

Strategic Action Plan 2023-2027



PROGRESS TRACKER

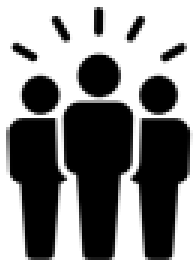
As at November 30, 2025



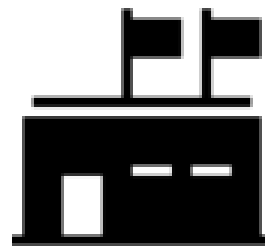
Safe and Reliable
Infrastructure



Jobs and Economic
Opportunities



Welcoming and
Caring Community



Responsible and People-
Focused Government



Safe and Reliable

Infrastructure



1.1 Taking an evidence-based approach to infrastructure projects.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Complete a review of Town-owned buildings to identify current and future needs and costs.	Complete	Community Services	100%
Complete a Roads Master Plan (includes active transportation) to establish future transportation network requirements.	Spring 2027	Infrastructure Services	5%
Complete Water/Wastewater Servicing Plan to establish a prioritized list of required projects to accommodate growth.	Spring 2027	Infrastructure Services	5%
Review current capital forecasting and procurement policies/practices to better align infrastructure projects costs to budgeting.	Fall 2026	Corporate Services	50%

 no progress

 in progress

 complete



Safe and Reliable

Infrastructure



1.2 Investing in our roads.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Move forward on roads projects already approved by Council, including Maidstone/Talbot intersection improvements and Hanlan extension.	Spring 2027	Infrastructure Services	40%
Complete a 10-Yr Roads Forecast with a prioritized list of required future roads projects and projected costs.	Complete	Infrastructure Services	100%
Implement a “Rebuilding Essex Roads” dedicated capital levy to fund road rebuilding projects based on the Town’s asset management plan.	Complete	Corporate Services	100%

 no progress

 in progress

 complete



Safe and Reliable

Infrastructure



1.3 Optimizing the community benefits from our municipally owned buildings and property.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Design a high-level concept plan with estimated costs for the best use of the Harrow High School property.	Complete	Community Services	100%
Develop standard clauses for all property/building lease agreements ensure consistency/fairness with all community partnerships.	Complete	Legal & Legislative Services	100%

no progress

in progress

complete



Safe and Reliable

Infrastructure



1.4 Providing reliable water, storm water, and wastewater services.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Complete a 5-Yr Capital Forecast for future water, wastewater & storm water projects, including funding model options.	Complete	Infrastructure Services	100%
Review feasibility of extending water/waster water services to McGregor with neighbouring municipality.	Spring 2027	Infrastructure Services	50%

 no progress

 in progress

 complete



Jobs and Economic Opportunities

2.1 Optimizing land to increase employment opportunities.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Complete a land review with the objective of optimizing opportunities for future jobs and investment.	Spring 2026	Development Services	70%
Explore using targeted Community Improvement Plan (CIP) incentives to attract new businesses.	Complete	Development Services	100%

 no progress

 in progress

 complete



Jobs and Economic Opportunities



2.2 Foster an environment that attracts and retains businesses and creates jobs.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Conduct a review of small business resources to identify grants, services, and programs that could be leveraged to support local small businesses and job creation.	Complete	Development Services	100%
Enhance and promote a public-facing inventory of commercial properties to assist with inquiries from new and expanding businesses.	Complete	Development Services	100%

 no progress

 in progress

 complete



Jobs and Economic Opportunities



2.3 Promoting tourism as an economic driver.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Develop a Tourism marketing strategy action plan to promote positioning the Town of Essex as a premier Agritourism Destination in Ontario.	Fall 2026	Development Services	15%
Review parking challenges in Colchester Park/Beach to determine short-term & long-term solutions.	Complete	Community Services	100%
Develop a plan to attract sports/athletics tournaments and events.	Spring 2026	Community Services	50%
Revisit discussions with commercial property owners and hotel brands to identify opportunities for accommodation developments in Essex.	Complete	Development Services	100%

no progress

in progress

complete



Welcoming and
Caring Community



3.1 Collaborating with community organizations/groups.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Review, improve and communicate the Community Partnership Fund to achieve intended results.	Complete	Corporate Services	100%
Create a volunteer registry to support local groups/organizations.	Summer 2026	Office of the CAO	25%

 no progress

 in progress

 complete



Welcoming and Caring Community



3.2 Protecting our natural environment.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Create a page on the Town website sharing the community's natural features and providing tips for the public to help protect these features.	Complete	Office of the CAO	100%
Expand and increase promotion of the Town's Memorial Tree & Bench program to increase number of trees planted.	Complete	Community Services	100%
Develop EV Fleet plan with targets based on best municipal practices.	Summer 2027	Infrastructure Services	25%

 no progress

 in progress

 complete



Welcoming and
Caring Community



3.3 Expanding opportunities for healthy living and recreation.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Complete the Community Services Master Plan and identify priority recommendations to be considered in annual budgets for the next three years. This Plan will include exploring costs and benefits of offering additional community programs/services/increased maintenance.	Complete	Community Services	100%
Establish a standard of shade for all Essex parks and identify costs to achieve this standard.	Complete	Community Services	100%
Establish maintenance standards on Town-owned trails.	Complete	Community Services	100%

 no progress

 in progress

 complete



Welcoming and Caring Community



3.4 Contributing to making Essex more affordable.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Establish a citizen-based Essex Housing Task Force with a mandate to provide practical recommendations to Council to make living in Essex more affordable.	Complete	Development Services	100%
Establish areas within the Town where higher density housing option are encouraged.	Spring 2026	Development Services	70%

 no progress

 in progress

 complete



Welcoming and Caring Community



3.5 Managing our growth to maintain our “small town feel”.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Review the Town of Essex Urban Design Guidelines for Downtown Harrow and Essex Centre to ensure it promotes the unique features of our downtowns and residential areas.	Fall 2026	Development Services	50%
Identify areas within the Town where the development of mixed-use buildings (commercial/residential) should be encouraged.	Spring 2026	Development Services	70%
Host public open houses to gather valuable information from residents on what “small town feel” means to them.	Summer 2026	Office of the CAO	50%
Collaborate with local organizations/groups to provide family-friendly neighbourhoods events.	Complete	Community Services	100%

 no progress

 in progress

 complete



Responsible and People-
Focused Government



4.1 Diversifying our revenue sources to reduce reliance on residential taxpayers.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Complete an investment strategy to maximize the Town's investment revenue.	April 2026	Corporate Services	75%
Explore the implementation of a Municipal Accommodation Tax.	Summer 2026	Development Services	70%
Review surplus municipally owned lands for potential sale.	Summer 2026	Legal & Legislative Services	40%
Initiate a sponsorship/naming rights program to provide opportunities to local businesses and drive non-tax revenue.	Completed	Development Services	100%



no progress



in progress



complete



Responsible and People-Focused Government



4.2 Providing open government and financial accountability by improving 2-way communication with citizens.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Introduce a digital engagement platform to enhance the public participation in the Town's budget and ongoing decision-making processes.	Complete	Corporate Services	100%
Introduce creative ways to enhance our communication with our residents.	Complete	Office of the CAO	100%
Host an annual interactive Town Hall event in each community with the involvement of the Mayor, Council and the senior management team.	Complete	Office of the CAO	100%
Establish customer service standards for all Town facilities; provide training where required.	Complete	Office of the CAO	100%

 no progress

 in progress

 complete



Responsible and People-
Focused Government



4.3 Recognizing excellence among our staff team.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Identify meaningful formal and informal ways of recognizing staff who do good work.	Complete	Office of the CAO	100%
CAO to facilitate bi-annual Staff Town Hall sessions to providing updates on important projects and recognizing valuable staff contributions.	Complete	Office of the CAO	100%

 no progress

 in progress

 complete



Responsible and People-
Focused Government



4.4 Promoting workplace flexibility, inclusion and diversity in the workplace.

ACTIONS	TARGET DATE	LEAD	% COMPLETE
Complete staff capacity / succession planning study to determine human resource requirements over the next few years.	Complete	Office of the CAO	100%
Introduce the first bi-annual employee satisfaction survey; establish benchmarks and performance targets.	Complete	Office of the CAO	100%
Explore flexible work policies/practices that promote a positive work-life balance while ensuring the continued delivery of high-quality community programs and services.	Complete	Office of the CAO	100%
Review hiring/promotion practices to remove any barriers to diversity and inclusion.	Complete	Office of the CAO	100%



no progress



in progress



complete