29-XXXX	Engineering & Design Road Reconstruction	Engineering Design for 2030 Road Reconstruction Project (TBD)	Replacement	550,000	550,000				550,000	0	
Total - Roads and Roadside				10,210,000	8,210,000	0	2,000,000	0	10,210,000	0	
Division: Stormwater Management											
PW-26-XXXX	Canard River Bridge 102801	Bridge/Culvert Rehabilitation Program	Replacement	476,400	476,400				476,400	0	
PW-29-XXXX	Engineering Design for Bridges and Culverts (TBD)	Engineering design for 2030 bridges and culverts (TBD)	Replacement	150,000	150,000				150,000	0	
PW-29-XXXX	Storm Sewer Rehabilitation - engineering	Replacement of storm sewers past their useful life	Replacement	300,000	300,000				300,000	0	
Total -Stormwater Management				926,400	926,400	0	0	0	926,400	0	
Total - Public Works				11,846,400	9,846,400	0	2,000,000	0	11,846,400	0	
Total - Property Tax Supported				12,805,900	10,667,900	68,000	2,000,000	0	12,735,900	70,000	

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Proposed 2029 Capital Forecast											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
User Rated Supported											
Department: Environmental Services											
Division: Water											
WW-29-XXXX	Cast Iron Watermain Replacement	Various watermain has reached useful life	Replacement	1,000,000		1,000,000			1,000,000	0	
WW-29-XXXX	Equipment Contingency Wards 1 and 2	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems.	Replacement	10,000		10,000			10,000	0	
WW-29-XXXX	Equipment Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems.	Replacement	10,000		10,000			10,000	0	
WW-29-XXXX	Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4	Replacement of equipment, maintenance, issues, and design investigations with respect to Harrow-Colchester South Water Treatment Plant.	Replacement	205,000		205,000			205,000	0	
WW-29-XXXX	OWCA Capital Recommendations	OCWA Recommended capital improvements to Harrow-Colchester South Water Treatment Plant.	Upgrade	150,000		150,000			150,000	0	
Total - Water				1,375,000	0	1,375,000	0	0	1,375,000	0	
Division: Sanitary Sewer											
SS-29-XXXX	Treatment - Ward 1 Contingency	Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and Northeast Lagoons.	New	90,000		90,000			90,000	0	
SS-29-XXXX	Treatment - Ward 3 Contingency	Equipment, process, facility replacements and improvements for the Colchester Lagoons.	New	55,000		55,000			55,000	0	
SS-29-XXXX	Treatment - Ward 4 Contingency	Equipment, process, facility replacements and improvements for the Harrow Lagoons.	New	55,000		55,000			55,000	0	
SS-25-XXXX	Inflow and Infiltrations Reduction Program - Ward 1	Inflow & Infiltration investigation program	New	40,000		40,000			40,000	0	
SS-25-XXXX	Inflow and Infiltrations Reduction Program - Ward 3	Inflow & Infiltration investigation program	New	35,000		35,000			35,000	0	

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Proposed 2029 Capital Forecast											
Project Number	Project Name	Project Description	Asset Management Status	Project Cost	Potential Funding Sources				Funding	Funded from Taxation	Funding Source
					Asset Management Reserve	Other Reserve	Grant Funding	Other (including LTD)			
SS-25-XXXX	Inflow and Infiltrations Reduction Program - Ward 4	Inflow & Infiltration investigation program	New	30,000		30,000			30,000	0	
SS-29-XXXX	Collection and Conveyance - Ward 1	Replacement of equipment, maintenance, issues, design investigations with respect to the ward 1 service area.	Replacement	60,000		60,000			60,000	0	
SS-29-XXXX	Collection and Conveyance - Ward 3	Replacement of equipment, maintenance, issues, design investigations with respect to the ward 3 service area.	Replacement	519,500		519,500			519,500	0	
SS-29-XXXX	Collection and Conveyance - Ward 4	Replacement of equipment, maintenance, issues, design investigations with respect to the ward 4 service area.	Replacement	57,500		57,500			57,500	0	
SS-29-XXXX	OWCA Capital Recommendations - Ward 1	Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and Northeast Lagoons.	Upgrade	217,000		217,000			217,000	0	
SS-29-XXXX	OWCA Capital Recommendations - Ward 3	OCWA Recommended capital improvements to the Colchester Lagoons.	Upgrade	27,500		27,500			27,500	0	
SS-29-XXXX	OWCA Capital Recommendations - Ward 4	OCWA Recommended capital improvements to the Harrow Lagoons.	Upgrade	45,000		45,000			45,000	0	
Total - Sanitary Sewer				1,231,500	0	1,231,500	0	0	1,231,500	0	
Total -Environmental Services				2,606,500	0	2,606,500	0	0	2,606,500	0	
Total -User Rated Supported				2,606,500	0	2,606,500	0	0	2,606,500	0	
Total -Property Tax and User Rate Supported				15,412,400	10,667,900	2,674,500	2,000,000	0	15,342,400	70,000	

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