



2026 Budget Walkthrough

essex
Where you belong



CAO Welcome Message



I am pleased to present the Proposed 2026 Town of Essex Operating and Capital Budget. This year's budget continues our commitment to sound financial management, efficient service delivery, and strategic investment in our community.

Our approach has been guided by the 2023–2027 Strategic Action Plan, ensuring that every financial decision supports the Town's long-term vision and aligns with the priorities identified by Council and residents. This alignment allows us to balance the needs of today while preparing for sustainable growth in the years ahead.

As economic pressures continue to evolve, we remain focused on maintaining service excellence, managing costs responsibly, and finding innovative solutions that deliver value to our residents and businesses. This budget reflects careful planning and collaboration across all departments, reinforcing our shared goal of building a strong, resilient, and thriving community.

I would like to thank Council, Administration, and our community partners for their ongoing commitment to progress and collaboration. Together, we are ensuring that Essex remains a great place to live, work, and play.

Kate Giurissivich

KATELYNN GIURISSIVICH, CPA, CA,
Chief Administrative Officer



Introduction

The Team



- Kate Rowe, Director,
Corporate Services/Treasurer
- Ann-Marie Unis, Manager,
Finance and Business Services
- Maddy Tulett, Financial
Analyst
- Marc Tortola, Manager,
Communications

Agenda

Time	Topic	Presenter
4:00pm-4:45pm	Operating Walkthrough	Kate Rowe
	OPP Detachment Board Vice Chair (Essex Rep)	Dave Kigar
	Essex Centre BIA Board Delegate	Stephanie Winger
4:45-5:00pm	Capital Walkthrough	Kate Rowe
5:00-5:10pm	Office of the CAO/General Gov't Capital	Kate Giurissevich, Joe Malandruccolo, Kate Rowe
Break		
5:25-5:55pm	Community Services Capital	Jake Morassut
5:55-6:05pm	Development Services Capital	Lori Chadwick
6:05-6:35pm	Infrastructure Services Capital	Kevin Girard
6:35-6:45pm	Essex Centre Sports Park Update	Jake Morassut
6:45-7:00pm	Next Steps and Questions	Kate Rowe

What is a walk-through?

- A walk-through is an in-depth informative presentation of the proposed budgets set forth by administration
- Questions will occur at the end of each section
- No changes or requests occur today
- From today until December 8th Council has time to review, pose additional question, discuss with residents and then deliberations (changes) come forth that day.

2023-2027 Strategic Action Plan

Getting Things Done for You.

Safe & Reliable Infrastructure

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

Jobs & Economic Opportunities

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

Welcoming & Caring Community

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

Responsible & People-Focused Government

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



Mayoral Decisions for the 2026 budget process

Mayor Bondy has made the following Mayoral Decisions for the 2026 budget process:

- SMP-25-003 Direction to staff to prepare the 2026 Budget:
 - The mayor hereby directs the Chief Administrative Officer and Chief Financial Officer of the Town to present an operating and capital budget to Town Council in December 2025
- SMP-25-004 Shortening of the Mayoral Budget Veto Period for the 2026 Budget
 - Whereby the 10-day mayoral budget veto period for the 2026 budget be shortened to zero days, effectively waiving the mayoral veto period.

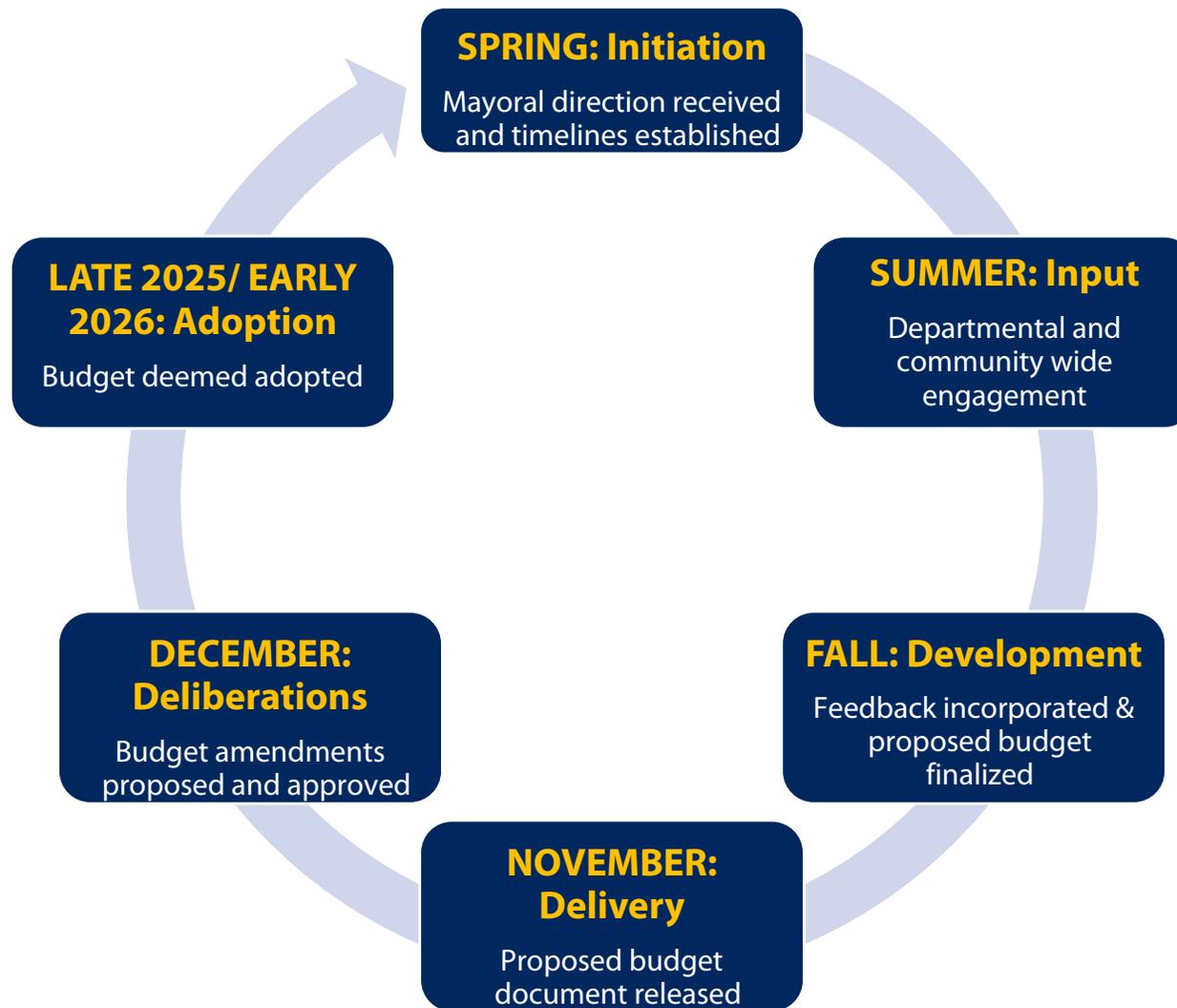
What is a budget?

Pages 6-7

The Budget Process (page 6)

Budget Cycle

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



Budget Milestones (page 7)

Budget Milestones

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

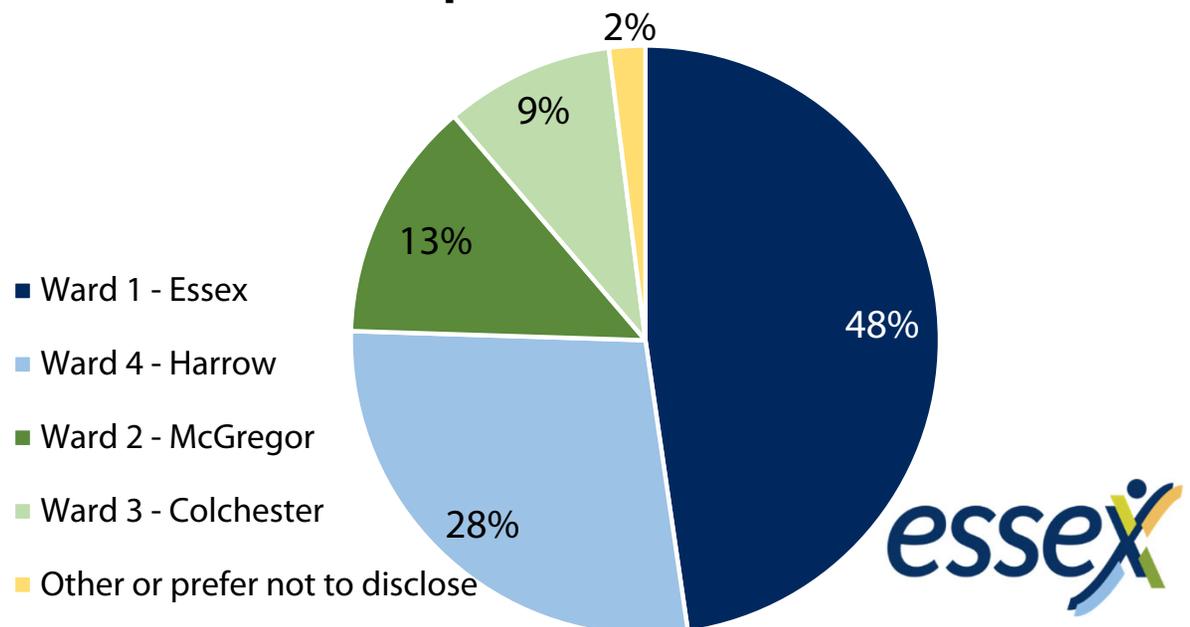
Date	Item
May 1 st , 2025	Mayoral Direction received (SMP-25-003) and Mayoral Veto period waived (SMP-25-004)
June 2 nd , 2025	Budget Initiation Memo to Council
August – October 2025	Budget Engagement Period
September – November 2025	Draft Budget Document Developed
November 21 st , 2025	Draft Budget Document Circulated
November 24 th , 2025	2026 Budget Walk-through
December 8-9 th , 2025	2026 Budget Deliberations

Budget Engagement: Phase 2 – Interactive Tool (page 8)

- For the third year in a row, the Town of Essex launched an online public engagement tool to gather feedback on the up-coming budget. Individuals were asked to rank the capital initiatives that they believe are the highest priority
- To accompany the online tool two public open houses were held, one in Essex and one in Harrow, residents could participate in an interactive activity to choose their top 3 priorities for 2026

151 TOTAL RESPONDENTS		
Online Tool Responses	72%	109
Harrow Budget Open House Responses	20%	30
Essex Budget Open House Responses	8%	12

Resident Respondents Location:



Budget Engagement: Phase 2 – Interactive Tool (page 8)

TOP 3 PRIORITIES:



1. Flood Prevention

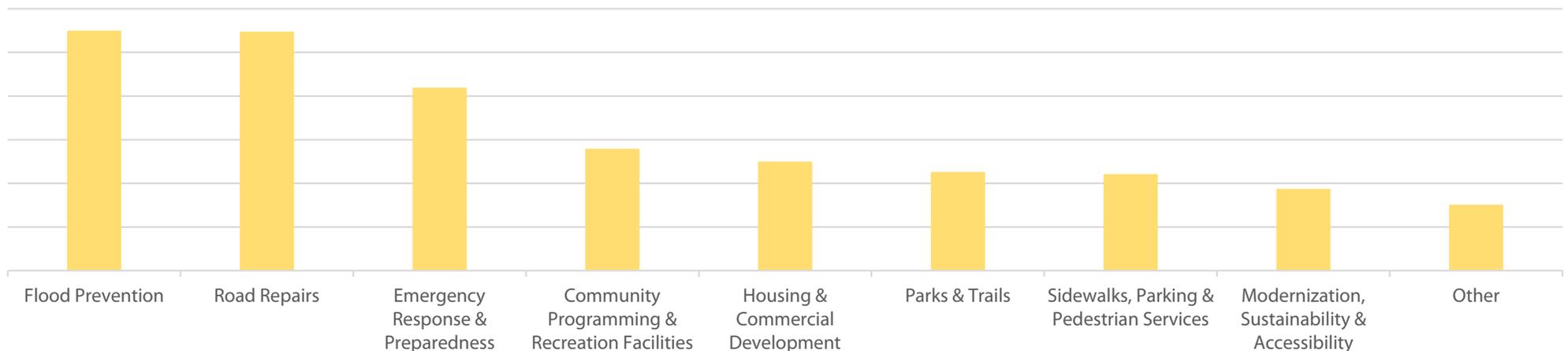


2. Road Repairs



3. Emergency Response
& Preparedness

- This is the first year “Flood Prevention” took the top spot for highest priority among respondents.
- Administration valued the feedback and has directly addressed it throughout this budget.
- To address flooding, items have been included in both the operating and capital budgets.
- Included within the Operating budget is dedicated costs for drainage block assessments as well as funds to control the invasive Phragmites species which can cause drainage blockage issues.
- Within the capital budget is the Storm Sewer Rehabilitation Program, whereby this project allows the town to undertake the design of storm sewers for future repair and replacement.



BUDGET CHALLENGES and FACTORS

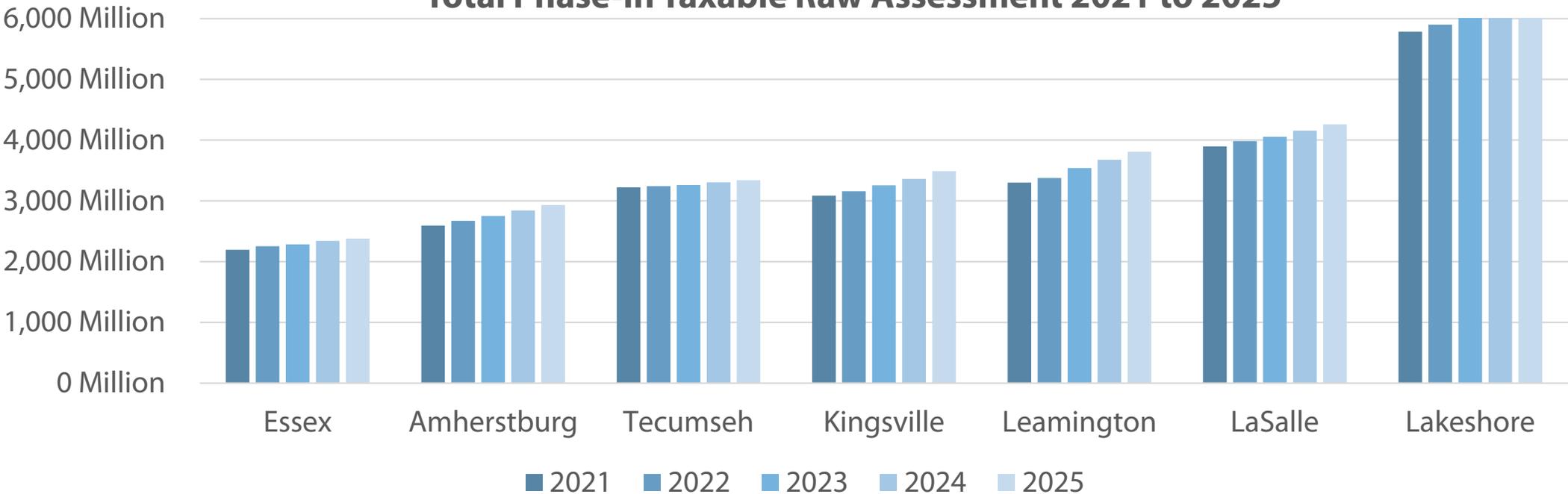
Pages 9-11

Assessment Growth - Past 5 Years

YEAR	Net Assessment Growth
2022	2.61%
2023	1.40%
2024	2.50%
2025	1.63%
2026 (estimated)	1.80%

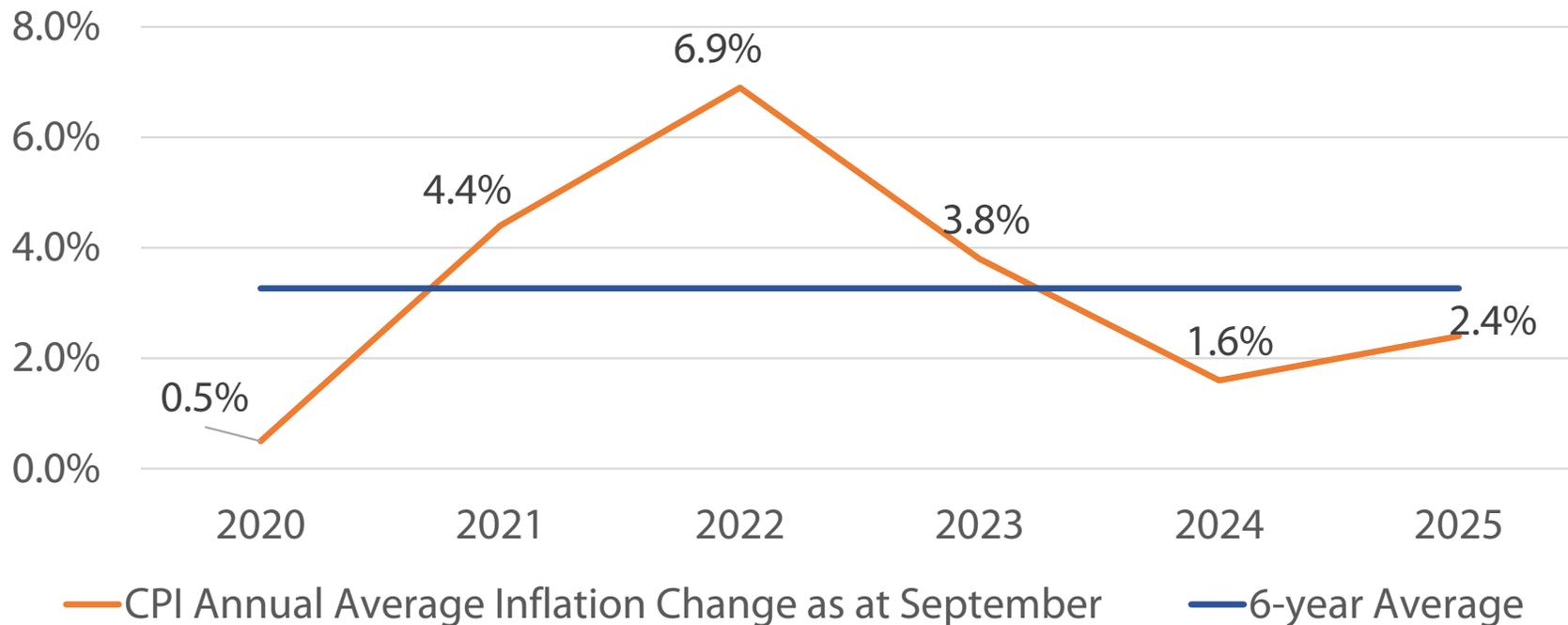
Total Phase in Assessment

Total Phase-in Taxable Raw Assessment 2021 to 2025



Economic State – Inflation (page 10)

Average Annual CPI Change 2020-2025



The Bank of Canada's goal for inflation, measured as Consumer Price Index (CPI), is 2%. The CPI is a factor that is required to be incorporated into annual budgets as it serves as the best indicator of the future cost of goods.

Inflation, Interest Rates & Tariffs: Why is it a risk?

- The CPI is a factor that is required to be incorporated into annual budgets as it serves as the best indicator of the future cost of goods, therefore it has a direct impact on costs.
- One measure that the Bank of Canada uses to attempt to control CPI is adjustments to its policy interest rate. The policy interest rate has decreased from 3.75% at October 2024 to 2.25% at October 2025. The policy rate directly impacts the bank's prime rate.
- Budget fluctuations may be seen on interest income from investment funds; however, the Town is also exposed to interest rate risk when obtaining external financing for designated Capital Projects.
- The Town of Essex is closely monitoring the global Tariff situation. The report from April 7th, 2025, "Threats and Potential Impacts on US Tariffs" outlines the most up-to-date impact. The Town has made updates to the procurement bylaw to promote local and Canadian companies within our limitations.

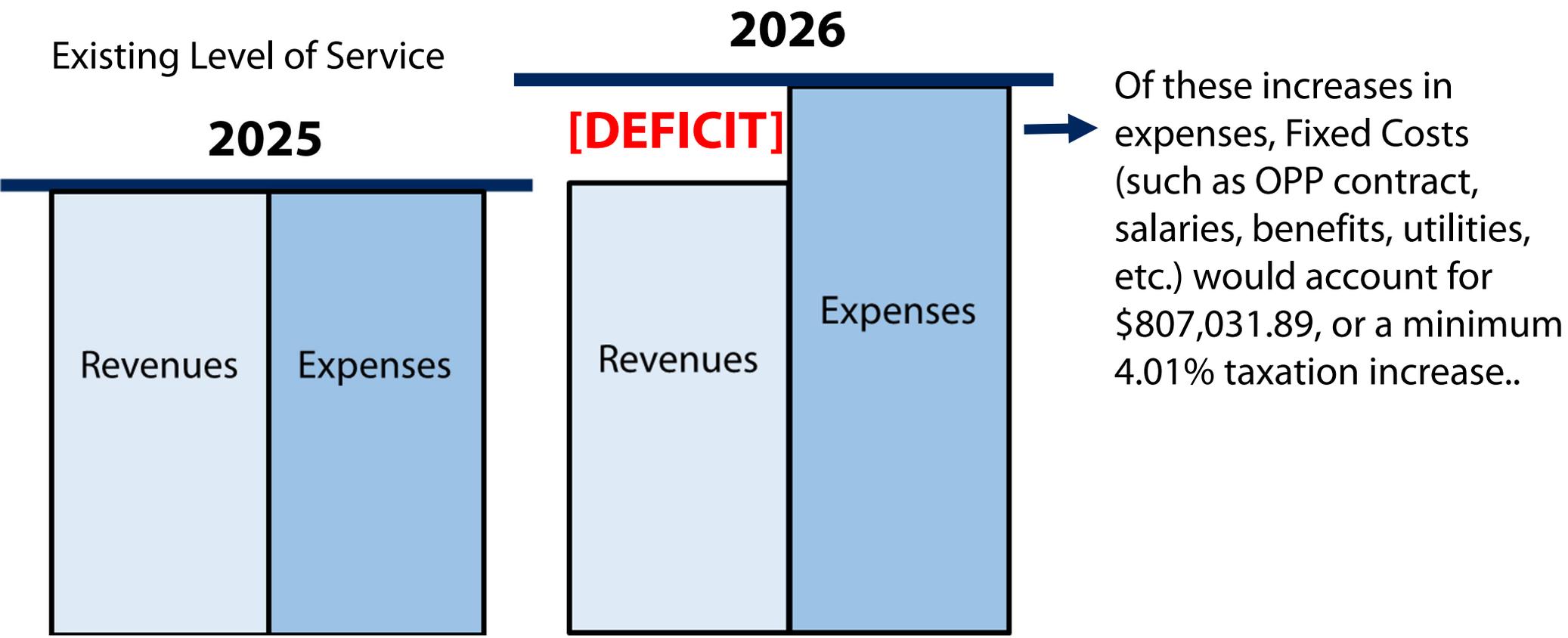
Grant Monies

- Annually the Town relies heavily on grant funding to fund both operating and capital budgets.
- The main source of grant revenue for operations is from the Ontario Municipal Partnership Fund. The Town received notice that the 2026 committed allocation will be \$4,462,200 (2025 - \$4,374,000).
- For Capital Budget purposes the Town relies on the Canada Community Building Fund (CCBF) as well as the Ontario Community Infrastructure Fund (OCIF). For the 2026 year, allocations included within the budget are \$1,308,670 from the OCIF program (2025 - \$1,189,700) and \$1,111,723 from the CCBF program (2025 - \$1,095,046).

Level of Service: Why is it a challenge?

- With such significant growth experienced, and expected to continue, the Town is required to request new positions and significant asset acquisitions for this term of Council to ensure the current level of service is maintained

The Town of Essex Level of Service 2026



Of these increases in expenses, Fixed Costs (such as OPP contract, salaries, benefits, utilities, etc.) would account for \$807,031.89, or a minimum 4.01% taxation increase..

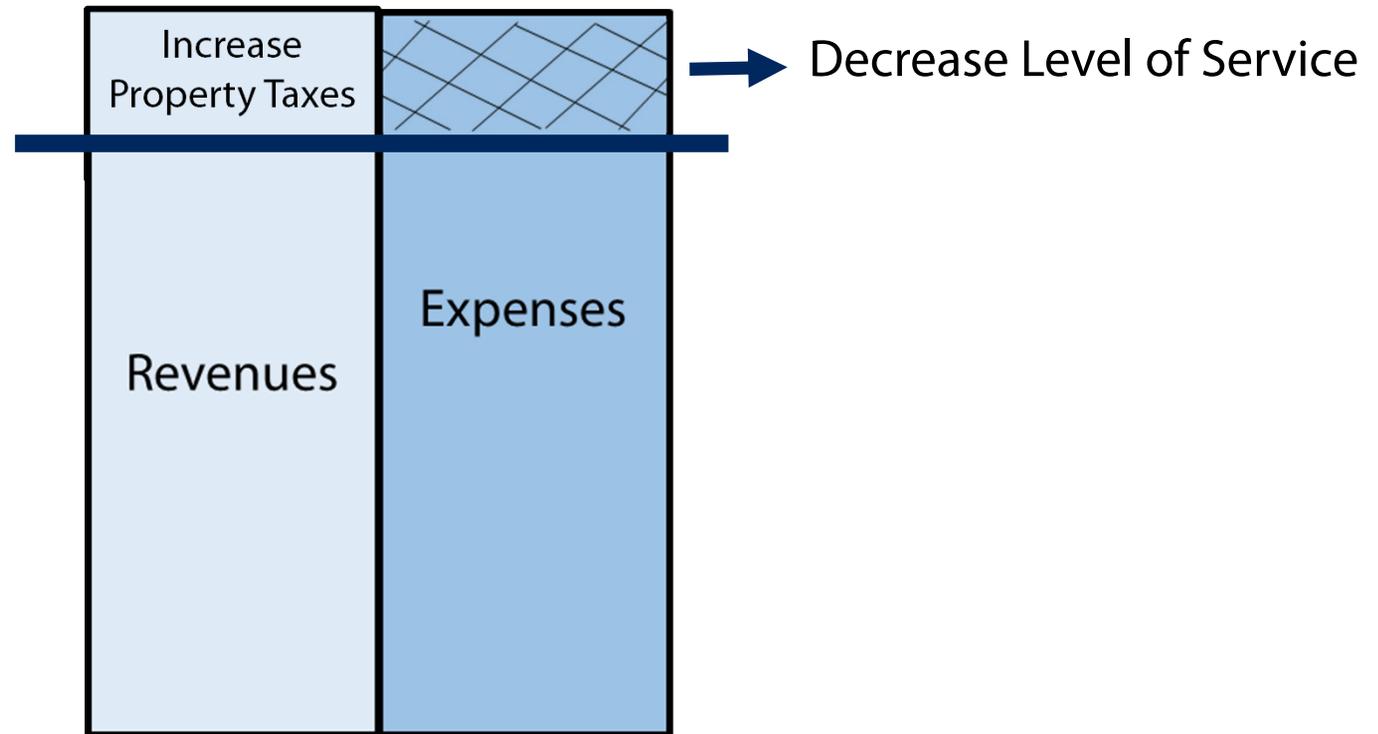
To Maintain the existing level of service in 2026 as 2025 we must account for increases in costs.



The Town of Essex Level of Service 2026

**To eliminate the Deficit
The Town can either...
2026**

OR



2026 Proposed Operating Budget

Snapshot (page 13)

The Town has proposed a 2026 Budget with revenues and expenses of \$80.4 million and over \$21.5 million of that dedicated towards capital initiatives. The main priorities and themes of the 2026 Budget were as below:

Addressing contractual obligations while maintaining services levels

- This budget incorporates contractual increases from the current policing contract as well as the phased-in impact of the 2024 negotiated union contract.
- The Town continues to dedicate monies to the asset management program, with a current 1% levy presented in the 2026 budget, to ensure readiness for asset replacement and that continued service level targets are met.

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

- Key projects set up to guide the Town to further development include the Residential Intensification Guidelines, Fire Station 3 Replacement, and Maidstone Avenue/Talbot Street Intersection Improvements
- Innovative projects include phase one of Enterprise Resource Planning and a hybrid Bylaw Enforcement patrol vehicle.

Finding alternative ways to assist in stabilizing tax increases

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

The Proposed 2026 Budget proves that when working together, great things can be accomplished for the Town of Essex.



Proposed tax rate (page 14)

2026 Proposed Residential Tax Rate	2025 Tax Rates		2026 Tax Rates		Proposed Change (2025 to 2026)	
	Mill Rate	Median Property Taxes	Mill Rate	Median Property Taxes	%	\$
Ward 1 and 4						
General Municipal Levy	0.00906	1,739.33	0.00951	1,826.55	5.01%	87.22
Urban Levy	0.00095	181.44	0.00099	190.02	4.73%	8.58
Garbage Collection and Disposal Levy	0.00128	246.34	0.00135	258.41	4.90%	12.07
Total Ward 1 and 4 Town of Essex Levy	0.01129	2,167.10	0.01185	2,274.98	4.98%	107.88
Ward 2 and 3						
General Municipal Levy	0.00906	1,739.33	0.00951	1,826.55	5.01%	87.22
Rural Levy	0.00030	57.02	0.00030	57.02	0.00%	0.00
Garbage Collection and Disposal Levy	0.00128	246.34	0.00135	258.41	4.90%	12.07
Total Ward 2 and 3 Town of Essex Levy	0.01064	2,042.69	0.01116	2,141.98	4.86%	99.29
Average Town of Essex Levy Increase (Wards 1 to 4)	0.01096	2,104.90	0.01150	2,208.48	4.92%	103.58
Upper Tier & Provincial Levies						
County of Essex Levy (proposed)	0.00560	1,075.20	0.00575	1,103.69	2.65%	28.49
Education Levy	0.00153	293.76	0.00153	293.76	0.00%	0.00
Total Upper Tier & Provincial Levies	0.00713	1,368.96	0.00728	1,397.45	2.08%	28.49
Total Average Increase for all Wards	0.01809	3,473.86	0.01878	3,605.93	3.80%	132.08
Median Residential Single-Family Detached Assessment						192,000



2025 to 2026 Change in Taxation (page 14)

Proposed 2025 to 2026 Change in Taxation	Tax Rate Impact
Growth and Other Taxation Adjustments	-2.05%
Rate Increase:	1.69%
2026 Garbage Levy	0.21%
2026 Asset Management Levy	1.00%
2026 Capital Budget (new/upgrade)	0.48%
Proposed New Positions (see pg. 34)	1.33%
Revenue Adjustments	-0.34%
Contractual Changes:	1.99%
Long-Term Debt	-0.28%
Salary, Wages, Benefits & Personnel Contractual Increase	1.86%
Ontario Provincial Police Contract & Police Service Board	0.41%
Material and/or Service Adjustments:	0.63%
Crushing	0.29%
Harbour Dredging	0.34%
Inflationary Impacts	1.99%
Council Resolutions, Requests and/or Motions	-0.32%
Youth in Action & Community Living Wages	0.06%
Community Partnership Fund	0.07%
ELK Amortization Removed	-0.45%
Proposed Tax Increase (Average of Wards 1 to 4)	4.92%

Positive Tax Rate Adjustments

Affect to Tax Rate - Increase (Decrease)	
Revenue	(1.56)
Ontario Municipal Partnership Fund (OMPF)	(0.44)
User Fees and Service Charges	(0.35)
Drainage Block Assessments	(0.49)
Crushing	(0.29)
Expenses	(1.78)
Projected Debt - Town Hall Consolidation	(0.36)
Utilities, Insurance and Property Taxes	(0.52)
New Requests	(0.46)
Additional Operating Expenses	(0.45)
Total Tax Rate Change - Increase (Decrease)	(3.35)

What does this mean? (page 16)

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	30.61
School Boards	8.14
Town of Essex	61.25
Infrastructure Services	19.42
Community Services	12.98
Protection to People and Property (Fire, Police, etc.)	10.55
Corporate Services (includes Garbage)	9.65
Office of the CAO & Council	5.80
Development Services	2.35
Health Services	0.50

\$2,208

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



2026 Budget Summary: Operating Revenues (page 18)

Town of Essex by Category	2024 Actuals	2025 Budget	Proposed 2026 Budget	Proposed Change 2025 vs. 2026 (\$)	Proposed Change 2025 vs. 2026 (%)
Revenues / Funding Source					
Amounts Added to Taxes and Special Levies	3,986,818	4,154,679	4,459,980	305,301	7.35%
Conditional and Unconditional Grants	6,939,434	7,189,577	7,364,899	175,322	2.44%
Contributions from Developers	678,567	1,625,957	1,627,635	1,678	0.10%
Fines and Penalties	423,487	346,766	362,094	15,327	4.42%
Interfund Transfers - Revenue	5,276,166	5,182,677	6,259,019	1,076,342	20.77%
Internal Allocations - Revenue	821,298	895,890	905,973	10,083	1.13%
Investment and Other Income	755,328	631,499	728,853	97,354	15.42%
License and Permit Fees	911,914	627,661	590,286	(37,375)	-5.95%
Payments in Lieu of Taxation	216,599	214,184	223,091	8,906	4.16%
Prior Years' Surplus/(Deficit)	0	0	316,888	316,888	100.00%
Property Taxation	18,424,475	19,732,204	20,970,325	1,238,120	6.27%
Supplementary Taxation	449,052	447,694	371,686	(76,008)	-16.98%
User Fees and Service Charges	14,791,394	15,349,395	14,760,093	(589,303)	-3.84%
Revenues / Funding Source Total	53,674,532	56,398,184	58,940,821	2,542,637	4.51%



2026 Budget Summary: Operating Expenses (page 18)

Town of Essex by Category	2024 Actuals	2025 Budget	Proposed 2026 Budget	Proposed Change 2025 vs. 2026 (\$)	Proposed Change 2025 vs. 2026 (%)
Expenses / Expenditure					
Amortization Expense	103,361	90,982	0	(90,982)	-100.00%
Contracted Services	8,418,750	9,012,799	10,154,766	1,141,967	12.67%
Debt Servicing	3,313,682	3,617,278	3,937,818	320,540	8.86%
External Transfers	417,228	539,544	495,759	(43,785)	-8.12%
Interfund Transfers - Expense	17,666,362	16,496,720	16,130,011	(366,709)	-2.22%
Internal Allocations - Expense	821,298	895,890	905,973	10,083	1.13%
Materials and Supplies	2,855,883	3,661,463	3,978,573	317,110	8.66%
Miscellaneous Services	931,638	1,097,760	1,102,493	4,733	0.43%
Professional Fees	426,259	406,267	429,921	23,654	5.82%
Rents and Financial Services	335,832	344,111	375,687	31,576	9.18%
Repairs and Maintenance	958,981	1,014,635	1,073,977	59,342	5.85%
Salaries, Wages, Benefits and Personnel Expenses	13,982,170	15,718,234	16,823,739	1,105,505	7.03%
Taxation Adjustments	299,718	263,401	295,331	31,930	12.12%
Uncollectible Taxes and Accounts Receivable	7,720	28,000	40,000	12,000	42.86%
Utilities, Insurance and Property Taxes	2,818,761	3,068,601	3,099,274	30,673	1.00%
Expenses / Expenditure Total	53,357,644	56,255,684	58,843,321	2,587,637	4.60%
Surplus/(Deficit)	316,888	142,500	97,500	(45,000)	-31.58%



Strategic Alignment Highlights in the 2026 Operating Budget (page 29)

Safe & Reliable Infrastructure

- Within the operating budget the cost of crushing recycled asphalt and concrete has been included for 2026. Crushing is completed every few years to prevent erosion and increase the longevity and stability of the road. This budget expense falls within the Safe & Reliable Infrastructure strategic pillar specifically subsection *1.2 Investing in our roads*.

Jobs & Economic Opportunities

- Within the operating budget is the pre-approved one-year extension of the Economic Development & Business Relations Analyst. This position will support the implementation of a dedicated Development and Business Concierge service and Proposed Industrial CIP Program. This specifically falls under subsection *2.2 Fostering an environment that attracts and retains businesses and creates jobs*.

Strategic Alignment Highlights in the 2026 Operating Budget

Welcoming & Caring Community

- Within the budget are costs for the Community Living Essex County's Career Compass and Youth in Action program. This allow the Town of Essex to collaborate with Community Living Essex County which aims to assist adults and youth find meaningful employment and reach their career goals. This falls under *3.1 Collaborating with community organizations and groups*.

Responsible & People-Focused Government

- Within the 2026 budget, costs have been included for a revamped Town website. This website will enhance user experience by improving navigation and accessibility. This specifically falls under subsection *4.2 Providing open government & financial accountability by improving 2-way communication with citizens*.

2026 Budget Summary: Capital (page 19)

Capital Summary

Town of Essex by Category	2025 Budget	2026 Proposed Budget	Proposed Change 2025 vs. 2026 (\$)	Proposed Change 2025 vs. 2026 (%)
Revenues / Funding Source				
Asset Management Reserve	4,222,181	6,197,500	1,975,319	47%
Other Reserve	4,694,498	5,958,000	1,263,502	27%
Grant Funding	2,328,325	3,218,000	889,675	38%
Long Term Debt Financing	2,670,488	5,235,000	2,564,512	96%
Other	260,198	862,000	601,803	231%
Revenues / Funding Source Total	14,175,689	21,470,500	7,294,811	51%
Expenses / Expenditure				
Property Tax Supported	8,093,201	19,218,500	11,125,299	137%
User Rate Supported	6,224,988	2,349,500	(3,875,488)	-62%
Expenses / Expenditure Total	14,318,189	21,568,000	7,249,811	51%
Surplus/(Deficit)	(142,500)	(97,500)	45,000	-32%



Net Surplus/Deficit (page 19)

The Town's 'Net Surplus / (Deficit)' is calculated by adding the Operating Surplus / (Deficit) and the Capital Surplus / (Deficit). When the 'Net Surplus / (Deficit)' is \$0, the Town has a balanced budget. Municipalities are not allowed to budget for a surplus or deficit. Please note that the deficit has been eliminated in 2026 in accordance with legislation, however, forecast years for the capital budget have not been finalized or funded and will not be adopted.

Total Town of Essex Summary	2025 Budget	2026 Proposed Budget	Proposed Change 2025 vs. 2026 (\$)	Proposed Change 2025 vs. 2026 (%)
Total Operating Surplus/(Deficit)	142,500	97,500	45,000	31.58%
Total Capital Surplus/(Deficit)	(142,500)	(97,500)	(45,000)	31.58%
Net Surplus/(Deficit)	0	0	0	0.00%

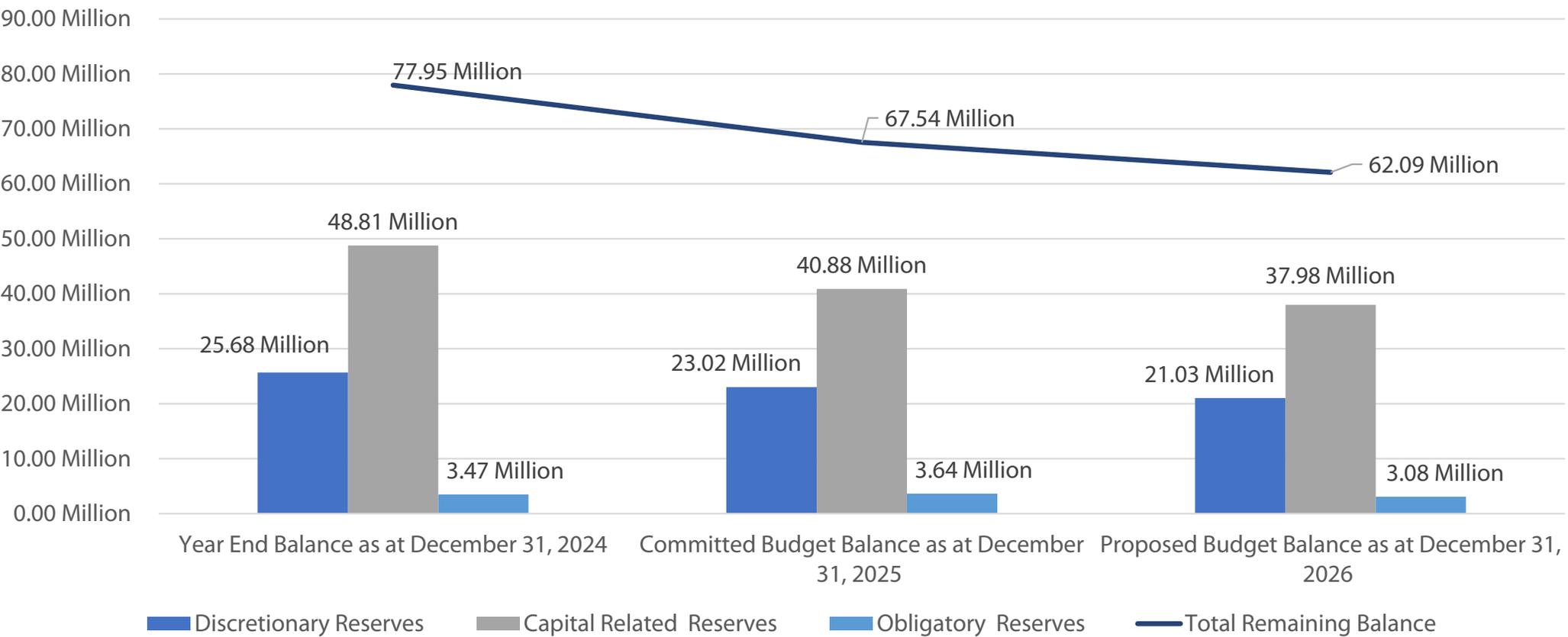


Forecast years

- Operating Forecast Years are for internal purposes only
 - will not formally adopted by Council until the year of the budget
 - basic or no funding strategies applied
- Capital Forecast- Subject to change depending on in year approval by Council
 - Detailed review will not occur as each year Council must resolve to adopt

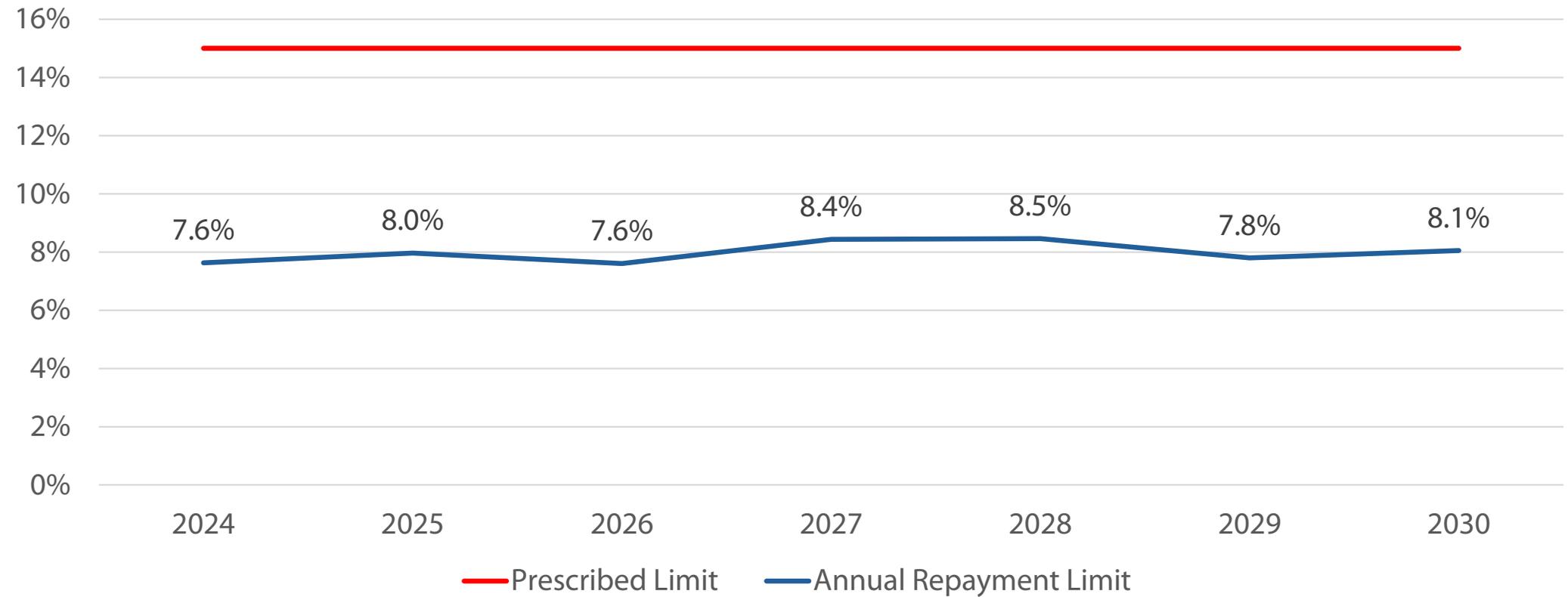
Reserve Accounts (page 22)

Reserve Fund Balances



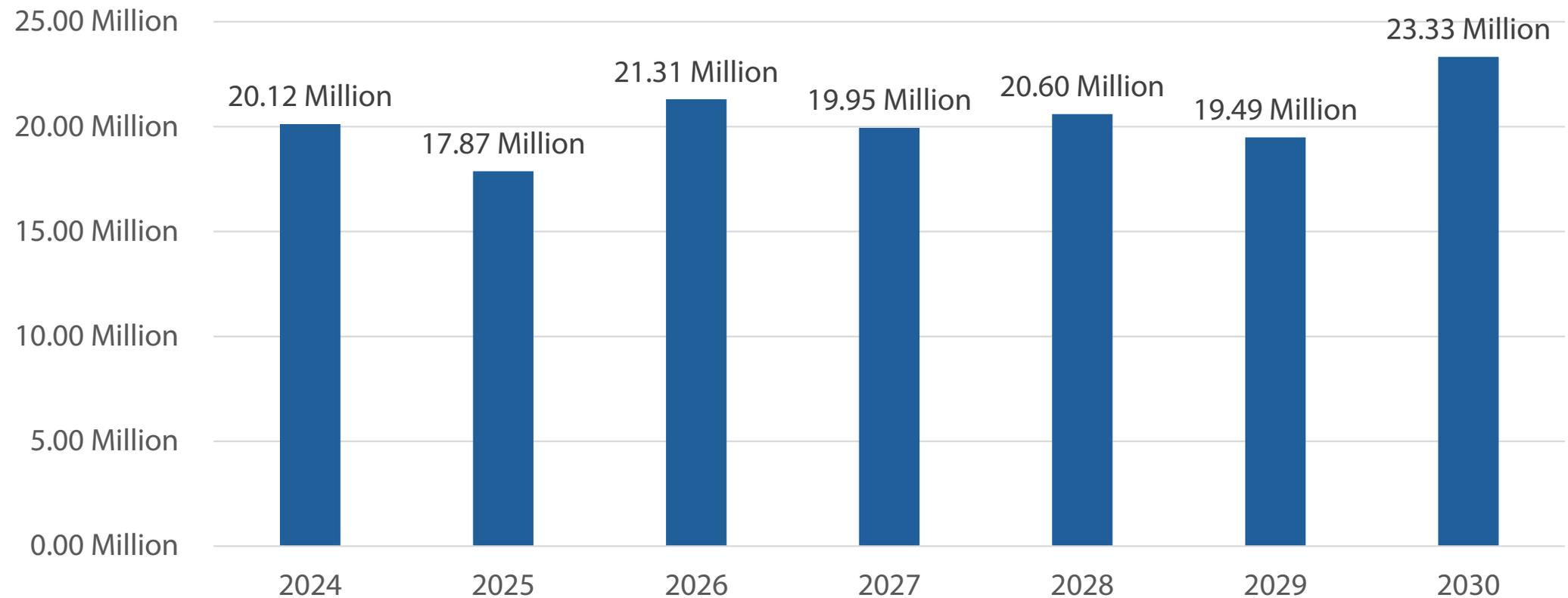
Town of Essex Internal Annual Repayment Limit (page 24)

Town of Essex Annual Repayment Limit



Debt Balances (page 25)

Remaining Long-Term Debt Principal Balance



LTD Principal Balances

Remaining Long-Term Debt Principal Balance	Long-Term Debt Principal Balance Details	2024 Remaining Principal	2025 Committed Remaining Principal	2026 Proposed Remaining Principal	Proposed Change 2025 v. 2026 (\$)	Proposed Change 2025 v. 2026 (%)
Property Tax Supported						
Corporate Services	Town Hall Consolidation	0	0	1,137,051	1,137,051	100.00%
Council	Harrow Streetscape; Essex Streetscape	5,985,967	5,833,200	7,060,614	1,227,414	21.04%
Essex Centre Sports Complex	ECSC Construction and upgrades	4,134,329	3,448,405	2,731,269	(717,136)	-20.80%
Fire - Station 1	Fire Station 1 Replacement	1,753,923	1,605,469	1,451,591	(153,877)	-9.58%
Fire - Station 2	Fire Station 2 Replacement	2,794,486	2,665,212	2,532,163	(133,049)	-4.99%
Parks	Recreation Lands	362,308	244,834	124,095	(120,739)	-49.31%
Paved Roads	Harrow Industrial Park; Erie Road	343,310	231,995	117,587	(114,408)	-49.31%
Storm Sewers	Erie Storm Sewer; Ward 1 Storm Improvements	2,154,004	1,928,370	1,692,769	(235,601)	-12.22%
Property Tax Supported Total		17,528,327	15,957,485	16,847,139	889,654	5.58%
User Rate Supported						
SS Ward 1 - Collection/Conveyance	Essex Centre Basement Flooding	1,012,981	684,533	346,957	(337,576)	-49.31%
SS Ward 1 - Treatment/Disposal	Essex WWTP	537,665	272,384	0	(272,384)	-100.00%
SS Ward 2	Inspirational Park Servicing	0	0	1,076,762	1,076,762	100.00%
SS Ward 3 - Treatment/Disposal	Colchester Water Pollution Control Plant Expansion Engineering	0	0	1,759,992	1,759,992	0.00%
SS Ward 4 - Treatment/Disposal	Harrow WWTP	129,831	0	0	0	100.00%
Water Wards 1/2 - Distribution/Transmission	Inspirational Park Servicing	0	0	475,542	475,542	0.00%
User Rate Supported Total		1,680,477	956,917	3,659,253	2,702,336	282.40%
Amounts Added to Taxes						
Drainage	Various Drainage works	569,235	660,711	549,469	(111,242)	-16.84%
Shoreline Protection	Various Shoreline Property Assistance	299,029	259,389	218,634	(40,755)	-15.71%
Tile Drainage	Various Tile Drainage	44,630	38,231	31,449	(6,782)	-17.74%
Amounts Added to Taxes Total		912,894	958,331	799,552	(158,780)	-16.57%
Total Long-term Debt Payments		20,121,698	17,872,734	21,305,944	3,433,210	19.21%

LTD Payments

Principal & Interest Long-Term Debt Payments	Long-Term Debt Payment Details	2024 Actuals LTD Payments	2025 Committed LTD Payments	2026 Proposed LTD Payments	Proposed Change 2025 v. 2026 (\$)	Proposed Change 2025 v. 2026 (%)
Property Tax Supported						
Admin - Public Works	Energy Upgrades	1,365	0	0	0	0.00%
Corporate Services	Town Hall Consolidation	4,423	0	71,491	71,491	100.00%
Council	Harrow Streetscape; Essex Streetscape	242,284	235,543	739,273	503,730	213.86%
Drainage	Energy Upgrades	90	0	0	0	0.00%
Essex Centre Sports Complex	ECSC Construction and upgrades	865,015	865,015	865,015	0	0.00%
Essex Recreation Complex	Energy Upgrades	299	0	0	0	0.00%
Fire - Station 1	Fire Station 1 Replacement	210,615	210,615	210,615	0	0.00%
Fire - Station 2	Fire Station 2 Replacement	209,675	209,383	209,383	0	0.00%
Fire - Station 3	Energy Upgrades	538	0	0	0	0.00%
Harrow and Colchester South Community Centre	Energy Upgrades; Arena Roof Replacement	40,264	0	0	0	0.00%
Maedel Community Centre	Energy Upgrades	9,114	0	0	0	0.00%
Parks	Recreation Lands	139,144	126,669	126,669	0	0.00%
Paved Roads	Harrow Industrial Park; Erie Road	120,027	120,027	120,027	0	0.00%
Police	Energy Upgrades	2,702	0	0	0	0.00%
Storm Sewers	Erie Storm Sewer; Ward 1 Storm Improvements	322,272	322,272	322,272	0	0.00%
Property Tax Supported Total		2,167,827	2,089,523	2,664,744	575,221	27.53%

LTD Payments

Principal & Interest Long-Term Debt Payments	2026 Debt Payment Details	2024 Actuals LTD Payments	2025 Committed LTD Payments	2026 Proposed LTD Payments	Proposed Change 2025 v. 2026 (\$)	Proposed Change 2025 v. 2026 (%)
User Rate Supported						
Building	Energy Upgrades	215	0	0	0	0.00%
SS Ward 1 - Collection/Conveyance	Essex Centre Basement Flooding	354,156	354,156	354,156	0	0.00%
SS Ward 1 - Treatment/Disposal	Essex WWTP	277,830	277,830	277,830	0	0.00%
SS Ward 2	Inspirational Park	0	0	141,694	141,694	100.00%
SS Ward 3 - Treatment/Disposal	Colchester Water Pollution Control Plant Expansion Engineering	0	0	231,603	231,603	100.00%
SS Ward 4 - Treatment/Disposal	Harrow WWTP	263,128	131,564	0	(131,564)	-100.00%
Water Wards 1/2 - Distribution/Transmission	Inspirational Park	291	0	62,578	62,578	0.00%
Water Wards 3/4 - Distribution/Transmission	Energy Upgrades	291	0	0	0	0.00%
Water Wards 3/4 - Treatment	Energy Upgrades	1,152	0	0	0	0.00%
User Rate Supported Total		897,063	763,550	1,067,861	304,311	39.85%
Amounts Added to Taxes						
Drainage	Various Drainage works	143,353	180,465	147,911	(32,553)	-18.04%
Shoreline Protection	Various Shoreline Property Assistance	48,225	48,225	48,225	0	0.00%
SS Ward 4 - Collection/Conveyance	Erie Road Sanitary Sewer Extension	48,130	0	0	0	0.00%
Tile Drainage	Various Tile Drainage	9,076	9,076	9,076	0	0.00%
Amounts Added to Taxes Total		248,785	237,766	205,213	(32,553)	-13.69%
Total Long-term Debt Payments		3,313,675	3,090,839	3,937,818	846,979	27.40%

NET BUDGET BY COST CENTER (page 30-32)

- Displays net cost of a cost center – Expenses net of revenues
- Proposed Change shows net increase of decrease of cost center
- % change shows increase or decrease
- We will go through each in the following slides

Town of Essex by Cost Center	Net 2024 Actuals	Net 2025 Budget	Net Proposed 2026 Budget	Proposed Net Change 2025 vs. 2026 (\$)	Proposed Net Change 2025 vs. 2026 (%)
Accessibility	3,150	4,900	4,900	0	0.00%
Admin - Public Works	1,121,643	1,313,074	1,348,430	35,356	2.69%
Administration - Community Services	697,717	888,915	909,997	21,082	2.37%
Administration – Fire Services	482,420	542,123	682,569	140,446	25.91%
Animal Control	60,771	87,850	91,453	3,604	4.10%
Arts, Culture and Tourism	21,800	22,236	22,236	0	0.00%
Bridges & Culverts	68,772	64,973	63,060	(1,913)	-2.94%
Brushing & Tree Removal	111,942	129,550	133,872	4,321	3.34%
Building*	0	0	0	0	0.00%
By-Law Enforcement	279,659	358,113	296,615	(61,498)	-17.17%
CAO, General	491,486	508,330	488,353	(19,977)	-3.93%
Carnegie Library	679	2,587	2,803	216	8.34%



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

Personnel Overview (page 34)

- Annually, salaries account for 28.6% of the Town's operating budget expenditures.
- In 2024, an organizational review was completed and adopted in principle by Council. Changes recommended within the study identified as critical were approved in 2025 and any new position recommendations identified in the second phase of the organizational review have been included in the proposed 2026 budget.
- Every year, the Town internally looks at methods to help reduce the impact of Salaries, Wages, Benefits and Personnel Expenses on the tax rate. The 2026 proposed funding table illustrates the mechanisms that were utilized to minimize the impact in 2026.
- As growth in the Town continues, so does the requirement of staffing. Growth means an increase to revenues, but also an increase to expenses through the increased services required. The below table compares the full-time complement and size of local municipalities to the Town of Essex.

Proposed Salary Change (page 34)

Proposed 2026 Salaries, Wages, Benefits and Personnel Expenses	Proposed Budget
Approved 2025 Budget	15,718,234
Proposed 2025 to 2026 Changes	1,105,505
Total Proposed 2026 Salaries, Wages, Benefits and Personnel Budget	16,823,739

2026 Funding for Salaries, Wages, Benefits and Personnel Expenses	Proposed Funding
Salary Stabilization - Contractual increases	350,000
Salary Stabilization - 53-Week payroll year	202,330
Salary Stabilization - Economic Development and Business Relations Analyst	110,183
Eliminating Communications Intern	20,205
Restructuring of Corporate Services Clerk to Revenue Clerk	44,484
Other	46,228
Total Proposed Funding	773,430

Proposed Salary Change (Continued) (page 34)

2025 to 2026 Salaries, Wages, Benefits and Personnel Expense Changes	Proposed Impact
Organization Wide (Grid & Part Time Changes, Benefit Adjustments)	714,941
Contractual Increases - Property Tax Supported (Union Contract and Non-Union Salary Review)	599,770
Contractual Increases - User Rate Supported (Union Contract and Non-Union Salary Review)	83,348
Other Impacts (PT, Training, Clothing, OT, etc.)	31,823
Proposed New Positions	280,381
NEW - Network Systems Administrator (net impact of restructuring Corporate Services Clerk to Revenue Services clerk)	65,699
NEW - Assistant Manager, Financial Analysis & Planning	136,910
NEW - Full Time Communications & Events Coordinator (net impact of eliminating Communications Intern)	65,416
NEW - Youth in Action Students	12,356
Pre-Approved Positions	110,183
Economic Development & Business Relations Analyst (Contract; fully funded)	110,183
Total 2025 to 2026 Salaries, Wages, Benefits and Personnel Expense Changes	1,105,505

Network Systems Administrator

Description: Responsible to oversee the Town's technology systems. This position will contribute to addressing current workload issues and assist this business unit in meeting departmental needs.

Rationale: Recommended in the Organizational Review and IT Strat Plan

Net Budgeted Impact: \$65,699

\$110,185 offset with restructuring Corporate Services Clerk to Revenue Services Clerk \$44,484. The increase costs of the Revenue Services Clerk will be within the water rates.



Network Systems Administrator

Municipal Comparators: As depicted below, the Town's IT team has not maintained pace with local municipal comparators or operating pressures.

Municipality	Leaders	Front-Line	New Request	Total
Town of LaSalle	2	3	1	6
Municipality of Lakeshore	1	5		6
Town of Tecumseh	2	2	1	5
Municipality of Leamington	1	3.5	0.5	5
Town of Amherstburg	1	3		4
Town of Kingsville	2	1		3
Town of Essex	1	1	1	3

Assistant Manager, Financial Analysis & Planning

Description:

- Support the Financial Planning Division with day-to-day operations, year-end functions and budgeting
- Support with the planning and execution of the new Financial Software
- Focus on Asset Management
- Focus on Grant writing/reporting

Rationale: Recommended in the Organizational Review and would be an asset with the new Financial Software

Budgeted Cost: \$136,905



Assistant Manager, Financial Analysis & Planning

Municipal Comparators: As depicted below, the Town's Finance team has not maintained pace with local municipal comparators or operating pressures.

Municipality	Leaders	Mid-level	New Request	Total
Town of LaSalle	5	3		8
Municipality of Lakeshore	4	4		8
Town of Tecumseh	3	3		6
Municipality of Leamington	4	2		6
Town of Amherstburg	3	2		5
Town of Kingsville	4			4
Town of Essex	3	1	1	5

Communications and Events Coordinator

Description: Support for corporate communications, including content creation, social media, website support, and community event engagement.

Rationale: With only one staff member handling all communications, added support is needed to meet growing demands, improve responsiveness, and ensure consistent, high-quality messaging.

Net Budgeted Impact: \$65,416 (\$85,621 Offset with eliminating Communications Intern of \$20,205)



Communications and Events Coordinator

Municipal Comparators: As depicted below, the Town's Communication department is under resourced compared to municipal comparators.

Municipality	Leaders	Mid-level	Total
Town of Lasalle	2	1	3
Municipality of Lakeshore	1	1	2
Town of Tecumseh	1	1	2
Municipality of Leamington	1	2	3
Town of Amherstburg	1	1	2
Town of Kingsville	1	1	2
Town of Essex	1	*Limited EA support	1

Career Compass and Youth in Action Program

Description: Community Living Essex County's Career Compass and Youth in Action Program assists adults and youth across Essex County with intellectual disabilities to find meaningful employment and to reach their career goals.

Rationale: Continuing support for Community Living Essex County's Career Compass and Youth in Action Program after successful implementation in 2025

Budgeted Cost: \$12,356 (2 Housekeeping facility assistants (full year); 1 Youth in Action for 6 weeks)



Office of the CAO

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



Office of the CAO by Category

Office of the CAO by Category	2024 Actuals	2025 Budget	Proposed 2026 Budget	Proposed Change 2025 vs. 2026 (\$)	Proposed Change 2025 vs. 2026 (%)
Revenues / Funding Source					
Conditional and Unconditional Grants	288,254	327,931	332,531	4,600	1.40%
Fines and Penalties	93,715	61,000	27,242	(33,758)	-55.34%
Interfund Transfers - Revenue	1,105,261	112,606	486,390	373,784	331.94%
Investment and Other Income	51,586	54,300	54,300	0	0.00%
Revenues / Funding Source Total	1,538,816	555,838	900,464	344,626	62.00%
Expenses / Expenditure					
Contracted Services	3,099,166	3,200,090	3,551,550	351,460	10.98%
Debt Servicing	244,986	799,154	739,273	(59,881)	-7.49%
External Transfers	81,485	56,000	50,000	(6,000)	-10.71%
Interfund Transfers - Expense	1,976,085	317,707	154,202	(163,505)	-51.46%
Materials and Supplies	103,157	229,147	454,989	225,842	98.56%
Miscellaneous Services	229,240	318,298	315,883	(2,415)	-0.76%
Professional Fees	37,201	28,392	27,892	(500)	-1.76%
Rents and Financial Services	11,058	10,989	10,989	0	0.00%
Repairs and Maintenance	9,102	10,250	10,250	0	0.00%
Salaries, Wages, Benefits and Personnel Expenses	1,429,321	1,527,694	1,623,074	95,381	6.24%
Utilities, Insurance and Property Taxes	75,111	80,563	85,768	5,205	6.46%
Expenses / Expenditure Total	7,295,912	6,578,283	7,023,870	445,587	6.77%
Surplus/(Deficit)	(5,757,096)	(6,022,446)	(6,123,406)	(100,960)	1.68%

OFFICE OF THE CAO: Significant Changes

Office of the CAO	Impact	Explanation
Revenues:		
Fines and Penalties	Decrease	Reduction to the Provincial Offences Act allocation
Interfund Transfers - Revenue	Increase	Fund elections expenses - offset in materials and supplies for election expenses
Expenses:		
Contractors	Increase	OPP contractual increase estimated at 11%
Debt Servicing	Decrease	Required less debt for Essex Streetscape and received a more favourable interest rate
External Transfers	Decrease	Removal of Council discretionary funds in an election year, slightly offset with increase in Community Partnership Fund (CPF)
Interfund Transfers - Expense	Decrease	No longer require waived development charges loan repayment
Materials and Supplies	Increase	Election expenses (offset with transfer from reserves)
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contractual Increase; net impact of full time Communications and Events Coordinator; Youth in Action Students

Essex County OPP Detachment Board – North (Lakeshore, Essex, Tecumseh)



2026 Proposed Budget

Presented by:

Dave Kigar, Vice Chair, to Municipality of Lakeshore
November 18, 2025

Dave Kigar, Vice Chair, to Town of Essex
November 24, 2025

Paul Sweet, Chair, to Town of Tecumseh
January 13, 2026



Legislation and Policing Oversight

The *Community Safety and Policing Act, 2019 (CSPA)* and associated regulations provide that:

- OPP Detachment Boards (DBs) provide civilian input into OPP policing in their communities
- DBs must report annually (by June 30th) to the municipal Councils of the communities in their detachment area on the policing provided by the detachment
- DB Members must adhere to a Code of Conduct
- The Inspector General of Policing is responsible for inspecting Ontario's police services and boards
- The Commissioner of the OPP is responsible for providing adequate and effective policing

Essex County OPP Detachment Board – North Composition

- The ECODB-N was established on April 1, 2024 and serves the municipalities of Lakeshore, Essex, and Tecumseh
- Current Members:

Essex Council Appointment
Essex Community Appointment
Lakeshore Council Appointment
Lakeshore Community Appointment
Tecumseh Council Appointment
Tecumseh Community Appointment
At-Large Community Appointment
Provincial Appointment
Provincial Appointment

Mayor Sherry Bondy
Dave Kigar (Vice Chair)
Mayor Tracey Bailey
John Quennell
Mayor Gary McNamara
Paul Sweet (Chair)
Ed Hooker (Lakeshore 2025)
Karen M. Robertson
Marc Gomes



Detachment Board Budget Estimates

- Under the *CSPA*, DBs are required to provide estimates of the Board's operating expenses to every municipality within the policing area of the detachment
- The *CSPA* requires each municipality to pay an equal share of the Board's estimates
- Each municipality in the detachment area confirmed board remuneration and expenses and the equal apportionment of Board expenses when the 2024 operating budget was established



Detachment Board Budget - 2025

- The approved ECODB-N operating budget for 2025 was \$114,870
- Overall, the Board is tracking toward a projected surplus of \$4,536 for 2025
- Any actual negative variance at year end will be credited to each member municipality



Detachment Board Budget - 2026

- The details of the ECODB-N budget estimates for 2026 are summarized as follows:

Wages and Benefits	\$ 80,446
Office Supplies	1,000
Memberships (OAPSB, Zone 6)	7,745
Professional Development	16,320
DB Host Support (IT, Finance)	2,500
Insurance	4,100
Public Relations	6,260
Total Expenditures	\$118,371



2026 Key Budget Highlights

- **Annual wages and benefits** are estimated at \$80,446 for 2026, incorporating the provisions of the Collective Agreement and negotiated benefits-in-lieu for the Administrative Support position, and employee health tax and WSIB for all members
- **Memberships** with the OAPSB and Zone 6 for 2026 are estimated at \$7,745 based on the 2025 rates plus allowance for inflation (2.3%)
- **Professional development** expenses for 2026 are based on five (5) members and one (1) Municipal Liaison attending the annual OAPSB conference in Niagara Falls and three (3) members attending two (2) Zone 6 meetings
- **Insurance** for 2026 is based on the projected insurance cost of \$4,100 as indicated by the insurance provider
- **Public Relations** estimates include OAPSB annual conference sponsorship, annual holiday dinner, community policing and an allowance for miscellaneous expenses. The reduction in this budget reflects a reduced budget allocation for the annual holiday dinner



Distribution of Expenditure

- Operating budget is divided equally between municipalities except for OMERS contributions for Tecumseh appointments, which are wholly covered by Tecumseh
- Allocations are as follows:

Essex:	\$ 39,276.65
Lakeshore:	\$ 39,276.65
Tecumseh:	\$ 39,817.69



Detachment Board Budget Resolution

- At the Detachment Board meeting of November 3, 2025, the following resolution (#50/25) was adopted:
 - That** Report No. ECODB-2025-06 Detachment Board Budget 2026 **be received**;
 - And that** the 2026 Draft Budget for the Essex County OPP Detachment Board – North (Lakeshore, Essex, Tecumseh) **be approved**;
 - And further that** the Detachment Board’s recommendation to approve the 2026 Draft Detachment Board Budget **be forwarded** to the Municipality of Lakeshore, the Town of Essex and the Town of Tecumseh for consideration of approval during their respective 2026 municipal budget deliberations;
 - And further that** the Board Chair or alternate **be authorized** to present the 2026 Draft Detachment Board Budget to each municipal Council when each municipal budget is tabled.
- On behalf of the Detachment Board, I respectfully request Council’s favourable consideration of our proposed 2026 Budget during municipal budget deliberations.



Questions?

Thank you for the opportunity to present to Council this evening.

I am available to address questions of Council.

**Essex County OPP Detachment Board – North
(Lakeshore, Essex, Tecumseh)**



Legal & Legislative Services

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



Legal & Legislative Services

Legal & Legislative Services by Category	2024 Actuals	2025 Budget	Proposed 2026 Budget	Proposed Change 2025 vs. 2026 (\$)	Proposed Change 2025 vs. 2026 (%)
Revenues / Funding Source					
Fines and Penalties	0	500	500	0	0.00%
Interfund Transfers - Revenue	16,821	13,342	13,355	14	0.10%
Investment and Other Income	45,734	3,816	21,607	17,791	466.22%
License and Permit Fees	83,779	82,372	129,286	46,914	56.95%
User Fees and Service Charges	129,404	101,178	114,645	13,466	13.31%
Revenues / Funding Source Total	275,739	201,208	279,392	78,185	38.86%
Expenses / Expenditure					
Contracted Services	32,037	10,276	21,380	11,104	108.06%
External Transfers	28,000	40,468	46,975	6,506	16.08%
Interfund Transfers - Expense	146,589	115,526	92,630	(22,896)	-19.82%
Internal Allocations - Expense	58,468	60,068	0	(60,068)	-100.00%
Materials and Supplies	31,516	37,608	37,084	(524)	-1.39%
Miscellaneous Services	188,221	200,910	207,700	6,790	3.38%
Professional Fees	172,169	90,375	113,625	23,250	25.73%
Rents and Financial Services	7,777	9,296	9,435	139	1.50%
Repairs and Maintenance	1,352	1,911	4,540	2,629	137.57%
Salaries, Wages, Benefits and Personnel Expenses	972,015	1,124,574	1,158,743	34,169	3.04%
Utilities, Insurance and Property Taxes	36,517	39,933	40,828	895	2.24%
Expenses / Expenditure Total	1,674,662	1,730,945	1,732,941	1,996	0.12%
Surplus/(Deficit)	(1,398,923)	(1,529,737)	(1,453,548)	76,189	-4.98%

LEGAL & LEGISLATIVE SERVICES: Significant Changes

Legal & Legislative Services	Impact	Explanation
Revenues:		
License and Permit Fees	Increase	Short Term Rental renewal schedule updated from every 3 years to annually.
Expenses:		
Interfund Transfers – Expense	Decrease	Reduce transfer to reserve for insurance stabilization as reserve balance is sufficient as prescribed by reserve management policy
Internal Allocations - Expenses	Decrease	As a result of the Organization Review, Bylaw was reallocated from Development Services to Legislative Services therefore internal allocations no longer required
Professional Fees	Increase	Increase in legal expenses
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contractual Increase and Organization Review Change (moving By-law to Legislative Services from Development Services)

Corporate Services

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



Corporate Services by Category

Corporate Services by Category	2024 Actuals	2025 Budget	Proposed 2026 Budget	Proposed Change 2025 vs. 2026 (\$)	Proposed Change 2025 vs. 2026 (%)
Revenues / Funding Source					
Amounts Added to Taxes and Special Levies	3,535,711	3,685,973	3,988,174	302,201	8.20%
Conditional and Unconditional Grants	6,510,782	6,658,747	6,882,593	223,846	3.36%
Fines and Penalties	329,773	285,266	334,351	49,085	17.21%
Interfund Transfers - Revenue	296,163	762,000	671,330	(90,670)	-11.90%
Internal Allocations - Revenue	332,477	367,525	365,104	(2,421)	-0.66%
Investment and Other Income	386,717	325,596	395,786	70,190	21.56%
Payments in Lieu of Taxation	216,599	214,184	223,091	8,906	4.16%
Prior Years' Surplus/(Deficit)	0	0	316,888	316,888	100.00%
Property Taxation	18,424,475	19,732,204	20,970,325	1,238,120	6.27%
Supplementary Taxation	449,052	447,694	371,686	(76,008)	-16.98%
User Fees and Service Charges	3,709,358	3,524,012	2,256,107	(1,267,905)	-35.98%
Revenues / Funding Source Total	34,191,108	36,003,202	36,775,434	772,232	2.14%
Expenses / Expenditure					
Amortization Expense	103,361	90,982	0	(90,982)	-100.00%
Contracted Services	2,249,180	2,285,211	2,545,562	260,351	11.39%
Debt Servicing	4,423	0	71,491	71,491	100.00%
External Transfers	168,838	173,903	183,153	9,251	5.32%
Interfund Transfers - Expense	8,683,172	8,491,703	7,859,876	(631,827)	-7.44%
Internal Allocations - Expense	0	20,000	10,000	(10,000)	-50.00%
Materials and Supplies	575,213	659,049	726,938	67,890	10.30%
Miscellaneous Services	48,454	55,245	56,668	1,423	2.58%
Professional Fees	55,388	53,500	56,500	3,000	5.61%
Rents and Financial Services	89,579	92,827	99,253	6,426	6.92%
Repairs and Maintenance	4,764	7,067	7,000	(67)	-0.95%
Salaries, Wages, Benefits and Personnel Expenses	1,937,656	2,170,404	2,647,706	477,302	21.99%
Taxation Adjustments	276,765	263,401	295,331	31,930	12.12%
Uncollectible Taxes and Accounts Receivable	1,674	3,000	15,000	12,000	400.00%
Utilities, Insurance and Property Taxes	131,505	244,609	208,006	(36,603)	-14.96%
Expenses / Expenditure Total	14,329,972	14,610,901	14,782,484	171,583	1.17%
Surplus/(Deficit)	19,861,136	21,392,302	21,992,950	600,649	2.81%

CORPORATE SERVICES: Significant Changes

Corporate Services	Impact	Explanation
Revenues:		
Amounts Added to Taxes and Special Levies	Increase	Garbage levy (offset in the contractor's expense); Urban Levy
Conditional and Unconditional Grants	Increase	Increases to OMPF and OCIF Grants
Prior Years' Surplus/(Deficit)	Increase	Per the Reserve Management Plan, any prior year's surplus gets allocated to reserves
Property Taxation	Increase	Includes a general mill rate taxation levy increase of 5.01% and assessment increase of 1.80%
Supplementary Taxation	Decrease	Decrease in building permits anticipated for 2026
User Fees and Services Charges	Decrease	Decrease in landfill compensation due to decreased tonnage with Organics program start
Expenses:		
Contracted Services	Increase	Contractual Garbage Contract increase
Debt Servicing	Increase	Debt for Town Hall Consolidation
Interfund Transfers - Expenses	Decrease	Decrease in landfill compensation due to decreased tonnage with Organics program start
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contractual Increase: 2 proposed new positions see page 34

Community Services

Recreation and Culture

- Plans, develops and implements programs throughout the Town, through direct delivery and in partnership with community organizations.
- Engages with community-based organizations who provide services related to arts, culture, sport and recreation programs and events.
- Manages Essex Recreation Complex and recreation/aquatic programming.

Parks and Facilities

- Coordinates and manages the operations of all Town owned facilities.
- Provides energy management oversight.
- Provides input into the review of proposed developments as it pertains to parks and open space.
- Assists with special events in the communities.

Fire

- Leads fire prevention training and public education.
- Over-site of burn permits.
- First responders to emergency calls for fire, carbon monoxide, tiered medical response, and motor vehicle accidents.
- Oversight of emergency management for the Town of Essex, and coordination of the annual emergency exercise for municipal staff.



Community Services by Category

Community Services by Category	2024 Actuals	2025 Budget	Proposed 2026 Budget	Proposed Change 2025 vs. 2026 (\$)	Proposed Change 2025 vs. 2026 (%)
Revenues / Funding Source					
Conditional and Unconditional Grants	58,805	79,775	79,775	0	0.00%
Interfund Transfers - Revenue	711,274	689,917	678,271	(11,646)	-1.69%
Investment and Other Income	229,020	228,087	237,460	9,373	4.11%
User Fees and Service Charges	3,127,553	3,035,363	3,138,889	103,525	3.41%
Revenues / Funding Source Total	4,126,653	4,033,142	4,134,395	101,253	2.51%
Expenses / Expenditure					
Contracted Services	414,514	445,286	487,306	42,020	9.44%
Debt Servicing	1,474,665	1,411,682	1,411,682	0	0.00%
External Transfers	2,000	29,000	29,000	0	0.00%
Interfund Transfers - Expense	434,023	294,772	301,631	6,859	2.33%
Materials and Supplies	765,792	831,962	831,412	(550)	-0.07%
Miscellaneous Services	309,558	369,947	369,882	(65)	-0.02%
Professional Fees	35,704	38,000	40,000	2,000	5.26%
Rents and Financial Services	201,308	199,257	226,997	27,740	13.92%
Repairs and Maintenance	343,205	390,420	391,700	1,280	0.33%
Salaries, Wages, Benefits and Personnel Expenses	5,228,494	5,848,290	6,127,827	279,536	4.78%
Utilities, Insurance and Property Taxes	1,306,390	1,342,966	1,413,705	70,739	5.27%
Expenses / Expenditure Total	10,515,654	11,201,582	11,631,142	429,560	3.83%
Surplus/(Deficit)	(6,389,001)	(7,168,440)	(7,496,748)	(328,307)	4.58%

COMMUNITY SERVICES: Significant Changes

Community Services	Impact	Explanation
Revenues:		
Conditional and Unconditional Grants	Nil	Loss of dredging grant no dollar change from 2025 due to new Experience Ontario grant and increase in Recreation students grant in 2026
User Fees and Service Charges	Increase	Increase in revenue for Ice rentals and lease increases to reflect CPI increase
Expenses:		
Contracted Services	Increase	Full expense of dredging (loss of the grant from the Federal government to fund dredging); inflationary increases
Rents and Financial Services	Increase	Additional entertainment expenses for Festivals offset with the Experience Ontario grant
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contractual Increase
Utilities, Insurance and Property Taxes	Increase	Anticipated inflationary increase

Development Services

Economic Development

- Identification and implementation of key initiatives that have the potential for economic impact and growth.
- Strategic focus on diversification and relationship development, to provide resources and tools for a thriving economic base.
- Marketing tourism experiences that support agritourism and local attractions, encouraging more visitors to the area.



Planning Services

- 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.



Building Services

- 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.



Development Services by Category

Development Services by Category	2024 Actuals	2025 Budget	Proposed 2026 Budget	Proposed Change 2025 vs. 2026 (\$)	Proposed Change 2025 vs. 2026 (%)
Revenues / Funding Source					
Amounts Added to Taxes and Special Levies	189,981	172,000	175,100	3,100	1.80%
Conditional and Unconditional Grants	6,000	53,124	0	(53,124)	-100.00%
Contributions from Developers	678,567	1,625,957	1,627,635	1,678	0.10%
Interfund Transfers - Revenue	0	291,271	497,764	206,493	70.89%
Internal Allocations - Revenue	233,873	240,271	242,385	2,115	0.88%
Investment and Other Income	15,415	10,000	10,000	0	0.00%
License and Permit Fees	770,129	506,289	422,000	(84,289)	-16.65%
User Fees and Service Charges	131,168	118,491	107,392	(11,098)	-9.37%
Revenues / Funding Source Total	2,025,131	3,017,402	3,082,277	64,875	2.15%
Expenses / Expenditure					
Contracted Services	2,035	4,871	4,403	(468)	-9.62%
Debt Servicing	215	0	0	0	0.00%
External Transfers	121,099	202,673	149,130	(53,542)	-26.42%
Interfund Transfers - Expense	834,458	1,650,957	1,662,635	11,678	0.71%
Internal Allocations - Expense	175,404	180,203	242,385	62,182	34.51%
Materials and Supplies	129,647	169,221	152,959	(16,263)	-9.61%
Miscellaneous Services	66,852	76,900	72,200	(4,700)	-6.11%
Professional Fees	36,397	31,000	26,904	(4,096)	-13.21%
Rents and Financial Services	19,095	16,435	16,206	(229)	-1.39%
Repairs and Maintenance	6,704	5,757	5,757	0	0.00%
Salaries, Wages, Benefits and Personnel Expenses	1,474,178	1,632,059	1,709,393	77,334	4.74%
Taxation Adjustments	22,953	0	0	0	0.00%
Utilities, Insurance and Property Taxes	29,019	28,880	29,746	866	3.00%
Expenses / Expenditure Total	2,918,057	3,998,955	4,071,717	72,762	1.82%
Surplus/(Deficit)	(892,927)	(981,553)	(989,440)	(7,887)	0.80%

DEVELOPMENT SERVICES: Significant Changes

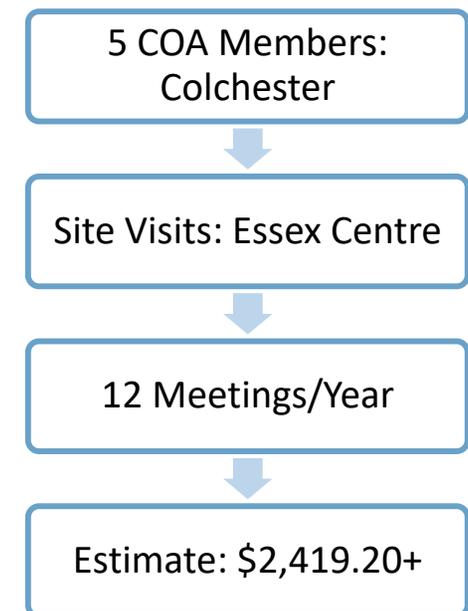
Development Services	Impact	Explanation
Revenues:		
Conditional and Unconditional Grants	Decrease	Removal of the Rural Ontario Development (ROD) Grant from previous year for the Economic Development and Business Relations Analyst
Interfund Transfers - Revenue	Increase	Funding Economic Development and Business Relations Analyst from salary stabilization; funding building deficit for anticipated loss
License and Permit Fees	Decrease	Decrease in building permit revenue based on the forecasted development
Expenses:		
External Transfers	Decrease	Tax Incremental Financing (part of current CIP program) ended in 2025 for Classy Caps and Crew
Internal Allocations - Expense	Increase	Change in Director, Development Services internal allocation due to organizational review reallocating By-law to Legal and Legislative Services
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contractual Increase, additional year of the Economic Development and Business Analyst (fully funded); decrease due to reallocating By-law staff to Legislatives Services

Committee of Adjustment Mileage Reimbursement

- On March 20, 2023, Council approved, via Resolution R23-03-105, an increase to the Committee of Adjustment's per diem from \$100.00 to \$125.00, given the benefit of site visits and associated expenses. The table below depicts the current per diem rates for COA members and mileage:

	Per Diem Rate: Members	Per Diem Rate: Chairperson	Rate Under Review	Mileage Reimbursement
Amherstburg	\$75.00	\$75.00	Yes	No
Kingsville	\$174.42	\$174.42		No
Lakeshore	\$125.00	\$125.00		Yes
Lasalle	\$45.00	\$53.33	Yes	No
Leamington	\$217.48	\$489.35		No
Tecumseh	\$100.00	\$100.00		No
Essex	\$125.00	\$125.00		No
Average	\$123.13	\$163.16		

Potential Financial Impact of Mileage Reimbursement (not in the budget):



Considerations:

- Variables: Distances each member travels to attend site visits, location of the applications, application volumes
- Per diem rate is in line with local average
- Operational impact to DS & CS, currently not in budget

Recommendation from Administration:

- Defer to new term of Committee

Essex Centre Business Improvement Area (page 51)

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



Essex Centre Business Improvement Area

Essex BIA by Category	2024 Actuals	2025 Budget	Proposed 2026 Budget	Proposed Change 2025 vs. 2026 (\$)	Proposed Change 2025 vs. 2026 (%)
Revenues / Funding Source					
Amounts Added to Taxes and Special Levies	189,981	172,000	175,100	3,100	1.80%
Interfund Transfers - Revenue	0	24,224	23,978	(246)	-1.02%
Investment and Other Income	1,000	0	0	0	0.00%
Revenues / Funding Source Total	190,981	196,224	199,078	2,854	1.45%
Expenses / Expenditure					
External Transfers	300	100	100	0	0.00%
Interfund Transfers - Expense	1,862	25,000	35,000	10,000	40.00%
Internal Allocations - Expense	0	0	0	0	0.00%
Materials and Supplies	77,413	69,950	66,500	(3,450)	-4.93%
Miscellaneous Services	56,078	68,000	64,300	(3,700)	-5.44%
Salaries, Wages, Benefits and Personnel Expenses	31,103	32,150	32,150	0	0.00%
Taxation Adjustments	22,953	0	0	0	0.00%
Utilities, Insurance and Property Taxes	1,272	1,024	1,028	4	0.35%
Expenses / Expenditure Total	190,981	196,224	199,078	2,854	1.45%
Surplus/(Deficit)	0	0	0	0	0.00%

Essex Centre BIA Significant Changes	Impact	Explanation
Revenues:		
Amounts Added to Taxes and Special Levy	Increase	Proposed 3% increase on the BIA Levy as well as an increase to the annual cap of \$6,300 to \$6,500.
Interfund Transfers - Revenue	Decrease	BIA reserve transfer to offset the capital contribution for Naming Rights for the Amphitheatre
Expenses:		
Interfund Transfers - Expense	Increase	BIA contribution to naming rights for the Amphitheatre
Materials and Supplies	Decrease	Removal of Banners expense from previous year

BIA Levy

- **The Essex Centre Business Improvement Area (BIA) Levy:** is a special levy in the Ward 1 boundaries which is paid by commercial and industrial property owners. This levy helps the BIA fund business promotion and other programs that contribute to the success of commercial/industrial districts.
- The below increase is averaged and is actually a 3% increase, as well as an increase to the annual cap of \$6,300 to \$6,500.

2026 Proposed BIA Tax Rate	2025 BIA Rates		2026 BIA Rates		Proposed Change (2025 to 2026)	
	BIA Rate	BIA Taxes per Average Assessment	BIA Rate	BIA Taxes per Average Assessment	%	\$
Ward 1 Commercial						
BIA Rate	0.00184	921.90	0.00189	945.85	3.00%	27.55
Median Commercial Assessment						500,000



Infrastructure Services

Public Works & Drainage

- Maintain municipally owned: paved roads, gravel roads, street signs, trees, traffic signals, streetlights, sidewalks, bridges & culverts, roadside mowing, and roadside ditches.
- Maintenance of stormwater management systems, including, storm sewers, manholes, pumping stations, ponds, etc.
- Winter Control activities, including the salting and plowing of municipal roads and sidewalks.
- Maintenance of vehicles and equipment
- Oversee maintenance and construction of municipal drains in accordance with the Ontario Drainage Act.
- Manage and issue billings for the maintenance and construction of Municipal Drains.

Capital Works & Asset Management

- Manages capital projects in the Town of Essex related to core infrastructure.
- Procures consultants and contractors for construction related activities.
- Point of contact for agency reviews related to construction and development.
- Reviews designs and studies of new subdivisions and site plan control applications.
- Oversees construction of new subdivision developments.
- Coordinates and reviews the Town's capital project forecasting and asset management planning.
- Manages public right of way permits for 3rd party utility construction.
- Research and Development of new construction practices and technology.

Environmental Services

- Provide safe and reliable water and wastewater services to homes and businesses in the Town.
- Provide treatment and distribution of safe and reliable drinking water.
- Provide the collection and treatment of wastewater.
- Maintenance and operation of wastewater infrastructure, including, sanitary sewers, manholes, pumping stations, sanitary services, etc.
- Maintenance and operation of water infrastructure, including, watermains, valves, fire hydrants, water services, water meters, etc.
- Maintenance of the Town's Drinking Water Quality Management System (DWQMS)
- Ensure water and wastewater rates are sufficient to cover replacement, operations, and maintenance of water distribution and wastewater collection.



Infrastructure Services by Category

Infrastructure Services by Category	2024 Actuals	2025 Budget	Proposed 2026 Budget	Proposed Change 2025 vs. 2026 (\$)	Proposed Change 2025 vs. 2026 (%)
Revenues / Funding Source					
Amounts Added to Taxes and Special Levies	261,126	296,706	296,706	0	0.00%
Conditional and Unconditional Grants	75,593	70,000	70,000	0	0.00%
Interfund Transfers - Revenue	3,146,647	3,313,541	3,911,909	598,367	18.06%
Internal Allocations - Revenue	254,948	288,094	298,483	10,390	3.61%
Investment and Other Income	26,856	9,700	9,700	0	0.00%
License and Permit Fees	58,006	39,000	39,000	0	0.00%
User Fees and Service Charges	7,693,911	8,570,352	9,143,061	572,709	6.68%
Revenues / Funding Source Total	11,517,086	12,587,392	13,768,858	1,181,466	9.39%
Expenses / Expenditure					
Contracted Services	2,621,817	3,067,065	3,544,565	477,500	15.57%
Debt Servicing	1,589,393	1,406,441	1,715,373	308,931	21.97%
External Transfers	15,806	37,500	37,500	0	0.00%
Interfund Transfers - Expense	5,592,035	5,626,056	6,059,037	432,981	7.70%
Internal Allocations - Expense	587,425	635,619	653,587	17,968	2.83%
Materials and Supplies	1,250,559	1,734,477	1,775,192	40,715	2.35%
Miscellaneous Services	89,313	76,460	80,160	3,700	4.84%
Professional Fees	89,400	165,000	165,000	0	0.00%
Rents and Financial Services	7,014	15,307	12,807	(2,500)	-16.33%
Repairs and Maintenance	593,854	599,230	654,730	55,500	9.26%
Salaries, Wages, Benefits and Personnel Expenses	2,940,505	3,415,213	3,556,996	141,783	4.15%
Uncollectible Taxes and Accounts Receivable	6,046	25,000	25,000	0	0.00%
Utilities, Insurance and Property Taxes	1,240,218	1,331,650	1,321,220	(10,430)	-0.78%
Expenses / Expenditure Total	16,623,386	18,135,018	19,601,167	1,466,149	8.08%
Surplus/(Deficit)	(5,106,300)	(5,547,625)	(5,832,308)	(284,683)	5.13%



INFRASTRUCTURE SERVICES: Significant Changes

Infrastructure Services	Impact	Explanation
Revenues:		
Interfund Transfers - Revenue	Increase	Funding Water and Wastewater from reserves (offset in Interfund Transfers - Expenses); Funding remaining of the drainage block assessment not included in the Urban Levy
User Fees and Service Charges	Increase	Increase rates and consumption (for development) for water and wastewater services
Expenses:		
Contracted Services	Increase	Biennial Crushing services; drainage block assessment for storm water
Debt Servicing	Increase	Debt for Engineering Services for Colchester Treatment Plan Expansion (result of applying for the Housing Enabling Water Systems Fund)
Interfund Transfers - Expense	Increase	Lifecycle (to be used for Capital based on 2024 study) and Reserve transfers for Water and Wastewater
Materials and Supplies	Increase	Replacement of water meters
Repairs and Maintenance	Increase	For repairs relating to water which include repairs to water meters, watermains and valves
Salaries, Wages, Benefits and Personnel Expenses	Increase	Contractual Increase