



2022

Operating & Capital Budget

Town of Essex

essex
Where you belong

Where You Belong

2019-2022 Corporate Strategic Plan

The 2019-2022 Corporate Strategic Plan guides the overall direction of the Town of Essex while identifying key goals to achieve. Below is a summary of the vision, mission, and values which inform the plan.

Vision

The Town of Essex will be a prosperous, sustainable, and thriving community for families, business, and development.

Mission

The Town of Essex, as a progressive and resilient organization, commits to providing leadership, high quality community programming, sustainable assets, opportunities for growth, and vibrant experiences for citizens, stakeholders, and visitors.

Values

Progressive

Progressive and Sustainable Infrastructure

Healthy

Healthy Community and Quality of Life

Stewardship

Financial and Economic Stewardship

Vibrant

Vibrant Growth and Development

Experience

Citizen and Customer Experience

Resiliency

Organizational Effectiveness and Resiliency

essex.ca/StrategicPlan

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2022 Budget Snapshot



Property Tax

The approved **change** to the **Municipality's general mill rate** for the 2022 Budget is **1.8%**.

To establish a property's assessed value, the Municipal Property Assessment Corporation (MPAC) analyzes sales of comparable properties in a property's area. This method, called Current Value Assessment (CVA), is used by most assessment jurisdictions in North America. In addition, MPAC looks at all of the key features that affect market value (up to 200 factors are considered).

The assessed value and classification of a property is used as the basis for calculating property taxes. To help provide an additional level of property tax stability and predictability, the Ontario Government introduced a phase-in program for market increases and decreases. An increase in assessed value is introduced gradually, while a decrease in assessed value is introduced immediately. A property that experiences an increase in assessment would have that increase phased in over a four-year period. This four-year period is called an 'Assessment Cycle'. The Assessment Cycle for the period beginning in 2021 through to the end of 2023 has been postponed. At the time of printing a new date for the next Assessment Cycle has not been released.

The year-over-year **growth** as a result of construction experienced in Essex (new residential, industrial, commercial) is estimated to contribute an additional **\$370,000** to revenue from Property Taxation.

Ontario Municipal Partnership Fund (OMPF)

OMPF for 2022 will remain at the 2021 levels and provide a total of \$500 million to 389 municipalities across the province. The Town of Essex will receive **\$4,058,000** in 2022, a **\$69,800 increase** from the 2021 OMPF of \$3,988,200.

2022 Operating / Capital Summary + 2023 to 2026 Forecast (Internal Draft)

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

Operating Summary

| Grouping | 2021 Budget | Budget | Change | | Forecast | | | |
|--|-------------------|-------------------|------------------|-----------|-------------------|-------------------|-------------------|-------------------|
| | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Operating Revenues | | | | | | | | |
| Amounts Added to Taxes and Special Levies | 2,603,044 | 2,807,178 | 204,134 | 8% | 2,621,505 | 2,537,558 | 2,534,723 | 2,534,723 |
| Conditional and Unconditional Grants | 6,380,474 | 7,484,335 | 1,103,861 | 17% | 6,468,959 | 6,399,159 | 6,399,159 | 6,399,159 |
| Contributions from Developers | 1,242,229 | 2,045,920 | 803,691 | 65% | 1,645,416 | 1,920,314 | 2,120,173 | 1,321,421 |
| Fines and Penalties | 312,224 | 311,498 | (726) | 0% | 311,523 | 311,549 | 311,549 | 311,549 |
| Interfund Transfers | 3,834,558 | 4,514,804 | 680,246 | 18% | 4,149,405 | 4,203,835 | 4,160,582 | 4,413,849 |
| Internal Allocations | 567,251 | 440,804 | (126,447) | -22% | 596,596 | 604,667 | 613,156 | 638,829 |
| Investment and Other Income | 265,608 | 436,729 | 171,121 | 64% | 275,632 | 275,772 | 275,729 | 275,807 |
| License and Permit Fees | 476,638 | 586,259 | 109,621 | 23% | 550,730 | 560,901 | 571,265 | 581,727 |
| Payments in Lieu of Taxation | 157,126 | 161,204 | 4,078 | 3% | 157,126 | 157,126 | 156,760 | 156,760 |
| Property Taxation | 15,937,059 | 16,378,261 | 441,202 | 3% | 17,037,059 | 17,337,059 | 17,631,693 | 17,931,693 |
| Supplementary Taxation | 242,000 | 325,000 | 83,000 | 34% | 242,000 | 242,000 | 242,000 | 242,000 |
| User Fees and Service Charges | 12,634,972 | 12,801,031 | 166,059 | 1% | 12,973,405 | 13,179,194 | 13,370,903 | 13,553,219 |
| Total Operating Revenues | 44,653,183 | 48,293,023 | 3,639,840 | 8% | 47,029,357 | 47,729,136 | 48,387,693 | 48,360,736 |
| Operating Expenses | | | | | | | | |
| Amortization Expense | 90,982 | 90,982 | - | 0% | 90,982 | 90,982 | 90,982 | 90,982 |
| Contracted Services | 7,746,158 | 8,029,537 | 283,379 | 4% | 8,115,011 | 8,332,726 | 8,265,444 | 8,488,593 |
| Debt Servicing | 3,086,018 | 3,422,553 | 336,535 | 11% | 4,053,882 | 3,750,950 | 3,497,744 | 3,333,692 |
| External Transfers | 678,989 | 488,918 | (190,071) | -28% | 488,380 | 492,415 | 471,291 | 471,823 |
| Interfund Transfers - Expense | 13,233,566 | 14,990,646 | 1,757,080 | 13% | 13,465,918 | 13,503,345 | 14,091,811 | 13,477,298 |
| Internal Allocations - Expense | 638,682 | 516,319 | (122,363) | -19% | 661,264 | 662,104 | 662,960 | 663,832 |
| Materials and Supplies | 2,514,387 | 2,870,102 | 355,715 | 14% | 2,717,964 | 2,737,638 | 2,771,830 | 2,806,490 |
| Miscellaneous Services | 785,523 | 872,423 | 86,900 | 11% | 785,028 | 838,429 | 791,871 | 794,959 |
| Professional Fees | 346,243 | 401,210 | 54,967 | 16% | 343,659 | 377,016 | 335,144 | 390,783 |
| Rents and Financial Services | 303,931 | 300,819 | (3,112) | -1% | 285,920 | 279,039 | 266,908 | 266,914 |
| Repairs and Maintenance | 911,388 | 922,957 | 11,569 | 1% | 920,909 | 925,408 | 929,854 | 934,373 |
| Salaries, Wages, Benefits and Personnel Expenses | 11,563,629 | 11,924,294 | 360,665 | 3% | 12,242,583 | 12,474,047 | 12,649,021 | 12,742,092 |
| Taxation Adjustments | 172,000 | 142,000 | (30,000) | -17% | 142,000 | 142,000 | 142,000 | 142,000 |
| Uncollectible Taxes and Accounts Receivable | 12,525 | 12,525 | - | 0% | 12,525 | 12,525 | 12,525 | 12,525 |
| Utilities, Insurance and Property Taxes | 2,569,162 | 2,955,668 | 386,506 | 15% | 3,113,525 | 3,287,158 | 3,480,562 | 3,694,584 |
| Total Operating Expenses | 44,653,183 | 47,940,953 | 3,287,770 | 7% | 47,439,548 | 47,905,780 | 48,459,947 | 48,310,940 |
| Operating Surplus/(Deficit) | - | 352,070 | 352,070 | - | (410,191) | (176,645) | (72,254) | 49,796 |

2022 Budget Snapshot



2022 Operating / Capital Summary + 2023 to 2026 Forecast (Internal Draft) (Continued)

Capital Summary

| Grouping | 2021 Budget | Budget* | Change | | Forecast | | | |
|--|-------------------|-------------------|------------------|------------|--------------------|--------------------|--------------------|------------------|
| | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Capital Revenue | | | | | | | | |
| Canada Conditional Grants | 30,000 | - | (30,000) | -100% | 1,064,961 | 1,064,961 | 1,064,961 | 1,064,961 |
| Ontario Conditional Grants | 977,065 | 4,932,290 | 3,955,225 | 405% | 890,405 | 890,405 | 890,405 | 890,405 |
| Revenue Contributions from Reserve Funds | 14,346,960 | 16,819,008 | 2,472,048 | 17% | 6,331,714 | 4,939,540 | 5,489,940 | 1,409,367 |
| Donations | - | 187,500 | 187,500 | 100% | - | - | - | - |
| Land and Equipment Sales | - | 28,000 | 28,000 | 100% | - | - | - | - |
| Long-term Debt Financing | 3,808,682 | 11,383,706 | 7,575,024 | 199% | - | - | 2,500,000 | - |
| Miscellaneous Revenue | 524,950 | 22,491 | (502,459) | -96% | 710,000 | 280,000 | - | - |
| Unfinanced Capital to be Financed | 6,688,236 | 328,067 | (6,360,169) | -95% | - | - | - | - |
| Aquatics - School Board Share | 39,467 | 384,311 | 344,843 | 874% | 125,600 | 627,000 | - | - |
| Recovered Drain Billing Costs | - | - | - | 0% | - | - | - | - |
| Total Capital Revenue | 26,415,361 | 34,085,373 | 7,670,013 | 29% | 9,122,680 | 7,801,906 | 9,945,306 | 3,364,733 |
| Capital Expenses | | | | | | | | |
| Contracted Services | 20,581,215 | 33,835,124 | 13,253,909 | 64% | 13,663,428 | 9,492,740 | 12,812,173 | 3,364,733 |
| Materials and Supplies | 5,349,333 | 265,774 | (5,083,558) | -95% | - | - | - | - |
| Professional Fees | 312,330 | 336,545 | 24,215 | 8% | - | - | - | - |
| Repairs and Maintenance | 40,000 | - | (40,000) | -100% | - | - | - | - |
| Unfinanced Capital - Prior Years | 132,482 | - | (132,482) | -100% | - | - | - | - |
| Total Capital Expenses | 26,415,361 | 34,437,444 | 8,022,083 | 30% | 13,663,428 | 9,492,740 | 12,812,173 | 3,364,733 |
| Capital Surplus/(Deficit) | - | (352,070) | (352,070) | - | (4,540,748) | (1,690,834) | (2,866,867) | - |

*This includes carryforward projects

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.

Operating / Capital Summary - Net Surplus/(Deficit)

| Grouping | 2021 Budget | Budget | Change | | Forecast | | | |
|------------------------------|-------------|----------|----------|----------|--------------------|--------------------|--------------------|---------------|
| | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Net Surplus/(Deficit) | - | - | - | - | (4,950,939) | (1,867,479) | (2,939,121) | 49,796 |

2022 Residential Tax Rate

| | 2021 Tax Rates | | 2022 Tax Rates | | Change (2021 to 2022) | |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------------|--------------|
| | Mill Rate | Property Taxes | Mill Rate | Property Taxes | % | \$ |
| Ward 1 and 4 | | | | | | |
| General Municipal Levy | 0.007871 | 1,471.81 | 0.008012 | 1,498.30 | 1.80% | 26.49 |
| Urban Levy | 0.000792 | 148.11 | 0.000792 | 148.11 | 0.00% | - |
| Garbage Collection and Disposal Levy | 0.000769 | 143.86 | 0.000808 | 151.05 | 5.00% | 7.19 |
| Total - Town of Essex Levy | 0.009432 | 1,763.78 | 0.009612 | 1,797.47 | 1.91% | 33.69 |
| County of Essex Levy | 0.004894 | 915.18 | 0.004970 | 929.45 | 1.56% | 14.28 |
| Education Levy | 0.001530 | 286.11 | 0.001530 | 286.11 | 0.00% | - |
| Total - Town/County/Education | 0.015856 | 2,965.07 | 0.016112 | 3,013.03 | 1.62% | 47.96 |
| Ward 2 and 3 | | | | | | |
| General Municipal Levy | 0.007871 | 1,471.81 | 0.008012 | 1,498.30 | 1.80% | 26.49 |
| Rural Levy | 0.000223 | 41.62 | 0.000234 | 43.70 | 5.00% | 2.08 |
| Garbage Collection and Disposal Levy | 0.000769 | 143.86 | 0.000808 | 151.05 | 5.00% | 7.19 |
| Total - Town of Essex Levy | 0.008863 | 1,657.29 | 0.009054 | 1,693.06 | 2.16% | 35.77 |
| County of Essex Levy | 0.004894 | 915.18 | 0.004970 | 929.45 | 1.56% | 14.28 |
| Education Levy | 0.001530 | 286.11 | 0.001530 | 286.11 | 0.00% | - |
| Total - Town/County/Education | 0.015287 | 2,858.58 | 0.015554 | 2,908.62 | 1.75% | 50.04 |

Median Residential Single-Family Detached Assessment

187,000

Welcome Message



Message from the Chief Administrative Officer

I am pleased to present the 2022 Town of Essex Operating and Capital Budget. This document not only reflects service efforts designed to achieve Council's strategic priorities, but it also outlines the financing approach intended to strengthen the Town's financial condition, address infrastructure needs and improve services that residents access regularly.

The Office of the CAO provides leadership that supports the policies of Council to drive the organization forward. With values rooted in fiscal responsibility, sound management principles and community engagement, Administration continues to focus on ensuring the Town of Essex has efficient and effective systems in place to support responsible growth.

The financial decisions we make today are critical for our community's long-term sustainability. While developing this budget, staff recommendations were guided by Council's 6 Strategic Values, which serve as the community's change agenda.

The impact of the Covid-19 pandemic has led to facilitating numerous service delivery adaptation and modernizations to support continued service delivery to the community, including new technologies to facilitate operations, governance, leadership, and information sharing with Council, staff, and the community.

As a corporation, the budget is one of the most important policy documents, and, as we look ahead to 2022 and beyond, the work of providing effective municipal services is more important than ever.

The process of assembling this budget document required significant effort by several staff across the organization, and I thank them for their excellent work.

Doug Sweet, Chief Administrative Officer



Message from the Director, Corporate Services / Treasurer

The 2021 fiscal year presented many of the same challenges as 2020, with the COVID-19 pandemic continuing to impact staff, residents and all stakeholders of the Town of Essex. Resiliency was demonstrated by all, as we adapted to ensure services remained intact. With two years of precedent, the 2022 budget incorporates the changes made to operations due to the impact of the pandemic.

To ensure comparability and consistency for the 2022 budget delivery, the same format has been maintained across all budget documents. Each new term of Council will set their strategic goals and develop a vision for the budget document which will remain consistent for the duration of their term.

Thank-you to all fellow Staff and Council members for continuing to exercise fiscal responsibility throughout the year in all decision making. Thank-you to the budget team who worked diligently behind the scenes to deliver this document. It is with pure joy that we present to you a collaboration across the entire organization in the form of the 2022 Operating and Capital Budgets.

Katelynn Giurissievich, CPA, CA, Director, Corporate Services/Treasurer

Organizational Structure



Town Council

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



Back row, left to right: Ward 1 Councillor Morley Bowman, Deputy Mayor Richard Meloche, Mayor Larry Snively, Ward 3 Councillor Steve Bjorkman, Ward 3 Councillor Chris Vander Doelen.

Front row, left to right: Ward 4 Councillor Sherry Bondy, Ward 1 Councillor Joe Garon, Ward 2 Councillor Kim Verbeek.

Administrative Services

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

Office of the Chief Administrative Officer (CAO)

Doug Sweet
CAO

- Legislative Services/Clerks Department
- Strategic Communications
- Human Resources

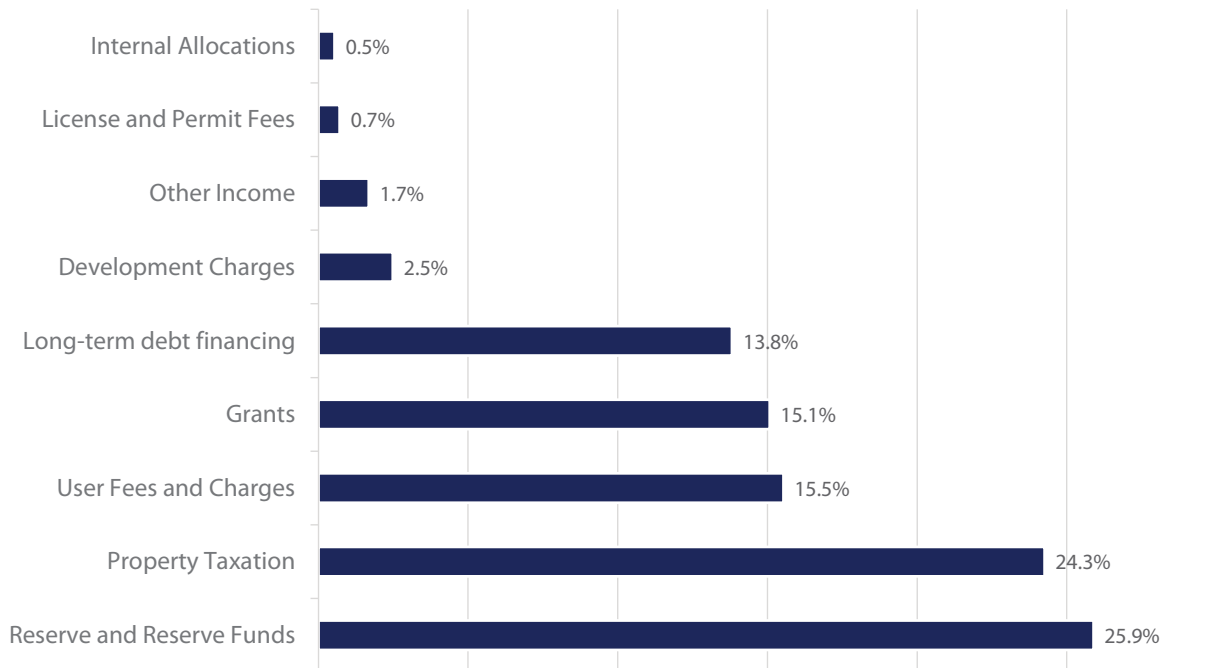
| Corporate Services | Community Services | Development Services | Infrastructure Services |
|---|--|--|---|
| Katelynn Giurissevich Director, Corporate Services / Treasurer | Vacant Director, Community Services | Lori Chadwick Director, Development Services | Kevin Girard Director, Infrastructure Services |
| <ul style="list-style-type: none"> • Finance and Business Services • Information Technology | <ul style="list-style-type: none"> • Parks and Facilities • Recreation and Culture • Fire | <ul style="list-style-type: none"> • Planning Services • Building Services • Economic Development | <ul style="list-style-type: none"> • Operations • Environmental Services • Municipal Drainage • Capital Works |

Investing In A Complete Community



2022 Revenue at a Glance

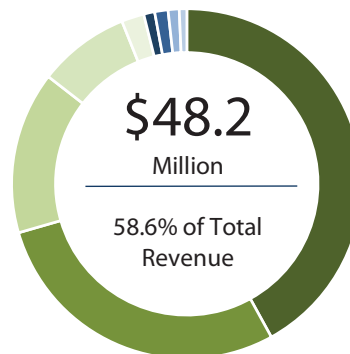
The Town of Essex relies on a combination of various revenue sources to fund both operating and capital activities. Total revenue for the 2022 Budget for both operating and capital is **\$82.3 million** (2021 \$71 million).



If all revenues combined for Operating and Capital equal \$82.3 million, how much goes to fund operations and how much goes to capital?

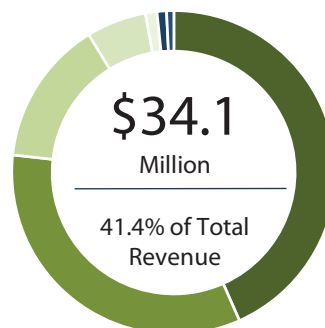
Operating Revenue Allocation

- 41.4% Property Taxation
- 26.5% User Fees and Service Charges
- 15.5% Grants
- 9.3% Reserve and Reserve Funds
- 4.2% Development Charges
- 1.2% License and Permit Fees
- 0.9% Internal Allocations
- 0.9% Other Income



Capital Revenue Allocation

- 43.3% Reserve and Reserve Funds
- 33.4% Long Term Debt
- 14.5% Grants
- 6.0% Development Charges
- 1.1% Other Revenue
- 1.0% Unfinanced Carryforward
- 0.7% Miscellaneous Revenue

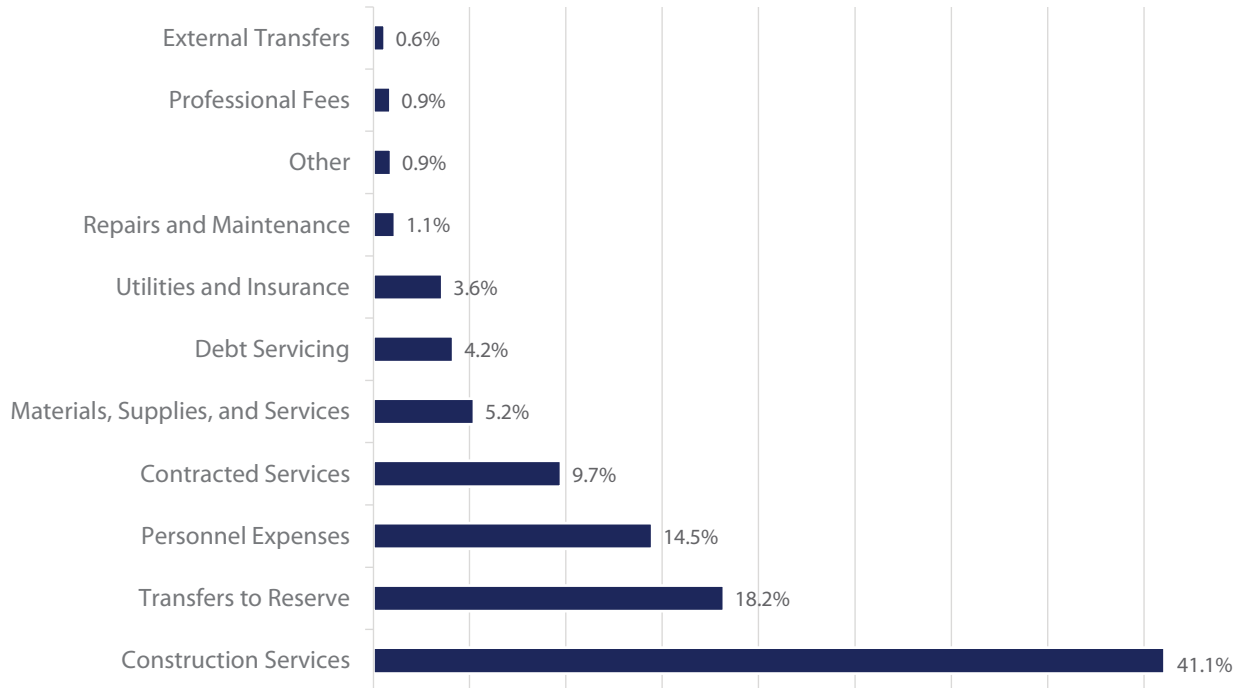


Investing In A Complete Community



2022 Expenses at a Glance

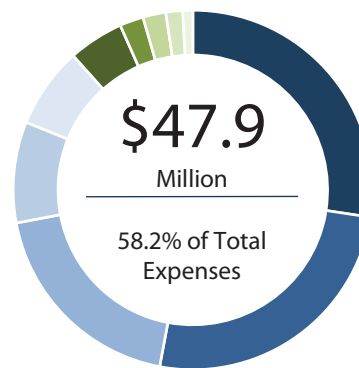
The Town of Essex invests in a complete community which is inclusive for citizens and visitors alike. Operating and capital revenue is spent on the following key areas within the Town. Total expenses under the 2022 budget are **\$82.3** million (2021 \$71 million).



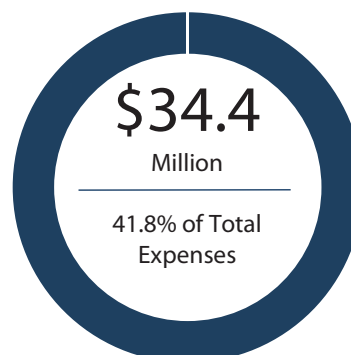
If all expenditures combined for Operating and Capital equal \$82.3 million, how much is spent on operations and how much is spent on capital?

Operating Expense Allocation

- 31.3% Transfers to Reserve
- 24.9% Personnel Expenses
- 16.7% Contracted Services
- 8.4% Supplies and Services
- 7.1% Debt Servicing
- 6.2% Utilities and Insurance
- 1.9% Repairs and Maintenance
- 1.6% Other Expenses
- 1.0% External Transfers
- 0.8% Professional Fees

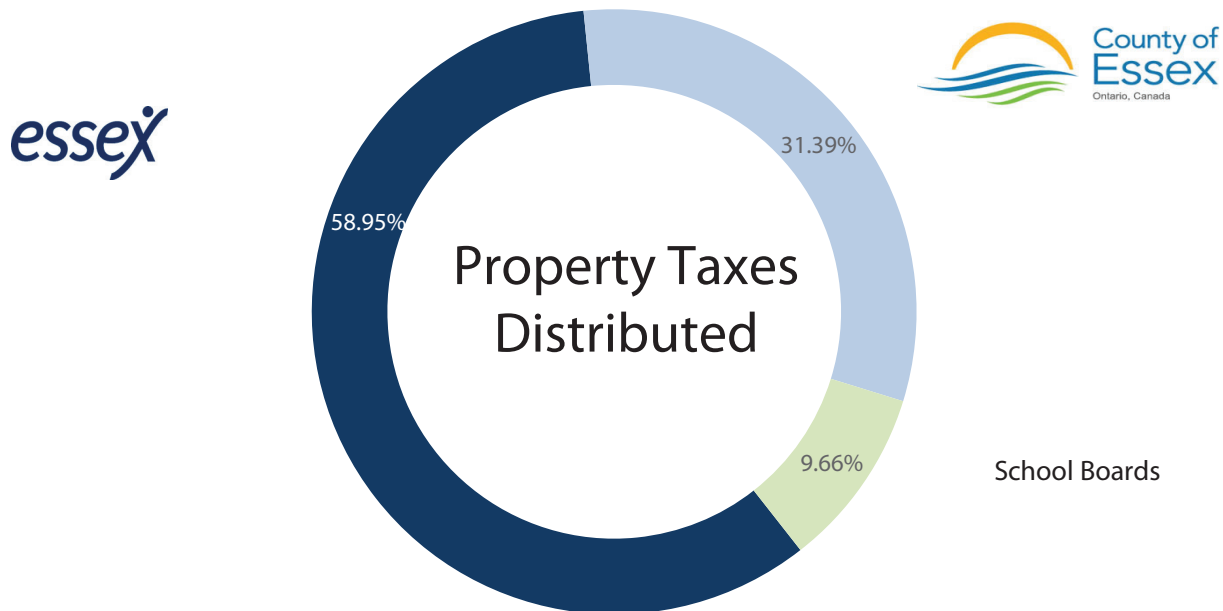


Capital Expense Allocation



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 for \$100 of your property tax dollars is:



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 | \$ | 31.39 | 31.39% |
| School Boards | \$ | 9.66 | 9.66% |
| Town of Essex | \$ | 58.95 | 58.95% |
| Council | \$ | 15.24 | 15.24% |
| Infrastructure Services | \$ | 14.17 | 14.17% |
| Community Services | \$ | 11.80 | 11.80% |
| Community Services: Fire | \$ | 5.57 | 5.57% |
| Other: Police | \$ | 4.86 | 4.86% |
| Corporate Services | \$ | 2.33 | 2.33% |
| Office of the CAO | \$ | 2.83 | 2.83% |
| Development Services | \$ | 1.70 | 1.70% |
| Other | \$ | 0.44 | 0.44% |

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 \$187,000.



\$1,745.26



Photo courtesy of Dan Gray

2022 OPERATING BUDGET

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



Operating Summary



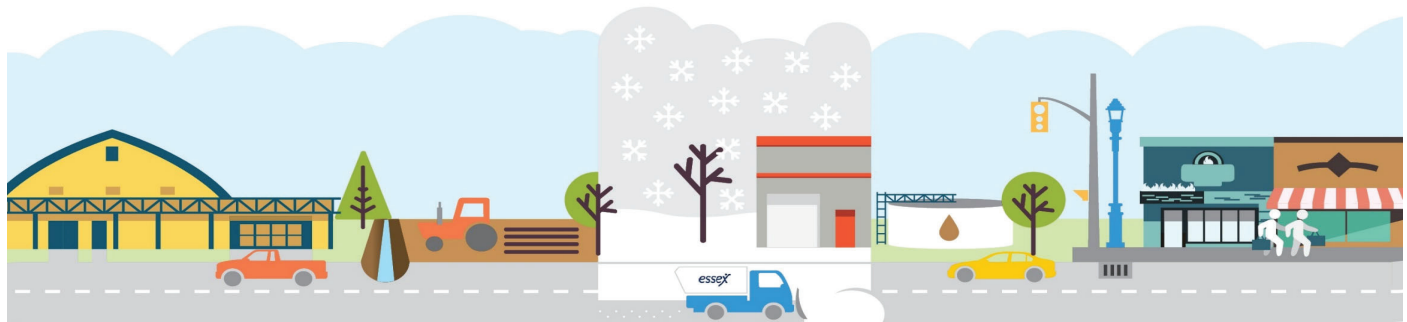
The Operating Summary provides a snapshot of the approved Operating Budget. The 2022 Operating Budget has a \$352,070 surplus.

| Grouping | 2021 Budget | Budget | Change | | Forecast | | | |
|--|-------------------|-------------------|------------------|-----------|-------------------|-------------------|-------------------|-------------------|
| | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Operating Revenues | | | | | | | | |
| Amounts Added to Taxes and Special Levies | 2,603,044 | 2,807,178 | 204,134 | 8% | 2,621,505 | 2,537,558 | 2,534,723 | 2,534,723 |
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| Fines and Penalties | 312,224 | 311,498 | (726) | 0% | 311,523 | 311,549 | 311,549 | 311,549 |
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| Investment and Other Income | 265,608 | 436,729 | 171,121 | 64% | 275,632 | 275,772 | 275,729 | 275,807 |
| License and Permit Fees | 476,638 | 586,259 | 109,621 | 23% | 550,730 | 560,901 | 571,265 | 581,727 |
| Payments in Lieu of Taxation | 157,126 | 161,204 | 4,078 | 3% | 157,126 | 157,126 | 156,760 | 156,760 |
| Property Taxation | 15,937,059 | 16,378,261 | 441,202 | 3% | 17,037,059 | 17,337,059 | 17,631,693 | 17,931,693 |
| Supplementary Taxation | 242,000 | 325,000 | 83,000 | 34% | 242,000 | 242,000 | 242,000 | 242,000 |
| User Fees and Service Charges | 12,634,972 | 12,801,031 | 166,059 | 1% | 12,973,405 | 13,179,194 | 13,370,903 | 13,553,219 |
| Total Operating Revenues | 44,653,183 | 48,293,023 | 3,639,840 | 8% | 47,029,357 | 47,729,136 | 48,387,693 | 48,360,736 |
| Operating Expenses | | | | | | | | |
| Amortization Expense | 90,982 | 90,982 | - | 0% | 90,982 | 90,982 | 90,982 | 90,982 |
| Contracted Services | 7,746,158 | 8,029,537 | 283,379 | 4% | 8,115,011 | 8,332,726 | 8,265,444 | 8,488,593 |
| Debt Servicing | 3,086,018 | 3,422,553 | 336,535 | 11% | 4,053,882 | 3,750,950 | 3,497,744 | 3,333,692 |
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| Materials and Supplies | 2,514,387 | 2,870,102 | 355,715 | 14% | 2,717,964 | 2,737,638 | 2,771,830 | 2,806,490 |
| Miscellaneous Services | 785,523 | 872,423 | 86,900 | 11% | 785,028 | 838,429 | 791,871 | 794,959 |
| Professional Fees | 346,243 | 401,210 | 54,967 | 16% | 343,659 | 377,016 | 335,144 | 390,783 |
| Rents and Financial Services | 303,931 | 300,819 | (3,112) | -1% | 285,920 | 279,039 | 266,908 | 266,914 |
| Repairs and Maintenance | 911,388 | 922,957 | 11,569 | 1% | 920,909 | 925,408 | 929,854 | 934,373 |
| Salaries, Wages, Benefits and Personnel Expenses | 11,563,629 | 11,924,294 | 360,665 | 3% | 12,242,583 | 12,474,047 | 12,649,021 | 12,742,092 |
| Taxation Adjustments | 172,000 | 142,000 | (30,000) | -17% | 142,000 | 142,000 | 142,000 | 142,000 |
| Uncollectible Taxes and Accounts Receivable | 12,525 | 12,525 | - | 0% | 12,525 | 12,525 | 12,525 | 12,525 |
| Utilities, Insurance and Property Taxes | 2,569,162 | 2,955,668 | 386,506 | 15% | 3,113,525 | 3,287,158 | 3,480,562 | 3,694,584 |
| Total Operating Expenses | 44,653,183 | 47,940,953 | 3,287,770 | 7% | 47,439,548 | 47,905,780 | 48,459,947 | 48,310,940 |
| Operating Surplus/(Deficit) | - | 352,070 | 352,070 | - | (410,191) | (176,645) | (72,254) | 49,796 |

Operating Expense and Revenue Summary



| Grouping | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|--------------------------------|-------------|-------------|------------|-----------|------|------------|------------|------------|------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Operating Expenditures | | | | | | | | | |
| Personnel Expenses | 10,300,208 | 11,563,629 | 11,924,294 | 360,665 | 3% | 12,242,583 | 12,474,047 | 12,649,021 | 12,742,092 |
| Supplies and Services | 14,033,736 | 14,200,808 | 14,647,792 | 446,984 | 3% | 14,563,641 | 14,890,282 | 14,740,810 | 15,063,274 |
| Transfers to Reserves | 16,087,280 | 13,233,566 | 14,990,646 | 1,757,080 | 13% | 13,465,918 | 13,503,345 | 14,091,811 | 13,477,298 |
| Utilities and Insurance | 2,355,261 | 2,569,162 | 2,955,668 | 386,506 | 15% | 3,113,525 | 3,287,158 | 3,480,562 | 3,694,584 |
| Total Operating Expenditures | 42,776,485 | 41,567,165 | 44,518,400 | 2,951,235 | 7% | 43,385,666 | 44,154,830 | 44,962,204 | 44,977,248 |
| Operating Revenues | | | | | | | | | |
| Property Taxation | 18,667,910 | 18,939,230 | 19,671,643 | 732,413 | 4% | 20,057,690 | 20,273,744 | 20,565,176 | 20,865,176 |
| Provincial and Federal Funding | 6,048,788 | 6,380,474 | 7,484,335 | 1,103,861 | 17% | 6,468,959 | 6,399,159 | 6,399,159 | 6,399,159 |
| Other Revenue | 20,702,583 | 18,766,228 | 20,696,241 | 1,930,013 | 10% | 19,906,112 | 20,451,566 | 20,810,202 | 20,457,572 |
| Transfers from Reserves | 573,444 | 567,251 | 440,804 | (126,447) | -22% | 596,596 | 604,667 | 613,156 | 638,829 |
| Total Operating Revenues | 45,992,725 | 44,653,183 | 48,293,023 | 3,639,840 | 8% | 47,029,357 | 47,729,136 | 48,387,693 | 48,360,736 |
| Net Total (incl. debt) | 3,216,240 | 3,086,018 | 3,774,623 | 688,605 | 22% | 3,643,691 | 3,574,305 | 3,425,489 | 3,383,488 |
| Debt Charges | 2,876,958 | 3,086,018 | 3,422,553 | 336,535 | 11% | 4,053,882 | 3,750,950 | 3,497,744 | 3,333,692 |
| Operating Surplus/(Deficit) | 339,282 | - | 352,070 | 352,070 | - | (410,191) | (176,645) | (72,254) | 49,796 |



2022 to 2026 Net Operating Budget by Cost Centre



| Cost Centre | 2021 Budget | Budget | Change | | Forecast | | | |
|--|--------------|----------------|----------------|-------|------------------|------------------|-----------------|---------------|
| | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Council | 812,450 | 822,500 | 10,050 | 1% | 1,349,025 | 1,267,855 | 1,327,955 | 1,334,415 |
| Other | | | | | | | | |
| Police | 3,107,178 | 3,054,032 | (53,146) | -2% | 3,318,124 | 3,391,600 | 3,467,324 | 3,548,121 |
| Police Services Board | 19,641 | 19,641 | - | 0% | 19,641 | 20,141 | 20,141 | 20,141 |
| Nurse Practitioner | 4,880 | - | (4,880) | -100% | - | - | - | - |
| Public Health | 4,000 | 4,007 | 7 | 0% | 4,008 | 4,009 | 4,011 | 4,012 |
| Cemeteries | 54,183 | 49,298 | (4,886) | -9% | 50,248 | 51,245 | 52,284 | 53,360 |
| Garbage Collection and Disposal | - | - | - | 0% | - | - | - | - |
| Conservation Authority | 169,421 | 172,808 | 3,387 | 2% | 176,266 | 179,790 | 179,790 | 179,790 |
| Animal Control | 63,028 | 52,889 | (10,138) | -16% | 59,419 | 60,793 | 62,169 | 63,573 |
| Office of the CAO | | | | | | | | |
| CAO | 394,199 | 475,583 | 81,384 | 21% | 461,657 | 467,733 | 474,652 | 479,935 |
| Emergency Event | - | - | - | 0% | - | - | - | - |
| Human Resources | 252,582 | 225,664 | (26,919) | -11% | 213,012 | 287,611 | 241,223 | 242,336 |
| Communications | 242,983 | 233,533 | (9,450) | -4% | 251,241 | 249,466 | 261,964 | 262,640 |
| Legislative Services | 491,467 | 749,924 | 258,458 | 53% | 763,953 | 788,470 | 808,593 | 821,595 |
| Training and Development | 86,721 | 91,865 | 5,144 | 6% | 86,721 | 86,721 | 86,721 | 86,721 |
| Green Fund | 684 | 720 | 36 | 5% | 684 | 684 | 684 | 684 |
| Corporate Services | | | | | | | | |
| Director, Corporate Services | (2,544,035) | (2,770,735) | (226,700) | 9% | (2,756,051) | (2,688,451) | (2,697,670) | (2,674,037) |
| Finance & Business Services | (15,837,560) | (16,568,729) | (731,169) | 5% | (16,912,048) | (17,466,590) | (17,744,128) | (18,039,855) |
| Information Technology | 564,492 | 731,714 | 167,223 | 30% | 670,188 | 668,382 | 667,419 | 710,188 |
| Community Services | | | | | | | | |
| Fire - Administration | 494,303 | 555,531 | 61,228 | 12% | 510,552 | 527,859 | 548,207 | 563,454 |
| Public Education, Prevention & Inspection | 179,093 | 171,837 | (7,256) | -4% | 179,792 | 185,166 | 187,688 | 188,325 |
| Fire - Station 1 | 561,461 | 539,433 | (22,028) | -4% | 537,926 | 421,875 | 422,130 | 422,367 |
| Fire - Station 2 | 456,813 | 338,933 | (117,880) | -26% | 339,594 | 339,730 | 340,023 | 340,160 |
| Fire - Station 3 | 304,283 | 281,583 | (22,701) | -7% | 285,758 | 285,601 | 291,422 | 291,592 |
| Emergency Operations | 28,555 | 28,582 | 27 | 0% | 28,610 | 28,638 | 28,716 | 28,746 |
| Administration | 272,402 | 627,518 | 355,116 | 130% | 686,109 | 744,345 | 810,264 | 892,889 |
| Events and Tourism | 2,000 | 2,000 | - | 0% | 2,000 | 2,000 | 2,000 | 2,000 |
| Parks | 1,448,208 | 1,555,351 | 107,143 | 7% | 1,452,616 | 1,461,626 | 1,469,492 | 1,478,573 |
| Essex Fun Fest | - | - | - | 0% | - | - | - | - |
| Misc. Recreation Programs | 263,697 | 215,700 | (47,998) | -18% | 222,016 | 187,182 | 182,995 | 185,140 |
| Arenas | 1,532,424 | 1,462,681 | (69,743) | -5% | 1,468,113 | 1,497,384 | 1,476,416 | 1,486,424 |
| Essex Recreation Complex | 391,597 | 418,343 | 26,746 | 7% | 418,619 | 424,160 | 428,003 | 435,175 |
| Harbour | 241,405 | 241,479 | 75 | 0% | 238,242 | 237,625 | 237,093 | 304,722 |
| Libraries | 8,661 | 6,488 | (2,173) | -25% | 6,581 | 6,673 | 6,842 | 7,012 |
| Arts, Culture & Tourism | 11,003 | 10,600 | (403) | -4% | 10,675 | 10,675 | 10,675 | 10,675 |
| Communities in Bloom | 97,879 | 100,119 | 2,240 | 2% | 132,276 | 157,771 | 158,796 | 159,055 |
| Urban Centre Revitalization | 30,000 | 30,000 | - | 0% | 30,000 | 30,000 | 30,000 | 30,000 |
| Accessibility | 2,100 | 2,100 | - | 0% | 2,100 | 2,100 | 2,100 | 2,100 |
| Development Services | | | | | | | | |
| Director, Development Services | - | - | - | 0% | - | - | - | - |
| Economic Development | 234,430 | 224,249 | (10,181) | -4% | 226,346 | 228,997 | 231,700 | 232,382 |
| Planning and Zoning | 423,241 | 388,687 | (34,554) | -8% | 433,488 | 439,991 | 446,626 | 448,301 |
| Heritage Committee | 22,819 | 21,715 | (1,104) | -5% | (3,285) | (3,285) | (3,285) | (3,285) |
| Committee of Adjustment | (38,926) | (48,380) | (9,454) | 24% | (48,380) | (49,180) | (49,380) | (49,380) |
| Parkland Contributions | - | - | - | 0% | - | - | - | - |
| Business Improvement Area | - | - | - | 0% | - | - | - | - |
| Community Improvement Plan - Essex Centre | 100,000 | - | (100,000) | -100% | - | - | - | - |
| Community Improvement Plan - Harrow/Colchester South | 170,000 | 101,542 | (68,458) | -40% | 101,542 | 101,542 | 79,896 | 79,896 |
| Building | 20,369 | - | (20,369) | -100% | - | - | - | - |
| By-Law Enforcement | 149,123 | 191,988 | 42,865 | 29% | 200,138 | 202,829 | 205,575 | 206,319 |
| Development Charges | - | - | - | 0% | - | - | - | - |
| Infrastructure Services | | | | | | | | |
| Administration | 1,157,944 | 947,446 | (210,498) | -18% | 1,111,643 | 1,137,982 | 1,154,451 | 1,165,069 |
| Director, Infrastructure Services | - | - | - | 0% | - | - | - | - |
| Equipment | - | - | - | 0% | - | - | - | - |
| Paved Roads | 524,375 | 531,350 | 6,975 | 1% | 538,248 | 545,624 | 553,044 | 558,519 |
| Shoulder Maintenance | 114,935 | 156,949 | 42,014 | 37% | 135,721 | 159,776 | 138,861 | 161,681 |
| Roadside Maintenance | 320,560 | 337,921 | 17,361 | 5% | 345,455 | 351,158 | 356,757 | 357,307 |
| Road Traffic Operations | 271,141 | 266,600 | (4,540) | -2% | 282,983 | 269,576 | 286,200 | 271,693 |
| Stormwater Management | 738,617 | 883,069 | 144,452 | 20% | 1,070,111 | 1,121,574 | 1,078,564 | 1,130,451 |
| Unpaved Roads | 287,837 | 336,972 | 49,135 | 17% | 320,251 | 348,694 | 332,155 | 360,035 |
| Winter Control | 761,320 | 732,479 | (28,841) | -4% | 736,072 | 740,087 | 744,179 | 745,105 |
| Streetlighting | 334,716 | 445,230 | 110,514 | 33% | 450,785 | 456,451 | 462,230 | 468,125 |
| Drainage | 195,301 | 197,117 | 1,817 | 1% | 201,412 | 204,961 | 208,687 | 177,499 |
| Tile Drainage | - | - | - | 0% | - | - | - | - |
| Shoreline Protection | - | - | - | 0% | - | - | - | - |
| Shoreline Assistance | - | - | - | 0% | - | - | - | - |
| Sanitary Sewer | - | - | - | 0% | - | - | - | 166,873 |
| Water | - | - | - | 0% | - | - | - | (448,412) |
| Total | - | (352,070) | (352,070) | - | 410,191 | 176,645 | 72,254 | (49,795) |
| Operating Surplus/(Deficit) | - | 352,070 | 352,070 | - | (410,191) | (176,645) | (72,254) | 49,795 |

Long-Term Debt



Long-Term Debt Balance 2020 to 2026

The Town's annual repayment limit (ARL) is calculated by the Ministry of Municipal Affairs and Housing. The 2021 ARL indicates that the Town has an estimated ARL of \$5.8 million available to service debt. Based on an interest rate of 5%, the Town would be permitted to enter into new borrowing of \$25.4 million for a five-year term. As illustrated in the chart below long-term debt will increase in 2022 and 2023 due to the Harrow/Essex Streetscape and the Ward 1 Storm Sewer Projects and will begin to decline in 2024.



| | | | Budget | Change | | Forecast | | | |
|-------------------------------|-------------------|-------------------|-------------------|------------------|------------|-------------------|-------------------|-------------------|-------------------|
| | 2020 Actual | 2021 Budget | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Property Tax Supported | | | | | | | | | |
| Council | - | 2,470,096 | 5,343,794 | 2,873,698 | 116% | 8,179,114 | 7,826,596 | 7,461,284 | 7,082,706 |
| Corporate Services | 29,069 | 21,091 | 12,856 | (8,235) | -39% | 4,354 | - | - | - |
| Police | 17,755 | 12,882 | 7,852 | (5,030) | -39% | 2,659 | - | - | - |
| Fire | 2,633,069 | 5,665,481 | 5,305,870 | (359,611) | -6% | 4,921,061 | 4,642,581 | 4,356,259 | 4,060,999 |
| Building | 1,412 | 1,024 | 624 | (400) | -39% | 212 | - | - | - |
| Public Works | 1,263,588 | 1,014,640 | 3,841,336 | 2,826,697 | 279% | 3,384,893 | 2,917,453 | 2,438,740 | 1,946,969 |
| Community Services | 7,877,286 | 7,057,252 | 6,203,682 | (853,569) | -12% | 5,327,753 | 4,496,635 | 3,693,237 | 2,855,361 |
| Subtotal | 11,822,179 | 16,242,465 | 20,716,014 | 4,473,549 | 28% | 21,820,046 | 19,883,265 | 17,949,520 | 15,946,035 |
| Amounts Added to Taxes | | | | | | | | | |
| Water | - | - | - | - | 0% | - | - | - | - |
| Sanitary Sewer | 177,207 | 135,102 | 91,565 | (43,537) | -32% | 46,548 | - | - | - |
| Drainage | 543,219 | 237,426 | 259,621 | 22,196 | 9% | 126,483 | 85,382 | 42,953 | 31,643 |
| Tile Drainage | 66,800 | 61,732 | 56,360 | (5,372) | 0% | 50,666 | 44,630 | 38,231 | 31,449 |
| Shoreline Assistance | 167,048 | 64,159 | 363,420 | 299,261 | 0% | 324,620 | 284,972 | 244,456 | 203,052 |
| Subtotal | 954,274 | 498,419 | 770,966 | 272,548 | 55% | 548,317 | 414,983 | 325,640 | 266,144 |
| User Rate Supported | | | | | | | | | |
| Sanitary Sewer | 4,880,479 | 4,112,384 | 3,323,401 | (788,984) | -19% | 2,512,959 | 2,099,510 | 1,375,950 | 637,870 |
| Water | 11,400 | 8,272 | 5,042 | (3,229) | -39% | 1,708 | - | - | - |
| Sub-Total | 4,891,879 | 4,120,656 | 3,328,443 | (792,213) | -19% | 2,514,668 | 2,099,510 | 1,375,950 | 637,870 |
| Total - All | 17,668,331 | 20,861,540 | 24,815,423 | 3,953,884 | 19% | 24,883,030 | 22,397,759 | 19,651,110 | 16,850,050 |

Long-Term Debt Principal and Interest Payments by Department

Principal and interest payments are allocated to the applicable department. The majority of these expenditures are related to prior year capital expenditures. For the purposes of the operating budget and to ensure that the impacts of principal and interest payments related to debt do not skew the year over year changes within a department, they are shown separately from all other operating expenses. The 2022 Budgeted amounts for long-term debt by department are:

| | | | Budget | Change | | Forecast | | | |
|-------------------------------|------------------|------------------|------------------|----------------|------------|------------------|------------------|------------------|------------------|
| | 2020 Actual | 2021 Budget | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Property Tax Supported | | | | | | | | | |
| Council | - | - | 191,951 | 191,951 | 0% | 659,269 | 659,269 | 659,269 | 659,269 |
| Corporate Services | 8,847 | 8,847 | 8,847 | - | 0% | 8,847 | 4,423 | - | - |
| Police | 5,404 | 5,404 | 5,404 | - | 0% | 5,404 | 2,702 | - | - |
| Fire | 328,356 | 536,851 | 539,885 | 3,034 | 1% | 539,885 | 422,974 | 422,144 | 422,144 |
| Building | 430 | 430 | 430 | - | 0% | 430 | 215 | - | - |
| Public Works | 280,477 | 281,388 | 386,456 | 105,068 | 27% | 562,993 | 561,539 | 560,085 | 527,597 |
| Community Services | 1,146,205 | 1,146,205 | 1,146,205 | - | 0% | 1,133,680 | 1,053,836 | 991,684 | 991,684 |
| Subtotal | 1,769,719 | 1,979,124 | 2,279,177 | 300,053 | 15% | 2,910,508 | 2,704,959 | 2,633,182 | 2,600,693 |
| Amounts Added to Taxes | | | | | | | | | |
| Water | - | - | - | - | 0% | - | - | - | - |
| Sanitary Sewer | 62,387 | 62,480 | 62,480 | - | 0% | 62,480 | 61,147 | 58,311 | 58,311 |
| Drainage | 151,776 | 133,316 | 140,906 | 7,590 | 6% | 140,906 | 45,257 | 45,257 | 45,257 |
| Tile Drainage | 1,590 | 9,076 | 9,076 | - | 0% | 9,076 | 9,076 | 9,076 | 9,076 |
| Shoreline Assistance | 7,159 | 17,788 | 46,679 | 28,892 | 162% | 46,679 | 46,679 | 46,679 | 46,679 |
| Subtotal | 222,912 | 222,660 | 259,141 | 36,481 | 16% | 259,141 | 162,159 | 159,324 | 159,324 |
| User Rate Supported | | | | | | | | | |
| Sanitary Sewer | 880,857 | 880,764 | 880,764 | - | 0% | 880,764 | 882,098 | 705,238 | 573,675 |
| Water | 3,469 | 3,470 | 3,470 | - | 0% | 3,469 | 1,735 | - | - |
| Subtotal | 884,326 | 884,234 | 884,234 | - | 0% | 884,233 | 883,832 | 705,238 | 573,675 |
| Total - All | 2,876,958 | 3,086,018 | 3,422,553 | 336,535 | 11% | 4,053,882 | 3,750,950 | 3,497,744 | 3,333,692 |

Personnel Overview and Expense Summary



Council

| Cost Centre | 2021 | | | 2022 | | | Change (2021 to 2022) | | |
|------------------------|------------|------------|------------|------------|------------|------------|-----------------------|------------|------------|
| | Full-time | Part-time | Student | Full-time | Part-time | Student | Full-time | Part-time | Student |
| Council | 8.0 | 0.0 | 0.0 | 8.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total - Council | 8.0 | 0.0 | 0.0 | 8.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

Administration

| Cost Centre | 2021 | | | 2022 | | | Change (2021 to 2022) | | |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|------------|-------------|
| | Full-time | Part-time | Student | Full-time | Part-time | Student | Full-time | Part-time | Student |
| Health Services | 1.0 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| CAO | 1.3 | 0.0 | 0.0 | 1.3 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Human Resources | 1.7 | 0.0 | 1.0 | 1.7 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Legislative Services | 4.0 | 9.0 | 1.0 | 5.0 | 9.0 | 1.0 | 1.0 | 0.0 | 0.0 |
| Communications | 1.0 | 0.0 | 1.0 | 1.0 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Director, Corporate Services | 1.0 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Finance & Business Services | 9.0 | 0.0 | 1.0 | 10.0 | 0.0 | 0.0 | 1.0 | 0.0 | -1.0 |
| Information Technology | 3.0 | 0.0 | 0.0 | 3.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Director, Community Services | 1.0 | 0.0 | 1.0 | 1.0 | 3.0 | 1.0 | 0.0 | 3.0 | 0.0 |
| Recreation and Culture | 5.0 | 2.0 | 45.0 | 5.0 | 2.0 | 45.0 | 0.0 | 0.0 | 0.0 |
| Parks and Facilities | 12.0 | 11.0 | 35.0 | 12.0 | 11.0 | 35.0 | 0.0 | 0.0 | 0.0 |
| Fire | 3.0 | 65.0 | 0.0 | 3.0 | 65.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Director, Development Services | 1.0 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Economic Development | 1.0 | 0.0 | 0.0 | 1.0 | 0.0 | 1.0 | 0.0 | 0.0 | 1.0 |
| Planning Services | 4.0 | 1.0 | 1.0 | 4.0 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Building and By-Law | 4.4 | 0.0 | 0.0 | 5.4 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 |
| Director, Infrastructure | 1.6 | 0.0 | 0.0 | 2.6 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 |
| Public Works | 13.4 | 0.0 | 2.0 | 13.4 | 0.0 | 2.0 | 0.0 | 0.0 | 0.0 |
| Agriculture and Reforestation | 1.6 | 0.0 | 1.0 | 1.6 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Environmental Services | 4.0 | 0.0 | 0.0 | 4.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total Personnel Count | 74.0 | 88.0 | 89.0 | 78.0 | 91.0 | 89.0 | 4.0 | 3.0 | 0.0 |

Personnel Expense Summary

| | 2021 | 2022 | Increase/(Decrease) |
|--|------------|------------|---------------------|
| Salaries Wages & Benefits and Personnel Expenses | 11,563,629 | 11,924,294 | 360,665 |

| | | |
|--------------|---|----------------|
| Add: | Annual negotiated increase | 122,179 |
| Less: | Employee progression / grid changes | (44,981) |
| Add: | Deputy Chief Building Official (effective April 2022) | 78,879 |
| Add: | Assistant Manager, Legal and Licensing | 105,172 |
| Add: | Part-time Customer Service Clerks | 51,259 |
| Add: | Asset Management Specialist* | 102,211 |
| Add: | Financial Analyst* | 28,338 |
| Less: | Benefit decrease | (16,176) |
| Less: | Other cost savings** | (66,215) |
| Total | | 360,665 |

Notes:

* These positions are contract positions which were approved in 2021.

**Other cost savings include revisions to overtime and student budgets to reflect actual usage.

Department Operating Budgets and Forecast



| | |
|----|--|
| 18 | Council |
| 20 | Other - Contracts / Special Levies |
| 24 | Office of the Chief Administrative Officer |
| 26 | Corporate Services |
| 28 | Community Services |
| 30 | Development Services |
| 32 | Infrastructure Services |

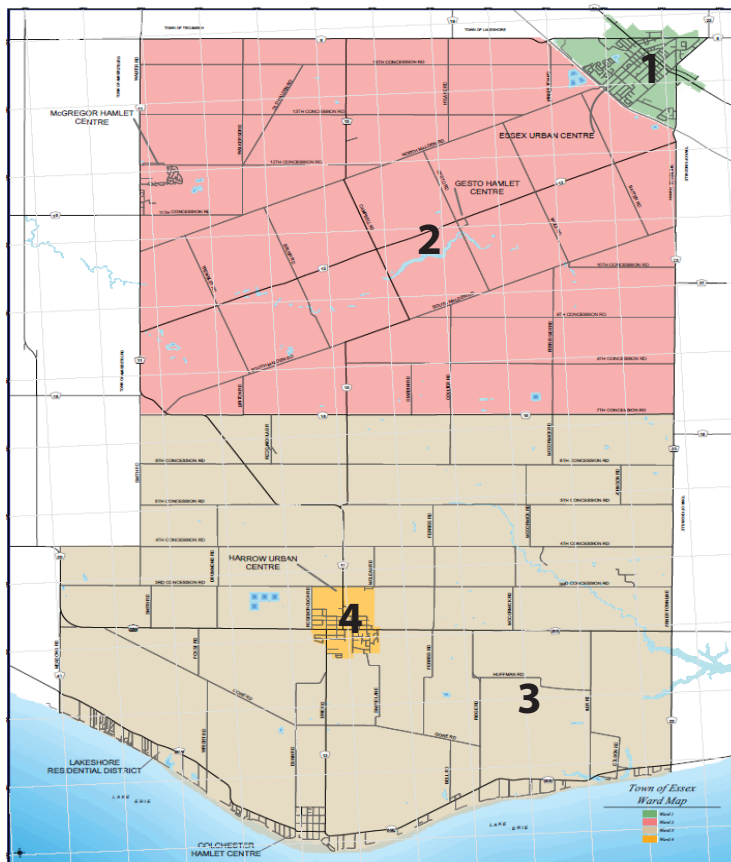
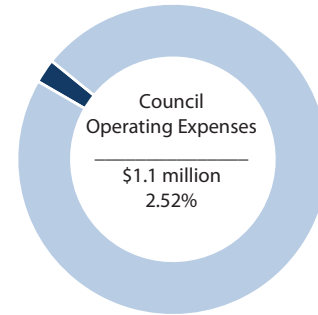


Department Overview



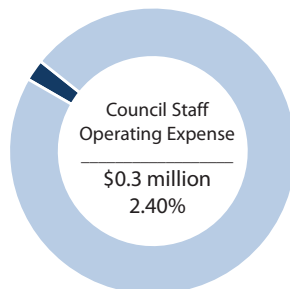
Council

Council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative. The policies that Council sets are the guidelines that administration follows as it performs the task of running the municipality. Council spends a significant amount of their time creating new policies and programs or reviewing the current ones to make sure they are working as they should. Council has established a 2019-2022 Corporate Strategic Plan which will continue to guide them through the rest of their four-year term.



Council Complement

| Cost Centre | 2021 | | | 2022 | | | Change | | |
|-----------------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|---------|
| | Full-time | Part-time | Student | Full-time | Part-time | Student | Full-time | Part-time | Student |
| Council | 8.0 | 0.0 | 0.0 | 8.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total - Council | 8.0 | 0.0 | 0.0 | 8.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |



Summary of Changes to the Staff Complement

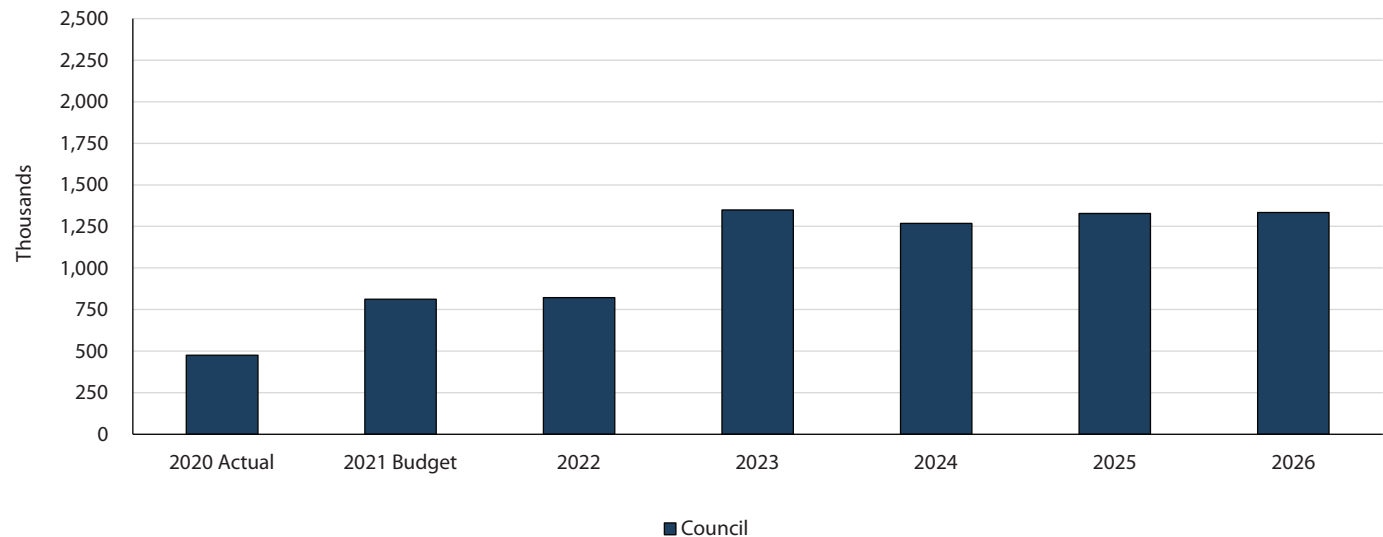
There is no change in the complement of Council for 2022. In 2018 Council approved the election of the Deputy-Mayor at large which increased the number of elected officials in the Town of Essex from seven to eight.

Council



2022 to 2026 Net Operating Budget by Cost Centre

| Cost Centre | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|--------------|----------------|----------------|----------------|---------------|-----------|------------------|------------------|------------------|------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Council | 474,463 | 812,450 | 822,500 | 10,050 | 1% | 1,349,025 | 1,267,855 | 1,327,955 | 1,334,415 |
| Total | 474,463 | 812,450 | 822,500 | 10,050 | 1% | 1,349,025 | 1,267,855 | 1,327,955 | 1,334,415 |



2022 to 2026 Operating Budget by Expense and Revenue Grouping

| Grouping | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|--------------------------------|----------------|----------------|------------------|------------------|-------------|------------------|------------------|------------------|------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Expenditures | | | | | | | | | |
| Personnel Expenses | 204,184 | 281,019 | 286,320 | 5,302 | 2% | 290,478 | 294,728 | 299,063 | 300,158 |
| Supplies and Services | 339,975 | 187,919 | 306,389 | 118,470 | 63% | 222,919 | 222,919 | 222,919 | 222,919 |
| Transfers to Reserves | 42,784 | 483,764 | 522,975 | 39,211 | 8% | 334,084 | 248,534 | 304,166 | 309,395 |
| Utilities and Insurance | 5,083 | 6,506 | 6,369 | (137) | -2% | 6,496 | 6,626 | 6,759 | 6,894 |
| Total Expenditures | 592,026 | 959,207 | 1,122,054 | 162,846 | 17% | 853,977 | 772,807 | 832,907 | 839,366 |
| Revenues | | | | | | | | | |
| Property Taxation | - | - | - | - | 0% | - | - | - | - |
| Provincial and Federal Funding | - | - | - | - | 0% | - | - | - | - |
| Other Revenue | 31,816 | 86,757 | 60,000 | (26,757) | -31% | 104,221 | 104,221 | 104,221 | 104,221 |
| Transfers from Reserves | 85,747 | 60,000 | 431,505 | 371,505 | 619% | 60,000 | 60,000 | 60,000 | 60,000 |
| Total Revenues | 117,563 | 146,757 | 491,505 | 344,748 | 235% | 164,221 | 164,221 | 164,221 | 164,221 |
| Net Total (incl. debt) | 474,463 | 812,450 | 630,549 | (181,901) | -22% | 689,756 | 608,587 | 668,686 | 675,146 |
| Debt Charges | - | - | 191,951 | 191,951 | 100% | 659,269 | 659,269 | 659,269 | 659,269 |
| Net Total | 474,463 | 812,450 | 822,500 | 10,050 | 1% | 1,349,025 | 1,267,855 | 1,327,955 | 1,334,415 |

Summary of Significant Impacts:

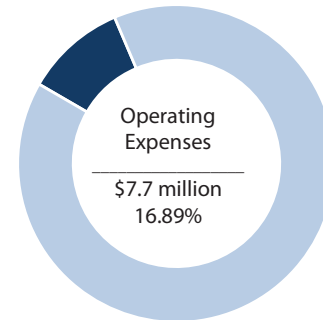
- Total expenditures noted an increase due to election costs and waived development charges.
- Total revenues noted an increase due to the funding requirements of waived development charges. The total amount of waived DCs for 2022 which have been funded by Council is forecasted to be \$462,975.
- Total debt charges noted an increase due to the debenturing of the Harrow Streetscape project.

Department Overview



Other - Contracts / Special Levies

Other contracts include the contract for policing services provided by the Ontario Provincial Police, as well as contracts and other revenues and expenditures associated with Animal Control and Health Services. Special levies include the compensation that the Town receives as the host municipality for the regional landfill, expenditures related to garbage collection and disposal, the garbage collection and disposal levy collected by the Town, and the levy paid by the Town to support the Essex Region Conservation Authority.

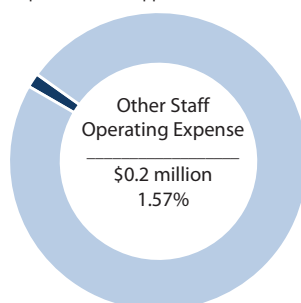


| Police | Conservation Authority | Animal Control | Health Services | Garbage Collection |
|--|--|--|---|--|
| <ul style="list-style-type: none"> Provide adequate and effective policing for the Town, including both proactive and re-active services. Maintain community service programs and community policing committees. Provide regular reports to the Essex Police Services Board on overall policing activities. Enforce key municipal by-laws. | <ul style="list-style-type: none"> Further the conservation, restoration, development and management of natural resources in nine municipalities covering 1,681 square kilometers. Manage 4,200 acres of natural lands. Protect the water quality and use of water in the watersheds within the Authority's jurisdiction. | <ul style="list-style-type: none"> Provide Animal Control Services through contracted Animal Control Officers. Maintain and operate a joint dog pound with other local municipalities. Control feral cat populations through a spay and neuter voucher program and trap, neuter and return program. | <ul style="list-style-type: none"> Manage and provide cemetery services for active cemeteries and maintain inactive cemeteries owned by the Town. Support the services of a Nurse Practitioner. Provide for the cost of annual treatments to combat West Nile Virus. | <ul style="list-style-type: none"> Provide waste and yard waste collection pickup and disposal. Billing of the garbage collection and disposal levy. Receive compensation as the host of the regional landfill. |
| | | | | |

Staff Complement

| Cost Centre | 2021 | | | 2022 | | | Change | | |
|-----------------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|---------|
| | Full-time | Part-time | Student | Full-time | Part-time | Student | Full-time | Part-time | Student |
| Health Services | 1.0 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total - Other | 1.0 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

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



Summary of Changes to the Staff Complement

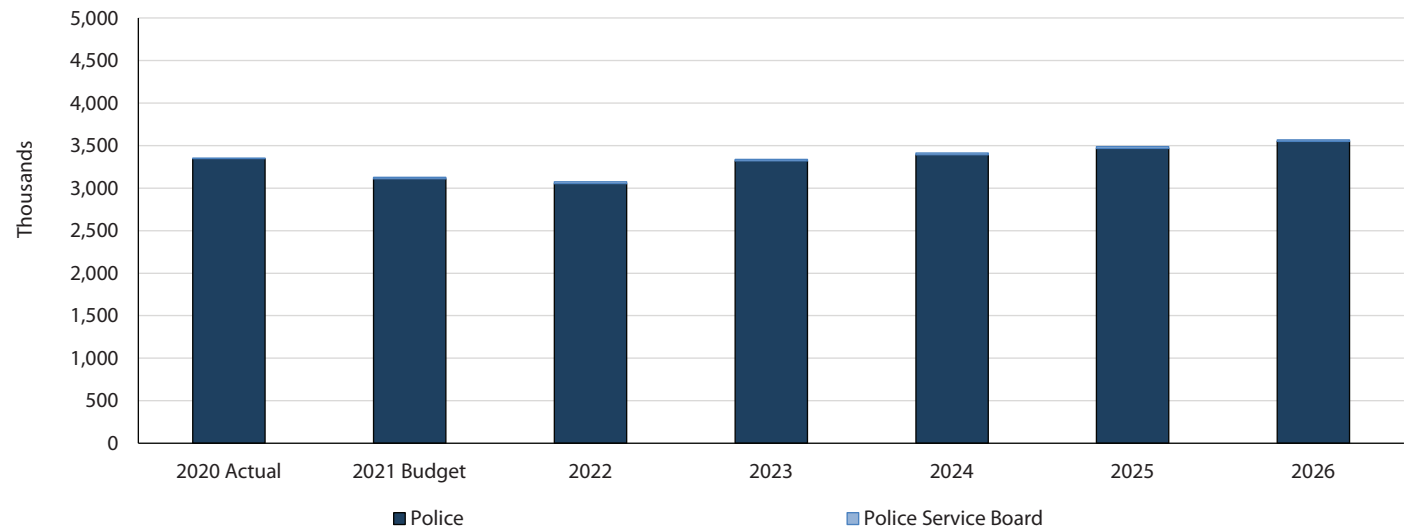
There are no changes for 2022 to the Staff Complement for Other - Contracts / Special Levies.

Other - Police



2022 to 2026 Net Operating Budget by Cost Centre

| Cost Centre | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|----------------------|------------------|------------------|------------------|-----------------|------------|------------------|------------------|------------------|------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Police | 3,345,444 | 3,107,178 | 3,054,032 | (53,146) | -2% | 3,318,124 | 3,391,600 | 3,467,324 | 3,548,121 |
| Police Service Board | 6,485 | 19,641 | 19,641 | - | 0% | 19,641 | 20,141 | 20,141 | 20,141 |
| Total | 3,351,929 | 3,126,819 | 3,073,673 | (53,146) | -2% | 3,337,765 | 3,411,741 | 3,487,465 | 3,568,262 |



2022 to 2026 Operating Budget by Expense and Revenue Grouping

| Grouping | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|-------------------------------|------------------|------------------|------------------|-----------------|------------|------------------|------------------|------------------|------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Expenditures | | | | | | | | | |
| Personnel Expenses | 56,638 | 79,017 | 39,593 | (39,424) | -50% | 39,593 | 40,093 | 40,093 | 40,093 |
| Supplies and Services | 3,366,582 | 3,234,323 | 3,192,260 | (42,063) | -1% | 3,451,070 | 3,521,255 | 3,592,845 | 3,665,866 |
| Transfers to Reserves | - | - | - | - | 0% | - | - | - | - |
| Utilities and Insurance | 33,340 | 34,699 | 63,064 | 28,365 | 82% | 68,371 | 74,390 | 81,226 | 89,001 |
| Total Expenditures | 3,456,560 | 3,348,039 | 3,294,917 | (53,122) | -2% | 3,559,034 | 3,635,738 | 3,714,164 | 3,794,961 |
| Revenues | | | | | | | | | |
| Property Taxation | - | - | - | - | 0% | - | - | - | - |
| Provincial and Federal | | | | | | | | | |
| Funding | 100,404 | 210,400 | 210,400 | - | 0% | 210,400 | 210,400 | 210,400 | 210,400 |
| Other Revenue | 9,632 | 16,224 | 16,248 | 24 | 0% | 16,273 | 16,299 | 16,299 | 16,299 |
| Transfers from Reserves | - | - | - | - | 0% | - | - | - | - |
| Total Revenues | 110,035 | 226,624 | 226,648 | 24 | 0% | 226,673 | 226,699 | 226,699 | 226,699 |
| Net Total (incl. debt) | 3,346,525 | 3,121,415 | 3,068,269 | (53,146) | -2% | 3,332,361 | 3,409,039 | 3,487,465 | 3,568,262 |
| Debt Charges | 5,404 | 5,404 | 5,404 | - | 0% | 5,404 | 2,702 | - | - |
| Net Total | 3,351,929 | 3,126,819 | 3,073,673 | (53,146) | -2% | 3,337,765 | 3,411,741 | 3,487,465 | 3,568,262 |

Summary of Significant Impacts:

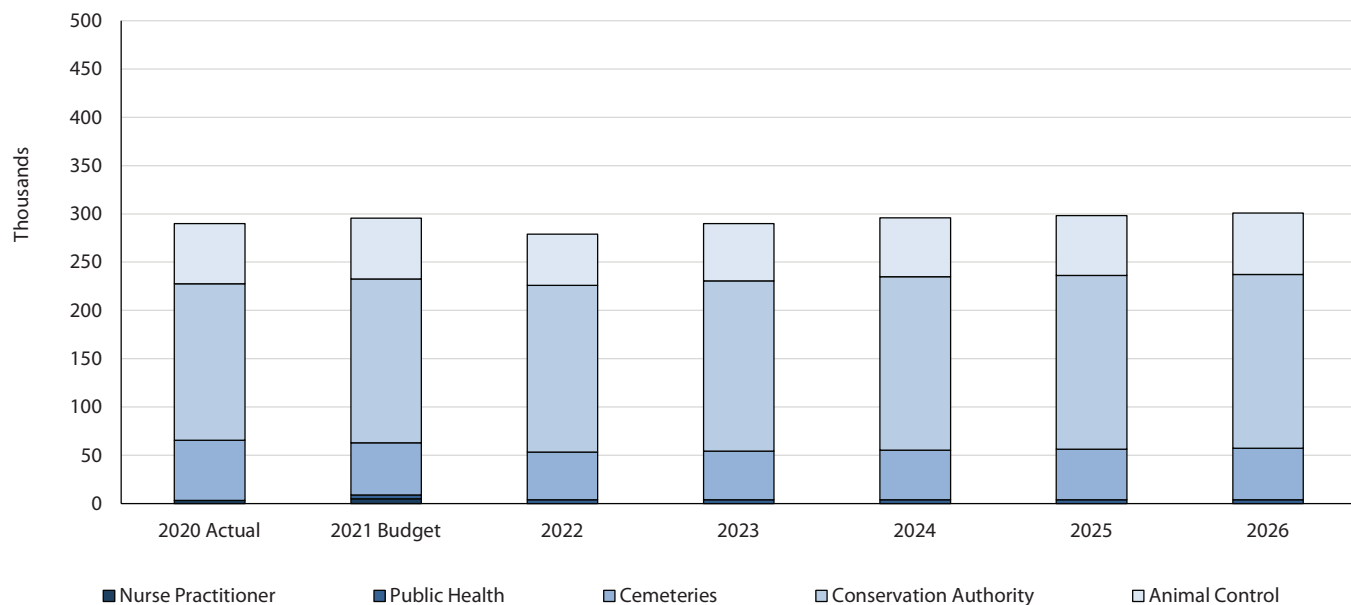
➤ Total Expenditures noted a decrease due to a reduction in ride program and overall OPP contract expenses.

Other - Health Services/Conservation/Animal Control



2022 to 2026 Net Operating Budget by Cost Centre

| Cost Centre | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|------------------------|----------------|----------------|----------------|-----------------|------------|----------------|----------------|----------------|----------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Nurse Practitioner | 3,385 | 4,880 | - | (4,880) | -100% | - | - | - | - |
| Public Health | - | 4,000 | 4,007 | 7 | 0% | 4,008 | 4,009 | 4,011 | 4,012 |
| Cemeteries | 62,134 | 54,183 | 49,298 | (4,886) | -9% | 50,248 | 51,245 | 52,284 | 53,360 |
| Conservation Authority | 162,052 | 169,421 | 172,808 | 3,387 | 2% | 176,266 | 179,790 | 179,790 | 179,790 |
| Animal Control | 62,335 | 63,028 | 52,889 | (10,138) | -16% | 59,419 | 60,793 | 62,169 | 63,573 |
| Total | 289,906 | 295,512 | 279,002 | (16,510) | -6% | 289,941 | 295,837 | 298,253 | 300,735 |



2022 to 2026 Operating Budget by Expense and Revenue Grouping

| Grouping | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|-------------------------------|----------------|----------------|----------------|-----------------|------------|----------------|----------------|----------------|----------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Expenditures | | | | | | | | | |
| Personnel Expenses | 152,741 | 154,616 | 147,838 | (6,778) | -4% | 147,838 | 147,838 | 147,838 | 147,838 |
| Supplies and Services | 353,203 | 415,075 | 417,308 | 2,233 | 1% | 424,035 | 431,462 | 435,417 | 439,472 |
| Transfers to Reserves | 65,689 | 13,675 | 14,795 | 1,120 | 8% | 14,795 | 14,795 | 14,795 | 14,795 |
| Utilities and Insurance | 2,393 | 2,293 | 2,082 | (211) | -9% | 2,248 | 2,437 | 2,651 | 2,865 |
| Total Expenditures | 574,027 | 585,659 | 582,023 | (3,636) | -1% | 588,917 | 596,532 | 600,701 | 604,970 |
| Revenues | | | | | | | | | |
| Property Taxation | - | - | - | - | 0% | - | - | - | - |
| Provincial and Federal | | | | | | | | | |
| Funding | 163,356 | 163,356 | 167,603 | 4,247 | 3% | 161,873 | 161,873 | 161,873 | 161,873 |
| Other Revenue | 112,337 | 119,791 | 127,418 | 7,627 | 6% | 129,103 | 130,822 | 132,575 | 134,363 |
| Transfers from Reserves | 8,428 | 7,000 | 8,000 | 1,000 | 14% | 8,000 | 8,000 | 8,000 | 8,000 |
| Total Revenues | 284,121 | 290,147 | 303,021 | 12,874 | 4% | 298,976 | 300,695 | 302,447 | 304,235 |
| Net Total (incl. debt) | 289,906 | 295,512 | 279,002 | (16,510) | -6% | 289,941 | 295,837 | 298,253 | 300,735 |
| Debt Charges | - | - | - | - | 0% | - | - | - | - |
| Net Total | 289,906 | 295,512 | 279,002 | (16,510) | -6% | 289,941 | 295,837 | 298,253 | 300,735 |

Summary of Significant Impacts:

- Total revenues noted an increase due to the approved grant funding for the implementation of an animal licensing software, a milestone marking progress towards the strategic goal of enhancing e-services.

Other - Garbage Collection and Disposal



2022 to 2026 Net Operating Budget by Cost Centre

| Cost Centre | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|---------------------------------|-------------|-------------|--------|--------|-----------|----------|------|------|------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Garbage Collection and Disposal | - | - | - | - | 0% | - | - | - | - |
| Total | - | - | - | - | 0% | - | - | - | - |

2022 to 2026 Operating Budget by Expense and Revenue Grouping

| Grouping | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|--------------------------------|------------------|------------------|------------------|---------------|-----------|------------------|------------------|------------------|------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Expenditures | | | | | | | | | |
| Personnel Expenses | - | - | - | - | 0% | - | - | - | - |
| Supplies and Services | 1,280,416 | 1,297,424 | 1,400,166 | 102,742 | 7% | 1,270,424 | 1,270,424 | 1,270,424 | 1,270,424 |
| Transfers to Reserves | 2,970,623 | 2,248,689 | 2,241,689 | (7,000) | 0% | 2,279,283 | 2,292,319 | 2,292,319 | 2,292,319 |
| Utilities and Insurance | - | - | - | - | 0% | - | - | - | - |
| Total Expenditures | 4,251,039 | 3,546,113 | 3,641,855 | 95,742 | 0% | 3,549,707 | 3,562,743 | 3,562,743 | 3,562,743 |
| Revenues | | | | | | | | | |
| Property Taxation | 1,336,175 | 1,304,424 | 1,400,166 | 95,742 | 7% | 1,308,018 | 1,321,054 | 1,321,054 | 1,321,054 |
| Provincial and Federal Funding | - | - | - | - | 0% | - | - | - | - |
| Other Revenue | 2,914,864 | 2,241,689 | 2,241,689 | - | 0% | 2,241,689 | 2,241,689 | 2,241,689 | 2,241,689 |
| Transfers from Reserves | - | - | - | - | 0% | - | - | - | - |
| Total Revenues | 4,251,039 | 3,546,113 | 3,641,855 | 95,742 | 0% | 3,549,707 | 3,562,743 | 3,562,743 | 3,562,743 |
| Net Total (incl. debt) | - | - | - | - | 0% | - | - | - | - |
| Debt Charges | - | - | - | - | 0% | - | - | - | - |
| Net Total | - | - | - | - | 0% | - | - | - | - |

Summary of Significant Impacts:

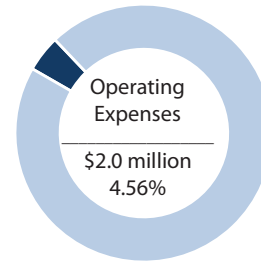
➤ Total revenues and expenditures noted an increase due to an anticipated increase in contractor expense for Garbage Collection. The estimated increase was provided by the existing contractor and was noted as necessary due to the increasing costs of gasoline and labour. At the date of printing, the Request for Proposal for garbage collection services was in progress and actual costs may differ from the above dependent on the supplier chosen.

Department Overview



Office of the Chief Administrative Officer (CAO)

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

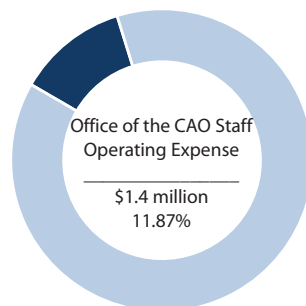


| Legislative Services | Communications | Human Resources |
|--|---|--|
| <ul style="list-style-type: none"> Provides Council related services. In house legal counsel, expertise, and opinion. Oversees the delivery of various key services, including: animal control, cemeteries, board and committee appointments, meeting facilitation, freedom of information and protection of privacy, and by-law and Council minutes maintenance. | <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; ensuring delivery is responsive, effective, and that services are current and consistent with industry best practice. Plans, develops and implements programs, policies, and procedures to attract and retain talented employees. Ensures compliance with all applicable legislation. Provides strategic HR leadership, support and recommendations to the CAO, Directors, Managers/ Supervisors, employees and Council. |



Staff Complement

| Cost Centre | 2021 | | | 2022 | | | Change | | |
|----------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | Full-time | Part-time | Student | Full-time | Part-time | Student | Full-time | Part-time | Student |
| CAO | 1.3 | 0.0 | 0.0 | 1.3 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Human Resources | 1.7 | 0.0 | 1.0 | 1.7 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Legislative Services | 4.0 | 9.0 | 1.0 | 5.0 | 9.0 | 1.0 | 1.0 | 0.0 | 0.0 |
| Communications | 1.0 | 0.0 | 1.0 | 1.0 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Total - Office of the CAO | 8.0 | 9.0 | 3.0 | 9.0 | 9.0 | 3.0 | 1.0 | 0.0 | 0.0 |

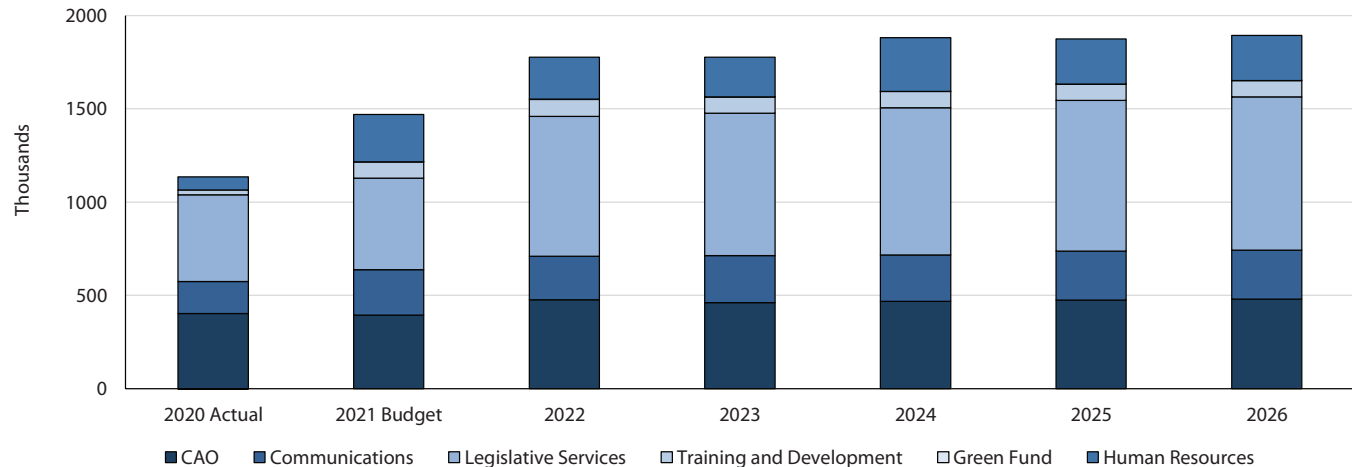


Summary of Changes to the Staff Complement

Effective September 2021 the reporting structure for the Human Resources Division was realigned to fall under the Office of the CAO. This was in conjunction with recommendations provided in the 2020 Internal Service Delivery Review. An increase in staff complement is present in 2022 due to the addition of an Assistant Manager, Legal and Licensing under the Legislative Services Division.

2022 to 2026 Net Operating Budget by Cost Centre

| Cost Centre | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|--------------------------|----------------|------------------|------------------|----------------|------------|------------------|------------------|------------------|------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| CAO | 402,073 | 394,199 | 475,583 | 81,384 | 21% | 461,657 | 467,733 | 474,652 | 479,935 |
| Emergency Event | (215,725) | - | - | - | 0% | - | - | - | - |
| Communications | 171,189 | 242,983 | 233,533 | (9,450) | -4% | 251,241 | 249,466 | 261,964 | 262,640 |
| Human Resources | 70,555 | 252,582 | 225,664 | (26,919) | -11% | 213,012 | 287,611 | 241,223 | 242,336 |
| Legislative Services | 465,374 | 491,467 | 749,924 | 258,458 | 53% | 763,953 | 788,470 | 808,593 | 821,595 |
| Training and Development | 26,251 | 86,721 | 91,865 | 5,144 | 6% | 86,721 | 86,721 | 86,721 | 86,721 |
| Green Fund | (36) | 684 | 720 | 36 | 5% | 684 | 684 | 684 | 684 |
| Total | 919,680 | 1,468,635 | 1,777,289 | 308,654 | 21% | 1,777,268 | 1,880,683 | 1,873,837 | 1,893,911 |



2022 to 2026 Operating Budget by Expense and Revenue Grouping

| Grouping | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|--------------------------------|------------------|------------------|------------------|----------------|------------|------------------|------------------|------------------|------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Expenditures | | | | | | | | | |
| Personnel Expenses | 1,134,151 | 1,263,379 | 1,415,344 | 151,966 | 12% | 1,448,586 | 1,484,057 | 1,509,274 | 1,519,140 |
| Supplies and Services | 548,497 | 347,743 | 481,711 | 133,968 | 39% | 344,765 | 405,172 | 364,396 | 364,539 |
| Transfers to Reserves | 748,266 | 36,000 | 86,000 | 50,000 | 139% | 86,000 | 86,000 | 86,000 | 86,000 |
| Utilities and Insurance | 10 | 10 | 45,661 | 45,652 | 470961% | 52,510 | 60,387 | 69,445 | 79,862 |
| Total Expenditures | 2,430,924 | 1,647,131 | 2,028,716 | 381,585 | 23% | 1,931,862 | 2,035,616 | 2,029,115 | 2,049,541 |
| Revenues | | | | | | | | | |
| Property Taxation | - | - | - | - | 0% | - | - | - | - |
| Provincial and Federal Funding | 773,800 | - | 122,090 | 122,090 | 0% | - | - | - | - |
| Other Revenue | 321,719 | 103,496 | 53,447 | (50,049) | -48% | 103,704 | 104,042 | 104,388 | 104,740 |
| Transfers from Reserves | 415,725 | 75,000 | 75,890 | 890 | 0% | 50,890 | 50,890 | 50,890 | 50,890 |
| Total Revenues | 1,511,244 | 178,496 | 251,427 | 72,931 | 41% | 154,594 | 154,932 | 155,278 | 155,630 |
| Net Total (incl. debt) | 919,680 | 1,468,635 | 1,777,289 | 308,654 | 21% | 1,777,268 | 1,880,683 | 1,873,837 | 1,893,911 |
| Debt Charges | - | - | - | - | 0% | - | - | - | - |
| Net Total | 919,680 | 1,468,635 | 1,777,289 | 308,654 | 21% | 1,777,268 | 1,880,683 | 1,873,837 | 1,893,911 |

Summary of Significant Impacts:

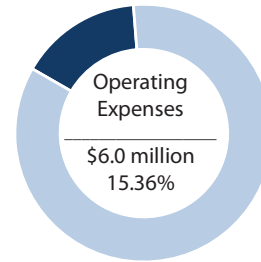
➤ Total expenditures noted an increase due to the addition of the Assistant Manager, Legal and Licensing as well as the newly budgeted cost center of Emergency Event (for COVID-19 anticipated expenses offset by grant funding)

Department Overview



Corporate Services

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

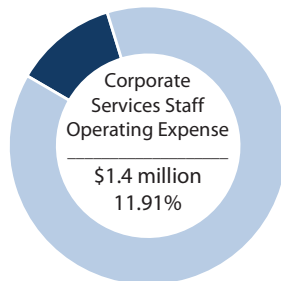


| Finance & Business Services | Information Technology |
|--|---|
| <ul style="list-style-type: none"> Provides financial stewardship, leadership and safeguarding of assets. Manages property taxation, including the billing and collection of property taxes. Facilitates the procurement of goods and services. Oversees various financial activities, including the preparation of the annual budget and forecast, and annual year end audit. | <ul style="list-style-type: none"> Provides leadership for effective and efficient use of Information Technology (IT) and Geographical Information Systems (GIS). Provides products and services that meet the needs of both internal and external customers. Manages and supports a diverse and robust, reliable, and secure IT portfolio, that consists of both hardware and software, along with telecommunications architecture. |



Staff Complement

| Cost Centre | 2021 | | | 2022 | | | Change | | |
|-----------------------------------|-------------|------------|------------|-------------|------------|------------|------------|------------|-------------|
| | Full-time | Part-time | Student | Full-time | Part-time | Student | Full-time | Part-time | Student |
| Director, Corporate Services | 1.0 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Finance & Business Services | 9.0 | 0.0 | 1.0 | 10.0 | 0.0 | 0.0 | 1.0 | 0.0 | -1.0 |
| Information Technology | 3.0 | 0.0 | 0.0 | 3.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total - Corporate Services | 13.0 | 0.0 | 1.0 | 14.0 | 0.0 | 0.0 | 1.0 | 0.0 | -1.0 |



Summary of Changes to the Staff Complement

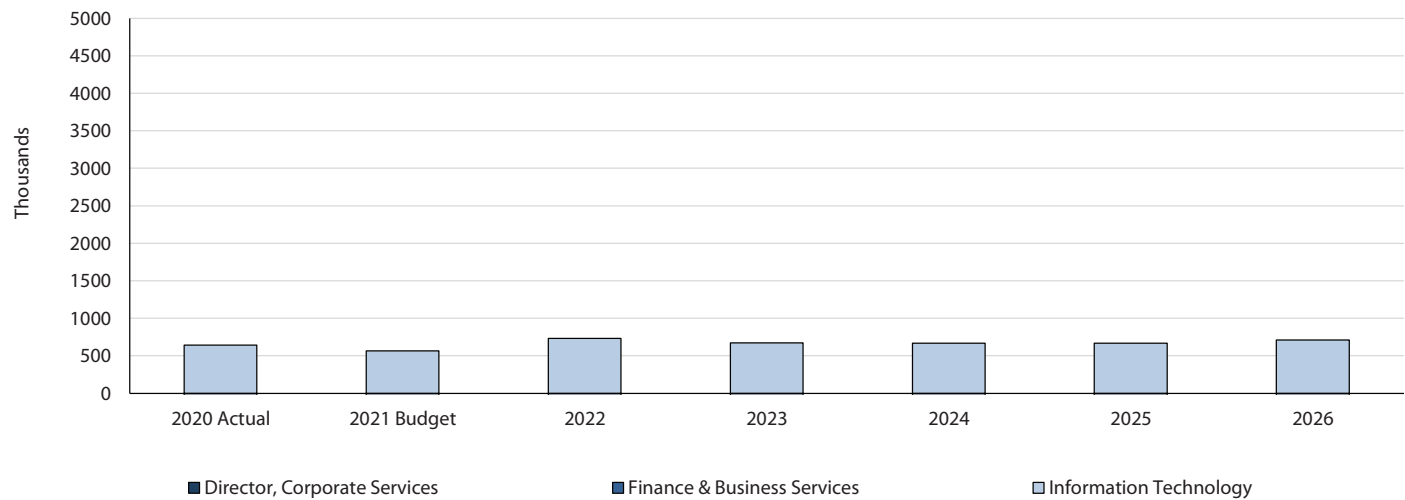
Corporate Services introduced the contract position of Financial Analyst in 2021. Included in this approval was the elimination of the student budget to offset the Financial Analyst position expense.

Corporate Services



2022 to 2026 Net Operating Budget by Cost Centre

| Cost Centre | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|------------------------------|---------------------|---------------------|---------------------|------------------|-----------|---------------------|---------------------|---------------------|---------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Director, Corporate Services | (2,502,573) | (2,544,035) | (2,770,735) | (226,700) | 9% | (2,756,051) | (2,688,451) | (2,697,670) | (2,674,037) |
| Finance & Business Services | (15,469,702) | (15,837,560) | (16,568,729) | (731,169) | 5% | (16,912,048) | (17,466,590) | (17,744,128) | (18,039,855) |
| Information Technology | 640,409 | 564,492 | 731,714 | 167,223 | 30% | 670,188 | 668,382 | 667,419 | 710,188 |
| Net Total | (17,331,866) | (17,817,103) | (18,607,749) | (790,646) | 4% | (18,997,912) | (19,486,659) | (19,774,379) | (20,003,704) |



2022 to 2026 Operating Budget by Expense and Revenue Grouping

| Grouping | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|--------------------------------|---------------------|---------------------|---------------------|------------------|------------|---------------------|---------------------|---------------------|---------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Expenditures | | | | | | | | | |
| Personnel Expenses | 1,379,660 | 1,389,822 | 1,420,621 | 30,799 | 2% | 1,442,223 | 1,473,287 | 1,500,428 | 1,519,028 |
| Supplies and Services | 1,629,275 | 1,820,285 | 1,590,816 | (229,469) | -13% | 1,458,993 | 1,171,488 | 1,152,545 | 1,203,454 |
| Transfers to Reserves | 2,021,984 | 2,827,198 | 3,721,797 | 894,599 | 32% | 2,855,366 | 2,855,366 | 2,855,366 | 2,855,366 |
| Utilities and Insurance | 221,442 | 107,298 | 106,103 | (1,195) | -1% | 110,985 | 114,605 | 118,257 | 119,942 |
| Total Expenditures | 5,252,361 | 6,144,603 | 6,839,336 | 694,734 | 11% | 5,867,567 | 5,614,746 | 5,626,596 | 5,697,790 |
| Revenues | | | | | | | | | |
| Property Taxation | 16,968,889 | 17,272,146 | 17,871,161 | 599,016 | 3% | 18,349,356 | 18,649,356 | 18,943,623 | 19,243,623 |
| Provincial and Federal Funding | 4,898,505 | 5,915,398 | 6,879,797 | 964,399 | 16% | 6,013,366 | 5,943,566 | 5,943,566 | 5,943,566 |
| Other Revenue | 670,807 | 504,304 | 607,299 | 102,994 | 20% | 511,604 | 512,906 | 513,786 | 514,305 |
| Transfers from Reserves | 54,872 | 278,705 | 97,676 | (181,029) | -65% | - | - | - | - |
| Total Revenues | 22,593,074 | 23,970,553 | 25,455,933 | 1,485,380 | 6% | 24,874,326 | 25,105,828 | 25,400,975 | 25,701,494 |
| Net Total (incl. debt) | (17,340,713) | (17,825,950) | (18,616,596) | (790,646) | 4% | (19,006,759) | (19,491,082) | (19,774,379) | (20,003,704) |
| Debt Charges | 8,847 | 8,847 | 8,847 | - | 0% | 8,847 | 4,423 | - | - |
| Net Total | (17,331,866) | (17,817,103) | (18,607,749) | (790,646) | 4% | (18,997,912) | (19,486,659) | (19,774,379) | (20,003,704) |

Summary of Significant Impacts:

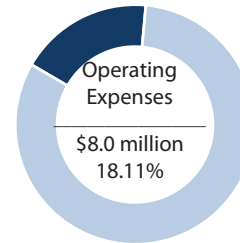
- Total revenues noted an increase due to increased taxation revenues due to assessment growth and the general mill rate, as well as the additional grant monies from Ontario Community Infrastructure fund (OCIF).
- Total expenditures noted an increase due to OCIF top up funds being transferred to reserve for capital spending.

Department Overview



Community Services

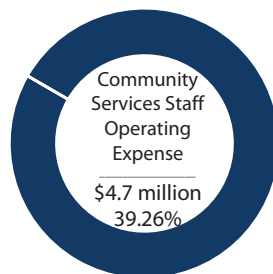
The Community Services Department connects people with progressive places and positive experiences, while ensuring the safety of people through Fire Services. The department encourages all residents of Essex to embrace an active and healthy lifestyle through the delivery of quality recreation, parks and cultural services with a spirit of community.



| Recreation and Culture | 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 Town-owned community centers, and the aquatic centre. | <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. | <ul style="list-style-type: none"> Leads emergency management training, fire prevention training and public education. Burn permits. First responders to emergency calls for fire, carbon monoxide, accidents, and motor vehicle accidents. |
| | | |

Staff Complement

| Cost Centre | 2021 | | | 2022 | | | Change | | |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|------------|------------|
| | Full-time | Part-time | Student | Full-time | Part-time | Student | Full-time | Part-time | Student |
| Director, Community Services | 1.0 | 0.0 | 1.0 | 1.0 | 3.0 | 1.0 | 0.0 | 3.0 | 0.0 |
| Recreation and Culture | 5.0 | 2.0 | 45.0 | 5.0 | 2.0 | 45.0 | 0.0 | 0.0 | 0.0 |
| Parks and Facilities | 12.0 | 11.0 | 35.0 | 12.0 | 11.0 | 35.0 | 0.0 | 0.0 | 0.0 |
| Fire | 3.0 | 65.0 | 0.0 | 3.0 | 65.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total - Community Services | 21.0 | 78.0 | 81.0 | 21.0 | 81.0 | 81.0 | 0.0 | 3.0 | 0.0 |



Summary of Changes to the Staff Complement

Changes to the part-time complement include the addition of three part-time customer service representatives and the introduction of a customer service lead hand.

Community Services

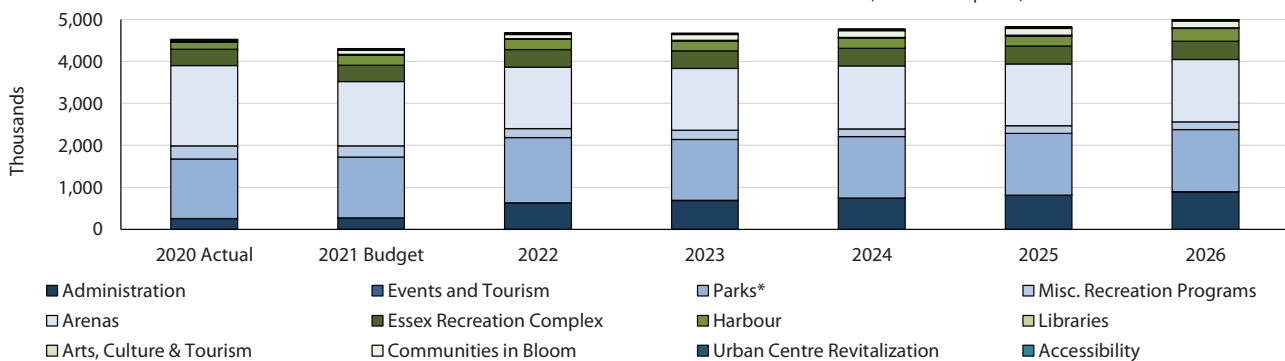


2022 to 2026 Net Operating Budget by Cost Centre

| Cost Centre | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|---|------------------|------------------|------------------|----------------|-----------|------------------|------------------|------------------|------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Administration - Fire | 495,024 | 494,303 | 555,531 | 61,228 | 12% | 510,552 | 527,859 | 548,207 | 563,454 |
| Public Education, Prevention & Inspection | 181,076 | 179,093 | 171,837 | (7,256) | -4% | 179,792 | 185,166 | 187,688 | 188,325 |
| Station 1 | 577,632 | 561,461 | 539,433 | (22,028) | -4% | 537,926 | 421,875 | 422,130 | 422,367 |
| Station 2 | 217,764 | 456,813 | 338,933 | (117,880) | -26% | 339,594 | 339,730 | 340,023 | 340,160 |
| Station 3 | 271,756 | 304,283 | 281,583 | (22,701) | -7% | 285,758 | 285,601 | 291,422 | 291,592 |
| Emergency Operations | 16,277 | 28,555 | 28,582 | 27 | 0% | 28,610 | 28,638 | 28,716 | 28,746 |
| Administration | 255,005 | 272,402 | 627,518 | 355,116 | 130% | 686,109 | 744,345 | 810,264 | 892,889 |
| Events and Tourism | 1,836 | 2,000 | 2,000 | - | 0% | 2,000 | 2,000 | 2,000 | 2,000 |
| Parks* | 1,419,337 | 1,448,208 | 1,555,351 | 107,143 | 7% | 1,452,616 | 1,461,626 | 1,469,492 | 1,478,573 |
| Essex FunFest** | - | - | - | - | 0% | - | - | - | - |
| Misc. Recreation | 308,074 | 263,697 | 215,700 | (47,998) | -18% | 222,016 | 187,182 | 182,995 | 185,140 |
| Arenas | 1,914,502 | 1,532,424 | 1,462,681 | (69,743) | -5% | 1,468,113 | 1,497,384 | 1,476,416 | 1,486,424 |
| Essex Recreation | 392,175 | 391,597 | 418,343 | 26,746 | 7% | 418,619 | 424,160 | 428,003 | 435,175 |
| Complex | 164,542 | 241,405 | 241,479 | 75 | 0% | 238,242 | 237,625 | 237,093 | 304,722 |
| Harbour | 6,920 | 8,661 | 6,488 | (2,173) | -25% | 6,581 | 6,673 | 6,842 | 7,012 |
| Libraries | 2,039 | 11,003 | 10,600 | (403) | -4% | 10,675 | 10,675 | 10,675 | 10,675 |
| Arts, Culture & Tourism | 26,783 | 97,879 | 100,119 | 2,240 | 2% | 132,276 | 157,771 | 158,796 | 159,055 |
| Communities in Bloom | 30,000 | 30,000 | 30,000 | - | 0% | 30,000 | 30,000 | 30,000 | 30,000 |
| Urban Centre Revitalization | 2,350 | 2,100 | 2,100 | - | 0% | 2,100 | 2,100 | 2,100 | 2,100 |
| Accessibility | | | | | | | | | |
| Total | 6,283,093 | 6,325,884 | 6,588,278 | 262,395 | 4% | 6,551,578 | 6,550,409 | 6,632,862 | 6,828,408 |

* This includes the annual Co-An Park contribution of \$20,000.

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



2022 to 2026 Operating Budget by Expense and Revenue Grouping

| Grouping | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|--------------------------------|------------------|------------------|------------------|----------------|-----------|------------------|------------------|------------------|------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Expenditures | | | | | | | | | |
| Personnel Expenses | 3,774,205 | 4,630,572 | 4,681,393 | 50,821 | 1% | 4,764,669 | 4,845,809 | 4,900,444 | 4,923,801 |
| Supplies and Services | 1,023,575 | 1,756,992 | 1,810,855 | 53,862 | 3% | 1,812,387 | 1,825,563 | 1,839,950 | 1,850,035 |
| Transfers to Reserves | 742,360 | 162,959 | 259,700 | 96,741 | 59% | 102,220 | 103,113 | 104,015 | 104,926 |
| Utilities and Insurance | 806,670 | 1,084,027 | 1,312,415 | 228,389 | 21% | 1,395,129 | 1,488,347 | 1,593,236 | 1,711,503 |
| Total Expenditures | 6,346,810 | 7,634,550 | 8,064,363 | 429,813 | 6% | 8,074,405 | 8,262,832 | 8,437,644 | 8,590,266 |
| Revenues | | | | | | | | | |
| Provincial and Federal Funding | 30,016 | 30,000 | 30,000 | - | 0% | 30,000 | 30,000 | 30,000 | 30,000 |
| Other Revenue | 1,344,542 | 2,583,065 | 2,614,328 | 31,263 | 1% | 2,648,544 | 2,668,729 | 2,698,106 | 2,655,182 |
| Transfers from Reserves | 163,721 | 378,658 | 517,847 | 139,189 | 37% | 517,847 | 490,504 | 490,504 | 490,504 |
| Total Revenues | 1,538,279 | 2,991,723 | 3,162,175 | 170,452 | 6% | 3,196,391 | 3,189,233 | 3,218,610 | 3,175,685 |
| Net Total (incl. debt) | 4,808,531 | 4,642,828 | 4,902,188 | 259,361 | 6% | 4,878,013 | 5,073,599 | 5,219,034 | 5,414,580 |
| Debt Charges | 1,474,562 | 1,683,056 | 1,686,090 | 3,034 | 0% | 1,673,565 | 1,476,810 | 1,413,828 | 1,413,828 |
| Net Total | 6,283,093 | 6,325,884 | 6,588,278 | 262,395 | 4% | 6,551,578 | 6,550,409 | 6,632,862 | 6,828,408 |

Summary of Significant Impacts:

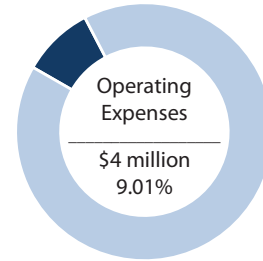
- Total revenues noted an increase due to contributions from Development Charge reserves funding long-term debt payments.
- Total expenditures noted an increase to a change in the allocation of insurance expense.

Department Overview

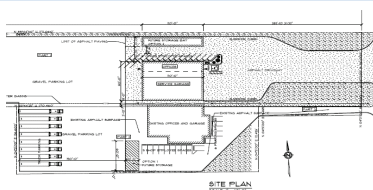


Development Services

Development Services provides advice to Council, 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.



| 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 the resources and tools for a thriving economic base. Marketing tourism experiences that support cycling, wine, waterfront and culinary sectors. The goal is to encourage more visits by tourists to the Town of Essex while increasing spending at local businesses. | <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. |

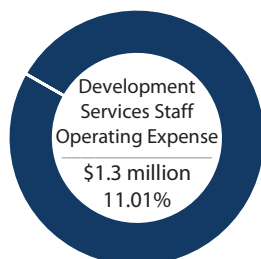


Staff Complement

| Cost Centre | 2021 | | | 2022 | | | Change | | |
|-------------------------------------|-------------|------------|------------|-------------|------------|------------|------------|------------|------------|
| | Full-time | Part-time | Student | Full-time | Part-time | Student | Full-time | Part-time | Student |
| Director, Development | 1.0 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Economic Development | 1.0 | 0.0 | 0.0 | 1.0 | 0.0 | 1.0 | 0.0 | 0.0 | 1.0 |
| Planning Services | 4.0 | 1.0 | 1.0 | 4.0 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Building and By-Law | 4.4 | 0.0 | 0.0 | 5.4 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 |
| Total - Development Services | 10.4 | 1.0 | 1.0 | 11.4 | 1.0 | 2.0 | 1.0 | 0.0 | 1.0 |

Summary of Changes to the Staff Complement

For the 2022 budget year, a Deputy Chief Building official has been added per recommendations of the 2016 Organizational Review. Also a student has been added to the Economic Development division.



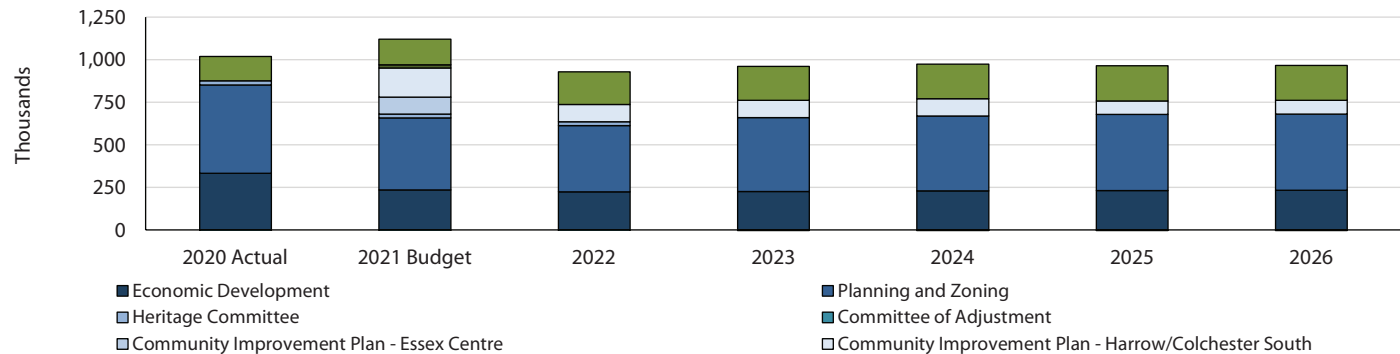
Development Services



2022 to 2026 Net Operating Budget by Cost Centre

| Cost Centre | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|---|----------------|------------------|----------------|------------------|-------------|----------------|----------------|----------------|----------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Director, Development Services | (49,183) | - | - | - | 0% | - | - | - | - |
| Economic Development | 333,326 | 234,430 | 224,249 | (10,181) | -4% | 226,346 | 228,997 | 231,700 | 232,382 |
| Planning and Zoning | 519,280 | 423,241 | 388,687 | (34,554) | -8% | 433,488 | 439,991 | 446,626 | 448,301 |
| Heritage Committee | 23,114 | 22,819 | 21,715 | (1,104) | -5% | (3,285) | (3,285) | (3,285) | (3,285) |
| Committee of Adjustment | (32,205) | (38,926) | (48,380) | (9,454) | 24% | (48,380) | (49,180) | (49,380) | (49,380) |
| Parkland Contributions* Business Improvement Area* | - | - | - | - | 0% | - | - | - | - |
| Community Improvement Plan - Essex Centre | - | 100,000 | - | (100,000) | 0% | - | - | - | - |
| Community Improvement Plan - Harrow/Colchester South | - | 170,000 | 101,542 | (68,458) | -40% | 101,542 | 101,542 | 79,896 | 79,896 |
| Building | (16,531) | 20,369 | - | (20,369) | -100% | - | - | - | - |
| By-Law Enforcement | 143,215 | 149,123 | 191,988 | 42,865 | 29% | 200,138 | 202,829 | 205,575 | 206,319 |
| Development Charges* | - | - | - | - | 0% | - | - | - | - |
| Total | 921,015 | 1,081,056 | 879,801 | (201,255) | -19% | 909,848 | 920,895 | 911,131 | 914,233 |

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



2022 to 2026 Operating Budget by Expense and Revenue Grouping

| Grouping | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|--------------------------------|------------------|------------------|------------------|------------------|-------------|------------------|------------------|------------------|------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Expenditures | | | | | | | | | |
| Personnel Expenses | 1,213,663 | 1,212,551 | 1,312,678 | 100,127 | 8% | 1,346,467 | 1,375,674 | 1,400,325 | 1,418,474 |
| Supplies and Services | 849,319 | 885,815 | 633,137 | (252,678) | -29% | 746,487 | 747,743 | 727,379 | 728,686 |
| Transfers to Reserves | 1,973,188 | 1,212,729 | 2,051,843 | 839,114 | 69% | 1,645,417 | 1,920,314 | 2,120,173 | 1,321,421 |
| Utilities and Insurance | 33,169 | 36,585 | 11,370 | (25,216) | -69% | 12,920 | 13,904 | 15,017 | 16,278 |
| Total Expenditures | 4,069,339 | 3,347,680 | 4,009,028 | 661,347 | 20% | 3,751,291 | 4,057,636 | 4,262,894 | 3,484,859 |
| Revenues | | | | | | | | | |
| Property Taxation | 139,933 | 140,001 | 141,175 | 1,174 | 1% | 141,175 | 141,175 | 141,175 | 141,175 |
| Provincial and Federal Funding | 37,433 | 8,000 | 21,125 | 13,125 | 164% | - | - | - | - |
| Other Revenue | 2,200,349 | 1,964,414 | 2,890,989 | 926,575 | 47% | 2,457,244 | 2,745,514 | 2,959,192 | 2,183,262 |
| Transfers from Reserves | 771,039 | 154,638 | 76,368 | (78,270) | -51% | 243,453 | 250,267 | 251,395 | 246,188 |
| Total Revenues | 3,148,754 | 2,267,054 | 3,129,657 | 862,603 | 38% | 2,841,872 | 3,136,956 | 3,351,763 | 2,570,626 |
| Net Total (incl. debt) | 920,585 | 1,080,627 | 879,370 | (201,256) | -19% | 909,419 | 920,680 | 911,131 | 914,233 |
| Debt Charges | 430 | 430 | 430 | - | 0% | 430 | 215 | - | - |
| Net Total | 921,015 | 1,081,056 | 879,800 | (201,256) | -19% | 909,848 | 920,895 | 911,131 | 914,233 |

Summary of Significant Impacts:

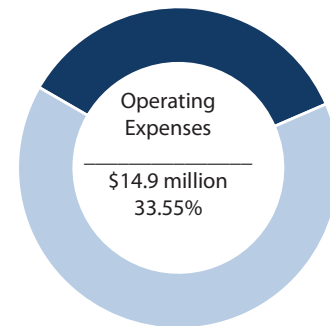
- Total revenues noted an increase due to several large scale developments expected to occur, resulting in increased development charges. Grant revenue also noted an increase due to modernization funds received for e-permitting solutions.
- Total expenditures noted an overall increase due to transfers to reserve as development charge revenue is statutorily required to be held in reserve for growth related expenditures.
- Total expenditure increase was slightly offset by the decrease in Essex and Harrow Community Improvement Plan expense as they expire at the end of 2021. One candidate successfully completed work before the program expiry and the tax incremental financing will extend beyond the end of 2021 per the program bylaw.


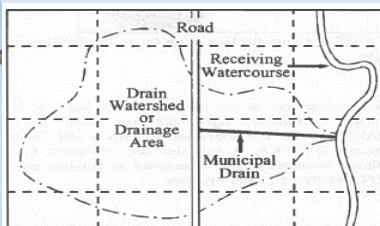

Department Overview



Infrastructure Services

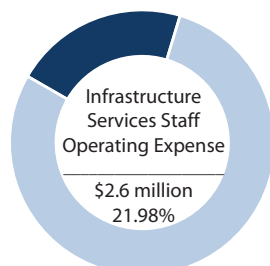
Infrastructure describes the equipment and structures that we all use and benefit from daily. It helps us at work, at home and at play. It makes our Town safe, convenient and livable. It adds to the quality of our lives and contributes to our overall health and well-being. In addition, it makes our Town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



| Public Works | Agriculture and Reforestation | Environmental Services |
|--|---|---|
| <ul style="list-style-type: none"> Maintain municipal street signage, patrol roads, right-of-way tree maintenance, traffic signals, streetlighting, street sweeping, roadside mowing, pedestrian corridors, road markings, asphalt surface repairs, gravel road maintenance, snow and ice control, sidewalks and active transportation. Operation and upkeep of storm sewer system (catch basins, sewers, manholes) and storm water management ponds / pumping stations. Maintain vehicle and equipment fleet that operates out of two Public work yards to provide complete municipal service. | <ul style="list-style-type: none"> Oversee maintenance and construction of all municipal drains in accordance with the Ontario Drainage Act. Maintenance on municipal drains includes clearing of the drain, such as removal of beavers/dams, trees, repairing/replacing tile, silting and cleaning out tiles. Issue billings to construct and maintain Municipal Drains to benefitting lands and roads as specified in the Schedule of Assessment outlined in the Drain Report. | <ul style="list-style-type: none"> Provide sustainable water and wastewater services. Support operation of water and wastewater treatment plants under contract with Ontario Clean Water Agency. Maintain current infrastructure such as pipes, manholes, hydrants, pumping stations. Ensure water and wastewater rates are sufficient to cover operating costs and the cost to the repair and replace existing infrastructure. |
|  |  |  |

Staff Complement

| Cost Centre | 2021 | | | 2022 | | | Change | | |
|-------------------------------|-------------|------------|------------|-------------|------------|------------|------------|------------|------------|
| | Full-time | Part-time | Student | Full-time | Part-time | Student | Full-time | Part-time | Student |
| Director, Infrastructure | 1.6 | 0.0 | 0.0 | 2.6 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 |
| Public Works | 13.4 | 0.0 | 2.0 | 13.4 | 0.0 | 2.0 | 0.0 | 0.0 | 0.0 |
| Agriculture and Reforestation | 1.6 | 0.0 | 1.0 | 1.6 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Environmental Services | 4.0 | 0.0 | 0.0 | 4.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total - Infrastructure | 20.6 | 0.0 | 3.0 | 21.6 | 0.0 | 3.0 | 1.0 | 0.0 | 0.0 |



Summary of Changes to the Staff Complement

For the 2022 Budget Year an Asset Management Specialist has been included as a full-time contract position, which had been approved mid year 2021.

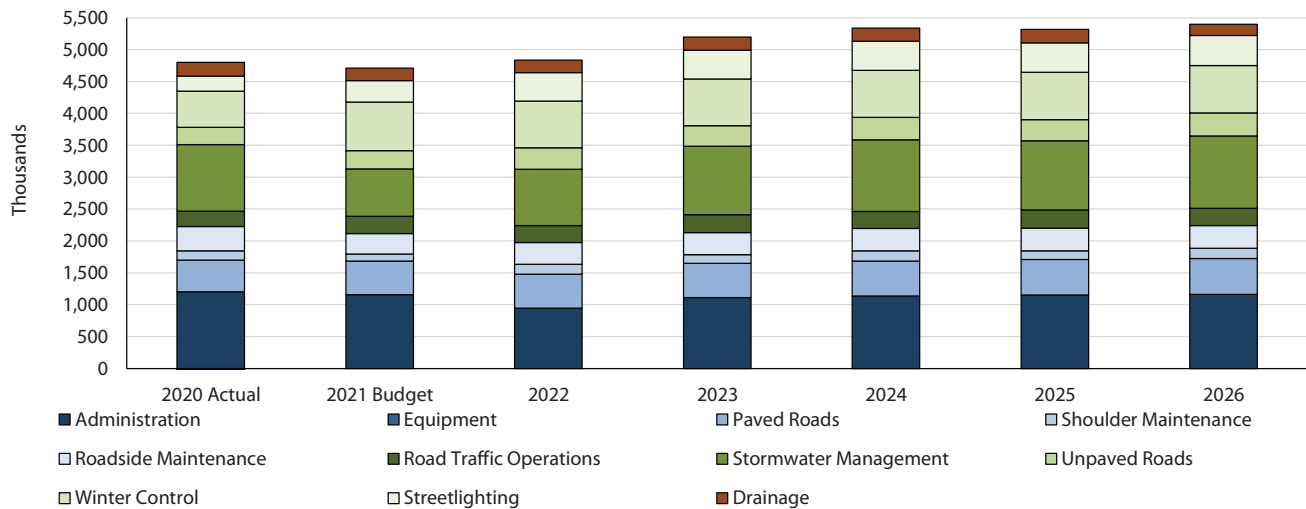
Infrastructure Services



2022 to 2026 Net Operating Budget by Cost Centre

| Cost Centre | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|-----------------------------------|------------------|------------------|------------------|----------------|-----------|------------------|------------------|------------------|------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Administration | 1,204,057 | 1,157,944 | 947,446 | (210,498) | -18% | 1,111,643 | 1,137,982 | 1,154,451 | 1,165,069 |
| Director, Infrastructure Services | (21,482) | - | - | - | 0% | - | - | - | - |
| Equipment | (26,812) | - | - | - | 0% | - | - | - | - |
| Paved Roads | 493,936 | 524,375 | 531,350 | 6,975 | 1% | 538,248 | 545,624 | 553,044 | 558,519 |
| Shoulder Maintenance | 147,912 | 114,935 | 156,949 | 42,014 | 37% | 135,721 | 159,776 | 138,861 | 161,681 |
| Roadside Maintenance | 381,407 | 320,560 | 337,921 | 17,361 | 5% | 345,455 | 351,158 | 356,757 | 357,307 |
| Road Traffic Operations | 238,841 | 271,141 | 266,600 | (4,540) | -2% | 282,983 | 269,576 | 286,200 | 271,693 |
| Stormwater Management | 1,042,261 | 738,617 | 883,069 | 144,452 | 20% | 1,070,111 | 1,121,574 | 1,078,564 | 1,130,451 |
| Unpaved Roads | 270,733 | 287,837 | 336,972 | 49,135 | 17% | 320,251 | 348,694 | 332,155 | 360,035 |
| Winter Control | 569,760 | 761,320 | 732,479 | (28,841) | -4% | 736,072 | 740,087 | 744,179 | 745,105 |
| Streetlighting | 235,198 | 334,716 | 445,230 | 110,514 | 33% | 450,785 | 456,451 | 462,230 | 468,125 |
| Drainage | 217,049 | 195,301 | 197,117 | 1,817 | 1% | 201,412 | 204,961 | 208,687 | 177,499 |
| Tile Drainage | - | - | - | - | 0% | - | - | - | - |
| Shoreline Protection | - | - | - | - | 0% | - | - | - | - |
| Shoreline Assistance | - | - | - | - | 0% | - | - | - | - |
| Sanitary Sewer | - | - | - | - | 0% | - | - | - | 166,873 |
| Water | (362) | - | - | - | 0% | - | - | - | (448,412) |
| Total | 4,752,497 | 4,706,747 | 4,835,136 | 128,390 | 3% | 5,192,678 | 5,335,882 | 5,315,129 | 5,113,946 |

* Infrastructure Director, Equipment, Tile Drainage, Shoreline Protection, Shoreline Assistance, Sanitary Sewer, and Water are not included in the chart below due to their net zero value (revenue = expense).



2022 to 2026 Operating Budget by Expense and Revenue Grouping

| Grouping | 2020 Actual | 2021 Budget | Budget | Change | | Forecast | | | |
|--------------------------------|-------------------|-------------------|-------------------|-----------------|-----------|-------------------|-------------------|-------------------|-------------------|
| | | | 2022 | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Expenditures | | | | | | | | | |
| Personnel Expenses | 2,384,966 | 2,553,130 | 2,620,981 | 67,852 | 3% | 2,763,204 | 2,813,035 | 2,852,030 | 2,874,035 |
| Supplies and Services | 5,782,382 | 5,334,147 | 5,856,965 | 522,818 | 10% | 5,763,033 | 5,952,111 | 5,797,350 | 5,984,946 |
| Transfers to Reserves | 6,597,768 | 5,191,884 | 5,268,726 | 76,842 | 1% | 5,441,358 | 5,552,598 | 5,884,671 | 6,062,770 |
| Utilities and Insurance | 1,038,284 | 1,275,022 | 1,189,435 | (85,587) | -7% | 1,241,311 | 1,298,438 | 1,361,389 | 1,431,002 |
| Total Expenditures | 15,803,399 | 14,354,183 | 14,936,108 | 581,925 | 4% | 15,208,907 | 15,616,181 | 15,895,440 | 16,352,753 |
| Revenues | | | | | | | | | |
| Property Taxation | 2,760,628 | 2,500,660 | 2,571,141 | 70,481 | 3% | 2,620,271 | 2,573,473 | 2,621,902 | 2,674,265 |
| Provincial and Federal Funding | 45,275 | 53,320 | 53,320 | - | 0% | 53,320 | 53,320 | 53,320 | 53,320 |
| Other Revenue | 6,529,831 | 5,601,181 | 5,698,823 | 97,642 | 2% | 5,779,790 | 5,916,863 | 6,029,943 | 6,213,551 |
| Transfers from Reserves | 3,102,883 | 2,880,557 | 3,307,519 | 426,962 | 15% | 3,269,215 | 3,344,174 | 3,299,793 | 3,558,267 |
| Total Revenues | 12,438,616 | 11,035,717 | 11,630,803 | 595,085 | 5% | 11,722,597 | 11,887,829 | 12,004,958 | 12,499,403 |
| Net Total (incl. debt) | 3,364,782 | 3,318,465 | 3,305,305 | (13,160) | 0% | 3,486,310 | 3,728,352 | 3,890,482 | 3,853,350 |
| Debt Charges | 1,387,715 | 1,388,282 | 1,529,831 | 141,550 | 10% | 1,706,368 | 1,607,531 | 1,424,647 | 1,260,595 |
| Net Total | 4,752,498 | 4,706,747 | 4,835,136 | 128,390 | 3% | 5,192,678 | 5,335,882 | 5,315,129 | 5,113,945 |

Summary of Significant Impacts:

- Total revenues noted an increase due to monies being transferred in from water/ sanitary reserves to cover the anticipated expense increases. Also a one-time transfer to fund the 2021 approved Asset Management Specialist.
- Total expenses noted an increase due to the bi-annual expense of crushing operations occurring in 2022 as well as anticipated increases in annual contractor and material expenses.

"Manage responsible and viable growth while preserving and enhancing the unique rural and small town character of the community."



2022 CAPITAL BUDGET

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



Department Capital Budgets and Forecast



| | |
|----|--|
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Capital Summary



The 2022 Budget Document follows the same format as introduced for the 2020 Budget. Asset Management, planning and use of assets continues to be a key characteristic in the development of the Town's capital budget as can be seen again in this year's capital budget document.



"Manage, invest, and plan for sustainable municipal infrastructure which meets the current and future needs of the municipality and its citizens."

2019-2022 Corporate Strategic Plan

The 2022 Capital Budget includes **\$34 million** in projects (including carryforwards).

Building upon the success of prior year budgets and the adoption of the Town's Asset Management Lifecycle Reserve, the Town has been able to move towards an independent 2022 Capital Budget, with funding from various reserves, development charges, and grants.

The 2022 Capital Budget includes in year projects with budgeted costs of \$20 million (2021 \$10.5 million) and prior year carry-forwards in the amount of \$12.8 million (2021 \$15.9 million) for a Total 2022 Capital Budget of \$34 million. It should be noted that budgeted carryforward amounts are subject to decrease based on invoices received from November-December.

Operating Summary

| Grouping | 2021 | 2022 | Change | | Forecast | | | |
|------------------------------------|------------|----------------|----------------|----|------------------|------------------|-----------------|---------------|
| | Budget | Budget | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Total Operating Revenues | 44,653,183 | 48,293,023 | 3,639,840 | 8% | 47,029,357 | 47,729,136 | 48,387,693 | 48,360,736 |
| Total Operating Expenses | 44,653,183 | 47,940,953 | 3,287,769 | 7% | 47,439,548 | 47,905,780 | 48,459,947 | 48,310,940 |
| Operating Surplus/(Deficit) | - | 352,070 | 352,070 | | (410,191) | (176,645) | (72,254) | 49,796 |

Capital Summary

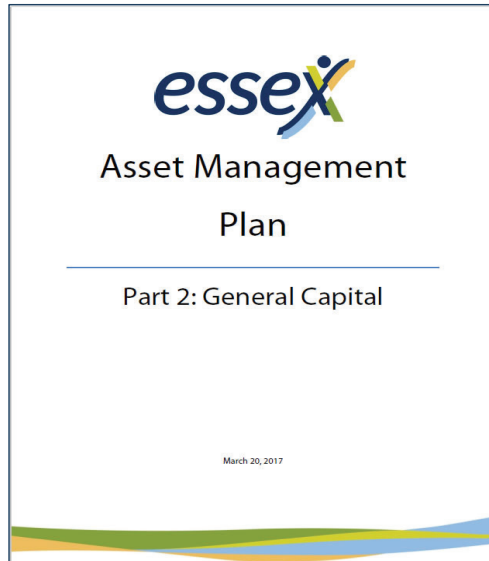
| Grouping | 2021 | 2022 | Change | | Forecast | | | |
|----------------------------------|-------------------|-------------------|------------------|------------|--------------------|--------------------|--------------------|------------------|
| | Budget | Budget | \$ | % | 2023 | 2024 | 2025 | 2026 |
| Capital Revenue | | | | | | | | |
| Lifecycle Reserve | 3,165,704 | 5,510,833 | 2,345,130 | 74% | 4,135,714 | 3,231,540 | 3,065,940 | 1,334,367 |
| Other Reserve | 3,672,421 | 4,446,677 | 774,256 | 21% | 2,196,000 | 1,708,000 | 2,424,000 | 75,000 |
| Grant Funding | 2,487,065 | 3,596,806 | 1,109,741 | 45% | 1,955,366 | 1,955,366 | 1,955,366 | 1,955,366 |
| Long Term Debt Financing | 709,182 | 6,351,000 | 5,641,818 | 796% | - | - | 2,500,000 | - |
| Other | 463,167 | 546,588 | 83,422 | 18% | 835,600 | 907,000 | - | - |
| Prior Year Funding | 15,917,822 | 13,633,470 | (2,284,352) | -14% | 136,579 | - | 4,208 | - |
| Total Capital Revenue | 26,415,360 | 34,085,374 | 7,670,014 | 29% | 9,259,259 | 7,801,906 | 9,949,514 | 3,364,733 |
| Capital Expenses | | | | | | | | |
| Property Tax Supported | 23,721,196 | 30,048,189 | 6,326,993 | 27% | 12,169,007 | 8,132,740 | 10,467,381 | 3,364,733 |
| User Rate Supported | 2,694,164 | 4,389,255 | 1,695,091 | 63% | 1,631,000 | 1,360,000 | 2,349,000 | - |
| Total Capital Expenses | 26,415,360 | 34,437,444 | 8,022,084 | 30% | 13,800,007 | 9,492,740 | 12,816,381 | 3,364,733 |
| Capital Surplus/(Deficit) | - | (352,070) | (352,070) | | (4,540,748) | (1,690,834) | (2,866,867) | - |
| Net Surplus/(Deficit) | - | - | - | - | (4,950,939) | (1,867,479) | (2,939,121) | 49,796 |



Asset Management Implications



The Town is investing in the replacement, upgrade, and addition of new assets, but what's being done to ensure that we're saving for the future replacement of those assets?



With the updated requirement for Asset Management and the Town's implementation of both Part 1: Infrastructure Assets, and Part 2: General Capital, steps were recommended and approved by Council to ensure financial sustainability of the Town's capital assets. The replacement of capital assets that have reached their end of life, require replacement due to assessment or failure, or fall within an infrastructure corridor which are funded through grant funding (Ontario Community Infrastructure Fund (OCIF), Canada Community Building Fund, etc.), long-term debt, and the Town's asset management reserve. Assets that are new and therefore increase the level of service being provided are funded through property taxation, grants, long-term debt, and Development Charges.

Assets that are classified as New or Upgrade and are funded within the year from property taxation will have future implications to the Asset Management Lifecycle Reserve.

Both Part 1 and Part 2 of the Town's Asset Management Plan can be found on the Town's website at www.essex.ca/assetmanagement

"Ensure financial stability of current and new infrastructure"

2019-2022 Corporate Strategic Plan

The Town of Essex is responsible for managing approximately **\$464 million** worth of physical public assets.

Only **Property Tax Supported Assets** are included below as User Rate Supported Assets are subject to a rate and lifecycle study.

To ensure that the comparative data from the two parts of the Town's Asset Management Plan are relevant, the average annual requirement, average annual funding available (budget), and the funding surplus/(gap) have been forecasted to 2022 values using an average inflation rate of 1.58% and a period of 7 years for Part 1: infrastructure Assets (October to October Average 2015 to 2020), and 1.67% and a period of 5 years for Part 2: General Capital assets.

| Asset Classification | Average Annual Requirement | Average Annual Funding Available | | | | | Funding Surplus / (Gap) |
|--------------------------------|----------------------------|----------------------------------|-----------|---------------|----------------|-----------|-------------------------|
| | | Tax | Reserve | Grant / Other | Long-Term Debt | Total | |
| Infrastructure | 4,474,186 | 955,922 | 2,025,821 | 533,169 | 5,175 | 3,520,086 | (954,099) |
| General Capital | 2,695,416 | 626,309 | 522,461 | 89,523 | 266,449 | 1,504,742 | (1,190,673) |
| Total - Property Tax Supported | 7,169,601 | 1,582,231 | 2,548,283 | 622,692 | 271,623 | 5,024,829 | (2,144,773) |

Average Annual Requirement = The **average annual amount** that the **Town should spend on the replacement of capital assets**

It is important to note that this amount can vary any given year, however the average (over a period of time) should reflect the Average Annual Requirement.

Funding Surplus / (Gap) = Funding **Surplus** is the **amount of spending above** the **Average Annual Requirement**.
Funding **(Gap)** is the **amount of spending below** the **Average Annual Requirement**.

Asset Management Implications



The 2022 Capital Budget for Replacement assets and the Replacement portion of Upgraded assets funded through the Asset Management Lifecycle Reserve, excluding carry-forwards are:

| Asset Classification | Average Annual Requirement | 2022 Capital Budget Revenue Allocation | | | | | Funding Surplus / (Gap) |
|---------------------------------|----------------------------|--|-----------|---------------|----------------|-----------|-------------------------|
| | | Tax | Reserve | Grant / Other | Long-Term Debt | Total | |
| Replacement + Upgrade Lifecycle | 7,169,601 | 88,259 | 5,270,982 | 1,985,277 | - | 7,344,518 | 174,917 |

In **2022** the Town of **Essex** is **spending \$174 thousand** (2021 \$1.7 million) **more on** its **capital** lifecycle program **than** the **average annual requirement** as identified in the Town's Asset Management Plans.

Assets included under the 2022 Capital Budget for New and the New portion of an Upgraded asset are not funded through the Asset Management Lifecycle Reserve. Projects identified as New excluding carry-forwards have the following funding allocation:

| Asset Classification | Average Annual Requirement | 2022 Capital Budget Revenue Allocation | | | | | Funding Surplus / (Gap) |
|----------------------|----------------------------|--|-----------|---------------|----------------|------------|-------------------------|
| | | Tax | Reserve | Grant / Other | Long-Term Debt | Total | |
| New + Upgrade New | - | 352,070 | 2,371,528 | 2,146,117 | 6,351,000 | 11,220,715 | 11,220,715 |

Lifecycle funding implications based on spending **\$11.2 million** (2021 \$1.2 million) on **New** and **Upgrade New** assets indicate that the Town should be putting aside the following amounts to ensure funding for the future replacement of these assets:

| Estimated Useful Life | Average Annual Reserve Contribution | Annual Requirement as a Percentage Tax Increase |
|-----------------------|-------------------------------------|---|
| 10 | 1,122,071 | 7.24% |
| 20 | 561,036 | 3.62% |
| 30 | 374,024 | 2.41% |

Average annual lifecycle contributions required to replace new assets have not been included for budgeted years 2022 to 2026 Forecast. Future funding considerations will be presented for Council's consideration under the Financial Strategy of the Town's next Asset Management Plan.

The **summary of the 2022 Capital Budget** as **compared to** the **Average Annual Requirement** identified in the Town's Asset Management Plan inflated to 2022 values by Departmental grouping is summarized below. Corporate Services, Council, and Other Contracts are grouped as General Government.

| Function / Department | Asset Management Plan | Average Annual Requirement | 2022 Capital Budget | Reallocate Streetscape | 2022 Capital Budget |
|-------------------------|-------------------------|----------------------------|---------------------|------------------------|---------------------|
| General Government | Part 2: General Capital | 189,495 | 9,463,414 | (8,900,000) | 563,414 |
| Community Services | Part 2: General Capital | 2,500,514 | 4,550,759 | | 4,550,759 |
| Development Services | Part 2: General Capital | 5,406 | 210,000 | - | 210,000 |
| Infrastructure Services | Part 1: Infrastructure | 4,474,184 | 4,252,801 | 8,900,000 | 13,152,801 |
| Total - All | All | 7,169,600 | 18,476,974 | - | 18,476,974 |



Asset Management Snapshot

Legend

- **General Capital**
\$93 million total
- **Infrastructure**
\$326 million total

- **10 Land Improvements**
21 units in Community Services,
1 unit in Protection to
Persons and Property
\$2 million
- **9 Machinery & Equipment**
903 in Community Services,
276 in General Government,
4 in Health Health Services
41 in Planning & Development,
1,715 in Protection to
Persons and Property
\$9.5 million
- **8 Vehicles**
12 in Community Services,
17 in Protection to
Persons and Property
\$4.6 million
- **7 Buildings**
16 in Community Services,
1 in General Government,
1 in Health Services
4 in Protection to
Persons and Property
\$55.3 million


- **1 Administration Buildings & Assets**
3 buildings,
17 vehicles,
64 machinery/equipment
\$4.4 million
- **2 Roads & Roadside**
257km of paved roads,
40km unpaved roads,
50km of sidewalk,
1,333 streetlights,
505 street poles,
2,736 street signs
\$66 million
- **3 Bridges & Culverts**
57 bridges,
35 culverts
\$33.1 million
- **4 Stormwater**
89km of mains,
2,464 catch basins,
32km of curbs and gutters,
576 manholes
\$36.7 million
- **5 Water**
302km of mains,
716 hydrants,
1 treatment plant,
1 building,
1 water tower,
4 vehicles,
12,419 machinery/equipment
\$103.8 million
- **6 Wastewater**
3 forcemains,
88km of main,
1,086 manholes
11 pumping stations,
3 treatment plants
14 machinery/equipment,
1 vehicle
\$85.8 million



[illegible]

"Provide every resident with access to parks, recreation, and cultural opportunities and improve quality of life through affordable, inclusive, and accessible programming and recreational facilities"

2022 CAPITAL BUDGET

| | | | | | | | | | | | | | | | | | |  | | | | | |
|----------------------------------|---|--|-------------------------|--------------------------------------|------------------------------|-------------------|---------------|---------------|----------------|-------|--------------------|------------|----------------------|------------------|------|---------|---------|---|---------|--|--|--|--|
| | | | | 2021 Approved Budget | 2022 Approved Capital Budget | | | | | | | | | | | | | | | | | | |
| Project Number | Project Name | Project Description | Asset Management Status | Project Cost (subject to reduction*) | Project Cost | Funding Sources | | | | | | Funding | Funded from Taxation | Operating Impact | | | | | | | | | |
| | | | | | | Lifecycle Reserve | Other Reserve | Grant Funding | Long-Term Debt | Other | Prior Year Funding | | | Cost Centre | 2022 | 2023 | 2024 | 2025 | 2026 | | | | |
| Property Tax Supported | | | | | | | | | | | | | | | | | | | | | | | |
| 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 | 2,482,420 | | | | | | | 2,482,420 | 2,482,420 | - | | | | | | | | | | |
| 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 | 344,556 | 8,900,000 | 129,000 | 1,359,000 | 1,061,000 | 6,351,000 | | 344,556 | 9,244,556 | - | | | 150,000 | 150,000 | 150,000 | 150,000 | | | | |
| GG-22-0001 | Contingency (Council) | Council projects outside approved budget | New | | 50,000 | | 50,000 | | | | | 50,000 | - | | | | | | | | | | |
| Total - Council | | | | 2,826,976 | 8,950,000 | 129,000 | 1,409,000 | 1,061,000 | 6,351,000 | - | 2,826,976 | 11,776,976 | - | - | - | 150,000 | 150,000 | 150,000 | 150,000 | | | | |
| Division: Office of the CAO | | | | | | | | | | | | | | | | | | | | | | | |
| GG-21-0006 | Ductless HVAC for Director, Infrastructure Office | Controlled Heat/Cooling system for office | New | 4,621 | | | | | | | 4,621 | 4,621 | - | | | | | | | | | | |
| GG-21-0008 | HRIS System | Implementation of Human Resources | New | 40,000 | | | | | | | 40,000 | 40,000 | - | | | | | | | | | | |
| GG-22-0002 | Maedel File Storage | Create File Storage system | New | | 30,000 | | | 30,000 | | | | 30,000 | - | | | | | | | | | | |
| 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 | 5,000 | 5,000 | | | | | 10,000 | - | | | | | | | | | | |
| Total - Office of the CAO | | | | 44,621 | 40,000 | 5,000 | 5,000 | 30,000 | - | - | 44,621 | 84,621 | - | - | - | - | - | - | - | | | | |
| Division: Police | | | | | | | | | | | | | | | | | | | | | | | |
| PD-22-0001 | Contingency | Unanticipated facility needs | New | | 25,000 | | 25,000 | | | | | 25,000 | - | | | | | | | | | | |
| PD-22-0002 | Speed Radar Systems | Council request to procure additional speed radar systems for objective traffic data collection | New | | 20,000 | | | | | | | - | 20,000 | | | | | | | | | | |
| Total - Police | | | | - | 45,000 | - | 25,000 | - | - | - | - | 25,000 | 20,000 | - | - | - | - | - | - | | | | |
| Division: Cemeteries | | | | | | | | | | | | | | | | | | | | | | | |
| HS-21-0002 | Sign Replacement | Replace historic signs | Upgrade | 4,858 | | | | | | | 4,858 | 4,858 | - | | | | | | | | | | |
| Total - Cemeteries | | | | 4,858 | - | - | - | - | - | - | 4,858 | 4,858 | - | | | | | | | | | | |
| Department: Corporate Services | | | | | | | | | | | | | | | | | | | | | | | |
| Division: Information Technology | | | | | | | | | | | | | | | | | | | | | | | |
| GG-19-0013 | New Town Hall | Grant Funding received to perform building upgrades | Upgrade | | 350,414 | | | 350,414 | | | - | 350,414 | - | | | | | | | | | | |
| CS-21-0014 | Replace Intercom/PA System at Essex Recreation Complex | Replace Intercom/PA System at Essex Recreation Complex | Replacement | 2,386 | | | | | | | 2,386 | 2,386 | - | | | | | | | | | | |
| GG-22-0004 | Wireless Upgrade - Essex Arena | Replace all wireless access points in the arena for Guest and Corporate Wi-Fi | Upgrade | | 15,000 | 7,500 | 7,500 | | | | | 15,000 | - | | | | | | | | | | |
| GG-22-0005 | Wireless Upgrade - Harbour | Replace all wireless access points for the harbour - Guest and Corporate Wi-Fi | Upgrade | | 8,000 | 4,000 | 4,000 | | | | | 8,000 | - | | | | | | | | | | |
| GG-22-0006 | IT Strategic Review: Phase 2 Implementation | Implement findings from the IT strategic review to be completed by March 22 | Upgrade | | 50,000 | - | | 50,000 | | | | 50,000 | - | | | | | | | | | | |
| GG-22-0007 | MCC Projector Replacement | Older unit in need of replacement. | Replacement | | 5,000 | 5,000 | | | | | | 5,000 | - | | | | | | | | | | |
| Total -Information Technology | | | | 2,386 | 428,414 | 16,500 | 11,500 | 400,414 | - | - | 2,386 | 430,800 | - | - | - | - | - | - | - | | | | |
| Total - Corporate Services | | | | 2,386 | 428,414 | 16,500 | 11,500 | 400,414 | - | - | 2,386 | 430,800 | - | - | - | - | - | - | - | | | | |
| Department: Community Services | | | | | | | | | | | | | | | | | | | | | | | |
| Division: Fire | | | | | | | | | | | | | | | | | | | | | | | |
| FD-19-0015 | Fire Station 2 Replacement | | Upgrade | 263,388 | | | | | | | 263,388 | 263,388 | - | | | | | | | | | | |
| FD-20-0014 | Firefighter Recruitment (6) | Cost of training and gear for new firefighters. | New | 7,420 | | | | | | | 7,420 | 7,420 | - | | | | | | | | | | |
| FD-22-0001 | Personal Protective Equipment | Personal Protective Gear for Firefighters | Replacement | | 32,837 | 32,837 | | | | | | 32,837 | - | | | | | | | | | | |
| FD-22-0002 | Hose Replacement Program | Hose and Nozzle replacement | Replacement | | 15,302 | 10,302 | 5,000 | | | | | 15,302 | - | | | | | | | | | | |
| FD-22-0003 | Replace Trucks 1 and 3 and Position New Truck at Station 2 | Replace Aerial truck - re-position Stn. 2 | Replacement | | 1,500,000 | 1,500,000 | | | | | | 1,500,000 | - | | | | | | | | | | |
| FD-22-0004 | Fire Station 3 Repairs , Window, Flashing and roof repair | Minor repairs to station 3 | Upgrade | | 5,000 | 2,500 | 2,500 | | | | | 5,000 | - | | | | | | | | | | |
| FD-22-0005 | Pager Replacement Program | Annual Pagers Replacement Program | Replacement | | 5,738 | 5,738 | | | | | | 5,738 | - | | | | | | | | | | |
| FD-22-0006 | Replace Rams Jaws of Life Station 1 | Replace Ram - Fire Station 1 | Replacement | | 18,500 | 18,500 | | | | | | 18,500 | - | | | | | | | | | | |
| FD-22-0007 | Ice Water Rescue Equipment (RIT Basket & PPE for Ice/Water Team) | Continuation of purchasing of Ice/Water rescue equipment | New | | 9,400 | | 9,400 | | | | | 9,400 | - | | | | | | | | | | |
| FD-22-0008 | Pick-up Truck | Replace Asst. Deputy vehicle | Replacement | | 55,000 | 55,000 | | | | | | 55,000 | - | | | | | | | | | | |
| FD-22-0009 | Replace Three (3) Notebook Computers | Notebooks on Fire Apparatus - each stn. | Replacement | | 12,000 | 12,000 | | | | | | 12,000 | - | | | | | | | | | | |
| Total - Fire | | | | 270,809 | 1,653,777 | 1,636,877 | 16,900 | - | - | - | 270,809 | 1,924,586 | - | - | - | - | - | - | - | | | | |
| Division: Parks | | | | | | | | | | | | | | | | | | | | | | | |
| CS-19-0056 | Splashpad and Change House in Essex Centre forward CS-18-0049/CS-19-0112) | Update facility to include washrooms, mechanical room, roof repairs and demo side portions of the facility | New | 63,846 | | | | | | | 63,846 | 63,846 | - | | | | | | | | | | |
| CS-19-0101 | Hard surface Trails Hard surface Trails (cfwd CS-18-0071/CS-17-0061) | Hard surface Trails within urban centres | Upgrade | 4,571 | | | | | | | 4,571 | 4,571 | - | | | | | | | | | | |
| CS-19-0121 | Waterfront Access Upgrades (cfwd CS-18-0076/CS-17-0127) | Waterfront Access Upgrades - review of current properties | Upgrade | 15,237 | | | | | | | 15,237 | 15,237 | - | | | | | | | | | | |
| CS-19-0124 | Beautification Colchester Centre | Beautification Colchester Centre (cfwd CS-18-0083/CS-17-0120/CS-16-0073/CS-15-0076). | New | 5,000 | | | | | | | 5,000 | 5,000 | - | | | | | | | | | | |
| CS-19-0125 | Beautification Harrow Centre | Beautification Harrow Centre (carry forward CS-18-0084/CS-17-0121/CS-16-0073/CS-15-0076). | Upgrade | 25,386 | | | | | | | 25,386 | 25,386 | - | | | | | | | | | | |
| CS-20-0066 | Fence Around Harrow Tennis Courts | Replacement fence | Replacement | 11,300 | | | | | | | 11,300 | 11,300 | - | | | | | | | | | | |
| CS-21-0022 | Replacement of Picnic Tables for Parks | Replacement of 12 Picnic Tables for Parks | Replacement | 9,874 | | | | | | | 9,874 | 9,874 | - | | | | | | | | | | |
| CS-21-0065 | Hunter Park Replace Playground Equipment | Replacement of equipment at hunter park | Replacement | 192,634 | | | | | | | 192,634 | 192,634 | - | | | | | | | | | | |
| CS-21-0066 | Replacement of Harrow Park Fence along Walnut St | Replacement of Harrow Park Fence along Walnut St Not in Citywide | Replacement | 25,000 | | | | | | | 25,000 | 25,000 | - | | | | | | | | | | |

* Carryforwards are based on unspent amounts at October 31, 2021 and are subject to reduction based on invoices received until year end close.

| | | | | 2021 Approved Budget | 2022 Approved Capital Budget | | | | | | | | | | | | | | |
|----------------|---|---|-------------------------|--------------------------------------|------------------------------|-------------------|---------------|---------------|----------------|---------|--------------------|---------|----------------------|------------------|-------|-------|-------|-------|-------|
| Project Number | Project Name | Project Description | Asset Management Status | Project Cost (subject to reduction*) | Project Cost | Funding Sources | | | | | | Funding | Funded from Taxation | Operating Impact | | | | | |
| | | | | | | Lifecycle Reserve | Other Reserve | Grant Funding | Long-Term Debt | Other | Prior Year Funding | | | Cost Centre | 2022 | 2023 | 2024 | 2025 | 2026 |
| CS-21-0069 | Replacement of Leaf and Turf Vacuum for Parks Maintenance | Replacement of Leaf and Turf Vacuum for Parks Maintenance | Replacement | 43,248 | | | | | | | 43,248 | 43,248 | - | | | | | | |
| CS-21-0070 | Replacement of Cedar Shingles Train Station Shed | Replacement of Cedar Shingles Train Station Shed Not in Citywide | Replacement | 7,000 | | | | | | | 7,000 | 7,000 | - | | | | | | |
| CS-21-0081 | Dugouts at Harrow Diamonds | Addition of dug outs Pollard #5 Diamond | New | 15,000 | | | | | | | 15,000 | 15,000 | - | | | | | | |
| CS-21-0088 | Move Tot Park to Essex Splashpad area | Move Tot Park to Essex Splashpad location | New | 100,000 | | | | | | | 100,000 | 100,000 | - | | | | | | |
| CS-21-0090 | Remove recirculation equipment from Harrow and Colchester Splash Pads | Remove pumps and filters in splash pads | New | 20,000 | | | | | | | 20,000 | 20,000 | - | | | | | | |
| CS-21-0094 | Replace Snow Push Box | Replace snow push box attachment for tractor to push snow from Parking Lots, Town Hall, Fire and ERC | Replacement | 4,000 | | | | | | | 4,000 | 4,000 | - | | | | | | |
| CS-21-0043 | New Public Washrooms/Change Room at Harrow Splash pad | New Public Washrooms/Change Room at Harrow Splash pad | New | 133,922 | 70,000 | | 25,237 | | | | 133,922 | 159,159 | 44,763 | | 5,140 | 5,140 | 5,140 | 5,140 | 5,140 |
| CS-22-0001 | New garbage enclosures across municipality (1 per year at min) | Used to replace damaged/deteriorating garbage enclosures | New | | 5,000 | | 5,000 | | | | | 5,000 | - | | | | | | |
| CS-22-0002 | Ball Diamond Rehabilitation (Annual) in Essex and Harrow | Yearly contribution for ball diamond rehab and supplies. | Replacement | | 15,000 | 15,000 | | | | | | 15,000 | - | | | | | | |
| CS-22-0003 | Soccer Field rehabilitation Essex and Harrow | Yearly contribution for ball diamond rehab and supplies. | Replacement | | 15,000 | 15,000 | | | | | | 15,000 | - | | | | | | |
| 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-22-0005 | Park Signage | Add or Replace Park Signage with updated by-laws and branding at the entrance to parks. | New | | 10,000 | | 10,000 | | | | | 10,000 | - | | | | | | |
| CS-22-0006 | Harrow Soccer Complex Outdoor Sign | No entrance signage to the park. Will be to get a large sign | New | | 15,000 | | 15,000 | | | | | 15,000 | - | | | | | | |
| CS-22-0007 | Heritage Park Washrooms | Washrooms in Heritage Park. Anticipated 1/3 cost sharing with BIA and Rotary Club | New | | 300,000 | | 48,100 | - | | 150,000 | | 198,100 | 101,900 | | 5,140 | 5,140 | 5,140 | 5,140 | 5,140 |
| CS-22-0008 | Field Software & Tablets | Replace software/devices which are required for parks inspections of playgrounds per legislations. | Replacement | | 5,500 | 5,500 | | | | | | 5,500 | - | | | | | | |
| CS-22-0009 | Drop Salter for UTV | Required due to new pieces of equipment and needed for snow removal. | New | | 4,500 | | 4,500 | | | | | 4,500 | - | | | | | | |
| CS-22-0010 | Pickup Truck | Replacement for 861. Truck is deteriorating and a replacement with Tow package is required. | Replacement | | 58,500 | 58,500 | | | | | | 58,500 | - | | | | | | |
| CS-22-0011 | Pickup Truck | Replacement for 854. Truck was wrote off in 2021 | Replacement | | 58,500 | 36,009 | | | | 22,491 | | 58,500 | - | | | | | | |
| CS-22-0012 | Skateboard Ramp Replacement in Harrow | Skate parks are deteriorated and in need of replacement. Will have public consultations to get opinions from end users on features they would like to see. | Replacement | | 50,000 | 50,000 | | | | | | 50,000 | - | | | | | | |
| CS-22-0013 | Skateboard Ramp Replacement in Essex | Skate parks are deteriorated and in need of replacement. Will have public consultations to get opinions from end users on features they would like to see. | Replacement | | 50,000 | 50,000 | | | | | | 50,000 | - | | | | | | |
| CS-22-0014 | Roof Restoration at Fieldhouse | | Upgrade | | 55,000 | 27,500 | 3,352 | | | | | 30,852 | 24,148 | | | | | | |
| CS-22-0015 | Harrow High School Assessment costs | Have consultant perform assessment based on needs and provide costs for repairs for future budgets | New | | 60,000 | | 60,000 | | | | | 60,000 | - | | | | | | |
| CS-22-0016 | Harbour Ramp Retaining Walls | Wash out from rain fall is creating deterioration to the beach. Consultation with engineer said this decorative retaining wall will solve the wash out issue. | New | | 27,000 | | 27,000 | | | | | 27,000 | - | | (500) | (500) | (500) | (500) | (500) |
| CS-22-0017 | Fencing around Diamond 1 - Essex | Replace the old fencing at the Diamond 1 field with new. This is going to be the same as before, just new. | Replacement | | 50,000 | 50,000 | | | | | | 50,000 | - | | | | | | |
| CS-22-0018 | Parks Equipment Replacement/Contingency | Top up funding to maintain a yearly \$50,000 for broken park equipment, non-forecasted tools, and unforeseen repairs. | Replacement | | 50,000 | 50,000 | | | | | | 50,000 | - | | | | | | |
| CS-22-0019 | BBQ/Hot Coal Containers at Colchester | Directed by council. This will provide four BBQ units and two charcoal disposal bins for proper dumping. These units are important to ensure people do not dump coal along trees or other park areas. | New | | 8,000 | | 8,000 | | | | | 8,000 | - | | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| CS-22-0020 | Gutters/Downspouts at Train Station | Gutters are not properly directing the water away from the building. This is an issue with ice in the winter as the sidewalks are freezing over. | Replacement | | 6,000 | 6,000 | | | | | | 6,000 | - | | | | | | |
| CS-22-0021 | Shade for Townsview Park | Currently do not have shade as the trees are not going to grow for several years. Need something to assist with providing shade for residents which fits within the climate adaptation plan. | New | | 20,000 | | 20,000 | | | | | 20,000 | - | | | | | | |
| CS-22-0022 | Concrete Pathway from ECSC Parking lot to Splash Pad/Tot Park | Right now the residents have to walk through the grass to get to each area. Would like to connect them all together. | New | | 10,000 | | 10,000 | | | | | 10,000 | - | | | | | | |
| CS-22-0023 | Harrow Soccer Complex - Parking Lot Cracks | Lot is experiencing cracks and needs to be filled or it will deteriorate. | Upgrade | | 6,500 | 3,250 | 3,250 | | | | | 6,500 | - | | | | | | |
| CS-22-0024 | Town Hall Lighting to LED | Creating energy efficiency and reduce staffing hours for bulb replacements. | Upgrade | | 12,000 | 6,000 | 6000 | | | | | 12,000 | - | | | | | | |
| CS-22-0025 | Fertilizer Spreader | Current spreader has several holes and is deteriorating. | Replacement | | 7,500 | 7,500 | | | | | | 7,500 | - | | | | | | |
| CS-22-0026 | Sidewalk from Sullivan to Colchester Schoolhouse | Parking is at the Colchester School House and will increase safety and accessibility for those walking from parking area to the Harbour. | New | | 12,000 | | 12,000 | | | | | 12,000 | - | | | | | | |

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| | | | | 2021 Approved Budget | 2022 Approved Capital Budget | | | | | | | | | | | | | | |
|---|---|--|-------------------------|--------------------------------------|------------------------------|-------------------|---------------|---------------|----------------|---------|--------------------|-----------|----------------------|------------------|--------|--------|--------|--------|--------|
| Project Number | Project Name | Project Description | Asset Management Status | Project Cost (subject to reduction*) | Project Cost | Funding Sources | | | | | | Funding | Funded from Taxation | Operating Impact | | | | | |
| | | | | | | Lifecycle Reserve | Other Reserve | Grant Funding | Long-Term Debt | Other | Prior Year Funding | | | Cost Centre | 2022 | 2023 | 2024 | 2025 | 2026 |
| CS-22-0027 | Replace Lights at Essex Diamond 1 | Existing lights are old and expensive to replace burnt out bulbs. LED are now comparable in price to replacement of existing. | Replacement | | 225,700 | 225,700 | | | | | | 225,700 | - | | | | | | |
| CS-22-0028 | Relocate Pavilion at Sadler's Park | The current location is poor due to visibility and drainage, so with funding from the rotary, we would be looking to move it more into the centre of the park. | Upgrade | | 75,000 | 37,500 | - | | | 37,500 | | 75,000 | - | | | | | | |
| CS-22-0029 | Co-An Park | Yearly contribution | New | | 15,000 | | 15,000 | | | | | 15,000 | - | | | | | | |
| Total - Parks | | | | 676,018 | 1,305,700 | 652,459 | 272,439 | - | - | 209,991 | 676,017 | 1,810,906 | 170,811 | - | 10,780 | 10,780 | 10,780 | 10,780 | 10,780 |
| Division: Miscellaneous Recreation Programs | | | | | | | | | | | | | | | | | | | |
| CS-19-0032 | Colchester Community Centre Upgrades | Colchester Community Centre upgrades. | Replacement | 20,392 | | | | | | | 20,392 | 20,392 | - | | | | | | |
| CS-19-0097 | Washroom Upgrades at Lions Hall | Washroom upgrades at Lion's Hall | Upgrade | 13,190 | | | | | | | 13,190 | 13,190 | - | | | | | | |
| CS-19-0109 | Heritage Garden Development | Heritage Garden Development (carry forward CS-18-0082/17-0119/16-0050). | New | 13,620 | | | | | | | 13,620 | 13,620 | - | | | | | | |
| CS-19-0111 | Parks, Recreation and Culture Master Plan | Development of plans from Master Plan recommendations (carry forward) | New | 8,912 | 11,088 | | 11,088 | | | | 8,912 | 20,000 | - | | | | | | |
| CS-19-0120 | Park Signage (Carry forward CS-18-0074/CS-17-0111/CS-16-0039) | Park Signage - add and replace for proper branding | Replacement | 4,075 | | | | | | | 4,075 | 4,075 | - | | | | | | |
| CS-20-0042 | Essex Tennis Courts | New Tennis Courts in Essex as per Parks and Recs Master Plan | New | 176,706 | | | | | | | 176,706 | 176,706 | - | | | | | | |
| CS-20-0075 | Heritage Train Station Caboose | moved from 2020. The funds are not sufficient. The caboose is in very poor condition | Upgrade | 22,339 | | | | | | | 22,339 | 22,339 | - | | | | | | |
| CS-22-0030 | Maedel and Essex Library Building Envelope energy efficiency | Will be dependent on grant funding. With funding, will be able to identify projects to increase efficiency. | New | | 50,000 | | 50,000 | | | | | 50,000 | - | | | | | | |
| CS-22-0031 | Basketball Net Winch for MAE | User complaints that it is difficult to manually raise and lower the units. | Upgrade | 11,500 | | 5,750 | | 5,750 | | | | 11,500 | - | | | | | | |
| CS-22-0032 | Surge protection for HVACs at OPP | Existing HVAC's experiencing mechanical issues due to power surges. With this protection, we can prevent mechanical issues with units. | Upgrade | 3,000 | | 1,500 | 1,500 | | | | | 3,000 | - | | | | | | |
| CS-22-0033 | CCC Door/Window Replacement | Leaking doors/windows creating low energy efficiency. | Replacement | | 25,000 | 25,000 | | | | | | 25,000 | - | | | | | | |
| CS-22-0034 | Sliding Door at MAE Program Room | This door will be able to split the room in half so both rooms can be used at the same time. Based on grant funding. | New | | 10,500 | | | 10,500 | | | | 10,500 | - | | | | | | |
| CS-22-0035 | CCC Deck Railing and Counter Replacement | Deck railing/counter in rough shape and needs replacement. | Replacement | | 10,000 | 10,000 | | | | | | 10,000 | - | | | | | | |
| CS-22-0036 | New Windows at MAE | Upgrade windows in program rooms required engineers specs | Upgrade | | 108,000 | 54,000 | | 54,000 | | | | 108,000 | - | | | | | | |
| Total - Miscellaneous Recreation Programs | | | | 259,235 | 229,088 | 96,250 | 62,588 | 70,250 | - | - | 259,235 | 488,323 | - | - | - | - | - | - | - |
| Division: Arena | | | | | | | | | | | | | | | | | | | |
| CS-20-0086 | Shower/Dressing Room Updates-Harrow Arena | Reconfiguration of dressing rooms for addition of private showers. | Upgrade | 40,000 | | | | | | | 40,000 | 40,000 | - | | | | | | |
| CS-21-0044 | Replace Rubber Tiles in Two dressing rooms and the Main Hall of Libro Rink | Replace Rubber Tiles in Two dressing rooms and the Main Hall of Libro Rink | Replacement | 18,321 | | | | | | | 18,321 | 18,321 | - | | | | | | |
| CS-21-0099 | Fuel Maker for Olympias at Harrow Arena | Replace existing with FM4 Units at Harrow arena. | Replacement | 12,000 | 48,000 | 48,000 | | | | | 12,000 | 60,000 | - | | | | | | |
| CS-22-0037 | Rubber Floor Replacement at Essex Centre Sports Complex | Rubber floor replacement in dressing rooms 3 and the benches. | Upgrade | | 48,000 | 48,000 | | | | | | 48,000 | - | | | | | | |
| CS-22-0038 | Replace Screw Compressor and Motor | Two compressors replaced in 2021, with the third being replaced in 2022. | Replacement | | 48,000 | 48,000 | | | | | | 48,000 | - | | | | | | |
| CS-22-0039 | Replace Roof Top Unit Shaheen Room Essex Centre Sports Complex | New unit will be smaller and more efficient. This will also assist to eliminate the noise when this unit runs during meeting and programs. The BAS will need to be replaced to the new unit. | Replacement | | 38,500 | 38,500 | | | | | | 38,500 | - | | | | | | |
| CS-22-0040 | Harrow Arena Spectator Netting | Replace netting around rink as per legislation. | Replacement | | 18,000 | 18,000 | | | | | | 18,000 | - | | | | | | |
| CS-22-0041 | Surge protection for HVACs at Twin Pad | Existing HVAC's experiencing mechanical issues due to power surges. With this protection, we can prevent mechanical issues with units. | Upgrade | | 11,000 | 5,500 | 5,500 | | | | | 11,000 | - | | | | | | |
| CS-22-0042 | Surge protection for HVACs Harrow Arena | Existing HVAC's experiencing mechanical issues due to power surges. With this protection, we can prevent mechanical issues with units. | Upgrade | | 3,000 | 1,500 | 1,500 | | | | | 3,000 | - | | | | | | |
| CS-22-0043 | Replace the Eco Chill Main Control Panel at Twin Pad Arena | Outdated control panel and can no longer receive parts for repairs. Moved from 2021 and will need to be replaced. | Replacement | | 57,000 | 57,000 | | | | | | 57,000 | - | | | | | | |
| CS-22-0044 | Replace Rink Netting at Essex Centre Sports Complex | Replace netting around rink as per legislation. | Replacement | | 35,000 | 35,000 | | | | | | 35,000 | - | | | | | | |
| CS-22-0045 | Water Tower for Essex Twin Pad Compressor System | Existing water tower is cracking and requires replacement. | Replacement | | 80,000 | 80,000 | | | | | | 80,000 | - | | | | | | |
| CS-22-0046 | Updated Controllers/Software for Johnson Controls Building Automation software for Twin Pad Arena | Programming and controllers are outdated and parts/service is difficult unless we upgrade system. Could lead to same issues as Town Hall/MCC/MAE if controllers fail. | Upgrade | | 10,500 | 5,250 | 5,250 | | | | | 10,500 | - | | | | | | |
| CS-22-0047 | ECSC Automatic Doors at Top of Stairs | New accessible door going into Libro rink. Will be dependent on grant funding. | New | | 13,000 | | 3,000 | 10,000 | | | | 13,000 | - | | | | | | |
| CS-22-0048 | Southshore Fitness Washrooms | Washrooms in need of renovation as they are old and have a number of issues. | Replacement | | 20,000 | 20,000 | | | | | | 20,000 | - | | | | | | |
| CS-22-0049 | Harrow Arena Parking Lot Catch Basin/Asphalt | Replace catch basins for future paving. | Replacement | | 203,000 | 203,000 | | | | | | 203,000 | - | | | | | | |

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| Essex | | | | | | | | | | | | | | | | | | | | | | | |
|-------------------------------------|---|---|-------------------------|--------------------------------------|------------------------------|-------------------|---------------|---------------|----------------|---------|--------------------|-----------|----------------------|------------------|--------|--------|--------|--------|--------|--|--|--|--|
| | | | | 2021 Approved Budget | 2022 Approved Capital Budget | | | | | | | | | | | | | | | | | | |
| Project Number | Project Name | Project Description | Asset Management Status | Project Cost (subject to reduction*) | Project Cost | Funding Sources | | | | | | Funding | Funded from Taxation | Operating Impact | | | | | | | | | |
| | | | | | | Lifecycle Reserve | Other Reserve | Grant Funding | Long-Term Debt | Other | Prior Year Funding | | | Cost Centre | 2022 | 2023 | 2024 | 2025 | 2026 | | | | |
| CS-22-0050 | Cameras for Harrow Arena | Council requested as there are no security cameras for public safety. | New | | 25,000 | | 20,000 | | | | | 20,000 | 5,000 | | | | | | | | | | |
| Total - Arenas | | | | 12,000 | 658,000 | 607,750 | 35,250 | 10,000 | - | - | 12,000 | 665,000 | 5,000 | - | - | - | - | - | - | | | | |
| Division: Essex Recreation Complex | | | | | | | | | | | | | | | | | | | | | | | |
| CS-21-0106 | HVAC Replacement ay Essex Recreation Complex | HVAC Replacement ay Essex Recreation Complex | Upgrade | 149,041 | | | | | | | 149,041 | 149,041 | - | | | | | | | | | | |
| CS-22-0051 | Kitchenette Countertop Replacement ERC | Replace peeling/exposed countertops | Replacement | 5,400 | 5,400 | 2,700 | | | | 2,700 | | 5,400 | - | | | | | | | | | | |
| CS-22-0052 | 3 HVAC Units at ERC | | Replacement | 337,500 | 337,500 | 168,750 | | | | 168,750 | | 337,500 | - | | | | | | | | | | |
| CS-22-0053 | ERC Gym Lighting upgrades to LED | Supply & install (30) LED replacement fixture in the existing gym. | Upgrade | 17,104 | 17,104 | 8,552 | | | | 8,552 | | 17,104 | - | | | | | | | | | | |
| CS-22-0054 | ERC Roof Replacement | | Replacement | 257,190 | 257,190 | 128,595 | | | | 128,595 | | 257,190 | - | | | | | | | | | | |
| Total - Essex Recreation Complex | | | | 149,041 | 617,194 | 308,597 | - | - | - | 308,597 | 149,041 | 617,194 | - | - | - | - | - | - | - | | | | |
| Division: Harbour | | | | | | | | | | | | | | | | | | | | | | | |
| CS-21-0086 | Install Gates and FOBS at each Colchester Dock Entrance | Install Gates and FOBS | New | 36,642 | | | | | | | 36,642 | 36,642 | - | | | | | | | | | | |
| CS-21-0105 | Public Washroom Upgrades Colchester Harbour | New Sinks and Epoxy Floors | Upgrade | 9,000 | | | | | | | 9,000 | 9,000 | - | | | | | | | | | | |
| CS-22-0055 | Colchester Park Hill to Ramp Road Reconstruction | Replacement of asphalt pavement from Sullivan Street to the bottom of the hill at the | New | | 70,000 | | 70,000 | | | | | 70,000 | - | | | | | | | | | | |
| CS-22-0056 | Colchester Harbour Kiosk Landscaping | Landscaping around the kiosk at the Harbour. | Upgrade | 5,000 | 5,000 | 2,500 | 2,500 | | | | | 5,000 | - | | | | | | | | | | |
| CS-22-0057 | Buoys and Anchors for Colchester Beach | Council requested as no identification for boats/sea doos to stay away from the beach area. Will work to increase public safety. | New | 2,000 | 2,000 | | 2,000 | | | | | 2,000 | - | | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | | | | |
| Total - Harbour | | | | 45,642 | 77,000 | 2,500 | 74,500 | - | - | - | 45,642 | 122,642 | - | - | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | | | | |
| Division: Arts, Culture and Tourism | | | | | | | | | | | | | | | | | | | | | | | |
| CS-19-0064 | Mural/Sculpture | | New | 10,000 | | | | | | | 10,000 | 10,000 | - | | | | | | | | | | |
| CS-22-0058 | Mural/Sculpture | For ACT Committee to work on a mural/sculpture | New | | 10,000 | | 10,000 | | | | | 10,000 | - | | | | | | | | | | |
| Total - Arts, Culture and Tourism | | | | 10,000 | 10,000 | - | 10,000 | - | - | - | 10,000 | 20,000 | - | - | - | - | - | - | - | | | | |
| Total - Community Services | | | | 1,481,064 | 4,550,759 | 3,304,433 | 471,677 | 80,250 | - | 518,588 | 1,481,064 | 5,856,012 | 175,811 | - | 11,780 | 11,780 | 11,780 | 11,780 | 11,780 | | | | |
| Department - Development Services | | | | | | | | | | | | | | | | | | | | | | | |
| Division: Planning | | | | | | | | | | | | | | | | | | | | | | | |
| PZ-19-0007 | New Development Standards Manual Update | Procurement of services to create an updated Development Standards Manual including design standards for municipal assets and new developments | New | 23,612 | | | | | | | 23,612 | 23,612 | - | | | | | | | | | | |
| PZ-22-0001 | CWATS (Pre-approved) | Bike Lockers, Bike Repair Stations, Essex participation in Bike Rodeo, Bike Valet, OPP Bike Helmet Program | New | | 20,000 | | 10,000 | 10,000 | | | | 20,000 | - | | | | | | | | | | |
| 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 | | 110,000 | | 72,000 | | | | - | 72,000 | 38,000 | | | | | | | | | | |
| Total - Planning | | | | 23,612 | 130,000 | - | 82,000 | 10,000 | - | - | 23,612 | 115,612 | 38,000 | - | - | - | - | - | - | | | | |
| Division: Economic Development | | | | | | | | | | | | | | | | | | | | | | | |
| GG-19-0016 | Wayfinding Signage Project | Anticipated additional costs to complete the Wayfinding Signage Project. Carry forward remaining funds into 2022 for installation of Gesto and Fire Station #2 signage. | Upgrade | 2,188 | | - | | | | | 2,188 | 2,188 | - | | | | | | | | | | |
| ED-22-0001 | Business Retention & Expansion Program | Consultant to develop a small business retention and expansion program as identified in the Strategic Plan | New | | 55,000 | | 25,000 | | | | | 25,000 | 30,000 | | | | | | | | | | |
| ED-22-0002 | Agritourism Implementation | Consultant to support continued Agritourism Implementation from completed strategy | New | | 25,000 | | 12,500 | 12,500 | | | | 25,000 | - | | | | | | | | | | |
| Total - Economic Development | | | | 2,188 | 80,000 | - | 37,500 | 12,500 | - | - | 2,188 | 52,188 | 30,000 | - | - | - | - | - | - | | | | |
| Total - Development Services | | | | 25,801 | 210,000 | - | 119,500 | 22,500 | - | - | 25,801 | 167,801 | 68,000 | - | - | - | - | - | - | | | | |
| Department - Public Works | | | | | | | | | | | | | | | | | | | | | | | |
| Division: Equipment | | | | | | | | | | | | | | | | | | | | | | | |
| PW-20-0038 | Essex Operations Yard (Capital Equipment Stock) | To ensure more effective and efficient level of service, stocking the Essex Operations Yard with the necessary equipment will allow us to respond and operate better. | Replacement | 6,264 | | | | | | | 6,264 | 6,264 | - | | | | | | | | | | |
| PW-20-0039 | Building Expansion and Washroom Upgrade | Due to level of service and growth the existing facility no longer meets operational requirements. Building expansion will allow more effective and efficient operations, as well as protection of valuable assets. | New | 495,241 | | | | | | | 495,241 | 495,241 | - | | | | | | | | | | |
| PW-21-0041 | 5-ton Roll-off/Plow | Current Unit is past its useful life and requires replacement. The 3-ton (Unit #531) is proposed to be upgraded with a 5-ton to accommodate growth for snow removal and public works maintenance | Upgrade | 280,000 | | - | | | | | 280,000 | 280,000 | - | | | | | | | | | | |
| PW-22-0001 | Cat Backhoe | Unit #512 requires replacement | Replacement | | 220,000 | 215,000 | | | | 5,000 | | 220,000 | - | | | | | | | | | | |
| PW-22-0002 | Road Widener | Current unit requires replacement | Replacement | | 75,000 | 70,000 | | | | 5,000 | | 75,000 | - | | | | | | | | | | |
| PW-22-0003 | Sweeper Broom | Current unit requires replacement | Replacement | | 14,000 | 14,000 | | | | | | 14,000 | - | | | | | | | | | | |
| PW-22-0004 | 5 Ton Dump Unit 508 | Current unit is at its useful life and requires replacement. Due to changing needs of the department, 5 ton will be replaced with Heavy Duty Pickup Truck with dump body | Replacement | | 140,000 | 135,000 | | | | 5,000 | | 140,000 | - | | | | | | | | | | |

* Carryforwards are based on unspent amounts at October 31, 2021 and are subject to reduction based on invoices received until year end close.

| | | | | 2021 Approved Budget | 2022 Approved Capital Budget | | | | | | | | | | | | | | |
|--------------------------------------|---|---|-------------------------|--------------------------------------|------------------------------|-------------------|---------------|---------------|----------------|---------|--------------------|------------|----------------------|------------------|---------|---------|---------|---------|---------|
| Project Number | Project Name | Project Description | Asset Management Status | Project Cost (subject to reduction*) | Project Cost | Funding Sources | | | | | | Funding | Funded from Taxation | Operating Impact | | | | | |
| | | | | | | Lifecycle Reserve | Other Reserve | Grant Funding | Long-Term Debt | Other | Prior Year Funding | | | Cost Centre | 2022 | 2023 | 2024 | 2025 | 2026 |
| PW-22-0005 | Minor Equipment | This consists of yearly required minor equipment that exceeds the procurement threshold for capital equipment and falls outside small tools. | Replacement | | 20,000 | 20,000 | | | | | | 20,000 | - | | | | | | |
| PW-22-0006 | Annual Door Replacement | Annual replacement of a single overhead door ensures proper maintenance of these facility doors. Furthermore, we utilize adequate panels from old doors to improve any existing damaged doors to assist in extending the useful life of these assets. | Replacement | | 12,000 | 12,000 | | | | | | 12,000 | - | | | | | | |
| PW-22-0007 | Batwing Mower | Current unit is at its useful life and requires replacement | Replacement | | 35,000 | 34,000 | | | | 1,000 | | 35,000 | - | | | | | | |
| Total - Equipment and Administration | | | | 781,505 | 516,000 | 500,000 | - | - | - | 16,000 | 781,505 | 1,297,505 | - | - | - | - | - | - | - |
| Division: Roads and Roadside | | | | | | | | | | | | | | | | | | | |
| PW-19-0036 | LED Conversion of Streetlights | Conversion of streetlights to more energy efficient LED streetlights. | Upgrade | 328,067 | | | | | | | 328,067 | 328,067 | - | | 105,068 | 105,068 | 105,068 | 105,068 | 105,068 |
| PW-19-0066 | Development Partnerships | Capital Infrastructure improvements for development partnerships | Upgrade | 883 | | | | | | | 883 | 883 | | | | | | | |
| PW-21-0006 | Old Malden Road (14th Conc to 12th Conc) | Final lift of surface treatment on Old Malden Road. | Upgrade | 53,199 | 11,801 | 5,901 | | 5,901 | | | 53,199 | 65,000 | - | | | | | | |
| PW-21-0033 | Victor (from Victoria to Laird) | Reconstruction of Victor Street from Victoria to Laird following the construction of apartment building. | Replacement | 424,657 | | | | | | | 424,657 | 424,657 | - | | | | | | |
| 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 | 419,846 | | | - | | | | 419,846 | 419,846 | - | | | | | | |
| PW-21-0043 | Viscount Rehabilitation | Reconstruction of roadway to Viscount Estates | Replacement | 192,926 | | | | | | | 192,926 | 192,926 | - | | | | | | |
| PW-22-0008 | Overlay 6km (Maintenance) | Yearly maintenance overlay on select rural tar & chip roads to extend their useful life. | Replacement | | 160,000 | 160,000 | | | | | | 160,000 | - | | | | | | |
| PW-22-0009 | Irwin Ave Reconstruction (phase one) | Engineering Design and Preliminary work of Irwin Avenue reconstruction from Arthur to Gosfield | Replacement | | 270,000 | 120,000 | | 61,741 | | | | 181,741 | 88,259 | | | | | | |
| PW-22-0010 | 5th Concession Rehabilitation | Rehabilitation of the 5th Concession from Smith Road to County Road 11. | Replacement | | 575,000 | 575,000 | | | | | | 575,000 | - | | | | | | |
| PW-22-0011 | Bell Road Rehabilitation | Rehabilitation of Bell Road from Gore Road to County Road 50. | Replacement | | 240,000 | - | | 240,000 | | | | 240,000 | - | | | | | | |
| PW-22-0012 | Victoria Street (Oxley) | Asphalt overlay of Victoria Street from County Road 50 to Oxley Beach Drive | Replacement | | 60,000 | 60,000 | | | | | | 60,000 | - | | | | | | |
| PW-22-0013 | Roads Condition Assessment | Update of the Town's road condition assessments | Replacement | | 55,000 | 55,000 | | | | | | 55,000 | - | | | | | | |
| PW-22-0014 | Annual Sidewalk Maintenance | Annual replacements/repairs of various sidewalks within the municipality. | Replacement | | 90,000 | 90,000 | | | | | | 90,000 | - | | | | | | |
| PW-22-0015 | North Malden Road between County Road 15 and Walker Sideroad. | Continuation of full depth reconstruction of North Malden Road. | Replacement | | 725,000 | | | 725,000 | | | | 725,000 | - | | | | | | |
| PW-22-0016 | Walnut Street Engineering | Reconstruction of Walnut Street South including water and storm sewers | Upgrade | | 160,000 | | | 160,000 | | | | 160,000 | - | | | | | | |
| PW-22-0017 | Irwin Ave Sidewalk between CR 34 and Gosfield | Installation of sidewalk/trail on Irwin between Gosfield and County Road 34 | New | | 120,000 | | | 120,000 | | | | 120,000 | - | | | | | | |
| PW-22-0018 | Gesto Sidewalk along CR 12 | Installation of a sidewalk from Colchester North Public School to Gesto Sideroad | New | | 70,000 | | 70,000 | | | | | 70,000 | - | | | | | | |
| PW-22-0019 | Thomas Street Sidewalk through to Bell | Continuation of Sidewalks on Thomas and Bell. | New | | 70,000 | | | 70,000 | | | | 70,000 | - | | | | | | |
| PW-22-0020 | Colchester Traffic Study | Evaluate traffic movement and parking in the Colchester harbour area. | New | | 20,000 | | 20,000 | | | | | 20,000 | - | | | | | | |
| Total - Roads and Roadside | | | | 1,419,579 | 2,626,801 | 1,065,901 | 90,000 | 1,382,642 | - | - | 1,419,579 | 3,958,121 | 88,259 | - | 105,068 | 105,068 | 105,068 | 105,068 | 105,068 |
| Division: Stormwater Management | | | | | | | | | | | | | | | | | | | |
| PW-19-0048 | Stormwater Partnership Improvements-Main | Storm water partnership improvements that occur as a result of development. | Upgrade | 197,995 | | | | | | | 197,995 | 197,995 | - | | | | | | |
| PW-19-0064 | Ward 1 Storm Improvements | Carry Forward (NDMP funding extension to March 22) | Replacement | 3,813,303 | 40,000 | | | 40,000 | | | 3,813,303 | 3,853,303 | - | | | | | | |
| PW-20-0021 | Engineering for Various Bridges and Culverts | Carry Forward | Replacement | 29,125 | | | | | | | 29,125 | 29,125 | - | | | | | | |
| PW-21-0011 | Engineering for Various Bridges and Culverts | In order to be prepared for construction, engineering of select bridges and culverts are done a year in advance. | Replacement | 50,000 | | | | | | | 50,000 | 50,000 | - | | | | | | |
| PW-21-0025 | South Malden Rd and Mole Sideroad Bridge 103904 | Bridge Rehabilitation works | Replacement | 269,002 | | | | | | | 269,002 | 269,002 | - | | | | | | |
| PW-21-0034 | Victor (from Victoria to Laird) Storm Sewers | Reconstruction of Victor Street from Victoria to Laird following the construction of apartment building | Replacement | 275,000 | | | | | | | 275,000 | 275,000 | - | | | | | | |
| PW-21-0040 | Victoria/South Talbot Culvert Replacement | In conjunction with MTO's Highway 3 Widening Project | Replacement | 350,000 | | | | | | | 350,000 | 350,000 | - | | | | | | |
| PW-22-0021 | South Malden Rd/County Road 11 103901 | Bridge/Culvert Rehabilitation Program | Replacement | | 220,000 | 220,000 | | | | | | 220,000 | - | | | | | | |
| PW-22-0022 | 4th Concession and McLean Bridge 200303 | Bridge/Culvert Rehabilitation Program | Replacement | | 360,000 | - | | 360,000 | | | | 360,000 | - | | | | | | |
| PW-22-0023 | Engineering for Various Bridges and Culverts | In order to be prepared for construction, engineering of select bridges and culverts are done a year in advance. | Replacement | | 70,000 | 70,000 | | | | | | 70,000 | - | | | | | | |
| PW-22-0024 | Smith Road/Long Marsh Drain 203403 | Bridge/Culvert Rehabilitation Program | Replacement | | 220,000 | - | | 220,000 | | | | 220,000 | - | | | | | | |
| PW-22-0025 | Ferris Sideroad/4th Concession 200404 | Bridge/Culvert Rehabilitation Program | Replacement | | 200,000 | 200,000 | | | | | | 200,000 | - | | | | | | |
| Total - Stormwater Management | | | | 4,984,425 | 1,110,000 | 490,000 | - | 620,000 | - | - | 4,984,425 | 6,094,425 | - | - | - | - | - | - | - |
| Total - Public Works | | | | 7,185,509 | 4,252,801 | 2,055,901 | 90,000 | 2,002,642 | - | 16,000 | 6,684,004 | 10,848,546 | 88,259 | - | 105,068 | 105,068 | 105,068 | 105,068 | 105,068 |
| Total - Property Tax Supported | | | | 11,571,215 | 18,476,974 | 5,510,833 | 2,131,677 | 3,596,806 | 6,351,000 | 534,588 | 11,571,215 | 29,696,119 | 352,070 | - | 116,848 | 266,848 | 266,848 | 266,848 | 266,848 |

* Carryforwards are based on unspent amounts at October 31, 2021 and are subject to reduction based on invoices received until year end close.



| essex | | | | | | | | | | | | | | | | | | | |
|--|---|--|-------------------------|--------------------------------------|------------------------------|-------------------|---------------|---------------|----------------|--------|--------------------|-----------|----------------------|------------------|------|------|------|------|------|
| | | | | 2021 Approved Budget | 2022 Approved Capital Budget | | | | | | | | | | | | | | |
| Project Number | Project Name | Project Description | Asset Management Status | Project Cost (subject to reduction*) | Project Cost | Funding Sources | | | | | | Funding | Funded from Taxation | Operating Impact | | | | | |
| | | | | | | Lifecycle Reserve | Other Reserve | Grant Funding | Long-Term Debt | Other | Prior Year Funding | | | Cost Centre | 2022 | 2023 | 2024 | 2025 | 2026 |
| User Rated Supported | | | | | | | | | | | | | | | | | | | |
| Department: Environmental Services | | | | | | | | | | | | | | | | | | | |
| Division: Water | | | | | | | | | | | | | | | | | | | |
| WW-20-0013 | Victor Watermain (Ward 1) | Carry Forward. Replacement of the watermain on Victor between Victoria and Laird in conjunction with road reconstruction. | Replacement | 151,908 | | | | | | | 151,908 | 151,908 | - | | | | | | |
| WW-21-0005 | Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance) | To help ensure the delivery of safe and clean drinking water to our residents, this program regulates how property owners connect to the Town's water supply. It ensures that backflow prevention devices are installed to prevent possible contamination of the Town's drinking water system. | Replacement | 10,000 | | | | | | | 10,000 | 10,000 | - | | | | | | |
| WW-21-0006 | Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance) | To help ensure the delivery of safe and clean drinking water to our residents, this program regulates how property owners connect to the Town's water supply. It ensures that backflow prevention devices are installed to prevent possible contamination of the Town's drinking water system. | Replacement | 10,000 | | | | | | | 10,000 | 10,000 | - | | | | | | |
| WW-21-0007 | OWCA Capital Recommendations | OCWA Recommended capital improvements to Harrow-Colchester South Water Treatment Plant. | Upgrade | 432,057 | | | | | | | 432,057 | 432,057 | - | | | | | | |
| WW-21-0009 | Viscount Watermain Replacement | Replacement of existing cast iron water main | Replacement | 158,556 | | | | | | | 158,556 | 158,556 | - | | | | | | |
| WW-21-0010 | Ward 1 Water Supply West of Highway 3 | | New | 15,264 | | | | | | | 15,264 | 15,264 | - | | | | | | |
| WW-22-0001 | Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance) | To help ensure the delivery of safe and clean drinking water to our residents, this program regulates how property owners connect to the Town's water supply. It ensures that backflow prevention devices are installed to prevent possible contamination of the Town's drinking water system. | Replacement | | 10,000 | | 10,000 | | | | | 10,000 | - | | | | | | |
| WW-22-0002 | Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance) | To help ensure the delivery of safe and clean drinking water to our residents, this program regulates how property owners connect to the Town's water supply. It ensures that backflow prevention devices are installed to prevent possible contamination of the Town's drinking water system. | Replacement | | 10,000 | | 10,000 | | | | | 10,000 | - | | | | | | |
| WW-22-0003 | Equipment Contingency Wards 1 and 2 | Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems. | New | | 10,000 | | 10,000 | | | | | 10,000 | - | | | | | | |
| WW-22-0004 | Equipment Contingency Wards 3 and 4 | Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems. | New | | 10,000 | | 10,000 | | | | | 10,000 | - | | | | | | |
| WW-22-0005 | 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. | New | | 195,000 | | 195,000 | | | | | 195,000 | - | | | | | | |
| WW-22-0006 /WW-22-0007 /SS-22-0001 /SS-22-0002 /SS-22-0003 | Pickup Truck | Unit #612 is at its useful life expectancy and requires replacement | Replacement | | 50,000 | | 38,000 | | | 12,000 | | 50,000 | - | | | | | | |
| WW-22-0008 | OWCA Capital Recommendations | OCWA Recommended capital improvements to Harrow-Colchester South Water Treatment Plant. | Upgrade | | 771,000 | | 771,000 | | | | | 771,000 | - | | | | | | |
| WW-22-0009 /WW-22-0010 /SS-22-0004 /SS-22-0005 /SS-22-0006 | Heavy Duty Pickup | Unit #609 is at its useful life expectancy and requires replacement | Replacement | | 80,000 | | 80,000 | | | | | 80,000 | - | | | | | | |
| WW-22-0011 | Overhead Door Replacement | Overhead Doors at Harrow Water shop have reached their useful life. Replacement of single door. | Replacement | | 12,000 | | 12,000 | | | | | 12,000 | - | | | | | | |
| Total - Water | | | | 777,786 | 1,148,000 | - | 1,136,000 | - | - | 12,000 | 777,786 | 1,925,786 | - | - | - | - | - | - | |
| Division: Sanitary Sewer | | | | | | | | | | | | | | | | | | | |
| SS-19-0004 | Treatment - Ward 4 Cell Treatment | | Replacement | 491,735 | | | | | | | 491,735 | 491,735 | - | | | | | | |
| SS-19-0008 | Sanitary Sewer Masterplan Ward 3 | | Replacement | 29,566 | | | | | | | 29,566 | 29,566 | - | | | | | | |
| SS-19-0012 | Harrow Sanitary Optimization Study (cfwd SS-18-0010) | | New | 43,046 | | | | | | | 43,046 | 43,046 | - | | | | | | |
| SS-19-0013 | Treatment - Ward 4 Cell Treatment (cfwd SS-18-0017/SS-17-0007) | | Replacement | 491,735 | | | | | | | 491,735 | 491,735 | - | | | | | | |
| SS-21-0009 | OWCA Capital Recommendations - Ward 1 | OCWA Recommended capital improvements to Essex Pollution Control Plant and Northeast Lagoons. | Replacement | 99,002 | | | | | | | 99,002 | 99,002 | - | | | | | | |
| SS-21-0010 | OWCA Capital Recommendations - Ward 3 | OCWA Recommended capital improvements to the Colchester Lagoons. | Replacement | 93,181 | | | | | | | 93,181 | 93,181 | - | | | | | | |
| SS-21-0011 | OWCA Capital Recommendations - Ward 4 | OCWA Recommended capital improvements to the Harrow Lagoons. | Replacement | 36,204 | | | | | | | 36,204 | 36,204 | - | | | | | | |
| SS-22-0007 | Treatment - Ward 1 Contingency | Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and Northeast Lagoons. | Replacement | | 87,500 | | 87,500 | | | | | 87,500 | - | | | | | | |
| SS-22-0008 | Treatment - Ward 3 Contingency | Equipment, process, facility replacements and improvements for the Colchester Lagoons. | Replacement | | 52,500 | | 52,500 | | | | | 52,500 | - | | | | | | |

* Carryforwards are based on unspent amounts at October 31, 2021 and are subject to reduction based on invoices received until year end close.



| | | | | 2021 Approved Budget | 2022 Approved Capital Budget | | | | | | | | | | | | | | essex |
|--|---------------------------------------|---|-------------------------|--------------------------------------|------------------------------|-------------------|---------------|---------------|----------------|---------|--------------------|------------|----------------------|------------------|---------|---------|---------|---------|---------|
| Project Number | Project Name | Project Description | Asset Management Status | Project Cost (subject to reduction*) | Project Cost | Funding Sources | | | | | | Funding | Funded from Taxation | Operating Impact | | | | | |
| | | | | | | Lifecycle Reserve | Other Reserve | Grant Funding | Long-Term Debt | Other | Prior Year Funding | | | Cost Centre | 2022 | 2023 | 2024 | 2025 | 2026 |
| SS-22-0009 | Treatment - Ward 4 Contingency | Equipment, process, facility replacements and improvements for the Harrow Lagoons. | Replacement | | 52,500 | | 52,500 | | | | | 52,500 | - | | | | | | |
| SS-22-0010 | Collection and Conveyance - Ward 1 | Replacement of equipment, maintenance, issues, design investigations with respect to the ward 1 service area. | Replacement | | 50,000 | | 50,000 | | | | | 50,000 | - | | | | | | |
| SS-22-0011 | Collection and Conveyance - Ward 3 | Replacement of equipment, maintenance, issues, design investigations with respect to the ward 3 service area. | Replacement | | 52,500 | | 52,500 | | | | | 52,500 | - | | | | | | |
| SS-22-0012 | Collection and Conveyance - Ward 4 | Replacement of equipment, maintenance, issues, design investigations with respect to the ward 4 service area. | Replacement | | 47,500 | | 47,500 | | | | | 47,500 | - | | | | | | |
| SS-22-0013 | OWCA Capital Recommendations - Ward 1 | OCWA Recommended capital improvements to Essex Pollution Control Plant and Northeast Lagoons. | Replacement | | 215,000 | | 215,000 | | | | | 215,000 | - | | | | | | |
| SS-22-0014 | OWCA Capital Recommendations - Ward 3 | OCWA Recommended capital improvements to the Colchester Lagoons. | Replacement | | 226,500 | | 226,500 | | | | | 226,500 | - | | | | | | |
| SS-22-0015 | OWCA Capital Recommendations - Ward 4 | OCWA Recommended capital improvements to the Harrow Lagoons. | Replacement | | 395,000 | | 395,000 | | | | | 395,000 | - | | | | | | |
| Total - Sanitary Sewer | | | | 1,284,469 | 1,179,000 | - | 1,179,000 | - | - | - | 1,284,469 | 2,463,469 | - | - | - | - | - | - | - |
| Total - Environmental Services | | | | 2,062,255 | 2,327,000 | - | 2,315,000 | - | - | 12,000 | 2,062,255 | 4,389,255 | - | - | - | - | - | - | - |
| Total - User Rate Supported | | | | 2,062,255 | 2,327,000 | - | 2,315,000 | - | - | 12,000 | 2,062,255 | 4,389,255 | - | - | - | - | - | - | - |
| TOTAL - Property Tax and User Rate Supported | | | | 13,633,470 | 20,803,974 | 5,510,833 | 4,446,677 | 3,596,806 | 6,351,000 | 546,588 | 13,633,470 | 34,085,374 | 352,070 | - | 116,848 | 266,848 | 266,848 | 266,848 | 266,848 |

* Carryforwards are based on unspent amounts at October 31, 2021 and are subject to reduction based on invoices received until year end close.

"Provide fiscal stewardship and value for tax dollars to ensure the long-term financial health of the municipality."

COUNCIL AND ADMINISTRATION

Capital Budget Requests Outside
of 2022 Budget

Council and Administration Requested Projects Outside of 2022 Budget



| | | | | 2022 Requested Capital Budget | | | | | | | | | | | | | | | |
|---|--|--|-------------------------|-------------------------------|-------------------|---------------|---------------|----------------|-----------|--------------------|-----------|----------------------|------------------|-------------|------|--------|--------|--------|--------|
| Project Number | Project Name | Project Description | Asset Management Status | Project Cost | Funding Sources* | | | | | | Funding | Funded from Taxation | Operating Impact | | | | | | |
| | | | | | Lifecycle Reserve | Other Reserve | Grant Funding | Long-Term Debt | Other | Prior Year Funding | | | Tab | Cost Centre | 2022 | 2023 | 2024 | 2025 | 2026 |
| Administration Projects Removed from Budget | | | | | | | | | | | | | | | | | | | |
| AP-20-0002 | Colchester Building Upper Parking Lot | Refurbish lot next to Colchester CC. | Replacement | 200,000 | | | | | | | - | 200,000 | | | | | | | |
| AP-20-0003 | NEW- Pay and Display Parking Meter Systems | Add meters at 2 public lots in Colchester. | New | 32,000 | | | | | | | - | 32,000 | | | | 20,000 | 20,000 | 20,000 | 20,000 |
| AP-20-0004 | Washrooms in Heritage Park | Washrooms in Heritage Park. | New | 300,000 | | | | | | | - | 300,000 | | | | | | | |
| AP-20-0005 | Colchester Parking Along Jackson New area Along Fence | Pave current angle parking along Jackson Street in Colchester. | New | 120,000 | | | | | | | - | 120,000 | | | | | | | |
| AP-20-0006 | Colchester Splash Pad Lot | | Replacement | 105,000 | | | | | | | - | 105,000 | | | | | | | |
| AP-20-0008 | Caboose repairs to stop water only. Unit out Front | Heritage Essex caboose needs repairs to be sustainable. | New | 10,000 | | | | | | | - | 10,000 | | | | | | | |
| AP-20-0015 | North Malden Road between Walker Sideroad and County Road 11 | Continuation of full depth reconstruction of North Malden Road. | Replacement | 600,000 | - | | | | | | - | 600,000 | | | | | | | |
| AP-21-0001 | New Sports Complex - Phase 1 | | New | 5,613,039 | | 139,770 | | | | | 139,770 | 5,473,269 | | | | | | | |
| Total | | | | 6,980,039 | - | 139,770 | - | - | - | - | 139,770 | 6,840,269 | - | - | - | 20,000 | 20,000 | 20,000 | 20,000 |
| Council Projects Not Included in Budget | | | | | | | | | | | | | | | | | | | |
| CP-17-0001 | Heritage Park Water Feature | Addition of passive water fountain. | New | 250,000 | | | | | | | - | 250,000 | | | | | | | |
| CP-17-0002 | Outdoor Gym Equipment in Colchester | Outdoor fitness equipment. | New | 75,000 | | | | | | | - | 75,000 | | | | | | | |
| CP-17-0005 | Accessible Paths in Heritage Park | | New | 60,000 | | | | | | | - | 60,000 | | | | | | | |
| CP-17-0006 | New Pylon Sign at Co-An Park | 50% Split with Amherstburg. Replace current sign at Co-An Park. | Upgrade | 30,000 | | | | | 15,000 | | 15,000 | 15,000 | | | | | | | |
| CP-17-0007 | New Land for Soccer at Co-An Park | 50% Split with Amherstburg | New | 300,000 | | | | | 150,000 | | 150,000 | 150,000 | | | | | | | |
| CP-17-0008 | Pave Co-An Park Parking Lot | 50% Split with Amherstburg | New | 440,000 | | | | | 220,000 | | 220,000 | 220,000 | | | | | | | |
| CP-17-0009 | Playground Structure at Co-An Park | 50% Split with Amherstburg | Replacement | 200,000 | | | | | 100,000 | | 100,000 | 100,000 | | | | | | | |
| CP-17-0010 | Pave Old Car Wash Parking Lot in Harrow | Harrow. | Upgrade | 204,445 | | | | | | | - | 204,445 | | | | | | | |
| CP-20-0002 | General Replacement at Co-An Park | 50% Split with Amherstburg | Replacement | 56,250 | | | | | 28,125 | | 28,125 | 28,125 | | | | | | | |
| CP-20-0003 | Land Purchase/ Splash Pad at Co-An Park | 50% Split with Amherstburg | New | 300,000 | | | | | 150,000 | | 150,000 | 150,000 | | | | | | | |
| CP-20-0007 | Water Access at Bell Park | | Replacement | 20,000 | | | | | | | - | 20,000 | | | | | | | |
| CP-20-0010 | Harrow Arena Parking Lot Refurbished | | Replacement | 630,000 | | | | | | | - | 630,000 | | | | | | | |
| CP-20-0011 | Co-An Park New Playground, Parking Lot, Soccer Field | 50% Split with Amherstburg | New | 615,000 | | | | | 307,500 | | 307,500 | 307,500 | | | | | | | |
| CP-20-0012 | Co-an Park new Playground / Soccer Fields | 50% Split with Amherstburg | New | 175,000 | | | | | 87,500 | | 87,500 | 87,500 | | | | | | | |
| CP-20-0013 | Co-An Park Soccer fields/ Splash pad | 50% Split with Amherstburg | New | 100,000 | | | | | 50,000 | | 50,000 | 50,000 | | | | | | | |
| CP-20-0014 | Irwin St (Arthur to Gosfield) | For Construction and Contract Administration only. Funding request for design is included in the list of 2022 recommended projects. | Replacement | 2,000,000 | | | | | | | - | 2,000,000 | | | | | | | |
| CP-20-0016 | Intersection (Maidstone-Townline-Arthur-Gosfield) | Reconstruction of intersection based on initial preferred solution of round-about. Dependent on property acquisition, etc. Currently investigating reduced scope options with the County Traffic Engineer. | Upgrade | 4,000,000 | | | | | | | - | 4,000,000 | | | | | | | |
| CP-20-0017 | Walkway on Maidstone from Talbot to South Talbot | Active Transportation link between Talbot Street and South Talbot Street. | New | 600,000 | | 300,000 | | | | | 300,000 | 300,000 | | | | | | | |
| CP-22-0001 | Walnut Street | Reconstruction of Walnut Street South including water and storm sewers | Replacement | 1,900,000 | | | | | | | - | 1,900,000 | | | | | | | |
| CP-22-0002 | Harrow High Repairs | to be finalized after direction on use and assessment | New | 250,000 | | | | | | | - | 250,000 | | | | | | | |
| CP-22-0004 | Maidstone-Talbot Intersection Improvements | To complete growth related improvements to the Maidstone-Talbot intersection | Upgrade | 1,500,000 | | 225,000 | | | | | 225,000 | 1,275,000 | | | | | | | |
| Total | | | | 13,705,695 | - | 525,000 | - | - | 1,108,125 | - | 1,633,125 | 12,072,570 | - | - | - | - | - | - | - |

*Funding Sources have not been identified for these projects as they fall outside of approved budget.

"Improve the Town's capacity to meet the ongoing and future service needs of its citizens while ensuring the corporation is resilient in the face of unanticipated changes or disruptions."

2019-2022 Corporate Strategic Plan

2023 to 2026

CAPITAL FORECAST

(INTERNAL DRAFT)

2020 and 2021 Approved Budget + 2022 Approved Budget (not including Carryforwards) + 2023 to 2026 Capital Forecast



| | | | | Approved | | Approved | | Forecast | | | | |
|--|--|---|---------------------|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------|
| Project Number | Project Name | | Project Description | Asset Management Status | 2020 Project Costs | 2021 Project Costs | 2022 Project Costs | 2023 Project Costs | 2024 Project Costs | 2025 Project Costs | 2026 Project Costs | |
| Property Tax Supported | | | | | | | | | | | | |
| Council | | | | | | | | | | | | |
| 2020 | Council | | - | | 50,000 | | | | | | | |
| 2021 | Council | | - | | | 510,000 | | | | | | |
| GG-20-0008 | Harrow Streetscaping | Harrow Streetscape Project 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. | Upgrade | 4,590,170 | | | 8,900,000 | | | | | |
| GG-21-0001 | Essex Streetscaping | | New | | | | | | | | | |
| GG-22-0001 | Contingency (Council) | | New | | | | | | | | | 50,000 |
| GG-23-xxxx | Contingency- Council | | New | | | | | | | | | |
| GG-24-xxxx | Contingency- Council | | New | | | | | 50,000 | | | | |
| GG-25-xxxx | Contingency (Council) | | New | | | | | | 50,000 | | | |
| GG-26-xxxx | Contingency (Council) | | New | | | | | | | 50,000 | 50,000 | |
| Total - Council | | | | | 4,640,170 | 510,000 | 8,950,000 | 50,000 | 50,000 | 50,000 | 50,000 | |
| Office of the CAO | | | | | | | | | | | | |
| 2020 | Office of the CAO | | - | | - | | | | | | | |
| 2021 | Office of the CAO | | - | | | 4,621 | | | | | | |
| GG-22-0002 | Maedel File Storage | Create File Storage system | New | | | | 30,000 | | | | | |
| 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 | | | | | |
| Total - Office of the CAO | | | | | - | 4,621 | 40,000 | - | - | - | - | |
| Department: Other - Contracts / Special Levies | | | | | | | | | | | | |
| Division: Human Resources | | | | | | | | | | | | |
| 2020 | Human Resources | | - | | - | | | | | | | |
| 2021 | Human Resources | | - | | | 40,000 | | | | | | |
| GG-24-xxxx | Organizational Review (HR) | | New | | | | | | 30,000 | | | |
| Total - Human Resources | | | | | - | 40,000 | - | - | 30,000 | - | - | |
| Total - Office of the CAO | | | | | - | 44,621 | 40,000 | - | 30,000 | - | - | |
| Division: Police | | | | | | | | | | | | |
| 2020 | Police | | - | | 55,000 | | | | | | | |
| 2021 | Police | | - | | | 35,750 | | | | | | |
| PD-22-0001 | Contingency | Unanticipated facility needs | New | | | | 25,000 | | | | | |
| PD-22-0002 | Speed Radar Systems | Council request to procure additional speed radar systems for objective traffic data collection | New | | | | 20,000 | | | | | |
| PD-23-xxxx | Police Contingency | | Replacement | | | | | 25,000 | | | | |
| PD-24-xxxx | Police Contingency | | Replacement | | | | | | 25,000 | | | |
| PD-25-xxxx | Police Contingency | | Replacement | | | | | | | 25,000 | | |
| PD-26-xxxx | Police Contingency | | Replacement | | | | | | | | 25,000 | |
| Total - Police | | | | | 55,000 | 35,750 | 45,000 | 25,000 | 25,000 | 25,000 | 25,000 | |
| Division: Cemeteries | | | | | | | | | | | | |
| 2020 | Cemeteries | | - | | 60,000 | | | | | | | |
| 2021 | Cemeteries | | - | | | 26,790 | | | | | | |
| Total - Cemeteries | | | | | 60,000 | 26,790 | - | - | - | - | - | |
| Total - Other - Contracts / Special Levies | | | | | 115,000 | 62,540 | 45,000 | 25,000 | 25,000 | 25,000 | 25,000 | |
| Department: Corporate Services | | | | | | | | | | | | |
| Division: Information Technology | | | | | | | | | | | | |
| 2020 | Information Technology | | - | | 50,000 | | | | | | | |
| 2021 | Information Technology | | - | | | 130,730 | | | | | | |
| GG-19-0013 | New Town Hall | Grant Funding received to perform building upgrades | Upgrade | | | | 350,414 | | | | | |
| GG-22-0004 | Wireless Upgrade - Essex Arena | Replace all wireless access points in the arena for Guest and Corporate Wi-Fi | Upgrade | | | | 15,000 | | | | | |
| GG-22-0005 | Wireless Upgrade - Harbour | Replace all wireless access points for the harbour - Guest and Corporate Wi-Fi | Upgrade | | | | 8,000 | | | | | |
| GG-22-0006 | IT Strategic Review: Phase 2 Implementation | Implement findings from the IT strategic review to be completed by March 22 | Upgrade | | | | 50,000 | | | | | |
| GG-22-0007 | MCC Projector Replacement | Older unit in need of replacement. | Replacement | | | | 5,000 | | | | | |
| GG-23-XXXX | Large Format Scanner Replacement | | Upgrade | | | | | 12,000 | | | | |
| GG-23-XXXX | Great Plains User face upgrade | | Upgrade | | | | | 40,000 | | | | |
| Total - Information Technology | | | | | 50,000 | 130,730 | 428,414 | 52,000 | - | - | - | |
| Division: Corporate Services | | | | | | | | | | | | |
| 2020 | Corporate Services | | - | | - | | | | | | | |
| 2021 | Corporate Services | | - | | | - | | | | | | |
| GG-23-XXXX | Roof Replacement at Town Hall | | Replacement | | | | | 63,000 | | | | |
| GG-25-xxxx | Fees and Charges Review | | New | | | | | | | 36,700 | | |
| Total - Corporate Services | | | | | - | - | - | 63,000 | - | 36,700 | - | |
| Total - Corporate Services | | | | | 50,000 | 130,730 | 428,414 | 115,000 | - | 36,700 | - | |
| Department: Community Services | | | | | | | | | | | | |
| Division: Fire | | | | | | | | | | | | |
| 2020 | Fire | | - | | 164,452 | | | | | | | |
| 2021 | Fire | | - | | | 781,984 | | | | | | |
| FD-22-0001 | Personal Protective Equipment | Personal Protective Gear for Firefighters | Replacement | | | | 32,837 | | | | | |
| FD-22-0002 | Hose Replacement Program | Hose and Nozzle replacement | Replacement | | | | 15,302 | | | | | |
| FD-22-0003 | Replace Trucks 1 and 3 and Position New Truck at Station 2 | Replace Aerial truck - re-position Stn. 2 | Replacement | | | | 1,500,000 | | | | | |
| FD-22-0004 | Fire Station 3 Repairs , Window, Flashing and roof repair | Minor repairs to station 3 | Upgrade | | | | 5,000 | | | | | |
| FD-22-0005 | Pager Replacement Program | Annual Pagers Replacement Program | Replacement | | | | 5,738 | | | | | |
| FD-22-0006 | Replace Rams Jaws of Life Station 1 | Replace Ram - Fire Station 1 | Replacement | | | | 18,500 | | | | | |

2020 and 2021 Approved Budget + 2022 Approved Budget (not including Carryforwards) + 2023 to 2026 Capital Forecast



| Project Number | Project Name | Project Description | Asset Management Status | Approved | | Approved | Forecast | | | |
|-----------------|--|---|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | | | | 2020 Project Costs | 2021 Project Costs | 2022 Project Costs | 2023 Project Costs | 2024 Project Costs | 2025 Project Costs | 2026 Project Costs |
| FD-22-0007 | Ice Water Rescue Equipment (RIT Basket & PPE for Ice/Water Team) | Continuation of purchasing of Ice/Water rescue equipment | New | | | 9,400 | | | | |
| FD-22-0008 | Pick-up Truck | Replace Asst. Deputy vehicle | Replacement | | | 55,000 | | | | |
| FD-22-0009 | Replace Three (3) Notebook Computers | Notebooks on Fire Apparatus - each stn. | Replacement | | | 12,000 | | | | |
| FD-23-XXXX | Presonal Protective Equipment | | Replacement | | | | 32,837 | | | |
| FD-23-XXXX | Hose Replacement Program | | Replacement | | | | 15,302 | | | |
| FD-23-XXXX | Pager Replacement Program | | Replacement | | | | 5,738 | | | |
| FD-23-XXXX | Replace Support 3 with a Squad (Pickup) | | Replacement | | | | 110,000 | | | |
| FD-23-XXXX | Fire Station 3 Upgrades (Training and Washrooms) | | Upgrade | | | | 250,000 | | | |
| FD-23-XXXX | Ice Water Rescue Equipment Replacement Program | | New | | | | 4,500 | | | |
| FD-23-XXXX | Radio System Upgrade | | Upgrade | | | | 500,000 | | | |
| FD-23-XXXX | Master Fire Plan and Community Risk Assessment | | New | | | | 100,000 | | | |
| FD-24-xxxx | Personal Protective Equipment | | Replacement | | | | | 32,837 | | |
| FD-24-xxxx | Pager Replacement Program | | Replacement | | | | | 70,000 | | |
| FD-24-xxxx | Ice Water Rescue Equipment Replacement Program | | Replacement | | | | | 4,500 | | |
| FD-24-xxxx | Firefighter Recruitment (7) | | Replacement | | | | | 63,000 | | |
| FD-24-xxxx | Replace Thermal Imaging Camera's at Station's 1,2,& 3 | | Replacement | | | | | 6,000 | | |
| FD-24-xxxx | Emergency Management Training and Full Scale Exercise | | New | | | | | 13,000 | | |
| FD-24-xxxx | Hose Replacement Program | | Replacement | | | | | 15,302 | | |
| FD-25-xxxx | Presonal Protective Equipment | | Replacement | | | | | | 32,837 | |
| FD-25-xxxx | Pager Replacement Program | | Replacement | | | | | | 10,000 | |
| FD-25-xxxx | Ice Water Rescue Equipment Replacement Program | | Replacement | | | | | | 4,500 | |
| FD-25-xxxx | Hose Replacement | | Replacement | | | | | | 15,302 | |
| FD-25-xxxx | Station 3 Replacement | | Upgrade | | | | | | 5,000,000 | |
| FD-26-XXXX | Presonal Protective Equipment | | Replacement | | | | | | | 32,837 |
| FD-26-XXXX | Pager Replacement Program | | Replacement | | | | | | | 10,000 |
| FD-26-XXXX | Ice Water Rescue Equipment Replacement Program | | Replacement | | | | | | | 4,500 |
| FD-26-XXXX | Hose Replacement | | Replacement | | | | | | | 15,302 |
| FD-26-XXXX | Replace Engine 3 - Station 3 Replace with combination ENG / Tanker | | Replacement | | | | | | | 850,000 |
| Total - Fire | | | | 164,452 | 781,984 | 1,653,777 | 1,018,377 | 204,639 | 5,062,639 | 912,639 |
| Division: Parks | | | | | | | | | | |
| 2020 | Community Services | All Community Services as it was all grouped prior to 2020 Budget. | - | 2,106,728 | | | | | | |
| 2021 | Community Services | All Community Services as it was all grouped prior to 2021 Budget. | - | | 1,588,387 | | | | | |
| CS-21-0043 | New Public Washrooms/Change Room at Harrow Splash pad | New Public Washrooms/Change Room at Harrow Splash pad | New | | | 70,000 | | | | |
| CS-22-0001 | New garbage enclosures across municipality (1 per year at min) | Used to replace damaged/deteriorating garbage enclosures | New | | | 5,000 | | | | |
| CS-22-0002 | Ball Diamond Rehabilitation (Annual) in Essex and Harrow | Yearly contribution for ball diamond rehab and supplies. | Replacement | | | 15,000 | | | | |
| CS-22-0003 | Soccer Field rehabilitation Essex and Harrow | Yearly contribution for ball diamond rehab and supplies. | Replacement | | | 15,000 | | | | |
| CS-22-0004 | Replace 2 sets of Soccer Goals Essex | Replace 2 sets of Soccer Goals Essex | Replacement | | | 9,000 | | | | |
| CS-22-0005 | Park Signage | Add or Replace Park Signage with updated by-laws and branding at the entrance to parks. | New | | | 10,000 | | | | |
| CS-22-0006 | Harrow Soccer Complex Outdoor Sign | No entrance signage to the park. Will be to get a large sign | New | | | 15,000 | | | | |
| CS-22-0007 | Heritage Park Washrooms | Washrooms in Heritage Park. Anticipated 1/3 cost sharing with BIA and Rotary Club | New | | | 300,000 | | | | |
| CS-22-0008 | Field Software & Tablets | Replace software/devices which are required for parks inspections of playgrounds per legislations. | Replacement | | | 5,500 | | | | |
| CS-22-0009 | Drop Salter for UTV | Required due to new pieces of equipment and needed for snow removal. | New | | | 4,500 | | | | |
| CS-22-0010 | Pickup Truck | Replacement for 861. Truck is deteriorating and a replacement with Tow package is required. | Replacement | | | 58,500 | | | | |
| CS-22-0011 | Pickup Truck | Replacement for 854. Truck was wrote off in 2021 | Replacement | | | 58,500 | | | | |
| CS-22-0012 | Skateboard Ramp Replacement in Harrow | Skate parks are deteriorated and in need of replacement. Will have public consultations to get opinions from end users on features they would like to see. | Replacement | | | 50,000 | | | | |
| CS-22-0013 | Skateboard Ramp Replacement in Essex | Skate parks are deteriorated and in need of replacement. Will have public consultations to get opinions from end users on features they would like to see. | Replacement | | | 50,000 | | | | |
| CS-22-0014 | Roof Restoration at Fieldhouse | | Upgrade | | | 55,000 | | | | |
| CS-22-0015 | Harrow High School Assessment costs | Have consultant perform assessment based on needs and provide costs for repairs for future budgets | New | | | 60,000 | | | | |
| CS-22-0016 | Harbour Ramp Retaining Walls | Wash out from rain fall is creating deterioration to the beach. Consultation with engineer said this decorative retaining wall will solve the wash out issue. | New | | | 27,000 | | | | |
| CS-22-0017 | Fencing around Diamond 1 - Essex | Replace the old fencing at the Diamond 1 field with new. This is going to be the same as before, just new. | Replacement | | | 50,000 | | | | |
| CS-22-0018 | Parks Equipment Replacement/Contingency | Top up funding to maintain a yearly \$50,000 for broken park equipment, non-forecasted tools, and unforeseen repairs. | Replacement | | | 50,000 | | | | |
| CS-22-0019 | BBQ/Hot Coal Containers at Colchester | Directed by council. This will provide four BBQ units and two charcoal disposal bins for proper dumping. These units are important to ensure people do not dump coal along trees or other park areas. | New | | | 8,000 | | | | |
| CS-22-0020 | Gutters/Downspouts at Train Station | Gutters are not properly directing the water away from the building. This is an issue with ice in the winter as the sidewalks are freezing over. | Replacement | | | 6,000 | | | | |
| CS-22-0021 | Shade for Townsvievw Park | Currently do not have shade as the trees are not going to grow for several years. Need something to assist with providing shade for residents which fits within the climate adaptation plan. | New | | | 20,000 | | | | |
| CS-22-0022 | Concrete Pathway from ECSC Parking lot to Splash Pad/Tot Park | Right now the residents have to walk through the grass to get to each area. Would like to connect them all together. | New | | | 10,000 | | | | |
| CS-22-0023 | Harrow Soccer Complex - Parking Lot Cracks | Lot is experiencing cracks and needs to be filled or it will deteriorate. | Upgrade | | | 6,500 | | | | |
| CS-22-0024 | Town Hall Lighting to LED | Creating energy efficiency and reduce staffing hours for bulb replacements. | Upgrade | | | 12,000 | | | | |
| CS-22-0025 | Fertilizer Spreader | Current spreader has several holes and is deteriorating. | Replacement | | | 7,500 | | | | |
| CS-22-0026 | Sidewalk from Sullivan to Colchester Schoolhouse | Parking is at the Colchester School House and will increase safety and accessibility for those walking from parking area to the Harbour. | New | | | 12,000 | | | | |

2020 and 2021 Approved Budget + 2022 Approved Budget (not including Carryforwards) + 2023 to 2026 Capital Forecast



| Project Number | Project Name | Project Description | Asset Management Status | Approved | | Approved | Forecast | | | |
|---|--|--|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | | | | 2020 Project Costs | 2021 Project Costs | 2022 Project Costs | 2023 Project Costs | 2024 Project Costs | 2025 Project Costs | 2026 Project Costs |
| CS-22-0027 | Replace Lights at Essex Diamond 1 | Existing lights are old and expensive to replace burnt out bulbs. LED are now comparable in price to replacement of existing. | Replacement | | | 225,700 | | | | |
| CS-22-0028 | Relocate Pavilion at Sadler's Park | The current location is poor due to visibility and drainage, so with funding from the rotary, we would be looking to move it more into the centre of the park. | Upgrade | | | 75,000 | | | | |
| CS-22-0029 | Co-An Park | Yearly contribution | New | | | 15,000 | | | | |
| CS-23-xxxx | Pavilion at Colchester Park | | New | | | | 350,000 | | | |
| CS-23-xxxx | Ball Diamond Rehabilitation (Annual) in Essex and Harrow | | Replacement | | | | 15,000 | | | |
| CS-23-xxxx | Replace Pick-up 867 | | Replacement | | | | 55,000 | | | |
| CS-23-xxxx | New Fencing Fairview Ave Max Miller Way West | | Upgrade | | | | 58,000 | | | |
| CS-23-xxxx | New garbage Enclosures | | New | | | | 4,478 | | | |
| CS-23-xxxx | Replace Bleachers Sports Field Essex | | Replacement | | | | 16,000 | | | |
| CS-23-xxxx | Soccer Field Upgrades in Essex and Harrow | | Replacement | | | | 15,000 | | | |
| CS-23-xxxx | Replace Fencing in Parks | | Replacement | | | | 10,000 | | | |
| CS-23-xxxx | Repace Kubota ATV with plough, sweeper and salter | | Replacement | | | | 38,000 | | | |
| CS-23-xxxx | Replace Furnace Train Station | | Replacement | | | | 9,000 | | | |
| CS-23-xxxx | Cement Walkway into Stanton park | | New | | | | 31,000 | | | |
| CS-23-xxxx | Sadler's Park Power Pedestals | | New | | | | 80,000 | | | |
| CS-23-xxxx | Co An Park Parkinglot Asphalt | | New | | | | 266,857 | | | |
| CS-23-xxxx | Tennis Court Rehabilitation in Harrow Centre | | Replacement | | | | 97,080 | | | |
| CS-23-xxxx | Paved Driveway at Co-An Park | | Upgrade | | | | 43,796 | | | |
| CS-23-xxxx | Lights on Towers at Co-An Park | | New | | | | 60,000 | | | |
| CS-23-xxxx | McGregor Splash Pad | | New | | | | 240,000 | | | |
| CS-23-xxxx | Storage Building at Back of School House | | New | | | | 20,000 | | | |
| CS-23-xxxx | Sun Sail for McGregor Playground | | New | | | | 20,000 | | | |
| CS-23-xxxx | Amphitheatre in Heritage Park | | New | | | | 250,000 | | | |
| CS-23-xxxx | Canteen Equipment Upgrades | | Upgrade | | | | 20,000 | | | |
| CS-23-xxxx | Parks, Recreation and Culture Master Plan Update | | Upgrade | | | | 50,000 | | | |
| CS-23-xxxx | Replace walking and vehicle bridge at Pollard Park | | New | | | | 65,000 | | | |
| CS-23-xxxx | St. Vincent De Paul Mini Split in McGregor | | New | | | | 11,000 | | | |
| CS-23-xxxx | Irrigation at Tot Park and Town Hall | | New | | | | 15,000 | | | |
| CS-23-xxxx | Tool Cat for Harrow | | New | | | | 50,000 | | | |
| CS-23-xxxx | Replace 2012 Dodge Truck | | Replacement | | | | 50,000 | | | |
| CS-23-xxxx | Essex Splash Pad FOBS | | Upgrade | | | | 11,268 | | | |
| CS-23-xxxx | Harrow Soccer Complex Fobs | | Upgrade | | | | 11,005 | | | |
| CS-23-xxxx | Dog Park in Harrow | | New | | | | 50,000 | | | |
| CS-23-xxxx | Wi-Fi at Harrow Soccer Complex | | New | | | | 6,000 | | | |
| CS-23-xxxx | Upgrade Outdoor Washrooms at Fieldhouse (Accessible) | | Upgrade | | | | 40,000 | | | |
| CS-23-xxxx | Dog Fountain at Harrow Soccer Complex | | New | | | | 5,000 | | | |
| CS-23-xxxx | New Playset Stanton Park | | Upgrade | | | | 225,000 | | | |
| CS-23-xxxx | Parking Lot Upgrades at Sadler's Park | | New | | | | 100,000 | | | |
| CS-23-xxxx | Electrical to Heritage Gardens | | New | | | | 100,000 | | | |
| CS-23-xxxx | Irrigation Heritage Gardens Train Station | | New | | | | 20,000 | | | |
| CS-24-xxxx | Ball Diamond Rehabilitation (Annual) in Essex and Harrow | | Replacement | | | | | 15,000 | | |
| CS-24-xxxx | NEW - Replace Pirate Ship Playground Equipment Colchester Park | | Replacement | | | | | 300,000 | | |
| CS-24-xxxx | Soccer Field Upgrades in Essex and Harrow | | Replacement | | | | | 15,000 | | |
| CS-24-xxxx | Basketball Surface at Sparky's Park | | New | | | | | 9,500 | | |
| CS-24-xxxx | Water Feature at Heritage Park | | New | | | | | 120,000 | | |
| CS-24-xxxx | Upgrade Warning Track Diamond #1 | | Replacement | | | | | 41,000 | | |
| CS-24-xxxx | Park Signage | | New | | | | | 10,000 | | |
| CS-25-xxxx | Replace Roof Top Unit at Town Hall #3. Switch BAS to the new unit | | Replacement | | | | | | 25,000 | |
| CS-25-xxxx | Diamond Groomer replacement for Harrow and Essex Parks | | Replacement | | | | | | 33,000 | |
| CS-25-xxxx | 2 New Lights on Path from McKeown to Sadler's Park | | New | | | | | | 30,000 | |
| CS-25-xxxx | Ball Diamond Rehabilitation (Annual) in Essex and Harrow | | Replacement | | | | | | 15,000 | |
| CS-25-xxxx | Soccer Field Upgrades in Essex and Harrow | | Replacement | | | | | | 15,000 | |
| CS-25-xxxx | Pirate Ship and Play Area Replacement at Colchester Splash Pad | | Replacement | | | | | | 250,000 | |
| CS-25-xxxx | Tractor w/Loader Replacement | | Replacement | | | | | | 10,000 | |
| CS-25-xxxx | Bobcat - 876 Replacement | | Replacement | | | | | | 70,000 | |
| CS-25-xxxx | 3/4 Ton Pickup | | Replacement | | | | | | 37,000 | |
| CS-25-xxxx | Electric Golf Cart | | Replacement | | | | | | 5,000 | |
| CS-26-xxxx | Replace Ford Truck 875 | | Replacement | | | | | | | 60,000 |
| CS-26-xxxx | Replace the Main burners and heat wheels in both de humidifier units at the Twin Pad | | Replacement | | | | | | | 42,000 |
| CS-26-xxxx | Top Dresser | | Replacement | | | | | | | 12,037 |
| CS-26-xxxx | Zero Turn Mower | | Replacement | | | | | | | 15,264 |
| CS-26-xxxx | Replace Dodge Ram 1500 877 | | Replacement | | | | | | | 33,882 |
| CS-26-xxxx | Replace Toro 887 | | Replacement | | | | | | | 57,236 |
| CS-26-xxxx | Ball Diamond Rehabilitation (Annual) in Essex and Harrow | | Replacement | | | | | | | 15,000 |
| CS-26-xxxx | Soccer Field Upgrades in Essex and Harrow | | Replacement | | | | | | | 15,000 |
| CS-26-xxxx | Lawn Tractor | | Replacement | | | | | | | 15,264 |
| CS-26-xxxx | Turf Tiger | | Replacement | | | | | | | 8,777 |
| Total - Parks | | | | 2,106,728 | 1,588,387 | 1,305,700 | 2,508,484 | 510,500 | 490,000 | 274,460 |
| Division: Miscellaneous Recreation Programs | | | | | | | | | | |
| CS-19-0111 | Parks, Recreation and Culture Master Plan | Development of plans from Master Plan recommendations (carry forward) | New | | | 11,088 | | | | |
| CS-22-0030 | Maedel and Essex Library Building Envelope energy efficiency | Will be dependent on grant funding. With funding, will be able to identify projects to increase efficiency. | New | | | 50,000 | | | | |
| CS-22-0031 | Basketball Net Winch for MAE | User complaints that it is difficult to manually raise and lower the units. | Upgrade | | | 11,500 | | | | |

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| Project Number | Project Name | Project Description | Asset Management Status | Approved | | Approved | Forecast | | | |
|---|---|--|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | | | | 2020 Project Costs | 2021 Project Costs | 2022 Project Costs | 2023 Project Costs | 2024 Project Costs | 2025 Project Costs | 2026 Project Costs |
| CS-22-0032 | Surge protection for HVACs at OPP | Existing HVAC's experiencing mechanical issues due to power surges. With this protection, we can prevent mechanical issues with units. | Upgrade | | | 3,000 | | | | |
| CS-22-0033 | CCC Door/Window Replacement | Leaking doors/windows creating low energy efficiency. | Replacement | | | 25,000 | | | | |
| CS-22-0034 | Sliding Door at MAE Program Room | This door will be able to split the room in half so both rooms can be used at the same time. Based on grant funding. | New | | | 10,500 | | | | |
| CS-22-0035 | CCC Deck Railing and Counter Replacement | Deck railing/counter in rough shape and needs replacement. | Replacement | | | 10,000 | | | | |
| CS-22-0036 | New Windows at MAE | Upgrade windows in program rooms required engineers specs | Upgrade | | | 108,000 | | | | |
| CS-23-xxxx | Mid Roof Replacement at the Maedel Community Centre | | Replacement | | | | 160,000 | | | |
| CS-23-xxxx | Ventilation in Mechanical Room at McGregor Community Centre | | Upgrade | | | | 3,500 | | | |
| CS-23-xxxx | Paint Gym Maedel Community Centre | | Upgrade | | | | 15,000 | | | |
| CS-24-xxxx | Replace Dishwasher at McGregor Community Centre | | Replacement | | | | | 3,640 | | |
| Total - Miscellaneous Recreation Programs | | | | - | - | 229,088 | 178,500 | 3,640 | - | - |
| Division: Arenas | | | | | | | | | | |
| CS-21-0099 | Fuel Maker for Olympias at Harrow Arena | Replace existing with FM4 Units at Harrow arena. | Replacement | | | 48,000 | | | | |
| CS-22-0037 | Rubber Floor Replacement at Essex Centre Sports Complex | Rubber floor replacement in dressing rooms 3 and the benches. | Upgrade | | | 48,000 | | | | |
| CS-22-0038 | Replace Screw Compressor and Motor | Two compressors replaced in 2021, with the third being replaced in 2022. | Replacement | | | 48,000 | | | | |
| CS-22-0039 | Replace Roof Top Unit Shaheen Room Essex Centre Sports Complex | New unit will be smaller and more efficient. This will also assist to eliminate the noise when this unit runs during meeting and programs. The BAS will need to be replaced to the new unit. | Replacement | | | 38,500 | | | | |
| CS-22-0040 | Harrow Arena Spectator Netting | Replace netting around rink as per legislation. | Replacement | | | 18,000 | | | | |
| CS-22-0041 | Surge protection for HVACs at Twin Pad | Existing HVAC's experiencing mechanical issues due to power surges. With this protection, we can prevent mechanical issues with units. | Upgrade | | | 11,000 | | | | |
| CS-22-0042 | Surge protection for HVACs Harrow Arena | Existing HVAC's experiencing mechanical issues due to power surges. With this protection, we can prevent mechanical issues with units. | Upgrade | | | 3,000 | | | | |
| CS-22-0043 | Replace the Eco Chill Main Control Panel at Twin Pad Arena | Outdated control panel and can no longer receive parts for repairs. Moved from 2021 and will need to be replaced. | Replacement | | | 57,000 | | | | |
| CS-22-0044 | Replace Rink Netting at Essex Centre Sports Complex | Replace netting around rink as per legislation. | Replacement | | | 35,000 | | | | |
| CS-22-0045 | Water Tower for Essex Twin Pad Compressor System | Existing water tower is cracking and requires replacement. | Replacement | | | 80,000 | | | | |
| CS-22-0046 | Updated Controllers/Software for Johnson Controls Building Automation software for Twin Pad Arena | Programming and controllers are outdated and parts/service is difficult unless we upgrade system. Could lead to same issues as Town Hall/MCC/MAE if controllers fail. | Upgrade | | | 10,500 | | | | |
| CS-22-0047 | ECSC Automatic Doors at Top of Stairs | New accessible door going into Libro rink. Will be dependent on grant funding. | New | | | 13,000 | | | | |
| CS-22-0048 | Southshore Fitness Washrooms | Washrooms in need of renovation as they are old and have a number of issues. | Replacement | | | 20,000 | | | | |
| CS-22-0049 | Harrow Arena Parking Lot Catch Basin/Asphalt | Replace catch basins for future paving. | Replacement | | | 203,000 | | | | |
| CS-22-0050 | Cameras for Harrow Arena | Council requested as there are no security cameras for public safety. | New | | | 25,000 | | | | |
| CS-23-xxxx | Stand on Floor Scrubber | | Replacement | | | | 9,000 | | | |
| CS-23-xxxx | Replace Domestic Hot Water Tank | | Replacement | | | | 8,500 | | | |
| CS-23-xxxx | Puck Board on Shaheen Rink | | Replacement | | | | 22,000 | | | |
| CS-23-xxxx | Replace the Washroom Stall Partitions at ECSC | | Replacement | | | | 27,247 | | | |
| CS-23-xxxx | New Lights Drop ceiling Shaheen Rink | | Upgrade | | | | 60,589 | | | |
| CS-23-xxxx | New LED Lights Shaeen Rink | | New | | | | 68,000 | | | |
| CS-23-xxxx | New HVAC units at Essex Centre Sports Complex | | Replacement | | | | 146,000 | | | |
| CS-23-xxxx | Upgrades to heat Recovery Unit | | Upgrade | | | | 55,000 | | | |
| CS-23-xxxx | Exhaust Fan Unit Canteen | | Replacement | | | | 8,000 | | | |
| CS-23-xxxx | New tables and Chairs for Shaheen Room | | New | | | | 10,000 | | | |
| CS-23-xxxx | Replace the Rubber Floor in dressing rooms | | Replacement | | | | 60,000 | | | |
| CS-23-xxxx | Harrow Compressor System Automation | | Upgrade | | | | 36,000 | | | |
| CS-23-xxxx | New Screw Compressor and Motor for the Compressor Room | | Replacement | | | | 48,000 | | | |
| CS-23-xxxx | Painting ceiling in dressing rooms and , high wall areas at Essex Centre Sports Complex | | Replacement | | | | 15,000 | | | |
| CS-23-xxxx | Roof Upgrades at Essex Centre Sports Complex | | Upgrade | | | | 10,000 | | | |
| CS-23-xxxx | Replace the stall partitions in the dressing rooms at the Essex Centre Sports Complex | | Replacement | | | | 17,951 | | | |
| CS-23-xxxx | Puck Boards & Dasher Boards | | Replacement | | | | 23,000 | | | |
| CS-23-xxxx | Sound system calibration at Twin Pad Arena | | Upgrade | | | | 50,000 | | | |
| CS-23-xxxx | Harrow Arena Parking Lot Asphalt | | Upgrade | | | | 513,000 | | | |
| CS-23-xxxx | Harrow Arena Outdoor Pylon Sign | | New | | | | 60,000 | | | |
| CS-23-xxxx | Drop Ceiling in Shaheen Room for Noise abatement | | New | | | | 51,000 | | | |
| CS-23-xxxx | Replace HVAC unit 4- office | | Replacement | | | | 23,000 | | | |
| CS-24-xxxx | Upgrade Lights to LED on Libro Rink at Essex Centre Sports Complex | | Upgrade | | | | | 66,000 | | |
| CS-24-xxxx | Painting Ceiling Both Rinks | | Upgrade | | | | | 60,000 | | |
| CS-24-xxxx | Replace the walking track mat | | Replacement | | | | | 50,000 | | |
| CS-24-xxxx | Condenser Replacement at Harrow Arena | | Replacement | | | | | 57,792 | | |
| CS-24-xxxx | New Condenser Unit at the Essex centre Sprots Complex | | Replacement | | | | | 160,000 | | |
| CS-25-xxxx | Parking Lot Upgrades at Essex Centre Sports Complex | | Upgrade | | | | | | 60,000 | |
| CS-25-xxxx | Regasket Plate and Frame Chiller | | Upgrade | | | | | | 25,000 | |
| CS-25-xxxx | Floor Scrubber Replacement | | Replacement | | | | | | 16,500 | |
| CS-25-xxxx | Furnace Replacement at Harrow Arena | | Replacement | | | | | | 6,500 | |
| CS-26-xxxx | Replace Skate Sharpener at Harrow Centre Sports Complex | | Replacement | | | | | | | 10,875 |
| Total - Arenas | | | | - | - | 658,000 | 1,321,287 | 393,792 | 108,000 | 10,875 |
| Division: Essex Recreation Complex | | | | | | | | | | |
| CS-22-0051 | Kitchenette Countertop Replacement ERC | Replace peeling/exposed countertops | Replacement | | | 5,400 | | | | |
| CS-22-0052 | 3 HVAC Units at ERC | | Replacement | | | 337,500 | | | | |
| CS-22-0053 | ERC Gym Lighting upgrades to LED | Supply & install (30) LED replacement fixture in the existing gym. | Upgrade | | | 17,104 | | | | |
| CS-22-0054 | ERC Roof Replacement | | Replacement | | | 257,190 | | | | |
| CS-23-xxxx | Exterior Signage at Essex Recreation Complex | | Replacement | | | | 3,829 | | | |
| CS-23-xxxx | Roof Top at ERC | | Replacement | | | | 251,200 | | | |

2020 and 2021 Approved Budget + 2022 Approved Budget (not including Carryforwards) + 2023 to 2026 Capital Forecast



| Project Number | Project Name | Project Description | Asset Management Status | Approved | | Approved | Forecast | | | |
|-------------------------------------|---|---|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | | | | 2020 Project Costs | 2021 Project Costs | 2022 Project Costs | 2023 Project Costs | 2024 Project Costs | 2025 Project Costs | 2026 Project Costs |
| CS-24-xxxx | Roof Top at ERC | | Replacement | | | | | 254,000 | | |
| CS-24-xxxx | Dehumidifier Replacement at Essex Recreation Complex | | Replacement | | | | | 1,000,000 | | |
| CS-24-xxxx | Stainless Steel Railing Replacement at Essex Recreation Complex | | Replacement | | | | | 4,826 | | |
| CS-25-xxxx | All purpose room renovation | | Upgrade | | | | | | 40,000 | |
| CS-25-xxxx | Power Washer Replacement | | Replacement | | | | | | 5,500 | |
| CS-26-xxxx | Replace Fence in All-Purpose Room at Essex Recreation Complex | | Replacement | | | | | | | 1,759 |
| Total - Essex Recreation Complex | | | | - | - | 617,194 | 255,029 | 1,258,826 | 45,500 | 1,759 |
| Division: Harbour | | | | | | | | | | |
| CS-22-0055 | Colchester Park Hill to Ramp Road Reconstruction | Replacement of asphalt pavement from Sullivan Street to the bottom of the hill at the marina | New | | | 70,000 | | | | |
| CS-22-0056 | Colchester Harbour Kiosk Landscaping | Landscaping around the kiosk at the Harbour. | Upgrade | | | 5,000 | | | | |
| CS-22-0057 | Buoys and Anchors for Colchester Beach | Council requested as no identification for boats/sea doos to stay away from the beach area. Will work to increase public safety. | New | | | 2,000 | | | | |
| CS-23-xxxx | C-Dock Replacement | | Replacement | | | | 30,000 | | | |
| CS-22-xxxx | Replacement of Ramp at Colchester harbour | | Replacement | | | | 38,533 | | | |
| CS-23-xxxx | Replace Gas Pump at Harbour | | Replacement | | | | 8,884 | | | |
| CS-23-xxxx | Beachside Concession Upgrades | | Upgrade | | | | 6,000 | | | |
| CS-23-xxxx | Harbour Weed Removal | | New | | | | 20,000 | | | |
| CS-24-xxxx | 2 Lane Turnaround at bottom of Hill | | Upgrade | | | | | 250,000 | | |
| CS-24-xxxx | Replace Beach Groomer Colchester Beach | | Replacement | | | | | 50,000 | | |
| CS-24-xxxx | Retaining Wall Repair at D Dock | | Replacement | | | | | 5,000 | | |
| CS-24-xxxx | Accessible Kayak Boat Launch | | New | | | | | 25,000 | | |
| Total - Harbour | | | | - | - | 77,000 | 103,417 | 330,000 | - | - |
| Division: Arts, Culture and Tourism | | | | | | | | | | |
| CS-22-0058 | Mural/Sculpture | For ACT Committee to work on a mural/sculpture | New | | | 10,000 | | | | |
| CS-23-xxxx | Mural/Sculpture | | New | | | | 10,000 | | | |
| Total - Arts, Culture and Tourism | | | | - | - | 10,000 | 10,000 | - | - | - |
| Total - Community Services | | | | 2,271,180 | 2,370,371 | 4,550,759 | 5,395,094 | 2,701,397 | 5,706,139 | 1,199,733 |
| Department - Development Services | | | | | | | | | | |
| Division: Planning | | | | | | | | | | |
| 2020 | Planning | | - | 95,000 | | | | | | |
| 2021 | Planning | | - | | 39,650 | | | | | |
| PZ-22-0001 | CWATS (Pre-approved) | Bike Lockers, Bike Repair Stations, Essex participation in Bike Rodeo, Bike Valet, OPP Bike Helmet Program | New | | | 20,000 | | | | |
| 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 | | | 110,000 | | | | |
| BD-23-xxxx | Building Division Document Archiving Project | | New | | | | 10,000 | | | |
| PZ-23-xxxx | CR 50 from Wright to CR 41 - Paved Shoulder | | New | | | | 1,700,000 | | | |
| PZ-23-xxxx | Cultural Master Plan | | New | | | | 50,000 | | | |
| PZ-24-xxxx | Development Charges Background Study | | New | | | | | 60,000 | | |
| PZ-24-xxxx | CR 50 from Dahinda to Wright - Paved Shoulder | | New | | | | | 700,000 | | |
| PZ-24-xxxx | Specialty Crop Area Study | | New | | | | | 60,000 | | |
| Total - Planning | | | | 95,000 | 39,650 | 130,000 | 1,760,000 | 820,000 | - | - |
| Division: Building | | | | | | | | | | |
| 2020 | Building | | - | 42,500 | | | | | | |
| 2021 | Building | | - | | 15,000 | | | | | |
| BD-23-xxxx | New Pick up Truck | | New | - | - | | 50,000 | | | |
| BD-24-xxxx | 2014 Dodge Ram Pick Up Replacement* | | Replacement | | | | | 26,009 | | |
| BD-25-xxxx | 2017 Dodge Journey Replacement | | Replacement | | | | | | 50,000 | |
| Total - Building | | | | 42,500 | 15,000 | - | 50,000 | 26,009 | 50,000 | - |
| Division: Economic Development | | | | | | | | | | |
| 2020 | Economic Development | | - | | | | | | | |
| 2021 | Economic Development | | - | | 55,000 | | | | | |
| ED-22-0001 | Business Retention & Expansion Program | Consultant to develop a small business retention and expansion program as identified in the Strategic Plan | New | | | 55,000 | | | | |
| ED-22-0002 | Agritourism Implementation | Consultant to support continued Agritourism Implementation from completed strategy | New | | | 25,000 | | | | |
| Total - Economic Development | | | | - | 55,000 | 80,000 | - | - | - | - |
| Total - Development Services | | | | 137,500 | 109,650 | 210,000 | 1,810,000 | 846,009 | 50,000 | - |
| Department - Public Works | | | | | | | | | | |
| Division: Equipment | | | | | | | | | | |
| 2020 | Equipment | | - | 891,000 | | | | | | |
| 2021 | Equipment | | - | | 845,000 | | | | | |
| PW-22-0001 | Cat Backhoe | Unit #512 requires replacement | Replacement | | | 220,000 | | | | |
| PW-22-0002 | Road Widener | Current unit requires replacement | Replacement | | | 75,000 | | | | |
| PW-22-0003 | Sweeper Broom | Current unit requires replacement | Replacement | | | 14,000 | | | | |
| PW-22-0004 | 5 Ton Dump Unit 508 | Current unit is at its useful life and requires replacement. Due to changing needs of the department, 5 ton will be replaced with Heavy Duty Pickup Truck with dump body | Replacement | | | 140,000 | | | | |
| PW-22-0005 | Minor Equipment | This consists of yearly required minor equipment that exceeds the procurement threshold for capital equipment and falls outside small tools. | Replacement | | | 20,000 | | | | |

2020 and 2021 Approved Budget + 2022 Approved Budget (not including Carryforwards) + 2023 to 2026 Capital Forecast



| Project Number | Project Name | Project Description | Asset Management Status | Approved | | Approved | Forecast | | | |
|----------------------------------|---|---|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | | | | 2020 Project Costs | 2021 Project Costs | 2022 Project Costs | 2023 Project Costs | 2024 Project Costs | 2025 Project Costs | 2026 Project Costs |
| PW-22-0006 | Annual Door Replacement | Annual replacement of a single overhead door ensures proper maintenance of these facility doors. Furthermore, we utilize adequate panels from old doors to improve any existing damaged doors to assist in extending the useful life of these assets. | Replacement | | | 12,000 | | | | |
| PW-22-0007 | Batwing Mower | Current unit is at its useful life and requires replacement | Replacement | | | 35,000 | | | | |
| PW-23-xxxx | John Deere Backhoe | | Replacement | | | | 220,000 | | | |
| PW-23-xxxx | Vermeer Wood Chipper | | Replacement | | | | 80,000 | | | |
| PW-23-xxxx | 5 Ton Unit 534 | | Upgrade | | | | 265,000 | | | |
| PW-23-xxxx | Pick-Up 4x4 Unit 536 | | Replacement | | | | 45,000 | | | |
| PW-23-xxxx | Minor Equipment | | Replacement | | | | 20,000 | | | |
| PW-23-xxxx | Annual Door Replacement | | Replacement | | | | 12,000 | | | |
| PW-24-xxxx | Misc. Equipment | | Replacement | | | | | 315,000 | | |
| PW-24-xxxx | 25-ton Float Trailer | | New | | | | | 30,000 | | |
| PW-24-xxxx | 10-ton Excavator | | New | | | | | 200,000 | | |
| PW-25-xxxx | Misc Equipment | | Replacement | | | | | | 650,000 | |
| Total - Equipment | | | | 891,000 | 845,000 | 516,000 | 642,000 | 545,000 | 650,000 | - |
| Division: Roads and Roadside | | | | | | | | | | |
| 2020 | Roads and Roadside | | - | 650,000 | | | | | | |
| 2021 | Roads and Roadside | | - | | 1,885,000 | | | | | |
| PW-21-0006 | Old Malden Road (14th Conc to 12th Conc) | Final lift of surface treatment on Old Malden Road. | Upgrade | | | 11,801 | | | | |
| PW-22-0008 | Overlay 6km (Maintenance) | Yearly maintenance overlay on select rural tar & chip roads to extend their useful life. | Replacement | | | 160,000 | | | | |
| PW-22-0009 | Irwin Ave Reconstruction (phase one) | Engineering Design and Preliminary work of Irwin Avenue reconstruction from Arthur to Gosfield | Replacement | | | 270,000 | | | | |
| PW-22-0010 | 5th Concession Rehabilitation | Rehabilitation of the 5th Concession from Smith Road to County Road 11. | Replacement | | | 575,000 | | | | |
| PW-22-0011 | Bell Road Rehabilitation | Rehabilitation of Bell Road from Gore Road to County Road 50. | Replacement | | | 240,000 | | | | |
| PW-22-0012 | Victoria Street (Oxley) | Asphalt overlay of Victoria Street from County Road 50 to Oxley Beach Drive | Replacement | | | 60,000 | | | | |
| PW-22-0013 | Roads Condition Assessment | Update of the Town's road condition assessments | Replacement | | | 55,000 | | | | |
| PW-22-0014 | Annual Sidewalk Maintenance | Annual replacements/repairs of various sidewalks within the municipality. | Replacement | | | 90,000 | | | | |
| PW-22-0015 | North Malden Road between County Road 15 and Walker Sideroad. | Continuation of full depth reconstruction of North Malden Road. | Replacement | | | 725,000 | | | | |
| PW-22-0016 | Walnut Street Engineering | Reconstruction of Walnut Street South including water and storm sewers | Upgrade | | | 160,000 | | | | |
| PW-22-0017 | Irwin Ave Sidewalk between CR 34 and Gosfield | Installation of sidewalk/trail on Irwin between Gosfield and County Road 34 | New | | | 120,000 | | | | |
| PW-22-0018 | Gesto Sidewalk along CR 12 | Installation of a sidewalk from Colchester North Public School to Gesto Sideroad | New | | | 70,000 | | | | |
| PW-22-0019 | Thomas Street Sidewalk through to Bell | Continuation of Sidewalks on Thomas and Bell. | New | | | 70,000 | | | | |
| PW-22-0020 | Colchester Traffic Study | Evaluate traffic movement and parking in the Colchester harbour area. | New | | | 20,000 | | | | |
| PW-23-xxxx | Various Roads Projects | | Replacement | | | | 2,090,000 | | | |
| PW-23-xxxx | Various Trails Projects | | New | | | | 475,334 | | | |
| PW-23-xxxx | Shave and Pave Misc. Roads | | Replacement | | | | 250,000 | | | |
| PW-23-xxxx | Overlay 6km (Approx. \$30,000/km) | | Replacement | | | | 180,000 | | | |
| PW-23-xxxx | LAS Roads Assessment Update | | Replacement | | | | 70,000 | | | |
| PW-23-xxxx | Annual Sidewalk Maintenance | | Replacement | | | | 70,000 | | | |
| PW-24-xxxx | Various Roads Projects | | Replacement | | | | | 2,090,000 | | |
| PW-24-xxxx | Various Trails Projects | | Upgrade | | | | | 475,334 | | |
| PW-24-xxxx | Shave and Pave Misc. Roads | | Replacement | | | | | 250,000 | | |
| PW-24-xxxx | Overlay 6km (Approx. \$30,000/km) | | Replacement | | | | | 180,000 | | |
| PW-24-xxxx | Annual Sidewalk Maintenance | | Replacement | | | | | 80,000 | | |
| PW-25-xxxx | Various Roads Projects | | Replacement | | | | | | 2,090,000 | |
| PW-25-xxxx | Various Trails Projects | | Upgrade | | | | | | 475,334 | |
| PW-25-xxxx | Shave and Pave Misc. Roads | | Replacement | | | | | | 250,000 | |
| PW-25-xxxx | Annual Sidewalk Maintenance | | Replacement | | | | | | 90,000 | |
| PW-25-xxxx | Overlay 6km (Approx. \$30,000/km) | | Replacement | | | | | | 180,000 | |
| PW-26-xxxx | Various Roads Projects | | Replacement | | | | | | | 2,090,000 |
| Total - Roads and Roadside | | | | 650,000 | 1,885,000 | 2,626,801 | 3,135,334 | 3,075,334 | 3,085,334 | 2,090,000 |
| Division: Storm water Management | | | | | | | | | | |
| 2020 | Storm water Management | \$4.5million Ward 1 Storm Improvements. | - | 1,194,800 | | | | | | |
| 2021 | Storm water Management | | - | | 1,270,000 | | | | | |
| PW-19-0064 | Ward 1 Storm Improvements | Carry Forward (NDMP funding extension to March 22) | Replacement | | | 40,000 | | | | |
| PW-22-0021 | South Malden Rd/County Road 11 103901 | Bridge/Culvert Rehabilitation Program | Replacement | | | 220,000 | | | | |
| PW-22-0022 | 4th Concession and McLean Bridge 200303 | Bridge/Culvert Rehabilitation Program | Replacement | | | 360,000 | | | | |
| PW-22-0023 | Engineering for Various Bridges and Culverts | In order to be prepared for construction, engineering of select bridges and culverts are done a year in advance. | Replacement | | | 70,000 | | | | |
| PW-22-0024 | Smith Road/Long Marsh Drain 203403 | Bridge/Culvert Rehabilitation Program | Replacement | | | 220,000 | | | | |
| PW-22-0025 | Ferris Sideroad/4th Concession 200404 | Bridge/Culvert Rehabilitation Program | Replacement | | | 200,000 | | | | |
| PW-23-xxxx | 3rd Concession/Roseborough Road 200201 | | Replacement | | | | 185,000 | | | |
| PW-23-xxxx | 5th Concession/McComick Sideroad 200403 | | Replacement | | | | 320,000 | | | |
| PW-23-xxxx | 12th Concession/County Road 11 100302 | | Replacement | | | | 50,000 | | | |
| PW-23-xxxx | Engineering for Various Bridges and Culverts | | Replacement | | | | 55,000 | | | |
| PW-23-xxxx | Stormwater Improvements | | Replacement | | | | 250,000 | | | |
| PW-24-xxxx | Misc Projects | | Replacement | | | | | 860,000 | | |
| PW-25-xxxx | Misc Projects | | Replacement | | | | | | 860,000 | |
| Total - Storm water Management | | | | 1,194,800 | 1,270,000 | 1,110,000 | 860,000 | 860,000 | 860,000 | - |
| Total - Public Works | | | | 2,735,800 | 4,000,000 | 4,252,801 | 4,637,334 | 4,480,334 | 4,595,334 | 2,090,000 |
| Total - Property Tax Supported | | | | 9,949,650 | 7,227,912 | 18,476,974 | 12,032,428 | 8,132,740 | 10,463,173 | 3,364,733 |

2020 and 2021 Approved Budget + 2022 Approved Budget (not including Carryforwards) + 2023 to 2026 Capital Forecast



| | | | | Approved | | Forecast | | | | |
|--|---|--|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Project Number | Project Name | Project Description | Asset Management Status | 2020 Project Costs | 2021 Project Costs | 2022 Project Costs | 2023 Project Costs | 2024 Project Costs | 2025 Project Costs | 2026 Project Costs |
| User Rate Supported | | | | | | | | | | |
| Department: Environmental Services | | | | | | | | | | |
| Division: Water | | | | | | | | | | |
| 2020 | Water | | - | 2,449,000 | | | | | | |
| 2021 | Water | | - | | 850,500 | | | | | |
| WW-22-0001 | Backflow Prevention and Monitoring Program Wards 1/2 (Maintenance) | To help ensure the delivery of safe and clean drinking water to our residents, this program regulates how property owners connect to the Town's water supply. It ensures that backflow prevention devices are installed to prevent possible contamination of the Town's drinking water system. | Replacement | | | 10,000 | | | | |
| WW-22-0002 | Backflow Prevention and Monitoring Program Wards 3/4 (Maintenance) | To help ensure the delivery of safe and clean drinking water to our residents, this program regulates how property owners connect to the Town's water supply. It ensures that backflow prevention devices are installed to prevent possible contamination of the Town's drinking water system. | Replacement | | | 10,000 | | | | |
| WW-22-0003 | Equipment Contingency Wards 1 and 2 | Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems. | New | | | 10,000 | | | | |
| WW-22-0004 | Equipment Contingency Wards 3 and 4 | Replacement of equipment, maintenance, issues, and design investigations with respect to water distribution systems. | New | | | 10,000 | | | | |
| WW-22-0005 | 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. | New | | | 195,000 | | | | |
| WW-22-0006 /WW-22-0007 /SS-22-0001 /SS-22-0002 /SS-22-0003 | Pickup Truck | Unit #612 is at its useful life expectancy and requires replacement | Replacement | | | 50,000 | | | | |
| WW-22-0008 | OWCA Capital Recommendations | OCWA Recommended capital improvements to Harrow-Colchester South Water Treatment Plant. | Upgrade | | | 771,000 | | | | |
| WW-22-0009 /WW-22-0010 /SS-22-0004 /SS-22-0005 /SS-22-0006 | Heavy Duty Pickup | Unit #609 is at its useful life expectancy and requires replacement | Replacement | | | 80,000 | | | | |
| WW-22-0011 | Overhead Door Replacement | Overhead Doors at Harrow Water shop have reached their useful life. Replacement of single door. | Replacement | | | 12,000 | | | | |
| WW-23-xxx | Backflow Prevention and Monitoring Program Wards 1/2 (Maintennace) | | Replacement | | | | 5,000 | | | |
| WW-23-xxx | Backflow Prevention and Monitoring Program Wards 3/4 (Maintennace) | | Replacement | | | | 5,000 | | | |
| WW-23-xxx | Equipment Contingency Wards 1 and 2 | | Replacement | | | | 10,000 | | | |
| WW-23-xxx | Equipment Contingency Wards 3 and 4 | | Replacement | | | | 10,000 | | | |
| WW-23-xxx | Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4 | | New | | | | 205,000 | | | |
| WW-23-xxx | Cast Iron Watermain Replacement | | Replacement | | | | 270,000 | | | |
| WW-23-xxx | OWCA Capital Recommendations | | Upgrade | | | | 387,000 | | | |
| WW-24-xxxx | Backflow Prevention and Monitoring Program Wards 1/2 (Maintennace) | | Replacement | | | | | 5,000 | | |
| WW-24-xxxx | Backflow Prevention and Monitoring Program Wards 3/4 (Maintennace) | | Replacement | | | | | 5,000 | | |
| WW-24-xxxx | Equipment Contingency Wards 1 and 2 | | Replacement | | | | | 10,000 | | |
| WW-24-xxxx | Equipment Contingency Wards 3 and 4 | | Replacement | | | | | 10,000 | | |
| WW-24-xxxx | Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4 | | New | | | | | 205,000 | | |
| WW-24-xxxx | Cast Iron Watermain Replacement | | Replacement | | | | | 415,000 | | |
| WW-24-xxxx | OWCA Capital Recommendations | | Upgrade | | | | | 120,000 | | |
| WW-24-xxxx | Replace Truck | | Replacement | | | | | 45,000 | | |
| WW-25-xxxx | Cast Iron Watermain Replacement | | Replacement | | | | | | 655,000 | |
| WW-25-xxxx | Equipment Contingency Wards 1 and 2 | | Replacement | | | | | | 10,000 | |
| WW-25-xxxx | Equipment Contingency Wards 3 and 4 | | Replacement | | | | | | 10,000 | |
| WW-25-xxxx | Harrow Colchester South Water Treatment Plant Contingency Wards 3 and 4 | | New | | | | | | 205,000 | |
| WW-25-xxxx | OWCA Capital Recommendations | | Upgrade | | | | | | 10,000 | |
| Total - Water | | | | 2,449,000 | 850,500 | 1,148,000 | 892,000 | 815,000 | 890,000 | - |
| Division: Sanitary Sewer | | | | | | | | | | |
| 2020 | Sanitary Sewer | | - | 1,326,000 | | | | | | |
| 2021 | Sanitary Sewer | | - | | 556,100 | | | | | |
| SS-22-0007 | Treatment - Ward 1 Contingency | Equipment, process, facility replacements and improvements for the Essex Pollution Control Plant and Northeast Lagoons. | Replacement | | | 87,500 | | | | |
| SS-22-0008 | Treatment - Ward 3 Contingency | Equipment, process, facility replacements and improvements for the Colchester Lagoons. | Replacement | | | 52,500 | | | | |
| SS-22-0009 | Treatment - Ward 4 Contingency | Equipment, process, facility replacements and improvements for the Harrow Lagoons. | Replacement | | | 52,500 | | | | |
| SS-22-0010 | Collection and Conveyance - Ward 1 | Replacement of equipment, maintenance, issues, design investigations with respect to the ward 1 service area. | Replacement | | | 50,000 | | | | |
| SS-22-0011 | Collection and Conveyance - Ward 3 | Replacement of equipment, maintenance, issues, design investigations with respect to the ward 3 service area. | Replacement | | | 52,500 | | | | |
| SS-22-0012 | Collection and Conveyance - Ward 4 | Replacement of equipment, maintenance, issues, design investigations with respect to the ward 4 service area. | Replacement | | | 47,500 | | | | |
| SS-22-0013 | OWCA Capital Recommendations - Ward 1 | OCWA Recommended capital improvements to Essex Pollution Control Plant and Northeast Lagoons. | Replacement | | | 215,000 | | | | |
| SS-22-0014 | OWCA Capital Recommendations - Ward 3 | OCWA Recommended capital improvements to the Colchester Lagoons. | Replacement | | | 226,500 | | | | |
| SS-22-0015 | OWCA Capital Recommendations - Ward 4 | OCWA Recommended capital improvements to the Harrow Lagoons. | Replacement | | | 395,000 | | | | |
| SS-23-xxxx | Treatment - Ward 1 Contingency | | New | | | | 90,000 | | | |
| SS-23-xxxx | Treatment - Ward 3 Contingency | | New | | | | 55,000 | | | |

2020 and 2021 Approved Budget + 2022 Approved Budget (not including Carryforwards) + 2023 to 2026 Capital Forecast



| Project Number | Project Name | Project Description | Asset Management Status | Approved | | Approved | Forecast | | | |
|--|---------------------------------------|---------------------|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | | | | 2020 Project Costs | 2021 Project Costs | 2022 Project Costs | 2023 Project Costs | 2024 Project Costs | 2025 Project Costs | 2026 Project Costs |
| SS-23-xxxx | Treatment - Ward 4 Contingency | | New | | | | 55,000 | | | |
| SS-23-xxxx | Collection and Conveyance - Ward 1 | | Replacement | | | | 60,000 | | | |
| SS-23-xxxx | Collection and Conveyance - Ward 3 | | Replacement | | | | 62,500 | | | |
| SS-23-xxxx | Collection and Conveyance - Ward 4 | | Replacement | | | | 57,500 | | | |
| SS-23-xxxx | OWCA Capital Recommendations - Ward 1 | | New | | | | 207,000 | | | |
| SS-23-xxxx | OWCA Capital Recommendations - Ward 3 | | New | | | | 152,000 | | | |
| SS-24-xxxx | Treatment - Ward 1 Contingency | | New | | | | | 90,000 | | |
| SS-24-xxxx | Treatment - Ward 3 Contingency | | New | | | | | 55,000 | | |
| SS-24-xxxx | Treatment - Ward 4 Contingency | | New | | | | | 55,000 | | |
| SS-24-xxxx | Collection and Conveyance - Ward 1 | | Replacement | | | | | 60,000 | | |
| SS-24-xxxx | Collection and Conveyance - Ward 3 | | Replacement | | | | | 62,500 | | |
| SS-24-xxxx | Collection and Conveyance - Ward 4 | | Replacement | | | | | 57,500 | | |
| SS-24-xxxx | OWCA Capital Recommendations - Ward 1 | | Replacement | | | | | 87,000 | | |
| SS-24-xxxx | OWCA Capital Recommendations - Ward 3 | | Replacement | | | | | 68,000 | | |
| SS-24-xxxx | OWCA Capital Recommendations - Ward 4 | | Replacement | | | | | 10,000 | | |
| SS-25-xxxx | Treatment - Ward 1 Contingency | | New | | | | | | 90,000 | |
| SS-25-xxxx | Treatment - Ward 3 Contingency | | New | | | | | | 55,000 | |
| SS-25-xxxx | Treatment - Ward 4 Contingency | | New | | | | | | 55,000 | |
| SS-25-xxxx | Collection and Conveyance - Ward 1 | | Replacement | | | | | | 60,000 | |
| SS-25-xxxx | Collection and Conveyance - Ward 3 | | Replacement | | | | | | 62,500 | |
| SS-25-xxxx | Collection and Conveyance - Ward 4 | | Replacement | | | | | | 57,500 | |
| SS-25-xxxx | OWCA Capital Recommendations - Ward 1 | | Replacement | | | | | | 7,000 | |
| SS-25-xxxx | OWCA Capital Recommendations - Ward 3 | | Replacement | | | | | | 72,000 | |
| SS-25-xxxx | OWCA Capital Recommendations - Ward 4 | | Replacement | | | | | | 1,000,000 | |
| Total - Wastewater | | | | 1,326,000 | 556,100 | 1,179,000 | 739,000 | 545,000 | 1,459,000 | - |
| Total - Environmental Services | | | | 3,775,000 | 1,406,600 | 2,327,000 | 1,631,000 | 1,360,000 | 2,349,000 | - |
| Total - User Rate Supported | | | | 3,775,000 | 1,406,600 | 2,327,000 | 1,631,000 | 1,360,000 | 2,349,000 | - |
| Total - Property Tax and User Rate Supported | | | | 13,724,650 | 8,634,512 | 20,803,974 | 13,663,428 | 9,492,740 | 12,812,173 | 3,364,733 |

The Town of Essex, as a progressive and resilient organization, commits to providing leadership, high quality community programming, sustainable assets, opportunities for growth, and vibrant experiences for citizens, stakeholders, and visitors.



essex.ca



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