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

What's Inside

2022 Budget Introduction

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

		Budget	Change		Forecast			
Grouping	2021 Budget	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

		Budget*	Change		Forecast			
Grouping	2021 Budget	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)

		Budget	Change		Forecast			
Grouping	2021 Budget	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**

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

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.

Kate Giurissevich

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

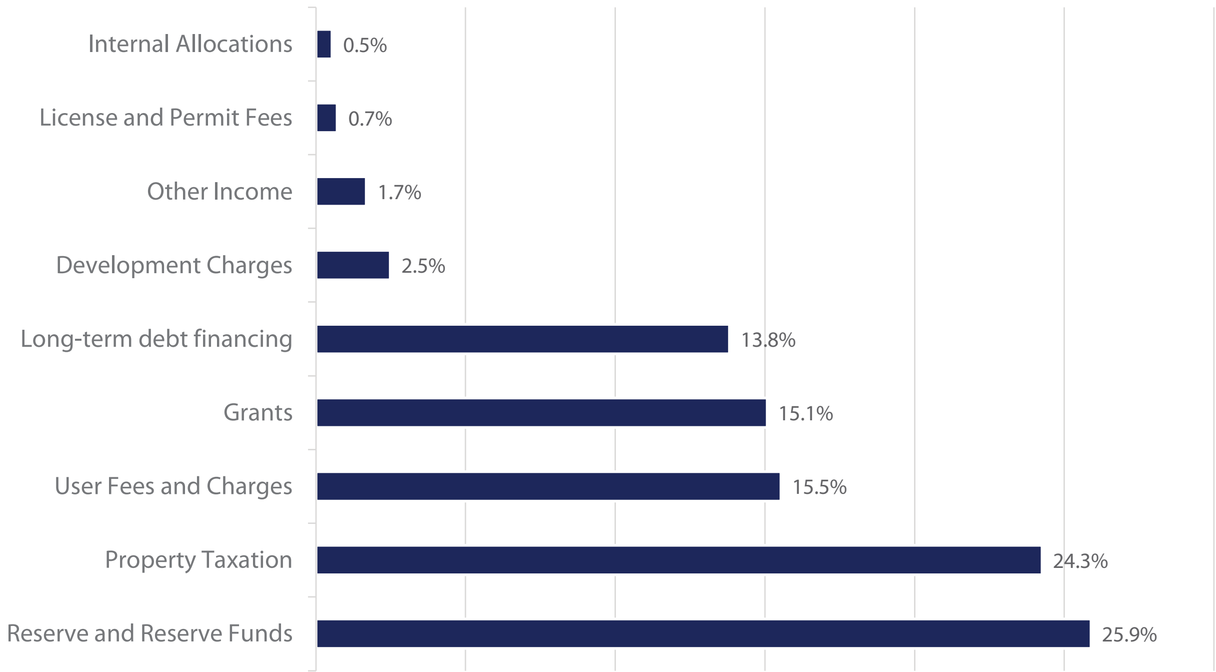
- Legislative Services/Clerks Department
- Strategic Communications
- Human Resources

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
• Finance and Business Services • Information Technology	• Parks and Facilities • Recreation and Culture • Fire	• Planning Services • Building Services • Economic Development	• Operations • Environmental Services • Municipal Drainage • Capital Works

Investing In A Complete Community

2022 Revenue at a Glance

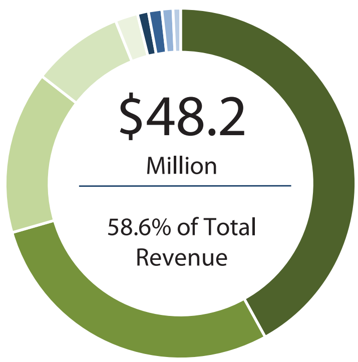
The Town of Essex relies on a combination of various revenue sources to fund both operating and capital activities. Total revenue for the 2022 Budget for both operating and capital is **$82.3** million (2021 $71 million).



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

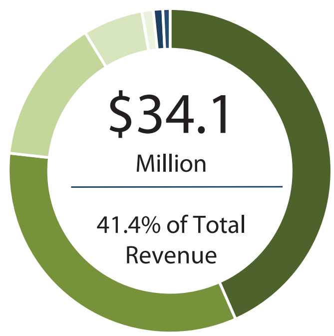
Operating Revenue Allocation

- 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

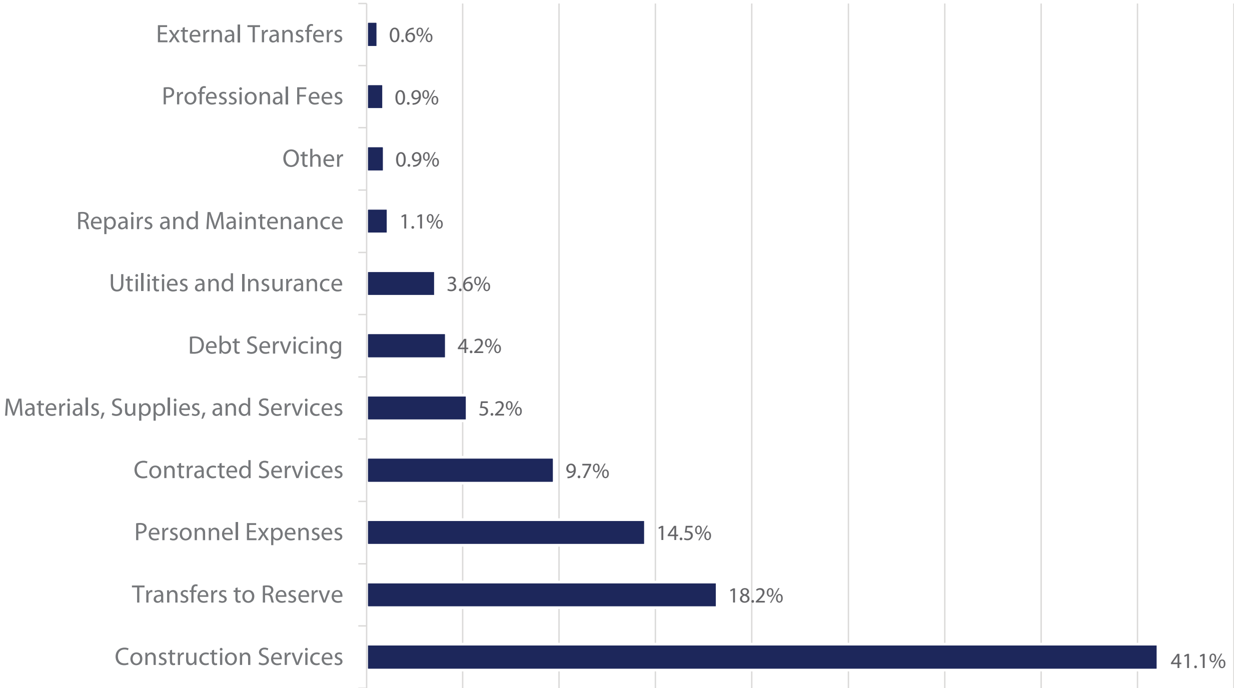
- 43.3% Reserve and Reserve Funds
- 33.4% Long Term Debt
- 14.5% Grants
- 6.0% Development Charges
- 1.1% Other Revenue
- 1.0% Unfinanced Carryforward
- 0.7% Miscellaneous Revenue



Investing In A Complete Community

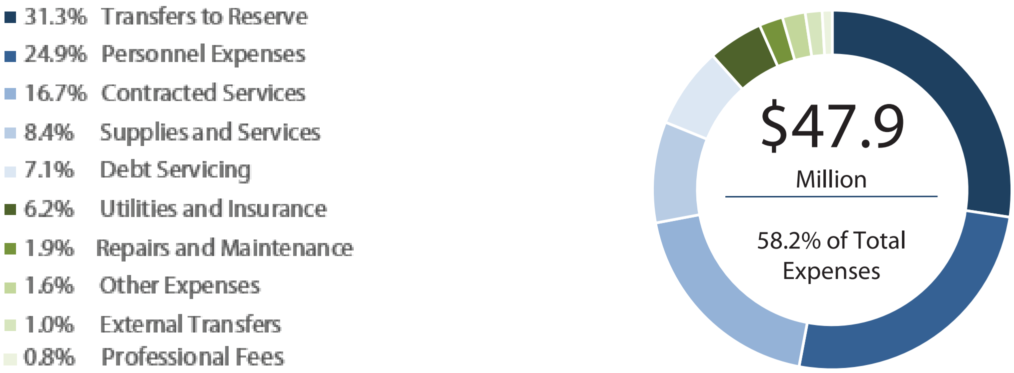
2022 Expenses at a Glance

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?

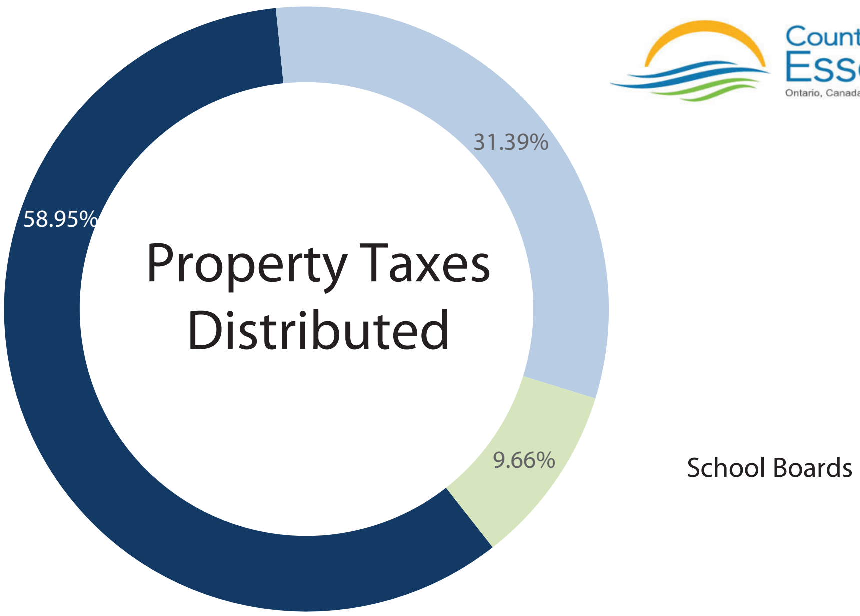
Operating Expense Allocation



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

essex

Operating Summary

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

		Budget	Change		Forecast			
Grouping	2021 Budget	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
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Interfund Transfers - Revenue	3,834,558	4,514,804	680,246	18%	4,149,405	4,203,835	4,160,582	4,413,849
Internal Allocations - Revenue	567,251	440,804	(126,447)	-22%	596,596	604,667	613,156	638,829
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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
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Contracted Services	7,746,158	8,029,537	283,379	4%	8,115,011	8,332,726	8,265,444	8,488,593
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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
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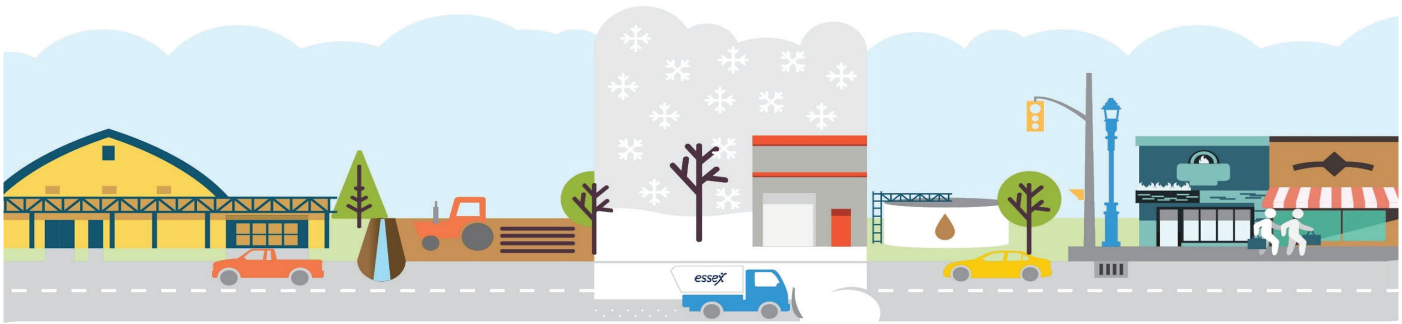
Repairs and Maintenance	911,388	922,957	11,569	1%	920,909	925,408	929,854	934,373
Salaries, Wages, Benefits and Personnel Expenses	11,563,629	11,924,294	360,665	3%	12,242,583	12,474,047	12,649,021	12,742,092
Taxation Adjustments	172,000	142,000	(30,000)	-17%	142,000	142,000	142,000	142,000
Uncollectible 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

			Budget	Change		Forecast			
Grouping	2020 Actual	2021 Budget	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**



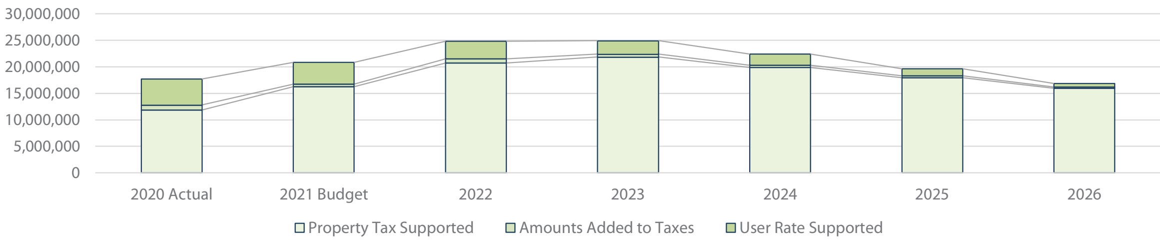
2022 to 2026 Net Operating Budget by Cost Centre

		Budget	Change		Forecast			
Cost Centre	2021 Budget	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

	2021			2022			Change (2021 to 2022)		
Cost Centre	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

	2021			2022			Change (2021 to 2022)		
Cost Centre	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**

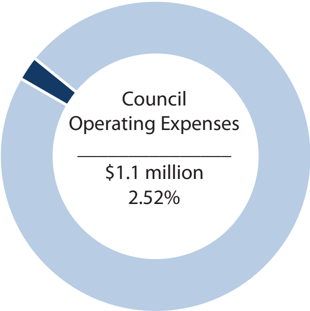
Notes:
* These positions are contract positions which were approved in 2021.
**Other cost savings include revisions to overtime and student budgets to reflect actual usage.

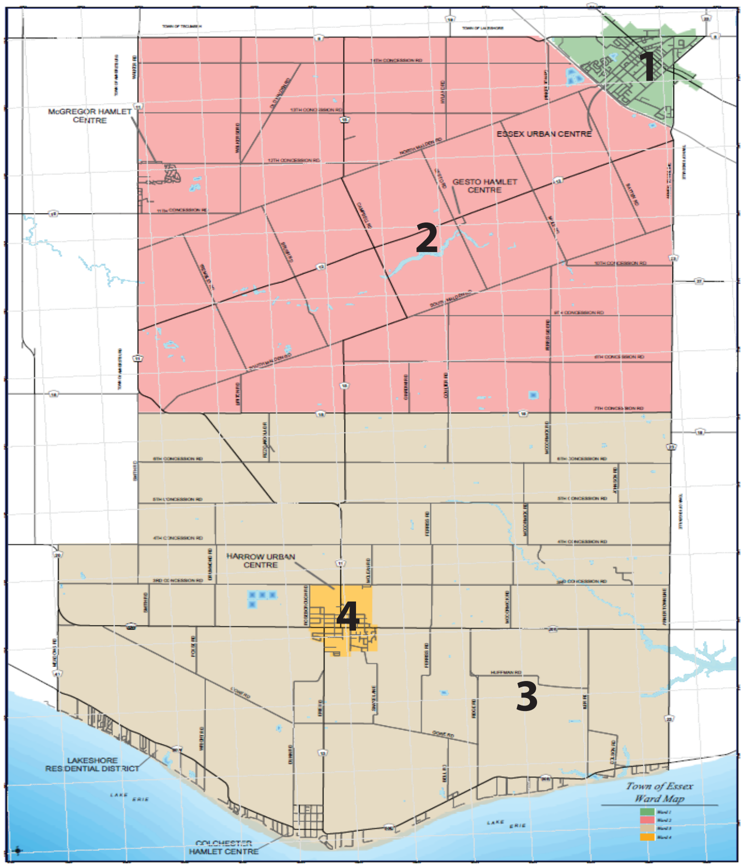
Department Operating Budgets and Forecast

Department Overview

Council

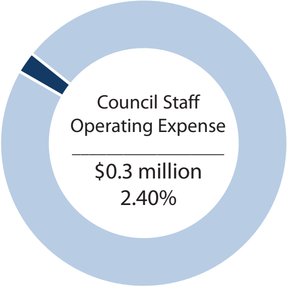
Council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative. The policies that Council sets are the guidelines that administration follows as it performs the task of running the municipality. Council spends a significant amount of their 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

	2021			2022			**Change**		
Cost Centre	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**



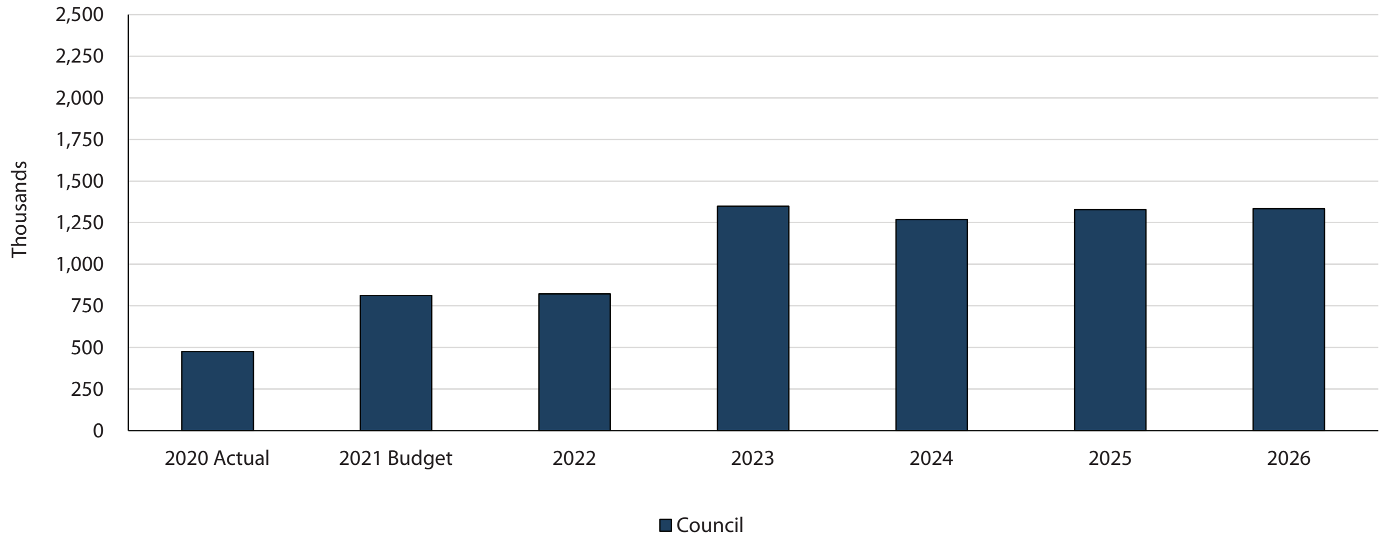
Summary of Changes to the Staff Complement

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 2022	Change $	Change %	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 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 2022	Change $	Change %	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 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:

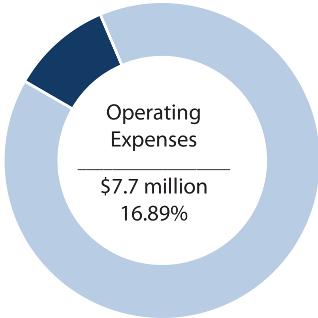
- Total expenditures noted an increase due to election costs and waived development charges.
- Total revenues noted an increase due to the funding requirements of waived development charges. The total amount of waived DCs for 2022 which have been funded by Council is forecasted to be $462,975.
- Total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

Department Overview

essex

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

- 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.

Conservation Authority

- 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.

Animal Control

- 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.

Health Services

- 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.

Garbage Collection

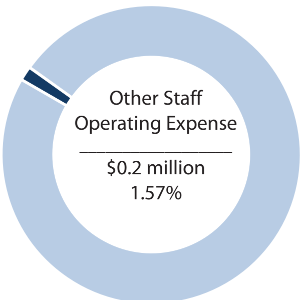
- Provide waste and yard waste collection pickup and disposal.
- Billing of the garbage collection and disposal levy.
- Receive compensation as the host of the regional landfill.




Staff Complement

	2021			2022			**Change**		
Cost Centre	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.



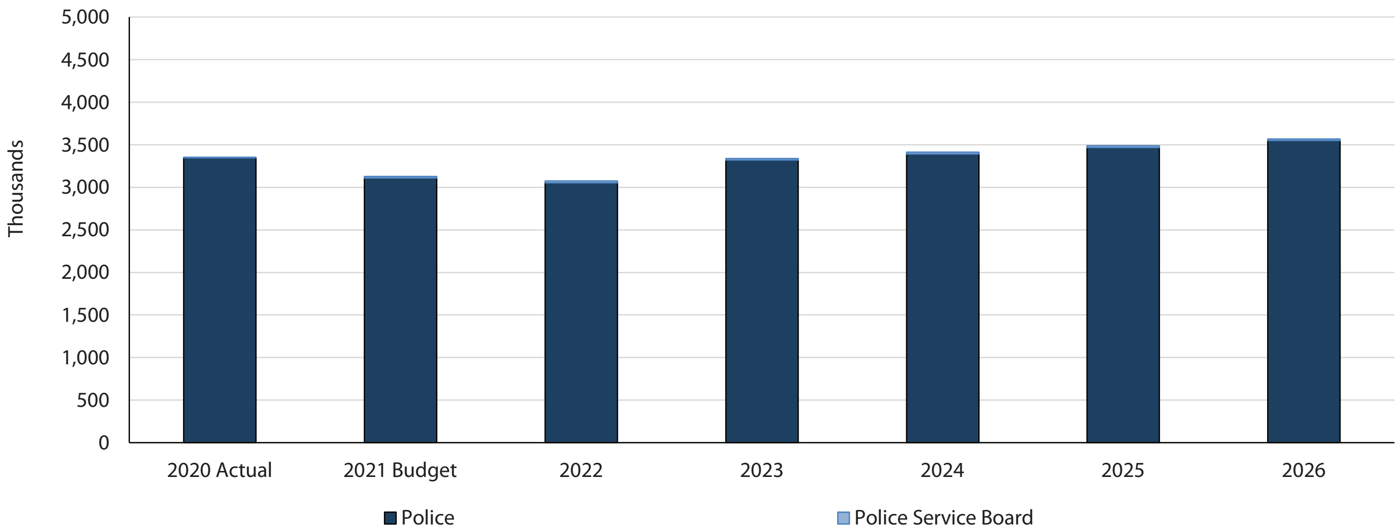
Summary of Changes to the Staff Complement

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 2022	Change $	Change %	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 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 2022	Change $	Change %	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 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**

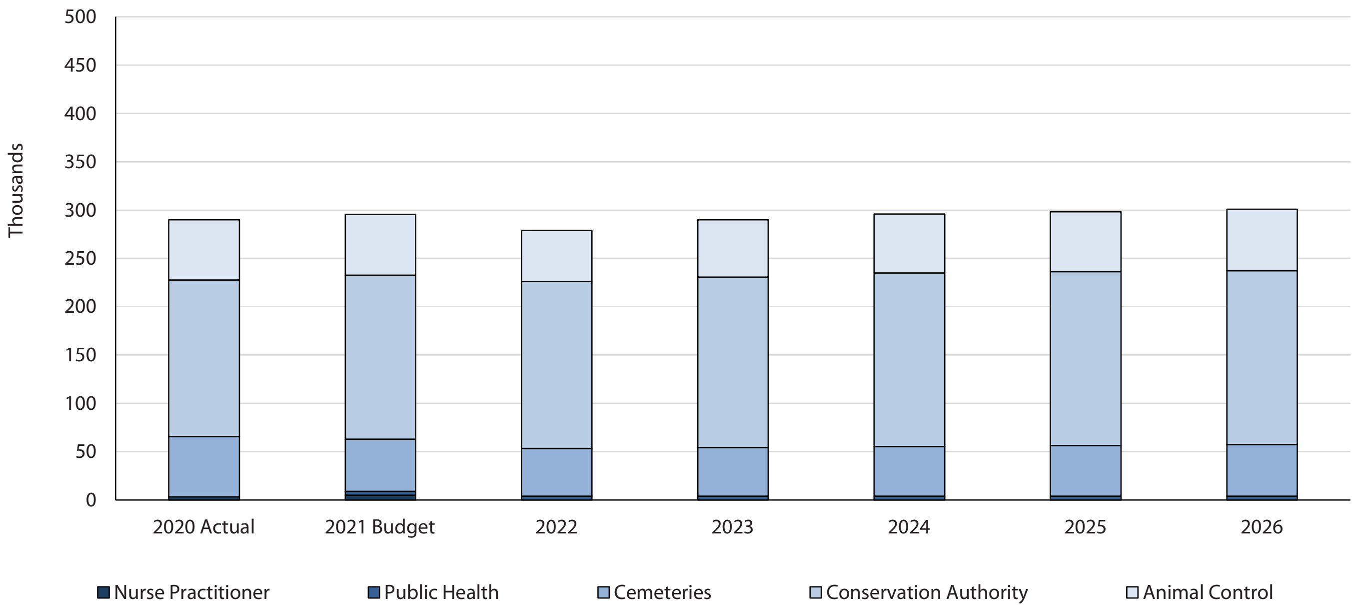
Summary of Significant Impacts:

- 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

			Budget	Change		Forecast			
Cost Centre	2020 Actual	2021 Budget	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

			Budget	Change		Forecast			
Grouping	2020 Actual	2021 Budget	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 2022	Change $	Change %	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026
Garbage Collection and Disposal	-	-	-	-	0%	-	-	-	-
Total	**-**	**-**	**-**	**-**	**0%**	-	-	-	-

2022 to 2026 Operating Budget by Expense and Revenue Grouping

Grouping	2020 Actual	2021 Budget	Budget 2022	Change $	Change %	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 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

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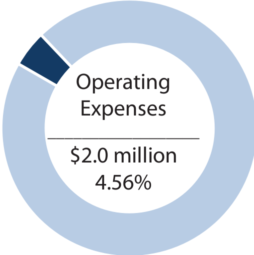
Office of the Chief Administrative Officer (CAO)

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

- 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.

Communications

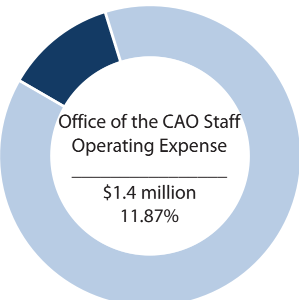
- Manages all external and internal communications, and media relations for the Town.
- Provides innovative means to get the message out, while engaging in meaningful two way communication.
- Provides strategic communications and marketing, public engagement, and digital communications.

Human Resources

- 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

	2021			2022			**Change**		
Cost Centre	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**



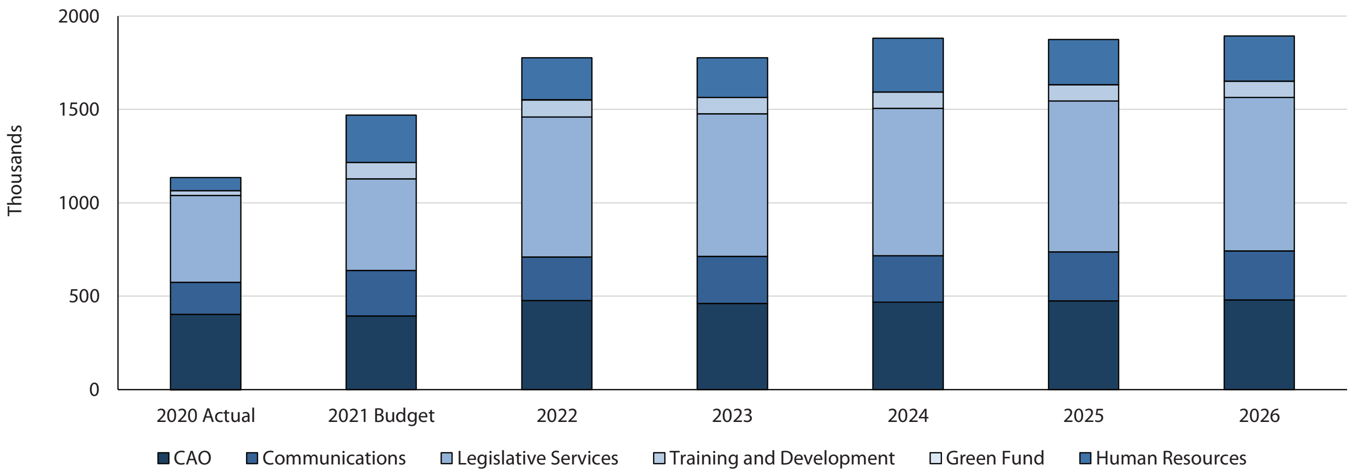
Summary of Changes to the Staff Complement

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.

Office of the CAO

2022 to 2026 Net Operating Budget by Cost Centre

Cost Centre	2020 Actual	2021 Budget	Budget 2022	Change $	Change %	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 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 2022	Change $	Change %	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 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**

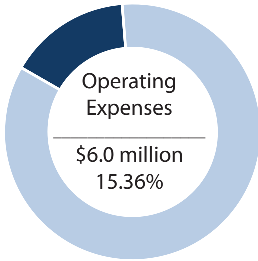
Summary of Significant Impacts:

➢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

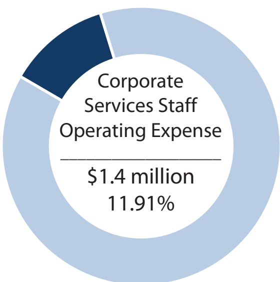
- Provides financial stewardship, leadership and safeguarding of assets.
- Manages property taxation, including the billing and collection of property taxes.
- Facilitates the procurement of goods and services.
- Oversees various financial activities, including the preparation of the annual budget and forecast, and annual year end audit.

Information Technology

- 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

	2021			2022			**Change**		
Cost Centre	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**



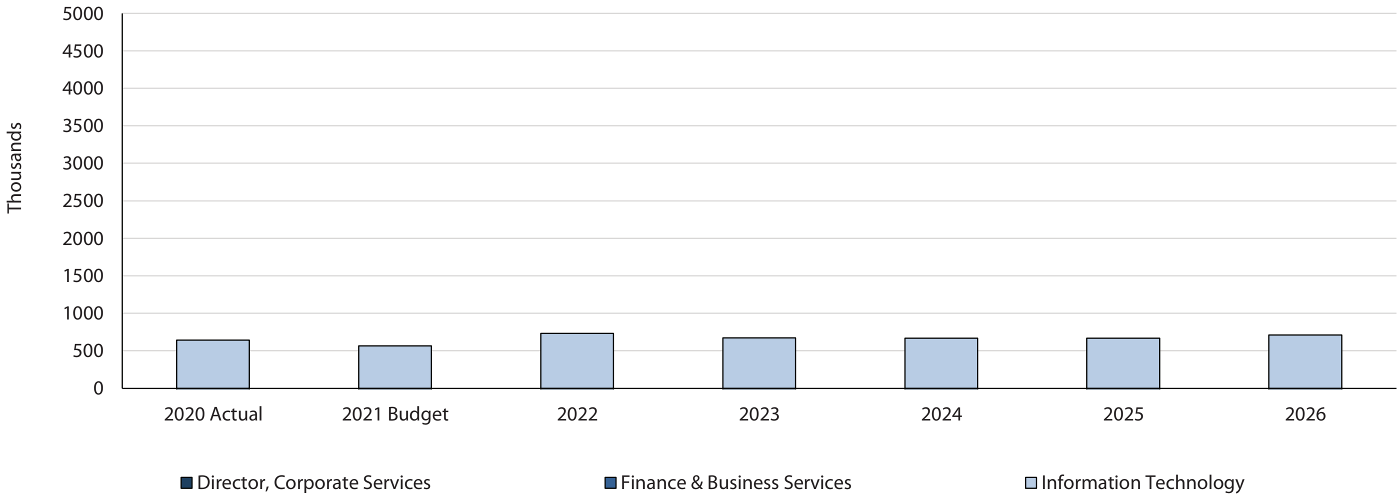
Summary of Changes to the Staff Complement

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 2022	Change $	Change %	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 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 2022	Change $	Change %	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 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)**

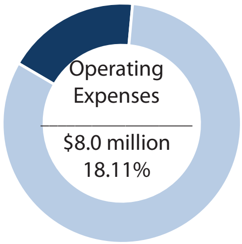
Summary of Significant Impacts:

- 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

- 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.

Parks and Facilities

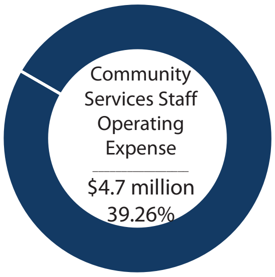
- Coordinates and manages the operations of all Town -owned facilities.
- Provides energy management oversight.
- Provides input into the review of proposed developments as it pertains to parks and open space.

Fire

- 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

	2021			2022			**Change**		
Cost Centre	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

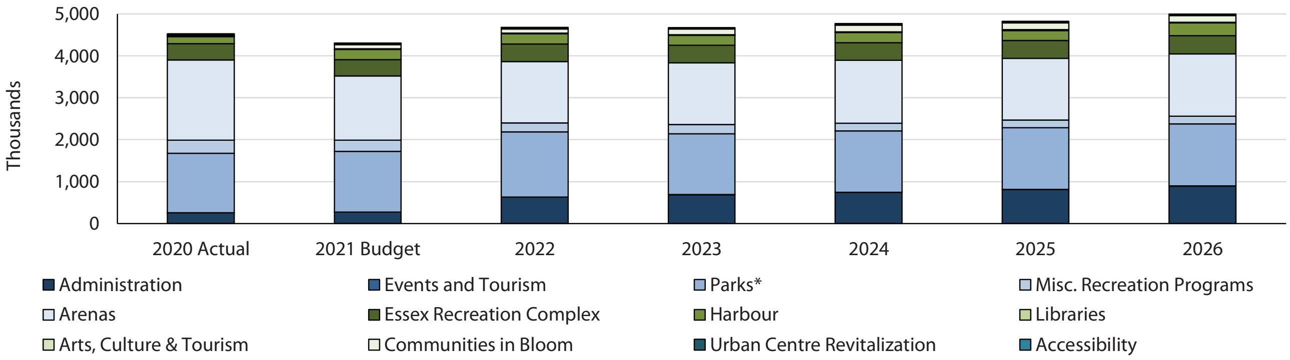
essex

2022 to 2026 Net Operating Budget by Cost Centre

			Budget	Change		Forecast			
Cost Centre	2020 Actual	2021 Budget	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 Programs	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 Complex	392,175	391,597	418,343	26,746	7%	418,619	424,160	428,003	435,175
Harbour	164,542	241,405	241,479	75	0%	238,242	237,625	237,093	304,722
Libraries	6,920	8,661	6,488	(2,173)	-25%	6,581	6,673	6,842	7,012
Arts, Culture & Tourism	2,039	11,003	10,600	(403)	-4%	10,675	10,675	10,675	10,675
Communities in Bloom	26,783	97,879	100,119	2,240	2%	132,276	157,771	158,796	159,055
Urban Centre Revitalization	30,000	30,000	30,000	-	0%	30,000	30,000	30,000	30,000
Accessibility	2,350	2,100	2,100	-	0%	2,100	2,100	2,100	2,100
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

			Budget	Change		Forecast			
Grouping	2020 Actual	2021 Budget	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**

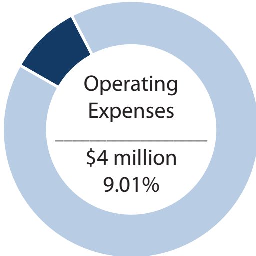
Summary of Significant Impacts:

- 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

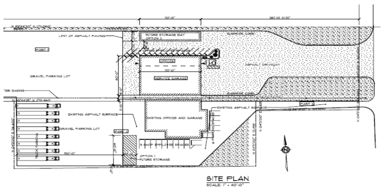
- Identification and implementation of key initiatives that have the potential for economic impact and growth.
- Strategic focus on diversification and relationship development, to provide the resources and tools for a thriving economic base.
- Marketing tourism experiences that support cycling, wine, waterfront and culinary sectors. The goal is to encourage more visits by tourists to the Town of Essex while increasing spending at local businesses.

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.

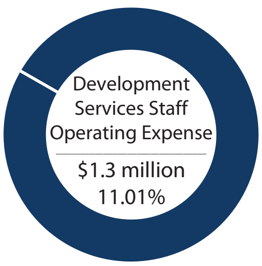
Building and By-Law

- Implement and regulate compliance with Provincial Statues 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

	2021			2022			**Change**		
Cost Centre	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

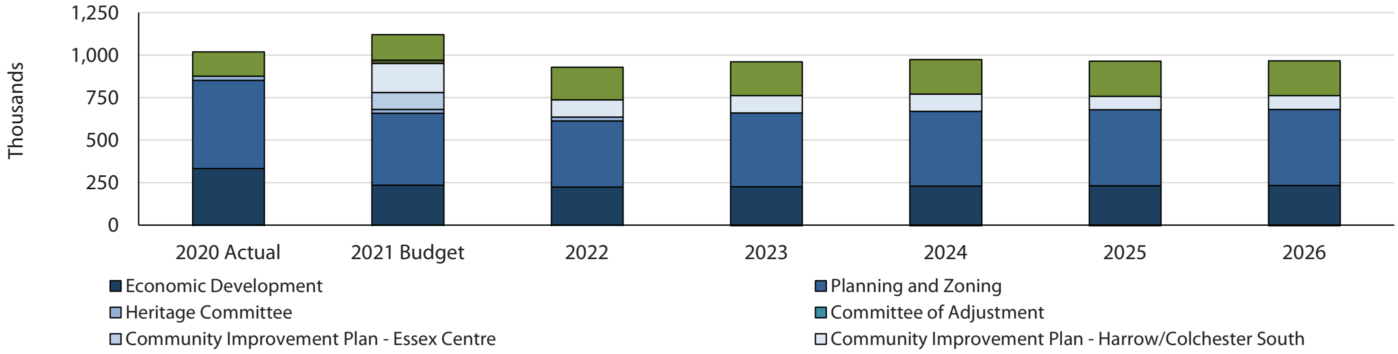
For the 2022 budget year, a Deputy Chief Building official has been added per recommendations of the 2016 Organizational Review. Also a student has been added to the Economic Development division.

Development Services

2022 to 2026 Net Operating Budget by Cost Centre

			Budget	Change		Forecast			
Cost Centre	2020 Actual	2021 Budget	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*	-	-	-	-	0%	-	-	-	-
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

			Budget	Change		Forecast			
Grouping	2020 Actual	2021 Budget	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**

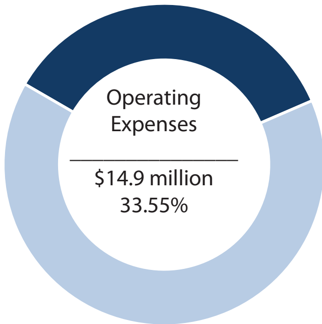
Summary of Significant Impacts:

- 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

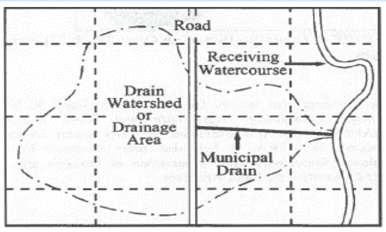
- Maintain municipal street signage, patrol roads, right-of-way tree maintenance, traffic signals, streetlighting, street sweeping, roadside mowing, pedestrian corridors, road markings, asphalt surface repairs, gravel road maintenance, snow and ice control, sidewalks and active transportation.
- Operation 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.

Agriculture and Reforestation

- 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.

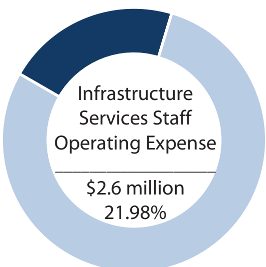
Environmental Services

- 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

	2021			2022			**Change**		
Cost Centre	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

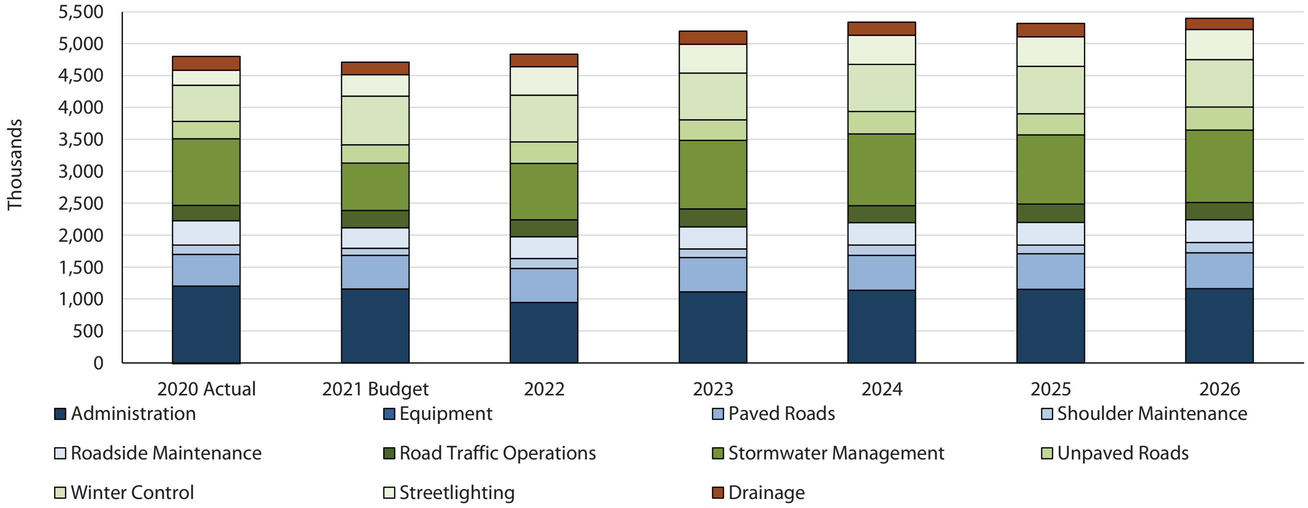
For the 2022 Budget Year an Asset Management Specialist has been included as a full-time contract position, which had been approved mid year 2021.

Infrastructure Services

2022 to 2026 Net Operating Budget by Cost Centre

			Budget	Change		Forecast			
Cost Centre	2020 Actual	2021 Budget	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

			Budget	Change		Forecast			
Grouping	2020 Actual	2021 Budget	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."

2019-2022 Corporate Strategic Plan

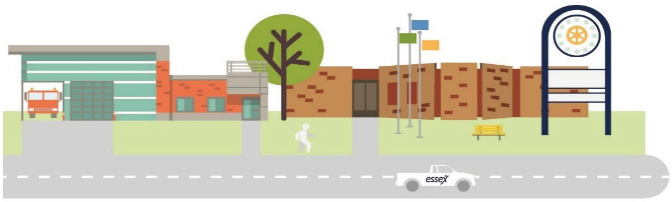
2022 CAPITAL BUDGET

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

Department Capital Budgets and Forecast

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

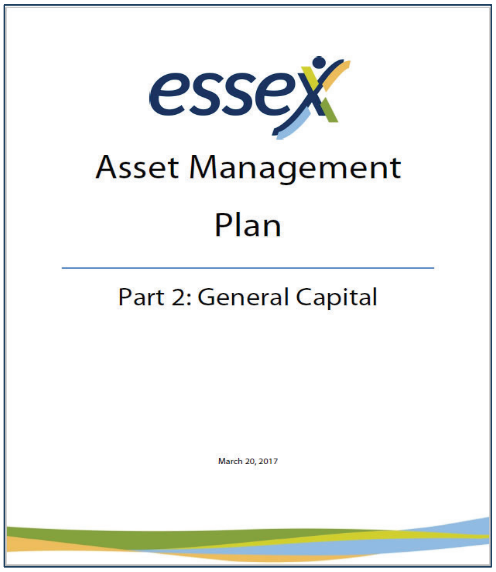
	2021	2022	Change		Forecast			
Grouping	Budget	Budget	$	%	2023	2024	2025	2026
Total Operating Revenues	44,653,183	48,293,023	3,639,840	8%	47,029,357	47,729,136	48,387,693	48,360,736
Total Operating Expenses	44,653,183	47,940,953	3,287,769	7%	47,439,548	47,905,780	48,459,947	48,310,940
Operating Surplus/(Deficit)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

Capital Summary

	2021	2022	Change		Forecast			
Grouping	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

Administration Buildings & Assets 1
3 buildings,
17 vehicles,
64 machinery/equipment
$4.4 million

Roads & Roadside 2
257km of paved roads,
40km unpaved roads,
50km of sidewalk,
1,333 streetlights,
505 street poles,
2,736 street signs
$66 million

Bridges & Culverts 3
57 bridges,
35 culverts
$33.1 million

Stormwater 4
89km of mains,
2,464 catch basins,
32km of curbs and gutters,
576 manholes
$36.7 million

Water 5
302km of mains,
716 hydrants,
1 treatment plant,
1 building,
1 water tower,
4 vehicles,
12,419 machinery/equipment
$103.8 million

Wastewater 6
3 forcemains,
88km of main,
1,086 manholes
11 pumping stations,
3 treatment plants
14 machinery/equipment,
1 vehicle
$85.8 million

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

Asset Management Lifecycle Reserve Forecast

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Description	Note	Asset Management Lifecycle Reserve Revenue and Expense Activity								
			Revenue					Committed Expenses		
			Asset Management Financial Strategy					Asset Management Status		
		Beginning Balance	Landfill Reserve	Capital Levy	ELK Promissory Note	Operating Lifecycle Reserve Contributions	Interest	Replacement	Upgrade/New	Ending Balance
2021 Beginning Balance		**7,983,912**								
Landfill Reserve Contribution	60% of Prior Years Revenue		1,748,918							
Landfill Reserve Contribution Top-Up per Asset Management Financial Strategy	2018 to 2022 - 20% Top-Up		582,973							
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089						
ELK Promissory Note Contribution per Asset Management Financial Strategy	2018 to 2022				1,129,140					
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount					900,000				
Interest Calculation	Estimated						137,339			
2021 Carryforward AMP Projects	Committed							(1,718,273)		
Funding for Capital	Committed							(2,632,419)	(508,669)	
2021 Ending Balance										**7,900,011**
2022 Beginning Balance		**7,900,011**								
Landfill Reserve Contribution	Based on 60% of Prior Years Revenue		1,416,675							
Landfill Reserve Contribution Top-Up per Asset Management Financial Strategy	2018 to 2022 - 20% Top-Up		623,934							
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089						
ELK Promissory Note Contribution per Asset Management Financial Strategy	2018 to 2022				282,285					
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount					880,000				
Interest Calculation	Estimated						255,573			
Funding for Capital	Committed							(5,150,131)	(360,703)	
2022 Ending Balance										**6,124,734**
2023 Beginning Balance		**6,124,734**								
Landfill Reserve Contribution	Per new Asset Management Financial Strategy		2,071,218							
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089						
NEW - Capital Levy to Cover lifecycle contributions of New/50% Upgraded Assets	Capital Levy (introduced with AMP financial strategy)			300,000						
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount					900,000				
Interest Calculation	Estimated						204,899			
Funding for Capital								(2,998,135)	(1,137,579)	
2023 Ending Balance										**5,742,226**
2024 Beginning Balance		**5,742,226**								
Landfill Reserve Contribution	Per new Asset Management Financial Strategy		2,102,287							
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089						
Capital Levy to Cover lifecycle contributions of New/50% Upgraded Assets	Capital Levy (introduced with AMP financial strategy)			320,000						
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount					900,000				
Interest Calculation	Estimated						196,113			
Funding for Capital								(3,043,540)	(188,000)	
2024 Ending Balance										**6,306,174**
2025 Beginning Balance		**6,306,174**								
Landfill Reserve Contribution	Per new Asset Management Financial Strategy		2,133,821							
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089						
Capital Levy to Cover lifecycle contributions of New/50% Upgraded Assets	Capital Levy (introduced with AMP financial strategy)			340,000						
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount					900,000				
Interest Calculation	Estimated						211,000			
Funding for Capital								(2,765,773)	(300,167)	
2025 Ending Balance										**7,102,144**
2026 Beginning Balance		**7,102,144**								
Landfill Reserve Contribution	Per new Asset Management Financial Strategy		2,133,821							
Capital Levy per Asset Management Financial Strategy	Fixed Amount			277,089						
Capital Levy to Cover lifecycle contributions of New/50% Upgraded Assets	Capital Levy (introduced with AMP financial strategy)			360,000						
Annual Consolidated Lifecycle Capital Contribution from General Levy	Fixed Amount					900,000				
Interest Calculation	Estimated						230,899			
Funding for Capital								(1,334,367)	-	
2026 Ending Balance										**9,669,586**

"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"

2019-2022 Corporate Strategic Plan

2022 CAPITAL BUDGET

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: Lifecycle Reserve	Funding Sources: Other Reserve	Funding Sources: Grant Funding	Funding Sources: Long-Term Debt	Funding Sources: Other	Funding Sources: Prior Year Funding	Funding	Funded from Taxation	Operating Impact: 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 taffic 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.

Project Number	Project Name	Project Description	Asset Management Status	2021 Approved Budget: Project Cost (subject to reduction*)	2022 Approved Capital Budget: Project Cost	Funding Sources: Lifecycle Reserve	Other Reserve	Grant Funding	Long-Term Debt	Other	Prior Year Funding	Funding	Funded from Taxation	Operating Impact: 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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Project Number	Project Name	Project Description	Asset Management Status	2021 Approved Budget Project Cost (subject to reduction*)	2022 Approved Capital Budget Project Cost	Funding Sources: Lifecycle Reserve	Other Reserve	Grant Funding	Long-Term Debt	Other	Prior Year Funding	Funding	Funded from Taxation	Operating Impact: 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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Project Number	Project Name	Project Description	Asset Management Status	2021 Approved Budget Project Cost (subject to reduction*)	2022 Approved Capital Budget Project Cost	Funding Sources: Lifecycle Reserve	Other Reserve	Grant Funding	Long-Term Debt	Other	Prior Year Funding	Funding	Funded from Taxation	Operating Impact: 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	2,700				2,700		5,400	-						
CS-22-0052	3 HVAC Units at ERC		Replacement		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	8,552				8,552		17,104	-						
CS-22-0054	ERC Roof Replacement		Replacement		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	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	-		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	-						

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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**

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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														
						Funding Sources								Operating Impact					
Project Number	Project Name	Project Description	Asset Management Status	Project Cost (subject to reduction*)	Project Cost	Lifecycle Reserve	Other Reserve	Grant Funding	Long-Term Debt	Other	Prior Year Funding	Funding	Funded from Taxation	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."

2019-2022 Corporate Strategic Plan

COUNCIL AND ADMINISTRATION

Capital Budget Requests Outside of 2022 Budget

Council and Administration Requested Projects Outside of 2022 Budget

Project Number	Project Name	Project Description	Asset Management Status	2022 Requested Capital Budget: Project Cost	Funding Sources*: Lifecycle Reserve	Other Reserve	Grant Funding	Long-Term Debt	Other	Prior Year Funding	Funding	Funded from Taxation	Operating Impact: 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

essex

				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	Upgrade	4,590,170						
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			8,900,000				
GG-22-0001	Contingency (Council)	Council projects outside approved budget	New			50,000				
GG-23-xxxx	Contingency- Council		New				50,000			
GG-24-xxxx	Contingency- Council		New					50,000		
GG-25-xxxx	Contingency (Council)		New						50,000	
GG-26-xxxx	Contingency (Council)		New							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 taffic 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

essex

Project Number	Project Name	Project Description	Asset Management Status	Approved 2020 Project Costs	2021 Project Costs	Approved 2022 Project Costs	Forecast 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 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				
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 2020 Project Costs	Approved 2021 Project Costs	Approved 2022 Project Costs	Forecast 2023 Project Costs	Forecast 2024 Project Costs	Forecast 2025 Project Costs	Forecast 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 Encolsures		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. Swich 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				

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 2020 Project Costs	Approved 2021 Project Costs	Approved 2022 Project Costs	Forecast 2023 Project Costs	Forecast 2024 Project Costs	Forecast 2025 Project Costs	Forecast 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 Esex 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			

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essex

				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
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/Sculture		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				

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				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
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**

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Project Number	Project Name	Project Description	Asset Management Status	Approved 2020 Project Costs	Approved 2021 Project Costs	Approved 2022 Project Costs	Forecast 2023 Project Costs	Forecast 2024 Project Costs	Forecast 2025 Project Costs	Forecast 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

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Project Number	Project Name	Project Description	Asset Management Status	Approved 2020 Project Costs	Approved 2021 Project Costs	Approved 2022 Project Costs	Forecast 2023 Project Costs	Forecast 2024 Project Costs	Forecast 2025 Project Costs	Forecast 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.

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