



2024 Business Plan & Budget

As adopted by Town Council
January 23, 2024



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Tecumseh
Ontario**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill

Executive Director



Transmittal

In accordance with Council policy and the provisions of The Municipal Act, we are pleased to present the 2024 Approved Operating, Lifecycle & Reserve Budgets & Business Plans. The approved budget, including the departmental business plans, supports the Town of Tecumseh's Strategic Priorities (2023-2026), the growth-related capital plans approved in 2022, and the Town's Master Plans.

The budget requires an increase to the municipal tax rate of 4.39%, which will raise an additional \$1,605,000 over the 2023 budgeted municipal levy. This is equivalent to a 5.85% tax levy increase on the Tecumseh portion of taxes (55% of the total residential tax bill) and represents an increase in the municipal tax bill of approximately \$88 on a property assessed at \$250,000 (the average assessed value of a home in Tecumseh).

The 2024 Operating Budget:

- Recognizes assessment growth
- Responds to recent inflationary pressures
- Reflects the Town's user fees
- Addresses contractual total compensation and pension obligations
- Continues implementation of the 2021 Organizational Review and corollary service delivery reviews

In closing, we sincerely thank the diligent Town staff for bringing forward a budget that preserves service levels, advances Town infrastructure, and addresses the strategic priorities of Council. This budget strives to balance providing affordable, high-quality programs and services while navigating the challenges of increasing inflation and market pressures. We continue our commitment to work collaboratively with Council to meet the expectations of our community.

Sincerely,

Margaret Misek-Evans
Chief Administrative Officer

Tom Kitsos
Director Financial Services & Chief Financial Officer



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Executive Summary

The 2024 Business Plan and Budget represents the 2024 Operating, Lifecycle and Reserve Budgets for the Town of Tecumseh as approved by Council on January 23, 2024.

The Municipal General Tax Levy is one of three levies included in property taxes. County Tax Levy and Education Tax Levy are the other two components. The three levies combined comprise the property tax levy and are referred to as the Consolidated Tax Levy. The Consolidated Tax Levy for Tecumseh property owners for 2024 is \$56,834,267, an increase of 5.10% from the 2023 actual levy.

The Municipal General Tax Levy for 2024 is \$29,017,600, an increase of 5.85% compared to the prior year's budget. Assessment growth is estimated to generate \$225,000 in municipal tax revenue. The Municipal Levy will require a 4.39% increase to the Municipal Tax Rate.

The 2024 budget provides for:

- Assessment growth translating into \$225,000 of additional tax revenue less a \$75,000 decrease in supplemental tax revenue, combining for a 0.55% decrease to the general tax levy.
- A \$200,000 increase towards the New Infrastructure Levy (NIL), bringing the annual levy to \$2,150,000. This represents a 0.73% increase to the general tax levy. The annual NIL target is \$2,350,000 and will help fund known near-term new and/or upgraded capital investments. The 2024 Budget includes several major infrastructure projects that will be funded, in whole or in part, from the Town's Infrastructure Reserve. Projects planned for 2024 include: Lakewood Park South washrooms, pavilion and water feature, Maidstone Recreation Centre outdoor washrooms, CADA Library building improvements (continuation of work started in 2023), Scully & St. Mark's Storm Pump Station, P.J. Cecile Storm Pump Station, Lesperance Road Trail (CR 22 to CR 42), and Fire Department Radio system.
- A \$200,000 increase towards Lifecycle Reserves, representing a 0.73% increase to the levy. This will bring the 2024 allocation to Lifecycle Reserves to \$9,073,000. The annual lifecycle funding target is \$9,767,000. A select listing of projects to be funded from Lifecycle reserves in 2024 includes: two Sanitary servicing extensions in the Oldcastle area; CR46/Webster/Laval and Delduca, which will entail road, water and stormwater infrastructure replacement, Lacasse Park

landscaping, parking lot and pathways, Tecumseh Arena flooring restoration, Tennis/Pickleball Court resurfacing, Fire Self Contained Breathing Apparatus (SCBA) replacement, and over \$1M in various Fleet replacement.

- A \$524,000 transfer from the Tax Rate Stabilization Reserve to offset one-time costs associated with the Town's Indigenous program, 50% share of Community Improvement Plan (CIP) Building and Property Improvement Grant, legal fees, an IT GIS Strategy, a GHG Reduction and Energy Strategy (carry-over from 2023) and other one-time items.
- Provision for increases to salaries and benefits resulting from the phased-in implementation of the 2021 Organization Review and consequential process reviews, and additional resources in support of Community and Recreation programming.
- Implementation of operational modernization and efficiency initiatives following several operational reviews conducted during the past three years, including: an HRIS/Payroll/Time and Attendance solution, local economic development branding initiative, Corporate record management process improvements, among others.
- Implementation of the Town's Housing Action Plan, pending Federal Housing Accelerator Fund (HAF) Program grant approval, that will fund a range of municipal initiatives intended to create more housing supply at an accelerated pace.
- A \$68M capital expenditure program including the advancement of a robust five-year capital plan initiated in 2023 that will include the addition of several community and recreation amenities and major infrastructure projects that will address stormwater management and flooding risks, prepare lands for significant development opportunities and continue with sanitary sewer expansion in the Oldcastle area.
- Greater detail is included within the Requested New Staffing Enhancements (RNSE) and Lifecycle sections of this document.
- **Municipal tax rate** increase of 4.39%, which will raise an additional \$1,604,900 over the 2023 budgeted municipal levy.

The goal of the municipal budget process is to produce a **balanced budget** while maintaining the following Town **fiscal policies**:

- The use of Reserve Funds where applicable
- The use of Reserves to fund one-time expenditures
- Debt issuance for long-term projects

Strategic Priorities

At the commencement of each term of Council, the Members of Council and Administration meet to discuss and set corporate strategic priorities for the next term. Council Members consider their vision for the future of Tecumseh and reflect on their mission as leaders and stewards of the Town of Tecumseh and the communities it serves. The resulting strategic plan is supported by the values that guide Council and Administration's decisions on behalf of current and future residents and businesses.

These goals will help us turn our vision into reality:

1. **Sustainable Growth:**

Achieve prosperity and a livable community through sustainable growth.

2. **Community Health & Inclusion:**

Integrate community health and inclusion into our places and spaces and everything we do.

3. **Service Experience:**

Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

The 2024 budget is focused on the above Strategic Priorities of 2023-2026 adopted by Council on July 25, 2023 (CAO-2023-06).



VISION

Proud of the Past. Confident in the Future.
A Community for everyone.



MISSION

Working together for sustainable community growth and service delivery to support an exceptional quality of life.

VALUES

- Sustainability
- Excellence
- Equity, Diversity & Inclusion
- Accountability
- Teamwork
- Integrity

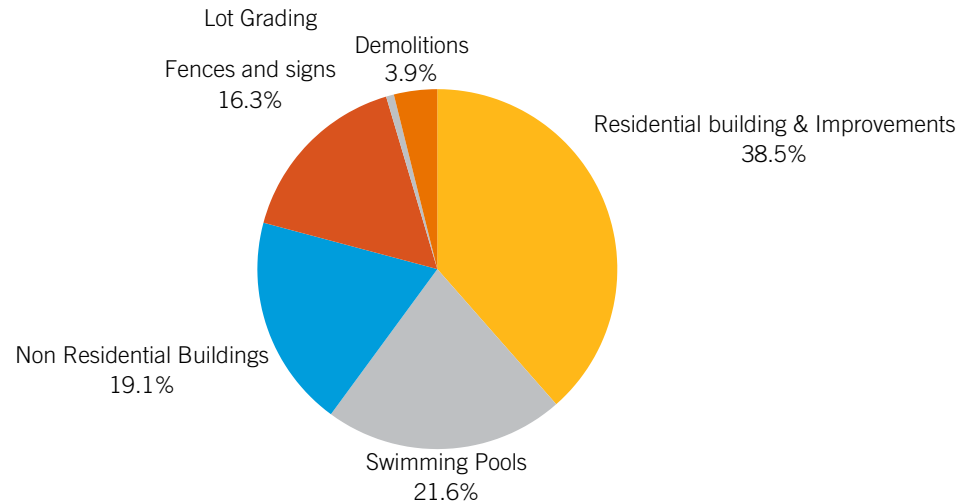
Sustainable Growth

Achieve prosperity and a livable community through sustainable growth

Goals:

1. Increase the population of Tecumseh through new housing supply
2. Create opportunities for business and industrial growth
3. Maintain Tecumseh as a livable community
4. Ensure fiscal sustainability while investing in infrastructure

2022 Building Permits



The Town issued 283 building permits = \$49.6 million in construction value (\$91.8M in 2021).

100%

% of permits issued that met Building Code Act, 1992 timelines

Meeting Target

100%

% of applications with decisions rendered within Planning Act timelines

The above timelines are for complete permit applications. A complete application is one that meets zoning requirements, applicable law, and the submitted drawings provide all the required information.

Sustainable Growth

Taxes Receivable

This is the amount of outstanding taxes owed to the municipality. High outstanding taxes may reflect the inability of residents to pay their taxes, or it could indicate problems with the municipality's tax collection procedures. High outstanding taxes could also create cash flow problems or result in higher tax rates to fund uncollectable taxes. A key financial indicator of the health of property taxes receivable is the ratio of taxes outstanding as of December 31st to the annual taxes levied. The Town targets this ratio to be < 10%.

Total Taxes
Receivable as a % of
Total Taxes Levied

4.7%

Meeting Target

Roads, Bridges and Culverts

Maintaining a safe and reliable road network is critical to the Town to ensure safe and efficient movement of all forms of transportation.

Roads

77%

Average Pavement
Condition Index

Meeting Target

Bridges/ Culverts

77.7%

Average Bridge
Culvert Index

Meeting Target



Community Health & Inclusion

Integrate community health and inclusion into our places and spaces and everything we do.

Goals:

1. Enhance public spaces to make the Town accessible for everyone
2. Celebrate and encourage diversity and inclusion
3. Maintain Tecumseh as a safe place to live

Senior Programs Offered:



173

Program
Registrants

50

Workshops geared
towards seniors

200+

Recreational
programs geared
towards seniors

About **1 in 4** residents are very satisfied with the diversity of parks and recreation and amenities in the Town of Tecumseh for all age groups.

Recreation Programs Offered:



200+

Recreational swimming classes



53

Day & Specialty Camps

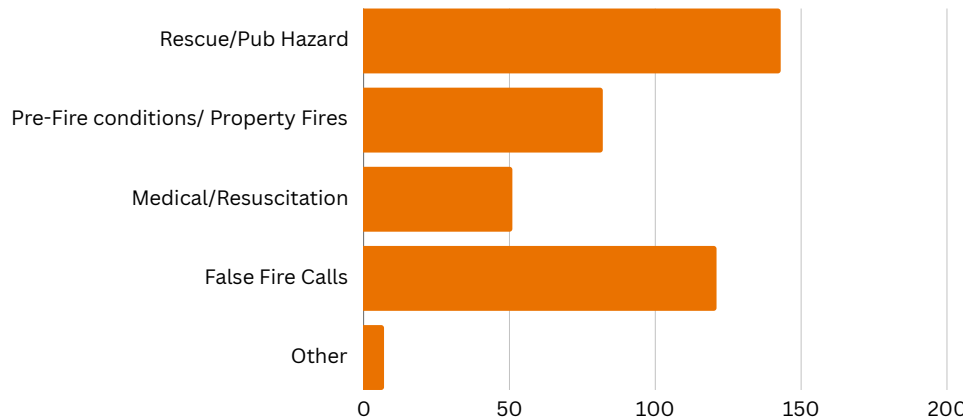


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Recreation Programs

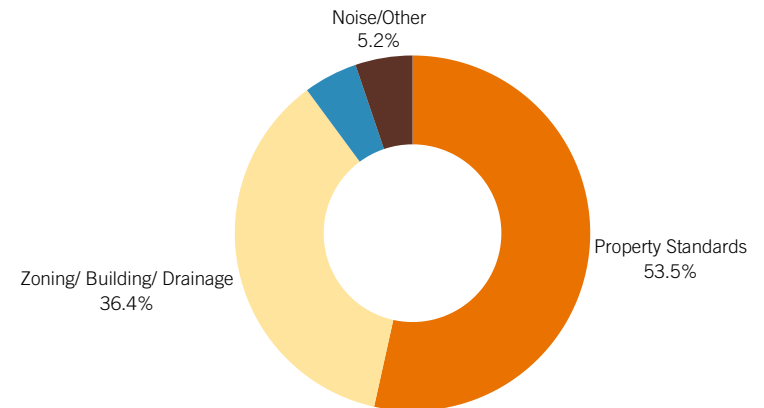
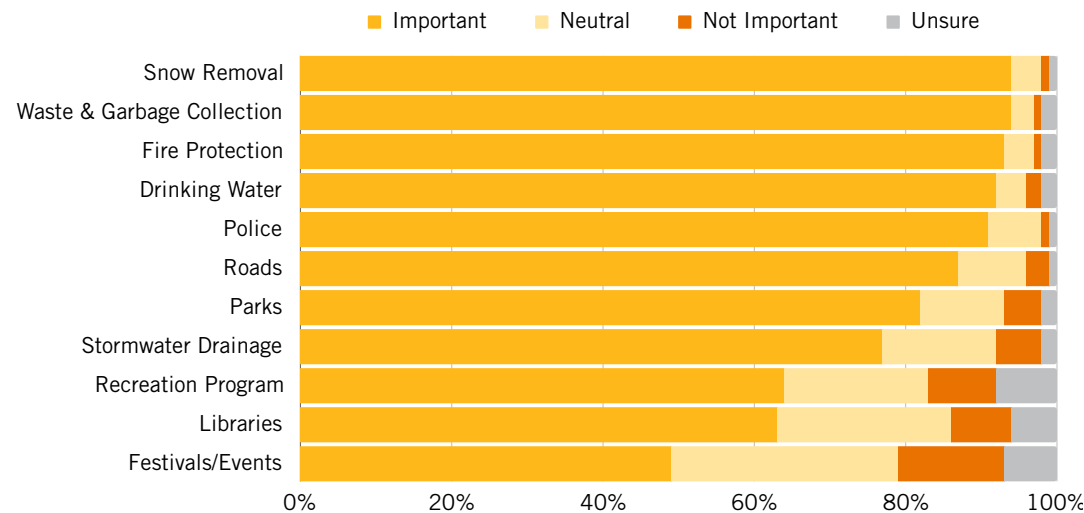
Community Health & Inclusion

Tecumseh Fire Services made **404** Total Calls for Service (2023 Estimates)



Nearly **6 in 10** residents say the quality of life in Tecumseh is very good, which is seven points higher than in 2019. Close to an additional four in ten say that the overall quality of life is good.

Importance of services provided by the Town of Tecumseh:



The Bylaw division had **346** total Calls for Service

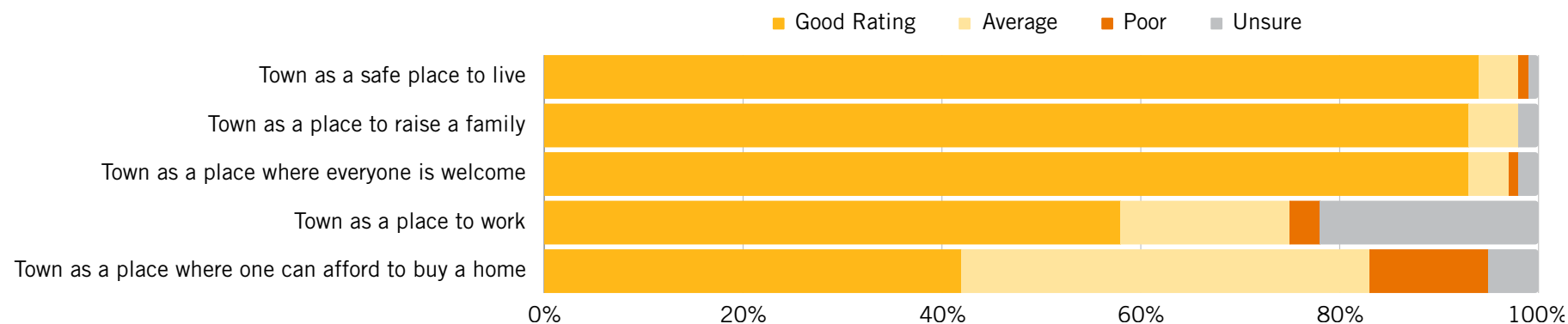
Community Health & Inclusion

Police (O.P.P): 5,447 Total Calls for Service (2022)

Rank	Police Service	2022 Crime Rate per 100K population	2021 Crime Rate per 100K population
1	Essex (OPP)	24.50	22.77
2	Lakeshore (OPP)	25.76	21.02
3	Kingsville (OPP)	27.12	28.11
4	LaSalle (Municipal)	30.18	19.24
5	Tecumseh (OPP)	31.72	26.74
6	Leamington (OPP)	68.48	65.90
7	Chatham-Kent (Municipal)	71.28	78.93
8	Windsor (Municipal)	83.83	98.01



Tecumseh Drinking Water System achieved 100% compliance with Ministry of the Environment, Conservation and Parks (MECP) requirements and the water quality thresholds, including inspections, sampling, audits and disinfection residual testing.



Service Experience

Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service

Goals:

1. Enhance public spaces to make the Town accessible for everyone
2. Celebrate and encourage diversity and inclusion
3. Maintain Tecumseh as a safe place to live

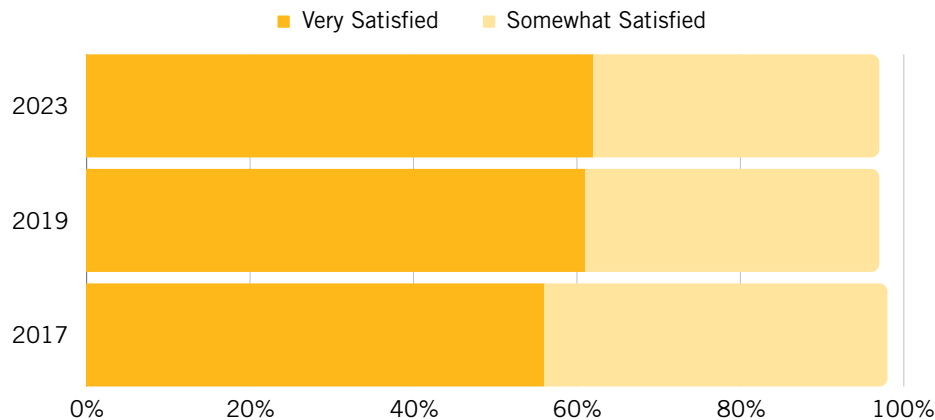


Tecumseh has received the GFOA Distinguished Budget Presentation Award for 2023 budget document for the 14th consecutive year. The international award is considered the highest form of recognition in government budgeting.

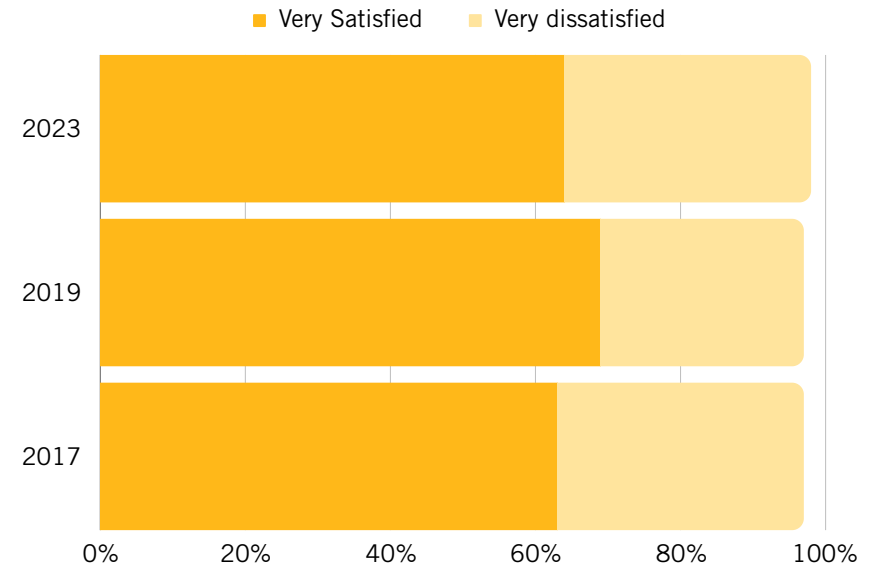
Service Experience



Satisfaction with the **services provided** by The Town of Tecumseh:



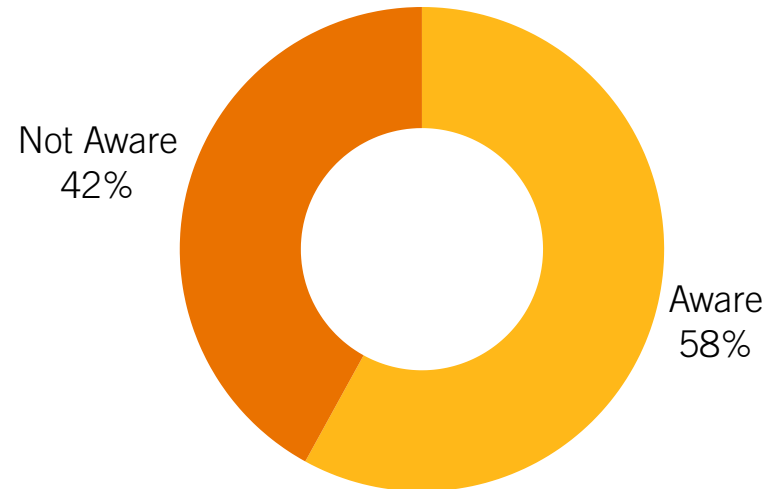
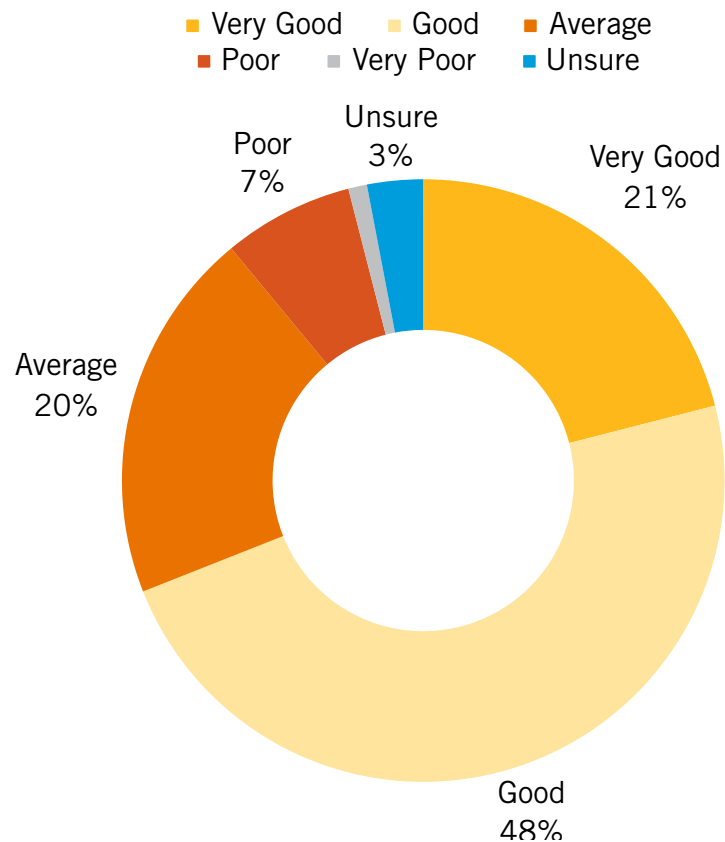
Satisfaction with how concerns were dealt with:



Consistent with the past two waves of research, about **two in three residents** who report having contacted the Town about an issue or concern say they are **very or somewhat satisfied** with how it was dealt with.

Service Experience

Rating the job of the Town of Tecumseh in informing citizens about important issues:



Awareness of the Town's website showing the live Council meetings



Impact to Property Owners

The budget requires a municipal tax rate increase of 4.39% net of growth. The **average residential property** assessed at \$250,000 will see a \$88 increase to the municipal portion of their tax levy.

Future municipal levy increases forecast for 2025 to 2028 are 6.44%, 2.99%, 3.33% and 3.37% respectively.

The Ontario government has once again postponed the 2020 Assessment Update. They have indicated that property assessments for 2024 will continue to be based on the fully phased-in January 1, 2016 current values. This means that a property assessment for the 2024 property tax year will be the same as the 2023 tax year, assuming no changes to the property.

Table 2.1 details the Consolidated Tax Levy for an average residential property valued at \$250,000 with no phase-in for 2024. The overall impact is a \$150 or 4.08% increase.

Table 2.1	2024	2023	\$ Change	% Change
Municipal	\$ 2,101	\$ 2,014	\$ 88	4.39%
County	1,351	1,289	62	4.81%
Education	383	383	0	0.00%
Total Consolidated	\$ 3,835	\$ 3,685	\$ 150	4.08%

Table 2.2 details the Consolidated Tax Levy per \$100,000 in assessment for a commercial property with no phase-in. The overall impact is a \$66, or 2.82% increase per \$100,000 of assessed value.

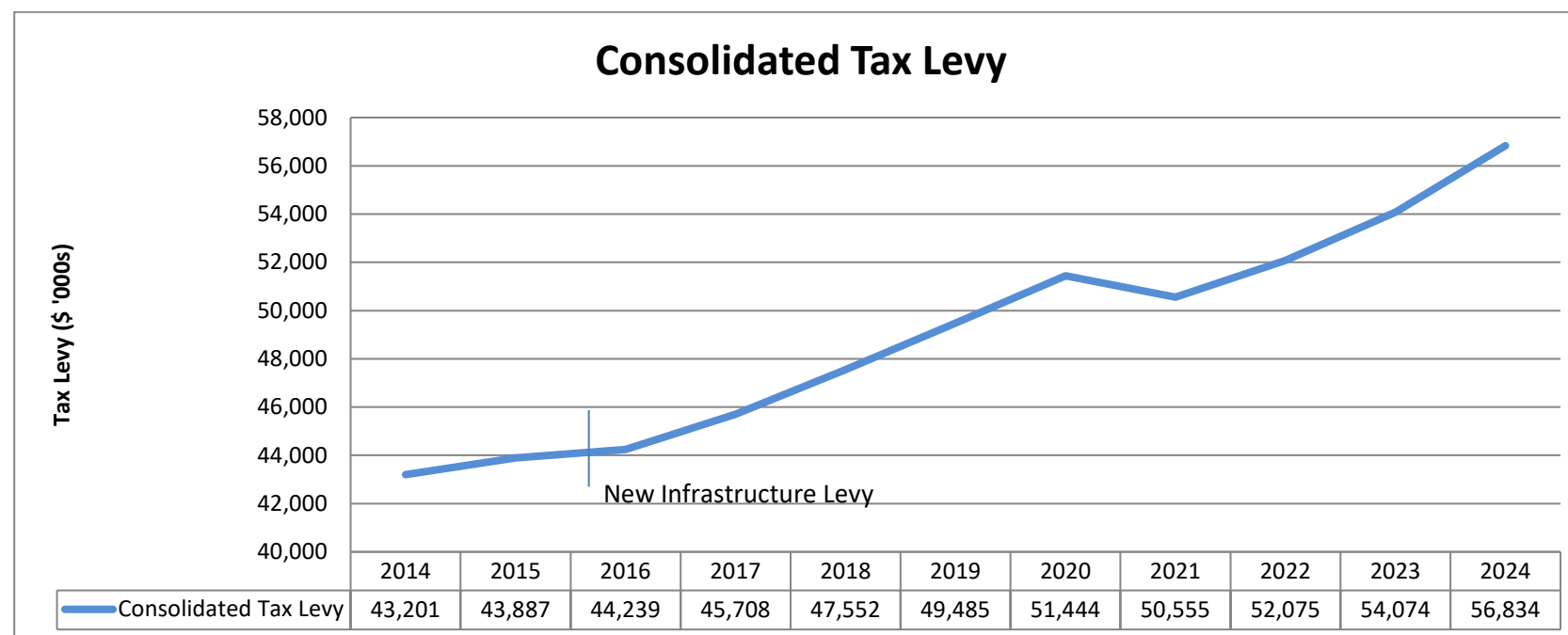
Table 2.2	2024	2023	\$ Change	% Change
Municipal	\$ 910	\$ 871	\$ 39	4.39%
County	585	558	27	4.81%
Education	880	880	0	0.00%
Total Consolidated	\$ 2,375	\$ 2,309	\$ 66	2.82%

Table 2.3 details the Consolidated Tax Levy per \$100,000 in assessment for an industrial property with no phase-in. The overall impact is a \$117, or 3.39% increase per \$100,000 of assessed value.

Table 2.3	2024	2023	\$ Change	% Change
Municipal	\$ 1,633	\$ 1,564	\$ 69	4.39%
County estimate	1,050	1,002	48	4.81%
Education estimate	880	880	0	0.00%
Total Consolidated	\$ 3,563	\$ 3,446	\$ 117	3.39%

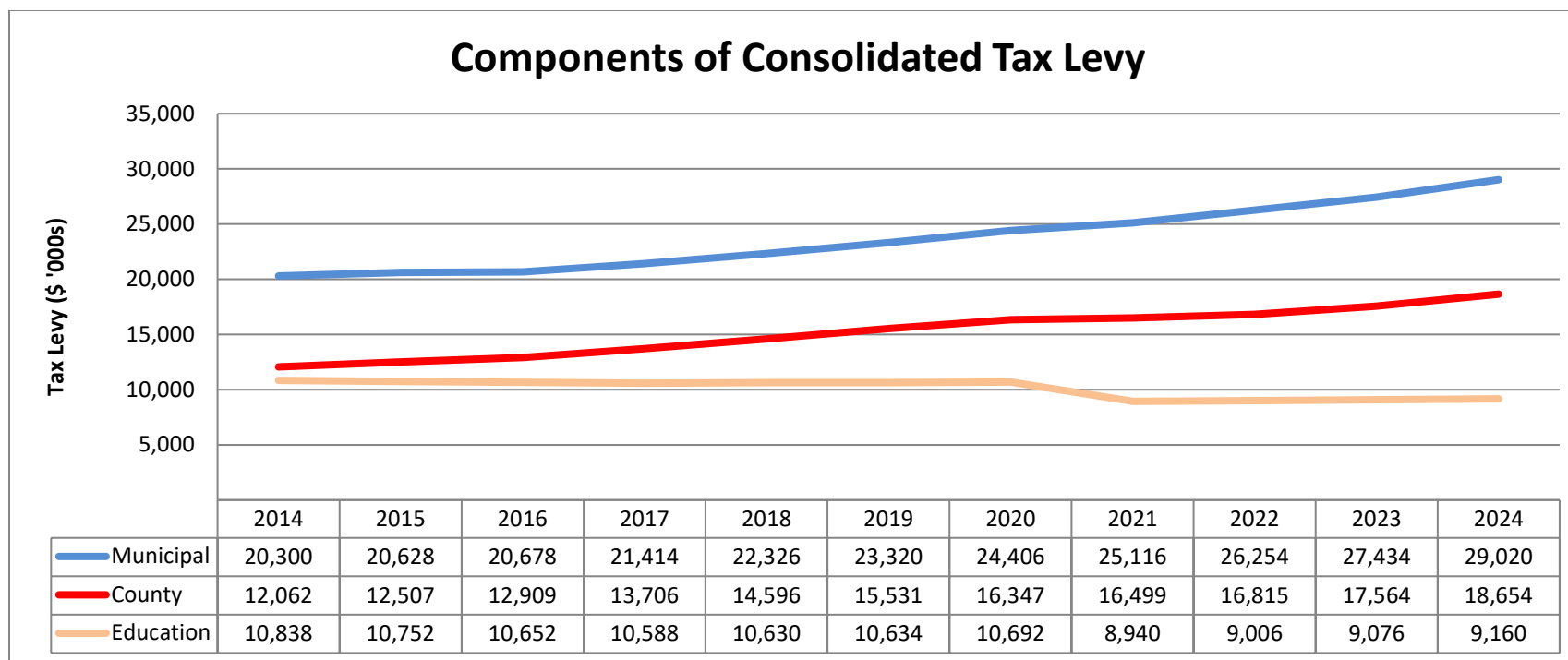
As illustrated in **Table 2.1** through **Table 2.3**, the Consolidated Tax Levy change will vary between property types. The recent historical trend has been, and continues to be, a shift of tax burden from Commercial/Industrial properties to Residential properties due to the relative impact of the Education levy and relative assessment weakness of the Commercial/Industrial classes.

The following graph tracks the recent trend of the Consolidated Tax Levy. Over the past 10 years the Town's consolidated tax levy increases have ranged from 0% to 4.4%, with an average increase of 2.8%.



Tax Burden by Levying Body and Impact of Property Value Assessment

The following chart illustrates recent trends of the component tax levies.



Municipal Property Assessment Corporation (MPAC) periodically updates the Current Value Assessments (CVA) of all properties in Ontario. The latest update occurred during 2016, valuing all properties as at January 1, 2016 and formed the basis of property assessment for taxation years 2017 to 2020. As previously mentioned, the Ontario government continues to postpone the 2020 Assessment Update. Consequently, the 2024 property assessments will continue to be based on the fully phased-in January 1, 2016 current values.

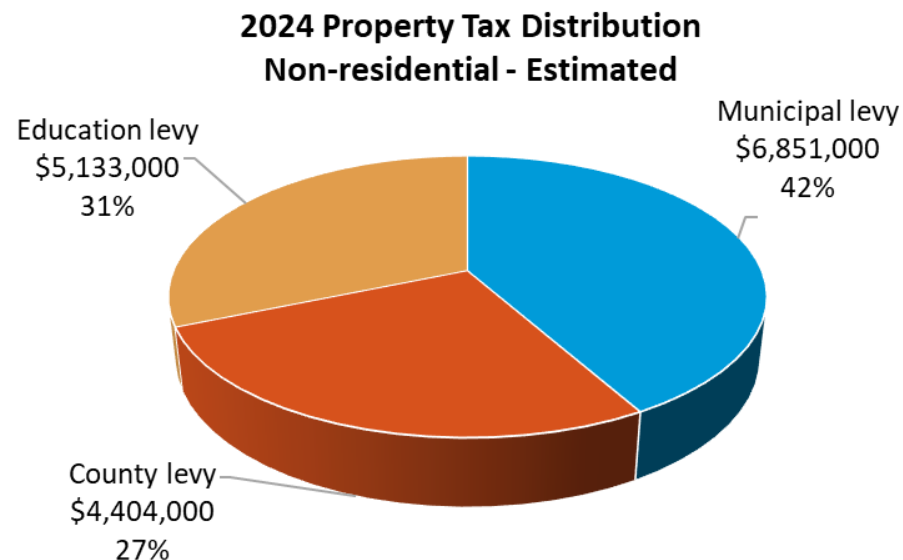
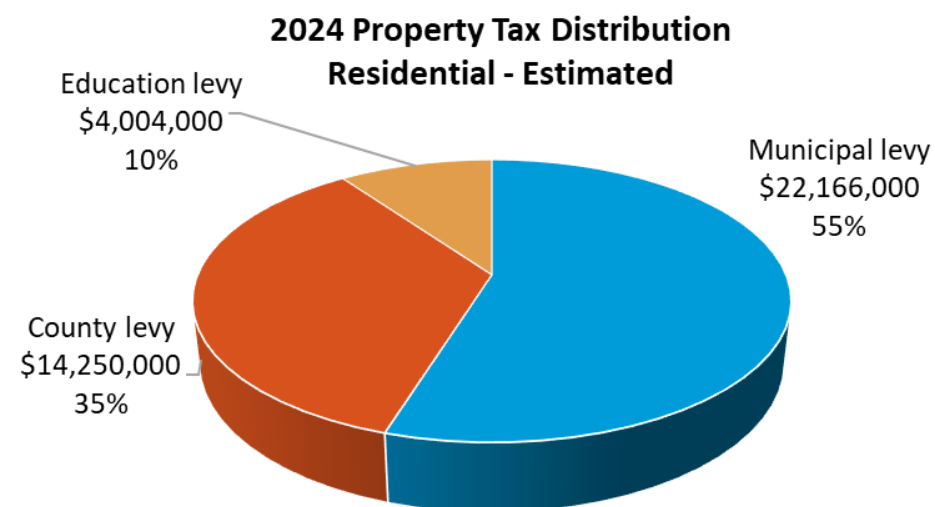
Based on figures made available by MPAC, CVA for Ontario properties, on average, increased 23% over 2012 valuation. The CVA for Tecumseh properties increased by 14% during that same re-valuation. This disparity in assessment valuation change affects the Education levy imposed on municipalities as the Education levy is assessed province-wide. Declining proportion of province-

wide assessment combined with a relatively stable provincial education levy has resulted in declining Education levies for the Town. This trend persisted from 2017 through 2021. Since 2022, the provincial education levy has stay unchanged.

The consolidated tax levy increase will impact property classes differently as Municipal, County, and Education levy weightings differ for Residential versus Non-residential classes. Additionally, CVA updates from the 2012 base year to the 2016 base year have shown larger increases to Residential valuations as compared to increases to Non-residential valuations within Tecumseh.

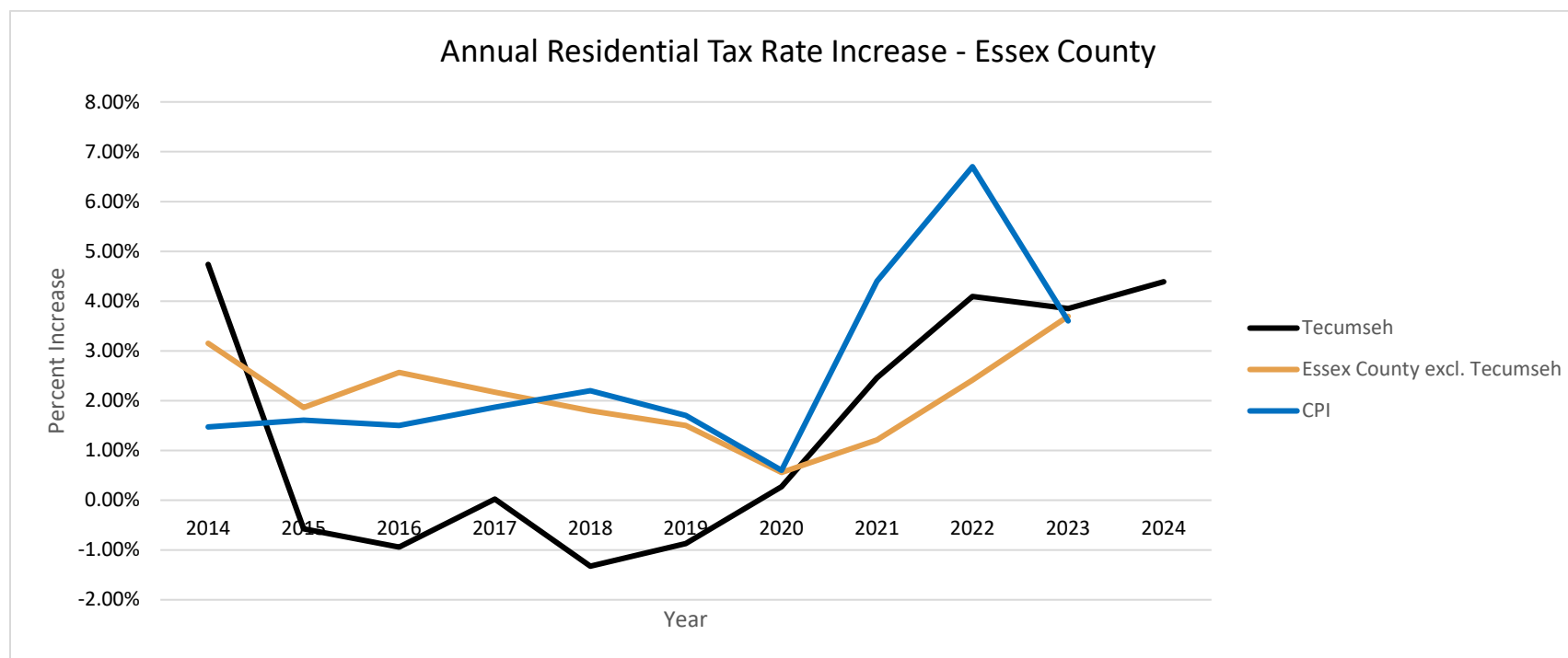
The recent trends of increasing Municipal and County levies and declining Education levies, combined with Residential CVA increases exceeding Non-residential CVA increases within Tecumseh, have resulted in a shift in total tax burden from Commercial/Industrial classes to Residential classes. This means that Residential properties will experience a larger percentage levy increase than Non-residential properties.

The pie graphs below illustrate the composition of the consolidated tax levy for Residential versus Non-residential properties.



Comparable Tax Rates and Assessment

The following chart illustrates the annual change to the residential tax rate for Tecumseh as compared to the Essex County lower tier average and annual CPI¹ since 2014.



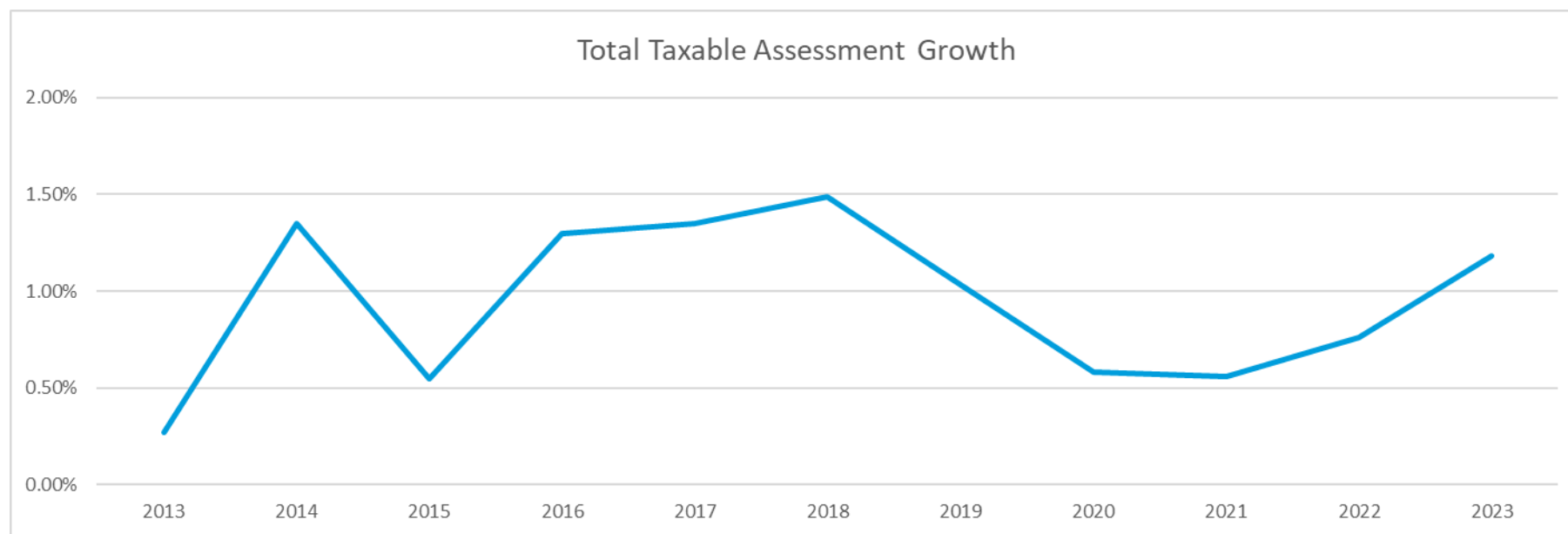
On average during the period shown above, Tecumseh's annual residential tax rate increase is 1.46%, as compared to the Essex County lower tier average of 2.2% and CPI of 2.2%. The increase in Tecumseh's annual tax rate from 2020-2022 is largely attributed to the absence of phased-in market value assessment increases. Compounding this effect for Tecumseh is the slowdown in development from 2021-2023 where in-year assessment growth was below recent experience.

¹ Consumer Price Index (CPI) - Ontario All Items - September year-over-year

The spike in Tecumseh rates during 2014 was due in part to negative total assessment growth, particularly with respect to Industrial properties. Tecumseh has the greatest exposure to the Industrial class with 6.0% of total taxable assessment within this category (2023). In contrast, the Industrial class category represents 2.1% of total taxable assessment for the average of Essex County lower tiers (2023). As a result, changes to the Industrial sector overall will have a magnified impact for Tecumseh tax rates as compared to tax rates of other Essex County lower tier municipalities, whether favourable or unfavourable.

Tecumseh's annual tax rate increase averaged 0% from 2016-2021 following several years of relatively high increases.

Assessment growth history over the past 10 years has been modest. Efforts are underway to prioritize development opportunities in the Town to support increased assessment.



Capital Programs

Special Council Meetings were held in March and May of 2022 to consider optional five-year capital plan scenarios intended to shape and prioritize the five-year capital plans for the Community Recreation Services and Public Works and Engineering Services departments respectively. Council adopted plans, in principle, that include significant investment and focus for community recreation amenities and infrastructure works to promote development.

The five-year plans initially adopted in principle in 2023 included expenditures in excess of \$105M over the five-year period. Town allocations to reserves that support these programs were expected to total approximately \$47M during this same time period. Grant and Partnership opportunities will provide significant financial support, recoveries from benefitting landowners, where applicable, will offset some costs and long-term debt financing will be required to some extent.

Amendments and/or modifications to the five-year plans adopted in principle for the period 2023-2027 can be anticipated over the course of the next several years in response to influencing factors such as inflation, construction capacity constraints, grant/partnership opportunities, borrowing rates, etc. Any recommended amendments/modifications will align with the priorities as established in 2022, will be reflected by way of annual updates to five-year capital plan council reports and will require Council approval.

The 2024-2028 five-year plans will continue with Council's strategy as developed in 2022 and will be brought forward to Council in the form of council reports following the 2024 Budget process for consideration and potential adoption.

Further discussion is included in the Lifecycle Capital section of this document and from Special Council Meeting presentations of March 29, 2022 and May 5, 2022.

[March 29th, 2022 Special Council Meeting Presentation](#)

[May 5th, 2022 Special Council Meeting Presentation](#)

Grants and Partnerships

The Town strategically allocates resources to reserves, ensures projects are ready for implementation, and actively seeks grant and partnership opportunities as part of its commitment to optimize capital budgets.

Leveraging grant/partnership funding enables the Town to undertake a larger number of capital projects than would be feasible with reserves alone. Nevertheless, the receipt of grant/partnership funding may influence the Town's capital planning and project prioritization. Despite this challenge, the Town remains committed to actively pursuing grant/partnership opportunities.

Significant grants/partnerships allocated/awarded to the Town, with implications for this budgetary period, encompass the following:

- Disaster Mitigation and Adaptation Fund (DMAF) – Federal grant program that will contribute 40% towards eligible costs up to a maximum of \$10,700,000 towards the Scully and St. Mark's and PJ Cecile Storm Pump Station enhancements with \$10,700,000 anticipated. This project has commenced and will take several years to complete.
- Investing in Canada Infrastructure Program – Public Transit Stream (ICIP-Transit) – Federal/Provincial grant that will contribute up to \$466,600 towards eligible costs of the Lesperance Road Trail project with \$466,600 anticipated.
- Investing in Canada Infrastructure Program – Green Stream (ICIP-Green) – Federal/Provincial grant program that will contribute up to \$2,550,000 towards the Town's \$3.5M Centennial and Woodbridge Watermain replacement project with \$2,550,000 anticipated.
- Canada Community-Building Fund (CCBF) – Federal grant program, formerly Federal Gas Tax Program, that provides municipalities with a per-capita allocation each year and allows for accumulation of funds for up to five years. The Town's funding allocation for 2024 has not yet been announced (2023 was \$1,204,000). Prior year accumulated funds of \$4,200,000 will be used in 2024 towards three projects: Sanitary Sewer Extensions in the Oldcastle area; CR46/Webster/Laval Sanitary Extension (\$2M), Delduca Sanitary Extension (\$2M) and Snake Lane Culverts (\$200,000, completion of project started in 2023).
- Ontario Community Infrastructure Fund (OCIF) – Provincial grant program available to small, rural and northern municipalities in Ontario, provides an annual allocation based on estimated Current Replacement Values (CRV) for core infrastructure and the municipality's economic conditions, and allows for accumulation of funds for up to five years. The Town's funding allocation for 2024 has not yet been announced (2023 was \$2,419,000). Prior year accumulated funds of \$3,000,000 will be used in 2024 towards the Scully/St. Mark's Storm Pump Station project.

- Partnership funding from Essex County Library Board contributions in excess of \$400,000 towards the Cada Library renovation (completion of project started in 2023), and a \$60,000 contribution from the Maidstone Recreation Centre (MRC) towards the MRC washroom facility.

Economic Outlook

The 2023 Ontario Economic Outlook and Fiscal Review: Building a Strong Ontario Together, released by the Ontario Ministry of Finance on November 2, 2023, sheds light on the province's economic landscape. Despite a robust start to the year, Ontario, akin to other jurisdictions, finds itself susceptible to elevated economic and geopolitical uncertainties, the repercussions of increasing interest rates, and a decelerating global economy. The economic outlook for the remainder of this year and into the next is impacted by the effects of elevated inflation and the swift interest rate increases implemented by the Bank of Canada. A concise overview of Ontario's economic outlook, expressed in percentages, is detailed in the table below²:

Economic Indicators	2022	2023p	2024p	2025p	2026p
Real GDP Growth	3.7	1.1	0.5	2.0	2.8
Nominal GDP Growth	9.2	3.6	2.9	4.2	4.8
Employment Growth	4.6	2.3	0.8	1.5	1.9
CPI Inflation	6.8	3.7	2.5	2.1	2.0

p = Ontario Ministry of Finance planning projection based on external sources as of September 29, 2023

The Windsor-Essex County region is experiencing a series of positive economic developments. Notably, a new electric vehicle battery plant is set to commence operations in Windsor as well as the opening of an Amazon delivery station located in Windsor, beginning 2024. There is also anticipated construction of a mega-hospital beginning in 2027, the retooling of the Windsor Chrysler assembly plant for electric vehicles, and the ongoing progress on the Gordie Howe International Bridge further contributing to the region's economic growth. As these projects unfold, an influx of individuals seeking employment opportunities is expected to drive significant and rapid growth. With this positive surge in growth, the Town must proactively expand its resources to accommodate the needs of both current and future residents, ensuring the provision of high-quality services.

Across Ontario, the simultaneous impact of inventory shortages and rising interest rates has influenced markets throughout 2023 and will continue to do so as we head into 2024. According to the RE/MAX Windsor Housing 2023 Market Outlook report³, the Windsor-Essex County region has a balanced housing market and is expected to see average residential sales prices increase by around three percent (3%) in 2023. On October 13, 2023, the Canadian Real Estate Association (CREA) released its forecast for

² Ontario Ministry of Finance - 2023 Ontario Economic Outlook and Fiscal Review: Building a Strong Ontario Together

³ RE/MAX Windsor Housing 2023 Market Outlook

home sales activity and average home prices for 2023 and 2024. Provincially, they are projecting sales activity to increase 10.8% and a modest increase to average sales prices of 0.2%⁴.

Sustained high rate of inflation poses financial challenges, necessitating increased funding to maintain existing service levels and support the long-term objectives outlined in the Town's strategic plan. As of September 2023, Ontario has experienced an annual consumer price index increase of 3.6%⁵. This rise is primarily attributed to surges in commodity prices, heightened global demand for goods, and disruption in supply chains. These economic dynamics underscore the importance of strategic resource allocation and proactive planning to sustain the Town's growth and provide continued excellence in service delivery.

⁴ CREA Updates Resale Housing Market Forecast (October, 13, 2023)

⁵ Statistics Canada – Consumer Price Index (All-Items) September 2023

**Town of Tecumseh
2024 Approved Budget
Consolidated Tax and Rate
- Operating Fund**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Taxes	\$ 26,254,757	\$ 27,434,473	\$ 27,412,690	\$ 29,017,560	\$ 1,604,870	5.85%	\$ 31,270,870	\$ 32,531,302
Supplementary Taxes	171,740	228,320	350,000	275,000	(75,000)	(21.43%)	200,000	200,000
Right of Way	15,665	15,732	15,700	15,700	-	-	15,700	15,700
Payments in Lieu	82,516	84,089	82,300	82,300	-	-	82,300	82,300
Total Taxation	26,524,678	27,762,614	27,860,690	29,390,560	1,529,870	5.49%	31,568,870	32,829,302
Taxation Allocated To Capital	(10,373,000)	(10,823,000)	(10,823,000)	(11,223,000)	(400,000)	3.70%	(11,673,000)	(12,173,000)
Net Taxation Available for Operating	16,151,678	16,939,614	17,037,690	18,167,560	1,129,870	6.63%	19,895,870	20,656,302
Grants	929,103	390,398	421,531	845,460	423,929	100.57%	429,460	429,460
User Charges	12,741,689	13,083,801	12,730,751	13,219,464	488,713	3.84%	13,725,464	14,321,464
User Charges Allocated to Capital	(4,484,449)	(4,457,995)	(4,464,617)	(4,299,127)	165,490	(3.71%)	(4,375,577)	(4,650,894)
Net User Charges Available for Operating	8,257,240	8,625,806	8,266,134	8,920,337	654,203	7.91%	9,349,887	9,670,570
Licences and Permits	490,204	421,691	991,763	843,721	(148,042)	(14.93%)	897,215	897,215
Fines	100,890	52,633	102,550	82,550	(20,000)	(19.50%)	82,550	82,550
Penalties and Interest	402,356	384,869	380,000	380,000	-	-	380,000	380,000
Investment Income	2,373,850	3,678,960	1,396,275	2,503,275	1,107,000	79.28%	2,503,275	2,503,275
Other Income	673,374	759,262	766,762	870,126	103,364	13.48%	888,396	909,841
Revenues Before Transfers	29,378,695	31,253,233	29,362,705	32,613,029	3,250,324	11.07%	34,426,653	35,529,213
Transfers from Reserves	1,120,129	1,742,359	1,618,473	1,699,555	81,082	5.01%	1,288,565	1,193,565
Total Revenues	30,498,824	32,995,592	30,981,178	34,312,584	3,331,406	10.75%	35,715,218	36,722,778

**Town of Tecumseh
2024 Approved Budget
Consolidated Tax and Rate
- Operating Fund**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Wages	8,926,928	9,857,059	10,492,743	11,290,593	797,850	7.60%	11,998,836	12,345,614
Benefits	2,983,155	3,264,353	3,348,971	3,598,163	249,192	7.44%	3,708,256	3,849,920
Total Wages & Benefits	11,910,083	13,121,412	13,841,714	14,888,756	1,047,042	7.56%	15,707,092	16,195,534
Office Supplies & Equip Mtnce	361,347	493,316	495,252	578,897	83,645	16.89%	601,417	616,028
Memberships	46,735	54,999	64,435	70,056	5,621	8.72%	72,110	74,224
Professional Development	106,700	211,888	248,425	265,100	16,675	6.71%	253,900	254,900
Maintenance Materials & Supplies	1,078,821	1,201,832	1,143,232	1,182,175	38,943	3.41%	1,227,822	1,273,808
Purchases for Resale	1,499,260	1,582,856	1,516,800	1,613,800	97,000	6.40%	1,667,800	1,755,800
Maintenance Services	1,172,724	1,206,929	1,053,130	1,286,570	233,440	22.17%	1,548,408	1,594,998
Contract Services	7,483,578	8,162,172	7,699,961	8,068,477	368,516	4.79%	8,331,508	8,568,437
Professional Services	607,970	847,037	927,700	1,115,795	188,095	20.28%	597,295	550,095
Vehicle & Equipment Leases	2,697	1,952	2,650	2,650	-	-	2,650	2,650
Utilities	900,135	999,983	1,037,660	1,071,810	34,150	3.29%	1,101,636	1,132,360
Insurance	484,917	587,455	591,600	653,800	62,200	10.51%	714,595	781,237
Grants & Donations	77,381	333,728	236,000	227,500	(8,500)	(3.60%)	227,500	227,500
Other	348,913	302,867	308,830	321,481	12,651	4.10%	316,582	316,582
Financial Expense	158,417	119,780	178,400	280,200	101,800	57.06%	470,200	470,200
Expenditures Before Transfers	26,239,678	29,228,206	29,345,789	31,627,067	2,281,278	7.77%	32,840,515	33,814,353
Transfers to Reserves	4,466,011	1,445,537	1,635,389	2,685,517	1,050,128	64.21%	2,874,703	2,908,425
Total Expenditures	30,705,689	30,673,743	30,981,178	34,312,584	3,331,406	10.75%	35,715,218	36,722,778
Net Expenditures	\$ 206,865	\$ (2,321,849)	\$ -	\$ -	\$ -	-	\$ -	\$ -

2024 Budget Reconciliation for PSAB Adjustments

O. Reg. 284/09

The *Municipal Act, 2001* Regulation 284/09 (O. Reg. 284/09) Section 1 allows a municipality to exclude all or a portion of the following expenses from the budget estimates:

- Amortization expenses,
- Post-employment benefits expenses,
- Solid waste landfill closure and post-closure expenses.

Section 2 (1) requires a municipality **before adopting a budget for the year** that excludes any of the above items, to prepare a report about the excluded expenses and adopt the report by resolution.

Section 3 requires the report to include at least the following:

- An estimate of the change in the accumulated surplus to the end of the year resulting from the exclusion of the above expenses, and
- An analysis of the estimated impact of the exclusions on the future tangible capital asset funding requirements of the municipality.

The information presented in this section of the budget document fulfills the reporting requirements of O. Reg. 284/09.

Budget Reconciliation

The PSAB Handbook requires that budget numbers be included in the Financial Statements using the same Basis of Accounting that is used for actual results. The issue facing municipalities is that municipal budgets have typically been prepared on a cash basis with the main focus being the determination of the tax levy required.

The requirements of O. Reg. 284/09 force reconciliation between the typical cash budget and the Financial Statements for those expenses noted above.

Estimated Impact of Future Benefit:

Future benefit expense is generally related to the Town's sick leave benefit plan, and health and dental benefits for retired employees. There is no legislated authority requiring a municipality to fully fund these benefits. However, it is sound financial planning to do so where possible.

The Town generally funds current year sick leave payouts from current year budget allocations.

The impact of Health and Dental Benefit will lessen over time as post-retirement benefits have been grandfathered to existing employees when the benefit was terminated.

In 2016, Council adopted Investment Policy No. 87. The effect of the Policy allows the Town to invest in the ONE Equity Portfolio. The purpose of doing so allows the Town to invest the Post-Retirement Reserve Funds in the stock market. The expectation is that the return on this portfolio will be greater than that earned on current investments thus reducing the Total Unfunded Balance for Health and Dental.

The chart below indicates the Town's total estimated unfunded liability for Future Benefits is \$9.3 million and that on an annual basis in 2024 funding is estimated to be in a \$ 0.2 million deficit position.

Status of Future Benefit Liabilities

	2024 Budget	2023 Estimated	2022 Actual
Sick Leave			
Accrued Benefit Liability	\$ 335,100	\$ 347,800	\$ 332,100
Reserve	283,800	283,800	321,400
Unfunded/(Funded) Balance	51,300	64,000	10,700
Annual Expense	54,000	54,000	53,800
Benefits Paid	51,000	38,200	67,400
	3,000	15,800	(13,600)
Contribution to reserve	-	-	-
Net Annual Funding Deficit/(Surplus)	3,000	15,800	(13,600)
Health and Dental			
Accrued Benefit Liability	\$ 11,600,100	\$ 11,613,600	\$ 11,449,700
Reserve	2,381,600	2,257,400	2,048,300
Unfunded Balance	9,218,500	9,356,200	9,401,400
Annual Expense	400,000	400,000	(16,300)
Benefits Paid	249,600	236,100	179,600
	150,400	163,900	(195,900)
Contribution to Reserve	-	-	-
Net Annual Funding Deficit	150,400	163,900	(195,900)
Total Unfunded Balance	9,269,800	9,420,200	9,412,100
Total Net Annual Funding Deficit	\$ 153,400	\$ 179,700	\$ (209,500)

Estimated Impact of Solid Waste Landfill Closure:

Solid waste landfill closure costs deal with the ongoing costs of maintaining a landfill once it no longer accepts waste. There is no legislated authority requiring a Municipality to fully fund these costs. However, it is sound financial planning to do so where possible.

Status of Solid Waste Landfill Closure

	2024 Budget	2023 Estimated	2022 Actual
Accrued Benefit Liability	\$ 625,300	\$ 623,100	\$ 622,100
Reserve	-	-	-
Unfunded balance	625,300	623,100	622,100
Annual expense	32,000	31,700	30,400
Benefits paid	29,800	30,700	28,200
	2,200	1,000	2,200
Contribution to reserve	-	-	-
Net annual funding (surplus)/deficit	\$ 2,200	\$ 1,000	\$ 2,200

Landfill #3 is closed, so we do not expect this liability to increase significantly unless there is an unplanned increase in requirements for maintaining the site.

Unused Vacation Liability:

Although O. Reg. 248/09 does not require comment, the Town has a liability for unused vacation days that has not been fully funded in the past. This liability is a result of employees generally not being able to take vacation days until after their hire anniversary date and employees’ ability to bank up to 10 days carry forward. There is no legislated authority requiring a municipality to fully fund these costs. However, it is sound financial planning to do so where possible.

Typically, these funds are not paid out but are taken as days off in the following year. Payments that occur upon retirement are funded out of current year budget allocations or reserves.

Status of Vacation Leave Liability

	2024 Budget	2023 Estimated	2022 Actual
Liability	\$ 400,000	\$ 440,000	\$ 476,000
Reserve	377,000	377,000	400,400
(Funded)/Unfunded Balance	<u>\$ 23,000</u>	<u>\$ 63,000</u>	<u>\$ 75,600</u>

Estimated Impact of Excluded Amortization on Future TCA Funding Requirements:

The chart below compares the capital funding included in the 2024 budget to the estimated amortization cost for 2024.

	Tax/Rate Funding	Amortization Estimate	Difference
Capital Tax Levy	\$ 11,223,000	\$ 6,561,100	\$ 4,661,900
Gas tax allocated to Lifecycle	1,204,000	-	1,204,000
	12,427,000	6,316,600	5,865,900
Sanitary Sewer Rate	2,398,400	765,000	1,633,400
Water Rate	1,870,000	1,076,500	793,700
	<u>\$ 16,695,600</u>	<u>\$ 8,402,600</u>	<u>\$ 8,293,000</u>

Amortization expense is an estimate of the consumption of future benefits from past investment in capital assets. It takes the asset's historical cost and spreads it evenly over the expected useful life of the asset. This amortization period can range from 3 years up to as many as 65 years depending on the nature of the asset. Amortization does not take into account inflation, service upgrades or increase in standards. Therefore, funding only for amortization will not provide sufficient funding for replacement in most cases.

The Town adopted a Lifecycle program in 2005 for funding tax supported assets. This program is designed to provide the Town with sufficient funds to replace existing assets. Annual allocation to service areas is based on a review of existing assets and estimated replacement costs.

Water and Wastewater contributions are based on the 2023 Water and Wastewater Rate Study prepared in-house by Financial Services staff, which takes into account lifecycle requirements.

Neither amortization nor the lifecycle program deals with the issue of new capital requirements. As part of the 2015 budget, the implementation of a special New Infrastructure Levy (NIL) was approved to begin addressing the funding issues raised by funds required for new infrastructure. The current levy is \$1,950,000 with a budgeted increase of \$200,000 approved for 2024.

Estimate of the Change in Accumulated Surplus due to Excluded Expenses:

The chart below starts with the 2024 surplus per the budget excluding reserve transfers, long term debt incurred and other financing items included in the budget. Various PSAB adjustments are then required to arrive at the surplus to be reported for Statement purposes.

2024 Approved Budget Accumulated Surplus Reconciliation

	Amount
Budget surplus/(deficit) for the year	\$ (36,155,870)
Add:	
Share of government business enterprise surplus	849,975
Landfill post-closure expenditures	29,840
Gain/(loss) on disposal of tangible capital assets	(221,873)
Deferred revenue	5,996,030
Capital expenditures	63,127,985
	<u>69,781,957</u>
Less:	
Accrued interest expense	(3,600)
Dividend from government business enterprise	493,275
Employee future benefits expense	153,000
Landfill post-closure expense	32,000
Amortization	8,402,581
	<u>9,077,256</u>
PSAB Surplus per Statement of Operations	24,548,831
PSAB Opening surplus (estimated)	307,716,972
PSAB Surplus end of year	<u>\$ 332,265,803</u>

The PSAB Surplus does not mean there is a large amount of cash available to reduce taxation. Rather, it only serves to indicate the difference between assets and liabilities, recorded in compliance with PSAB, at one point in time. The Town continues to budget on a modified accrual basis to determine the taxation requirements for the municipality.

2024 Full-Accrual Approved Budget

As mentioned previously, the Public Sector Accounting Board requires budgeted amounts on the financial statements be presented on a full accrual basis. A series of accounting adjustments are completed to convert the budgeted amounts from modified accrual to full accrual. These adjustments include amortization, post-employment benefits, solid waste landfill closure and post-closure expenses. Additionally, the Operating, Capital and Reserve/Reserve Funds budgets are consolidated thereby eliminating interfund transfers. The budgeted surplus does not represent a surplus of cash, but rather it represents the Town's investment in assets.

Town of Tecumseh 2024 Full-Accrual Approved Budget

	Amount
Property taxes	\$ 29,390,563
User charges	14,145,735
Government transfers	16,922,717
Capital contributions	4,873,960
Investment income	3,868,200
Income from government business enterprise	849,975
Penalties and interest on property taxes	380,000
Other	6,500
(Loss)/ Gain on disposal of tangible capital assets	(221,873)
Total Revenues	70,215,777
General government	7,730,952
Protection to persons and property	6,707,660
Transportation	8,334,034
Environmental	13,010,869
Social and family	8,554
Recreation and cultural	7,385,891
Planning and development	2,488,986
Total Expenses	45,666,946
Annual surplus	24,548,831
Accumulated surplus, beginning of year (est.)	307,716,972
Accumulated surplus, end of year	\$ 332,265,803



Recommended New Staffing Enhancements

The 2024 Budget includes an allowance for an overall net increase of 4.23 Full-Time Equivalent (FTE) employees. Additional staff resources are required to facilitate desired service level enhancements and/or increased workloads due to a variety of factors including:

- Recommendations from the Town's 2021 Organizational Review completed during
- Recommendations from the Clerks Services Review
- Recommendations from Corporate Records and Information Management Review
- Enhanced level of service towards foundational human resource services
- Temporary support for the planned implementation of an HRIS, Payroll, and Time & Attendance system
- Elevate service standards in alignment with the objectives outlined in the People Strategy Plan
- Enhanced level of service regarding Town recreational facilities, festivals and events
- Enhanced level of service towards building permitting and inspection services
- Enhanced level of service with regard to future capital projects
- Maintaining existing levels of service as the Town continues to grow

Staffing increases are supported by Recommended New Staffing Enhancements (RNSE) forms. The RNSE forms contain sections on:

- Description of enhancement
- Justification for the request
- Impact to residents should the position not be approved
- Budget impact

A Staffing Resources Summary page can be found following the RNSEs.

The net increase is a result of the following additions and deletions:

Additions:

Department	FTE	Description
Roadways	0.67	Transportation Supervisor position requested following the recommendation of the 2021 Organizational Review to oversee the Tecumseh Transit Services, with implementation expected mid-Q2 2024.
Technology & Client Services	0.25	Business Analyst position requested following the recommendations of the 2021 Organizational Review. This position will be tasked with supporting the Town in deploying IT solutions, training, and support to end users. Implementation for this position is expected Q4 2024.
Technology & Client Services	0.77	IT Help Desk position requested following the recommendations of the 2021 Organizational Review. This position would respond to all internal inquiries and assist with technical issues, with implementation expected Q1 2024 – Balance of 2023 FTE.
Finance	0.40	Temporary part-time Payroll Clerk position created to support the current full-time Payroll Clerk position during the implementation of the HRIS/Payroll/Time and Attendance solution.
Legislative	0.33	Paralegal/Prosecution Coordinator position requested following the recommendations of the 2022 Legislative Services, Service Delivery Review. This position is responsible for providing a broad range of paralegal and prosecution duties, together with overall support to the Town Solicitor in the delivery of in-house legal services, with implementation expected late Q2 2024.
Legislative	0.58	Records Management Coordinator position requested following the recommendation of the Corporate Records and Information Management Review. This role will assist with the development, implementation and maintenance of the Corporate Records and Information Management Plan, with implementation expected Q2 2024.

Department	FTE	Description
People & Culture	0.50	People & Culture Business Partner position requested to meet the needs of the Town's People Strategy Plan, and to drive foundational human resource practices – Balance of 2023 FTE.
People & Culture	0.50	People and Culture Coordinator position requested to fulfill the required administrative functions of the department to meet the needs of the organization and People Strategy, with implementation expected Q1 2024.
Building	0.15	Deputy Chief Building Officer position requested following a recommendation from the Building Services Operational Review - Balance of 2023 FTE.
General Waterworks	1.00	Engineering Project Manager position previously adopted by council in October 2023.
Parks	0.40	Reallocated Parks Students hours to their home department – this is a reversal of a one-time adjustment in 2023.
Arena	0.20	Arena PT Clerks – additional hours to provide adequate coverage based on anticipated activity.
Arena	0.65	Leader, Recreation Facilities will be responsible for the planning, implementation, execution and oversight of day-to-day operations, maintenance and other tasks pertaining to the Arena, Pool & Community Centre, with implementation expected Mid Q2 2024
Recreation Programs	0.21	Addition of an Associate Day Camp Coordinator position, offset by a reduction in Coordinators and Counsellors.
Pool	0.54	Addition of an Associate Pool Coordinator position, offset by a reduction in Pool Coordinator and Lifeguard hours.
Special Events	0.79	Programs & Events Leader full-time position created to replace the Seasonal Festival Events Assistant – (seen in 'Deletions' summary below).

Deletions:

Department	FTE	Description
Various	0.46	Reallocation of student time within Community & Recreation departments based on identified needs (day camp and pool).
People & Culture	0.69	Reduction in two student co-op terms to offset the cost for a new, part-time People & Culture Coordinator.
Technology & Client Services	0.69	Removal of two co-op student terms to offset the cost of a new, permanent full-time IT Help Desk position noted above.
Maintenance	0.27	Reversal of one-time co-op student in 2023, which have been reallocated to Parks – student hours.
Customer Service	0.25	Customer Service Receptionist position deferred to Q3 2024.
Building	0.10	Senior Building Inspector position deferred to Q2 2024.
Crossing Guards	0.24	Reduced Crossing Guard hours as service no longer required during four lunchtimes.
Arena	0.26	Reduction of part-time Facility Attendant hours to offset requested Leader, Recreation Facilities position
Special Events	0.67	Removal of Seasonal Events Assistant to offset requested full-time Programs & Events Leader.
Council	0.08	One-time reduction in part-time Council Assistant Admin to offset requested People & Culture Coordinator.

Organizational Review – Recommended Staffing Enhancements

As part of the 2020 and 2021 work plans for the CAO, the Town of Tecumseh engaged the services of KPMG to conduct an independent organizational structure review across the entire organization, with the exception of the volunteer fire service. The objective of the exercise was to identify the optimal structural design that will lead to a more efficient and cost-effective delivery of legislated and discretionary municipal services going forward.

The Town had not performed an organizational structure review in many years and had experienced significant growth in mandated services and program delivery as well as customer service expectations, since the last such review.

The consultation process was thorough, including engagements with all members of Council, all members of the Senior Management Team as well as managers, supervisors, CUPE Union leadership and all staff.

Results and recommendations of the review were provided to Council in-camera and subsequently presented to Council at a Special Council Meeting on June 29, 2021. A summary of the KPMG report can be found on the Town's website.

<https://tecumseh-pub.escrimemeetings.com/filestream.ashx?DocumentId=23532>

The summary report notes the Town's strong financial position, below average staffing levels and competitive municipal service delivery when measured against select comparator municipalities.

Council authorized Administration to develop a phased-in implementation plan of the recommendations contained in the KPMG report, including a funding strategy, and that the financial considerations associated with implementation be referred to the 2022 Budget Process.

The bulk of the financial impact was addressed with the Town's 2022 Budget. The 2024 budget represents the third and final year of the phased-in implementation. The recommended staffing enhancements that impact the 2024 budget are contained within this singular RNSE.

Organization Review – Public Works

Position:	Transportation Supervisor
Service Area:	Public Works & Transportation Services

Description of enhancement:

Add a Transportation Supervisor.

Justification for the request:

The KPMG review noted that the Manager Public Works & Transportation has a large and diverse portfolio including managing all Public Works maintenance associated with sanitary sewers, storm sewers and pump stations, roads, bridges, sidewalks and trails, road signage, street lights, traffic signals, fleet and winter control. Under contract, this position manages service contracts for sanitary pump station maintenance, garbage and yard waste. Full implementation of the recommendations of the Organization Review recommends that Tecumseh Transit Services will transition from Development Services to Public Works & Engineering Services.

Given the large service delivery portfolio and additional initiatives on the horizon (organics diversion, fleet right-sizing, green fleet initiatives and energy demand management) it was recommended by KPMG to add a Transportation Supervisor position.

Impact to residents should the position not be approved:

KPMG's recommendations on the organizational structure would not be implemented and would have a cascading effect on the Public Works & Engineering Services Department as well as other Departments. The transition of Tecumseh Transit Services would remain with Development Services and impact their ability to provide their necessary services. The Manager Public Works & Transportation would be required to prioritize services delivered by the Division, which would result in less than satisfactory level of service regarding operations and maintenance. It would also impact the delivery of additional services such as organics diversion, fleet right-sizing, green fleet initiatives and energy demand management.

Budget impact:

The estimated cost for the addition of this position is \$140,000 including wages and benefits on an annualized basis. A mid-Q2 2024 implementation helps to reduce the impact to the first year by \$47,000.

Organization Review – Technology & Client Services

Position:	Business Analyst
Service Area:	Information Technology

Description of enhancement:

Add a Business Analyst.

Justification for the request:

The KPMG review observed that the Town's Customer, Communication & Information Services department does not have dedicated staff to support the implementation of IT solutions across all departments. The addition of a Business Analyst position would be responsible for supporting the Town in deploying IT solutions within the various departments and provide both initial and ongoing training and support to end users on various business applications. This would ensure staff are utilizing the various business applications to their fullest as well as maintain consistency across all departments.

Impact to residents should the position not be approved:

The Business Analyst Project Management role would still continue to be provided in a decentralized and inconsistent manner. Without this dedicated role in the organization, the project management, training, implementation and ongoing support will continue to be performed in a piecemeal manner resulting in less favourable use of tax dollars.

Budget impact:

The estimated cost for the addition of this position is \$100,000 including wages and benefits on an annualized basis. A Q4 2024 implementation helps to reduce the impact to the first year by \$75,000.

Organization Review – Technology & Client Services

Position:	Help Desk / IT Support
Service Area:	Information Technology

Description of enhancement:

Add a Help Desk / IT Support position.

Justification for the request:

The KPMG review noted that the Town's Technology & Client Services does not have dedicated Help Desk/IT Support staff to support the Town's employees. This function would respond to all internal inquiries and assist staff with technical issues they may have with printers, computers, software and many of the routine requests that occur frequently in an organization. This aligns with the IT Service Delivery review, which also recommended the need for front-line personnel responsible for all internal IT inquiries. These functions are currently being carried out by co-op students with assistance from the Director, Manager IT and Systems Analyst.

Impact to residents should the position not be approved:

The lack of sufficient technical-level positions was cited as a barrier preventing the Director from operating at a more strategic level. This limitation affects the Director's

capacity to address the organization's daily IT service needs in a more efficient and cost-effective manner.

Budget impact:

The estimated cost for the addition of this position is \$84,000 including wages and benefits on an annualized basis. A Q1 2024 implementation is planned. A 1.0 FTE reduction to the part-time IT Student budget of \$39,000 will reduce the impact to the 2024 budget.

Financial Services

Position:	Temporary Part-time Payroll Clerk
Service Area:	Financial Services

Description of enhancement:

The Financial Services department requires a temporary, part-time payroll clerk to assist with the Town's implementation of a new HRIS/Payroll/Time and Attendance system. The enhancement request is 0.4 FTE implemented in January 2024.

Justification for the request:

- The Town initiated a Payroll Process Review in 2021 Q4; engaging process experts to review our current operations and identify opportunities for efficiency improvements, which were expected to include enhanced use of technology to modernize and streamline our payroll process.
- The consultant's recommendations within their report to Council FS-2022-02 focused primarily in two areas:
 - Automation of time capture and workflow (staff self-serve portal), as well as acquisition of a time capture solution, and

- Investigation of enhanced potential, or replacement, of the Town's existing financial software.
- Administration followed a methodical approach to address the recommendations of the report, including current system optimization and alternative solution research.
- Ultimately, Administration concluded that an HRIS/Payroll/Time and Attendance solution was required and issued an RFP, which closed summer 2023. Administration will conduct product demos late 2023 and anticipates selection of a preferred solution late 2023 allowing for system configuration and implementation in 2024.
- Based on the experience of our peers, a project like this can span 12-18 months from start to finish. As our Payroll Clerk will be an instrumental member of the implementation team, a Temporary Part-time Payroll Clerk is required.

Impact to residents should the position not be approved:

Successful implementation of the HRIS/Payroll/Time and Attendance software in a timely manner is at risk should this position not be approved. Should this position not be approved, it is very likely that the implementation timeframe will be extended as our Payroll Clerk is a key member of the implementation team and participation on team exercises will be secondary to processing payroll.

Budget impact:

The estimated cost for the addition of 0.4 FTE Temporary Part-time Payroll Clerk is \$33,000 including wages and benefits. As this is a cost related to the HRIS/Payroll/Time and Attendance IT Capital project, all costs will be funded through the Lifecycle IT Reserve and/or the Tax Rate Stabilization Reserve and will have no impact to the operating budget.

Legislative & Clerk Services

Position:	Paralegal, Prosecution Coordinator
Service Area:	Legislative (Legal) Services

Description of enhancement:

Reporting to the Director, Legislative & Clerk Services, the Paralegal, Prosecution Coordinator is responsible for providing a broad range of paralegal and prosecution duties together with overall support to the Town Solicitor in the delivery of in-house legal services.

Justification for the request:

In 2022, the department concluded an independent third-party review of its Service Delivery (WSCS Consulting Final report May 15, 2022, hereinafter the “Report”). Among other recommendations, two of the key recommendations were:

Recommendation 5.4:

Consider insourcing legal services to reduce costs, time and coordination efforts.

Recommendation 5.3:

Consider implementation of Administrative Monetary Penalties system (“AMPS”) as a better mechanism for enhanced compliance and enforcement of bylaws and licensing.

These recommendations were approved and supported by Council.

In January 2023 one in-house legal counsel was hired to develop a hybrid solicitor/clerk role as a potential cost-savings measure and to have a certain level of access to in-house legal services.

The Report also noted that as the Town modernizes its services, it is important to look at options to reduce red tape and the challenges of By-law compliance and enforcement. An Administrative Monetary Penalty System is an effective way to improve collection and compliance. In fact, studies are showing that municipalities are seeing a high level of compliance and increased revenues, particularly considering the current provincial offences back log. While this was problematic prior to COVID, it has become an increasingly challenging situation as available court time has continuously been reduced in recent years. Without enforcement, bylaws are not worth the ‘paper they are written on’. In particular, many by-law enforcement officers, building and planning officials, and other municipal employees across the province are today spending a significant amount of time in preparation for the prosecution of various provincial offence/by-law matters and/or other regulatory and/or tribunal matters. The level and complexity of legislative compliance is ever increasing and as a result this new proposed role could assist on a cross department basis by also providing Building and By-law enforcement with much needed support on those matters.

We are therefore looking for a licensed Paralegal (licensed by the Law Society of Ontario) to specifically support the Town Solicitor in developing and progressing both the scope and range of legal services that are performed in-house. By virtue of being a licensed paralegal this new role will be uniquely qualified to perform and assist in certain legal matters including the ability to assist in prosecuting and appearing in court on our Provincial offence /By-law enforcement matters, representing the town and appearing in small claims court matters and assisting in representing the Town at other administrative tribunal matters (i.e. Land tribunal matters).

As well this role (subject to future Council direction/approval) could further help lead the development, implementation and management of an Administrative Monetary Penalty System (AMPS) program. In this respect the Paralegal /Prosecution Coordinator will develop and implement a comprehensive strategy for the AMPS program, including identifying resources, establishing timelines, developing policies, procedures and guidelines, and establishing program evaluation methods and KPIs.

Finally, in order to realize, grow and maintain the provision of a certain level of in-house legal services it is imperative that there is proper legal support for the in-house counsel role. As the Municipal Clerk and the only in-house legal counsel is a hybrid role, the provision of in-house legal services is limited both in the scope, depth and variety of legal matters it can carry on internally. The Paralegal/Prosecution Coordinator role would further support the growth of the in-house legal counsel role.

In addition, as future growth is being anticipated for the Town and its residents, there will likely be an increasing

demand for municipal services and a corresponding increase in demand in the level of various legal services and matters that the Town will require assistance with.

Impact to residents should the position not be approved:

- Missed opportunities to provide and further enhance the provision of in-house legal services and realize possible cost savings and time efficiencies together with value-added service of an in-house counsel with the Town as only client.
- Missed opportunities to enhance the level and availability of by-law enforcement services.
- Delay in implementation and/or optimal realization of the recommendations of the Clerks Service Delivery Review.
- Missed opportunities for cost savings and time efficiencies relating to by-law enforcement and prosecutions.
- Increased pressure/stress on the Director's ability to effectively manage the hybrid Municipal clerk/in-house legal counsel role.

Budget impact:

The estimated annualized cost of the Paralegal/Prosecution Coordinator is \$125,000, including wages and benefits. A September 2024 start date will reduce the impact to the 2024 budget by deferring approximately \$83,000 of budget impact to 2025.

Legislative & Clerk Services

Position:	Records Management Coordinator
Service Area:	Records Management

Description of enhancement:

Reporting to the Deputy Clerk – Clerks Services, the Records Management Coordinator is responsible for providing corporate-wide administrative support in the ongoing implementation, remediation of records, training, and maintenance of the Town's records management system both electronic and physical records. The Coordinator works collaboratively to ensure records and information in the control and custody of the Town are kept in a cost effective, secure and consistent manner throughout all departments in accordance with established by-laws, policies and procedures. This position will also provide support in the implementation of e-services/e-forms for the Town's programs and services.

Justification for the request:

The Department conducted an independent third-party review with iMerge Consulting for a Corporate Records and Information Management Review. The Review identified there is no Information Management Strategy which adversely affects the Town's operations and compromises compliance with legislative obligations. The Review identified recommendations for improved records

management which includes a full-time staff resource designated as a Records Management Coordinator.

The recommendations of the Report were supported and approved in principle by Council.

This staff enhancement will assist with

- 1) the development, implementation and maintenance of a Corporate Records and Information Management Plan (the "Plan"); and
- 2) ensuring indefinite or ongoing maintenance and compliance with the Plan on a corporate-wide basis so as to ensure the timely and efficient preservation of the Town's corporate records and further to the Municipal Clerk's statutory roles under the Municipal Act, the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and other applicable legislation and regulations.

The workload volume, sensitivity to confidential matters with the handling of various records for management and preservation; and ease of accessibility requires an additional resource to implement the records strategy and support the Legislative & Clerk Services Department. This Department is highly active in processing and preserving corporate records with a growing demand to streamline efficiencies in readily accessing records, implementing of electronic forms (online applications) for Town services and programs, and accessibility of information both internally and externally.

In addition, the increased responsibilities and complexities related to legislation and legislative changes now support the need for an additional staff resource to ensure its compliance in a timely and effective manner.

Currently, the workload regarding records management stems from the implementation of centralizing the electronic records management system that stores the Town's records. Corporate records are minimally maintained within each department and the Legislative Services Department oversees the disposal of all corporate records. The department moved forward with the implementation of updating the current electronic records management system to include all formats of information received and distributed in the Town. This process is intended to move the Corporation towards a centralized approach to preserving records to ensure legislative compliance. This process has been timely and requires dedicated staff resources, as both physical and electronic records are being merged into the new system. As records are moved into the system, a person must verify each document for accuracy, clarity, classification and linking related documents. This migration of records will take several months to complete corporatewide, as each department's records must be imported into the new system.

The Town currently has over 65,000 active records stored in Town Hall which will all need to be relocated into the new electronic records management system. This is a laborious task and onerous to maintain accuracy on a daily basis. The process includes scanning records, indexing and inputting keywords into a software template, and linking related documents together, in order for staff in various departments to be able to quickly retrieve a record in the new system. The

average time for a record to complete this process can take two minutes, depending on the number of pages per record. Due to the volume of records within the Corporation and the time commitment to ensure accuracy, staff need additional support to assist with the implementation of these records into the new system to ensure the preservation of the Town's records, as well as developing the necessary policies and procedures. The Coordinator position will become an expert in the Records Management system in order to assist and support the Clerk with the legislative responsibilities for Freedom of Information requests.

There are growing duties and responsibilities of the Clerk and municipalities under various legislation and regulations including, but not limited to, the *Municipal Act, 2001*, *Municipal Elections Act*, *Municipal Freedom of Information and Protection of Privacy Act*, *Municipal Conflict of Interest Act*, *Occupational Health & Safety Act*, *Employment Standards Act*, *Pay Equity Act*, and *Accessibility for Ontarians' with Disabilities Act (AODA)*, and changes under such legislation as *Bill 8, Public Sector and MPP Accountability and Transparency Act, 2014*, which are increasing staff workload to be in compliance. It is important for the Town to ensure compliance to prevent or mitigate the risk of litigation or civil actions and ensure best practices are being followed. Workload volumes continue to increase in relation to records management, implementation of e-services and e-forms, and accessibility of information to the public. Greater effort needs to also be directed towards digital preservation of the Town's older records.

Furthermore, as the Corporation moves forward with offering more online services for residents, the need for e-forms to

support the collection of information regarding the Town's programs and services is required. This position will support e-form applications for various programs and services corporatewide.

Storage and security issues were also identified under the Review with recommendations to improve access to inactive storage areas, classification of records and proper tracking and implementation of records retention rules for ongoing disposal which requires the continuing support of the Coordinator.

Impact to residents should the position not be approved:

If we do not proceed with adding the requested Records Management Coordinator, records management will continue to move very slowly, and the Town will be vulnerable to legal liabilities. In Town Hall, space is limited and the continued practice of keeping paper documents will require more storage space. This will result in less efficiency with corporate processes, a decrease in productivity with staff as they will be searching for records, and general confusion on the location of official records. Furthermore, current staff will have to prioritize tasks and some work will not be completed in a timely fashion.

Ultimately the risk of not having a compliant records management program results in the Town not having proper control over the management of electronic records for meeting evidentiary and compliance requirements and not achieving productivity gains in the operation of the enterprise and the quality of service to the customers. Over the long term, the risk results in the missed opportunity of using

electronic records as a corporate asset to achieve efficiencies and agilities moving forward.

Information management is an ongoing corporate responsibility that requires accountability and sustainability.

Budget impact:

The estimated cost for adding the Records Management Coordinator position is \$48,500, including wages and benefits (assuming a Q2 start date).

People & Culture

Position:	People & Culture Coordinator
Service Area:	People & Culture

Description of enhancement:

The People & Culture department requires additional capacity to fulfill the required administrative functions of the department to meet the needs of the organization and the People Strategy. The enhancement request is 0.5 FTE implemented in January 2024 and the elimination of two terms of Co-op Students.

Justification for the request:

- Currently, the department faces a workload exceeding its capacity, leading to overtime and unimplemented priorities. A previous capacity analysis indicated an overall shortfall in the department.
- Historically, administrative support for the department relied on two terms of students. Recruitment of qualified individuals has proven challenging, resulting in turnover-related inconsistencies and inefficiencies in activities. The position also handles confidential and sensitive information which should not be within the purview of a student.
- The position will provide essential administrative support to the team, fostering the progress of the

People Strategy initiatives and enhancing the overall employee experience.

- Over the years, the department has not been fully functional and appropriately resourced, leading to a significant lag in developing foundational practices. This deficiency has adversely affected our most valuable asset, the Town's people, impacting business processes, efficiencies, and overall productivity.

Impact to residents should the position not be approved:

This position is an integral component for the effective implementation of the People Strategy, which aims to elevate Human Resources services and priorities. By fostering workforce capabilities and shaping the town's culture, this strategy is designed to enhance the Town of Tecumseh's competitive edge.

This position will contribute to the Town's ability to provide exceptional service to our current and future employees. The absence of approval for the People & Culture Coordinator position will hinder progress in implementing the People Strategy, potentially impacting the Town's ability to provide exceptional service to both current and future employees. Consequently, this could compromise the delivery of outstanding service to residents, affecting the overall well-being and satisfaction of the community.

Budget impact:

The estimated net cost this request is \$11,000, including wages and benefits. This consists of an additional \$37,000 for the new People & Culture Coordinator offset by \$26,000 reduction resulting from the elimination of two terms of co-op student position .

Community and Recreation Services

Position:	Leader, Recreation Facilities
Service Area:	Arena, Pool & Recreation Facilities

Description of enhancement:

Reporting to the Manager, Facilities and Energy Management, the Leader, Recreation Facilities will directly support day-to-day operations of the Arena, Pool and Community Centre facilities.

This position will be responsible for the planning, implementation, execution and oversight of day-to-day operations, maintenance, general repairs and other related tasks pertaining to the Arena, Pool and Community Centre.

General objectives and supportive duties include, but not limited to, the following:

- Develops, recommends and implements programs and procedures to ensure efficient and safe facility operation and responsible risk management, including maintaining related maintenance records.
- Ensures compliance with Town standards and provincial regulations and ensures appropriate maintenance is completed and recorded.
- Implements and monitors, in conjunction with the Manager, Facilities and Energy Management, the

regular, annual, and preventative maintenance programs.

- Ensures all equipment, including pool mechanical equipment and arena refrigeration plant, is maintained, and performing sufficiently within operating standards.
- Provides excellent internal customer service and works effectively with staff in orchestrating an efficient operation and delivery of services.

Justification for the request:

With increased use and demand on our municipal facilities, there is a need for increased staffing that can directly support and assist in overseeing day-to-day operations. As we add new facilities and amenities to our inventory, it will in turn require additional support.

As the position is identified within the Collective Bargaining Agreement, this position will directly support the day-to-day operations of the Arena, Pool, Community Centre facilities, including heading and arranging work assignments among facilities staff and contractors, perform maintenance (and/or arranging work) of related mechanical equipment ensuring compliancy and performance, assist with preparing schedules and minor administrative duties as needed.

In addition, the position welcomes additional hours as reinforcement to better serve and support the operation.

Impact to residents should the position not be approved:

The general users and the public may experience a decline in service delivery, which could be perceived as unsatisfactory. This is due to constraints in staffing capacity and additional responsibilities arising from the inclusion of new facilities and amenities to our inventory.

Moreover, residents may experience unexpected disruptions in services based on potential failure of equipment. This is due to the absence of direct oversight of day-to-day operations. Increased operating costs may also arise, which may translate to financial impacts on future taxation.

Budget impact:

The estimated net cost of this request is \$50,300 including wages and benefits. The start date would be April 2024 (\$65,000) and would be offset by a reduction in hours for Part-Time Facility Attendant position (\$14,700) beginning the same period.

Community and Recreation Services

Position:	Associate Day Camp Coordinator
Service Area:	Day Camp

Description of enhancement:

This request is for an additional Associate Day Camp Coordinator position for the Tecumseh Summer Day Camp. The base budget accommodates one Day Camp Coordinator and one Associate Day Camp Coordinator. This request is for a second associate coordinator. Ultimately the structure would be one coordinator and two associate coordinators, giving three supervisory staff at the camp to cover all program hours.

The associate coordinators are responsible for providing on hand supervision of instructional programs. Additionally, they are tasked with directly overseeing Town-hired counselors & Focus on Youth staff, assist with the evaluation of staff performance in the absence of the coordinator, complete maintenance tasks and ensure reporting procedures and follow up with parents are completed in accordance with the policies and procedures.

Justification for the request:

The day camp is a higher risk off site environment based on its nature, location and age & experience of many of the staff employed. The need for further supervision of staff and

programs is essential. With the proposed re-aligned structure, the coordinator would be primarily responsible for the daily operation, staff training & scheduling, program schedule & registrations, coordinating with third parties (i.e. field trips, busing. etc.) and communications with parents & management. The associate coordinators would become primarily responsible for in program supervision of staff & programs, assisting with staff evaluations, program setup and opening & closing of the camp.

Impact to residents should the position not be approved:

In the event this position is not approved, it will impact the department's ability to offer programming that adheres to High Five standards and meets expectations of the community. We see an opportunity for better streamlined communication channels and further consolidated responsibilities. The quality of programming would be affected if conversion is not made.

Budget impact:

The estimated cost for additional hours for this position is \$8,300 including wages and benefits.

Community and Recreation Services

Position:	Associate Pool Coordinator
Service Area:	Aquatics

Description of enhancement:

This request is for the additional 170 hours for the role of Associate Pool Coordinator for the Tecumseh Leisure Pool. This change would adjust classifications to one coordinator (from two), shifting the position to associate coordinator, adding a second associate coordinator, and reducing one lifeguard. Ultimately the structure would be one coordinator and two associate coordinators, giving three supervisory staff at the pool to cover all open hours.

The associate coordinators would be responsible for providing on deck supervision of instructional programs, recreational swims, and private pool rentals. In addition, the associate is responsible to supervise student Lifeguards and Swim Instructors, assist with the evaluation of staff performance in the absence of the coordinator, complete all maintenance tasks and ensure reporting procedures and follow up are completed in accordance with the aquatic policies and procedures.

Justification for the request:

The pool is a high-risk off-site environment based on its nature, location, and age & experience of many of the staff

employed. The need for further supervision of staff and programs is essential. With the proposed re-aligned structure, the pool coordinator would be primarily responsible for the daily operation, staff training & scheduling, program schedule & registrations, coordinating facility rentals and communications with management. The associate coordinators would become primarily responsible for on-deck supervision of staff, rentals & programs, assisting with staff evaluations, deck & program setup and opening & closing of the facility.

Impact to residents should the position not be approved:

If this position is not approved, it will impact the department's ability to offer aquatic facilities and programming that adhere to standards set by the Lifesaving Society and meet the expectations of the community. We see an opportunity for better streamlined communication channels and further consolidated responsibilities. The quality of programming would be affected if conversion is not made. Lastly, without this role we will continue to be limited in the hours that we can offer private pool rentals as each coordinator is limited to a set number of hours.

Budget impact:

The estimated net cost for adding this role and the associate staffing structure adjustments is \$3,000 including wages and benefits.

Staffing Resources:

Department	2022 Budget	2023 Budget	2024 Proposed	2025 Outlook	2026 Outlook
Financial Services	10.85	12.00	11.80	11.40	11.40
CAO	2.66	2.00	2.00	2.00	2.00
Council	0.60	0.60	0.50	0.60	0.60
People & Culture	3.00	3.19	3.50	3.50	3.50
Crossing Guards	2.02	2.02	1.78	1.78	1.78
Total CAO	8.28	7.81	7.78	7.88	7.88
Technology	5.73	5.98	6.31	7.06	7.06
Customer Service	1.84	3.06	4.51	5.26	5.26
Total Technology & Client Services	7.57	9.04	10.82	12.32	12.32
Legislative Services/Clerk	6.00	6.00	6.40	7.50	7.50
Fire Services	11.35	11.92	11.62	11.62	11.62
By-law Enforcement	1.00	1.00	1.30	1.60	1.60
Total Community & Fire Services	12.35	12.92	12.92	13.22	13.22

Department	2022 Budget	2023 Budget	2024 Proposed	2025 Outlook	2026 Outlook
Roadways	10.28	10.53	10.95	10.99	10.99
Winter Control	1.56	1.56	1.56	1.56	1.56
Agriculture & Reforestation	2.00	2.00	2.00	2.00	2.00
Transit	0.00	0.00	0.00	0.30	0.30
Storm Sewer	1.25	1.50	2.00	2.00	2.00
Total Public Works & Environmental Services	15.09	15.59	16.51	16.85	16.85
Maintenance	1.40	1.94	1.67	1.67	1.67
Parks	15.30	14.89	15.29	15.29	15.29
Community Facilities	1.82	1.85	1.85	1.85	1.85
Arena Administration/Rink	11.02	12.04	12.60	12.81	12.81
Recreation Programs/Day Camp	2.94	3.47	3.73	3.73	3.73
Pool	3.48	3.51	3.59	3.59	3.59
Special Events	1.31	1.40	1.52	1.73	1.73
Total Parks & Recreation	37.27	39.10	40.25	40.67	40.67

Department	2022 Budget	2023 Budget	2024 Proposed	2025 Outlook	2026 Outlook
Building Services	3.20	4.64	4.35	5.00	5.00
By-law Enforcement	0.30	0.30	0.30	0.00	0.00
Planning Services	2.10	3.10	3.10	3.25	3.25
Committee of Adjustment	0.65	0.65	0.65	0.80	0.80
Transit	0.35	0.35	0.35	0.00	0.00
Economic Development	0.40	0.40	0.45	0.65	0.65
Total Planning & Local Economic Services	7.00	9.44	9.20	9.70	9.70
Sanitary Sewer	2.08	2.33	2.33	2.33	2.33
Water General	3.08	3.33	3.78	3.78	3.78
Watermain	9.62	9.62	9.62	9.62	9.62
Total Water & Wastewater	14.78	15.28	15.73	15.73	15.73
Total Corporation	119.18	127.18	131.41	135.27	135.27

Town of Tecumseh
2024 Approved Budget
General Operating Summary
(excludes Water and Wastewater)

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Taxes	\$ 26,254,757	\$ 27,434,473	\$ 27,412,690	\$ 29,017,560	\$ 1,604,870	5.85%	\$ 31,270,870	\$ 32,531,302
Supplementary Taxes	171,738	228,321	350,000	275,000	(75,000)	(21.43%)	200,000	200,000
Right of Way	15,665	15,732	15,700	15,700	-	-	15,700	15,700
Payments in Lieu	82,517	84,089	82,300	82,300	-	-	82,300	82,300
Total Taxation	26,524,677	27,762,615	27,860,690	29,390,560	1,529,870	5.49%	31,568,870	32,829,302
Taxation Allocated To Capital	(10,373,000)	(10,823,000)	(10,823,000)	(11,223,000)	(400,000)	3.70%	(11,673,000)	(12,173,000)
Net Taxation Available for Operating	16,151,677	16,939,615	17,037,690	18,167,560	1,129,870	6.63%	19,895,870	20,656,302
Grants	924,295	390,398	421,531	845,460	423,929	100.57%	429,460	429,460
User Charges	1,672,221	1,662,247	1,702,251	1,796,964	94,713	5.56%	1,834,964	1,866,964
Licences and Permits	490,203	421,691	991,763	843,721	(148,042)	(14.93%)	897,215	897,215
Fines	100,890	52,633	102,550	82,550	(20,000)	(19.50%)	82,550	82,550
Penalties and Interest	402,356	384,870	380,000	380,000	-	-	380,000	380,000
Investment Income	2,373,849	3,678,960	1,396,275	2,503,275	1,107,000	79.28%	2,503,275	2,503,275
Other Income	653,124	737,592	745,092	847,586	102,494	13.76%	864,956	885,461
Revenues Before Transfers	22,768,615	24,268,006	22,777,152	25,467,116	2,689,964	11.81%	26,888,290	27,701,227
Transfers from Reserves	1,044,277	1,609,240	1,485,354	1,481,505	(3,849)	(0.26%)	1,070,515	975,515
Total Revenues	23,812,892	25,877,246	24,262,506	26,948,621	2,686,115	11.07%	27,958,805	28,676,742
Wages	7,824,438	8,559,619	9,139,882	9,826,109	686,227	7.51%	10,490,418	10,791,943
Benefits	2,594,670	2,792,609	2,872,685	3,129,959	257,274	8.96%	3,226,352	3,353,904
Total Wages & Benefits	10,419,108	11,352,228	12,012,567	12,956,068	943,501	7.85%	13,716,770	14,145,847
Office Supplies & Equip Mtnce	354,337	486,566	488,152	571,522	83,370	17.08%	594,042	608,653
Memberships	45,800	51,127	62,285	66,706	4,421	7.10%	68,659	70,669
Professional Development	95,980	185,085	218,425	235,100	16,675	7.63%	223,900	224,900
Maintenance Materials & Supplies	839,783	968,771	925,220	940,350	15,130	1.64%	991,102	1,029,986
Purchases for Resale	11,258	6,778	4,800	4,800	-	-	4,800	4,800
Maintenance Services	844,985	916,437	751,610	909,250	157,640	20.97%	997,517	1,028,908

Town of Tecumseh
2024 Approved Budget
General Operating Summary
(excludes Water and Wastewater)

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Contract Services	5,977,000	5,919,476	5,917,866	6,059,708	141,842	2.40%	6,235,739	6,381,668
Professional Services	587,235	803,663	891,000	1,064,795	173,795	19.51%	546,295	496,295
Vehicle & Equipment Leases	2,697	1,952	2,650	2,650	-	-	2,650	2,650
Utilities	834,395	920,733	955,910	987,310	31,400	3.28%	1,014,613	1,042,738
Insurance	401,338	491,502	495,400	549,300	53,900	10.88%	606,780	670,008
Grants & Donations	61,685	331,328	161,000	152,500	(8,500)	(5.28%)	152,500	152,500
Other	281,905	239,235	245,812	256,683	10,871	4.42%	251,783	251,783
Financial Expense	143,320	108,354	167,800	269,600	101,800	60.67%	459,600	459,600
Expenditures Before Transfers	20,900,826	22,783,235	23,300,497	25,026,342	1,725,845	7.41%	25,866,750	26,571,005
Transfers to Reserves	3,118,933	772,157	962,009	1,922,279	960,270	99.82%	2,092,055	2,105,737
Total Expenditures	24,019,759	23,555,392	24,262,506	26,948,621	2,686,115	11.07%	27,958,805	28,676,742
Net Expenditures	\$ 206,867	\$ (2,321,854)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Financial Services

Financial Services is responsible for the overall management of the Town's financial resources in a fiscally responsible and prudent manner. The department is bound by the financial reporting requirements of the Public Sector Accounting Board (PSAB) in accordance with the *Municipal Act*.

Functions of the Financial Services Department include:

- Financial management
- Development of long-range financial plans, strategies, studies, and policies
- Formulation of operating, capital, and reserves budgets
- Issuance and collection of property tax billings and other revenues
- Financial reporting and controls
- Provision of objective professional support on major strategic and financial initiatives
- Administration of the procurement of goods and services
- Liaison with regulatory officials/agencies
- Corporate banking and investment management
- Administration of accounts payable and receivable
- Payroll calculation and distributions

The Director Financial Services and Chief Financial Officer (CFO) oversees the Corporate Shared (Administration) accounts. This includes revenues and expenses that are not attributable to a specific department. Examples include taxation, investment income, penalties and interest, and general reserve transactions.

2024 Budget Highlights

Corporate Shared

- Increase of \$1,604,900 to 'Taxes' representing a 5.85% increase to the general tax levy required to deliver Town services and programs for 2024.
- Decrease of \$75,000 to 'Supplementary Taxes' reflecting lower estimated in-year assessment growth for 2024 as compared to 2023.
- Increase of \$400,000 to 'Taxation Allocated to Capital' representing a \$200,000 increase to Lifecycle Reserves and a \$200,000 increase to the New Infrastructure Levy (NIL). Further details can be found in the Lifecycle Budget section.
- Decrease of \$3,300 to 'Grants' revenue reflects declining Ontario Municipal Partnership Fund (OMPF) allocation.
- Decrease of \$20,000 to 'Fines' adjusting budget to the trend of declining Provincial Offences Act (POA) collections – share of revenue based on recent actuals.
- Increase of \$1,107,000 to 'Investment Income' primarily reflecting greater interest income (\$1,100,000) generated from higher reserve balances and higher interest rates; all of which is transferred to reserves.
- Increase of \$83,000 to 'Other Income' representing inflationary increases to general administrative services assessed to the Town's Water and Wastewater departments (\$23,500) and Water and Wastewater department cost recovery for retiree benefits (\$59,500), now consolidated within the Corporate Shared budget.
- Decrease of \$37,000 to 'Transfers from Reserves' reflecting year-over-year reduction in amount of Reserves funding used towards offsetting irregular one-time operating expenditures including: an allocation to account for temporary staffing vacancies (\$100,000) and use of Reserves to offset 50% (\$60,000) of the Town's CIP Building and Property Improvement Grant (BPIG) program.
- Increase of \$216,000 to 'Benefits' representing corporate consolidated Retiree Benefit costs, which had previously been budgeted in various home departments.
- Decreases of \$6,100 to 'Maintenance Materials & Supplies', \$9,800 to 'Maintenance Service' and \$42,215 to 'Contract Services' reflecting consolidation of Building Maintenance and Janitorial costs to the 'Community Facilities' budget.
- Increase of \$21,500 to 'Insurance' reflecting continued trend of double-digit inflationary increases to insurance coverage.
- Increase of \$1,000,000 to 'Transfer to Reserves' reflecting an increase from Investment Income.

Financial Services

- Increase of \$58,500 to 'Transfers from Reserves' including funding from Reserves for Temporary Payroll Clerk and funding from Reserves/Reserve Funds in support of Finance staffing dedicated to the Town's lifecycle/capital program.
- Increase of \$24,000 to 'Wages & Benefits', representing addition of a Temporary Payroll Clerk to provide departmental capacity necessary to configure and implement HRIS/Payroll/Time & Attendance software. This increase is offset by a corresponding 'Transfer from Reserves'. The balance includes contractual salary increases, inflationary increases to benefits and reduction of Retiree Benefits now included in the Corporate Shared budget.
- Increase in 'Professional Services' of \$10,800 reflective of a one-time increase of \$6,000 to accommodate a periodic full actuarial review of Town liabilities and base increase of \$5,000 towards graphic design for budget communication purposes.

Conservation Authority

- Increase of \$29,300 to 'Contract Services' based on 2023 actuals, which were greater than budgeted, and an inflationary provision for the Town's share of the ERCA levy and ERCA cost apportionment agreement.

2024 Program Objectives

- Customer Service Strategy implementation, including realignment of Finance Clerks reporting structure and duties (SP#3: Service Experience)
- Commence configuration and implementation of HRIS/Payroll/Time & Attendance software (SP#3: Service Experience)
- Completion and implementation of Asset Management Plan enhancement to include all non-core assets in compliance with O. Reg. 588/17, led by the Public Works Department (SP#1: Sustainable Growth)
- Implement FMW Capital module (postponed in 2023), which requires GL account structure changes, during 2024 in time for 2024 year-end and 2025 budget. (SP#3: Service Experience)
- Finance participation in Development Services-led 2024 Development Charges Background Study Update, led by Development Services department (SP#1: Sustainable Growth)
- Complete and implement new accounting standard PS 3280 'Asset retirement obligations' effective for 2024 Financial Statements. (SP#1: Sustainable Growth)
- Pursue GFOA Distinguished Budget Presentation Award. (SP#3: Service Experience)

Looking Ahead

- Costing and budgetary impact following recommendations for several process/Master Plan reviews recently conducted including Payroll Process Review, Corporate Records Management, Fire Master Plan, and others.
- Costing and budgetary impact for upcoming changes to Organics Collection and Disposal.
- Review of Lifecycle and NIL Reserves to support capital asset replacement and upcoming new capital project initiatives.
- Financial analysis for large, strategic Town projects.
- Financial software replacement/enhancement review.

Staffing Resources

Permanent FTE	2023 Budget	2024 Proposed	2024 Outlook	2025 Outlook
Full-Time FTE	11.00	10.40	10.40	10.40
Part-Time FTE	1.00	1.40	1.00	1.00
Total FTE	12.00	11.80	11.40	11.40
Net Change	-	(0.20)	(0.40)	-

2024 staffing complement includes:

- 1.00 Director Financial Services and CFO
- 1.00 Deputy Treasurer and Manager of Revenue
- 1.00 Deputy Treasurer and Manager Financial Services
- 1.00 Supervisor Financial Services
- 2.00 Financial Analyst
- 1.00 Procurement Officer
- 3.40 Full-Time Clerical
- 0.69 Part-Time Clerical
- 0.31 Finance Student
- 0.40 Temporary Part-Time Payroll Clerk

Performance Measures

Strategic Goal

Effectively administer the stewardship of public resources through responsible fiscal management and planning.

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
Receive GFOA Certificate of Achievement for Excellence in Financial Reporting (SP#3: Service Experience)	Awarded	Receive Award	Awarded	✓	Receive Award
Maintain minimum Tax Rate Stabilization Reserve balance of 10 -15% of General Fund expenditures (SP#1: Sustainable Growth)	13.1%	10-15%	N/A	N/A	10-15%
Rate of return on investment portfolio (SP#1: Sustainable Growth)	3.35%	3%	N/A	N/A	4%
SUSTAINABILITY INDICATORS					
Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied Low: < 10% Mod: 10 – 15% High: > 15% (SP#1: Sustainable Growth)	4.5%	Low Risk: < 10%	5.4%	✓	Low Risk: < 10%

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
Net Financial Assets or Net Debt as % of Own Source Revenues Low: > -50% Mod: -50 to -100% High: < -100% <i>(SP#1: Sustainable Growth)</i>	127.3%	Low Risk: > -50%	N/A	N/A	Low Risk: > -50%
Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses Low: > 20% Mod: 10 – 20% High: < 10% <i>(SP#1: Sustainable Growth)</i>	177.3%	Low Risk: > 20%	N/A	N/A	Low Risk: > 20%
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) Low: > 0.5:1 Mod: 0.5:1 to 0.25:1 High: < 0.25:1 <i>(SP#1: Sustainable Growth)</i>	23.6:1	Low Risk: > 0.5:1	N/A	N/A	Low Risk: > 0.5:1

Performance Measure	FY 2022 Actuals	FY 2022 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
FLEXIBILITY INDICATORS					
Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs) Low: < 5% Mod: 5 – 10% High: > 10% <i>(SP#1: Sustainable Growth)</i>	3.7%	Low Risk: < 5%	N/A	N/A	Low Risk: < 5%
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio) Low: < 50% Mod: 50 – 75% High: > 75% <i>(SP#1: Sustainable Growth)</i>	41.0%	Low Risk: < 50%	N/A	N/A	Low Risk: < 50%
Annual Surplus / (Deficit) as a % of Own Source Revenues Low: > -1% Mod: -1 to 30% High: < -30% <i>(SP#1: Sustainable Growth)</i>	25.1%	Low Risk: > -1%	N/A	N/A	Low Risk: > -1%



Target Met



Target Not Met



N/A – New Measure/Info Not Yet Available

**Town of Tecumseh
2024 Approved Budget
Corporate Shared 1200**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Taxes	\$ 26,254,757	\$ 27,434,473	\$ 27,412,690	\$ 29,017,560	\$ 1,604,870	5.85%	\$ 31,270,870	\$ 32,531,302
Supplementary Taxes	171,740	228,320	350,000	275,000	(75,000)	(21.43%)	200,000	200,000
Right of Way	15,665	15,732	15,700	15,700	-	-	15,700	15,700
Payments in Lieu	82,516	84,089	82,300	82,300	-	-	82,300	82,300
Total Taxation	26,524,678	27,762,614	27,860,690	29,390,560	1,529,870	5.49%	31,568,870	32,829,302
Taxation Allocated To Capital	(10,373,000)	(10,823,000)	(10,823,000)	(11,223,000)	(400,000)	3.70%	(11,673,000)	(12,173,000)
Net Taxation Available for Operating	16,151,678	16,939,614	17,037,690	18,167,560	1,129,870	6.63%	19,895,870	20,656,302
Grants	52,293	23,120	23,120	19,800	(3,320)	(14.36%)	19,800	19,800
User Charges	146,267	76,598	76,326	77,514	1,188	1.56%	77,514	77,514
Fines	100,111	50,492	100,000	80,000	(20,000)	(20.00%)	80,000	80,000
Penalties and Interest	402,356	384,869	380,000	380,000	-	-	380,000	380,000
Investment Income	2,373,850	3,678,960	1,396,275	2,503,275	1,107,000	79.28%	2,503,275	2,503,275
Other Income	549,980	588,495	588,495	671,371	82,876	14.08%	689,671	708,571
Revenues Before Transfers	19,776,535	21,742,148	19,601,906	21,899,520	2,297,614	11.72%	23,646,130	24,425,462
Transfers from Reserves	365,325	110,000	200,000	163,100	(36,900)	(18.45%)	60,000	-
Total Revenues	20,141,860	21,852,148	19,801,906	22,062,620	2,260,714	11.42%	23,706,130	24,425,462
Wages	-	-	-	-	-	-	-	-
Benefits	351,630	101,534	28,237	243,990	215,753	764.08%	259,193	299,402
Total Wages & Benefits	351,630	101,534	28,237	243,990	215,753	764.08%	259,193	299,402
Office Supplies & Equip Mtnc	19,893	32,525	31,910	31,910	-	-	31,910	31,910
Memberships	2,750	2,750	2,850	2,850	-	-	2,936	3,024
Maintenance Materials & Supplies	6,252	11,300	6,100	-	(6,100)	(100.00%)	-	-
Maintenance Services	16,382	9,800	9,800	-	(9,800)	(100.00%)	-	-
Contract Services	44,476	42,215	42,215	-	(42,215)	(100.00%)	-	-
Professional Services	17,179	-	-	-	-	-	-	-
Vehicle & Equipment Leases	1,293	1,250	1,250	1,250	-	-	1,250	1,250
Utilities	34,654	39,922	40,200	41,600	1,400	3.48%	42,644	43,719

**Town of Tecumseh
2024 Approved Budget
Corporate Shared 1200**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Insurance	105,370	145,069	153,200	174,700	21,500	14.03%	193,180	213,508
Grants & Donations	6,000	10,328	15,000	15,000	-	-	15,000	15,000
Other	2,507	2,500	2,500	2,575	75	3.00%	2,575	2,575
Financial Expense	128,289	89,156	150,000	250,000	100,000	66.67%	440,000	440,000
Expenditures Before Transfers	736,675	488,349	483,262	763,875	280,613	58.07%	988,688	1,050,388
Transfers to Reserves	2,941,064	636,275	636,275	1,636,275	1,000,000	157.16%	1,786,275	1,786,275
Total Expenditures	3,677,739	1,124,624	1,119,537	2,400,150	1,280,613	114.39%	2,774,963	2,836,663
Net Expenditures	\$ (16,464,121)	\$ (20,727,524)	\$ (18,682,369)	\$ (19,662,470)	\$ (980,101)	5.25%	\$ (20,931,167)	\$ (21,588,799)

**Town of Tecumseh
2024 Approved Budget
Financial Services 1240**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 17,776	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
User Charges	26,824	26,603	26,500	26,500	-	-	26,500	26,500
Other Income	21,670	23,190	23,190	23,650	460	1.98%	24,125	24,600
Revenues Before Transfers	66,270	49,793	49,690	50,150	460	0.93%	50,625	51,100
Transfers from Reserves	-	30,000	112,580	171,044	58,464	51.93%	138,454	138,454
Total Revenues	66,270	79,793	162,270	221,194	58,924	36.31%	189,079	189,554
Wages	775,923	894,309	1,016,914	1,061,568	44,654	4.39%	1,063,564	1,095,471
Benefits	255,124	320,451	358,351	337,536	(20,815)	(5.81%)	343,794	353,950
Total Wages & Benefits	1,031,047	1,214,760	1,375,265	1,399,104	23,839	1.73%	1,407,358	1,449,421
Office Supplies & Equip Mtnce	17,109	20,213	19,600	22,600	3,000	15.31%	22,600	22,600
Memberships	4,361	6,738	9,000	9,000	-	-	9,270	9,548
Professional Development	2,041	4,031	14,750	16,250	1,500	10.17%	16,250	16,250
Professional Services	44,704	51,234	30,200	41,000	10,800	35.76%	37,000	37,000
Vehicle & Equipment Leases	1,404	702	1,400	1,400	-	-	1,400	1,400
Other	8,007	9,687	9,200	10,400	1,200	13.04%	10,400	10,400
Financial Expense	439	450	400	500	100	25.00%	500	500
Total Expenditures	1,109,112	1,307,815	1,459,815	1,500,254	40,439	2.77%	1,504,778	1,547,119
Net Expenditures	\$ 1,042,842	\$ 1,228,022	\$ 1,297,545	\$ 1,279,060	\$ (18,485)	(1.42%)	\$ 1,315,699	\$ 1,357,565

**Town of Tecumseh
2024 Approved Budget
Conservation Authority 2500**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Total Revenues	-	-	-	-	-	-	-	-
Contract Services	292,940	318,300	301,728	331,032	29,304	9.71%	340,963	351,192
Total Expenditures	292,940	318,300	301,728	331,032	29,304	9.71%	340,963	351,192
Net Expenditures	\$ 292,940	\$ 318,300	\$ 301,728	\$ 331,032	\$ 29,304	9.71%	\$ 340,963	\$ 351,192



Chief Administrative Officer and Council

Council consists of a Mayor, Deputy Mayor, and five Councillors that represent the public on municipal matters in Tecumseh.

The Mayor (or Deputy Mayor in the absence of the Mayor) acts as the Head of Council and presides over Council meetings, provides leadership to Council, represents the Town of Tecumseh, and carries out the duties as Head of Council as prescribed by the *Municipal Act*. Mayor and Council serve the community for a four-year term. The next municipal election will be held in the Fall of 2026.

The Chief Administrative Officer (CAO) is appointed by Council to direct and coordinate the general and administrative management and business of the Town. The CAO is responsible for directing resources to act on Council's strategic priorities and leading the Town's Directors, collectively functioning as the Senior Management Team for the corporation.

Police Services and the Police Services Board fall under the responsibility of the CAO. Policing in Tecumseh is provided by the Ontario Provincial Police and oversight is provided by the Police Services Board. The Board is comprised of five members with three appointed by Council and two by Provincial Order-in-Council. It is anticipated that Ontario will transition to a detachment board model sometime in 2024; at the time of writing, the associated regulation to the Community Safety and Policing Act, 2019 (CSPA) has not been finalized.

The Police Services Board oversees the provision of policing services for the Town of Tecumseh. The current contract with the OPP is a three-year term, expiring the earlier of either December 2025 or the date the CSPA comes into force (contracts will be eliminated under this new legislation).

2024 Budget Highlights

Council

- Increase in 'Wages and Benefits' of \$29,000 due to contractual increases.
- Combined increase in 'Other' for meetings (meals) and 'Professional Development' of \$3,500 due to inflationary pressures.

CAO

- The Community Safety and Well-Being Plan required by legislation was completed and adopted in late 2021. Implementation will continue in 2024, in collaboration with area municipalities, the County, and partner agencies. At this time, no additional budget resources are planned for this initiative.
- The Organizational Review concluded in 2021, with implementation taking place in phases over the period 2022 to 2024.
- Work continues on implementing various service reviews completed in 2021-2022.
- Decrease in 'Professional Services' of \$180,000 resulting from 'Professional Fees – Legal' being transferred to Legislative and Clerks Services department, which is consolidating legal expenses for the Town. This is offset by a reduction in 'Transfers from Reserves' of \$150,000, also transferred to Legislative and Clerks Services, for funding a portion of legal costs through Town reserves.

Police

- Decrease of \$2,700 to 'Grants' revenue includes adjustments for officers' wages associated with the Mental Health Response Unit (MHRU), Mobile Crisis Rapid Response Team (MCRRT), and Youth Crisis Response Team (YCRT) through the Community Safety and Policing Grant (\$2,300) plus a reduction of \$400 in the Court Security and Prisoner Transportation Grant allocation.
- Decrease of \$101,900 to 'Contract Services' primarily due to OPP contract costs (\$83,600), which includes a debit for 2022 year-end reconciliation, lower costs for base and per service calls, and provision for wage settlements.
- Increase in 'Utilities' and 'Insurance' due to inflationary increases.

Police Services Board

- No significant changes.

2024 Program Objectives

- Complete implementation of the outcome of the 2021 Organizational Review with a focus on implementing the Customer Service recommendations of the review. (SP#3: Service Experience)
- Continue implementation of service reviews and strategies undertaken since 2021 in the areas of IT, economic development, clerks services, payroll, human resources and records management. (SP#3: Service Experience)
- Move forward with growth-related public works capital priorities, on Council's direction. (SP#1: Sustainable Growth)
- Develop community amenities and facilities in partnership with community agencies and service groups to serve current and future citizens. (SP#2: Community Health and Inclusion)
- Continue advocacy efforts with senior governments to secure capital funding for Tecumseh's growth-related strategies. (SP#1: Sustainable Growth)
- Focus on sustainability through renewed efforts to address Climate Change (SP#2: Community Health and Inclusion)
- Seek opportunities to implement recommendations of the Community Safety and Well-being Plan for the Town in conjunction with area municipalities, Essex County, and partner agencies. (SP#2: Community Health and Inclusion)
- Implement changes forthcoming from the Community Safety & Policing Act, 2019 with respect to a new Detachment Board structure. (SP#2: Community Health and Inclusion)
- Prepare annual report out of 2023-2026 Corporate Strategic Priorities. (SP#3: Service Experience)
- Further the Town's progress on relationship building with our Indigenous Community (SP#2: Community Health and Inclusion)

Looking Ahead

- There is a potential for impact to future budgets from the elimination of the policing contract under the new Community Safety and Policing Act, 2019, once implemented.
- The current OPP Wage Settlement expired on December 21, 2022, with negotiations underway. The result of these negotiations will be a factor in future Police budgets.
- Impacts on future budgets for Police Services Board may result from the new Community Safety and Policing Act, 2019, and associated regulations, still under development as well as the recently completed Community Safety and Well-being Plan.
- Implementation of approved 5-10 year growth-oriented capital budgets to facilitate new recreation and cultural amenities, 4,000 housing units, and 4M square feet of industrial development.

Staffing Resources

CAO & Council

	2023	2024	2025	2026
Permanent FTE	Budget	Budget	Outlook	Outlook
Full-Time FTE	2.00	2.00	2.00	2.00
Part-Time FTE	0.60	0.50	0.60	0.60
Total FTE	2.60	2.50	2.60	2.60
Net Change	-	(0.10)	0.10	-

2024 staffing complement includes:

- 1.00 Chief Administrative Officer (CAO)
- 1.00 Executive Assistant to CAO
- 0.50 Administrative Assistant to Mayor and Council

**Town of Tecumseh
2024 Approved Budget
Council 1100**

Budget Line item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ 68	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Total Revenues	68	-	-	-	-	-	-	-
Wages	271,040	281,611	283,211	290,147	6,936	2.45%	298,419	306,939
Benefits	71,058	87,827	92,624	114,639	22,015	23.77%	117,518	120,484
Total Wages & Benefits	342,098	369,438	375,835	404,786	28,951	7.70%	415,937	427,423
Office Supplies & Equip Mtnce	2,641	2,740	2,900	2,900	-	-	2,900	2,900
Memberships	7,807	7,878	8,000	8,000	-	-	8,240	8,487
Professional Development	24,260	27,787	28,500	31,500	3,000	10.53%	31,500	31,500
Other	14,835	23,737	26,500	27,000	500	1.89%	27,000	27,000
Total Expenditures	391,641	431,580	441,735	474,186	32,451	7.35%	485,577	497,310
Net Expenditures	\$ 391,573	\$ 431,580	\$ 441,735	\$ 474,186	\$ 32,451	7.35%	\$ 485,577	\$ 497,310

**Town of Tecumseh
2024 Approved Budget
CAO 1220**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 99,014	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
User Charges	69,025	-	-	-	-	-	-	-
Revenues Before Transfers	168,039	-	-	-	-	-	-	-
Transfers from Reserves	110,401	150,000	150,000	-	(150,000)	(100.00%)	-	-
Total Revenues	278,440	150,000	150,000	-	(150,000)	(100.00%)	-	-
Wages	349,911	298,351	298,326	304,292	5,966	2.00%	313,421	322,824
Benefits	89,612	95,247	94,679	94,364	(315)	(0.33%)	96,991	99,698
Total Wages & Benefits	439,523	393,598	393,005	398,656	5,651	1.44%	410,412	422,522
Office Supplies & Equip Mtnce	1,858	1,857	2,650	2,650	-	-	2,650	2,650
Memberships	1,165	2,117	2,250	2,250	-	-	2,318	2,388
Professional Development	6,652	8,694	9,200	10,200	1,000	10.87%	10,200	10,200
Maintenance Materials & Supplies	19,744	-	-	-	-	-	-	-
Contract Services	112,001	-	-	-	-	-	-	-
Professional Services	45,985	218,093	240,000	60,000	(180,000)	(75.00%)	60,000	60,000
Other	39,444	8,727	11,700	10,700	(1,000)	(8.55%)	10,700	10,700
Total Expenditures	666,372	633,086	658,805	484,456	(174,349)	(26.46%)	496,280	508,460
Net Expenditures	\$ 387,932	\$ 483,086	\$ 508,805	\$ 484,456	\$ (24,349)	(4.79%)	\$ 496,280	\$ 508,460

**Town of Tecumseh
2024 Approved Budget
Police 2200**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 91,499	\$ 93,971	\$ 93,971	\$ 91,320	\$ (2,651)	(2.82%)	\$ 91,320	\$ 91,320
User Charges	50,801	41,978	42,000	42,000	-	-	42,000	42,000
Fines	779	2,141	2,000	2,000	-	-	2,000	2,000
Total Revenues	143,079	138,090	137,971	135,320	(2,651)	(1.92%)	135,320	135,320
Benefits	4,221	5,076	4,870	-	(4,870)	(100.00%)	-	-
Total Wages & Benefits	4,221	5,076	4,870	-	(4,870)	(100.00%)	-	-
Office Supplies & Equip Mtnce	230	1,272	1,500	1,500	-	-	1,500	1,500
Maintenance Materials & Supplies	1,591	2,899	2,700	-	(2,700)	(100.00%)	-	-
Maintenance Services	5,194	7,500	7,500	-	(7,500)	(100.00%)	-	-
Contract Services	3,410,569	3,313,733	3,313,733	3,211,840	(101,893)	(3.07%)	3,211,840	3,211,840
Professional Services	-	1,000	1,000	-	(1,000)	(100.00%)	-	-
Utilities	15,451	19,400	19,400	20,300	900	4.64%	20,300	20,300
Insurance	4,665	5,620	5,400	6,100	700	12.96%	6,100	6,100
Other	636	300	300	300	-	-	300	300
Financial Expense	177	334	600	300	(300)	(50.00%)	300	300
Total Expenditures	3,442,734	3,357,134	3,357,003	3,240,340	(116,663)	(3.48%)	3,240,340	3,240,340
Net Expenditures	\$ 3,299,655	\$ 3,219,044	\$ 3,219,032	\$ 3,105,020	\$ (114,012)	(3.54%)	\$ 3,105,020	\$ 3,105,020

**Town of Tecumseh
2024 Approved Budget
Police Service Board 2220**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ 2,309	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Total Revenues	2,309	-	-	-	-	-	-	-
Wages	21,983	22,972	24,225	24,642	417	1.72%	24,642	24,642
Benefits	2,073	2,013	1,482	1,588	106	7.15%	1,588	1,588
Total Wages & Benefits	24,056	24,985	25,707	26,230	523	2.03%	26,230	26,230
Memberships	1,535	1,662	1,560	1,660	100	6.41%	1,660	1,660
Professional Development	2,630	10,041	10,600	10,600	-	-	10,600	10,600
Other	1,383	4,500	4,500	4,500	-	-	4,500	4,500
Total Expenditures	29,604	41,188	42,367	42,990	623	1.47%	42,990	42,990
Net Expenditures	\$ 27,295	\$ 41,188	\$ 42,367	\$ 42,990	\$ 623	1.47%	\$ 42,990	\$ 42,990



Technology & Client Services

The Technology & Client Services (TCS) Department enables the effective use of information technology and communications in all departments of the Town and with the Public. These efforts are to ensure that established department business objectives and corporate strategic objectives are realized.

Business Solutions - focus on identifying opportunities for delivery and deployment of new business solutions for all Town departments. Specific responsibilities of this unit include:

- Business Needs Analysis
- Communication Plans
- Definition of Requirements
- Acquisition/Deployment
- Project Management and Quality Control
- Implementation
- Support, Training and Maintenance

Technical Services - focus on maintaining a reliable, secure, scalable and cost-effective corporate computing and telecommunications infrastructure. Specific responsibilities of this unit include:

- Computing and Telecommunications Infrastructure Planning/Design/Procurement/Maintenance
- Network Security – planning, prevention, education and awareness
- Capacity Planning
- Security, Access Control and Audio/Visual Systems
- Systems Administration
- Performance Monitoring and Fine-tuning
- Data Management
- Assets Co-ordination
- Digital Radios
- GPS/AVL Systems
- Scada Nodes / Programmable Logic Units

Client Services - focus on providing support and assistance to clients in the use of corporate computer and communication facilities. Specific responsibilities of this unit include:

- Help Desk and Desktop Support
- Rollout and Logistics
- Troubleshooting and Diagnosis
- Training

Customer Service & Communications - oversee the provision of consistent and exemplary customer service to all external clients of the Corporation

- Provision of consistent Customer Service across the organization
- Issue tracking, reporting & resolution management
- Report metrics, key performance indicators, including trends and issues relating to the lifecycle of service requests
- Public Engagement and assistance with Town Event Coordination
- Media Releases & News Conferences
- Website and Social Media
- Internal and external communications

Geographic Information Systems (GIS) - focus on providing support and assistance to clients in use of GIS mapping. Examples of Municipal Information which is managed by GIS are:

- Asset Management Planning
- Storm and Sanitary Sewers, Water mains, Municipal Drains
- Municipal Parcel and Ownership Fabric
- Roads, Street Signs and Lights
- Zoning and Parkland Information
- Registered Plan and Municipal Easement inventory
- Mobile Field Staff Solutions
- Maintain Tecumseh Alert System
- Aerial and Street view Photography
- Tecumseh Transit routes and mapping
- Fleet location and reporting (AVL)

2024 Budget Highlights

Information Technology

- Reduction in 'Other Income' of \$18,000 is reflective of a decrease in inter-functional transfers from Buildings for one-time implementation costs of Cloud Permit software.
- As per recommendations found in the 2021 Organizational review there are new staffing allocations in 2024 for:
 - Helpdesk Support Technician (full year in 2024)
 - Business Analyst (2024 Q4)
- Increase in 'Office Supplies & Equipment Maintenance' is a result of Computer Software and Support being adjusted to reflect ongoing improvements and changes to all software support across the Corporation. As software programs are migrated to the 'cloud', annual subscription models are being adopted resulting in increased operating costs.
- Maintain \$35,000 in 'Office Supplies & Equipment Maintenance' for Cyber Security Initiatives with importance highlighted in the 2021 Information Technology Service Review.
- Decrease in 'Professional Services' of \$4,000 due to the reversal of one-time costs incurred in 2023 for corporate-wide training on Microsoft 365 software package.

Customer Service

- Implementation for this new division, as a result of the 2021 Organizational Review, will include the following staff allocations:
 - 1.70 FTE – Customer Service representatives (30% of four FTE plus 50% of one FTE)
 - 0.25 FTE – Customer Experience Representative (placeholder for 2024 Q4)
- Increase in 'Office Supplies & Equip Mtnce' of \$5,000 is for the implementation of a semi-annual newsletter.
- Decrease in 'Professional Services' of \$11,000 mainly driven by removal of bi-annual Citizen Satisfaction Survey as it was performed in 2023.

2024 Program Objectives

- Completion and testing of Business Continuity & Disaster Recovery Plan (SP#3: Service Experience).
- Continue implementation of the 2021 IT Service Delivery Review and the 2022 Digital Strategy (SP#3: Service Experience).
- Improve connectivity between municipal sites and review opportunities and implement additional public wireless hotspots (SP#2: Community Health & Inclusion).
- Replace infrastructure as needed through lifecycle (SP#1: Sustainable Growth).
- Review network security and continue to monitor and implement stronger network security measures to prevent unauthorized access. Reinforce the importance of Cybersecurity with all users (SP#3: Service Experience).
- Begin the process of 2024-2025 Citizen Satisfaction Survey (SP#2: Community Health & Inclusion).
- Continue to develop toolsets for gathering and analyzing GIS data and enhance the Town's new Open Data Portal (SP#3: Service Experience).
- Review regional radio communication contract and overall plan for new contract in 2024 (SP#2: Community Health & Inclusion).
- Fully Implement the Council-approved centralized customer service model to provide excellent and consistent Customer Service to all stakeholders through the Customer Service Division in addition to expanding and improving communications both internally and externally (SP#3: Service Experience).
- Refresh of our corporate website with inclusion of more e-services (SP#3: Service Experience).

Looking Ahead

- Outlook for 2025 and 2026 is for support of existing departments, associated infrastructure and complete review of corporate enterprise financial software.
- Adapt to changing technologies with focus on continued improvement to network security.
- Annual increases in the operating budget are mostly inflationary in addition to support for added programs resulting in a greater level of service. It has been noted that the TCS Lifecycle is currently underfunded which is addressed in a phased approach to reach a fully funded allocation by 2026. This may be partially offset by transfer of some software costs to operating.
- Software application migration to the Cloud is becoming the accepted solution for many applications used by the Town. This approach results in less reliance on local infrastructure and removes the burden of running updates, backups, etc., but is reliant on internet connectivity. In most instances, this change in format results in an annual subscription model that historically results in an overall increased expenditure.

Staffing Resources

Information Technology

	2023	2024	2025	2026
Permanent FTE	Budget	Budget	Outlook	Outlook
Full-Time FTE	4.98	6.00	6.75	6.75
Part-Time FTE	1.00	0.31	0.31	0.31
Total FTE	5.98	6.31	7.06	7.06

Net Change	-	0.33	0.75	0.00
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2024 staffing complement includes:

- 0.75 Director, Technology & Client Services
- 1.00 Manager Information Technology
- 0.25 Business Analyst
- 1.00 Systems Analyst
- 2.00 GIS Technicians
- 1.00 Helpdesk Support Technician
- 0.31 Summer Student (GIS)

Customer Service

	2023	2024	2025	2026
Permanent FTE	Budget	Budget	Outlook	Outlook
Full-Time FTE	2.75	4.20	4.95	4.95
Part-Time FTE	0.31	0.31	0.31	0.31
Total FTE	3.06	4.51	5.26	5.26

Net Change	-	1.45	0.75	-
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2024 staffing complement includes:

- 0.25 Director, Technology & Client Services
- 1.00 Manager Customer Service
- 1.00 Communications Officer
- 1.70 Customer Service Representatives (a portion of five employees)
- 0.25 Receptionist
- 0.31 Co-op student

2023 Key Performance Indicators

Strategic Goal

Provide comprehensive technological resources and support to meet and surpass the needs of all customers

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
TECHNOLOGY SERVICES					
Network security breaches	0	0	0	✓	0
Resolution rate for IT Helpdesk Tickets	99.99%	95%	99.53%	✓	95%
CUSTOMER SERVICE & COMMUNICATIONS					
Resolution rate of issues entered in Cityworks (SP#3: Service Experience)	87.78%	85%	88.92%	✓	85%
Percentage of customer service representative calls answered on the first attempt. (SP#3: Service Experience)	<80%	85%	73.3%	✗	85%



Target Met



Target Not Met



N/A – New Measure/Info Not Yet Available

**Town of Tecumseh
2024 Approved Budget
Technology and Client Services 1230**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 69,994	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
User Charges	319	(742)	6,500	6,500	-	-	6,500	6,500
Other Income	39,500	82,000	89,500	71,500	(18,000)	(20.11%)	71,500	71,500
Revenues Before Transfers	109,813	81,258	96,000	78,000	(18,000)	(18.75%)	78,000	78,000
Transfers from Reserves	87,171	88,872	130,997	129,736	(1,261)	(0.96%)	124,736	89,736
Total Revenues	196,984	170,130	226,997	207,736	(19,261)	(8.49%)	202,736	167,736
Wages	360,970	473,444	491,733	542,306	50,573	10.28%	635,610	652,367
Benefits	115,568	155,763	161,045	183,970	22,925	14.24%	189,313	194,817
Total Wages & Benefits	476,538	629,207	652,778	726,276	73,498	11.26%	824,923	847,184
Office Supplies & Equip Mtnce	284,467	394,301	393,210	468,426	75,216	19.13%	490,946	505,557
Memberships	1,443	1,168	1,730	1,730	-	-	1,782	1,835
Professional Development	5,698	7,512	7,000	8,000	1,000	14.29%	8,000	8,000
Maintenance Materials & Supplies	5,213	5,259	3,500	4,500	1,000	28.57%	4,635	4,774
Professional Services	87,154	21,678	54,000	50,000	(4,000)	(7.41%)	45,000	10,000
Utilities	36,601	35,000	37,640	37,640	-	-	37,640	37,640
Other	545	823	1,000	1,000	-	-	1,000	1,000
Total Expenditures	897,659	1,094,948	1,150,858	1,297,572	146,714	12.75%	1,413,926	1,415,990
Net Expenditures	\$ 700,675	\$ 924,818	\$ 923,861	\$ 1,089,836	\$ 165,975	17.97%	\$ 1,211,190	\$ 1,248,254

**Town of Tecumseh
2024 Approved Budget
Customer Service 1290**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Wages	\$ 132,307	\$ 218,504	\$ 261,317	\$ 361,760	\$ 100,443	38.44%	\$ 437,569	\$ 448,747
Benefits	37,401	66,241	79,493	113,459	33,966	42.73%	116,897	120,439
Total Wages & Benefits	169,708	284,745	340,810	475,219	134,409	39.44%	554,466	569,186
Office Supplies & Equip Mtnce	140	336	560	5,560	5,000	892.86%	5,560	5,560
Memberships	-	-	-	700	700	-	721	743
Professional Development	7,506	3,704	5,500	6,000	500	9.09%	6,000	6,000
Professional Services	7,031	16,069	22,000	11,000	(11,000)	(50.00%)	26,000	11,000
Other	176	1,000	2,000	2,000	-	-	2,000	2,000
Total Expenditures	184,561	305,854	370,870	500,479	129,609	34.95%	594,747	594,489
Net Expenditures	\$ 178,095	\$ 305,854	\$ 370,870	\$ 500,479	\$ 129,609	34.95%	\$ 594,747	\$ 594,489



Legislative & Clerk Services

The Legislative & Clerk Services department performs statutory duties of the Municipal Clerk as outlined in the 'Municipal Act' and other legislation, as well as duties relating to legislative and legal services. These services include:

- Council and Committee:** Secretariat to Council and Committees including preparing all meeting agendas and minutes, helping to manage various Council and Committee initiatives, ensuring the decisions and by-laws of Council are duly recorded and passed, and ensuring such actions are carried out in accordance with proper procedures and legislation.
- Elections:** Responsible for coordinating and conducting the Municipal and School Board elections carried out every four years.
- Records Management:** Administer information requests and ensure compliance with the Town's obligations under the 'Municipal Freedom of Information and Protection of Privacy Act', as well as manage the collection, use and retention of corporate wide records.
- Licensing:** Issuance of dog, marriage, lottery and other licences and/or permits issued by the Town.
- Vital Statistics:** Issuance of death certificates and burial permits and ensuring compliance with Ministry filing and reporting requirements.
- Legislative:** By-law review, development, and management, ensuring compliance with all Federal and Provincial legislation that impacts the Town; liaison with all levels of government, local boards, community groups and associations.
- Policy:** Development and administration of policies in accordance with legislative requirements; provide guidance and advice to both Council and staff.

Legal Services

- & Risk Management:** The Municipal Clerk and in-house Legal Counsel provides advice and various legal services to and on behalf of the Town and Town Administration. Assists with risk management and resolution of legal claims and potential legal claims against and by the Town.
- Land Registry:** Manages acquisitions and dispositions of land, easements, encroachments and registrations on title to protect the interests of the Town.
- Contracts and Agreements:** Development and management of contracts and agreements, including contract interpretation and contractual dispute resolution, in coordination with Legal Counsel.

Budget Highlights

Legislative & Clerk

- Decrease in 'Grant' revenue (\$40,000) is directly offset by a decrease in 'Professional Services' fees related to Records Management Review that was completed in 2023 and funded from reserves.
- The \$12,000 increase in 'User Charges' is offset by a rise in 'Professional Services' attributed to the acquisition of legal software essential for legal-specific tasks.
- Increases in 'Wages & Benefits' due to contractual increases and requested staff enhancements in Records Management (0.57 FTE) and Legal Services (0.33 FTE).
- The \$181,000 increase in 'Professional Services' is primarily due to the consolidation of Town-wide 'Professional Fees – Legal' fees (excluding those related to People & Culture) under the Legislative and Clerks Services department (\$206,300). This increase is offset by \$150,000 'Transfers from Reserves' allocated for anticipated legal fees in the lottery license litigation and \$7,000 in 'Other Income' representing an inter-functional administration charge to Building and Water departments.
- The increase to 'Professional Services' is also attributable to the acquisition of legal technology (\$16,200), offset by the removal of costs associated with Records Management Review (\$40,000). As noted above, these increases are offset by an increase in 'User Charges' and a decrease to 'Grant' revenue respectively.

Animal Control

- Decrease in 'Contract Services' associated with the Rat Abatement pilot program stems from a strategic decision to conclude the initiative. This decrease has an equal offsetting adjustment in 'Transfers from Reserves' as funding source for the program.
- Decreases to 'Office Supplies & Equipment Maintenance', 'Maintenance Materials & Supplies', and 'Financial Expense' are related and reflect fees now incorporated and provided by DocuPet service provider.

Golden Age Club

- In line with Clerks Service Delivery Review, oversight of 'Golden Age Club' is now under 'Community & Recreation Services' department's portfolio; budget has been transitioned over effective 2024.

2024 Program Objectives

- Identify and continue implementation of the recommendations arising from the 2022 Clerks Service Delivery Review. (SP #3: Service Experience)
- Implementation of the Year 1 objectives identified in the Corporate Records & Information Management Service Review Final Report (Implementation Year 1 on the “Roadmap” listed on pages 67-68 of the Report). (SP #3: Service Experience)
- Conduct a ‘revamp’ of the Town’s current Municipal Freedom of Information and Protection of Privacy (“MFIPPA”) request and search procedures, including the development of more refined standard operating procedures to ensure appropriate due diligence and that the Town is adhering to legislative compliance. This is further to the recommendations arising from the 2022 Clerks Department Service Review. (SP #3: Service Experience)
- Identify and create a Policies and By-law Development List and continue in 2024 the Clerk’s review of policies and by-laws arising from the recommendations of the 2022 Clerks Service Delivery Review and in accordance with amendments to the Municipal Act 2001, and other legislation. (SP#1: Sustainable Growth)
- Upon Council direction arising from administrative report in Q4 2023, commence preparation of by-laws and policies and other implementation steps required for the set-up of a Administrative Monetary Penalty System in 2024 so as to augment enforcement of by-laws and for potential launch in 2025. (SP #3: Service Experience)
- Continue the development of in-house legal services with land registry registration and search services being brought in-house in 2024. (SP #3: Service Experience)

Looking Ahead

- Implement recommendations from the Records & Information Management Service Review and provide greater support to existing departments on a corporate-wide changeover to an Electronic Records Management System. Will require additional staffing to assist in the implementation of Records & Information Management Review Implementation Plan.
- Implement and maintain the recommendations of the Clerk's Service Delivery Review and continue to look for opportunities to streamline processes and efficiencies in the programs and services that are delivered.
- Move forward with the implementation and availability of in-house legal services and continue to look for opportunities to increase the scope and range of legal services that can be performed (at a cost savings) internally. Staff complement may need to be reviewed as and when appropriate.

Staffing Resources

Legislative Services and Clerk

	2023	2024	2025	2026
Permanent FTE	Budget	Budget	Outlook	Outlook
Full-Time FTE	6.00	6.40	7.50	7.50
Part-Time FTE	0.00	0.00	0.00	0.00
Total FTE	6.00	6.40	7.50	7.50

Net Change	-	0.40	1.10	-
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2024 staffing complement includes:

- 1.00 Director Legislative Services and Clerk
- 1.00 Deputy Clerk and Manager Legislative Services
- 1.00 Deputy Clerk – Clerks Services & Policy Advisor
- 0.33 Paralegal/Prosecution Coordinator
- 1.00 Administrative Assistant
- 0.50 Licensing Clerk
- 1.00 Council & Committee Assistant
- 0.57 Records Manager Clerk

Performance Measures

Strategic Goal

Enable greater transparency and more efficient community access to Town information and performance.

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
Regular Council meeting agendas completed and published within 5 calendar days prior to the meeting (as a percentage) <i>(SP#3: Service Experience)</i>	100%	100%	100%	✓	100%
Percentage of Regular Council meetings that required a Supplementary agenda. <i>(SP#3: Service Experience)</i>	< 40%	< 40%	< 40%	✓	< 40%
Public and Special Council Meeting Agendas published in accordance with timelines set by the Procedural By-law <i>(SP#3: Service Experience)</i>	100%	100%	100%	✓	100%
Percentage of requests under the Municipal Freedom of Information and Protection of Privacy Act completed without an extension request. <i>(SP#3: Service Experience)</i>	90%	90%	90%	✓	90%

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
Percentage of Municipal Freedom of Information and Protection of Privacy Act requests appealed. (SP#3: Service Experience)	0%	< 10%	0%	✓	<10 %



Target Met



Target Not Met



N/A – New Measure/Info Not Yet Available

**Town of Tecumseh
2024 Approved Budget
Legislative Services & Clerk 1250**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 121,981	\$ 22,591	\$ 40,000	\$ -	\$ (40,000)	(100.00%)	\$ -	\$ -
User Charges	10,302	15,658	16,400	28,400	12,000	73.17%	28,400	28,400
Licences and Permits	93,987	20,706	16,500	17,500	1,000	6.06%	17,500	17,500
Other Income	-	-	-	7,000	7,000	-	4,500	4,500
Revenues Before Transfers	226,270	58,955	72,900	52,900	(20,000)	(27.43%)	50,400	50,400
Transfers from Reserves	74,340	10,000	10,000	153,500	143,500	1,435.00%	153,500	153,500
Total Revenues	300,610	68,955	82,900	206,400	123,500	148.97%	203,900	203,900
Wages	414,644	544,912	567,396	616,638	49,242	8.68%	758,616	777,670
Benefits	152,696	186,113	187,442	199,690	12,248	6.53%	205,699	211,887
Total Wages & Benefits	567,340	731,025	754,838	816,328	61,490	8.15%	964,315	989,557
Office Supplies & Equip Mtnce	3,983	6,177	7,027	7,681	654	9.31%	7,681	7,681
Memberships	1,682	3,342	3,500	4,200	700	20.00%	4,326	4,456
Professional Development	1,215	13,000	13,000	15,000	2,000	15.38%	15,000	15,000
Purchases for Resale	8,761	4,800	4,800	4,800	-	-	4,800	4,800
Contract Services	54,156	5,300	5,300	5,300	-	-	5,300	5,300
Professional Services	73,742	53,317	70,500	251,495	180,995	256.73%	248,995	248,995
Other	13,324	10,834	12,650	14,400	1,750	13.83%	14,400	14,400
Financial Expense	12	14	-	-	-	-	-	-
Total Expenditures	724,215	827,809	871,615	1,119,204	247,589	28.41%	1,264,817	1,290,189
Net Expenditures	\$ 423,605	\$ 758,854	\$ 788,715	\$ 912,804	\$ 124,089	15.73%	\$ 1,060,917	\$ 1,086,289

**Town of Tecumseh
2024 Approved Budget
Seniors Advisory Committee 1281**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 9,400	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Total Revenues	9,400	-	-	-	-	-	-	-
Maintenance Materials & Supplies	4,246	-	-	-	-	-	-	-
Other	5,178	-	-	-	-	-	-	-
Total Expenditures	9,424	-	-	-	-	-	-	-
Net Expenditures	\$ 24	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -

**Town of Tecumseh
2024 Approved Budget
Animal Control 2620**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ 175	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Licences and Permits	25,070	28,712	26,400	26,400	-	-	26,400	26,400
Fines	-	-	550	550	-	-	550	550
Revenues Before Transfers	25,245	28,712	26,950	26,950	-	-	26,950	26,950
Transfers from Reserves	-	5,900	10,000	4,100	(5,900)	(59.00%)	-	-
Total Revenues	25,245	34,612	36,950	31,050	(5,900)	(15.97%)	26,950	26,950
Office Supplies & Equip Mtnce	98	-	1,000	250	(750)	(75.00%)	250	250
Maintenance Materials & Supplies	-	-	420	-	(420)	(100.00%)	-	-
Contract Services	31,119	35,000	60,000	54,100	(5,900)	(9.83%)	50,000	50,000
Professional Services	-	911	-	-	-	-	-	-
Other	3,185	15,109	15,500	15,500	-	-	15,500	15,500
Financial Expense	699	8	1,000	-	(1,000)	(100.00%)	-	-
Total Expenditures	35,101	51,028	77,920	69,850	(8,070)	(10.36%)	65,750	65,750
Net Expenditures	\$ 9,856	\$ 16,416	\$ 40,970	\$ 38,800	\$ (2,170)	(5.30%)	\$ 38,800	\$ 38,800

**Town of Tecumseh
2024 Approved Budget
Golden Age Club 6200**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 28,084	\$ 24,787	\$ 21,000	\$ -	\$ (21,000)	(100.00%)	\$ -	\$ -
User Charges	-	1,088	-	-	-	-	-	-
Total Revenues	28,084	25,875	21,000	-	(21,000)	(100.00%)	-	-
Maintenance Materials & Supplies	-	557	500	-	(500)	(100.00%)	-	-
Maintenance Services	9,651	1,724	2,500	-	(2,500)	(100.00%)	-	-
Utilities	6,903	8,600	8,600	-	(8,600)	(100.00%)	-	-
Insurance	5,587	6,502	6,500	-	(6,500)	(100.00%)	-	-
Grants & Donations	21,000	21,000	21,000	-	(21,000)	(100.00%)	-	-
Other	-	239	-	-	-	-	-	-
Total Expenditures	43,141	38,622	39,100	-	(39,100)	(100.00%)	-	-
Net Expenditures	\$ 15,057	\$ 12,747	\$ 18,100	\$ -	\$ (18,100)	(100.00%)	\$ -	\$ -



People and Culture

The People and Culture Department is responsible for developing and implementing strategies that focus on enabling our people to create an engaging and high-performing work culture that delivers best-in-class service.

The Department fosters organizational culture, leadership capacity, and learning and development to support a diverse, skilled, and engaged workforce. It also delivers programs to acquire and develop talent and supports organizational performance through workforce analytics, employee engagement initiatives, and governance.

People & Culture supports the organization to build its workforce capabilities, and culture to raise the Town of Tecumseh's competitive edge, enabling administration to recruit, retain, and develop top talent, which ultimately contributes to the Town's ability to provide exceptional service.

The People and Culture team is focused on working in partnership and collaboration to deliver high-level strategies, quality services, and projects through several primary functions, these include:

- Labour and Employee Relations
- Workplace Health, Safety and Wellness
- Legislative Compliance
- Culture development and transformation
- Organizational and Employee Development
- Talent Acquisition
- Performance Management/Recognition and Engagement
- Compensation and Benefits
- HR Data and Analytics

Our People Strategy is guided by the following principles:

1. The development of a people strategy that sustains, collaborates, engages, and develops the culture of the organization.
2. The creation of a work community where people thrive, and performance excels.
3. Fostering an environment of leadership, inclusion, diversity, and ethical behavior.

2024 Budget Highlights

People and Culture

- Increase to 'Wages & Benefits' of \$70,500 primarily due to the anticipated addition of a People & Culture Business Partner (0.5 FTE for 2024), People & Culture Coordinator (0.5 FTE for 2024), and contractual salary increases. These amounts are offset by a reduction in student hours (-0.69 FTE).
- Decrease in 'Professional Services' of \$21,000 is primarily due to the partial reversal of one-time costs for job evaluation review/training and calibration to be completed in 2024. This is offset by a corresponding reduction in 'Transfers from Reserves'. 2024 includes a one-time cost of \$5,000 for legal fees associated with 2024 contract negotiations.

Crossing Guards

- Decrease of \$9,600 in 'Wages & Benefits' due to reductions in lunch hour crossing guard services at four locations effective October 2023.

2024 Program Objectives

Implementation of the People Strategy plan as presented to Council. Key areas of focus address Strategic Priority #3, Service Experience, and will include:

- Review and coordinate revisions of various Human Resources policies.
- Implement a Human Resources Information System (HRIS) including records management, onboarding systems, and HR Metrics Dashboard.
- Conduct employee compensation reviews, including the organization's benefits programs.
- Continue positive labour relations with the Town's labour partners.
 - Collective Bargaining: All four (4) CUPE collective agreements expire on December 31, 2024.
- Development of a leadership competency framework along with succession planning.
- Develop a leadership and development framework for Directors, Managers, and Leads.
- Establish a reward and recognition strategy and conduct employee compensation reviews.
- Continue to raise the profile of Health/Safety:
 - Develop an action plan for compliance and enhancements to programming including review of technical supports and opportunities for improvement.
 - Develop and deliver education platforms that focus on the prevention of harassment and discrimination as well as the promotion of ethical conduct and respect in the workplace.
 - Creation of an Equity, Diversity, and Inclusion action plan to enhance the Employee Experience.
 - Develop a comprehensive wellness program.

Looking Ahead

- People & Culture is focused on the development and phased implementation of the People Strategy Plan. This will incorporate a focus on talent management, the development of a high-performance culture, and enhancing employee experience.
- Increase in headcount for phasing of People & Culture Resource Partner implementation in 2024 (0.5 FTE) to reach department capacity.

Staffing Resources

People & Culture

	2023 Budget	2024 Budget	2025 Outlook	2026 Outlook
Permanent FTE				
Full-Time FTE	2.50	3.00	3.00	3.00
Part-Time FTE	0.69	0.50	0.50	0.50
Total FTE	3.19	3.50	3.50	3.50

Net Change	-	0.31	-	-
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2024 staffing complement includes:

- 1.00 Director People & Culture
- 1.00 People & Culture Resource Partner
- 1.00 People & Culture Officer
- 0.50 People & Culture Coordinator

Crossing Guards

	2023	2024	2025	2026
Permanent FTE	Budget	Budget	Outlook	Outlook
Part-Time FTE	2.02	1.78	1.78	1.78
Total FTE	2.02	1.78	1.78	1.78

Net Change - (0.24) - -

2024 staffing complement includes:

1.78 Crossing Guards (7 regular Adult Crossing Guards and 5 Alternate Crossing Guards)

Performance Measures

Strategic Goal

Recruit and retain talented employees to effectively carry out the Town's mission.

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
Percentage of employees completed health and safety training. (SP#3: Service Experience)	91%	100%	91%	✗	100%
Percentage of recruitments successfully completed within the negotiated timeline set by the hiring department. (SP#3: Service Experience)	100%	100%	100%	✓	100%
Percentage of new employee orientations conducted within 7 days of hire. (SP#3: Service Experience)	100%	100%	100%	✓	100%
Percent of grievances that proceed to a formal hearing. (SP#3: Service Experience)	0%	0%	0%	✓	0%



Target Met



Target Not Met



N/A – New Measure/Info Not Yet Available

**Town of Tecumseh
2024 Approved Budget
People & Culture 1260**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ -	-	\$ 4,000	\$ 4,000
Revenues Before Transfers	-	-	4,000	4,000	-	-	4,000	4,000
Transfers from Reserves	-	34,000	34,000	5,000	(29,000)	(85.29%)	-	-
Total Revenues	-	34,000	38,000	9,000	(29,000)	(76.32%)	4,000	4,000
Wages	266,505	259,666	329,114	384,131	55,017	16.72%	395,655	407,525
Benefits	78,721	68,987	99,522	115,054	15,532	15.61%	118,531	122,113
Total Wages & Benefits	345,226	328,653	428,636	499,185	70,549	16.46%	514,186	529,638
Office Supplies & Equip Mtnce	1,659	3,991	2,600	2,600	-	-	2,600	2,600
Memberships	778	884	1,450	1,800	350	24.14%	1,854	1,910
Professional Development	3,434	11,750	26,550	26,050	(500)	(1.88%)	12,550	12,550
Maintenance Materials & Supplies	727	-	-	-	-	-	-	-
Professional Services	79,916	81,800	81,800	60,800	(21,000)	(25.67%)	50,800	50,800
Other	18,904	26,643	30,100	23,900	(6,200)	(20.60%)	23,900	23,900
Total Expenditures	450,644	453,721	571,136	614,335	43,199	7.56%	605,890	621,398
Net Expenditures	\$ 450,644	\$ 419,721	\$ 533,136	\$ 605,335	\$ 72,199	13.54%	\$ 601,890	\$ 617,398

**Town of Tecumseh
2024 Approved Budget
Crossing Guards 3110**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Wages	\$ 70,138	\$ 71,064	\$ 83,369	\$ 74,844	\$ (8,525)	(10.23%)	\$ 77,089	\$ 79,402
Benefits	5,860	8,984	9,716	8,616	(1,100)	(11.32%)	8,875	9,142
Total Wages & Benefits	75,998	80,048	93,085	83,460	(9,625)	(10.34%)	85,964	88,544
Other	2,213	2,000	2,000	2,000	-	-	2,000	2,000
Total Expenditures	78,211	82,048	95,085	85,460	(9,625)	(10.12%)	87,964	90,544
Net Expenditures	\$ 78,211	\$ 82,048	\$ 95,085	\$ 85,460	\$ (9,625)	(10.12%)	\$ 87,964	\$ 90,544



Community Safety

Community Safety is responsible for the safety and well-being of the citizens and the protection of their property. This includes providing fire & life safety education, inspections, and enforcement under the Ontario Fire Code, and enforcement of Municipal Bylaws and other applicable legislation. Department programming includes structural firefighting, basic medical intervention, CPR and defibrillation, vehicle and industrial extrication, shore-based water rescue, and bylaw and code education and enforcement. In conjunction with the Animal Control contractor, the Department also looks after the enforcement of animal control issues.

Community Safety operates primarily out of the two fire stations located at 985 Lesperance Road (Fire Hall No. 1) and 5520 Walker Road (Fire Hall No. 2), with the Bylaw Enforcement Officer currently based out of Town Hall. The Department's operations are supported by a fleet of seven fire apparatus, three command vehicles, one fire prevention, and one bylaw enforcement vehicle. Community Safety responds to approximately 400 emergency calls and approximately 300 bylaw-related calls annually.

Community Safety is responsible for compliance with Emergency Management Ontario's essential level of emergency preparedness for the Town. Emergency exercises, testing, and review of the Town's Emergency Plan are conducted annually as required by legislation.

2024 Budget Highlights

Fire

- Decrease of \$20,000 in 'Wages & Benefits' primarily due to 30% allocation of Deputy Fire Chief Compliance budget to By-law Enforcement budget offset by contractual increases for wages and inflationary increases for benefits.
- Increase of \$2,700 in 'Maintenance Materials and Supplies', primarily for the replacement of aging hoses that fail annual pressure testing.
- Decrease in 'Maintenance Services' of \$12,300 resulting from 'Building Maintenance' being transferred to 'Community & Recreation Services – Maintenance' department, which is consolidating all building related expenses for the Town.
- Increase of \$26,400 under 'Contract Services' relates to inflationary costs of radio airtime and dispatch fees.
- 'Professional Development' budget is for the education and training of new and existing staff. An incremental \$2,500 in budget is to fulfill mandatory training of firefighters.
- Decrease in 'Professional Services' of \$130,000 is due to one-time costs incurred in 2023 associated with the completion of the Fire Master Plan. This is offset by a corresponding decrease in 'Transfers from Reserve'.
- Increase of \$1,800 in 'Other' for mileage to cover the use of personal vehicles by the Fire Prevention Officers.

Bylaw Enforcement

- Increase in 'Wages & Benefits' of \$44,000 primarily due to 30% allocation of Deputy Fire Chief Compliance budget from Fire budget in addition to contractual increases for wages and inflationary increases for benefits.
- Increases in 'Professional Development' of \$1,000 to provide training and certification for enforcement staff.
- Increases in 'Maintenance Materials & Supplies' of \$400 to provide tools for enforcement staff.
- Decrease in 'Professional Services' of \$10,000 resulting from 'Professional Fees – Legal' being transferred to Legislative and Clerks Services department, which is consolidating legal expenses for the Town.

Emergency Measures

- One-time decrease in 'User Charges' of \$15,000 resulting from program change with Essex Energy/IESO in selling excess electricity from our generators to the grid, which will resume in 2025. This is offset by a corresponding reduction in 'Transfers to Reserve'.
- An increase of \$1,000 in 'Other' for flood preparations as this was a one-time reduction for 2023.

2024 Program Objectives

- A continuing proactive approach to mandatory firefighter certification and succession planning for senior positions. (SP#3: Service Experience)
- A comprehensive review of Municipal By-Laws enforced by Community Safety in conjunction with the Director Legislative & Clerk Services. (SP#3: Service Experience)
- Completion and implementation of the Community Risk Assessment and Fire Master Plan. (SP#2: Community Health and Wellness)
- Implementation of the revised Town of Tecumseh Emergency Response Plan. (SP#1: Sustainable Growth)
- Explore funding sources or grant opportunities to refurbish the 1942 Fire Truck (SP#3: Service Experience)

Looking Ahead

- Countywide Emergency Services radio system upgrades proposed for 2023 have been delayed, until early 2025. Capital funds budgeted for radio hardware remain listed in the Capital budget forecast.
- Strategic Fire Master Plan to be presented for Council's consideration in Q2 of 2024 will potentially see significant Capital and Operating funding requirements however, a phased implementation plan will be recommended.

Staffing Resources

Community Safety

	2023	2024	*2025	*2026
Permanent FTE	Budget	Budget	Outlook	Outlook
Full-Time FTE	6.00	5.70	5.70	5.70
Part-Time FTE	5.92	5.92	5.92	5.92
Total FTE	11.92	11.62	11.62	11.62

Net Change - (0.30) - -

*Subject to the recommendations of the Strategic Master Fire Plan

2024 staffing complement includes:

1.00 Director Community Safety & Fire Chief

1.00 Deputy Fire Chief – Operations

0.70 Deputy Fire Chief – Compliance

2.00 Fire Prevention Officers

1.00 Full-Time Clerical

1.20 Firefighter Captains (8 Part-Time)

4.72 Firefighters (34 Part-Time)

By-law Enforcement

	2023	2024	2025	2026
Permanent FTE	Budget	Budget	Outlook	Outlook
Full-Time FTE	1.00	1.30	1.60	1.60
Total FTE	1.00	1.30	1.60	1.60

Net Change	-	0.30	+0.30	-
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2024 staffing complement includes:

0.30 Deputy Fire Chief – Compliance

1.00 By-law Enforcement/Development Officer

0.30 Full-Time Clerical (Planning)

**Town of Tecumseh
2024 Approved Budget
Fire 2100**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 624	\$ 3,362	\$ 2,000	\$ 2,000	\$ -	-	\$ 2,000	\$ 2,000
User Charges	38,328	39,909	42,800	42,800	-	-	42,800	42,800
Licences and Permits	-	450	-	-	-	-	-	-
Revenues Before Transfers	38,952	43,721	44,800	44,800	-	-	44,800	44,800
Transfers from Reserves	-	97,000	130,000	-	(130,000)	(100.00%)	-	-
Total Revenues	38,952	140,721	174,800	44,800	(130,000)	(74.37%)	44,800	44,800
Wages	960,000	1,091,696	1,082,820	1,096,093	13,273	1.23%	1,128,976	1,162,845
Benefits	205,225	295,062	273,867	240,187	(33,680)	(12.30%)	247,216	254,457
Total Wages & Benefits	1,165,225	1,386,758	1,356,687	1,336,280	(20,407)	(1.50%)	1,376,192	1,417,302
Office Supplies & Equip Mtnce	6,560	5,292	5,500	5,500	-	-	5,500	5,500
Memberships	4,910	3,240	3,240	3,240	-	-	3,337	3,437
Professional Development	15,348	15,095	15,000	17,500	2,500	16.67%	19,800	20,800
Maintenance Materials & Supplies	64,559	85,474	87,780	90,480	2,700	3.08%	92,175	93,921
Maintenance Services	96,939	115,743	104,300	92,000	(12,300)	(11.79%)	92,480	92,974
Contract Services	77,733	84,288	84,860	111,260	26,400	31.11%	111,260	111,260
Professional Services	-	97,000	130,000	-	(130,000)	(100.00%)	-	-
Utilities	33,676	39,372	34,810	37,110	2,300	6.61%	38,055	39,029
Insurance	26,722	31,891	30,800	34,700	3,900	12.66%	38,370	42,407
Other	12,616	14,506	12,750	14,500	1,750	13.73%	14,500	14,500
Financial Expense	177	301	300	300	-	-	300	300
Total Expenditures	1,504,465	1,878,960	1,866,027	1,742,870	(123,157)	(6.60%)	1,791,969	1,841,430
Net Expenditures	\$ 1,465,513	\$ 1,738,239	\$ 1,691,227	\$ 1,698,070	\$ 6,843	0.40%	\$ 1,747,169	\$ 1,796,630

**Town of Tecumseh
2024 Approved Budget
Emergency Measures 2700**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ -	\$ -	\$ 15,000	\$ -	\$ (15,000)	(100.00%)	\$ 24,200	\$ 41,800
Total Revenues	-	-	15,000	-	(15,000)	(100.00%)	24,200	41,800
Office Supplies & Equip Mtnce	-	300	300	300	-	-	300	300
Professional Development	-	1,000	1,000	1,000	-	-	1,000	1,000
Maintenance Materials & Supplies	-	1,000	3,000	3,000	-	-	3,090	3,183
Maintenance Services	563	6,968	1,000	1,000	-	-	1,030	1,061
Contract Services	14,327	13,031	15,000	15,000	-	-	15,000	15,000
Utilities	1,072	991	750	750	-	-	750	750
Insurance	664	847	2,000	900	(1,100)	(55.00%)	1,000	1,110
Other	-	1,800	1,500	2,500	1,000	66.67%	2,500	2,500
Expenditures Before Transfers	16,626	25,937	24,550	24,450	(100)	(0.41%)	24,670	24,904
Transfers to Reserves	-	-	15,000	-	(15,000)	(100.00%)	24,200	41,800
Total Expenditures	16,626	25,937	39,550	24,450	(15,100)	(38.18%)	48,870	66,704
Net Expenditures	\$ 16,626	\$ 25,937	\$ 24,550	\$ 24,450	\$ (100)	(0.41%)	\$ 24,670	\$ 24,904

**Town of Tecumseh
2024 Approved Budget
Bylaw 2610**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 1,914	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
User Charges	27,665	5,322	6,250	6,250	-	-	6,250	6,250
Total Revenues	29,579	5,322	6,250	6,250	-	-	6,250	6,250
Wages	90,769	86,830	90,385	127,647	37,262	41.23%	131,476	135,420
Benefits	32,251	36,488	35,304	41,947	6,643	18.82%	43,236	44,562
Total Wages & Benefits	123,020	123,318	125,689	169,594	43,905	34.93%	174,712	179,982
Office Supplies & Equip Mtnce	417	640	1,000	1,000	-	-	1,000	1,000
Memberships	208	372	100	100	-	-	103	106
Professional Development	1,550	(1,125)	1,375	2,400	1,025	74.55%	2,400	2,400
Maintenance Materials & Supplies	1,706	2,527	1,800	2,200	400	22.22%	2,266	2,334
Maintenance Services	26,688	5,643	500	500	-	-	500	500
Professional Services	4,353	1,623	10,000	-	(10,000)	(100.00%)	-	-
Insurance	8,338	9,252	9,600	10,100	500	5.21%	11,170	12,347
Other	2,758	330	1,200	1,200	-	-	1,200	1,200
Total Expenditures	169,038	142,580	151,264	187,094	35,830	23.69%	193,351	199,869
Net Expenditures	\$ 139,459	\$ 137,258	\$ 145,014	\$ 180,844	\$ 35,830	24.71%	\$ 187,101	\$ 193,619



Public Works and Engineering Services

The Public Works and Engineering Services Department is responsible for both tax and rate-supported budgets. For transparency, the rate-supported water and wastewater budget is shown separately from the tax-supported general operating budget. This section deals with departmental budgets that are tax-supported.

The Department is responsible for constructing, operating, and maintaining the Town's infrastructure. This encompasses the Town's water distribution and drinking water systems, sanitary collection systems, storm sewers, and pumping stations. Additionally, it includes oversight of the municipal road system and sidewalks, winter control and maintenance, bridges and culverts, street signs and traffic signals, street lighting, fleet and equipment maintenance, roadside debris and litter pick-up, administration of garbage and yard waste collection contract, roadside maintenance, noxious weed control, and municipal drains.

The road network consists of 182 km of roadway, 61.5 km of sidewalks, 33 km of pathways/trails, 2 km of walkways, 16 bridges, 74 culverts, 16 vehicles, and 6 pieces of heavy equipment.

The storm network consists of 148 km of storm sewer pipe, 65 km of storm service connections, 1,462 manholes, 4,144 catch basins, 8 storm pump stations, 6 storm meters, and 124 municipal drains totaling 200 km.



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2024 Budget Highlights

Roadways

- Increase of \$35,000 in 'Wages and Benefits' resulting from the addition of 0.25 FTE (1.0 FTE equally split between Roads/Storm/Water/Wastewater) for an additional Engineering Project Manager (\$34,700) which is offset with an increase to 'Transfer from Reserve', as well as the inclusion of 0.67 FTE for the part-year implementation of a Transportation Supervisor (\$93,700) and contractual salary increases. These amounts are offset by a decrease of \$33,000 due to the centralization of Retiree Benefits in the 'Financial Services – Corporate Shared' budget. The remaining decrease is due to the redistribution of some staff time between Public Works department budgets to better reflect their daily involvement.
- Decrease of \$6,000 in 'Maintenance Materials & Supplies' includes a \$6,100 decrease in gasoline charges and the transfer of janitorial and other building repair and maintenance costs to 'Community & Recreation Services – Maintenance' department (\$3,900). This is partially offset by an inflationary increase to equipment rentals (\$4,000).
- Decrease of \$11,500 to 'Maintenance Services' mainly resulting from 'Building Maintenance' being transferred to the 'Community & Recreation Services – Maintenance' department, which is consolidating all building related expenses for the Town (\$14,500). This is partially offset by a \$3,000 increase in other maintenance services. This adjustment is prompted by inflationary increases and aims to align more closely with historical expenditures.
- Increase of \$21,700 to 'Contract Services' primarily resulting from a \$30,000 increase for traffic signal maintenance and operation, and a \$10,000 decrease to reverse a one-time charge under dispatch for a new automatic vehicle locating system for service vehicles. This is offset by a corresponding reduction in 'Transfers from Reserves' of \$10,000.
- Increase of \$5,000 in 'Contract Services' under Hardtop Maintenance for an increase in amount of road line painting extended to rural roadways.
- Combined increases in 'Insurance' and 'Other' of \$3,900 due to inflationary pressures.

Winter Control

- Increase of \$4,300 in 'Wages and Benefits' due to contractual increases.

- Increase of \$2,500 in 'Maintenance Services' resulting from an increase of \$1,500 in Maintenance Service for assistance of contractors during larger snow events, and \$1,500 in Equipment & Parts for inflationary increases. This is offset by a decrease of \$500 for building maintenance being transferred to 'Community & Recreation Services – Maintenance'.

Street Lighting

- Increase of \$10,000 in 'Maintenance Materials & Supplies' due to inflationary increases for materials with an aim of being more in line with historical expenditures.
- Increase of \$25,000 in 'Maintenance Services' due to an increase in repairs with an aim to align more closely with historical expenditures.

Storm Sewer System

- One-time decrease in 'User Charges' of \$10,000 resulting from program change with Essex Energy/IESO in selling excess electricity from our generators to the grid, which will resume in 2025. This is offset by a corresponding reduction in 'Transfers to Reserves'.
- Increase of \$86,500 in 'Wages and Benefits' resulting from the addition of 0.25 FTE for Engineering Project Manager (\$34,700) which is offset by an increase to 'Transfers from Reserves', and contractual salary increases. The remaining increase is due to the redistribution of staff time between Public Works departments to better reflect their daily involvement.
- Increase of \$79,000 in 'Maintenance Services': an increase of \$75,000 in Maintenance Service for annual flushing and video inspection of the storm sewers, \$8,500 in Maintenance Service for inflationary increases and \$2,500 in Equipment Parts & Service for inflationary increases. Offset by 'Building Maintenance' expenditures being transferred to 'Community & Recreation Services – Maintenance' department, which is consolidating all building related expenses for the Town (\$7,000).
- Increase of \$14,000 in 'Professional Services' primarily due to an increase of \$15,000 for reporting requirements stemming from the Ministry of Environment, Conservation and Parks (MECP), as well as Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA).
- Increase of \$15,100 in 'Insurance' due to inflationary increases.

Garbage Collection

- Increase of \$29,400 in 'Contract Services' due to inflationary/contractual increase and an allowance for new homes.

Garbage Disposal

- Increase of \$35,100 in 'Contract Services' due to inflationary/contractual increase and an allowance for new homes.

Drainage

- Increase of \$3,400 in 'Grants' to be more in line with historical revenues.
- Increase of \$7,100 in 'Wages and Benefits' as a result of contractual increases.

2024 Program Objectives

- Complete infrastructure-related studies, by-laws, and policies such as: Asset Management Plan Update, growth area Functional Servicing Reports, sanitary outlet cost recovery by-laws, traffic calming & speed mitigation policy, 2024 Bridge & Culvert Needs Study (Spans greater than 3-metres), 2024 Roads Needs Study, model updates for sanitary sewer & water distribution systems, storm water rates study. (SP#1: Sustainable Growth)
- Participate in Municipal Class Environmental Assessments, including the County Road 46 EA (SP#1: Sustainable Growth)
- Design & installation of local sanitary sewers in the Oldcastle Hamlet, including CR46/Webster/Laval and Delduca Drive sanitary sewer extensions. (SP#1: Sustainable Growth)
- Design of planned capital projects aligned with Council's growth directive: Tecumseh Hamlet northwest infrastructure. (SP#1: Sustainable Growth)
- Design/construction of capital projects with secured funding and/or partnerships: DMAF Phases 1 & 2, Centennial & Woodbridge watermain replacements, Lesperance Road multi-use trails (Riverside Drive to First Street & County Road 22 to County Road 42), CR43 Watermain. (SP#1: Sustainable Growth)
- Move forward with Regional Food & Organics & Biosolids Waste Management. (SP#3: Service Experience)
- Implement mandated MECP Consolidate Linear Infrastructure Environmental Compliance Approvals. (SP#1: Sustainable Growth; SP#3: Service Experience)

Looking Ahead

- Future increases to hardtop maintenance programs anticipated.
- Increased patrolling required during winter months.
- Recommend upgrades to stormwater collection and pumping stations arising from the Storm Drainage Master Plans recently completed.
- Identify a maintenance and repair program as part of the condition assessment report (bridge and culvert structures).
- Additional staffing and equipment will be required to meet maintenance requirements for sidewalks in order to meet the Minimum Maintenance Standards legislation.
- Continued repair and maintenance of municipal drains and creation of a proactive annual maintenance program.
- Garbage disposal/collection projected to increase with the implementation of the Organics program slated to begin in 2025.

Staffing Resources

Public Works

	2023	2024	2025	2026
Permanent FTE	Budget	Budget	Outlook	Outlook
Full-Time FTE	14.33	15.25	15.59	15.59
Part-Time FTE	1.26	1.26	1.26	1.26
Total FTE	15.59	16.51	16.85	16.85

Net Change	-	0.92	0.34	-
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2024 staffing complement includes:

- 0.33 Director Public Works and Engineering Services
- 0.75 Manager Public Works & Transportation
- 0.33 Manager Engineering Services
- 0.50 Development Engineer
- 1.00 Engineer Project Manager (2 employees)
- 1.00 Full Time Drainage Superintendent
- 1.00 Full Time Assistant Drainage Superintendent
- 0.67 Transportation Supervisor
- 0.34 Project Technician
- 0.33 Full-Time Clerical
- 1.00 Full-Time Storm Sewer Operator
- 8.00 Full-Time Labourers
- 1.26 Student Labourers (4 physical employees)



Performance Measures

Strategic Goal

Implement and support initiatives and strategies to maintain and enhance the durability, safety, and appearance of the Town's fleet and facility assets.

Support investments and strategies that maintain and enhance a quality, integrated, and connected transportation network for the community.

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
Roads – Average Pavement Condition Index throughout the Town) (SP#1: Sustainable Growth)	77%	70%	77%	✓	70%
Roads – Percentage of rural roadside cut twice per year (SP#1: Sustainable Growth)	100%	100%	100%	✓	100%
Bridges & Culverts – Average Bridge Culvert Index throughout the Town (SP#1: Sustainable Growth)	77.7%	70%	77.7%	✓	70%

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
Sanitary – Quantity of sanitary pump station failures. (SP#1: Sustainable Growth)	0	0	0	✓	0
Winter Control – Percentage of winter responses that meet or exceeded road maintenance standards (SP#1: Sustainable Growth)	100%	100%	100%	✓	100%
Fleet – Maintain minimum fleet availability rate (SP#1: Sustainable Growth)	Met	> 95%	Met	✓	> 95%



Target Met



Target Not Met



N/A – New Measure/Info Not Yet Available

**Town of Tecumseh
2024 Approved Budget
Roadways 3100**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 9,065	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
User Charges	8,847	17,435	6,000	6,000	-	-	6,000	6,000
Licences and Permits	10,959	11,662	10,000	10,000	-	-	10,000	10,000
Other Income	35,474	37,407	37,407	38,465	1,058	2.83%	39,560	40,690
Revenues Before Transfers	64,345	66,504	53,407	54,465	1,058	1.98%	55,560	56,690
Transfers from Reserves	29,149	76,352	76,352	109,025	32,673	42.79%	109,025	109,025
Total Revenues	93,494	142,856	129,759	163,490	33,731	26.00%	164,585	165,715
Wages	864,403	917,920	870,918	930,535	59,617	6.85%	1,007,073	1,035,827
Benefits	286,905	337,706	323,254	298,635	(24,619)	(7.62%)	307,241	316,106
Total Wages & Benefits	1,151,308	1,255,626	1,194,172	1,229,170	34,998	2.93%	1,314,314	1,351,933
Office Supplies & Equip Mtnce	2,950	2,879	3,720	3,720	-	-	3,720	3,720
Memberships	12,346	10,622	16,100	16,100	-	-	16,583	17,080
Professional Development	6,203	21,553	12,500	12,500	-	-	12,500	12,500
Maintenance Materials & Supplies	182,334	247,225	215,000	209,000	(6,000)	(2.79%)	214,430	220,022
Maintenance Services	230,981	236,799	199,050	187,550	(11,500)	(5.78%)	177,020	190,535
Contract Services	83,049	87,523	82,775	104,500	21,725	26.25%	132,000	137,000
Professional Services	18,426	18,157	8,000	7,000	(1,000)	(12.50%)	7,000	7,000
Utilities	43,607	37,494	50,500	57,600	7,100	14.06%	59,292	61,035
Insurance	64,550	72,444	74,300	75,200	900	1.21%	83,160	91,916
Other	22,301	24,336	24,110	27,110	3,000	12.44%	28,410	28,410
Expenditures Before Transfers	1,818,055	2,014,658	1,880,227	1,929,450	49,223	2.62%	2,048,429	2,121,151
Transfers to Reserves	20,250	21,670	21,670	22,540	870	4.01%	23,440	24,380
Total Expenditures	1,838,305	2,036,328	1,901,897	1,951,990	50,093	2.63%	2,071,869	2,145,531
Net Expenditures	\$ 1,744,811	\$ 1,893,472	\$ 1,772,138	\$ 1,788,500	\$ 16,362	0.92%	\$ 1,907,284	\$ 1,979,816

**Town of Tecumseh
2024 Approved Budget
Winter Control 3200**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Wages	\$ 104,732	\$ 87,806	\$ 121,442	\$ 124,762	\$ 3,320	2.73%	\$ 128,505	\$ 132,360
Benefits	29,575	33,452	41,507	42,477	970	2.34%	43,686	44,931
Total Wages & Benefits	134,307	121,258	162,949	167,239	4,290	2.63%	172,191	177,291
Professional Development	334	9,843	6,700	6,700	-	-	6,700	6,700
Maintenance Materials & Supplies	180,000	228,140	228,140	228,140	-	-	257,284	277,003
Maintenance Services	19,034	29,981	20,500	23,000	2,500	12.20%	23,690	24,401
Other	-	500	500	500	-	-	500	500
Total Expenditures	333,675	389,722	418,789	425,579	6,790	1.62%	460,365	485,895
Net Expenditures	\$ 333,675	\$ 389,722	\$ 418,789	\$ 425,579	\$ 6,790	1.62%	\$ 460,365	\$ 485,895

**Town of Tecumseh
2024 Approved Budget
Street Lighting 3500**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Transfers from Reserves	\$ 10,000	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Total Revenues	10,000	-	-	-	-	-	-	-
Maintenance Materials & Supplies	16,949	17,022	6,500	16,500	10,000	153.85%	16,995	17,505
Maintenance Services	73,852	100,289	45,000	70,000	25,000	55.56%	72,100	74,263
Utilities	160,553	166,000	170,000	170,000	-	-	175,100	180,353
Total Expenditures	251,354	283,311	221,500	256,500	35,000	15.80%	264,195	272,121
Net Expenditures	\$ 241,354	\$ 283,311	\$ 221,500	\$ 256,500	\$ 35,000	15.80%	\$ 264,195	\$ 272,121

**Town of Tecumseh
2024 Approved Budget
Garbage Collection 4400**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Contract Services	\$ 665,233	\$ 702,733	\$ 694,815	\$ 724,172	\$ 29,357	4.23%	\$ 799,172	\$ 874,172
Other	2,983	3,000	3,000	3,000	-	-	3,000	3,000
Total Expenditures	668,216	705,733	697,815	727,172	29,357	4.21%	802,172	877,172
Net Expenditures	\$ 668,216	\$ 705,733	\$ 697,815	\$ 727,172	\$ 29,357	4.21%	\$ 802,172	\$ 877,172

**Town of Tecumseh
2024 Approved Budget
Garbage Disposal 4500**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Maintenance Services	\$ 28,160	\$ 30,722	\$ 29,000	\$ 29,840	\$ 840	2.90%	\$ 29,840	\$ 29,840
Contract Services	860,304	878,600	878,600	913,744	35,144	4.00%	959,444	1,005,144
Total Expenditures	888,464	909,322	907,600	943,584	35,984	3.96%	989,284	1,034,984
Net Expenditures	\$ 888,464	\$ 909,322	\$ 907,600	\$ 943,584	\$ 35,984	3.96%	\$ 989,284	\$ 1,034,984

**Town of Tecumseh
2024 Approved Budget
Storm Sewer 4200**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ -	\$ -	\$ 1,440	\$ 1,440	\$ -	-	\$ 1,440	\$ 1,440
User Charges	4,103	-	13,500	3,500	(10,000)	(74.07%)	23,300	37,700
Revenues Before Transfers	4,103	-	14,940	4,940	(10,000)	(66.93%)	24,740	39,140
Transfers from Reserves	29,149	66,352	66,352	109,025	42,673	64.31%	109,025	109,025
Total Revenues	33,252	66,352	81,292	113,965	32,673	40.19%	133,765	148,165
Wages	103,744	134,526	132,859	199,309	66,450	50.02%	205,288	211,447
Benefits	32,257	43,284	42,604	62,641	20,037	47.03%	64,532	66,480
Total Wages & Benefits	136,001	177,810	175,463	261,950	86,487	49.29%	269,820	277,927
Professional Development	2,544	5,000	5,000	5,000	-	-	5,000	5,000
Maintenance Materials & Supplies	41,293	39,127	39,600	39,200	(400)	(1.01%)	40,376	41,588
Maintenance Services	105,103	118,760	107,160	186,160	79,000	73.72%	268,950	276,974
Contract Services	4,029	5,000	5,000	5,000	-	-	5,000	5,000
Professional Services	9,436	6,269	11,000	25,000	14,000	127.27%	25,000	25,000
Utilities	116,446	140,235	128,360	133,560	5,200	4.05%	137,556	141,672
Insurance	62,071	75,151	71,400	81,700	10,300	14.43%	90,350	99,865
Other	12,314	12,620	8,000	13,300	5,300	66.25%	13,300	13,300
Expenditures Before Transfers	489,237	579,972	550,983	750,870	199,887	36.28%	855,352	886,326
Transfers to Reserves	-	-	10,000	-	(10,000)	(100.00%)	19,800	34,200
Total Expenditures	489,237	579,972	560,983	750,870	189,887	33.85%	875,152	920,526
Net Expenditures	\$ 455,985	\$ 513,620	\$ 479,691	\$ 636,905	\$ 157,214	32.77%	\$ 741,387	\$ 772,361

**Town of Tecumseh
2024 Approved Budget
Drainage 8800**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 62,102	\$ 51,916	\$ 55,600	\$ 59,000	\$ 3,400	6.12%	\$ 59,000	\$ 59,000
User Charges	1,560	400	1,000	1,000	-	-	1,000	1,000
Revenues Before Transfers	63,662	52,316	56,600	60,000	3,400	6.01%	60,000	60,000
Transfers from Reserves	33,991	-	-	-	-	-	-	-
Total Revenues	97,653	52,316	56,600	60,000	3,400	6.01%	60,000	60,000
Wages	150,688	140,630	170,873	174,287	3,414	2.00%	179,516	184,901
Benefits	47,458	36,099	45,947	49,647	3,700	8.05%	51,209	52,819
Total Wages & Benefits	198,146	176,729	216,820	223,934	7,114	3.28%	230,725	237,720
Office Supplies & Equip Mtnce	125	300	300	300	-	-	300	300
Memberships	580	700	1,200	1,200	-	-	1,236	1,273
Professional Development	3,549	5,773	5,800	6,450	650	11.21%	6,450	6,450
Maintenance Materials & Supplies	378	2,800	3,000	2,800	(200)	(6.67%)	2,884	2,970
Maintenance Services	194	1,000	1,000	1,000	-	-	1,000	1,000
Professional Services	(1,608)	3,500	3,500	3,500	-	-	3,500	3,500
Insurance	5,653	6,478	6,600	7,100	500	7.58%	7,850	8,675
Other	1,297	2,500	2,500	2,500	-	-	2,500	2,500
Total Expenditures	208,314	199,780	240,720	248,784	8,064	3.35%	256,445	264,388
Net Expenditures	\$ 110,661	\$ 147,464	\$ 184,120	\$ 188,784	\$ 4,664	2.53%	\$ 196,445	\$ 204,388



Water and Wastewater Services

Water Services is responsible for delivering clean, reliable, and safe water to residences and businesses in Tecumseh. We are proud to deliver potable water that consistently exceeds Ontario's drinking water standards.

Tecumseh's wastewater collection system provides conveyance for the Town's wastewater flows to the outlets in the City of Windsor. Within the Town's local wastewater collection system, there also exist four local sewage pumping stations required to overcome grade limitations.

The water system consists of 225 km of water main, 1,300 hydrants, 2,537 valves, 12 boundary meters, one elevated storage facility with a capacity of 4,540 cubic metres, and 2 water filling stations.

The wastewater system consists of 124 km of sanitary sewer pipe; 1,553 manholes; 4 pump stations and 5 metering stations.

The Supervisory Control and Data Acquisition (SCADA) system provides real-time data and alarming for water, wastewater, and portions of the stormwater infrastructure.

The Town has moved to Electronic Radio Transmitters (ERT) on residential water meters. Meters equipped with ERTs can be read from a moving vehicle making the work more efficient, reducing errors, and allowing staff to attend to issues sooner.

2024 Budget Highlights

Sanitary Sewer System

- Increase of \$175,000 in 'User Charges' revenue to reflect projected consumption volumes and an increase to rates as recommended in the Town's 2023 Water and Wastewater Rate Study.
- Decrease of \$137,400 in 'User Charges Allocated to Capital', which represents a decrease in the amount of funds transferred to reserve fund accounts to support capital projects. Directly correlates to increased operating costs.
- Increase of \$6,300 in 'Wages and Benefits'; \$34,700 due to the addition of 0.25 FTE for the Engineering Project Manager position, with an offsetting 'Transfer from Reserve'. This is offset by a decrease of \$38,000 resulting from the reallocation of staff time between Public Works department to better reflect their daily involvement. The remaining difference is due to contractual salary increases.
- Increase of \$85,000 in 'Maintenance Services', \$10,000 due to inflationary increase, and a \$75,000 increase due to annual flushing and video inspection of the sanitary sewers as part of the Town's Inflow and Infiltration program.
- Increase of \$230,200 in 'Contract Services', \$200,000 due to an increase in sanitary treatment costs resulting from higher budgeted rates and volumes, \$20,000 due to additional spare parts, \$8,300 due to contractual increases, and \$1,900 inflationary increase to Essex Power billing & collection fees.
- Increase of \$15,000 in 'Professional Services' due to reporting requirements stemming from the Ministry of Environment, Conservation and Parks (MECP), Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA).
- Increase of \$4,700 to 'Insurance' for inflationary increases.

Waterworks System

- Increase of \$219,000 in 'User Charges' revenue due to an increase to water rates as recommended in the Town's Approved 2023 Water and Wastewater Rate Study and modest increase in volumes.
- Decrease of \$28,000 in 'User Charges Allocated to Capital', which represents a decrease in funds transferred to reserve fund accounts to support capital projects.
- Increase of \$97,200 in 'Wages and Benefits', \$34,700 due to the addition of 0.25 FTE for the Engineering Project Manager position, with an offsetting 'Transfer from Reserve', and \$68,000 resulting from the reallocation of staff time between Public Works departments to better reflect their daily involvement. The remainder of the increase in 'Wages and Benefits' correlates with contractual salary increases.
- Increase of \$23,800 in 'Maintenance Materials and Supplies' primarily due to an increase of \$16,700 in 'Materials & supplies' to be more in line with historical costs; and \$12,000 in 'Equipment purchases' to outfit additional service truck with tools and equipment. These costs are offset by a decrease in gasoline (\$3,400) due to favourable rates and building maintenance/janitorial costs (\$2,100) transferred to 'Community Recreation & Services – Maintenance'.
- Increase of \$97,000 in 'Purchases for Resale' for inflationary increases to bulk water purchases and an allowance for growth.
- Decrease of \$9,200 in 'Maintenance Services' primarily due to a \$20,200 decrease in 'Building Maintenance' expenditures being transferred to 'Community & Recreation Services – Maintenance' department, which is consolidating all building related expenses for the Town. This is offset by an increase of \$11,000 for inspection & maintenance costs on the water tower.
- Increase of \$3,600 in 'Insurance' for inflationary increases.
- Increase of \$1,800 to 'Other' for inflationary increases and additional safety clothing.

2024 Program Objectives

- Prepare a cost recovery By-law for the 8th Concession Sanitary Service Area in 2024. (SP#1: Sustainable Growth)
- Finalize the Sanitary Sewer Model Update. (SP#1: Sustainable Growth)
- Continuation of the installation of local sanitary sewers in the Oldcastle Hamlet Settlement Area. (SP#1: Sustainable Growth)
- Extend trunk watermain and trunk sanitary sewers within the Tecumseh Hamlet. (SP#1: Sustainable Growth)
- Participate in the City of Windsor's Municipal Class Environmental Assessment for the Little River Pollution Control Plant Expansion. (SP#1: Sustainable Growth)
- Implement mandated MECP Consolidate Linear Infrastructure Environmental Compliance Approvals. (SP#1: Sustainable Growth; SP#3: Service Experience)
- Participate in Enwin Utilities Ltd. Municipal Class Environmental Assessment for the Elevated Water Tower. (SP#1: Sustainable Growth)

Looking Ahead

- Annual maintenance and repair work of sanitary pump stations and metering stations.
- Subsidies for homeowner flood protection to continue with the promotion of ways to protect basements from flooding.
- Sanitary trunk sewer extensions to developable lands as Secondary Plans evolve, and new development proposals come forward.
- Updates to the Town's Water & Wastewater Master Plan to commence in 2025.
- Coordinating the installation of water and wastewater infrastructure with the County of Essex's road expansion projects.
- Reconstruction of the Cedarwood Sanitary Pump Station.
- Little River Pollution Control Plant Expansion, phasing of works and associated costs to the Town in accordance with the wastewater agreement.

Staffing Resources

	2023	2024	2025	2026
Permanent FTE	Budget	Budget	Outlook	Outlook
Full-Time FTE	14.66	15.11	15.11	15.11
Part-Time FTE	0.62	0.62	0.62	0.62
Total FTE	15.28	15.73	15.73	15.73

Net Change	-	+.45	-	-
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2024 staffing complement includes:

- 0.66 Director Public Works and Engineering Services
- 0.66 Manager Engineering Services
- 0.25 Manager Public Works and Transportation
- 1.00 Manager Water Services
- 1.00 Engineering Project Manager (2 employees)
- 0.50 Development Engineer
- 0.66 Full-Time Project Technician
- 1.34 Full-Time Clerical
- 9.00 Full-Time Licensed Water Operators
- 0.62 Part-Time Student Labourers (two physical employees)

**Town of Tecumseh
2024 Approved Budget
Water & Wastewater Summary**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 4,808	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
User Charges	11,069,469	11,421,556	11,028,500	11,422,500	394,000	3.57%	11,890,500	12,454,500
User Charges Allocated to Capital	(4,484,449)	(4,457,995)	(4,464,617)	(4,299,127)	165,490	(3.71%)	(4,375,577)	(4,650,894)
Net User Charges Available for Operating	6,585,020	6,963,561	6,563,883	7,123,373	559,490	8.52%	7,514,923	7,803,606
Other Income	20,250	21,670	21,670	22,540	870	4.01%	23,440	24,380
Revenues Before Transfers	6,610,078	6,985,231	6,585,553	7,145,913	560,360	8.51%	7,538,363	7,827,986
Transfers from Reserves	75,853	133,119	133,119	218,050	84,931	63.80%	218,050	218,050
Total Revenues	6,685,931	7,118,350	6,718,672	7,363,963	645,291	9.60%	7,756,413	8,046,036
Wages	1,102,490	1,297,440	1,352,861	1,464,484	111,623	8.25%	1,508,418	1,553,671
Benefits	388,485	471,745	476,285	468,205	(8,080)	(1.70%)	481,906	496,018
Total Wages & Benefits	1,490,975	1,769,185	1,829,146	1,932,689	103,543	5.66%	1,990,324	2,049,689
Office Supplies & Equip Mtnc	7,011	6,751	7,100	7,375	275	3.87%	7,375	7,375
Memberships	935	3,872	2,150	3,350	1,200	55.81%	3,451	3,555
Professional Development	10,720	26,803	30,000	30,000	-	-	30,000	30,000
Maintenance Materials & Supplies	239,039	233,059	218,012	241,825	23,813	10.92%	236,720	243,822
Purchases for Resale	1,488,002	1,576,077	1,512,000	1,609,000	97,000	6.42%	1,663,000	1,751,000
Maintenance Services	327,739	290,493	301,520	377,320	75,800	25.14%	550,891	566,090
Contract Services	1,506,576	2,242,694	1,782,095	2,008,769	226,674	12.72%	2,095,769	2,186,769
Professional Services	20,735	43,375	36,700	51,000	14,300	38.96%	51,000	53,800
Utilities	65,740	79,250	81,750	84,500	2,750	3.36%	87,023	89,622
Insurance	83,579	95,953	96,200	104,500	8,300	8.63%	107,815	111,229
Grants & Donations	15,696	2,400	75,000	75,000	-	-	75,000	75,000
Other	67,007	63,633	63,019	64,797	1,778	2.82%	64,797	64,797
Financial Expense	15,097	11,425	10,600	10,600	-	-	10,600	10,600
Expenditures Before Transfers	5,338,851	6,444,970	6,045,292	6,600,725	555,433	9.19%	6,973,765	7,243,348
Transfers to Reserves	1,347,080	673,380	673,380	763,238	89,858	13.34%	782,648	802,688
Total Expenditures	6,685,931	7,118,350	6,718,672	7,363,963	645,291	9.60%	7,756,413	8,046,036
Net Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Town of Tecumseh
2024 Approved Budget
Sanitary Sewer System 4100**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ 5,164,068	\$ 5,372,103	\$ 5,195,000	\$ 5,370,000	\$ 175,000	3.37%	\$ 5,581,000	\$ 5,876,000
User Charges Allocated to Capital	(2,588,280)	(2,330,961)	(2,542,581)	(2,405,143)	137,438	(5.41%)	(2,347,081)	(2,515,775)
Revenues Before Transfers	2,575,788	3,041,142	2,652,419	2,964,857	312,438	11.78%	3,233,919	3,360,225
Transfers from Reserves	29,149	66,352	66,352	109,025	42,673	64.31%	109,025	109,025
Total Revenues	2,604,937	3,107,494	2,718,771	3,073,882	355,111	13.06%	3,342,944	3,469,250
Wages	223,297	259,014	256,791	263,477	6,686	2.60%	271,381	279,522
Benefits	69,155	85,384	83,610	83,254	(356)	(0.43%)	85,661	88,140
Total Wages & Benefits	292,452	344,398	340,401	346,731	6,330	1.86%	357,042	367,662
Office Supplies & Equip Mtnce	386	999	1,000	1,000	-	-	1,000	1,000
Memberships	135	270	250	250	-	-	258	266
Professional Development	-	-	5,000	5,000	-	-	5,000	5,000
Maintenance Materials & Supplies	41,044	34,000	34,000	34,000	-	-	35,020	36,071
Maintenance Services	134,322	110,586	111,500	196,500	85,000	76.23%	354,645	365,285
Contract Services	1,404,334	2,137,133	1,678,130	1,908,355	230,225	13.72%	1,995,355	2,086,355
Professional Services	13,510	13,700	10,000	25,000	15,000	150.00%	25,000	25,000
Utilities	27,213	33,000	33,000	34,400	1,400	4.24%	35,432	36,495
Insurance	40,069	46,629	46,100	50,800	4,700	10.20%	52,411	54,070
Grants & Donations	15,696	2,400	75,000	75,000	-	-	75,000	75,000
Other	48,440	49,539	49,550	49,551	1	0.00%	49,551	49,551
Financial Expense	7,521	4,200	4,200	4,200	-	-	4,200	4,200
Expenditures Before Transfers	2,025,122	2,776,854	2,388,131	2,730,787	342,656	14.35%	2,989,914	3,105,955
Transfers to Reserves	579,815	330,640	330,640	343,095	12,455	3.77%	353,030	363,295
Total Expenditures	2,604,937	3,107,494	2,718,771	3,073,882	355,111	13.06%	3,342,944	3,469,250
Net Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -

**Town of Tecumseh
2024 Approved Budget
Waterworks System**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 4,808	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
User Charges	5,905,401	6,049,452	5,833,500	6,052,500	219,000	3.75%	6,309,500	6,578,500
User Charges Allocated to Capital	(1,896,169)	(2,127,034)	(1,922,036)	(1,893,984)	28,052	(1.46%)	(2,028,496)	(2,135,119)
Net User Charges Available for Operating	4,009,232	3,922,418	3,911,464	4,158,516	247,052	6.32%	4,281,004	4,443,381
Other Income	20,250	21,670	21,670	22,540	870	4.01%	23,440	24,380
Revenues Before Transfers	4,034,290	3,944,088	3,933,134	4,181,056	247,922	6.30%	4,304,444	4,467,761
Transfers from Reserves	46,704	66,767	66,767	109,025	42,258	63.29%	109,025	109,025
Total Revenues	4,080,994	4,010,855	3,999,901	4,290,081	290,180	7.25%	4,413,469	4,576,786
Wages	879,193	1,038,426	1,096,070	1,201,007	104,937	9.57%	1,237,037	1,274,149
Benefits	319,329	386,360	392,676	384,950	(7,726)	(1.97%)	396,244	407,877
Total Wages & Benefits	1,198,522	1,424,786	1,488,746	1,585,957	97,211	6.53%	1,633,281	1,682,026
Office Supplies & Equip Mtnc	6,625	5,752	6,100	6,375	275	4.51%	6,375	6,375
Memberships	800	3,602	1,900	3,100	1,200	63.16%	3,193	3,289
Professional Development	10,720	26,803	25,000	25,000	-	-	25,000	25,000
Maintenance Materials & Supplies	197,995	199,060	184,012	207,825	23,813	12.94%	201,700	207,751
Purchases for Resale	1,488,002	1,576,077	1,512,000	1,609,000	97,000	6.42%	1,663,000	1,751,000
Maintenance Services	193,417	179,906	190,020	180,820	(9,200)	(4.84%)	196,246	200,805
Contract Services	102,244	105,562	103,965	100,414	(3,551)	(3.42%)	100,414	100,414
Professional Services	7,224	29,674	26,700	26,000	(700)	(2.62%)	26,000	28,800
Utilities	38,526	46,250	48,750	50,100	1,350	2.77%	51,591	53,127
Insurance	43,510	49,324	50,100	53,700	3,600	7.19%	55,404	57,159
Other	18,569	14,094	13,468	15,247	1,779	13.21%	15,247	15,247
Financial Expense	7,576	7,225	6,400	6,400	-	-	6,400	6,400
Expenditures Before Transfers	3,313,730	3,668,115	3,657,161	3,869,938	212,777	5.82%	3,983,851	4,137,393
Transfers to Reserves	767,264	342,740	342,740	420,143	77,403	22.58%	429,618	439,393
Total Expenditures	4,080,994	4,010,855	3,999,901	4,290,081	290,180	7.25%	4,413,469	4,576,786
Net Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -



Community and Recreation Services Department

The Community and Recreation Services Department manages the following work: maintenance of Town buildings / facilities; energy management; planning and maintenance of parks; recreation programming and activities; supervision, concessions and programming at the Arena; supervision and programming at the Pool; annual special events; community event coordination; marketing and promotions for recreational programs and events; administer funding programs for low-income families; and support for the Essex County Library operation in Tecumseh.

The Community and Recreation Services Department is committed to providing affordable, healthy lifestyle opportunities for individuals, families, businesses in our community that enhance the quality of life and livability for today and tomorrow.

2024 Budget Highlights

Maintenance

- Increase in 'Other Income' of \$29,100 resulting from inter-functional transfer from Waterworks Systems department to offset rate-supported building maintenance costs.
- Decrease in 'Wages and Benefits' of \$10,700 is reflective of a reversal of a one-time increase in 2023 for one Energy Management Co-op Student.
- Increase in 'Maintenance Materials & Supplies' of \$54,300 for 'Janitorial Supplies' & 'Building R&M Purchases' is due to the consolidation of all building-related expenses for the Town, under the Maintenance department. The net increase of \$7,500 is due to contractual/inflationary increases.
- Increase in 'Contract Services' of \$79,000 reflective of the consolidation of town-wide 'Janitorial Contracts' under the Maintenance department. The net increase of \$7,900 is due to contractual/inflationary increases.
- Increase in 'Maintenance Services' of \$121,400 reflective of the consolidation of town-wide 'Building Maintenance' under the Maintenance department. The net increase of \$8,800 is due to contractual/inflationary increases.

Parks

- Increase in 'User Charges' of \$20,000 due an increase of \$18,000 in 'Miscellaneous Rental' based on updated Fees and Charges, as well as an increase of \$1,500 in 'Ball Diamond Rentals' and \$500 in 'Miscellaneous Revenue' reflective of 2023 actuals.
- Increase in 'Wages & Benefits' of \$47,000 primarily due to the implementation of Non Full-time employee eligibility for OMERS enrollment (\$41,000), as well as the reversal of a one-time decrease in 2023 to reallocate staff hours to the Maintenance department (\$19,000), and contractual salary increases. These amounts are offset by the transfer of retiree benefits to 'Financial Services – Corporate Shared' department, which is consolidating all retiree benefit expenses for the Town (\$10,000).
- Decrease in 'Maintenance Materials & Supplies' of \$17,100 primarily due to the transfer of janitorial and other building repair and maintenance costs to 'Community & Recreation Services – Maintenance' department, which is consolidating all building related expenses for the Town (\$12,600). The remaining change is reflective of a decrease in gasoline charges.
- Decrease in 'Maintenance Service' of \$4,500 is primarily due to the transfer of 'Building Maintenance' costs to 'Community & Recreation Services – Maintenance' department, which is consolidating all building related expenses for the Town (\$10,000). This is offset by an increase of \$2,500 for additional tree trimming and removal, along with \$3,000 for vehicle repairs.
- Increase in 'Contract Services' of \$25,000 to cover unforeseen tasks through the efforts of third-party contractors, such as fence repairs, new bench pads and concrete repairs, fencing and bleacher repairs, playset equipment repairs, and irrigation system repairs.
- Increase in 'Utilities' of \$9,400 due to inflationary increases.
- Increase in 'Insurance' of \$3,700 due to inflationary increases.

Community Facilities

- Increase in 'User Charges' of \$2,000 resulting from an increase of 'Hall Rental' based on changes to Fees and Charges.
- Increase of \$4,800 in 'Wages and Benefits' due to contractual increases.
- Decrease of \$11,000 in 'Maintenance Materials and Supplies' and \$15,000 in 'Maintenance Services' due to the transfer of janitorial and other building repair and maintenance costs to 'Community & Recreation Services – Maintenance' department, which is consolidating all building related expenses for the Town .
- Increase of \$10,100 in 'Utilities' due to inclusion of the Town's Lanoue Street Facility and inflationary increases.
- Increase of \$7,400 in 'Insurance' due to inflationary increases.

Arena

- Increase in 'User Charges' of \$31,000 due to increased demand and adjustments to Fees and Charges, partially offset by an increase in 'Transfers to Reserves' of \$9,000 for Ice Capital Surcharges (\$2,000) & Advertising revenue (\$7,000).
- Increase of \$104,000 in 'Wages & Benefits', resulting from the addition of 0.78 FTE for the Facilities Attendant Leader (\$76,000), as well as provisional increase for the Manager, Capital Projects (\$27,000), offset by 'Transfer from Reserve'. These amounts are offset by a decrease of \$26,000 due to the transfer of retiree benefits to 'Financial Services – Corporate Shared' department, which is consolidating all retiree benefit expenses for the Town. The remaining change is attributed to contractual salary increases.
- Decrease in 'Professional Development' of \$3,000 resulting from a transfer to Special Events. Net corporate impact is Nil.
- Increase of \$2,000 in 'Maintenance Materials & Supplies' due to inflationary increases.
- Increase of \$3,000 in 'Maintenance Services' due to inflationary increases on service contracts.
- Increase in 'Insurance' of \$6,800 for inflationary increases.
- Increase in 'Utilities' of \$2,500 for inflationary increases.

Library

- Increase of \$700 in 'Insurance' for inflationary increases.

Cultural Other

- Increase of \$60,000 to support the pilot program for Indigenous Relations and Education, fully offset by 'Transfer from Reserve' on a one-time basis for 2024 and built into base budget for 2025 pending outcome of program.

Pool

- Increase in 'User Charges' of \$2,000 resulting from an increase of 'Private Lessons - Pool' reflective of trends and past actuals.
- Increase of \$17,600 in 'Wages & Benefits', this is due to the addition of 0.54 FTE for an Associate Pool Coordinator, offset by reductions in Pool Coordinator & Lifeguard hours (\$12,000), and due to the implementation of Non Full-time employee eligibility for OMERS enrollment (\$6,000).
- Decrease of \$2,700 in 'Maintenance Materials & Supplies' reflective of the transfer of janitorial and other building repair and maintenance costs to 'Community & Recreation Services – Maintenance' department, which is consolidating all building related expenses for the Town (\$4,700). This is offset by an increase of \$2,000 in 'Chemicals'.
- Decrease in 'Maintenance Services' of \$9,000 reflective of the transfer of 'Building Maintenance' to 'Community & Recreation Services – Maintenance' department, which is consolidating all building related expenses for the Town.
- Increase of \$1,100 in 'Utilities' reflective of inflationary increases.
- Increase of \$1,500 in 'Insurance' for inflationary increases.

Recreation Programs

- Increase of \$32,500 in 'Grants' due to \$25,000 from the transfer of the Senior Active Living Centre Grant budget from 'Golden Age Club', resulting in a net corporate impact of NIL, and \$15,500 from the anticipated increase to received funding for 2024 as the Town explores additional grant funding opportunities.
- Increase of \$22,300 in 'User Charges' primarily due to the anticipated increase in program registrations and fees.
- Increase of \$19,000 in 'Wages & Benefits', this is due to the addition of 0.21 FTE for a Day Camp Associate Coordinator and increases to student wages.
- Increase of \$2,000 in 'Professional Services' reflective of enhanced programming.
- Increase of \$12,500 in 'Grants and Donations' for external services and programs offered through the Senior Active Living Centre grant. This amount was moved from the 'Golden Age Club' Budget and the net corporate impact is Nil.

Special Events

- Decrease of \$2,000 in 'Grants' reflective of expected Canada Summer Job funding based on historical trends.
- Increase of \$20,600 in 'User Charges', based on the merger of the Christmas in Tecumseh Budget (\$10,000), also the anticipated increase in 'Donations and Sponsorship' reflective of past two years actuals and positive trends (\$6,000) and the fees for event registration (\$4,600).
- Increase of \$12,700 to 'Wages and Benefits' primarily due to the addition of 0.79 FTE for the Programs & Events Leader position and removal of the Special Events Assistant.
- Increase of \$3,000 in 'Professional Development' resulting from the transfer from Arena. Net impact is Nil.
- Decrease of \$400 for 'Materials and Supplies' reflective of merger of the Christmas in Tecumseh budget (\$1,600) and the reallocation of \$2,000 to 'Professional Services'.
- Increase of \$27,400 in 'Contract Services' reflective of merger of the Christmas in Tecumseh budget. Net impact is Nil.
- Increase of \$3,000 in 'Professional Services' reflective of the reallocation funds from 'Advertising' (\$1,000) and 'Miscellaneous' (\$2,000). Net impact is Nil.
- Increase of \$7,000 in 'Others' this is reflective of merger of the Christmas in Tecumseh budget (\$8,000), offset by the reallocation of the \$1,000 'Advertising' funds to 'Professional Services'. Net impact is Nil.

2024 Program Objectives

- Develop a Healthy Aging Strategy (SP#2: Community Health and Inclusion)
- Develop a Master Plan for the Tecumseh Arena site in support of a multi-use recreation and wellness center (SP#1: Sustainable Growth & SP#2: Community Health and Inclusion)
- Develop an Outdoor Active Play Area Plan further to the Parks and Recreation Master Plan to inform playset replacement schedules and other active play components in parks (SP#2 Community Health and Inclusion)
- Develop a Climate Change Mitigation Strategy for sustainable operations and energy management opportunities (SP#1: Sustainable Growth & SP#2: Community Health and Inclusion)
- Complete approved Capital projects including Lacasse Park Baseball Stadium, Maidstone Recreation Centre washrooms, and the CADA Library Facility (SP#2: Community Health and Inclusion)
- Implement next phase of approved Capital Projects such as: Lakewood Park South Plaza (washroom, pavilion, and water feature), Arena Restoration, and Sport Fields Rehabilitation (SP#2: Community Health and Inclusion)
- Expand active and passive recreation programs and activities for seniors (SP#2: Community Health and Inclusion)
- Continue work on the next phase of the Asset Management plan for all Town facilities, amenities, and buildings (SP#1: Sustainable Growth & SP#2: Community Health and Inclusion)

Looking Ahead

- Outlook staffing resources for 2025 include the full year Full-Time Lead, Facilities and Recreation Programs and Events Coordinator.
- Accessibility audits for all Town facilities to ensure compliance with AODA regulations will continue.
- Using the new plans and strategies (Healthy Aging, Master Plan for Tecumseh Arena, Outdoor Active Play Area Plan and Climate Mitigation Plans) prepare for a new Community and Recreation Services Master Plan for parks, trails, and recreation services (2025).
- Continue to use best practice in energy management when planning renovations, equipment replacement or new facility construction.
- Continue to provide quality facilities, parks amenities, programs, and events to enhance the town and make it the best place to live, work and play.
- Continue to work with community partners for a new health and wellness centre at the Tecumseh Arena site.

Staffing Resources

Community & Recreation

	2023	2024	2025	2026
Permanent FTE	Budget	Budget	Outlook	Outlook
Full-Time FTE	16.00	17.46	18.02	18.02
Part-Time FTE	23.10	22.79	22.65	22.65
Total FTE	39.10	40.25	40.67	40.67

Net Change	-	1.15	0.42	-
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2024 Staffing complement includes:

Full Time

- 1.00 Director Community and Recreation
- 4.00 Managers Facilities, Parks, Recreation Programs, Capital Projects
- 1.00 Full-Time Maintenance Labourer
- 1.00 FT Supervisor Recreation Program and Events Supervisor
- 1.00 Parks Leader
- 3.00 Parks Labourers
- 1.00 Full-Time Clerical
- 0.67 Full-Time Facility Attendant Leader
- 4.00 Full-Time Facility Attendants
- 0.79 Program and Events Leader

Part-time:

- 2.06 Part-Time Clerical (3 Physical Employees)
- 3.77 Seasonal Labourers (5 Physical Employees)
- 7.26 Student Labourers (19 Physical Employees)
- 2.54 Part-Time Facility Attendants (7 Physical Employees)
- 0.34 Student Intern
- 0.33 Pool Coordinators (1 Physical Employees)
- 0.54 Pool Associate Coordinator (2 Physical Employees)
- 2.44 Lifeguards (17 Physical Employees)
- 0.33 Camp Coordinator (1 Physical Employee)
- 0.35 Camp Coordinator Associate (1 Physical Employee)
- 0.94 Camp Counselors (6 Physical Employees)
- 0.54 Coop Student Programs & Events (2 Physical Employees)
- 0.50 Student Programs & Events
- 0.57 Public Skating Program staff (5 physical Employees)
- 0.27 Student Intern Energy Management & Asset Management

Performance Measures

Strategic Goal

Support recreational, cultural, and arts programs that provide opportunities for residents to connect with their community. Contribute towards the sustainable beautification of the Town. Focus on exceeding customer expectations by providing exceptional quality services, and well-maintained facilities to our diverse community.

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
Number of programs offered. (SP#2: Community Health & Inclusion)	228	250	262	✓	265
Number of program registrations. (SP#2: Community Health & Inclusion)	3,780	4,000	4,444	✓	4,500
Number of senior classes offered. (SP#2: Community Health & Inclusion)	14	28	35	✓	40
Number of unique bookings at Sports Fields. (SP#2: Community Health & Inclusion)	4,294	4,400	3,851	✗	4,000
Percentage of hours Arena rented / available ice hours. (SP#2: Community Health & Inclusion)	65%	65%	65.5%	✓	65%

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
ENERGY MANAGEMENT					
Corporate energy consumption efficiency. (SP#1: Sustainable Growth)	5%	5%	5%	✓	5%
CAPITAL PROJECTS					
Percent of neighbourhoods acquiring utilization/access to renewed capital development and infrastructure. (SP#1: Sustainable Growth)	83%	< 75%	72%	✗	< 75%
PARKS					
Ratio of new trees to replace removed trees. (SP#2: Community Health & Inclusion)	N/A	> 3:1	3.8:1	✓	> 3:1
Percentage of the population that lives within 300 meters of high-quality public green space. (SP#2: Community Health & Inclusion)	N/A	66%	66%	✓	66%



Target Met



Target Not Met



N/A – New Measure/Info Not Yet Available

**Town of Tecumseh
2024 Approved Budget
Maintenance 1210**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Other Income	\$ -	\$ -	\$ -	\$ 29,100	\$ 29,100	-	\$ 29,100	\$ 29,100
Revenues Before Transfers	-	-	-	29,100	29,100	-	29,100	29,100
Transfers from Reserves	-	-	32,000	32,000	-	-	-	-
Total Revenues	-	-	32,000	61,100	29,100	90.94%	29,100	29,100
Wages	137,538	129,300	152,326	145,180	(7,146)	(4.69%)	149,535	154,021
Benefits	42,201	51,160	46,209	42,644	(3,565)	(7.71%)	43,968	45,330
Total Wages & Benefits	179,739	180,460	198,535	187,824	(10,711)	(5.40%)	193,503	199,351
Maintenance Materials & Supplies	5,022	7,000	7,400	61,700	54,300	733.78%	63,593	65,542
Maintenance Services	-	500	1,000	122,400	121,400	12,140.00%	126,042	129,793
Contract Services	-	7,890	42,000	121,000	79,000	188.10%	94,000	94,000
Other	9,325	500	500	500	-	-	500	500
Total Expenditures	194,086	196,350	249,435	493,424	243,989	97.82%	477,638	489,186
Net Expenditures	\$ 194,086	\$ 196,350	\$ 217,435	\$ 432,324	\$ 214,889	98.83%	\$ 448,538	\$ 460,086

**Town of Tecumseh
2024 Approved Budget
Parks 7100**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 31,545	\$ 22,422	\$ 25,000	\$ 25,000	\$ -	-	\$ 25,000	\$ 25,000
User Charges	92,224	96,583	75,000	95,000	20,000	26.67%	95,000	95,000
Revenues Before Transfers	123,769	119,005	100,000	120,000	20,000	20.00%	120,000	120,000
Transfers from Reserves	27,183	-	-	-	-	-	-	-
Total Revenues	150,952	119,005	100,000	120,000	20,000	20.00%	120,000	120,000
Wages	777,283	825,514	857,107	902,570	45,463	5.30%	929,647	957,536
Benefits	205,408	238,006	242,214	243,733	1,519	0.63%	250,916	258,317
Total Wages & Benefits	982,691	1,063,520	1,099,321	1,146,303	46,982	4.27%	1,180,563	1,215,853
Office Supplies & Equip Mtnce	505	1,331	900	900	-	-	900	900
Memberships	2,278	314	1,806	1,806	-	-	1,860	1,916
Professional Development	2,049	6,139	8,100	8,100	-	-	8,100	8,100
Maintenance Materials & Supplies	188,565	191,318	196,780	179,680	(17,100)	(8.69%)	184,995	190,470
Maintenance Services	116,614	124,002	116,100	111,600	(4,500)	(3.88%)	114,430	114,770
Contract Services	32,438	67,087	54,400	79,400	25,000	45.96%	94,400	104,400
Utilities	110,843	106,100	106,100	115,500	9,400	8.86%	118,950	122,504
Insurance	37,235	42,784	42,900	46,600	3,700	8.62%	51,530	56,953
Other	38,111	6,786	9,550	9,550	-	-	9,550	9,550
Expenditures Before Transfers	1,511,329	1,609,381	1,635,957	1,699,439	63,482	3.88%	1,765,278	1,825,416
Transfers to Reserves	8,500	8,500	8,500	8,500	-	-	8,500	8,500
Total Expenditures	1,519,829	1,617,881	1,644,457	1,707,939	63,482	3.86%	1,773,778	1,833,916
Net Expenditures	\$ 1,368,877	\$ 1,498,876	\$ 1,544,457	\$ 1,587,939	\$ 43,482	2.82%	\$ 1,653,778	\$ 1,713,916

**Town of Tecumseh
2024 Approved Budget
Community Facilities 7110**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 6,300	\$ 2,170	\$ 4,200	\$ 4,200	\$ -	-	\$ 4,200	\$ 4,200
User Charges	38,199	38,192	41,600	43,600	2,000	4.81%	43,600	43,600
Total Revenues	44,499	40,362	45,800	47,800	2,000	4.37%	47,800	47,800
Wages	55,631	74,372	74,372	78,963	4,591	6.17%	81,332	83,772
Benefits	6,630	11,298	9,260	9,416	156	1.68%	9,698	9,989
Total Wages & Benefits	62,261	85,670	83,632	88,379	4,747	5.68%	91,030	93,761
Maintenance Materials & Supplies	8,942	11,977	11,000	-	(11,000)	(100.00%)	-	-
Maintenance Services	12,379	25,000	15,000	-	(15,000)	(100.00%)	-	-
Utilities	13,086	18,900	23,700	33,800	10,100	42.62%	34,784	35,798
Insurance	2,159	2,599	2,500	9,900	7,400	296.00%	10,950	12,105
Other	-	-	-	-	-	-	-	-
Total Expenditures	98,827	144,146	135,832	132,079	(3,753)	(2.76%)	136,764	141,664
Net Expenditures	\$ 54,328	\$ 103,784	\$ 90,032	\$ 84,279	\$ (5,753)	(6.39%)	\$ 88,964	\$ 93,864

**Town of Tecumseh
2024 Approved Budget
Arena 7500**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 19,404	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
User Charges	841,885	947,136	933,500	964,500	31,000	3.32%	964,500	964,500
Other Income	6,500	6,500	6,500	6,500	-	-	6,500	6,500
Revenues Before Transfers	867,789	953,636	940,000	971,000	31,000	3.30%	971,000	971,000
Transfers from Reserves	16,368	125,573	125,573	152,867	27,294	21.74%	152,867	152,867
Total Revenues	884,157	1,079,209	1,065,573	1,123,867	58,294	5.47%	1,123,867	1,123,867
Wages	740,805	781,209	915,219	1,006,270	91,051	9.95%	1,047,356	1,078,450
Benefits	224,087	241,889	281,153	294,056	12,903	4.59%	302,915	312,039
Total Wages & Benefits	964,892	1,023,098	1,196,372	1,300,326	103,954	8.69%	1,350,271	1,390,489
Office Supplies & Equip Mtnce	4,249	5,828	5,900	5,900	-	-	5,900	5,900
Memberships	1,245	3,900	3,900	3,900	-	-	4,017	4,138
Professional Development	2,736	8,655	12,000	9,000	(3,000)	(25.00%)	9,000	9,000
Maintenance Materials & Supplies	48,530	56,615	52,500	54,500	2,000	3.81%	56,120	57,788
Purchases for Resale	-	1,978	-	-	-	-	-	-
Maintenance Services	84,787	79,692	74,200	77,200	3,000	4.04%	83,435	85,797
Contract Services	1,608	818	1,740	1,740	-	-	1,740	1,740
Utilities	228,942	281,301	307,300	309,800	2,500	0.81%	319,070	328,619
Insurance	39,705	48,174	45,700	52,500	6,800	14.88%	58,050	64,155
Other	32,519	20,561	19,850	20,650	800	4.03%	20,650	20,650
Financial Expense	13,523	18,083	15,500	18,500	3,000	19.35%	18,500	18,500
Expenditures Before Transfers	1,422,736	1,548,703	1,734,962	1,854,016	119,054	6.86%	1,926,753	1,986,776
Transfers to Reserves	44,457	48,000	48,000	59,000	11,000	22.92%	59,000	59,000
Total Expenditures	1,467,193	1,596,703	1,782,962	1,913,016	130,054	7.29%	1,985,753	2,045,776
Net Expenditures	\$ 583,036	\$ 517,494	\$ 717,389	\$ 789,149	\$ 71,760	10.00%	\$ 861,886	\$ 921,909

**Town of Tecumseh
2024 Approved Budget
Recreation Programs 7501**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 17,325	\$ 16,680	\$ 16,000	\$ 48,500	\$ 32,500	203.13%	\$ 48,500	\$ 48,500
User Charges	94,280	131,881	112,700	135,000	22,300	19.79%	135,000	135,000
Total Revenues	111,605	148,561	128,700	183,500	54,800	42.58%	183,500	183,500
Wages	151,686	182,162	180,172	197,597	17,425	9.67%	203,525	209,631
Benefits	33,588	41,316	40,444	42,113	1,669	4.13%	43,415	44,755
Total Wages & Benefits	185,274	223,478	220,616	239,710	19,094	8.65%	246,940	254,386
Office Supplies & Equip Mtnce	99	200	200	200	-	-	200	200
Memberships	117	200	125	200	75	60.00%	206	212
Professional Development	288	1,751	1,800	1,800	-	-	1,800	1,800
Maintenance Materials & Supplies	7,168	7,000	7,000	7,000	-	-	7,210	7,426
Contract Services	3,552	2,138	3,300	3,300	-	-	3,300	3,300
Professional Services	6,501	14,151	11,500	13,500	2,000	17.39%	13,500	13,500
Grants & Donations	-	-	-	12,500	12,500	-	12,500	12,500
Other	7,924	10,949	10,750	10,750	-	-	10,750	10,750
Total Expenditures	210,923	259,867	255,291	288,960	33,669	13.19%	296,406	304,074
Net Expenditures	\$ 99,318	\$ 111,306	\$ 126,591	\$ 105,460	\$ (21,131)	(16.69%)	\$ 112,906	\$ 120,574

**Town of Tecumseh
2024 Approved Budget
Concessions 7503**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ 5,353	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Total Revenues	5,353	-	-	-	-	-	-	-
Purchases for Resale	2,497	-	-	-	-	-	-	-
Financial Expense	4	-	-	-	-	-	-	-
Total Expenditures	2,501	-	-	-	-	-	-	-
Net Expenditures	\$ (2,852)	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -

**Town of Tecumseh
2024 Approved Budget
Pool 7550**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 46,200	\$ 22,209	\$ 25,000	\$ 25,000	\$ -	-	\$ 25,000	\$ 25,000
User Charges	115,675	122,842	128,500	130,500	2,000	1.56%	130,500	130,500
Total Revenues	161,875	145,051	153,500	155,500	2,000	1.30%	155,500	155,500
Wages	146,131	145,725	154,500	167,005	12,505	8.09%	172,015	177,175
Benefits	19,304	24,009	23,223	28,340	5,117	22.03%	29,199	30,084
Total Wages & Benefits	165,435	169,734	177,723	195,345	17,622	9.92%	201,214	207,259
Office Supplies & Equip Mtnce	515	600	825	825	-	-	825	825
Memberships	260	529	350	350	-	-	361	372
Professional Development	269	3,794	4,000	4,000	-	-	4,000	4,000
Maintenance Materials & Supplies	22,973	39,030	30,450	27,750	(2,700)	(8.87%)	30,855	30,963
Maintenance Services	11,958	14,678	9,000	-	(9,000)	(100.00%)	-	-
Professional Services	3,349	4,500	4,500	4,500	-	-	4,500	4,500
Utilities	29,442	27,418	27,700	28,800	1,100	3.97%	29,622	30,469
Insurance	9,126	11,020	10,500	12,000	1,500	14.29%	13,270	14,667
Other	4,659	5,006	5,600	5,600	-	-	5,600	5,600
Total Expenditures	247,986	276,309	270,648	279,170	8,522	3.15%	290,247	298,655
Net Expenditures	\$ 86,111	\$ 131,258	\$ 117,148	\$ 123,670	\$ 6,522	5.57%	\$ 134,747	\$ 143,155

**Town of Tecumseh
2024 Approved Budget
Library 7600**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Total Revenues	-	-	-	-	-	-	-	-
Maintenance Materials & Supplies	130	1,500	1,500	-	(1,500)	(100.00%)	-	-
Maintenance Services	1,488	2,000	2,000	-	(2,000)	(100.00%)	-	-
Insurance	4,731	5,723	5,500	6,200	700	12.73%	6,860	7,586
Total Expenditures	6,349	9,223	9,000	6,200	(2,800)	(31.11%)	6,860	7,586
Net Expenditures	\$ 6,349	\$ 9,223	\$ 9,000	\$ 6,200	\$ (2,800)	(31.11%)	\$ 6,860	\$ 7,586

**Town of Tecumseh
2024 Approved Budget
Cultural Other 7701**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ 3,600	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Total Revenues	3,600	-	-	60,000	60,000	-	-	-
Maintenance Services	3,065	-	-	-	-	-	-	-
Utilities	3,121	-	-	-	-	-	-	-
Total Expenditures	6,186	-	-	60,000	60,000	-	110,000	110,000
Net Expenditures	\$ 2,586	\$ -	\$ -	\$ -	\$ -	-	\$ 110,000	\$ 110,000

**Town of Tecumseh
2024 Approved Budget
Corn Festival 7710**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Total Revenues	-	-	-	-	-	-	-	-
Office Supplies & Equip Mtnce	20	-	-	-	-	-	-	-
Maintenance Materials & Supplies	16	-	-	-	-	-	-	-
Total Expenditures	36	-	-	-	-	-	-	-
Net Expenditures	\$ 36	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -

**Town of Tecumseh
2024 Approved Budget
Christmas in Tecumseh 7720**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ 19,475	\$ 11,300	\$ 10,000	\$ -	\$ (10,000)	(100.00%)	\$ -	\$ -
Total Revenues	19,475	11,300	10,000	-	(10,000)	(100.00%)	-	-
Maintenance Materials & Supplies	4,769	1,600	1,600	-	(1,600)	(100.00%)	-	-
Contract Services	11,398	27,400	27,400	-	(27,400)	(100.00%)	-	-
Other	6,308	8,000	8,000	-	(8,000)	(100.00%)	-	-
Total Expenditures	22,475	37,000	37,000	-	(37,000)	(100.00%)	-	-
Net Expenditures	\$ 3,000	\$ 25,700	\$ 27,000	\$ -	\$ (27,000)	(100.00%)	\$ -	\$ -

**Town of Tecumseh
2024 Approved Budget
Special Events 7790**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 6,900	\$ 2,170	\$ 9,200	\$ 7,200	\$ (2,000)	(21.74%)	\$ 7,200	\$ 7,200
User Charges	12,596	15,171	15,000	35,600	20,600	137.33%	35,600	35,600
Total Revenues	19,496	17,341	24,200	42,800	18,600	76.86%	42,800	42,800
Wages	50,513	67,439	62,779	68,270	5,491	8.75%	85,830	87,940
Benefits	6,297	12,648	11,531	18,722	7,191	62.36%	19,305	19,904
Total Wages & Benefits	56,810	80,087	74,310	86,992	12,682	17.07%	105,135	107,844
Memberships	-	300	-	-	-	-	-	-
Professional Development	-	-	-	3,000	3,000	-	3,000	3,000
Maintenance Materials & Supplies	26,933	5,707	8,000	7,600	(400)	(5.00%)	7,720	7,844
Contract Services	-	52,662	24,000	51,400	27,400	114.17%	51,400	51,400
Professional Services	-	11,725	8,000	11,000	3,000	37.50%	11,000	11,000
Other	4,743	3,226	5,000	12,000	7,000	140.00%	12,000	12,000
Total Expenditures	88,486	153,707	119,310	171,992	52,682	44.16%	190,255	193,088
Net Expenditures	\$ 68,990	\$ 136,366	\$ 95,110	\$ 129,192	\$ 34,082	35.83%	\$ 147,455	\$ 150,288



Development Services

Development Services is a multi-disciplinary team of Planners, Building Officials, and support staff responsible for providing land use planning advice; developing and implementing land use policies, regulations, and approvals; reviewing and making recommendations on new development proposals; enforcing the Ontario Building Code; engaging in local economic development initiatives and overseeing the Town's public transit system. The Development Services Department participates in the County-Wide Active Transportation System (CWATS) Implementation Committee, Inter-municipal Planning Consultation Committee and the Ontario Building Officials Association (Sun Parlour Chapter).

2024 Budget Highlights

Building

- Decrease in 'Licences and Permits' of \$149,000 due to unfavourable economic conditions.
- Reduction in the 'Wages & Benefits' of \$41,600, attributable to the consolidation of 'Retiree Benefits' to 'Corporate Shared' department and the reallocation of 0.30 FTE from the Building Clerical position to the Technology & Client Services department, where it will serve as a Customer Service Representative. This adjustment is counterbalanced by the addition of a Senior Building Inspector, expected to commence duties in the third quarter of 2024.
- The inclusion of a new Deputy Chief Building Officer in 2023, alongside the expected appointment of a Senior Building Inspector in the third quarter of 2024, affords the municipality the opportunity to diminish its reliance on external contract inspection and plan review services. Consequently, this strategic initiative contributes to a reduction of \$22,500 within 'Professional Services'.

Transit

- Continue with a fixed route Monday to Friday, with on-demand on Saturday only.
- Increase of \$21,000 in 'Grants' revenue reflecting Provincial support towards increased municipal program costs
- Reduction of \$9,000 in 'User Charges' revenue primarily due to ongoing decline in ridership post-COVID-19.
- Decrease in 'Transfers from Reserves' of \$27,000 driven by the reversal of a one-time adjustment in 2023 which had been included to off-set costs of the on-demand pilot project.
- Decrease in 'Contract Services' of \$14,100, reflective of the move to a hybrid service model and reduced expenses for the on-demand app and call-in center service provider.

Planning and Zoning

- 'Grants' increase of \$406,000 for the Federal Housing Accelerator Fund, intended to provide funding for the Town to complete the ten Tecumseh Housing Action Plan Initiatives, including \$308,000 in 'Professional Services' for consultants to manage and complete the initiatives, and \$98,000 in 'Wages & Benefits' off-setting the cost of Town staff working on the initiatives.
- Increased 'User Charges' of \$3,600 results from a combination of fewer actual applications intended to reflect 5-year historical average, off-set by an increase in individual application fees.
- Increase in 'Wages & Benefits' of \$32,000 primarily due to contractual/inflationary increases.
- Four major studies will be undertaken in 2024. They are continuing from 2023 for completion in 2024, comprising the Tecumseh Hamlet Secondary Plan (\$36,000), the new Comprehensive Zoning By-law (\$37,200), the Oldcastle Hamlet Special Planning Study for Future Development Lands (\$36,000) and the Development Charge Study 5-Year Update (\$52,000). All of the preceding are funded by 'Transfer from Reserves'.

Committee of Adjustment

- A \$14,000 increase to 'User Charges' is driven by a combination of a slight increase in actual applications (based on 5-year historical average), as well as an increase in individual application fees.

Local Economic Development

- \$60,000 in 'Professional Services' for distinct branding study for three commercial districts as part of the implementation of the "Tecumseh-Lakeshore Shared Commercial Economic Development Strategy", partially offset by an increase in 'Grants' of \$30,000 for RED grant funding and an increase in 'User Charges' of \$10,000 for contribution from Municipality of Lakeshore.

2024 Program Objectives

- Finalize the Tecumseh Hamlet Secondary Plan document and incorporate it into the Official Plan by way of amendment. Integrate the following related studies: Upper Little River Watershed Master Drainage and Stormwater Master Plan and Tecumseh Hamlet Traffic Study. (SP#1: Sustainable Growth).
- Implement necessary actions to facilitate development in the Tecumseh Hamlet Secondary Plan Area and the Manning Road Secondary Plan Area and in Oldcastle Hamlet. (SP#1: Sustainable Growth, SP#2: Community Health and Inclusion, SP#3: Service Experience).
- Finalize the 'Oldcastle Hamlet Special Planning Study for Future Development Lands', with the findings incorporated into the Official Plan by way of amendment. (SP#1: Sustainable Growth).
- Finalize the new Comprehensive Zoning By-law as one of the key methods of implementing the new approved Official Plan and provide consistent regulations town-wide. (SP#1: Sustainable Growth, SP#2: Community Health and Inclusion).
- Finalize the Development Charge Study 5-Year Update to ensure future capital needs resulting from growth are adequately and sustainably funded. (SP#1: Sustainable Growth, SP#2 Community Health and Inclusion).
- Implement the 10 Initiatives of the Tecumseh Housing Action Plan, subject to Federal funding. (SP#1: Sustainable Growth, SP#2: Community Health and Inclusion, SP#3: Service Experience).
- Continue to promote financial incentive programs under the Tecumseh Road Community Improvement Plan and the Industrial Community Improvement Plan. (SP#1: Sustainable Growth, SP#2: Community Health and Inclusion, SP#3: Service Experience).
- Foster the Local Economic Development division through improved liaison with key regional partners (Invest Windsor-Essex, Tourism Windsor Essex Pelee Island) and assist with the implementation of the five-year capital works plan intended to advance residential, commercial and industrial development (SP#1: Sustainable Growth, SP#2: Community Health and Inclusion, SP#3: Service Experience).
- Maintain the hybrid transit system with a fixed route Monday to Friday with On-Demand on Saturday only (SP#1: Sustainable Growth, SP#2: Community Health and Inclusion, SP#3: Service Experience).
- Undertake the distinct branding study for the three commercial districts with the participation of the Municipality of Lakeshore and the Tecumseh BIA. (SP#1: Sustainable Growth).

Looking Ahead

- Future budgets may be impacted by “next steps” in Tecumseh Hamlet Secondary Plan Area considering lessons learned from Manning Road Secondary Plan decisions and ongoing implementation.
- Clerical support (0.3 FTE) to By-law Enforcement to end as of 2025, with the associated Clerical support then returning to Development Services.
- Transit division to be moved to Public Works & Engineering Services in 2024 in accordance with the 2021 Organizational Review, which will provide for a reallocation of staffing capacity to other areas of Development Services.

Staffing Resources

	2023	2024	2025	2026
Permanent FTE	Budget	Budget	Outlook	Outlook
Full-Time FTE	9.14	8.90	9.70	9.70
Total FTE	9.14	8.90	9.70	9.70

Net Change	-	(0.24)	0.80	-
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Staffing complement includes:

- 1.00 Director Development Services
- 1.00 Manager Planning Services & Local Economic Development
- 1.00 Manager Building Services/CBO
- 1.00 Deputy CBO
- 1.00 Senior Planner
- 1.00 Planner
- 0.50 Senior Building Inspector
- 1.00 Building Inspector
- 1.40 Clerical

Performance Measures

Strategic Goal

Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers, including promoting economic development and creating and promoting new housing supply.

Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities, including building strong and stable neighbourhoods and developing and delivering comprehensive community services.

Steward the Town's continuous improvement approach to municipal service delivery to residents and businesses, including delivery of high-quality customer service.

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
BUILDING					
Percentage of permits received and issued that met <i>Building Code Act</i> timelines (SP#1: Smart Growth)					
1) Housing permits (10 days)	100%	100%	100%	✓	100%
2) Small Building permits (15 days)	100%	100%	100%	✓	100%
3) Large Building permits (20 days)	100%	100%	100%	✓	100%
4) Complex Building permits (30 days)	100%	100%	100%	✓	100%

Performance Measure	FY 2022 Actuals	FY 2023 Target	FY 2023 Actuals	FY 2023 Status	FY 2024 Target
PLANNING					
Percentage of applications received and decisions rendered that met <i>Planning Act</i> timelines (SP#1: Smart Growth)					
1) Official Plan Amendment application	N/A	100%	N/A	N/A	100%
2) Zoning by-law application	75%	100%	100%	✓	100%
3) Site Plan Control applications	55%	100%	100%	✓	100%
4) Consent applications	44%	100%	100%	✓	100%
5) Minor Variance applications	67%	100%	100%	✓	100%
TRANSIT					
Total Ridership	14,668	N/A	11,352	N/A	25,000
Ridership per capita of total service population.	1.0	N/A	0.8	N/A	1.8



Target Met



Target Not Met



N/A – New Measure/Info Not Yet Available

**Town of Tecumseh
2024 Approved Budget
Building 2600**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ 5,830	\$ 4,055	\$ 5,000	\$ 5,000	\$ -	-	\$ 5,000	\$ 5,000
Licences and Permits	360,187	359,911	938,863	789,821	(149,042)	(15.87%)	843,315	843,315
Revenues Before Transfers	366,017	363,966	943,863	794,821	(149,042)	(15.79%)	848,315	848,315
Transfers from Reserves	64,292	283,127	-	-	-	-	-	-
Total Revenues	430,309	647,093	943,863	794,821	(149,042)	(15.79%)	848,315	848,315
Wages	454,072	424,199	436,854	428,432	(8,422)	(1.93%)	501,332	514,571
Benefits	129,558	145,549	169,893	136,745	(33,148)	(19.51%)	140,941	145,264
Total Wages & Benefits	583,630	569,748	606,747	565,177	(41,570)	(6.85%)	642,273	659,835
Office Supplies & Equip Mtnce	5,239	1,183	1,800	2,050	250	13.89%	2,050	2,050
Memberships	1,284	944	1,040	2,920	1,880	180.77%	3,008	3,098
Professional Development	2,815	8,406	9,650	11,150	1,500	15.54%	11,150	11,150
Maintenance Materials & Supplies	1,739	3,100	10,450	5,800	(4,650)	(44.50%)	5,974	6,153
Maintenance Services	242	638	2,000	2,000	-	-	2,000	2,000
Professional Services	6,562	2,500	25,500	3,000	(22,500)	(88.24%)	3,000	3,000
Insurance	12,506	13,878	14,400	16,300	1,900	13.19%	18,020	19,912
Other	1,851	4,196	5,200	5,200	-	-	5,200	5,200
Expenditures Before Transfers	615,868	604,593	676,787	613,597	(63,190)	(9.34%)	692,675	712,398
Transfers to Reserves	-	42,500	207,352	181,224	(26,128)	(12.60%)	155,640	135,917
Total Expenditures	615,868	647,093	884,139	794,821	(89,318)	(10.10%)	848,315	848,315
Net Expenditures	\$ 185,559	\$ -	\$ (59,724)	\$ -	\$ 59,724	(100.00%)	\$ -	\$ -

**Town of Tecumseh
2024 Approved Budget
Transit 3300**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 223,223	\$ 105,000	\$ 105,000	\$ 126,000	\$ 21,000	20.00%	\$ 126,000	\$ 126,000
User Charges	7,996	18,811	36,000	27,000	(9,000)	(25.00%)	31,000	31,000
Revenues Before Transfers	231,219	123,811	141,000	153,000	12,000	8.51%	157,000	157,000
Transfers from Reserves	17,875	120,000	120,000	93,000	(27,000)	(22.50%)	85,000	85,000
Total Revenues	249,094	243,811	261,000	246,000	(15,000)	(5.75%)	242,000	242,000
Wages	37,135	39,951	37,972	38,984	1,012	2.67%	40,154	41,359
Benefits	12,253	13,648	13,012	12,781	(231)	(1.78%)	13,145	13,522
Total Wages & Benefits	49,388	53,599	50,984	51,765	781	1.53%	53,299	54,881
Office Supplies & Equip Mtnce	-	500	500	500	-	-	500	500
Maintenance Materials & Supplies	-	597	500	500	-	-	500	500
Maintenance Services	1,714	5,000	5,000	5,000	-	-	5,000	5,000
Contract Services	278,069	275,758	281,000	266,920	(14,080)	(5.01%)	250,920	250,920
Professional Services	543	-	-	-	-	-	-	-
Utilities	-	-	850	850	-	-	850	850
Insurance	12,257	14,070	14,100	15,300	1,200	8.51%	16,920	18,702
Other	621	1,000	2,500	2,500	-	-	2,500	2,500
Expenditures Before Transfers	342,592	350,524	355,434	343,335	(12,099)	(3.40%)	330,489	333,853
Transfers to Reserves	14,347	15,212	15,212	14,740	(472)	(3.10%)	15,200	15,665
Total Expenditures	356,939	365,736	370,646	358,075	(12,571)	(3.39%)	345,689	349,518
Net Expenditures	\$ 107,845	\$ 121,925	\$ 109,646	\$ 112,075	\$ 2,429	2.22%	\$ 103,689	\$ 107,518

**Town of Tecumseh
2024 Approved Budget
Planning & Zoning 8100**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ -	\$ -	\$ -	\$ 406,000	\$ 406,000	-	\$ 20,000	\$ 20,000
User Charges	32,701	33,575	61,375	65,000	3,625	5.91%	65,000	65,000
Revenues Before Transfers	32,701	33,825	61,375	471,000	409,625	667.41%	85,000	85,000
Transfers from Reserves	172,566	402,064	262,500	299,108	36,608	13.95%	137,908	137,908
Total Revenues	205,267	435,889	323,875	770,108	446,233	137.78%	222,908	222,908
Wages	233,807	256,765	327,949	356,731	28,782	8.78%	367,433	378,456
Benefits	78,543	88,402	112,693	116,212	3,519	3.12%	119,526	122,941
Total Wages & Benefits	312,350	345,167	440,642	472,943	32,301	7.33%	486,959	501,397
Office Supplies & Equip Mtnce	1,524	3,400	3,550	3,550	-	-	3,550	3,550
Memberships	-	2,567	2,884	3,500	616	21.36%	3,605	3,713
Professional Development	3,469	8,408	8,100	10,600	2,500	30.86%	10,600	10,600
Professional Services	168,426	187,423	150,000	463,000	313,000	208.67%	11,000	11,000
Grants & Donations	34,685	300,000	125,000	125,000	-	-	125,000	125,000
Other	11,173	11,758	7,000	8,200	1,200	17.14%	2,000	2,000
Financial Expense	-	10	-	-	-	-	-	-
Expenditures Before Transfers	531,627	858,733	737,176	1,086,793	349,617	47.43%	642,714	657,260
Transfers to Reserves	90,315	-	-	-	-	-	-	-
Total Expenditures	621,942	858,733	737,176	1,086,793	349,617	47.43%	642,714	657,260
Net Expenditures	\$ 416,675	\$ 422,844	\$ 413,301	\$ 316,685	\$ (96,616)	(23.38%)	\$ 419,806	\$ 434,352

**Town of Tecumseh
2024 Approved Budget
Committee of Adjustments 8110**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
User Charges	\$ 15,812	\$ 18,450	\$ 27,300	\$ 41,300	\$ 14,000	51.28%	\$ 41,300	\$ 41,300
Total Revenues	15,812	18,450	27,300	41,300	14,000	51.28%	41,300	41,300
Wages	57,076	60,440	69,408	68,809	(599)	(0.86%)	70,873	72,999
Benefits	24,501	28,523	27,481	19,193	(8,288)	(30.16%)	19,741	20,306
Total Wages & Benefits	81,577	88,963	96,889	88,002	(8,887)	(9.17%)	90,614	93,305
Office Supplies & Equip Mtnce	58	150	150	150	-	-	150	150
Memberships	1,050	900	1,200	1,200	-	-	1,236	1,273
Professional Development	1,389	4,275	12,300	12,300	-	-	12,300	12,300
Professional Services	6,577	2,713	4,500	-	(4,500)	(100.00%)	-	-
Other	66	150	150	150	-	-	150	150
Total Expenditures	90,717	97,151	115,189	101,802	(13,387)	(11.62%)	104,450	107,178
Net Expenditures	\$ 74,905	\$ 78,701	\$ 87,889	\$ 60,502	\$ (27,387)	(31.16%)	\$ 63,150	\$ 65,878

**Town of Tecumseh
2024 Approved Budget
Local Economic Development 8200**

Budget Line Item	2022 Actuals	2023 Forecast	2023 Budget	2024 Budget	\$ Change	% Change	2025 Forecast	2026 Forecast
Grants	\$ 9,652	\$ -	\$ -	\$ 30,000	\$ 30,000	-	\$ -	\$ -
User Charges	-	-	-	10,000	10,000	-	-	-
Total Revenues	9,652	10,000	25,000	40,000	15,000	60.00%	-	-
Wages	45,005	48,301	46,322	54,337	8,015	17.30%	55,967	57,646
Benefits	14,666	15,834	15,629	17,564	1,935	12.38%	18,063	18,577
Total Wages & Benefits	59,671	64,135	61,951	71,901	9,950	16.06%	74,030	76,223
Office Supplies & Equip Mtnce	-	550	550	550	-	-	550	550
Professional Services	8,960	10,000	25,000	60,000	35,000	140.00%	-	-
Other	-	1,415	200	2,700	2,500	1,250.00%	2,700	2,700
Total Expenditures	68,631	76,100	87,701	135,151	47,450	54.10%	77,280	79,473
Net Expenditures	\$ 58,979	\$ 66,100	\$ 62,701	\$ 95,151	\$ 32,450	51.75%	\$ 77,280	\$ 79,473

2024 Lifecycle Budget

Definition of Capital

A project or an acquisition must meet the following requirements to be considered a Capital Expenditure:

- Useful life longer than one year
- Cost equal or greater than \$5,000
- Meets strategic priorities and fiscal policies

Capital Planning

Special Council Meetings were held in March and May of 2022 to consider optional five-year capital plan scenarios intended to shape and prioritize the five-year capital plans for the Community Recreation Services and Public Works and Engineering Services departments respectively. Council adopted plans, in principle, that include significant investment and focus for community recreation amenities and infrastructure works to promote development.

The five-year plans initially adopted in principle in 2023 included expenditures in excess of \$105M over the five-year period. Town allocations to reserves that support these programs were expected to total approximately \$47M during this same time period. Grant and Partnership opportunities will provide significant financial support, recoveries from benefitting landowners, where applicable, will offset some costs and long-term debt financing will be required to some extent.

Amendments and/or modifications to the five-year plans adopted in principle for the period 2023-2027 can be anticipated over the course of the next several years in response to influencing factors such as inflation, construction capacity constraints, grant/partnership opportunities, borrowing rates, etc. Any recommended amendments/modifications will align with the priorities as established in 2022, will be reflected by way of annual updates to five-year capital plan council reports and will require Council approval.

The 2024-2028 five-year plans will continue with Council's strategy as developed in 2022 and will be brought forward to Council in the form of council reports following the 2024 Budget process for consideration and potential adoption.

Community and Recreation amenities include: Lacasse Ball Diamond Upgrades, Lakewood Park Washrooms, Pavillion and All-Ages Water Feature, Tecumseh Arena post-flood restoration, Sports Fields rehabilitation and enhancements to the active play area at Optimist Park, among several other projects. While the Public Works and Engineering Services projects include two major storm pump station improvements in the Scully and St. Mark's Storm Pump Station/Riverside Drive Improvements and the P.J. Cecile Storm Pump Station Improvement, , Tecumseh Hamlet Secondary Plan Area Water and Wastewater servicing, County Road 46/Webster/Laval Sanitary Sewer Extension, Delduca Drive Sanitary Sewer Extension, County Road 43 Watermain, among many others.

The Town's practices of advanced engineering works and sound urban planning along with lifecycle financial planning and capital-specific staffing enhancements should position the Town to deliver on this robust five-year plan.

The following master plans and studies drive the Town's capital planning program:

- **Asset Management Plan (AMP)** is a long-range, holistic planning tool for the care of existing and new infrastructure. It takes into consideration strategic priorities, expected levels of service, risk, maintenance strategies, integration and funding. It is a capital works planning tool to assist decision-making with respect to infrastructure investments and is a component of a Long-Term Financial Plan. The Town's AMP 3.0 was adopted by Council on October 26, 2022 in accordance with Phase 1 of O. Reg. 588/17 as amended by O. Reg. 193/21. The AMP will need to be updated again in 2024 in compliance with Phase 2 of those same regulations to include additional asset types.
- **Road and Bridge and Culvert Needs Studies** provide information on construction needs and cost estimates. The studies identify critical deficiencies and list structures in order of a priority rating with respect to reconstruction and/or upgrades. The Road Needs Study is normally updated every five years, with the next update anticipated in 2024. The Bridge and Culvert Needs Study (for spans greater than 3-metres) is normally updated every two years, with the next update scheduled for 2024. These studies are used as a tool for support of the Town's Asset Management and Lifecycle Plans and in the preparation of Capital Work Plans.
- A **Bridge Signage and Roadside Safety Review** was completed in 2015 and again in 2018. As part of the review, potential roadside safety deficiencies were identified, along with potential and preferred solutions at each bridge structure using Ministry of Transportation Ontario (MTO) guidelines. Field reviews were used to document existing conditions and potential hazards. Clear zone widths and guide rail warrants were evaluated according to the 2017 MTO Roadside Design Manual. The majority of the recommended works consist of the addition or extension of Steel Beam Guide Rails (SBGR) and Steel Beam

Energy Attenuating Terminals (SBEAT). The probable cost of construction estimates for the roadside safety improvements were also developed. The review is used in the preparation of Capital Work Plans.

- **A Culvert Need Study** (for spans less than 3-metres) was completed in 2016. The purpose of the Culvert Needs Study was to identify all the existing culverts with spans less than three metres, conduct a condition assessment, and prepare a comprehensive plan for improving and maintaining these structures for the next ten-year period. There are a total of seventy-one existing culverts with a span of less than three metres that were inspected in accordance with the latest version of the Ontario Structure Inspection Manual (OSIM) published by the Ministry of Transportation of Ontario (MTO). The assessment is used in the preparation of Capital Work Plans.
- **A Development Charge (DC) Study** 5-year review was completed in 2019 and an interim update to address legislative changes was completed in 2022 pursuant to the requirements of the Development Charges Act, 1997. The DC Study details capital service needs that will arise due to future residential and non-residential growth and imposes a charge against new development to cover the cost of those future capital services. A new DC By-law must be prepared every five years. Accordingly, the next full review will take place in 2024.
- It had previously been anticipated that a **Community Benefits Charge (CBC) Study** would be undertaken in 2021 however, the final legislation included revisions that negated the need for the Town to undertake the Study.
- The Town **Official Plan** is a statutory document that sets out the land use policy directions and growth management strategies for long-term growth and development in the municipality. A new Official Plan was adopted by Council and approved by the County of Essex in 2021 in accordance with the provisions of the Planning Act.
- A **Fire Master Plan** will be completed late in 2023 and brought forward for Council's consideration in early 2024. This report will address the Fire Department's service delivery model and will include discussion on the capital requirements necessary to support recommended service improvements. A **Community Risk Assessment** was also conducted as part of this exercise, in accordance with O. Reg. 378/18. A Community Risk Assessment is a process of identifying, analyzing, evaluating and prioritizing risks to public safety to inform decisions about the provision of fire protection services.
- The **Water and Wastewater Rate Study** addresses operating costs, identifies all current and future water systems capital needs and reviews potential methods of cost recovery. A full Water and Wastewater Rate Study was completed by in-house staff in the fall of 2015 and was due for an update in 2020 however, due to COVID-19 this study was postponed and ultimately completed in the spring of 2023. The 2023 Water and Wastewater Rate Study will be used as a guide during annual rate setting and budget processes for 2023-2027.

- A **Water and Wastewater Master Plan Update** was initiated in 2016 and was completed in early 2020 in accordance with the Class Environmental Assessment (EA) process for water and wastewater projects. The updated Master Plan considers the additional planning studies and discussion papers related to the preparation of a new Official Plan that have been prepared since the completion of the previous 2008 Water and Wastewater Master Plan Update. The updated Master Plan will ensure that the Town implements the most cost effective infrastructure servicing strategies required to support new growth and to maintain a high level of service. The updated Master Plan is a critical component in the Town's committed approach to provide sustainable services and it provides the new framework and vision for the water and wastewater servicing needs of the Town to 2038 and beyond.
- The **Sanitary Sewer Model Update** is anticipated to be completed in late 2023. The updated model will provide insight into the existing flow characteristics of the Town sanitary sewer system and on available sanitary sewer capacity to accommodate infill development within the Town. The updated model can also be used to assess alternative mitigation measures to reduce the threat of basement flooding in identified areas of concern.
- A **Pump and Metering Station Condition Assessment** was completed in 2016. The purpose of the report was to identify immediate required repairs and to develop a recommended program for expected repairs and maintenance over a ten-year period.
- A **Traffic Signal Infrastructure Assessment** was completed in 2015. The condition assessment was conducted for all traffic signal infrastructures owned and maintained by the Town, including 11 intersections and one mid-block crosswalk. The assessment was used as the basis for identifying the recommended priority, scope, and cost for related infrastructure improvements, which could be utilized by the Town to develop a long-term, comprehensive maintenance and capital replacement strategy for traffic signal infrastructure.
- The **(Tecumseh) Storm Drainage Master Plan** was completed in 2019. The study is aimed at addressing the impacts of surface flooding on the mainly urbanized residential areas of the Town located along the northern and eastern limits. This included the assessment of storm pump stations, gravity outfalls and their respective service areas minor and major system discharging to Lake St. Clair and Pike Creek. The recommended surface flooding solutions outlined within the study totaled \$107M.
- The **(Oldcastle Hamlet) Storm Drainage Master Plan** was completed in 2022. The stormwater infrastructure network located within the Oldcastle Hamlet area is comprised of a combination of roadside ditches, Municipal Drains, storm sewers, swales/sub-drains, as well as County and Provincial storm infrastructure. There are three distinct watershed areas within the Oldcastle Hamlet which include Little River, Turkey Creek, and River Canard. This study focused on an analysis of the stormwater infrastructure within these watersheds and will set the framework for how stormwater is addressed for new and re-developments.

- The **Drinking Water Quality Management Standard (DWQMS) Financial Plan** was updated in-house in late 2023 to forecast capital requirements and ensure sustainability of the system. This is required to apply for and renew a Municipal Drinking Water License as per the Safe Water Drinking Act (O. Reg 453/07). License renewal occurs every five years.
- The current **DWQMS Operational Plan** (Revised February 28, 2023) was updated and presented to Council on February 28, 2023. As mandated by the MECP, the next Annual DWQMS Operational Plan Report will be presented to Council in February or March 2024.
- The **Manning Road Secondary Plan Area, Area-Specific DC (MRSPA)** By-law was adopted in 2015 and was appealed to the OMB, which issued a decision in mid-2017 having the effect of quashing the By-law for technical reasons. Discussions with the majority of property owners and various agencies have continued through 2018 and into 2019 with an attempt to arrive at a consensus regarding how orderly development can proceed in this area. To date, consensus has not been achieved. The Town expropriated the land required to accommodate the stormwater management facility, with design anticipated in 2022/2023 as part of the PWES capital works program and the timing of construction to be determined based on strategic priorities. Discussions have been undertaken through 2023 with three of the major landowners (including the owner of the property from which land has been expropriated to accommodate the stormwater management facility) with a goal of developing servicing and funding solutions to permit the advance of development in the MRSPA.
- The **Parks and Recreation Master Plan** (Master Plan) was completed in 2010. The plan, developed with input by Council, residents, community agencies, and volunteer sports groups, identifies park development and outdoor and indoor recreation facilities needs for the next twenty years. This plan was augmented by a Lakewood Park South Master Plan (LPSMP) process that was completed in 2013. The LPSMP identified the elements, and where they should go, for the development of the park. Discussion concerning funding and long-term implementation can be found under New Infrastructure Funding later in this section.

A component of the Master Plan references the provision of playset equipment and, as part of the next phase implementation of the Asset Management Plan (AMP), CRS will be developing a playset equipment replacement plan.

- The **Transportation Master Plan** was completed in early 2017. The goal is to develop a multi-modal, sustainable transportation system that provides improved mobility and transportation choices for Town residents.

- The **Tecumseh Road Main Street Community Improvement Plan (Main Street CIP)** was adopted by Council on January 12, 2016. It sets forth a cohesive vision for this area by establishing design guidelines, identifying redevelopment opportunities and various implementation schemes including financial incentives for a range of private-property initiatives. The Main Street CIP also contemplates the completion of a **Streetscape Plan and Final Design (Streetscape Plan)**, which will direct the future construction of public capital infrastructure projects in the road allowances of Tecumseh and Lesperance Roads in the Main Street CIP area. The Town retained the services of Dillon Consulting Limited and Dialog to assist in the completion of the Streetscape Plan. A detailed design for Phase 1 was substantially completed in 2022. The Streetscape Plan establishes hard landscape elements and design specifications, sidewalk improvements and the introduction of curb extensions, street furnishing, soft landscaping elements and design specifications.
- The **Industrial Community Improvement Plan (Industrial CIP)** was adopted by Council on August 9, 2022. It provides strategic and focused financial incentives intended to attract major new large-scale industrial development that will encourage job creation and produce new assessment.
- The **Tecumseh Hamlet Secondary Plan** is a planning process that provides a strategic opportunity for creating a long-term vision for greenfield sites in the Hamlet based on the principles of complete community planning with strong urban design. The Plan will address the integration of existing and new development, land use distribution and related infrastructure requirements. A draft plan was presented to Council; however final revisions are being made in response to input from various stakeholders throughout 2023. Adoption is anticipated by way of an amendment to the Town's Official Plan in 2024.
- The **Tecumseh Hamlet Secondary Plan Area, Northwest Water & Wastewater** project includes the installation of trunk water and wastewater infrastructure from County Road 22 to south of the CP Rail and Hydro One Corridor in the Tecumseh Hamlet Secondary Plan Area. This project is within the area highlighted as the top priority by Council at the May 5, 2022, Special Meeting of Council on Capital Priorities related to growth and development. Engineering design commenced in Q1 2023 with construction to follow in 2024/2025. The total project costs are estimated at \$16.1M. The Town-wide Development Charge will ultimately fund this project.

- The **Oldcastle Hamlet Special Planning Study for Future Development Lands** is a planning process that will determine the preferred land uses for lands currently designated “Future Development” in the Official Plan. The study will include a rigorous and thorough public consultation component that engages with a range of stakeholders. This study commenced in the 4th quarter of 2023 and will be concluded by the end of 2024. Adoption of the preferred land use designations and associated policies flowing from the study is anticipated by way of an amendment to the Town’s Official Plan also at the end of 2024.
- The **Tecumseh Housing Action Plan** was adopted by Council on August 8, 2023. The Plan includes 10 Initiatives that are intended to accelerate the delivery of housing and contribute to systemic long-term positive changes in the housing supply conditions affecting Tecumseh. Council approval of the Plan allowed the Town to apply for funding under the Federal Housing Accelerator Fund (HAF) program. If successful, the HAF program requires that available funding first be provided to support the Town Initiatives, thereby removing municipal financial implications with the implementation of those initiatives. Any remaining funding can be used for capital projects that support the accelerated provision of housing over the next three years. At the time of consideration of the 2024 Budget, the Town has not been advised of the status of the Town’s HAF application.
- The **County Wide Active Transportation Study (CWATS)** is a comprehensive strategy to promote and increase awareness regarding active transportation within the County of Essex as well as guide the construction of new active transportation facilities. The study proposes a set of policies and a detailed network on both local and county roads that facilitate both recreational and utilitarian transportation as well as increased connectivity and partnerships among the local municipalities. The Town’s estimated share of costs over the 20-year planning horizon is \$1,600,000 which equates to \$80,000 per year. Discussion concerning funding can be found under New Infrastructure Funding. The County, with participation from lower-tier municipalities, is currently undergoing an update to CWATS, with an anticipated completion in 2024.
- The **County Road Rationalization Study** is a comprehensive study toward developing a transparent, rational, and equitable framework for updating the existing County Road network. The study had three phases: Phase 1 – Define the Transportation Network; Phase 2 – Examine Recommendations/Jurisdictional Impacts; and Phase 3 – Implementation Action Plan. The Study was placed on hold by the County. It is considering initiating an update to the **County Transportation Master Plan** so that it will run concurrently with the Road Rationalization Study in 2024/2025. There is a potential for roads to be uploaded or downloaded upon completion of this study, which would have impacts across multiple sectors such as: CWATS, roads, storm drainage, municipal drains, bridges and culverts, and operations (i.e. road patrol, shoulder and ditch maintenance, winter control, etc.). Further updates will be brought before Council as the County’s Transportation Master Plan starts and the Road Rationalization Study recommences and they progress through their various phases.

Recommendations arising out of these documents are factored into program development and future budgetary considerations.

Definition of Lifecycle

Lifecycle encompasses the Town's plan to provide funding for expenditure items that are cyclical in nature. The Lifecycle Plan (LC) consists of identifying:

- Categories to be included in the LC Plan
- Net annual requirement for each category
- Whether the Town will borrow to meet the net annual requirement
- The length of time required to achieve full funding of the net annual requirement

Category Classifications are:

- Replace Existing Capital Assets – funds provided for replacing existing infrastructure with no provisions for new/expanded services
- Replace Existing Capital Assets and Provision for New Assets – funds provided for replacing existing infrastructure with provision for new/expanded services
- Operating Cyclical Expenditures – funds accumulate over a period of time to offset costs that occur on a periodic basis, such as elections, or for smoothing costs that fluctuate, up or down, on an annual basis
- Other – funds are provided for special purposes including Strategic Issues which allows for funding projects that are expected to occur infrequently and New Issues which provides funding for new issues that arise

The LC provides the Town with the ability and resources to respond to capital infrastructure replacement needs, ensures prudent capital asset management, and provides flexibility for new issues.

Lifecycle Budget Highlights

2024 Lifecycle Budget highlights include:

- Expenditures of \$23M (excluding debt)
- Major projects, to be funded in whole or in part through Lifecycle Reserves, anticipated for 2024 include:
 - County Road 46/Webster/Laval Sanitary Sewer Extension \$6.75M
 - Delduca Drive Sanitary Sewer Extension \$5.4M
 - Centennial & Woodridge Watermain Replacements \$0.2M Design for 2023/2024, \$4.36M Construction planned for 2025
 - Tecumseh Secondary Plan Area Northwest Water & Wastewater Infrastructure \$16.1M Design for 2023/2024 and Construction in 2024/2025
 - Road Asphaltting Program \$1.2M
 - Fleet replacement of several vehicles with estimated cost of \$1.0M
 - Scully and St. Mark's Storm Pump Stations (Engineering & Construction total cost of \$23.3M) with \$18.5M planned for 2024
 - P.J. Cecile Storm Pump Station (Engineering & Construction total cost of \$11.64M) with \$0.75M planned for 2023/2024
- Debt payments of \$1.6M
- Grant and Partnership revenue of \$9.8M

Lifecycle Notes

As part of the 2005 budget, the Town adopted a lifecycle plan for a variety of infrastructure and operating expenditure categories. The 2014 budget year marked the completion of the original 10-year plan. Major components of the lifecycle plan for 2024 forward are:

- Annual net requirement is \$9.8M with 2024 budget allocation of \$8.7M
- The \$8.7M is funded by taxation \$7.4M, Canada Community-Building Fund (CCBF – formerly Federal Gas Tax) revenue \$1.2M, and \$0.1M from Water/Wastewater rates
- CCBF revenues remain allocated on an 80/20 split with the County. The Town revenue from this fund is determined by a province-wide census-based allocation. Funding is administered through AMO by way of Funding Agreements. The latest funding agreement expired in 2023 with an update due in 2023 Q4. As such, the Town's 2024 allocation has not yet been announced. (2023 allocation was \$1.2M).
- Annual Debt payments of \$1.5M supporting the LC program are funded from taxation. Debt payments start to expire beginning in 2026

Although most Lifecycle categories are well-funded and generally require periodic inflationary increases, recently completed studies, including the (Tecumseh) Storm Drainage Master Plan, (Oldcastle Hamlet) Storm Drainage Master Plan and the Culvert Need Study highlighted areas that may require significant costly remedies (Storm LC Reserve and Bridges and culverts LC Reserve). In addition, the Drain LC Reserve is under considerable pressure as a result of the increase in drain activity continuing over the next number of years.

The short-term plan is to gradually increase the annual Lifecycle allocation to reach the updated target of \$9.8M. An increase of \$200,000 towards the overall annual Lifecycle allocation is included for 2024 with annual increases of \$250,000 and \$300,000 in each of the outlook years to begin to address these needs.

2024 BUDGET - Annual Allocation

Lifecycle Reserve Name	Notes	2024	2023	Change
Arenas		200,000	190,000	10,000
Bridges and culverts		435,000	435,000	0
Buildings		220,000	210,000	10,000
Community trails		90,000	80,000	10,000
Drains		100,000	100,000	0
Election		18,000	16,000	2,000
Fire apparatus		259,000	239,000	20,000
Fire equipment		95,000	85,000	10,000
Fleet		618,000	600,000	18,000
ITS infrastructures		175,000	173,000	2,000
New lifecycle issues		100,000	100,000	0
Outdoor pool		80,000	70,000	10,000
Park development and Play equipment		400,000	400,000	0
Reforestation		30,000	30,000	0
Roads		4,160,000	4,160,000	0
Sidewalks		74,000	74,000	0
Storm sewers		1,460,000	1,352,700	107,300
Strategic issues - one time		50,000	50,000	0
Transit		100,000	100,000	0
Total	1)	8,664,000	8,464,700	199,300

Notes

1. Increase to several Lifecycle category allocations, totalling \$200,000, to work towards achieving established Annual Requirements.

Lifecycle Annual Requirement

Annual Requirement valuations are established through various studies, including the Town's Asset Management Plan, Parks Master Plan Update, Storm Drainage Master Plan, Road and Bridge Needs Study, etc.

Lifecycle Reserve Name	Notes	2024 Allocation	Annual Requirement	Deficiency
Arenas		200,000	220,000	20,000
Bridges and culverts		435,000	450,000	15,000
Buildings		220,000	230,000	10,000
Community trails		90,000	120,000	30,000
Drains		100,000	100,000	0
Election	1)	18,000	18,000	0
Fire apparatus	2)	259,000	500,000	241,000
Fire equipment		95,000	125,000	30,000
Fleet	3)	618,000	720,000	102,000
ITS infrastructures		175,000	190,000	15,000
New lifecycle issues		100,000	100,000	0
Outdoor pool		80,000	80,000	0
Park development and Play equipment		400,000	500,000	100,000
Reforestation		30,000	30,000	0
Roads		4,160,000	4,160,000	0
Sidewalks		74,000	74,000	0
Storm sewers		1,460,000	2,000,000	540,000
Strategic issues - one time		50,000	50,000	0
Transit		100,000	100,000	0
Total		8,664,000	9,767,000	1,103,000

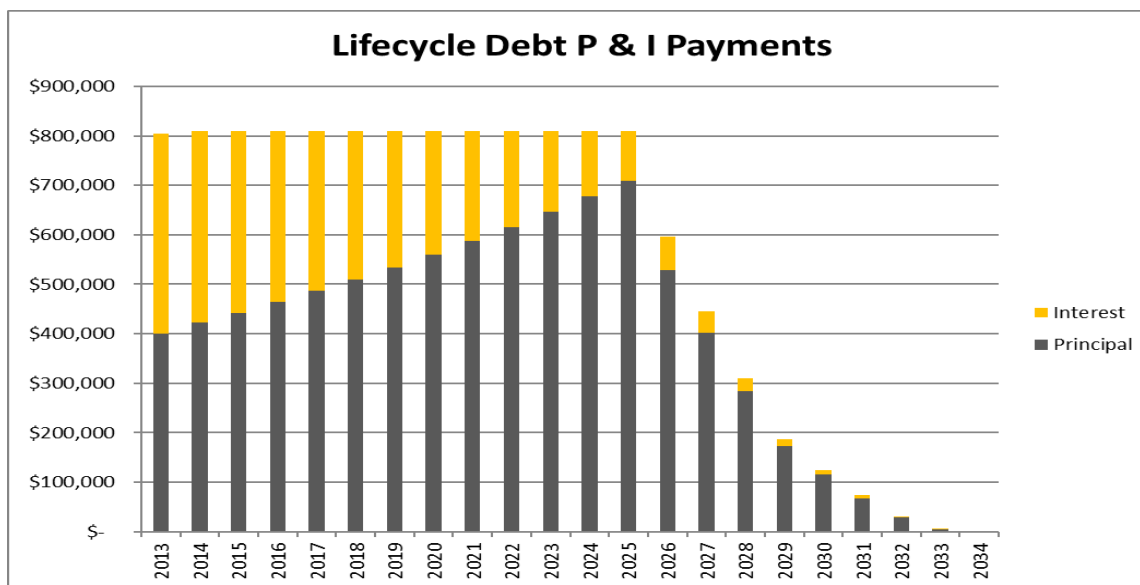
Notes

1. Election Annual Requirement increased by \$2,000 to address accumulated deficit and reflect recent tenders
2. Fire Apparatus Annual Requirement increased by \$171,000 per PWES-2023-32 update to all Apparatus replacement costs based on recent tenders
3. Fleet Annual Requirement increased by \$42,000 per PWES-2023-32 update to replacement costs for plows, tractors, backhoes and pick-up trucks based on recent tenders

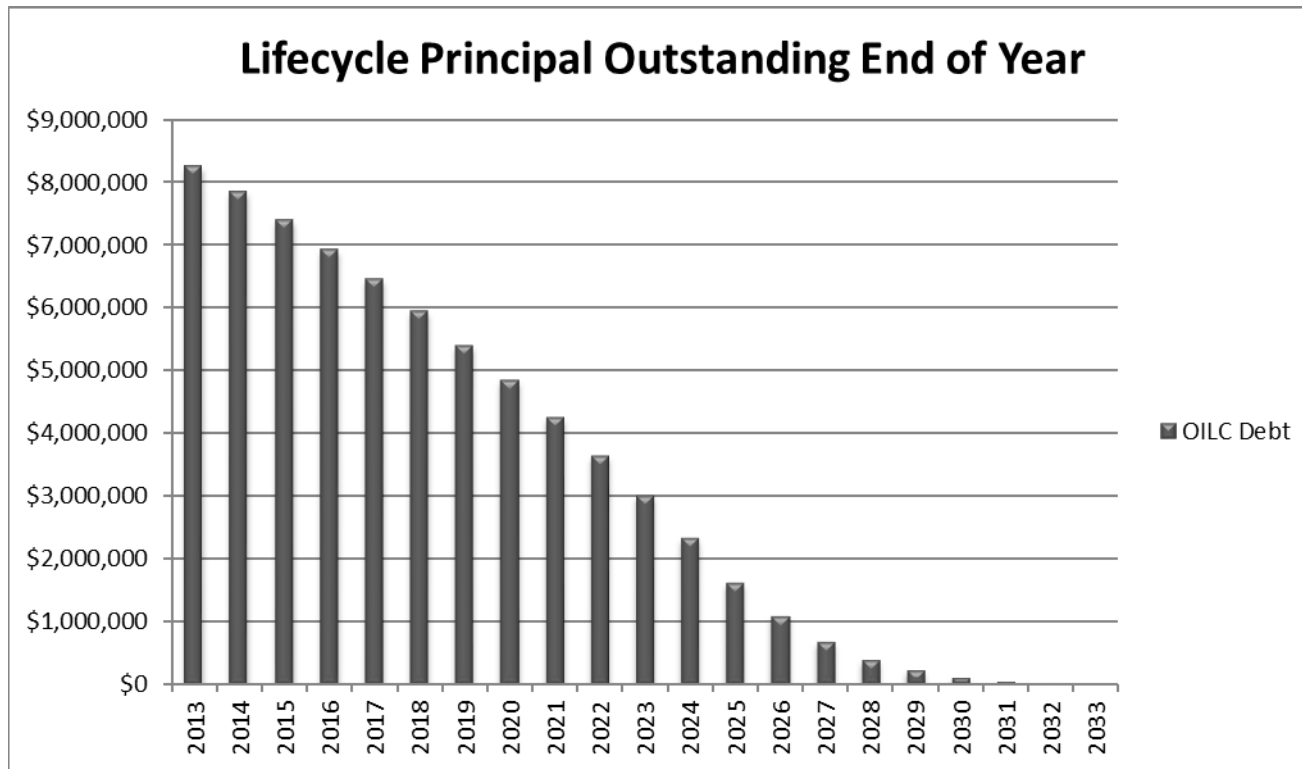
Prioritization of capital investments should be reviewed periodically to ensure capital forecasts remain accurate and that planned investments are being responsive to community needs. Occasionally, opportunities exist whereby revised priorities allow for options and solutions to be considered to address new challenges in the short-term, which will mitigate long-term issues and result in sound business practices and decisions.

Having a Lifecycle Plan provides the Town with the ability and resources to respond to capital infrastructure needs and ensure prudent capital asset management.

Implementation of the LC plan included borrowing to fully fund road and bridges requirements. The following chart shows the annual principal and interest payments required for lifecycle debt (excluding water, sanitary and recreation). The payments top out at \$823,000. Debt from this program will begin to expire in 2026.



This chart highlights the total debt principal outstanding in any one year. The maximum principal outstanding was in 2011 at a balance of \$8.6M. Total funds borrowed over the program are just under \$10.4M whereas the original plan in 2005 contemplated borrowing \$11.5M.



New Infrastructure Funding

New and/or Enhanced infrastructure items on the horizon include the following:

- 1) Special Council Meetings were held in March and May of 2022 to consider optional five-year capital plan scenarios intended to shape and prioritize the five-year capital plans for the Community Recreation Services and Public Works and Engineering Services departments respectively. Council adopted plans, in principle, that include significant investment in community recreation amenities and infrastructure works to promote development. The recreation amenity projects are largely new and/or enhanced projects that are beyond the funding capacity of existing Lifecycle Reserves, and so will rely on the Infrastructure Reserve for **\$9.8M** within the first two years of the plan while the infrastructure projects will call for **\$1.5M** from the Infrastructure Reserve for that same period.
- 2) The 2019 Development Charges Study (DC Study) highlighted expected growth-related new infrastructure costs of \$36M to be incurred over the duration of the By-law (five years). Development Charges were to recover \$27M, thus leaving **\$9M to be borne by the general tax levy**. Contributing towards a New Infrastructure reserve early will ease upcoming levy requirements.
- 3) The County Wide Active Transportation System (CWATS) is a county wide master plan that guides the County and the lower-tier municipalities in the development of an integrated and coordinated transportation network dedicated to pedestrian and bicycle traffic. The plan, adopted in 2012, looked at a 20-year planning horizon and identified the Town of Tecumseh's share of projects costs as \$1.6M or \$80,000 annually for 20 years. Recent actual costs incurred for construction indicates the original cost estimates were low. The County, with participation from lower-tier municipalities, is currently undergoing an update to CWATS, with an anticipated completion in 2024.
- 4) There has been an emphasis placed on enhancing trails and pathways in the Town. These facilities have been identified within the Town's Transportation Master Plan (2017), and were further detailed within the Parks and Recreation Strategic Master Plan 5-Year Review, which was completed in late 2021. Currently trails and pathways constructed within the right-of-way are managed by PWES and funded through the Infrastructure Reserve Fund. Recommendations within the Parks and Recreation Strategic Master Plan 5-Year Review include enhancing park pathways for the 2023-2027 capital planning period.

- 5) The Parks Master Plan identified a number of improvements classified as High, Medium and Low Priority. Total funding required of all recommendations would exceed \$7M. Over 20- and 40-year horizons this would amount to \$350,000 and \$175,000 per year respectively. The 2021 Parks and Recreation Strategic Master Plan 5-Year Review includes Parks and Trail Inventory and Asset Valuation as well as an Implementation plan for park amenities over a ten-year planning period. The Review also recommends that a new Parks Master Plan be undertaken for the municipality in 2025.
- 6) The Main Street CIP implementation project is ongoing. In 2015 Council approved the establishment of a Main Street CIP reserve for the purpose of managing Main Street CIP funding. The 2024 budget includes an annual grant allocation of \$125,000. The original Main Street CIP Study suggests the annual allocation should be \$417,000.
- 7) The Main Street CIP Streetscape Plan was approved by Council in principle. The approved Plan carries a price tag in excess of \$30M. Administration is currently overseeing engineering design of the Plan as well as options for phasing in construction. Detailed design for Phase 1 was substantially completed in 2022. It is expected that updated financial impacts will be provided as the project progresses.
- 8) The construction of a Multi-Use Sportsplex has been identified as a top community priority. Detailed design and construction costing suggest the preferred facility will cost in excess of \$70M. The Town was not successful in its bid for ICIP Recreation Stream grant funding that would have enabled this project to proceed in 2020. Updated costing and alternative options (Sportsplex component amenities) were presented and approved by Council 2022. The alternative options have been included in the updated 5-year Capital Plan budgets for Council's annual approval of the individual projects. \$550,000 of the NIL annual target allocation of \$2.35 million was established for debt financing of the-then anticipated Town share of the cost. This allocation will support approximately \$10 million worth of debt over a 20-year payment term.
- 9) The (Tecumseh) Storm Drainage Master Plan completed in 2019 and the Oldcastle Stormwater Master Plan completed in 2022, recommended over \$140 million in capital projects. The Lifecycle Storm Reserve is intended to replace existing storm infrastructure. The recommendations propose enhanced replacements whose costs far exceed the Lifecycle Storm purpose and capability.
- 10) The Industrial CIP implementation project is ongoing. The Industrial CIP establishes that for each of the three available financial incentive programs, Council may establish a maximum total rebate that can be paid under these programs, based on negotiated agreement terms, per application, property or project. Accordingly, implementation of the Industrial CIP financial incentive program is subject to appropriate budget allocation by Council, on the recommendation of Town Administration.

Administration updated the NIL annual target level to \$2.35M in 2020 (allocation of \$550,000 to fund the Sportsplex-component amenities; \$1.8M to fund other new infrastructure). The 2023 allocation is \$1.95M with an increase of \$200,000 budgeted for 2024 to bring the annual allocation to \$2.15M. The annual NIL target allocation is updated regularly, generally in conjunction with the Town's Development Charge Background Study Update, next of which is to occur in 2024.

The Infrastructure Reserve has a projected 2024 year-end balance \$10M. Other funding sources, such as Grants, Partnerships and Debt, will need to be secured to move major projects such as the CIP Streetscape Plan and Multi-Use Sportsplex alternative options forward in the near term. The Town's successful application towards the Federal Disaster Mitigation and Adaptation Fund (DMAF) will provide the Town with up to \$10.7M to put towards two major storm pump station replacements carrying an estimated total cost of \$34M. The grant funding is a welcome announcement however, commits the Town to fund just over \$23M within the next five years.

Capital Projects

For budget purposes, we have included committed projects as well as estimates of what typically would be spent on capital projects. **Actual approval of specific projects will come back to Council in the form of Department Five-Year Capital Plan Reports prior to proceeding with any project.**

The following highlights some of the significant capital investments and initiatives included in the 2024 Lifecycle Budget:

Recurring projects:

- **Tar and Chip, Asphaltting, and Crack Sealing** – \$1.2M has been allocated for the asphaltting of roads.

Significant/Non-Recurring projects:

- **County Road 46/Webster Drive/Laval Easement Sanitary Sewer Extension** – Construction to commence in 2024. The estimated costs, including sanitary, water, road and storm works is \$6.75M with an estimated \$1.5M being recovered from property owners as a sanitary connection charge.
- **Del Duca Drive Sanitary Sewer Extension** – Construction to commence in 2024. The estimated cost, including sanitary, road and storm works is \$5.4M with an estimated \$1.2M being recovered from property owners as a sanitary connection charge.
- **Scully and St. Mark's Storm Pump Stations** – Construction commenced in Fall 2023 and is anticipated to last until early 2025. The estimated cost, including storm pump stations, trunk storm sewers and road is \$23.30M. Recently awarded DMAF grant funding of up to 40% of eligible costs will require the Town to complete this project no later than December 2027.
- **P.J. Cecile Storm Pump Station** - This project proposes to commence engineering in 2023 with construction in 2025/2026. The estimated cost is \$11.64M. Recently awarded DMAF grant funding of up to 40% of eligible costs will require the Town to complete this project by December 2027.
- **Lesperance Road Multi-Use Pathway** - As part of the Tecumseh Transportation Master Plan, a network of key Active Transportation facilities was developed to ensure connectivity in the large network. The expansion of the Active Transportation Network is a municipal focus because it promotes Environmental Sustainability, personal health, and equity in transportation services. The Lesperance Road Multi-Use Trail is located between County Road 22 and County Road 42. The trail will be a minimum of 2.4m wide with a length of approximately 3.0km. Design is proposed in 2022/2023 with construction in 2024.

The total project cost estimate is \$2.8M. Grant funding of approximately \$466,000 (\$254k Federal and \$212k Provincial) is available through the Investing in Canada Infrastructure Program (ICIP) Public Transit stream towards this project.

- **Lesperance Road (Riverside Drive to First Street) & Little River Boulevard (Lesperance Road to Gauthier Street) Multi-Use Pathways** - The expansion of the Active Transportation Network is a municipal focus because it promotes Environmental Sustainability, it promotes personal health and it promotes equity in transportation services. The Lesperance Road (Riverside Drive to First Street) & Little River Boulevard (Lesperance Road to Gauthier Street) Multi-Use Pathways will be a minimum of 2.4m wide with a length of approximately 2.5km. Design is scheduled for 2023/2024 with construction in 2025. The total project cost estimate is \$4.7M. Grant funding of approximately \$2.616M is available through the Active Transportation Fund (ATF) towards this project.
- **CR43 Trunk Watermain W-4** – The County of Essex is planning improvements to CR43 (from 200 metres south of County Road 42 to CP Rail) . As part of their design, the Town will be installing a trunk watermain on CR43 north of CR42. Design is being finalized in 2023 and Construction is scheduled to commence in 2024. The estimated cost for the Town's trunk watermain is \$6.0M.
- **Centennial Drive & Woodridge Drive Watermain Replacement Project** – Includes the watermain replacement on Centennial Drive (Riverside Drive to St. Thomas Street) and Woodridge Drive (Dillon Drive to St. Thomas Street). Engineering design commenced in Q4 of 2022, with construction anticipated in 2025. The total project cost estimate is \$4.6M. Grant funding of approximately \$2.57M (\$1.4M Federal and \$1.17M Provincial) is available through the Investing in Canada Infrastructure Program (ICIP) Green Stream Stage II 2021 Intake towards this project.
- **Tecumseh Hamlet Secondary Plan Area, Northwest Water & Wastewater** – Includes the installation of trunk water and wastewater infrastructure from County Road 22 south of CP Rail and the Hydro One Corridor in the Tecumseh Hamlet Secondary Plan Area. This project is within the area highlighted as the top priority by Council at the May 5, 2022 Special Meeting of Council on Capital Priorities related to growth and development. Engineering design commenced in Q1 2023 with construction to follow in 2024/2025. The total project costs are estimated at \$16.6M, with \$1.02M allocated for engineering design in 2023/2024.
- **County Road 19 Improvements (County Road 22 to Jamsyl Drive)** – Includes the installation of a trunk watermain from County Road 22 to just south of Jamsyl Drive as part of the County of Essex's larger infrastructure project. Engineering design commenced in 2020, and it is anticipated design will continue in 2024 and construction will commence in 2025. The total watermain costs are estimated at \$1.02M.
- **Lesperance Road Right Turning Lane (County Road 22 to Westlake Drive)** – An operational review and traffic analysis was completed on Lesperance Road from CR22 to Westlake Drive to evaluate existing conditions and identify if improvements from

a geometric and/or traffic control perspective are needed. The review determined a dedicated right turn lane at Lesperance Road and CR22 is warranted at this time based on existing traffic conditions. It is proposed to commence design in 2024 with construction to follow in 2025. The estimated costs of the works are \$0.40M

- **Lacasse Ball Diamond Upgrades** – Includes replacement of grandstands, backstop, and entrance plaza area. Architect design work was undertaken and completed in 2022, construction tendered in December 2022 with this phase of the project completed for 2023 Q4. This project was one of several community and recreation amenities adopted in principle by Council at the capital priority setting Special Council Meeting in March 2022. Total project costs were estimated at \$3.3M, with the bulk of funding to come from the Town's Infrastructure Reserve. The Town will also use \$1M of accumulated Canada Community-Building Fund (CCBF) reserves towards this project with partnership commitments of \$250,000 confirmed from St. Clair College and \$100,000 Tecumseh Thunder Baseball Club pledged. Due to the additional funding contribution from St. Clair College, Phase 2 of the project will now include In-Ground Dugouts. To provide a completely finished product, enhancements in 2024 will include parking lot resurfacing and new speed controls, additional pathways, landscaping improvements, improvement to non-grandstand spectator seating, fencing replacement and exterior painting of remaining structures. Total Phase 2 project cost is estimated at \$1.2M.
- **Lakewood Park Washroom, Pavilion and All-Ages Water Feature** – Includes construction of outdoor washrooms, a pavilion, and an all-ages water feature as part of the Lakewood Park Master Plan adopted in 2013 and supported in the March 2022 capital priority setting exercise. Total project cost is estimated at \$3.0M with partnership commitments of \$60,000 from the Optimist Club.
- **Tecumseh Arena Restoration** – in response to severe flooding in 2023, all interior flooring will be replaced and upgrades will be made to the dressing rooms, lobby, concession area, washrooms and other items. Estimated costs are \$1.2M of which a portion will be covered through the insurance claim.
- **Sports Fields Rehabilitation** – natural turf sports fields for baseball and soccer will be improved through a comprehensive 5 year turf management program. Start-up costs include specialized equipment (mower), drainage and contractor costs. Specific parks include baseball and soccer fields at Tecumseh Soccer, Buster Reaume, McAuliffe and Lacasse. Total project cost is estimated at \$200K for 2024 with projected forecast of \$100K per year for the remaining years of the program.

The summary of proposed projects includes a certain amount of grant funding from Federal and Provincial governments. Two major factors allowing the Town to access these grants include the current practice of having **projects engineered and ready to go** on short notice and the fact that our lifecycle funding program allows us to provide the Town's share of funding required. **The 2024 budget continues to enhance the Town's financial strength with increases to our Lifecycle and New Infrastructure Levy.**

Debt

The Town has, since 2005, adopted an aggressive strategy to use 10-year debt for financing long-term capital requirements for sanitary and water purposes to ready the Town for development when circumstances dictate. Over this period the Town has issued \$12.2M and \$2.0M for sanitary and water purposes respectively.

At the same time the Town embarked on a Lifecycle program in order to ensure funding for replacement of existing infrastructure was in place. As part of the program, the Town agreed to borrow 20-year debt for road and bridge requirements to provide full funding of these two categories. Borrowing has totaled \$10.4M. No further debt issuance is expected.

In addition, a 25-year debt was issued in December 2011 to fund the Lakewood Park North and South property acquisitions in the amount of \$11.2M.

In 2012, the Town completed sewage works to service parts of the North Talbot Road Sanitary Sewer Area. As part of the program, it was agreed that property owners could repay their share of the connection charge over a five-year period, or over ten years in hardship cases. To date, the Town has borrowed \$2.3M. The amount of borrowing required for future projects will not be known until after the project is complete. **The Town is recovering these funds from the property owners as a charge on the tax roll.**

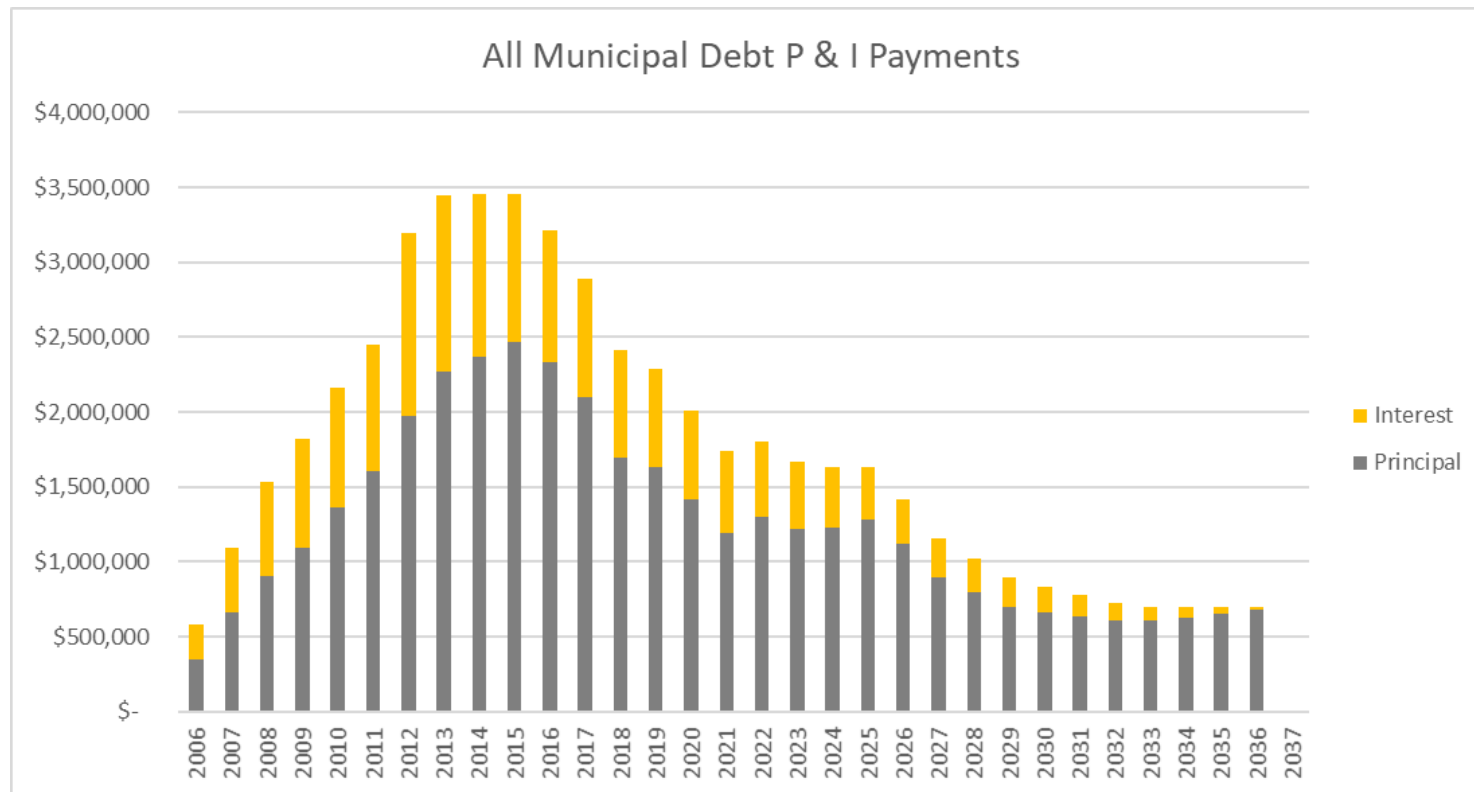
The Town is in the process of finalizing the program and cost recovery By-law for servicing the 8th Concession Road Sanitary Sewer Outlet area. The Town's share of the total cost of the program is estimated to be \$27.0M over a 30-year period. Almost \$9.8M was constructed between 2009 and 2012 utilizing grants under the Infrastructure Stimulus Fund (ISF). The nature of this project is that the Town has to make a substantial upfront investment in infrastructure with landowner recoveries occurring as connections are made. In order to fund this initial investment, the Town will need to borrow an as yet undetermined amount of funds.

Outstanding debt balances and principal and interest payments expected, for selected years, are outlined in the table below.

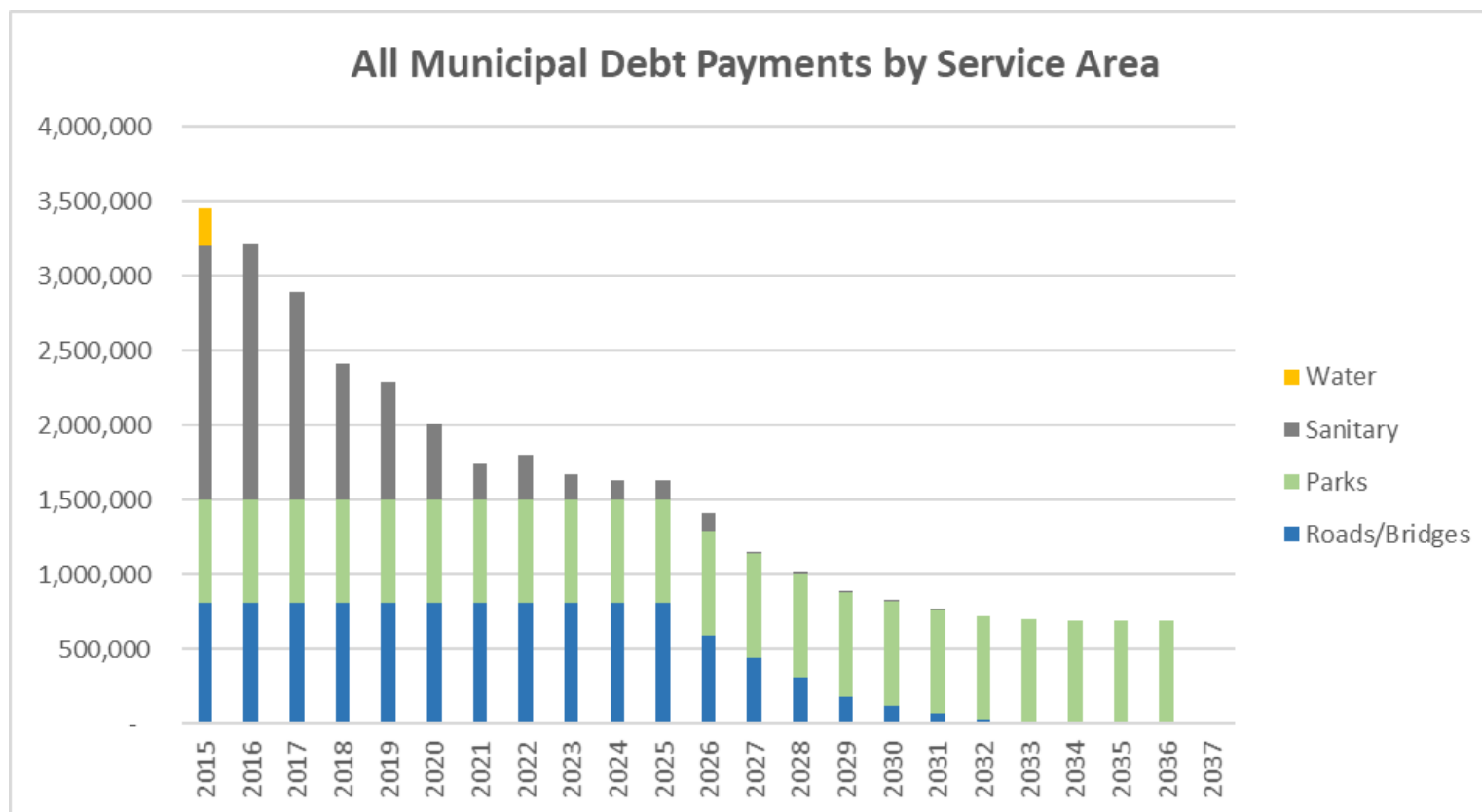
	2004	2021	2022	2023	2032
Debt	\$1,633,734	\$13,605,000	\$12,556,000	\$11,153,000	\$3,180,000
Principal and Interest	\$570,593	\$1,739,000	\$1,804,000	\$1,671,000	\$725,000

The remaining debt outstanding in 2032 is the balance remaining on the purchase of a portion of the Lakewood Golf Course, which will be paid off in 2036.

This chart shows the annual principal and interest payments required for all municipal debt.



The chart below shows annual debt payments by service area.



The need for these levels of debt during the 2005-2012 period had arisen due to a number of factors including:

- Little development for a number of years between 2005-2020
- Reduction in long term sustainable grant funding from the Provincial and Federal levels
- Unexpected opportunities being available to acquire parkland property, and
- Requirement to invest in sanitary sewer capacity to accommodate growth

The Town's Debt to Reserves Ratio has ranged from 0.17 to 0.43 over the course of the past five years (2022 – 17%). The general benchmark for this ratio is 1.00. A measure of 0.17 or 17% suggests that the Town is not over-leveraged.

Additional debt expected over the next few years will generally be related to infrastructure improvements required for sanitary sewer purposes in the North Talbot Road Sanitary Sewer Area and then in the 8th Concession Road Sanitary Sewer Area. The (Tecumseh) Storm Drainage Master Plan and (Oldcastle Hamlet) Storm Drainage Master Plan identify capital projects in excess of \$140M, including the Scully & St. Mark's Storm Pump Station and PJ Cecile Storm Pump Station projects identified in Public Works 5-year capital plan in excess of \$34M. With a current annual allocation to Lifecycle Storm Reserve of approximately \$1.4M, it is likely that debt will be necessary in the coming years. The 2023 Water/Wastewater Rate Study contemplates little debt being required. The 2019 update to the Water/Wastewater Master Plan suggests significant capital funding may be required within five years.

During Special Council Meetings in March and May of 2022, Council approved, in principle, five-year capital plans for the Community and Recreation Services and Public Works and Environmental Services Departments that include projects totalling over \$105M. Town contributions to reserves that could support these projects total just under \$10M annually in 2022. Use of debt financing will likely be needed to enable these projects to proceed as planned.

Annual Repayment Limit

The annual repayment limit is a Ministry formula that limits the amount of debt repayment a Municipality can commit to without requiring OMB approval. The limit is based on a maximum of 25% of municipal (own purposes) revenues based on the Financial Information Return and as adjusted by the Treasurer. The Town's current ratio of Net Debt Charges to Own Purposes Revenue is 3.5% (2021 FIR). The limit as of January 1, 2023 is \$8,233,000. The following table illustrates the potential debt that could be issued within the ARL at current Infrastructure Ontario lending rates.

Term	Interest Rate	Principal
5	5%	\$35,000,000
10	5%	\$63,000,000
15	5%	\$85,000,000
20	5%	\$102,000,000

It is important to be aware that as our ARL decreases, our ability to fund additional projects is impaired and our cost of debt may increase.

Operating Impacts by Functional Area

General Government

A total budget of \$516,000 has been allocated for Information and Communications capital initiatives. Generally speaking, the impact to operations is minimal. Computer replacements, network upgrades, video surveillance and AV systems hardware, and street photo purchases have no impact.

However, the trend for software has moved from a purchase-model to an annual subscription-model. This will shift budgetary funding from capital to operating and recent transitions suggest that the average annual cost for software will increase.

Some of the more noteworthy items are as follows:

- An allocation for Payroll Time and Attendance software of \$80,000 is the most costly expenditure planned. Financial Software is also within its timeframe for replacement/enhancement with an allocation of \$200,000 established for 2024, pending review and necessity for update. No impact to the operating budget is expected during the year of implementation.

Protection to Persons and Property

Fire

The annual allocation of \$16,000 for the replacement of Firefighter PPE has no bearing on operating costs.

The replacement of SCBA equipment at an estimated \$136,000 and Fire Radio System at \$610,000 should have no impact to operating costs.

Transportation Services

Rehabilitation or replacement of existing transportation infrastructure generally has no operating impact. Annual operating costs (as of 2006) for additional lane kilometers of road are approximately \$7,400 for Public Works and \$760 for Winter Control.

Roads

An amount of \$1,200,000 has been allocated for the annual asphaltting program. There is no direct operating budget impact as this budget is for the paving of existing roads.

The following projects and studies are in the design phase and would not have any impact on operations:

- P.J. Cecile Storm pump station project
- Centennial Drive & Woodridge Drive Watermain Replacement Project

Construction projects with Roads component planned for 2024 are not expected to have an impact on operations.

Servicing of existing debt has been provided for in the base budget. No additional debt is planned for Roads for 2024.

Bridges

Servicing of existing debt has been provided for in the base budget. No additional debt is planned for Bridges for 2024.

Sidewalk

A new trail is proposed for Lesperance Road from County Road 22 to County Road 42. The trail will be a minimum of 2.4m wide with a length of approximately 3.0km. The trail will tie into the existing path at the CPR Railway Crossing with no anticipated changes to the pedestrian maze and pavement within the CPR Rail Right-of-Way. The trail will be included in the network of roads to be cleared of snow as required. It is estimated that winter control will cost \$16,100 every year starting in 2024.

Environmental Services

Storm Sewer

The following projects and studies are in the design phase and would not have any impact on operations:

- P.J. Cecile Storm pump station project

Construction projects with Storm component planned for 2024 are expected to have an impact on operations.

Specifically, once operational, hydro and generator operating costs related to the Scully and St Mark's Storm pump station are expected to increase by \$10,000 annually as the enhanced storm water capacity will demand greater energy consumption.

Sanitary Sewers

The following projects and studies are in the design phase and would not have any impact on operations:

- Sanitary Sewer Model Update and Analysis
- Tecumseh Hamlet Secondary Plan Area – Northwest Water & Wastewater Infrastructure Projects

The sanitary sewer improvements as part of the County Road 46, Webster and Laval sanitary Sewer Project, and the Delduca Drive Sanitary Sewer Project will impact operations as it adds new sanitary sewer length.

Water

The following projects and studies are in the design phase and would not have any impact on operations:

- County Road 19 Improvement Project
- Centennial Drive & Woodridge Drive Watermain Replacement Project

The watermain improvements as part of the County Road 43 Trunk Watermain W-4 will impact operations as it adds new watermain length.

Buildings

In 2024, the Town will have increased staffing, utilities, and maintenance costs due to: the addition of new washroom facilities at Maidstone Recreation Centre and Lakewood Park; increased use at St. Clair Beach Community Centre; a new all-ages water feature at Lakewood Park; chemical cost increases for the arena and pool and maintenance costs for Maidstone Recreation Centre.

Drains

The Town of Tecumseh is responsible for the repair, maintenance and/or improvements to the municipal drainage systems located within the Town boundaries on behalf of the community of affected landowners involved. All costs to repair or improve municipal drainage systems are assessed to the affected upstream landowners who benefit from the drains.

**2024 Budget
Lifecycle Summary
with Annual Requirements**

	Tax & Revenues	Annual Requirement	Deficiency
Lifecycle - Replace Existing Capital Assets			
Arenas	200,000	220,000	20,000
Bridges and culverts	435,000	450,000	15,000
Buildings	220,000	230,000	10,000
Drains	100,000	100,000	-
Fire apparatus (1)	259,000	500,000	241,000
Fire equipment	95,000	125,000	30,000
Fleet (2)	618,000	720,000	102,000
ITS infrastructures	175,000	190,000	15,000
Outdoor pool	80,000	80,000	-
Roads	4,160,000	4,160,000	-
Sidewalks	74,000	74,000	-
Storm sewers	1,460,000	2,000,000	540,000
Total	7,876,000	8,849,000	973,000
Lifecycle - Replace Existing Capital and Provision for New Assets			
Park development & play equipment	400,000	500,000	100,000
Reforestation	30,000	30,000	-
Community trails	90,000	120,000	30,000
	520,000	650,000	130,000
Lifecycle - Operating Cyclical Expenditures			
Election (3)	18,000	18,000	-
Transit	100,000	100,000	-
	118,000	118,000	-
Lifecycle - Other			
New lifecycle issues	100,000	100,000	-
Strategic issues - one time	50,000	50,000	-
	150,000	150,000	-
Lifecycle Total	8,664,000	9,767,000	1,103,000
Debt payments	1,505,800	1,505,800	-
Miscellaneous			
Small equipment	150,000	150,000	-
Rehabilitation/Renewal	2,300,000	-	(2,300,000)
New Infrastructure Levy	2,150,000	2,350,000	200,000
	4,600,000	2,500,000	(2,100,000)
Total	14,769,800	13,772,800	(997,000)

**2024 Budget
Lifecycle Summary
with Annual Requirements**

	Tax & Revenues	Annual Requirement	Deficiency
Reconciliation	2024	2023	2022
Lifecycle - prior year	8,873,000	8,623,000	8,578,000
Lifecycle - increase	199,300	250,000	45,000
Total	9,072,300	8,873,000	8,623,000
New Infrastructure Levy - prior year	1,950,000	1,750,000	1,750,000
New Infrastructure Levy - increase	200,000	200,000	-
Total	2,150,000	1,950,000	1,750,000
	11,222,300	10,823,000	10,373,000
Water/Sanitary rates	120,000	120,000	120,000
Share of gas tax	1,127,500	1,127,500	1,127,500
OCIF Grant	2,300,000	1,175,000	2,321,955
Total	14,769,800	13,245,500	13,942,455

Town of Tecumseh
Approved 2024 Lifecycle Budget

	Unfinanced Capital Dec 31/23 Est	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/24
		Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/Rates	Revenues	
Tax-Supported General Government Lifecycle														
Arena	-	-	200,000	-	-	-	-	-	-	-	-	200,000	200,000	-
Bridges	-	-	435,000	-	-	-	-	-	-	-	-	435,000	435,000	-
Buildings	-	-	220,000	-	-	-	-	-	-	-	-	220,000	220,000	-
Community Trails	-	-	90,000	-	-	-	-	-	-	-	-	90,000	90,000	-
Drains	-	-	100,000	-	-	-	-	-	-	-	-	100,000	100,000	-
Elections	-	-	18,000	-	-	-	-	-	-	-	-	18,000	18,000	-
Fire Apparatus	-	-	259,000	-	-	-	-	-	-	-	-	259,000	259,000	-
Fire Equipment	-	-	95,000	-	-	-	-	-	-	-	-	95,000	95,000	-
Fleet	-	-	498,000	-	-	-	-	-	-	-	-	498,000	498,000	-
ITS	-	-	175,000	-	-	-	-	-	-	-	-	175,000	175,000	-
New issues	-	-	100,000	-	-	-	-	-	-	-	-	100,000	100,000	-
Outdoor Pool	-	-	80,000	-	-	-	-	-	-	-	-	80,000	80,000	-
Park Development	-	-	400,000	-	-	-	-	-	-	-	-	400,000	400,000	-
Reforestation	-	-	30,000	-	-	-	-	-	-	-	-	30,000	30,000	-
Roads	-	-	4,160,000	1,203,970	-	-	1,203,970	-	-	-	-	2,956,030	4,160,000	-
Sidewalks	-	-	74,000	-	-	-	-	-	-	-	-	74,000	74,000	-
Storm Sewers	-	-	1,460,000	-	-	-	-	-	-	-	-	1,460,000	1,460,000	-
Strategic Issues - one time	-	-	50,000	-	-	-	-	-	-	-	-	50,000	50,000	-
Transit	-	-	100,000	-	-	-	-	-	-	-	-	100,000	100,000	-
Total Lifecycle	-	-	8,544,000	1,203,970	-	-	1,203,970	-	-	-	-	7,340,030	8,544,000	-
Administration														
TCS-PC Replacements	-	25,000	-	-	-	-	-	-	25,000	25,000	-	-	25,000	-
TCS-Network Upgrades	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
TCS-Video Surveillance	-	30,000	-	-	-	-	-	-	30,000	30,000	-	-	30,000	-
TCS-A/V Systems	-	5,000	-	-	-	-	-	-	5,000	5,000	-	-	5,000	-
TCS-Miscellaneous Software	-	5,000	-	-	-	-	-	-	5,000	5,000	-	-	5,000	-
TCS-Virtual Server Upgrades	-	5,000	-	-	-	-	-	-	5,000	5,000	-	-	5,000	-
TCS-Corporate Website	-	25,000	-	-	-	-	-	-	25,000	25,000	-	-	25,000	-
TCS-Financial Software	-	200,000	-	-	-	-	-	-	200,000	200,000	-	-	200,000	-
TCS-GPS Data Collector Units - CFWD	-	15,000	-	-	-	-	-	-	15,000	15,000	-	-	15,000	-
TCS-FMW Updates - CFWD	-	17,300	-	-	-	-	-	-	17,300	17,300	-	-	17,300	-
TCS-Time and Attendance Software - CFWD	-	47,200	-	-	-	-	-	-	47,200	47,200	-	-	47,200	-
TCS-Time and Attendance Software	-	32,800	-	-	-	-	-	-	32,800	32,800	-	-	32,800	-
Small Equipment	-	150,000	-	-	-	-	-	-	-	-	-	150,000	150,000	-
New Infrastructure funding enhancement	-	-	2,150,000	-	-	-	-	-	-	-	-	2,150,000	2,150,000	-
Total Administration	-	577,300	2,150,000	-	-	-	-	-	427,300	427,300	-	2,300,000	2,727,300	-
Total General Government	-	577,300	10,694,000	1,203,970	-	-	1,203,970	-	427,300	427,300	-	9,640,030	11,271,300	-
Protection To Persons & Property Fire														
Pagers	-	600	-	-	-	-	-	-	600	600	-	-	600	-
Firefighter Helmets	-	1,750	-	-	-	-	-	-	1,750	1,750	-	-	1,750	-
Firefighter Boots	-	1,000	-	-	-	-	-	-	1,000	1,000	-	-	1,000	-
Bunker Gear	-	18,000	-	-	-	-	-	-	18,000	18,000	-	-	18,000	-
SCBA Cylinders	-	71,000	-	-	-	-	-	-	71,000	71,000	-	-	71,000	-
SCBA Cylinders - CFWD	-	65,000	-	-	-	-	-	-	65,000	65,000	-	-	65,000	-
Radio equipment - CFWD	-	608,000	-	-	-	-	-	-	608,000	608,000	-	-	608,000	-
Total Fire	-	765,350	-	-	-	-	-	-	765,350	765,350	-	-	765,350	-
Total Protection To Persons & Property	-	765,350	-	-	-	-	-	-	765,350	765,350	-	-	765,350	-

Town of Tecumseh
Approved 2024 Lifecycle Budget

	Unfinanced Capital Dec 31/23 Est	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/24
		Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/Rates	Revenues	
Transportation Services														
Roads														
Paving	-	1,200,000	-	-	-	-	-	-	1,200,000	1,200,000	-	-	1,200,000	-
Public Works North Building Improvements - CFWD	-	765,000	-	-	-	-	-	-	765,000	765,000	-	-	765,000	-
Roads Needs Study	-	160,000	-	-	-	-	-	-	160,000	160,000	-	-	160,000	-
CR46/Webster/Laval Sanitary Sewer(LRPCP) - CFWD	-	2,122,400	-	-	-	-	-	1,500,000	622,400	2,122,400	-	-	2,122,400	-
Delduca Drive Sanitary Sewer (LRPCP) - CFWD	-	2,062,700	-	-	-	-	-	1,000,000	1,062,700	2,062,700	-	-	2,062,700	-
PJ Cecile Storm PS - CFWD	-	40,000	-	16,000	-	-	16,000	-	24,000	24,000	-	-	40,000	-
Boulevard Street Trees	-	125,000	-	-	-	-	-	-	125,000	125,000	-	-	125,000	-
Lesperance Right Turn Lane at CR22	-	40,000	-	-	-	-	-	-	40,000	40,000	-	-	40,000	-
Riverside Drive Streetlight Improvements	-	250,000	-	-	-	-	-	-	250,000	250,000	-	-	250,000	-
Lesperance Road Rehabilitation (McNorton to First) - CFWD	-	10,000	-	-	-	-	-	-	10,000	10,000	-	-	10,000	-
Tecumseh Hamlet SPA EA FSR- CFWD	-	11,000	-	-	-	-	-	-	11,000	11,000	-	-	11,000	-
Tecumseh Hamlet SPA EA FSR	-	5,000	-	-	-	-	-	-	5,000	5,000	-	-	5,000	-
Lesperance/VIA Rail Improvements - CFWD	-	300,000	-	-	-	-	-	-	300,000	300,000	-	-	300,000	-
Scully & St. Mark's Storm PS/Riverside Drive - CFWD	-	2,585,200	-	1,034,000	-	-	1,034,000	-	1,551,200	1,551,200	-	-	2,585,200	-
TSPA Northwest W & WW Infrast (WW-1&WW-2) - CFWD	-	3,422,350	-	-	-	-	-	-	3,422,350	3,422,350	-	-	3,422,350	-
County Road 46 Municipal Class EA - CFWD	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
County Road 46 Municipal Class EA	-	10,000	-	-	-	-	-	-	10,000	10,000	-	-	10,000	-
Annual Project Allocation	-	250,000	-	-	-	-	-	-	250,000	250,000	-	-	250,000	-
PW10-15 1500 Pick-up Truck 4x4	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
PW13-15 Single Axle Pre-Wet Plow	-	325,000	-	-	-	-	-	-	325,000	325,000	-	-	325,000	-
PWE03-14 Backhoe	-	175,000	-	-	-	-	-	-	175,000	175,000	-	-	175,000	-
Total Road Construction	-	13,978,650	-	1,050,000	-	-	1,050,000	2,500,000	10,428,650	12,928,650	-	-	13,978,650	-
Debt payment - re 2005 debt	-	159,500	-	-	-	-	-	-	159,500	159,500	-	-	159,500	-
Debt payment - re 2006 debt	-	144,700	-	-	-	-	-	-	144,700	144,700	-	-	144,700	-
Debt payment - re 2007 debt	-	128,900	-	-	-	-	-	-	128,900	128,900	-	-	128,900	-
Debt payment - re 2008 debt	-	116,300	-	-	-	-	-	-	116,300	116,300	-	-	116,300	-
Debt payment - re 2009 debt	-	59,500	-	-	-	-	-	-	59,500	59,500	-	-	59,500	-
Debt payment - re 2010 debt	-	49,400	-	-	-	-	-	-	49,400	49,400	-	-	49,400	-
Debt payment - re 2011 debt	-	38,900	-	-	-	-	-	-	38,900	38,900	-	-	38,900	-
Debt payment - re 2012 debt	-	22,400	-	-	-	-	-	-	22,400	22,400	-	-	22,400	-
Debt payment - re 2013 debt	-	4,900	-	-	-	-	-	-	4,900	4,900	-	-	4,900	-
Total Road Debt	-	724,500	-	-	-	-	-	-	724,500	724,500	-	-	724,500	-
Total Road Construction & Debt	-	14,703,150	-	1,050,000	-	-	1,050,000	2,500,000	11,153,150	13,653,150	-	-	14,703,150	-
Bridges														
Bridge & Culvert Needs Study (>3m Span)	-	50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	-
Culvert #42 Snake Lane Road - CFWD	-	78,330	-	78,000	-	-	78,000	-	330	330	-	-	78,330	-
Culvert #53 Snake Lane Road - CFWD	-	60,250	-	60,000	-	-	60,000	-	250	250	-	-	60,250	-
Culvert #54 Snake Lane Road - CFWD	-	62,375	-	62,000	-	-	62,000	-	375	375	-	-	62,375	-
Pike Creek Drain at Baseline Road (1005) -CFWD	-	250,000	-	-	-	-	-	-	250,000	250,000	-	-	250,000	-
Total Bridge Construction	-	500,955	-	200,000	-	-	200,000	-	300,955	300,955	-	-	500,955	-
Debt payment - re 2005 debt	-	54,000	-	-	-	-	-	-	-	-	-	54,000	54,000	-
Debt payment - re 2006 debt	-	5,800	-	-	-	-	-	-	-	-	-	5,800	5,800	-
Debt payment - re 2007 debt	-	7,300	-	-	-	-	-	-	-	-	-	7,300	7,300	-
Debt payment - re 2008 debt	-	6,700	-	-	-	-	-	-	-	-	-	6,700	6,700	-
Debt payment - re 2009 debt	-	3,600	-	-	-	-	-	-	-	-	-	3,600	3,600	-
Debt payment - re 2010 debt	-	3,100	-	-	-	-	-	-	-	-	-	3,100	3,100	-
Debt payment - re 2011 debt	-	2,400	-	-	-	-	-	-	-	-	-	2,400	2,400	-
Debt payment - re 2012 debt	-	1,600	-	-	-	-	-	-	-	-	-	1,600	1,600	-
Debt payment - re 2013 debt	-	400	-	-	-	-	-	-	-	-	-	400	400	-
Total Bridge Debt	-	84,900	-	-	-	-	-	-	-	-	-	84,900	84,900	-
Total Bridge Construction & Debt	-	585,855	-	200,000	-	-	200,000	-	300,955	300,955	-	84,900	585,855	-

Town of Tecumseh
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	Unfinanced Capital Dec 31/23 Est	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/24
		Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/Rates	Revenues	
Sidewalk														
Sidewalk Repair Program	-	104,000	-	-	-	-	-	-	104,000	104,000	-	-	104,000	-
Riverside Drive Trail (Lesperance-Manning) - CFWD	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Lesperance Road Trail (CR22 to CR42) - CFWD	-	2,662,750	-	466,617	-	-	466,617	-	2,196,133	2,196,133	-	-	2,662,750	-
Lesperance Road Trail (Riverside to First) & Little River - CFWD	-	50,000	-	30,000	-	-	30,000	-	20,000	20,000	-	-	50,000	-
Railway Crossing	-	-	-	-	-	-	0	-	-	-	-	-	-	-
Total Sidewalk/Railway Crossing	-	2,876,750	-	496,617	-	-	496,617	-	2,380,133	2,380,133	-	-	2,876,750	-
Total Transportation Services	-	18,165,755	-	1,746,617	-	-	1,746,617	2,500,000	13,834,238	16,334,238	-	84,900	18,165,755	-
Environmental Services														
Storm Sewer														
Storm Facility Signage (CLI-ECA)	-	44,000	-	-	-	-	-	-	44,000	44,000	-	-	44,000	-
CR46/Webster/Laval Sanitary Sewer(LRPCP) - CFWD	-	707,650	-	-	-	-	-	500,000	207,650	707,650	-	-	707,650	-
Scully & St Mark's Storm PS/Riverside Drive - CFWD	-	14,425,200	-	5,770,000	-	-	5,770,000	3,000,000	5,655,200	8,655,200	-	-	14,425,200	-
Delduca Drive Sanitary Sewer (LRPCP) - CFWD	-	1,803,900	-	-	-	-	-	1,000,000	803,900	1,803,900	-	-	1,803,900	-
P.J. Cecile Storm PS - CFWD	-	400,000	-	160,000	-	-	160,000	-	240,000	240,000	-	-	400,000	-
TSPA Northwest W & WW Infrast (WW-1&WW-2) - CFWD	-	1,316,300	-	-	-	-	-	-	1,316,300	1,316,300	-	-	1,316,300	-
Centennial and Woodbridge Watermain	-	20,000	-	14,600	-	-	14,600	-	5,400	5,400	-	-	20,000	-
Tecumseh Hamlet SPA EA FSR - CFWD	-	55,500	-	-	-	-	-	-	55,500	55,500	-	-	55,500	-
Tecumseh Hamlet SPA EA FSR	-	35,000	-	-	-	-	-	-	35,000	35,000	-	-	35,000	-
Stormwater Rate Study - CFWD	-	9,550	-	-	-	-	-	-	9,550	9,550	-	-	9,550	-
MRSPA SWM Infrastructure - CFWD	-	150,000	-	-	-	-	-	-	150,000	150,000	-	-	150,000	-
Total Storm Sewer	-	18,967,100	-	5,944,600	-	-	5,944,600	4,500,000	8,522,500	13,022,500	-	-	18,967,100	-
Total Environmental Services	-	18,967,100	-	5,944,600	-	-	5,944,600	4,500,000	8,522,500	13,022,500	-	-	18,967,100	-
Recreation and Culture														
Parks														
Bench and Garbage Can Installations	-	16,000	-	-	-	-	-	-	16,000	16,000	-	-	16,000	-
Sports Fields Top Dressing Overseeding	-	16,000	-	-	-	-	-	-	16,000	16,000	-	-	16,000	-
Annual Project Allocations	-	45,000	-	-	-	-	-	-	45,000	45,000	-	-	45,000	-
Capital Project Management	-	100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	-
Lacasse Baseball Grandstand - Replacement Project - CFWD	-	314,100	-	-	-	-	-	-	314,100	314,100	-	-	314,100	-
Lacasse Park - Landscape, Parking Lot ,Pathways	-	1,000,000	-	-	-	-	-	-	1,000,000	1,000,000	-	-	1,000,000	-
Lakewood South - Water Feature, Pavillion, Washrooms - CFWD	-	2,000,000	-	-	-	-	-	-	2,000,000	2,000,000	-	-	2,000,000	-
Lakewood South - Water Feature, Pavillion, Washrooms-addl	-	1,000,000	-	-	-	-	-	-	1,000,000	1,000,000	-	-	1,000,000	-
Maidstone Recreation Centre Washrooms - CFWD	-	575,000	-	130,000	-	60,000	-	-	385,000	385,000	-	190,000	575,000	-
Tennis/Pickleball Court Resurfacing	-	50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	-
Chippewa Park - Plaza Refurbishing - CFWD	-	18,545	-	-	-	-	-	-	18,545	18,545	-	-	18,545	-
Chippewa Park - Plaza Refurbishing-addl	-	30,000	-	-	-	-	-	-	30,000	30,000	-	-	30,000	-
Storage Container - for Parks Manning Rd	-	30,000	-	-	-	-	-	-	30,000	30,000	-	-	30,000	-
Sport Field Rehabilitation Program	-	200,000	-	-	-	-	-	-	200,000	200,000	-	-	200,000	-
Dreseden Park - Pavilion Replacement	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
Tree Planting	-	30,000	-	-	-	-	-	-	30,000	30,000	-	-	30,000	-
St Clair Beach Comm Centre 'B' Side HVAC Replacement	-	30,000	-	-	-	-	-	-	30,000	30,000	-	-	30,000	-
Annual General Building Allocation	-	40,000	-	-	-	-	-	-	40,000	40,000	-	-	40,000	-
P2-16 1500 Pick-up Truck	-	45,000	-	-	-	-	-	-	45,000	45,000	-	-	45,000	-
P3-16 1500 Ext Cab Pick-up Truck	-	50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	-
P8-16 1500 Ext Cab Pick-up Truck 4x4	-	65,000	-	-	-	-	-	-	65,000	65,000	-	-	65,000	-
P31-20 Mower - Large Area Rotary	-	140,000	-	-	-	-	-	-	140,000	140,000	-	-	140,000	-
P61-09 Overseeder	-	24,000	-	-	-	-	-	-	24,000	24,000	-	-	24,000	-
P62-14 Truck Bed Salter	-	9,000	-	-	-	-	-	-	9,000	9,000	-	-	9,000	-
Total Parks Construction	-	5,902,645	-	130,000	-	60,000	-	-	5,712,645	5,712,645	-	190,000	5,902,645	-
Lakewood Park - debt payment	-	696,500	-	-	-	-	-	-	-	-	-	696,500	696,500	-
Total Parks Construction & Debt	-	6,599,145	-	130,000	-	60,000	-	-	5,712,645	5,712,645	-	886,500	6,599,145	-

Town of Tecumseh
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	Unfinanced Capital Dec 31/23 Est	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/24
		Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/Rates	Revenues	
Arena														
Tecumseh Arena Restoration - CFWD	-	852,840	-	-	-	675,000	675,000	-	177,840	177,840	-	-	852,840	-
Tecumseh Arena Restoration	-	300,000	-	-	-	-	-	-	300,000	300,000	-	-	300,000	-
Rehabilitation of Front Entrance Apron	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
Replacement of Evaporative Condenser	-	200,000	-	-	-	-	-	-	200,000	200,000	-	-	200,000	-
Replacement of Rink A Brine Header	-	100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	-
Annual General Lifecycle Repairs	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
Total Arena	-	1,492,840	-	-	-	675,000	675,000	-	817,840	817,840	-	-	1,492,840	-
Pool														
Pool Spray Feature Controls Replacement	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
Vinyl Liner for Lap Pool & Tot Pool	-	300,000	-	-	-	-	-	-	300,000	300,000	-	-	300,000	-
Annual General Lifecycle Repairs	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
Total Pool	-	340,000	-	-	-	-	-	-	340,000	340,000	-	-	340,000	-
Total Recreation and Culture	-	8,431,985	-	130,000	-	735,000	675,000	-	6,870,485	6,870,485	-	886,500	8,431,985	-
Cultural Services														
Library														
CADA Library Architect Services - CFWD	-	10,500	-	-	-	10,500	10,500	-	-	-	-	-	10,500	-
CADA Library Building Renovations - CFWD	-	305,900	-	-	-	305,900	305,900	-	-	-	-	-	305,900	-
Total Library	-	316,400	-	-	-	316,400	316,400	-	-	-	-	-	316,400	-
Total Cultural Services	-	316,400	-	-	-	316,400	316,400	-	-	-	-	-	316,400	-
Planning & Development														
Planning														
B2-10 1500 Pick-up Truck	-	45,000	-	-	-	-	-	-	45,000	45,000	-	-	45,000	-
B3-XX Fleet Addition	-	35,000	-	-	-	-	-	-	35,000	35,000	-	-	35,000	-
Total Planning	-	80,000	-	-	-	-	-	-	80,000	80,000	-	-	80,000	-
Agriculture & Reforestation (Drains)														
Summarized (approx. 50 drains)	4,854,000	900,000	-	100,000	-	700,000	800,000	-	100,000	100,000	-	-	900,000	4,854,000
Total Drains	4,854,000	900,000	-	100,000	-	700,000	800,000	-	100,000	100,000	-	-	900,000	4,854,000
Total Planning & Development	4,854,000	980,000	-	100,000	-	700,000	800,000	-	180,000	180,000	-	-	980,000	4,854,000
Total Tax Supported	4,854,000	48,203,890	10,694,000	9,125,187	-	1,751,400	10,686,587	7,000,000	30,599,873	37,599,873	-	10,611,430	58,897,890	4,854,000

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	Unfinanced Capital Dec 31/23 Est	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/24
		Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/Rates	Revenues	
Rate-Supported Sanitary Sewers														
Wastewater Facility Signage (CLI-ECA)	-	500	-	-	-	-	-	500	-	500	-	-	500	-
CR46/Webster/Laval Sanitary Sewer(LRPCP) - CFWD	-	1,953,850	-	-	-	1,767,000	1,767,000	186,850	-	186,850	-	-	1,953,850	-
Delduca Drive Sanitary Sewer (LRPCP) - CFWD	-	967,700	-	-	-	967,700	967,700	-	-	-	-	-	967,700	-
TSPA Northwest W & WW Infrastructure (WW-1 & WW-2) - CFWD	-	7,384,350	-	-	-	-	-	7,384,350	-	7,384,350	-	-	7,384,350	-
Little River Pollution Control Plant EA	-	60,000	-	-	-	-	-	60,000	-	60,000	-	-	60,000	-
Sylvestre Drive Sanitary PS - 2024-2028 Improvements	-	140,000	-	-	-	-	-	140,000	-	140,000	-	-	140,000	-
Gauthier Sanitary PS - 2024-2028 Improvements	-	10,000	-	-	-	-	-	10,000	-	10,000	-	-	10,000	-
St. Alphonse Sanitary PS - 2024-2028 Improvements	-	25,000	-	-	-	-	-	25,000	-	25,000	-	-	25,000	-
Tecumseh Hamlet SPA EA FSR - CFWD	-	12,600	-	-	-	-	-	12,600	-	12,600	-	-	12,600	-
Tecumseh Hamlet SPA EA FSR	-	5,000	-	-	-	-	-	5,000	-	5,000	-	-	5,000	-
Scully & St. Mark's Storm PS/Riverside Drive - CFWD	-	1,152,000	-	460,800	-	-	460,800	691,200	-	691,200	-	-	1,152,000	-
Sanitary Sewer Model Update - CFWD	-	25,000	-	-	-	-	-	25,000	-	25,000	-	-	25,000	-
8th Concession Sanitary Sewer By-Law - CFWD	-	15,000	-	-	-	-	-	15,000	-	15,000	-	-	15,000	-
Total Sanitary Sewer Construction	-	11,751,000	-	460,800	-	2,734,700	3,195,500	8,555,500	-	8,555,500	-	-	11,751,000	-
Sanitary Sewers	-	-	1,870,143	-	-	-	-	-	-	-	-	1,870,143	1,870,143	-
Facilities	-	-	450,000	-	-	-	-	-	-	-	-	450,000	450,000	-
Fleet	-	-	60,000	-	-	-	-	-	-	-	-	60,000	60,000	-
Rate Stabilization	-	-	25,000	-	-	-	-	-	-	-	-	25,000	25,000	-
Total Lifecycle/Capital	-	-	2,405,143	-	-	-	-	-	-	-	-	2,405,143	2,405,143	-
Debt payment - re 2018 debt NTR Rossi-10 Yr	-	4,960	-	-	-	4,960	4,960	-	-	-	-	-	4,960	-
Debt payment - re 2021 debt County Rd- 5 Yr	-	111,870	-	-	-	111,870	111,870	-	-	-	-	-	111,870	-
Debt payment - re 2021 debt County Rd- 10 Yr	-	8,730	-	-	-	8,730	8,730	-	-	-	-	-	8,730	-
Total Sanitary Sewer Debt	-	125,560	-	-	-	125,560	125,560	-	-	-	-	-	125,560	-
Total Sanitary Sewers	-	11,876,560	2,405,143	460,800	-	2,860,260	3,321,060	8,555,500	-	8,555,500	-	2,405,143	14,281,703	-
Water														
CR46/Webster/Laval Sanitary Sewer(LRPCP) - CFWD	-	50,000	-	-	-	-	-	50,000	-	50,000	-	-	50,000	-
Delduca Drive Sanitary Sewer (LRPCP) - CFWD	-	30,440	-	-	-	-	-	30,440	-	30,440	-	-	30,440	-
CR43 Trunk Watermain W-4 (CR42 to CP) - CFWD	-	4,580,000	-	-	-	-	-	4,580,000	-	4,580,000	-	-	4,580,000	-
TSPA Northwest W & WW Infrastructure (W-1) - CFWD	-	4,080,500	-	-	-	-	-	4,080,500	-	4,080,500	-	-	4,080,500	-
CR19 Improvements Ph1: CR22 to Jamsyl (W-2B) - CFWD	-	70,000	-	-	-	-	-	70,000	-	70,000	-	-	70,000	-
Centennial & Woodbridge Watermain Replacement - CFWD	-	20,000	-	14,600	-	-	14,600	5,400	-	5,400	-	-	20,000	-
Arbour to Southfield Watermain	-	255,000	-	-	-	-	-	255,000	-	255,000	-	-	255,000	-
Brouillette Watermain Replacement	-	60,000	-	-	-	-	-	60,000	-	60,000	-	-	60,000	-
Clean and Inspect Water Tower	-	32,000	-	-	-	-	-	32,000	-	32,000	-	-	32,000	-
Fire Hydrant Upgrades	-	20,000	-	-	-	-	-	20,000	-	20,000	-	-	20,000	-
Scully St. Mark's Storm PS/Riverside Drive - CFWD	-	410,600	-	164,240	-	-	164,240	246,360	-	246,360	-	-	410,600	-
Hwy3-CR34 Water Valve Replacement - CFWD	-	87,000	-	-	-	-	-	87,000	-	87,000	-	-	87,000	-
Tecumseh Hamlet SPA EA FSR - CFWD	-	11,000	-	-	-	-	-	11,000	-	11,000	-	-	11,000	-
Tecumseh Hamlet SPA EA FSR	-	5,000	-	-	-	-	-	5,000	-	5,000	-	-	5,000	-
W2-14 1500 Ext Cab Pick-up Truck	-	50,000	-	-	-	-	-	50,000	-	50,000	-	-	50,000	-
Total Water Construction	-	9,761,540	-	178,840	-	-	178,840	9,582,700	-	9,582,700	-	-	9,761,540	-

Town of Tecumseh Approved 2024 Lifecycle Budget

	Unfinanced Capital Dec 31/23 Est	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/24
		Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/Rates	Revenues	
Water Surplus	-	-	1,718,984	-	-	-	-	-	-	-	-	1,718,984	1,718,984	-
Facilities	-	-	85,000	-	-	-	-	-	-	-	-	85,000	85,000	-
Fleet	-	-	60,000	-	-	-	-	-	-	-	-	60,000	60,000	-
Rate Stabilization	-	-	30,000	-	-	-	-	-	-	-	-	30,000	30,000	-
Total Lifecycle/Capital	-	-	1,893,984	-	-	-	-	-	-	-	-	1,893,984	1,893,984	-
Total Water	-	9,761,540	1,893,984	178,840	-	-	178,840	9,582,700	-	9,582,700	-	1,893,984	11,655,524	-

Total Rate Supported	-	21,638,100	4,299,127	639,640	-	2,860,260	3,499,900	18,138,200	-	18,138,200	-	4,299,127	25,937,227	-
Total Tax and Rate Supported	4,854,000	69,841,990	14,993,127	9,764,827	-	4,611,660	14,186,487	25,138,200	30,599,873	55,738,073	-	14,910,557	84,835,117	4,854,000

Construction/Equipment	68,210,530	Transfer		8,560,857	Grants
Debt	1,631,460	Payments =	10,081,227	1,203,970	CCBF (transferred to Reserve Fund)
	69,841,990			316,400	Other Municipalities
				-	Donations
				4,295,260	Property Owners
				14,376,487	Total Contributions
		Deferred			
		Grant Use =	-	4,000,000	CCBF from Reserve Fund
				3,000,000	OCIF from Reserve Fund

Reserves

Glossary

Reserve: A reserve is an allocation of accumulated net revenues. Reserves can be established for any predetermined purpose and applied for that purpose at the discretion of Council.

Reserve Fund: A reserve fund is established to account for assets that have been segregated for a specific purpose, either voluntarily or because of legal or contractual reasons.

Discretionary Reserve Fund: These are established whenever Council wishes to earmark funds to finance a future project for which it has the authority to spend money. A municipality may, by by-law, provide that the money raised for a reserve fund be applied to another purpose.

Obligatory Reserve Fund: These must be created whenever a statute requires revenues received for special purposes to be segregated from the general revenues of the municipality.

2024 Budget Estimated Balances

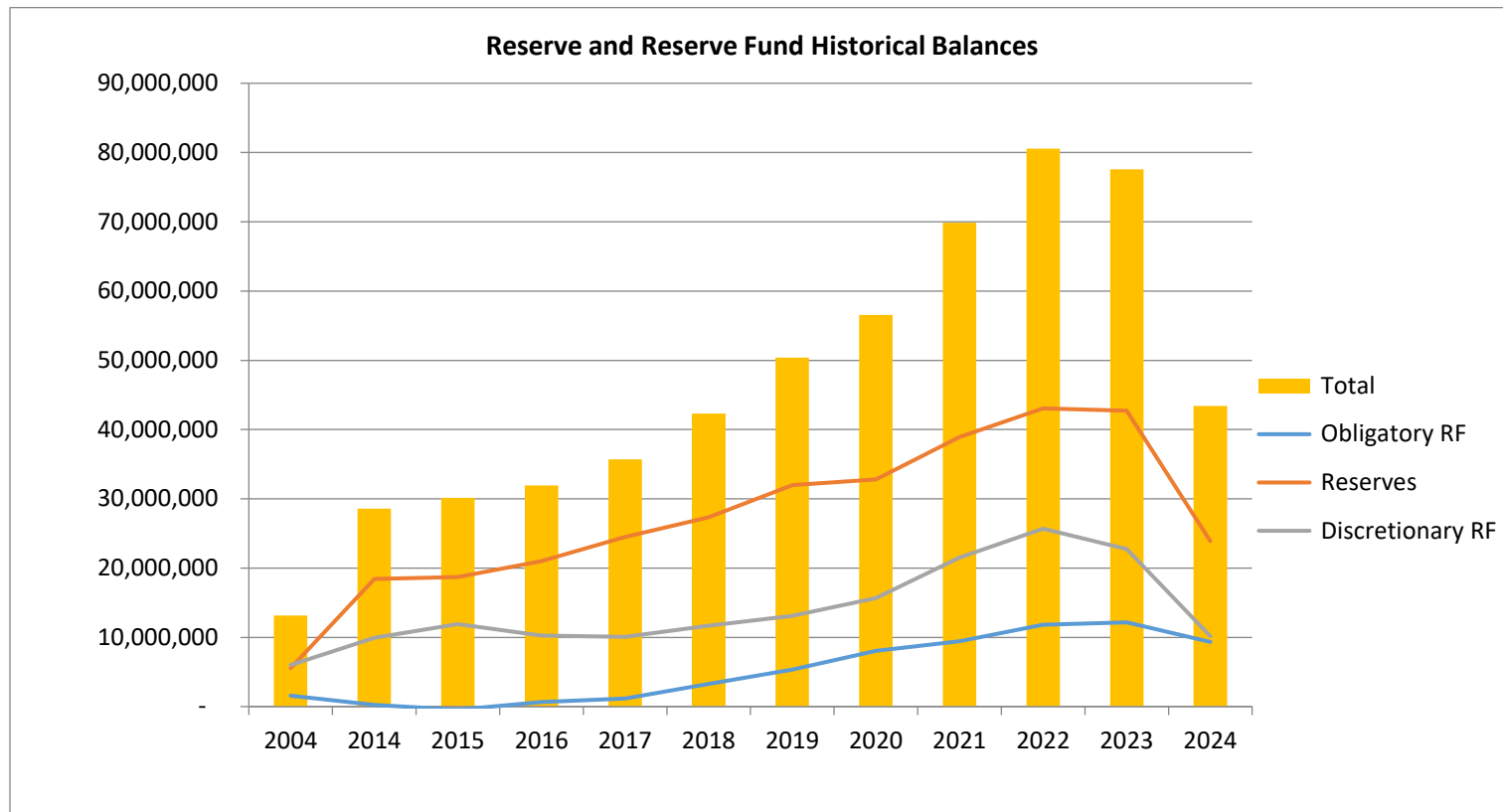
Funding included in budget estimates is based on normal annual projected works and pre-approved projects. As per policy, any allocation of new funds for specific projects will be first brought before Council for approval.

Budgeted reserve and reserve fund (reserves) balances at the end of 2024 are projected to be \$43.3M, which compares to \$77.6M for 2023 (estimate), \$80.6M for 2022, and \$69.9M for 2021.

Major balances, in millions of dollars, projected to December 31, 2024 are:

Lifecycle (LC)	\$	7.7
Water		7.6
Infrastructure (NIL)		9.9
Canada Community-Building Fund		3.9
Ontario Community Infrastructure Fund		2.7
Tax Rate Stabilization		4.2
Development Charges		1.8
Post Employment Benefits		2.4
Remainder		3.1
	\$	<hr/> 43.3

The following chart shows a ten-year history of reserve and reserve fund year-end balances by Reserves, Discretionary Reserve Funds and Obligatory Reserve Funds. In addition, 2004 has been included to show a comparison to the year prior to implementation of the Lifecycle Plan in 2005.



2024 Budget Highlights

The budget anticipates funding \$56.9M for operating and capital purposes in 2024. For comparative purposes, Reserve funding use is estimated to be \$25.2M for 2023 and was \$11.2M in 2022. Major items include:

Items Requiring Funding	Amount Funded From Reserves
Scully & St. Mark's Storm Pump Station/Riverside Drive	\$ 11.1M
CR46/Webster/Laval Sanitary Sewer Extension	\$ 3.1M
Delduca Drive Sanitary Sewer Extension	\$ 3.9M
Tecumseh Hamlet Secondary Plan Area – Northwest Water and Wastewater	\$ 16.2M
Lakewood Park – Washrooms, Pavilion and Water Feature	\$ 3.0M
Lacasse Ball Diamond Phase 2	\$ 1.3M
Annual Roads Paving	\$ 1.2M

Administration has targeted a Tax Rate Stabilization reserve balance of 15% of the municipal tax levy, or approximately \$4.4M. The 2024 year-end reserve balance is estimated to be \$4.2M. Contributions to the reserve are made annually from bank interest and dividend income over base budget amounts. (Base budgets are used for those sources of revenue that are subject to significant fluctuation due to factors outside the Town's control).

Should the Tax Rate Stabilization reserve balance target be reached, any additional bank interest and dividend income contributions will be allocated to the Infrastructure reserve.

In 2024 transfers out of the Tax Rate Stabilization reserve include an estimated \$524,000 to Operating for: Ongoing legal matters (\$150,000), 50% of Mainstreet CIP BPIG program (\$63,000), Indigenous program (\$60,000), GIS Strategy (\$40,000), Comprehensive zoning by-law (\$37,000), Temporary part-time Payroll Clerk (\$33,000), GHG Reduction and Energy Strategy (\$32,000), and for various one-time operating expenditures (\$110,000).

The 2015 budget implemented a special New Infrastructure Levy (NIL). The NIL is contributed to the Infrastructure (Capital) reserve to partially address funding shortfalls required for constructing new and/or enhanced infrastructure. The target annual levy for the NIL is \$2.35M. The current NIL is \$1.95M with a \$200,000 increase budgeted in 2024. The annual target is updated periodically, typically in-step with the Town's Development Charge Background Study, which is due for an update in 2024.

Reserves in Deficit Positions

Development Charge Reserve Funds: Development Charge (DC) funds have historically been the main category making up Obligatory Reserve Fund (RF) balances. For those projects where available DC funds are insufficient to fund projects, temporary funding has been provided from other reserves. As DC revenue is received, funds are transferred to reduce the unfinanced DC balances. Unfinanced balances, as reported in Financial Services Report FS-2023-02 “2021 Development Charge Reserve Fund Statement”, are:

Unfinanced Balance	Amount
Wastewater	\$ 11,098,000
Watermain	\$ 488,000
Recreation	\$ 435,000
Studies	\$ 844,000
Total	\$ 12,865,000

The Wastewater DC Reserve Fund has a significant deficit; this has typically been funded by the Sanitary Sewers RF. The accumulated deficit position in the Sanitary Sewers RF has improved significantly, benefitting from light capital works programs in 2021 and 2022, some maturing debt and improving development conditions. The 2019 Development Charge Study increased the Wastewater component of the town-wide development charge by 4%, partly due to accumulated debt obligations. The calculated DC rate charge is based on a population increase of 1,770 residents and 1,350 households by 2029 (an average of 135 household additions per year). For reference purposes, the current Town population is unchanged from 2011 with household additions of 490 during that eight-year period (an average of 61 household additions per year).

Storm Sewers LC Reserve:

The Storm Sewer Lifecycle Reserve is expected to be in a deficit position of \$6.2M by the end of 2024. This is mainly due to the funding of proposed 2024 projects including the Scully & St. Mark's Storm Pump Station/Riverside Drive Improvements and P.J. Cecile Storm Pump Station Improvement, both of which are recommended projects in the (Tecumseh) Storm Drainage Master Plan.

A major contributor to the accumulated deficit is that the Town has significantly enhanced storm infrastructure with funding coming from the Storm Sewer LC whereas a portion of the funds should really come from the Infrastructure reserve (for new and/or enhanced assets). Examples include improvements to the Brighton and Manning Road pump stations along with certain road projects in the St. Clair Beach and Oldcastle areas where the storm system was enhanced. Up until now, deficits have been managed using grants and additional funding provided by the Road LC. For 2024, \$2.0M of Infrastructure Reserve funds are planned to be used towards the Scully & St. Mark's Storm Pump Station project.

The Town was awarded DMAF grant funding of up to \$10.7M towards the Scully & St. Mark's Storm Pump Station Improvements and the P. J. Cecile Storm Pump Station Improvement. DMAF program requirements call for these projects to be completed by March 2028. Total combined project costs are estimated at \$34M, which notwithstanding grant funding, would put the reserve in a significant deficit position. The 2024 capital budget includes \$18.6M for construction, \$5.7M of which should be funded through a combination of Storm Sewers LC Reserve and Infrastructure Reserve. The Town is in the process of securing a financing agreement with Infrastructure Ontario that will allow for access to up to \$12M in long-term debt towards the funding of these projects.

The Town has designated use of OCIF grant funding to be used towards storm-related capital projects, which will help offset some of the financial pressures. 2018-2020 accumulated OCIF grant funding, totaling \$3.03M, was used in 2021 towards the Manning Road Phase 2 project. \$1.85M of accumulated 2020-2021 OCIF funding was used towards the Tecumseh Road Storm and Road Improvements project in 2022. \$3.0M of accumulated and anticipated OCIF funding is planned to be used towards the Scully & St. Mark's Storm Pump Station Improvements project in 2024.

Fire Apparatus Lifecycle Reserve:

The Fire Apparatus Lifecycle Reserve will drop into a deficit position following the 2023 tendered replacement of the department's Aerial Truck (delivery expected in 2025). Fire also added a High Water Rescue Vehicle to its fleet in late 2021. The growing fleet and rising replacement costs of all Fire Apparatus necessitate increased funding. The Town's 20-year replacement and funding schedule is updated periodically to account for inflationary pressures. The latest update was completed during the 2024 budget process, following Council report PWES-2023-32, which advised that despite the recent increase in target allocation of \$35,000 to accommodate for the Aerial Truck replacement in the 2023 budget, a much greater increase would be required following the actual tender results of the Aerial Truck and local municipal tenders for other front-line apparatus. The updated annual target allocation has been increased to \$500,000 from \$329,000 for the 2024 budget, with a current allocation of \$239,000 in 2023.

**Town of Tecumseh
Summary of Reserves and Reserve Funds
Approved 2024 Budget**

The schedules below provide information about amounts that are available to offset future revenue requirements and amounts that have been set aside to finance future expenditures.

			Actual Balance 12/31/22	Projected Balance 12/31/23	Estimated Net Activity 2024	Projected Balance 12/31/24
Reserves			43,056,500	42,702,500	(18,904,000)	23,798,500
Discretionary Reserve Funds			25,686,000	22,729,000	(12,566,000)	10,163,000
Obligatory Reserve Funds			11,835,000	12,164,000	(2,799,000)	9,365,000
TOTAL			80,577,500	77,595,500	(34,269,000)	43,326,500

The following schedules provide detailed information on Reserves, Obligatory Reserve Funds and Discretionary Reserve Funds.

Reserves	Purpose	Source of Funding	Actual Balance 12/31/22	Projected Balance 12/31/23	Estimated Net Activity 2024	Projected Balance 12/31/24
Lifecycle *	Long-term funding for Lifecycle costs	Budget allocation and proceeds from disposal of assets	24,122,000	22,094,000	(14,365,000)	7,729,000
Tax Rate Stabilization	Smoothing tax rate impacts due to unusual/unexpected requirements	Budget allocations of excess interest and dividend income above base levels	3,421,000	4,144,000	46,000	4,190,000
Infrastructure (Capital)	Long-term funding for capital projects	Budget allocation and proceeds from disposal of assets	13,336,000	14,483,000	(4,585,000)	9,898,000
Sick/Vacation Pay	Fund payout of sick leave and vacation pay on retirement	Contribution from operating surplus	572,000	661,000	-	661,000
ASO Benefits	Offset possible increase in employee health benefit costs	Surplus funds from Administrative Services Only benefits program	235,000	145,000	-	145,000
Community Improvement Plan	Encourage development in the downtown	Budget allocation	600,000	425,000	-	425,000
West St. Louis Pump	2nd pump for West St. Louis development area	Developer contributions	284,000	284,000	-	284,000
Working Capital	Reorganization costs and special project carry forward costs	Special project surplus funds	216,000	216,000	-	216,000
Insurance	Offset possible future rate increases or establishing self insurance reserve	Administration department budget provision	211,000	191,000	-	191,000
Meeting Investigator/Integrity Commissioner	Fund costs of investigation/commissioner	Unspent operating budget funds	35,000	35,000	-	35,000
General Purpose	Art work and environment protection	Budget allocation	17,000	17,000	-	17,000
Fire Education & Awareness	Special publication education and promotion	Firefighter fundraising events	7,500	7,500	-	7,500
Total			43,056,500	42,702,500	(18,904,000)	23,798,500

*Lifecycle reserves include individual reserves for the following categories: Arenas; Bridges & Culverts; Buildings; Community Trails; Drains; Elections; Fire Apparatus; Fire SCBA; Fleet; Information Technology

New Lifecycle Issues; Outdoor Pool; Park Development; Reforestation; Roads; Sidewalks; Storm Sewers; One Time Strategic Issues; Transit

**Town of Tecumseh
Summary of Reserves and Reserve Funds
Approved 2024 Budget**

Discretionary Reserve Funds	Purpose	Source of Funding	Actual Balance 12/31/22	Projected Balance 12/31/23	Estimated Net Activity 2024	Projected Balance 12/31/24
Water	Capital purchases, fleet replacement and Lifecycle	Annual budget transfer. Based on rate study	16,333,000	14,597,000	(6,951,000)	7,646,000
Post Employment Benefits	Partial funding post retirement benefits	Annual budget transfer	2,048,000	2,257,000	125,000	2,382,000
Sanitary Sewer	Capital purchases	Annual budget transfer. Based on rate study	7,305,000	5,875,000	(5,740,000)	135,000
Total			25,686,000	22,729,000	(12,566,000)	10,163,000
Obligatory Reserve Funds	Purpose	Source of Funding	Actual Balance 12/31/22	Projected Balance 12/31/23	Estimated Net Activity 2024	Projected Balance 12/31/24
Development Charges	Growth-related capital requirements for water, sewer,	Developer contributions	2,199,000	1,595,000	189,000	1,784,000
Parkland Development	Park improvements and expansions	Developer contributions	870,000	890,000	57,000	947,000
Building Code Permit Fees	Building Code permit fee surplus/(deficit)	Building permit fees	-	(97,000)	113,000	16,000
Canada Community-Building F	Environmentally sustainable infrastructure	Federal/Provincial gas tax contribution	6,974,000	6,576,000	(2,634,000)	3,942,000
Storm OCIF	Infrastructure needs of small communities	Ontario Community Infrastructure Fund	1,792,000	3,200,000	(524,000)	2,676,000
Total			11,835,000	12,164,000	(2,799,000)	9,365,000

Town of Tecumseh
Approved 2024 Reserve and Reserve Fund Budget

CC2 #

RESERVES	Est. balance @ Dec 31/23	Transfer (To) From Other Reserve	Per Resolutions	From Current Operations	From Capital Operations	From Developers	Interest Earned	2024 Revenues	To Current	To Capital	2024 Expenditures	Est. Balance @ Dec 31/24
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General Reserves

1000	Sick/Vacation Pay	660,966		660,966				-			-	660,966
1025	Working Fund	216,300		216,300				-			-	216,300
1030	Tax Rate Stabilization	4,143,871		4,143,871	570,000			570,000	523,990		523,990	4,189,881
1031	Health ASO	145,320		145,320				-			-	145,320
1056	Meeting Investigator	34,587		34,587				-			-	34,587
1060	Fire Education and awareness	7,500		7,500				-			-	7,500
1065	Insurance	191,000		191,000				-			-	191,000
1085	Infrastructure (NIL)	14,483,296		14,483,296	1,074,775	2,150,000		3,224,775	429,229	7,381,233	7,810,462	9,897,609
1120	Community Improvement Plan	424,782		424,782				-			-	424,782
1105	Cada Complex Art Work	17,435		17,435				-			-	17,435
1115	West St. Louis Pump	284,345		284,345				-			-	284,345
General Reserves		20,609,402	-	20,609,402	1,644,775	2,150,000	-	3,794,775	953,219	7,381,233	8,334,452	16,069,725

Lifecycle Reserves

1580	Arenas	858,899		858,899	59,000	190,000		249,000		817,840	817,840	290,059
1660	Bridges and culverts	1,441,228		1,441,228		435,000		435,000		300,955	300,955	1,575,273
1540	Buildings	481,387		481,387		210,000		210,000		515,000	515,000	176,387
1640	Community trails	494,824		494,824		80,000		80,000		200,000	200,000	374,824
1670	Drains	268,365		268,365		100,000		100,000		100,000	100,000	268,365
1610	Elections	8,818		8,818		16,000		16,000	3,500		3,500	21,318
1690	Fire Apparatus	1,981,480		1,981,480		239,000		239,000			-	2,220,480
1700	Fire Equipment	4,704		4,704		85,000		85,000		279,350	279,350	(189,646)
1530	Fleet	1,482,169		1,482,169		600,000		600,000		1,023,000	1,023,000	1,059,169
1570	Information Technology	573,977		573,977		173,000		173,000		427,300	427,300	319,677
1680	New lifecycle issues	1,175,589		1,175,589		100,000		100,000			-	1,275,589
1510	Outdoor Pool	321,681		321,681		70,000		70,000		340,000	340,000	51,681
1600	Park development	1,766,126		1,766,126		400,000		400,000		2,380,545	2,380,545	(214,419)
1560	Reforestation	147,903		147,903		30,000		30,000		30,000	30,000	147,903
1500	Roads	11,132,786		11,132,786		4,160,000		4,160,000	138,937	9,503,650	9,642,587	5,650,199
1550	Sidewalks	125,456		125,456		74,000		74,000		104,000	104,000	95,456
1650	Storm sewers	(966,062)		(966,062)		1,352,700		1,352,700	109,025	6,522,500	6,631,525	(6,244,887)
1620	One Time Strategic Issues	227,775		227,775		50,000		50,000			-	277,775
1710	Transit	566,858		566,858		100,000		100,000	93,000		93,000	573,858
Lifecycle Reserves		22,093,963	-	22,093,963	59,000	8,464,700	-	8,523,700	344,462	22,544,140	22,888,602	7,729,061

Grand Total Reserves	42,703,365	-	42,703,365	1,703,775	10,614,700	-	-	12,318,475	1,297,681	29,925,373	31,223,054	23,798,786
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Town of Tecumseh
Approved 2024 Reserve and Reserve Fund Budget

CC2 #

	Est. balance @ Dec 31/23	Transfer (To) From Other Reserve	Per Resolutions	From Current Operations	From Capital Operations	From Developers	Interest Earned	2023 Revenues	To Current	To Capital	2024 Expenditures	Est. Balance @ Dec 31/24
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Discretionary Reserve Funds

2520	Water	4,968,322	55,800	5,024,122		1,747,036		273,300	2,020,336	138,937	9,500,700	9,639,637	(2,595,179)
2530	Water - Facilities	8,230,785		8,230,785		85,000		452,700	537,700		32,000	32,000	8,736,485
2620	Water rate stabilization	1,397,540		1,397,540		30,000		76,900	106,900			-	1,504,440
2550	Sanitary Sewers	1,579,343	148,600	1,727,943		2,007,581		86,900	2,094,481	138,937	8,320,000	8,458,937	(4,636,513)
2560	Sanitary Sewer - Facilities	3,442,443		3,442,443		450,000		189,300	639,300		235,500	235,500	3,846,243
2640	Sanitary Sewer - Rate Stabilization	854,336		854,336		25,000		47,000	72,000			-	926,336
2630	Post employment benefits	2,257,441		2,257,441				124,200	124,200			-	2,381,641
Discretionary Reserve Funds		22,730,210	204,400	22,934,610	-	4,344,617	-	1,250,300	5,594,917	277,874	18,088,200	18,366,074	10,163,453

Obligatory Reserve Funds

2000	Studies	66,549		66,549			50,100	-	50,100	124,000		124,000	(7,351)
2010	Fire	249,000		249,000			11,100	13,700	24,800			-	273,800
2020	Police	108,659		108,659			5,400	6,000	11,400			-	120,059
2030	Roads	1,046,500		1,046,500			217,000	-	217,000			-	1,263,500
2040	Wastewater	-	(148,600)	(148,600)			148,600	-	148,600			-	-
2050	Water	-	(55,800)	(55,800)			55,800	-	55,800			-	-
2060	Library	124,365		124,365			2,800	6,800	9,600			-	133,965
2070	Outdoor Recreation	-		-				-	-			-	-
2080	Indoor Recreation	-	(79,900)	(79,900)			79,900	-	79,900			-	-
Development Charges		1,595,073	(284,300)	1,310,773	-	-	570,700	26,500	597,200	124,000	-	124,000	1,783,973
2580	Canada Community Building Fund (GasT)	6,576,221		6,576,221		1,203,970		361,700	1,565,670		4,200,000	4,200,000	3,941,891
2600	Parkland	890,102		890,102			8,000	49,000	57,000			-	947,102
2590	Building Code	(97,103)		(97,103)	118,116			(5,300)	112,816			-	15,713
2650	Ontario Community Infrastructure (Storm Sewer)	3,199,969		3,199,969		2,300,000		176,000	2,476,000		3,000,000	3,000,000	2,675,969
Total Obligatory Reserve Funds		12,164,262	(284,300)	11,879,962	118,116	3,503,970	578,700	607,900	4,808,686	124,000	7,200,000	7,324,000	9,364,648

Grand Total Reserve Funds	34,894,472	(79,900)	34,814,572	118,116	7,848,587	578,700	1,858,200	10,403,603	401,874	25,288,200	25,690,074	19,528,101
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Grand Total Reserve & Reserve Funds	77,597,837	(79,900)	77,517,937	1,821,891	18,463,287	578,700	1,858,200	22,722,078	1,699,555	55,213,573	56,913,128	43,326,887
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Assumed rate for 2024 budget **5.50%** Interest is allocated based on prior year end balances after interfund transfers.
Assume transfers between reserve fund and general happen at year end.
Interest is a blend of expected bank rate of 2.95% and EPC long-term financing agreement rate of 3.8%.
Weighted average used.
i.e. Est average bank balance \$11.1M and EPC note balance \$1.5M.

Budgeted Interest Rate Calcs. >	Bank balance	\$ 11,064,000	2.95%	\$ 326,388
	EPC note	1,544,000	3.80%	58,672
	Total	\$ 12,608,000		\$ 385,060 / \$12,608,000 = 3%



2024 Proposed Business Plan & Budget

**Supplementary Budget
Information**



About Tecumseh

Tecumseh is one of the Windsor-Essex region's best-kept secrets. With a population of just under 23,500, Tecumseh provides community living with big city access and opportunities. Since 2011, the Town has been working to implement policies and procedures that follow a strategic plan for the municipality. We want to ensure the Town is an even better place to live, work and invest through a shared vision.

The Town is located in the northwest corner of Essex County on the south shoreline of Lake St. Clair and has a combination of both urban and rural characteristics.

Our residents agree with our approach. For the last eight years, Tecumseh has received a 97% or higher citizen satisfaction rating. Four out of five respondents believe Tecumseh is heading in the right direction. Yet we believe there is still room for improvement and we continue to demonstrate leadership by promoting good governance and community engagement—our people are what makes us great.

With successful industrial and business sectors, a commitment to sustainable, planned development, and a wealth of cultural and recreational opportunities, Tecumseh offers a vibrant destination to visit or to call home.

Council and Administration believe in a healthy, liveable approach to the community through planning as well as supporting our staff. The Town is an eight-time recipient of the Gord Smith Healthy Workplace and Bike Friendly Workplace awarded by the Windsor-Essex Health Unit.

The Town radiates small-town charm, natural beauty and cultural vitality while providing all the advantages of an economically diverse and well-served urban community.

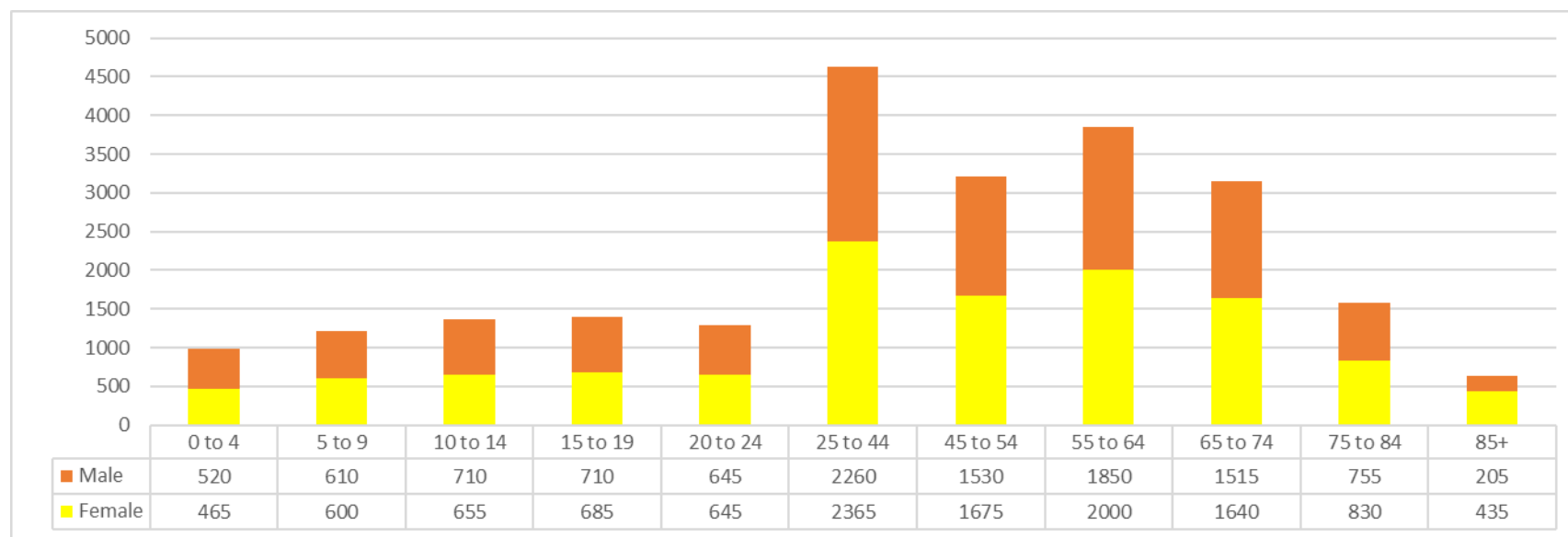
While a majority of Tecumseh's 94.7 square kilometres of land area continues to be used for agricultural production, three distinct and separate areas contain the community features typical of an urban area, including residential, recreational, institutional, commercial and industrial development.

Tecumseh was the first local community to introduce a transit system that connects to the City of Windsor, bringing riders into the City of Windsor to connect to the broader city transportation system.

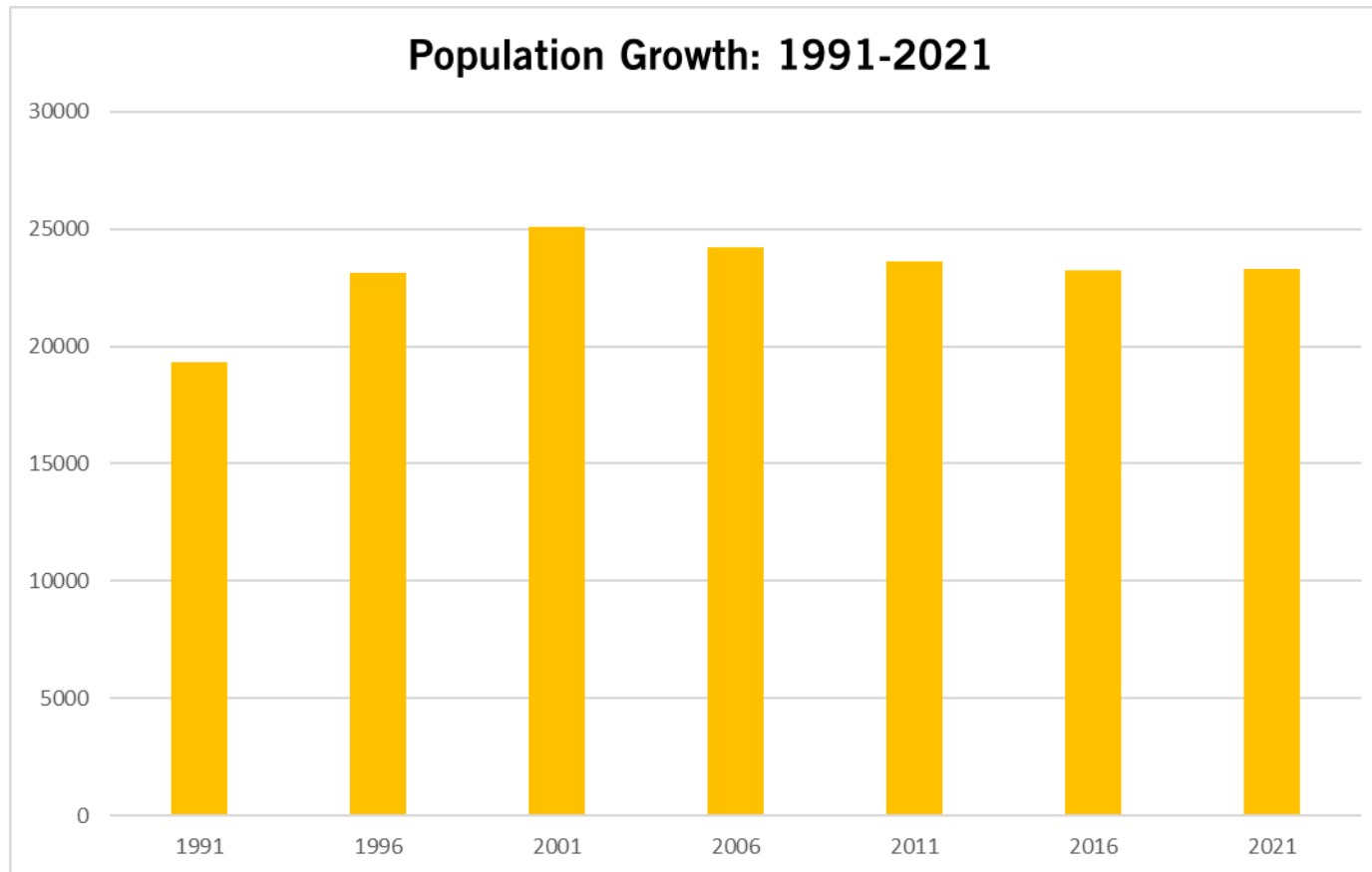
The majority of the urbanized area of Tecumseh is serviced by active transportation infrastructure in the form of sidewalks, bike lanes and/or multi-purpose trails. The goal of the Town is to ensure that transportation choices for all residents are available or planned. Tecumseh is working with the County of Essex as part of the County Wide Active Transportation System to add and improve connections to trails and cycling infrastructure, most recently the completion of the Riverside Drive Trail.

Tecumseh Demographics & Statistics

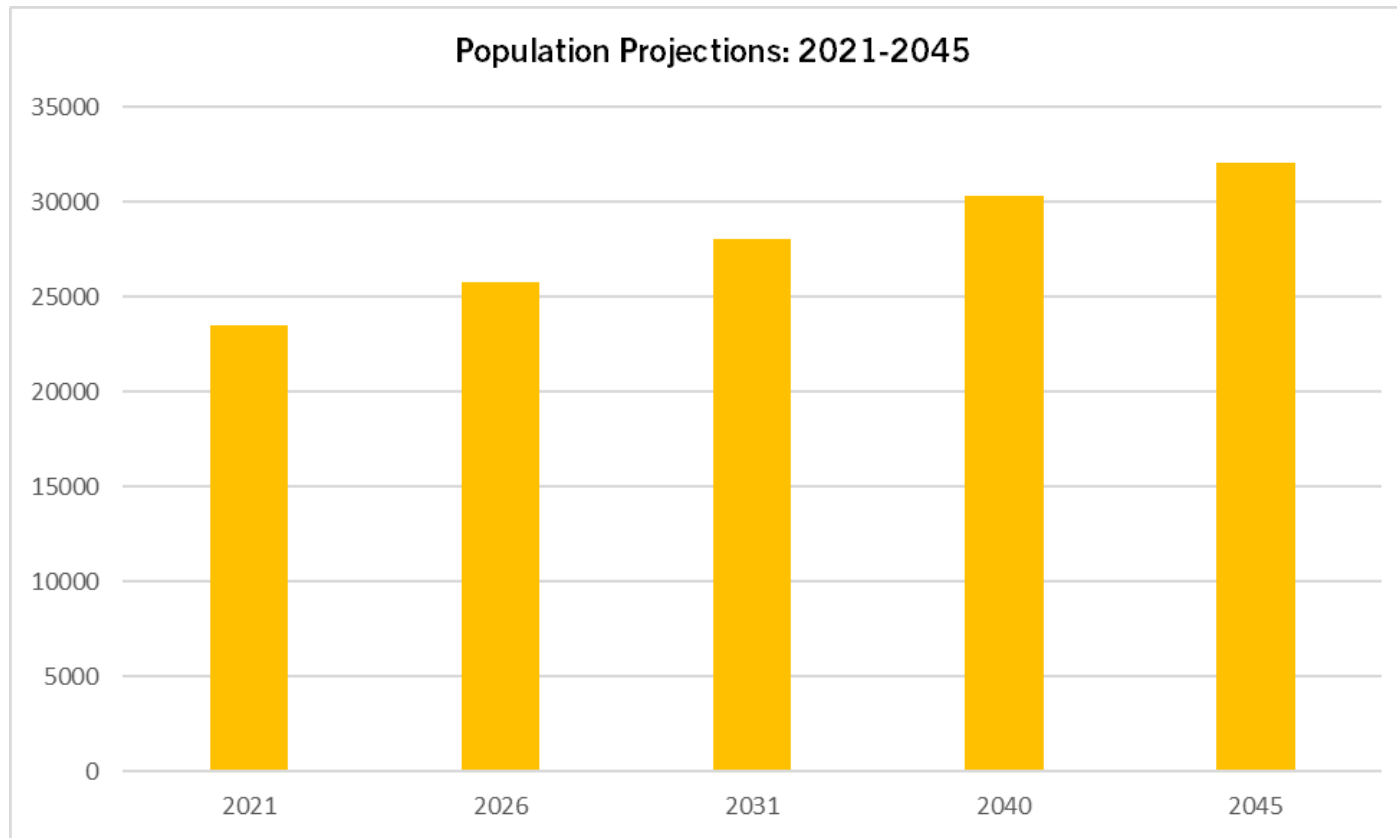
Population



Statistics Canada, Census 2021

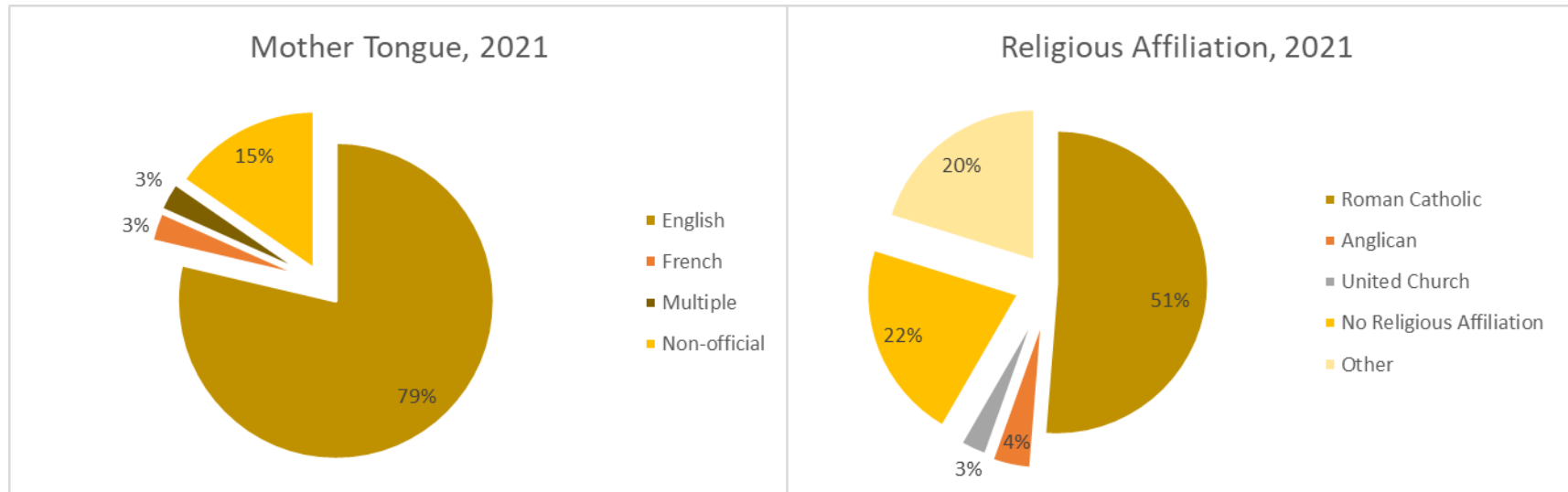


Statistics Canada, Community Profile, Census 2021, 2016, 2011, 2006, 2001, 1996 & 1991;



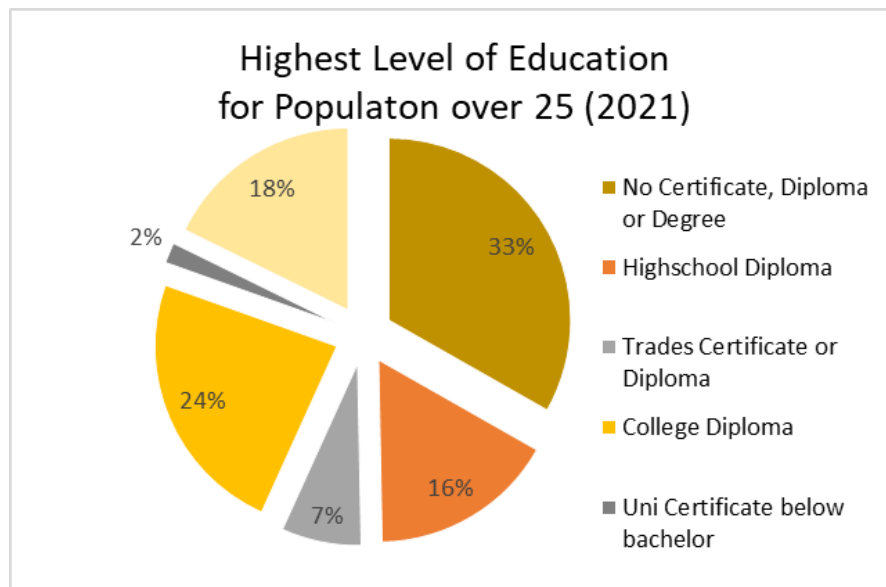
Town of Tecumseh, Official Plan 2021

Language & Religion



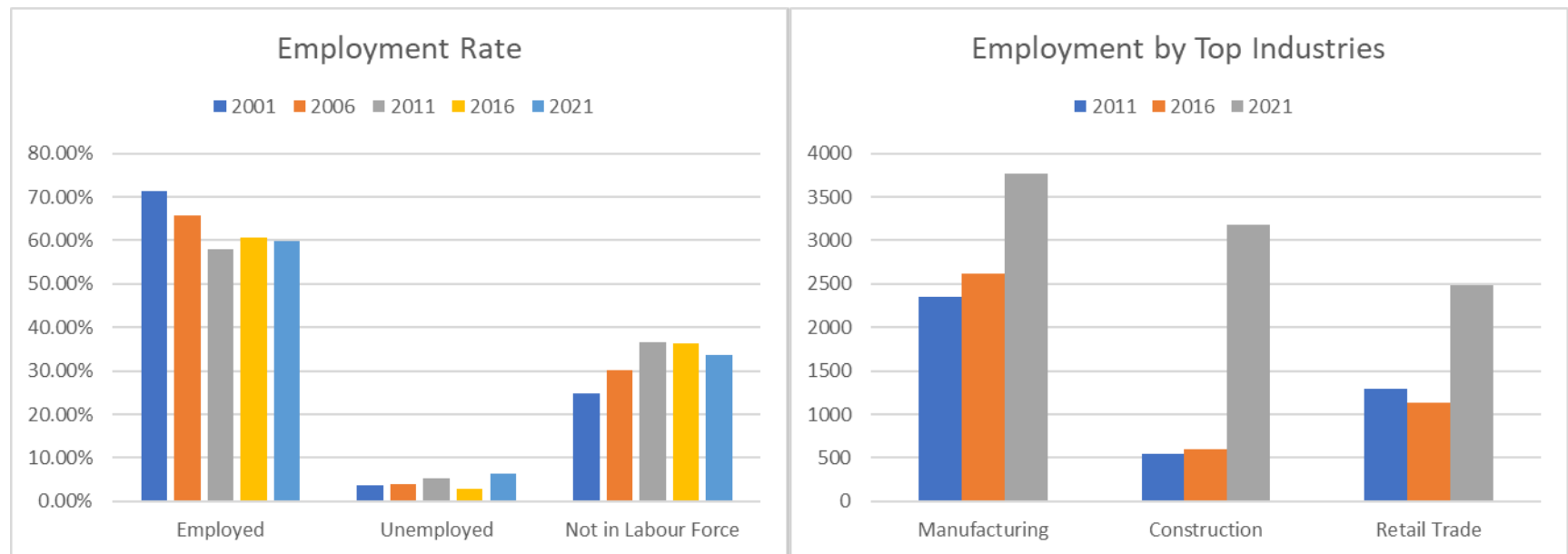
Statistics Canada, Community Profile, Census 2021

Education

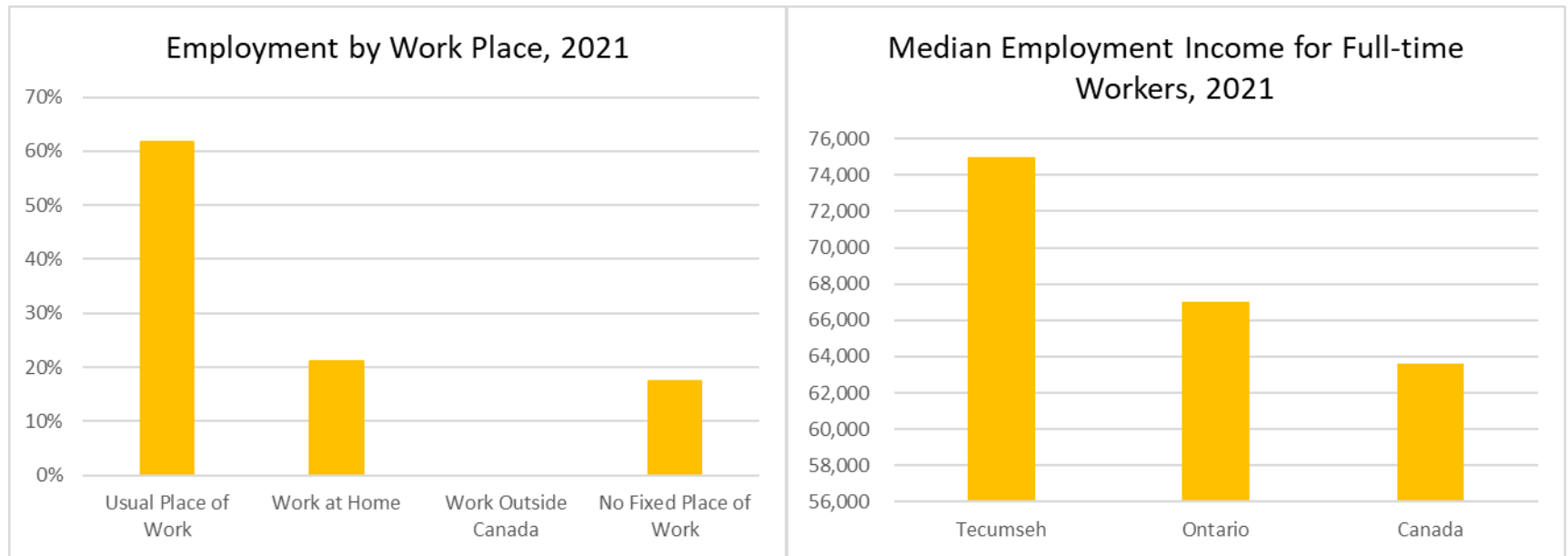


Statistics Canada, Community Profile, Census 2021; National Household Survey, Focus on Geography Series, 2011 (Tecumseh)

Labour / Employment

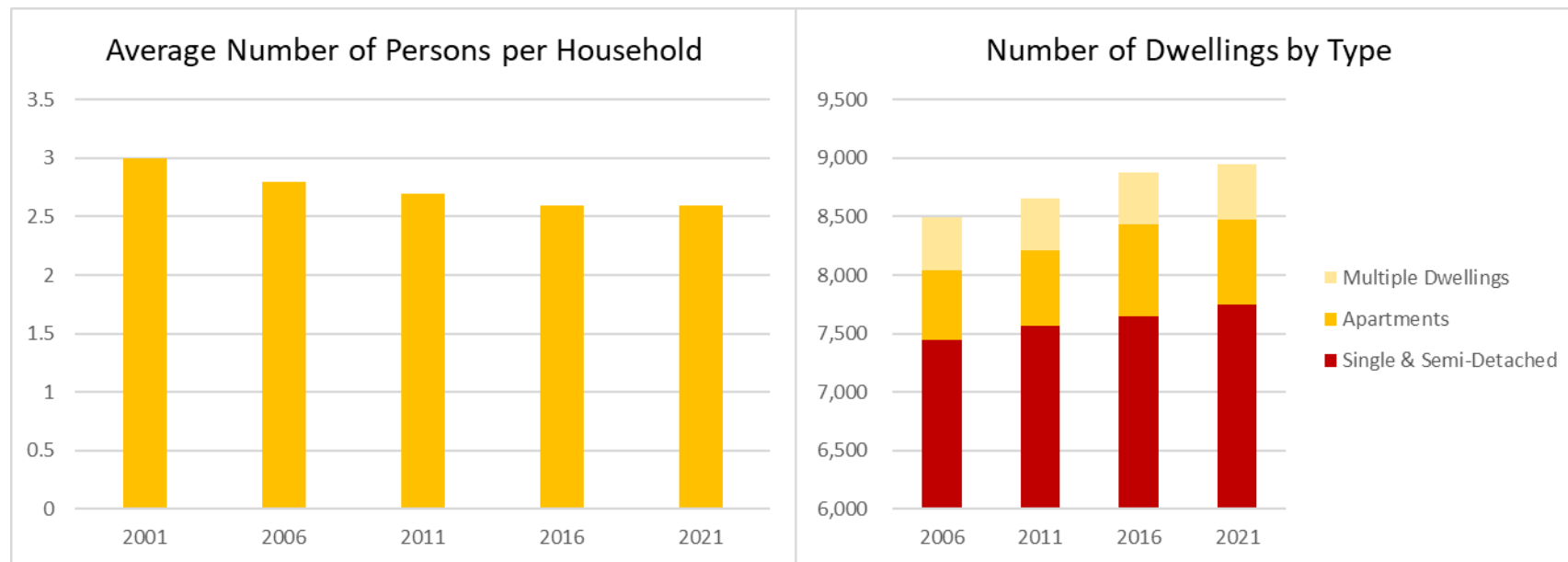


Statistics Canada, Community Profile, Census 2021; Statistics Canada, Community Profile, Census 2016; Statistics Canada, Community Highlights for Tecumseh, 2001; National Household Survey, Focus on Geography Series, 2011 (Tecumseh)



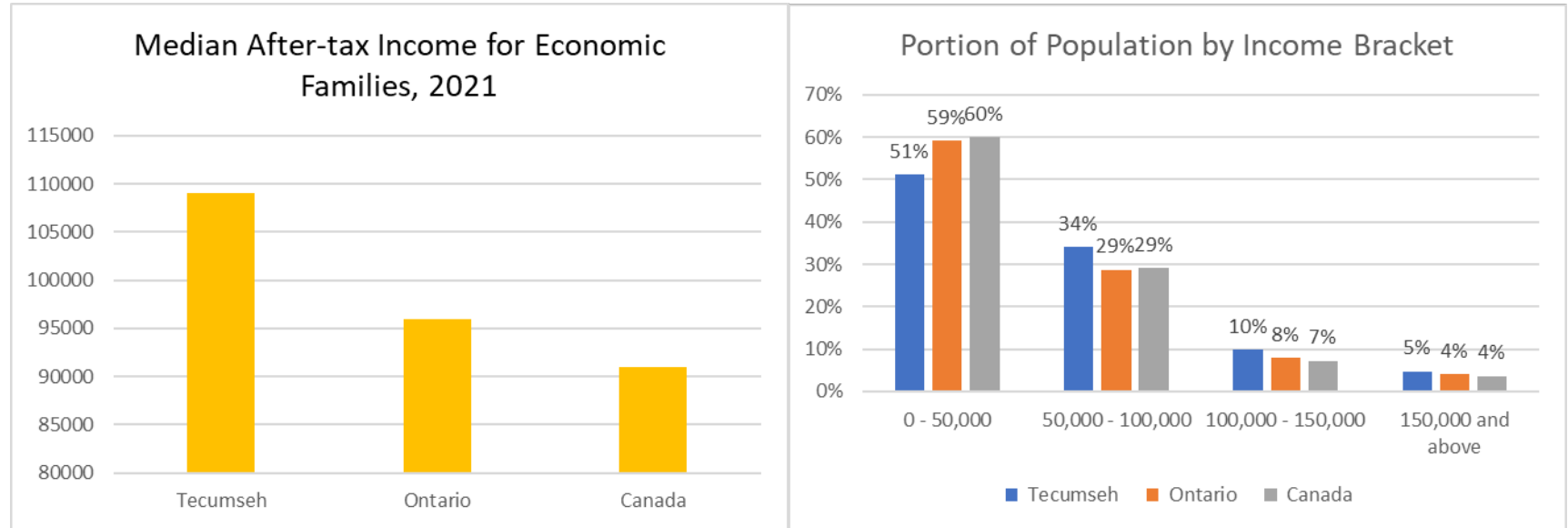
Statistics Canada, Community Profile, Census 2021;

Households



Statistics Canada, Community Profile, Census 2021

Income



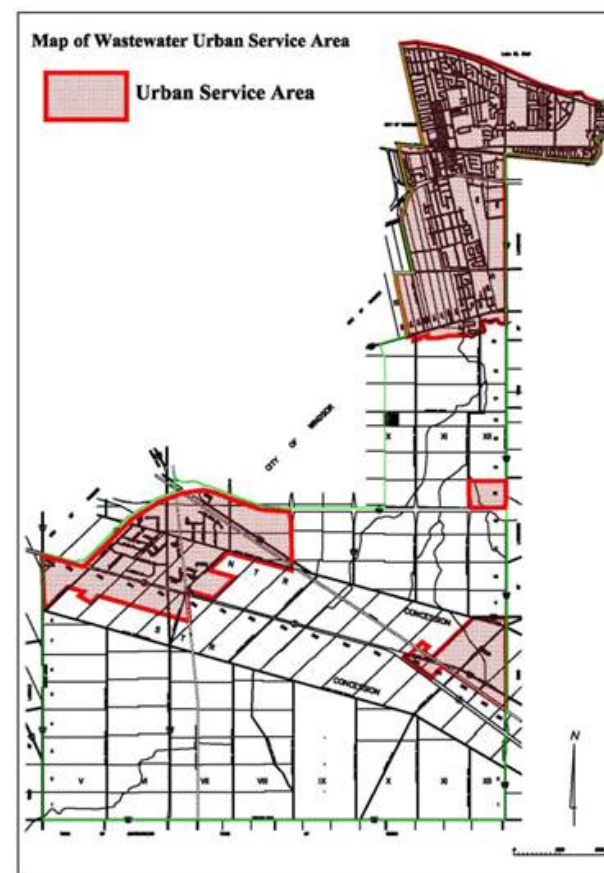
Statistics Canada, Community Profile, Census 2021

2023 Business Utility Rates

Water Rate / cubic metre	\$1.2747
Wastewater Rate / cubic metre	\$1.3354
Electricity Distribution Rate < 50 kw	\$0.0311 /kWh
Electricity Distribution Rate > 50 kw	\$9.74 /kWh
Electricity Monthly Fixed Charge < 50 kw	\$39.99
Electricity Monthly Fixed Charge >50 kw	\$261.81

Rates and Charges 2023 Tax Rates

	Municipal	County	Education	Total
Residential	0.00805439	0.00515708	0.00153000	0.01474147
Multi-Residential	0.01058226	0.00677562	0.00153000	0.01888788
Farmland	0.00201360	0.00128927	0.00038250	0.00368537
Commercial	0.00871520	0.00558018	0.00880000	0.02309538
Shopping Centre	0.00871520	0.00558018	0.00872098	0.02301636
Office Building	0.00871520	0.00558018	0.00880000	0.02309538
Industrial	0.01564565	0.01001762	0.00880000	0.03446327
Large Industrial	0.02163490	0.01385242	0.00880000	0.04428732



2023 Development Charges - Effective September 1, 2023 to August 31, 2024						
	Residential					Non-residential
	Single-Detached and Semi-detached Dwelling	Apartments (2+Bedrooms)	Apartment s (Bachelor and 1 Bedroom)	Multiple Dwellings	Special Care Dwellings and Senior's Homes	Per ft2 of Gross Floor Area
Total Municipal Wide (Urban and Rural) Development Charges	\$19,777	\$11,028	\$8,521	\$12,608	\$7,121	\$7.17
Additional Charge Affecting Urban Service Area	\$6,389	\$3,562	\$2,753	\$4,072	\$2,300	\$2.81
Total	\$26,166	\$14,590	\$11,274	\$16,680	\$9,421	\$9.98

Community / Culture 2023	
Municipal Libraries	1
Municipal Community Centres	3
Retirement Homes / Nursing Homes	3
Museums	1

Education 2023	
Elementary Schools	9
Secondary Schools	2
Private Schools	2
Colleges (within 1 hour drive)	8
Universities (within 1 hour drive)	3

Recreation 2023	
Parks	40
Dog Owner Parks	1
Parks Area	147 hectares
Length of Trails/Pathways	33 km
Length of Sidewalks	62.5 km
Golf Courses	2
Soccer Fields	23
Baseball Diamonds	18
Basketball Courts	11
Tennis Courts	7
Hockey Rinks	2
Swimming Pools	1
Pickleball Courts	14

Municipal Services 2023	
Total Sanitary Infrastructure	127 km
Total Stormwater Infrastructure	154 km
Total Watermain Infrastructure	225 km
Total Municipal Roadways	185 km
Total County Roadways	72 km
Total Provincial Roadways	41 km

Public Transportation 2023 (Tecumseh Transit Service)	
Hours of Operation	Mon - Sat. (6a.m. - 6 p.m.)
Service Area Population	14,099
Transit Route Length	30 km
2022 Total Annual Ridership	13,023
2022 Average Daily Ridership	42 passengers per day

Budget Process

Timelines

The planning for the 2024 Operating, Lifecycle, and Reserve Budget was initiated in August 2023. Administration's goal was to present the 2024 budget in November 2023, with potential adoption at the January 23, 2024 Regular Council Meeting. Council establishes Strategic Priorities at the onset of their four-year term, reviewing them midway for updates. Having been elected in the fall of 2022, Council officially adopted the 2023-2026 Strategic Priorities on July 25, 2023 (CAO-2023-06). These priorities served as the foundation for shaping the 2024 budget.

The planned budget timeline, including scheduled dates for council deliberation is illustrated below.



Planned Budget Timeline

Budget deliberations are to occur at a Special Council Meeting on January 16, 2024 with potential adoption on January 23, 2024. Once the budget is set, no further amendments would be anticipated. However, there is a policy in place should amendments be required. Refer to the Financial Policies and Goals section of the budget document for details.

Public Engagement

Notice of Council's intention to adopt budgets is advertised on the Town's website and social media.

Public input on the budget is encouraged. Regular Council Meetings are open to the community for those who wish to be present for Council deliberations. Residents may present opinions at Regular Council Meetings by requesting to appear before Council as a delegation. Alternately, Mayor and Council contact information is listed on the Town website for those who wish to call or email and/or residents can provide input via the Town's PlaySpeak Platform, which will be open for budget commentary from November 30, 2023 through to January 5, 2024.

Comments by residents are shared with Council and Administration and considered throughout the budget process.

Budget Development – 2024

Both Council and Administration underscore the significance of long-term planning, integrating this perspective into the operating budget process through the inclusion of two forecast years. While the primary focus is on adopting the 2024 budget, it is imperative to recognize and consider the projected budget demands for the forecasted years when making decisions for the current budget year.

Department Requested Budget

An overall increase of \$2,455,000 to the Operating Net Expenditures was requested for 2024, an increase of 8.96% net of growth.

The most significant budget pressures for 2024 and corresponding tax rate impacts identified in the Requested Budget included:

Description	Amount	Impact
Staffing Enhancements	\$ 778,300	2.85 %
Salaries and Benefits	540,100	1.97 %
Contribution to Capital (Lifecycle/NIL)	400,000	1.46 %
Maintenance Services & Materials/Supplies	256,300	0.93 %
Contracted Services (Garbage, ERCA, etc.)	206,900	0.75 %
Other Miscellaneous	183,200	0.67 %
Insurance & Utilities	152,400	0.56 %
Computer Support & Software	91,400	0.33 %
Tax Write-offs	50,000	0.18 %
User Charges	5,000	0.02 %
OPP Contract	(83,600)	(0.30)%
Sub-total	\$ 2,580,000	9.42 %
Growth	(125,000)	(0.46)%
Total	\$ 2,455,000	8.96 %

Proposed Budget

During Senior Management review sessions, Administration was able to reduce the increase by \$933,000. The result is a budget calling for a proposed municipal levy increase of \$1,522,000 or 5.55% net of \$135,000 in assessment growth.

The more significant changes to the requested budget are:

Description	Amount	Impact
Transfers from Reserves for one-time items	\$ (324,000)	(1.18)%
Staffing Enhancements	(220,000)	(0.80)%
Various Revenue (Grants, User Charges, ect.)	(110,000)	(0.40)%
Maintenance Services & Materials/Supplies	(89,000)	(0.32)%
Tax Write-offs	(50,000)	(0.18)%
Insurance & Utilities	(35,000)	(0.13)%
Computer Support & Software	(16,200)	(0.06)%
Indigenous Community initiatives	(50,000)	(0.18)%
Various (other miscellaneous adjustments)	(28,800)	(0.11)%
Sub-total	\$ (923,000)	(3.37)%
Growth	(10,000)	(0.04)%
Total	\$ (933,000)	(3.41)%

Transfer from Reserve remained relatively unchanged with a decrease of \$3,000 (net of reversals). Transfers from Reserves are used to offset one-time budgetary expenditures or provide for smoothing of increases. Some of the more notable transfers include the following:

- CAO - \$150,000 for on-going legal costs surrounding the Lottery Licensing lawsuit
- Arena - \$153,000 to offset payroll and benefits costs related to Manager – Capital Projects
- Transit - \$93,000 to support smoothing net Transit operating costs
- Finance - \$138,000 to offset payroll and benefits costs related to Financial Analyst – Capital Projects
- Planning - \$138,000 to offset payroll and benefits costs related to Senior Planner – Capital Projects
- Planning - \$161,000 to offset 2024 Planning studies
- TCS - \$40,000 to fund Cloud Strategy
- Corporate Shared - \$100,000 funding allocation for position vacancies/gapping
- Corporate Shared - \$63,000 one-time funding allocation for CIP-BPIG incentive program

Golden Age and Christmas In Tecumseh budgets were reviewed and reallocated to other programming budgets, with a NIL net impact to the budget.

During the budget review sessions, revenues were scrutinized and increased by \$1,557,000. Some of the more notable adjustments include:

- Arena & Recreation – User charges increased by \$78,000 resulting from an anticipated increase in activity and increase in User Fees & Charges for 2024.
- Transit - \$21,000 grant revenue forecasted based on anticipated ridership levels.
- Corporate Shared – Increase in Investment Income of \$1,100,000 to be more in line with anticipate market performance. Amounts exceeding base budget are to be transferred to reserve.
- Corporate Shared – Increase in Transfers from Reserves of \$163,000 for position vacancies/gapping & one-time funding allocation for CIP-BPIG initiative.
- Technology & Client Services – Increase in Transfers from Reserve of \$40,000 for one-time funding allocation for Cloud/GIS Strategy.
- Cultural Other – Increase in Transfer from Reserve of \$60,000 for one-time funding for Indigenous Community initiatives.

The 2024 budget proposed an **increase to Lifecycle of \$200,000** to bring the allocation to \$9.07 million for 2024 (target allocation is \$9.767 million).

The 2024 budget proposed an **increase to the New Infrastructure Levy (NIL) of \$200,000** to bring the allocation to \$2.15 million for 2024 (target allocation is \$2.35 million).

The table below illustrates the proposed municipal levy increase for 2024 with forecast increases for the years 2025 to 2028. This multiple-year forecasting has assisted in long-range financial planning and strategic priority development.

Budget Drivers	2023	2024 Proposed	2025	2026	2027	2028
Base Department Operations (excl Pay/Ben)	0.47%	0.15%	2.37%	0.73%	1.24%	1.27%
Service Level Enhancements	1.73%	3.29%	2.07%	0.42%	0.00%	0.00%
Payroll/Benefits	1.19%	1.15%	1.36%	1.48%	1.73%	1.73%
Sub-total – Operating	3.39%	4.59%	5.80%	2.63%	2.96%	3.00%
Lifecycle	0.96%	0.73%	0.86%	1.04%	1.04%	1.04%
New Infrastructure Levy	0.77%	0.73%	0.69%	0.69%	0.69%	0.69%
Sub-total - Capital	1.73%	1.46%	1.56%	1.73%	1.73%	1.73%
Total	5.12%	6.05%	7.35%	4.36%	4.69%	4.73%
Assessment (Growth)/Loss	-1.26%	-0.49%	-1.12%	-1.38%	-1.38%	-1.38%
Total w/ Growth factor	3.86%	5.55%	6.23%	2.98%	3.31%	3.35%

Approved Budget

During budget deliberations at the Special Council Meeting of January 16, 2024, each Department Head presented details on their specific budgets, explained the basis of any budgetary changes from 2023, and answered questions put forward by Council. Amendments to the Proposed Budget consisted of:

- Permanent adjustments:
 - Reduction of corporate-wide health benefit rates following recent tendering (savings of \$115,000)
 - Adjustments to Council compensation as a result of recent Council Compensation Review (additional expenditure of \$21,000)
 - Reduction of corporate-wide insurance budget (actual rate increase less than anticipated - savings of \$32,000)
 - Additional User Fee revenue in Parks department (additional revenue of \$10,000)
 - Increase to Professional Fees in Technology and Customer Services department related to annual direct mailer (additional expenditure of \$2,500)
 - Increase estimated assessment growth (additional revenue of \$15,000)
- One-time measures including:
 - Increase Tax Write-Offs by \$20,000 (in addition to one-time adjustment of \$50,000 in proposed budget)
 - Using more interest income for operations by reducing the amount transferred to reserves (additional revenue of \$100,000)

The overall reduction of \$268,000 results in a revised municipal tax levy increase net of growth of 4.63%. The Proposed Budget as amended was approved unanimously by Council (SCM January 17, 2024) and consequently, the deliberation meeting scheduled for January 17, 2024 was cancelled.



Preparation of Financial Information

Preparation of Financial Statements

The Public Sector Accounting Board (PSAB) Handbook Sections PS1200 and PS3150 require that financial statements, including budgeted amounts on the statements, are presented using the full accrual basis.

Tecumseh is in full compliance with the requirements set forth by the PSAB of the Chartered Professional Accountants Canada (CPA) regarding the presentation of financial statements.

Basis of Accounting

Accounting is done on a full accrual basis. This means that revenues are recognized/recorded when earned and expenses are recognized when incurred and measurable as a result of receipt of goods or services.

Basis of Budgeting

The Town's budgeting process starts with the modified accrual basis to determine the tax levy and user fees required to meet the priorities and objectives of the Town. This means that revenues are recognized when measurable and available, and expenditures are recognized when the liability is incurred. The modified accrual basis does not take into account expenses such as amortization, post-employment benefits and solid waste landfill closure and post-closure expenses.

PSAB requires the budgeted amounts on the financial statements to be presented on a full accrual basis. To bridge this gap, Financial Services staff completes a series of accounting adjustments to convert the budgeted amounts from modified accrual to full accrual.

Asset Management Plan

The Town's investment in tangible capital assets is significant, with the current replacement cost of infrastructure totaling hundreds of millions of dollars. This underscores the need for long-term financial planning for the eventual replacement of these assets. Tecumseh's initial Asset Management Plan was completed in 2013. An update was adopted by Council on May 8, 2018 (RCM-157/18). On October 27, 2022, the updated Asset Management Plan (Version 3.0) and amended Strategic Asset Management Policy, Policy 85 was presented and adopted by Council (RCM-25/22). Per O.REG. 588/17, the next milestone is July 1, 2024 where the municipality is required to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.

Financial Information Return (FIR)

The Ministry of Municipal Affairs is responsible for establishing requirements for municipal accounting, financial reporting, municipal auditing and other matters related to the financial health of municipalities as set out in Section 3 of the *Municipal Affairs Act*. Section 294(1) of the *Municipal Act* specifically states that each municipality will annually report on its financial affairs, accounts and transactions. This takes the form of the annual Financial Information Return (FIR).

Purpose of the FIR - Information reported in the Financial Information Return is extracted and stored in the Municipal Analysis and Retrieval System (MARS) database. The data is available to ministries, municipalities, other local government agencies and municipal associations for the following purposes:

- Developing provincial fiscal policy
- Developing municipal finance policy
- Monitoring local sector performance
- Examining the financial status of municipalities
- Municipal debt limit reports
- Forecasting and budgeting
- Local economic profiles and information on local services and service levels for use by industry
- Financial and statistical data requests
- Municipal management tool/comparative tool.



Fiscal Policy

Town of Tecumseh by-laws, policies and long-standing practices formulate the overall fiscal policy of the Town. The major components of the fiscal policy are as follows:

Annual Budget Development (Policy 19-2002)

The budget outlines the business plans for the operating and support service departments' delivery of programs and services. It links the Town's strategic priorities with business plans, budget allocations, performance indicators and measures. Achievement of the target outcomes becomes the focal point for program and service delivery, performance measurement, monitoring and reporting. The proposed budget is balanced with revenues equaling expenses for the year and is tabled before Council for review and adoption.

Council shall adopt a budget for each year that meets all the requirements of the Municipal Act.

Asset Management (Policy 82 through 82.5-2014, Policy 95-2022)

In June 2011, the Provincial government released a long-term infrastructure plan called "Building Together". To receive provincial funding, a municipality must show that the project for which grant funding is sought is included in a detailed Asset Management Plan (AMP). The Ministry of Infrastructure released "Building Together – Guide for Municipal Asset Management Plans" (Guide) to assist municipalities with AMPs. In accordance with the Guide, policy 82, 82.1, 82.2, 82.3, 82.4 and 82.5 provide direction on data verification and condition assessment for roads, bridges, storm sewer, water distribution system and sanitary sewer collection system.

The Town's initial AMP was adopted by Council in 2013 (RCM-457/13). The first update was completed in 2018 and approved by Council on May 8, 2018 (RCM-157/18).

The Province announced authority for the regulation of AMPs with the *Infrastructure for Jobs and Prosperity Act 2015*. Subsequently, *O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure* set out the details. The first milestone

was the development of a formal asset management policy by July 1, 2019. *O. Reg. 588/17* specifies content requirements. The Town's formal policy was approved by Council on June 25, 2019 (RCM-177/19). The purpose of the policy is to establish consistent standards and guidelines for the management of Town assets applying sound technical, social and economic principles that consider present and future needs of users, and the service expected from the assets.

On October 27, 2022 Version 3 of the Asset Management Plan and amended Strategic Asset Management Policy, Policy 95 was presented and subsequently adopted by Council (RCM-25/22). The Town's 2022 Asset management Plan (version 3) covers a 10-year timeframe from 2022-2031, that combines the state of infrastructure, levels of service, asset management strategies, risk, future demands and emerging challenges, and the financial summary. The amended Strategic Asset Management Policy includes the Town's approach to tracking and measuring continual improvements to the AMP which includes regular data review, level of service improvement, and demand & risk management improvement. The next updated scheduled to be completed for July 1, 2024, where the municipality is required to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.

Debt Management (Long-standing practice)

Since 2005, the Town has adopted an aggressive strategy to use long-term debt for financing sanitary and water long-term capital requirements in order to ready the Town for development when circumstances dictate. At the same time, the Town embarked on a Lifecycle plan to fund the replacement of existing infrastructure assets. Part of the plan involved borrowing for roads and bridges in order to provide full funding for these two categories. Long-term debt is only issued to fund large capital projects.

The debt program is actively managed to preserve the financial integrity and flexibility of the Town. Debt does not exceed the Annual Repayment Limit set by Ministry of Municipal Affairs and Housing. The issuance of long-term debt is approved by Council through by-law.

Development Charges By-law (By-law 2019-63 and By-law 2022-62)

Development charges are a means of recovering the net cost of capital expenditures attributable to growth, within the limits permitted by law. By-law 2019-63 provides guidance on the collection and payment of development charges in accordance with the Development Charges Act, 1997. This replaces the original By-law 2014-68.

Financial Management Policy (Policy 102-2020)

The foundation of the Financial Policy Framework is the set of overarching principles of responsible financial management. The principles outline the Town's basic philosophy on financial matters and align with the Town's strategic plan. The purpose of this policy is a framework that provides decision-making guidance to allow for financial sustainability through changing conditions. This policy framework applies to Budget and Financial Planning, Revenues, Expenditures, Reserve and Reserve Funds, Asset Management Planning, Debt, Investments and Accounting, Auditing & Financial Reporting.

Investment Policy (Policy 87-2016)

The Town strives for the optimum utilization of its cash resources within statutory limitations and the basic need to protect and preserve capital, while maintaining solvency and liquidity to meet ongoing financial requirements. The purpose of the policy is to govern the prudent management of the Town's surplus funds and investment portfolio. This applies to all of the Town's surplus cash, reserve and reserve funds, sinking funds, deposits and other cash resources.

Lifecycle Program (Long-standing practice)

Council approved a Lifecycle program as part of the 2005 budget process. The plan contemplated annual tax increases of 2.9% for the 2005 to 2014 tax years in order to fulfill full funding requirements. Funds raised through taxation for lifecycle purposes are segregated into lifecycle reserves. The plan provides the Town with the ability and resources to respond to capital infrastructure replacement needs and ensures prudent capital asset management. The annual allocation must be adjusted to reflect new or deleted assets and to reflect changes in estimated replacement costs.

Operating Budget Implementation and Reporting (Policy 21-2002)

A system of reviewing actual and forecast results to budgeted amounts has been established to ensure budgetary control. Budget variance analysis and reporting is completed for the periods ending March, June, August and December. Noteworthy budget line item variances and overall departmental variances as defined in the policy are reported to Council.

Post Budget Adjustments (Policy 22-2002)

Any post budget adjustment is to be approved by motion of Council. Budget adjustments refer to any change that requires expenditure not originally contemplated in the budget or any restrictions on the budget subsequently imposed by Council.

Purchasing By-law (By-law 2021-60)

The Purchasing By-law provides a system for the procurement of goods and services for the Town. It includes the Purchasing Policy, which outlines responsibilities and authorities, and details the various purchasing standards sanctioned for the procurement of goods and services at all monetary levels. The guiding principle is that procurement decisions will be made using a competitive process that is open, transparent and fair, and in accordance with applicable regulatory Trade Agreements. This by-law replaces By-law 2017-63.

Surplus/Deficit Management (Long-standing practice)

An annual surplus represents one-time funding that cannot be relied upon on an ongoing basis. As such, an annual surplus should be allocated to a stabilization, contingency or infrastructure reserve which is used to fund one-time items.

Conversely, an annual deficit is usually the result of unexpected one-time items, and as such should be funded from a stabilization, contingency or infrastructure reserve.

The Director Financial Services makes recommendations regarding the management of a surplus or deficit. Council approves transfers to/from reserves.

Tangible Capital Asset Accounting (Policy 83-2014)

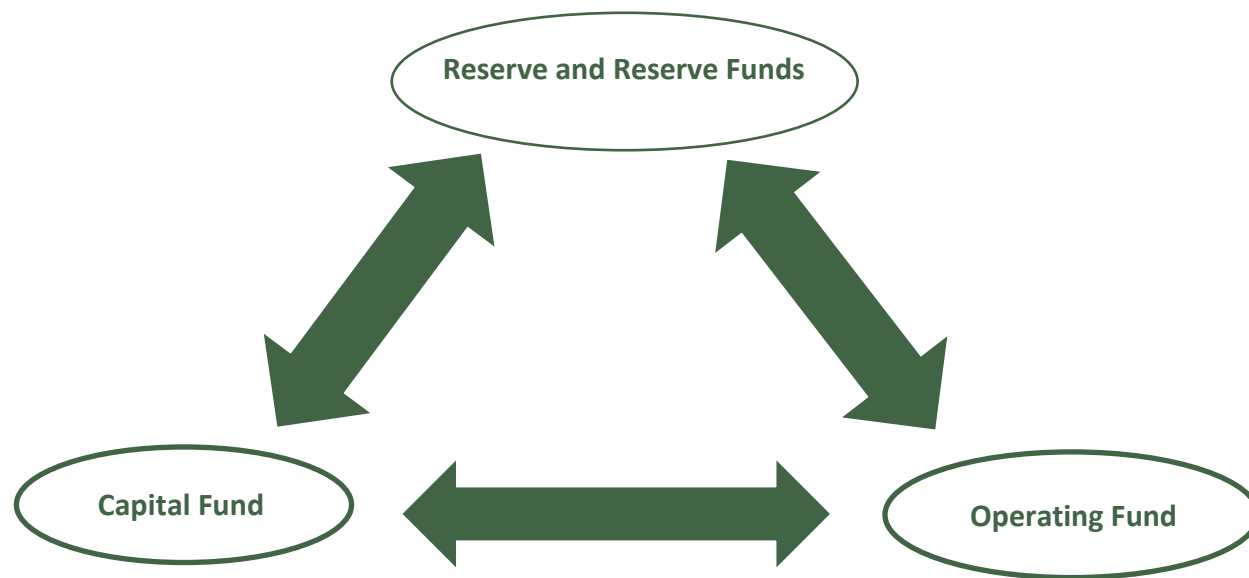
Canada's accounting standard-setting body, the Chartered Professional Accountants Canada (CPA), through its Public Sector Accounting Board (PSAB), establishes reporting requirements for municipalities. Current PSAB reporting requirements dictate that Canadian municipalities must account for and report Tangible Capital Assets (TCAs) on their financial statements. This mandatory reporting of assets has been in effect since 2009 and applies to both newly acquired assets and existing assets.

Capital asset accounting is necessary in order to determine the values that appear on the financial statements. Capital asset accounting involves the recording, tracking and reporting of the Town's assets. A TCA inventory is maintained so that original historical costs are recorded and accumulated depreciation from year of acquisition can be calculated. A summary of this data, along with yearly depreciation, is shown on the Town's financial statements.

The Town of Tecumseh employs the necessary and appropriate controls required for the recording and reporting of TCAs. The Town successfully met the 2009 PSAB reporting requirements and has been in compliance since.



Summary of Funds



A Fund is a self-balancing set of accounts used for a specific purpose. The Town of Tecumseh uses an Operating Fund, Capital Fund, and Reserve and Reserve Funds for budgeting and financing activities. The image above outlines how the funds work. Monies flow between funds through inter-fund transfers, which are recorded as revenues or expenses in the affected funds. Fund balance is the excess of cumulative revenues and other sources of funds over cumulative expenditures and other uses of funds.

Operating Fund: the Operating Fund is the source of funding for the Town's day-to-day operations. The majority of revenue is generated from Taxation, Water Sales, and Sewer Charges.

Capital Fund: the Capital Fund is the source of funding for capital acquisitions and projects. Sources of funding include:

- Transfers from Operating (taxation)
- Transfers from Reserve/Reserve Funds
- Long Term Debt
- Transfer Payments (Federal and Provincial)

The balance in the capital fund at January 1, 2024 represents the forecast unfinanced capital amount as of December 31, 2023.

Reserve/Reserve Funds: a Reserve is an allocation of accumulated net revenues. Reserves can be established for any predetermined purpose and applied for that purpose at the discretion of Council.

A Reserve Fund is established to account for assets that have been segregated for a specific purpose, either voluntarily or because of legal or contractual reasons. There are two types of reserve funds:

- Discretionary Reserve Fund - established whenever Council wishes to earmark funds to finance a future project for which it has the authority to spend money. A municipality may, through by-law, provide that the money raised for a reserve fund be applied to another purpose.
- Obligatory Reserve Fund – created whenever a statute requires revenues received for special purposes be segregated from the general revenues of the municipality.

Summary of Fund Activity

An overview of changes to fund balances is as follows:

Operating Fund: The 2023 net surplus will be transferred to a reserve resulting in a closing fund balance of \$0 in 2024.

Capital Fund: The closing fund balance is generally a result of municipal drain projects, which may take a few years to complete and bill out. Drain activity has increased significantly in the last few years.

Reserve and Reserve Funds: The 2024 budgeted closing fund balance shows a decrease of \$34 million largely due to the \$16.2 million budgeted for Tecumseh Hamlet Secondary Plan Area – Northwest Water and Wastewater, \$11.1 million budgeted for Scully & St. Mark’s Storm Pump Station/Riverside Drive, \$3.9 million budgeted for Delduca Drive Sanitary Sewer Extension, and \$3 million budgeted for Lakewood Park – Washroom , Pavilion and Water Feature along with other various capital works projects.

A summary of fund activity, which shows sources and uses of funds can be found on the following page.

Summary of Fund Activity

Sources of Funds	Operating Fund			Capital Fund			Reserve & Reserve Funds			Total		
	2022 Year End Actuals	2023 Year End Forecast	2024 Budget	2022 Year End Actuals	2023 Year End Forecast	2024 Budget	2022 Year End Actuals	2023 Year End Forecast	2024 Budget	2022 Year End Actuals	2023 Year End Forecast	2024 Budget
Taxes	26,254,757	27,434,473	29,017,563	-	-	-	-	-	-	26,254,757	27,434,473	29,017,563
Supplementary Taxes	171,738	228,321	275,000	-	-	-	-	-	-	171,738	228,321	275,000
Right of Way	15,665	15,732	15,700	-	-	-	-	-	-	15,665	15,732	15,700
Special Charges	-	-	-	-	-	-	-	-	-	-	-	-
Payments in Lieu	82,517	84,089	82,300	-	-	-	-	-	-	82,517	84,089	82,300
Total Taxation	26,524,677	27,762,615	29,390,563	-	-	-	-	-	-	26,524,677	27,762,615	29,390,563
Grants	929,103	390,398	845,460	-	-	-	-	-	-	929,103	390,398	845,460
User Charges	12,741,690	13,083,804	13,219,464	-	-	-	-	-	-	12,741,690	13,083,804	13,219,464
Licences and Permits	490,203	421,691	843,721	-	-	-	-	-	-	490,203	421,691	843,721
Fines	100,890	52,633	82,550	-	-	-	-	-	-	100,890	52,633	82,550
Penalties and Interest	402,356	384,870	380,000	-	-	-	-	-	-	402,356	384,870	380,000
Investment Income	2,373,849	3,678,960	2,503,275	-	-	-	633,325	1,002,234	1,858,200	3,007,174	4,681,194	4,361,475
Other Income	673,374	759,262	870,126	301,795	-	-	-	-	(79,900)	975,169	759,262	790,226
Transfer Payments	-	-	-	2,682,344	4,971,256	10,081,227	-	-	-	2,682,344	4,971,256	10,081,227
Capital Contributions	-	-	-	932,467	-	4,295,260	4,121,256	4,175,228	578,700	5,053,723	4,175,228	4,873,960
New Debt Issued	-	-	-	3,460	-	-	-	-	-	3,460	-	-
Sources of Funds before Transfers	44,236,142	46,534,233	48,135,159	3,920,066	4,971,256	14,376,487	4,754,581	5,177,462	2,357,000	52,910,789	56,682,951	64,868,646
Transfer from Operating Fund	-	-	-	14,857,449	15,280,995	14,880,478	3,799,137	3,817,283	1,913,900	18,656,586	19,098,278	16,794,378
Transfer from Capital	-	-	-	-	-	-	13,397,063	13,412,176	18,463,287	13,397,063	13,412,176	18,463,287
Transfers from Reserve/Reserve Funds	1,120,128	1,742,359	1,699,555	10,128,214	23,645,332	55,738,073	-	-	-	11,248,342	25,387,691	57,437,628
	45,356,270	48,276,592	49,834,714	28,905,729	43,897,583	84,995,038	21,950,781	22,406,922	22,734,187	96,212,780	114,581,097	157,563,939
Uses of Funds												
General Government	5,364,387	5,739,512	7,247,789	494,424	452,819	577,300	-	-	-	5,858,811	6,192,331	7,825,089
Protection to Persons & Property	6,184,585	6,544,269	6,400,791	237,849	91,960	765,350	-	-	-	6,422,434	6,636,229	7,166,141
Transportation Services	2,780,275	3,075,098	2,992,143	6,436,323	8,935,214	18,165,755	-	-	-	9,216,598	12,010,312	21,157,898
Environmental Services	8,017,046	9,313,379	9,785,589	4,578,646	13,595,105	40,605,200	-	-	-	12,595,692	22,908,484	50,390,789
Social & Family	43,141	38,622	-	-	2,400	-	-	-	-	43,141	41,022	-
Recreation & Cultural Services	3,617,836	4,038,335	4,491,854	2,354,089	6,539,090	8,748,385	-	-	-	5,971,925	10,577,425	13,240,239
Planning & Development	899,294	1,231,763	1,572,530	1,190,971	2,565,767	980,000	-	-	-	2,090,265	3,797,530	2,552,530
Uses of Funds Before Transfers	26,906,564	29,980,978	32,490,696	15,292,302	32,182,355	69,841,990	-	-	-	42,198,866	62,163,333	102,332,686
Transfer to Operating	-	-	-	1,500	-	-	1,120,129	1,742,359	1,699,555	1,121,629	1,742,359	1,699,555
Transfer to Capital	14,857,449	15,280,995	15,522,127	-	-	-	10,128,213	23,645,332	55,213,573	24,985,662	38,926,327	70,735,700
Transfer to Reserve/Reserve Funds	3,799,139	2,807,737	1,821,891	13,397,064	13,412,176	14,963,048	-	-	-	17,196,203	16,219,913	16,784,939
	45,563,152	48,069,710	49,834,714	28,690,866	45,594,531	84,805,038	11,248,342	25,387,691	56,913,128	85,502,360	119,051,932	191,552,880
(Increase)/Decrease to Funds	206,882	(206,882)	-	(214,863)	1,696,948	(190,000)	(10,702,439)	2,980,769	34,178,941	(10,710,420)	4,470,835	33,988,941
Opening Fund Balance	-	206,882	-	3,371,915	3,157,052	4,854,000	(69,876,166)	(80,578,605)	(77,597,836)	(66,504,251)	(77,214,671)	(72,743,836)
Closing Fund Balance	206,882	-	-	3,157,052	4,854,000	4,664,000	(80,578,605)	(77,597,836)	(43,418,895)	(77,214,671)	(72,743,836)	(38,754,895)



Financial Key Performance Indicators

While financial statements contain a wealth of information, their review can be both technical and time-intensive. Financial ratio analysis serves as an efficient and effective method for evaluating an organization's financial performance and overall health.

For the Town of Tecumseh, the following measures have been reviewed and analyzed:

- Financial Position
- Operating Surplus/Deficit
- Asset Consumption
- Reserves
- Debt
- Taxes Receivable

Collectively, these measures provide a comprehensive view of the Town's overall financial health at a specific point in time. Analyzing trends in these measures allows for the identification of areas exhibiting financial strength or weakness.

Municipal benchmark data:

While financial ratio analysis in the private sector often involves comparison to competitor and industry benchmarks, obtaining industry benchmarks for municipalities can be challenging. For the present analysis, comparisons were drawn against ratios from other municipalities in Ontario. Specifically, comparisons were made to the averages for Essex County municipalities and Western Ontario municipalities. It is important to note that Essex County averages exclude Windsor and Pelee Island.

The West Ontario average includes data only for those municipalities that have submitted their FIR as of November 27, 2023 and is subject to change. The calculation for 2022 averages for Essex County excludes two local, lower-tier municipalities that have not yet submitted their 2022 FIR information.

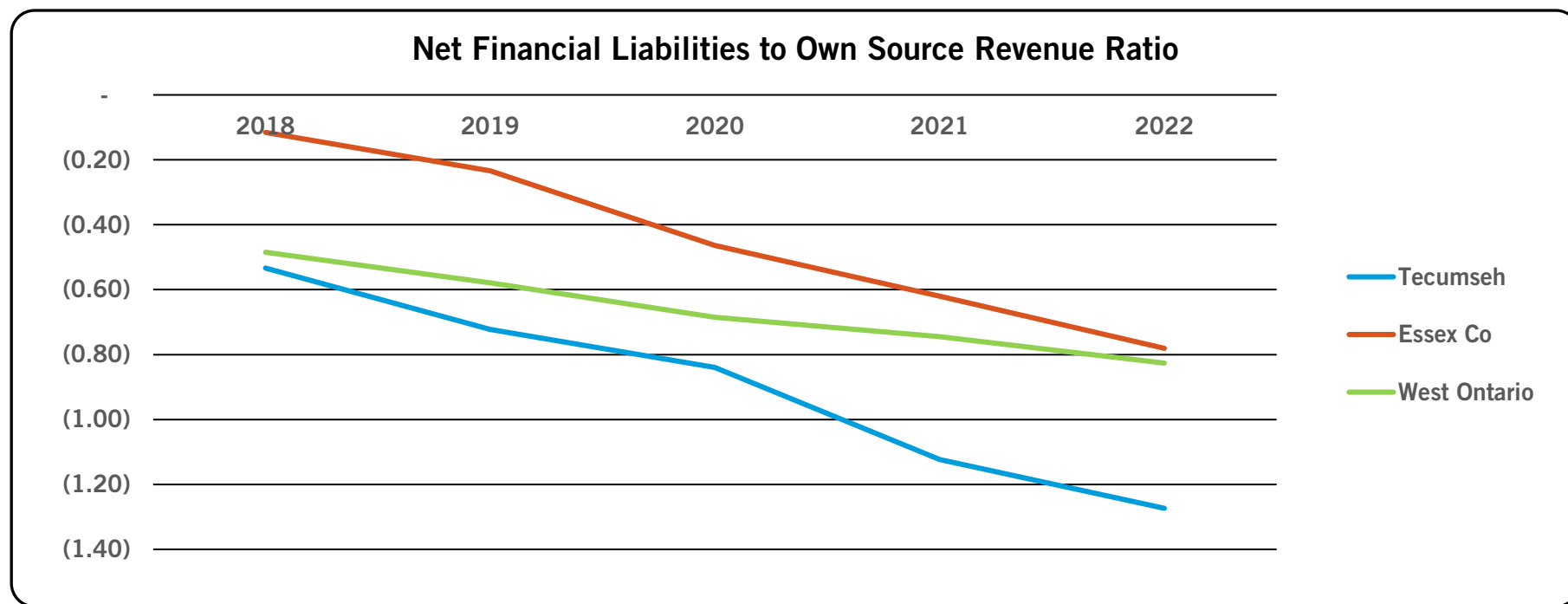
This review was effective and thorough enough to provide insight into concerns that should be addressed in the near term and suggest areas of strength or weakness.

Financial Position

Net Financial Liabilities to Own Source Revenues Ratio

Net Financial Liabilities represent the difference between net financial debt and net financial assets, excluding tangible capital assets. Own Source Revenues are funds generated by the municipality, excluding items such as grants, donations, and development charges.

The Net Financial Liabilities ratio is derived by dividing Net Financial Liabilities by Own Source Revenues. This ratio serves as an indicator of whether Own Source Revenues are sufficient to cover the financial obligations of the Town. It is a more comprehensive measure than Net Debt as it includes Accounts Payable, Employee Future Benefits Payable, and Other Current Liabilities. There is no industry benchmark ratio, so each municipality must establish its own target based on future needs.



Tecumseh	2018	2019	2020	2021	2022
Net Financial Liabilities	\$ 20,445,121	\$ 27,543,002	\$ 32,379,089	\$ 44,791,505	\$ 54,654,738
Own Source Revenue	\$ 38,320,839	\$ 38,128,144	\$ 38,577,452	\$ 39,876,315	\$ 42,916,743
Ratio	(0.53)	(0.72)	(0.84)	(1.12)	(1.27)

(Source: Midas, FIR schedules 53 9910 01 and 81 2610 01)

Analysis

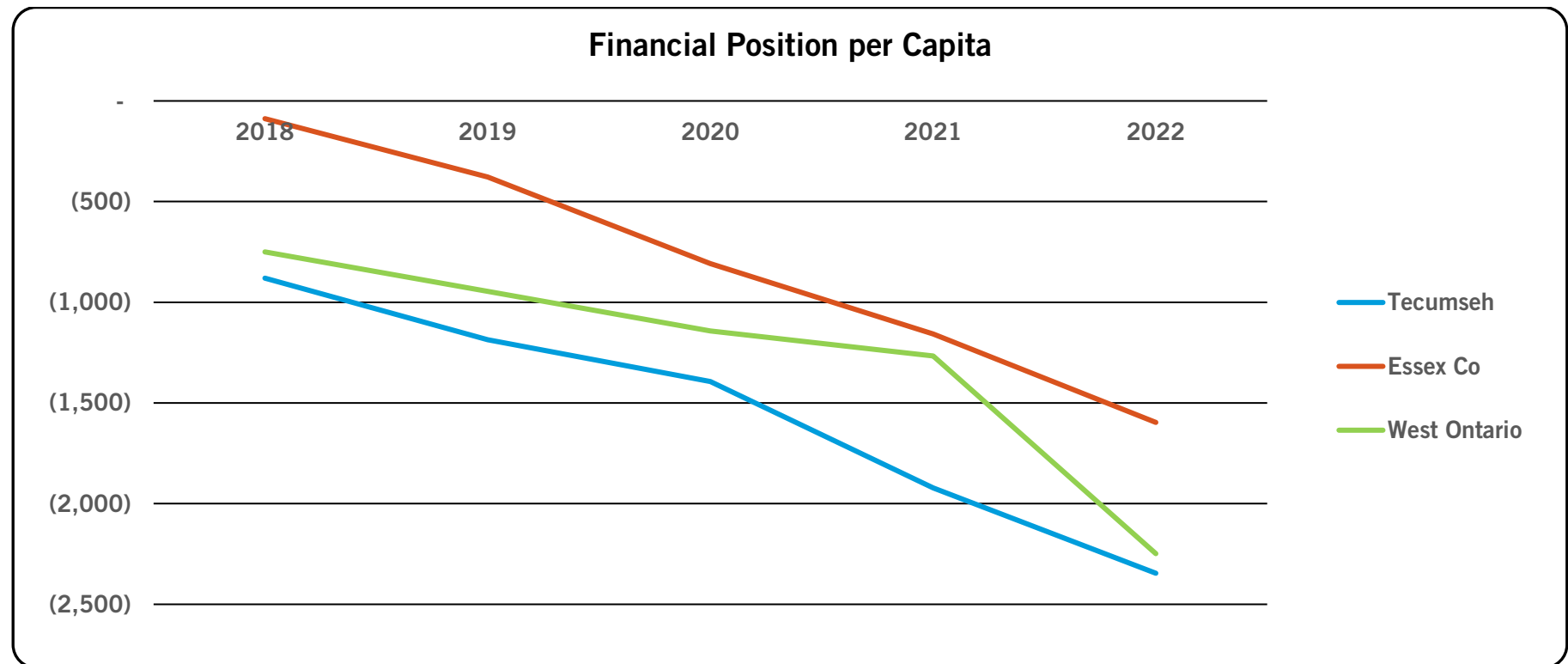
The average Net Financial Liabilities to Own Source Revenue Ratio of Western Ontario municipalities is a negative value, signifying that financial assets are greater than financial liabilities. The Town's ratio continues to decrease due to increased cash balances, higher investment in government business enterprises, and reduced debt. Moreover, the decrease is influenced by a diminished reliance on debt and/or grant funding for infrastructure renewal requirements.

This ratio should be reviewed in conjunction with other ratios to determine if it is a concern.

For instance, a negative ratio is generally considered better than a positive ratio, indicating that financial assets are greater than financial liabilities. However, a negative ratio coupled with a poor Asset Consumption ratio could imply that net financial liabilities are benefitting from a neglect of capital assets. Conversely, a positive ratio might not be concerning if the capital asset condition is very good.

Net Financial Liabilities Per Capita Ratio

The Net Financial Liabilities Per Capita ratio is obtained by dividing Net Financial Liabilities by the population. A positive ratio signifies that financial debt is greater than financial assets, while a negative ratio indicates financial assets are greater than financial debt.



Tecumseh	2018	2019	2020	2021	2022
Net Financial Liabilities	\$ 20,445,121	\$ 27,543,002	\$ 32,379,089	\$ 44,791,505	\$ 54,654,738
Population	23,229	23,229	23,229	23,300	23,300
Ratio	(880)	(1,186)	(1,394)	(1,922)	(2,346)

(Source: Midas, FIR schedules 70 9945 01 and 02 0041 01)

Analysis

The chart illustrates a consistent decline in the Town's net financial liabilities per capita ratio over the five-year period, reaching \$(2,346) per resident by 2022, indicating a surplus of financial assets over financial liabilities.

The Town's Net Financial Liabilities Per Capita ratio continues to be at a level more favorable than that of Essex County and West Ontario averages.

Recommendation

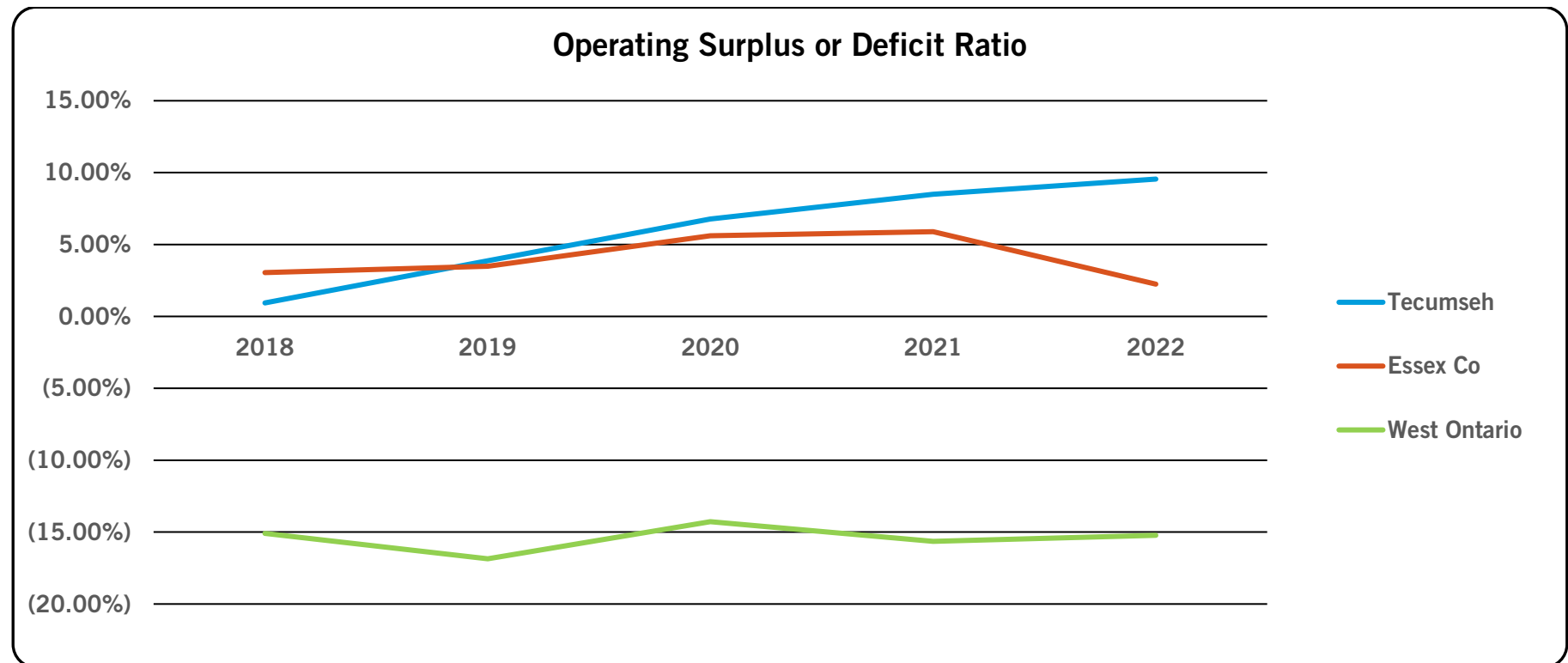
As mentioned earlier, it is crucial to assess this ratio alongside other financial indicators, and proactive measures provisions should be taken to any address unfunded liabilities.

Operating Surplus/(Deficit)

An Operating Surplus arises when Operating Revenues exceed Operating Expenses. An Operating Deficit occurs when expenses surpass revenues.

Operating Surplus/(Deficit) Ratio

The Operating Surplus Ratio is calculated by dividing the Operating Surplus/(Deficit) by Own Source Revenues. As stated earlier, Own Source Revenues are generated by the municipality and exclude items such as grants, donations, and development charges. Own Source Revenues should cover a municipality's expenses, including amortization of assets, to ensure sustainability.



Tecumseh	2018	2019	2020	2021	2022
Operating Surplus/(Deficit)	\$ 360,092	\$ 1,474,063	\$ 2,615,561	\$ 3,386,330	\$ 4,099,644
Own Source Revenue	\$ 38,320,839	\$ 38,128,144	\$ 38,577,452	\$ 39,876,315	\$ 42,916,743
Ratio	0.94%	3.87%	6.78%	8.49%	9.55%

(Source: Midas, FIR schedules 81 2610 01 and 40 9910 07)

Analysis

The Town has consistently achieved operating surpluses over the last five years, with a significant surplus being achieved in 2020 – 2022. Despite operating under a local state of emergency throughout most of 2020 due to the COVID-19 pandemic and risk of flooding, the Town managed to have the third highest Operating Surplus Ratio in the last five years. The 2020 surplus benefitted from reducing or halting non-essential services in an effort to help reduce the spread of COVID-19 and contain costs, realizing significant savings in wage and benefits due to gapping and vacancies, reduction in utility usage, minimal Tax Write-offs and strong Building Permit revenue.

The Town's trend of increasing operating surpluses in 2021 and 2022 is attributed to delays in significant capital projects such as the Skully Pump Station. These delays, primarily caused by construction capacity constraints, often led to retendering due to low vendor interest. Additionally, the Town's proactive step of bolstering its capital reserves during these delays has contributed to the rising surpluses. It is anticipated that the Town's operating surpluses will start diminishing in the upcoming years as previously delayed projects commence.

For the past three years, the Town's results have been better than both the Western Ontario average and the local average. In the five years illustrated, the percentage is small, either positive or negative, which is preferred. A large negative percentage would be the worst result, indicating a large deficit in relation to own source revenues.

Recommendation

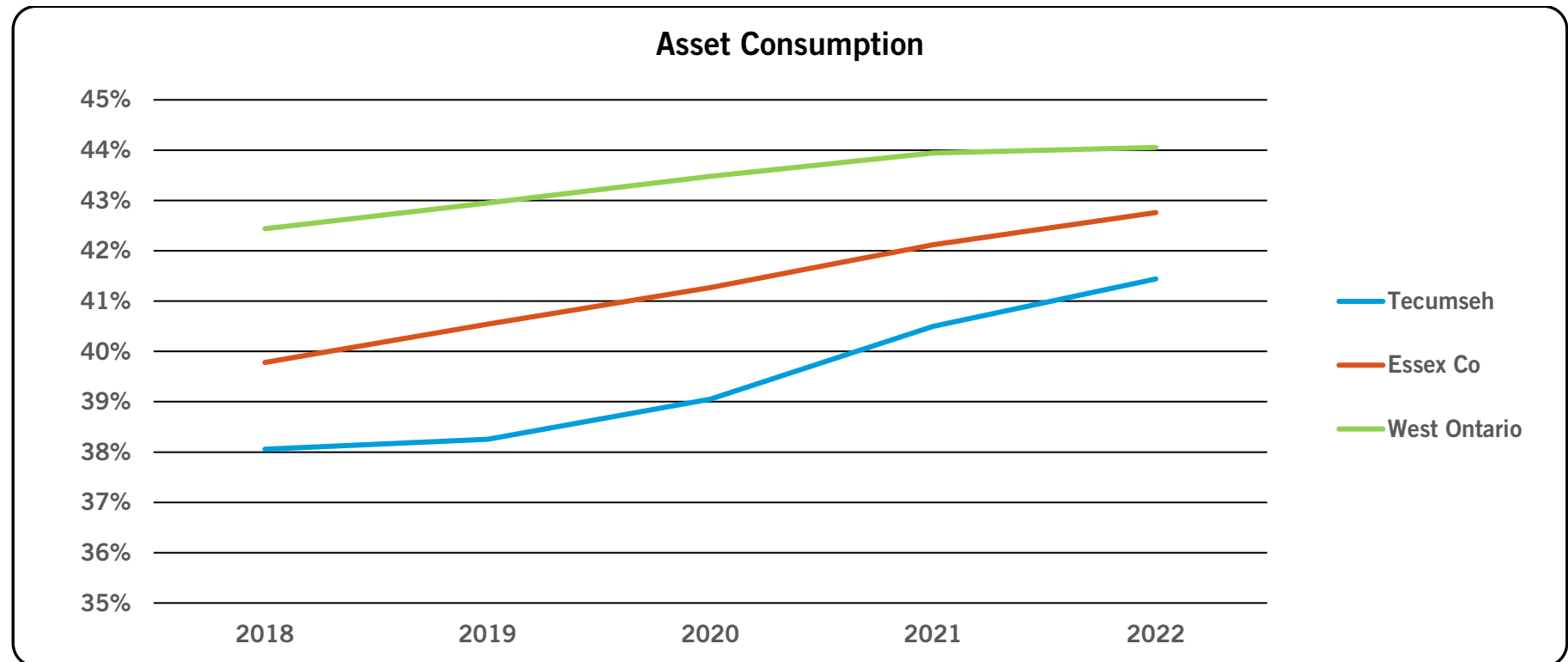
The Town should strive to cover its costs with own source revenues and reduce dependence on funding from other levels of government. Targeting break-even results or better is advisable, and exploring courses of action to increase revenues should be pursued.

Asset Consumption

Asset Consumption represents the degree to which assets have been “used up” in relation of their estimated useful lives. It is important to note that this is an accounting measure and does not provide insights into the actual physical condition of the assets.

The Asset Consumption Ratio.

The ratio is calculated as accumulated amortization expressed as a percentage of the Historical Cost of all assets. A higher ratio indicates a greater need for replacement.



Tecumseh	2018	2019	2020	2021	2022
Accumulated Amortization	\$ 132,815,869	\$ 139,041,070	\$ 145,094,493	\$ 152,040,173	\$ 158,417,949
Historical Cost	\$ 348,995,340	\$ 363,441,622	\$ 371,542,387	\$ 375,408,670	\$ 382,278,608
Ratio	38.1%	38.3%	39.1%	40.5%	41.4%

(Source: Midas, FIR schedules 51 9910 10 and 51 9910 06)

Analysis

Over the past five years, the Town's Asset Consumption Ratio has varied from 38.1% to 41.4%, indicating that slightly more than one-third of the Town's assets have been "used up". A rising trend in this ratio may suggest that more asset replacements are forthcoming. The Town's assets, overall, are "newer" than the Western Ontario average and similar to the County average.

This measure should be used in conjunction with engineering studies to determine the true asset condition and with the Town's Asset Management Plan to better project replacement/refurbishment needs.

Recommendation

Monitoring of the Town's Asset Consumption Ratio is essential to ensuring that it does not continue to increase. This ratio should be used in conjunction with engineering studies to establish a more precise understanding of asset conditions and replacement requirements. This ratio can also be used to highlight specific areas that should be the focus of engineering studies.

Due to the significance of the Town's investment in Tangible Capital Assets, lifecycle contributions should be reviewed regularly to ensure adequacy. This analysis is conducted within the Town's Asset Management Plan.

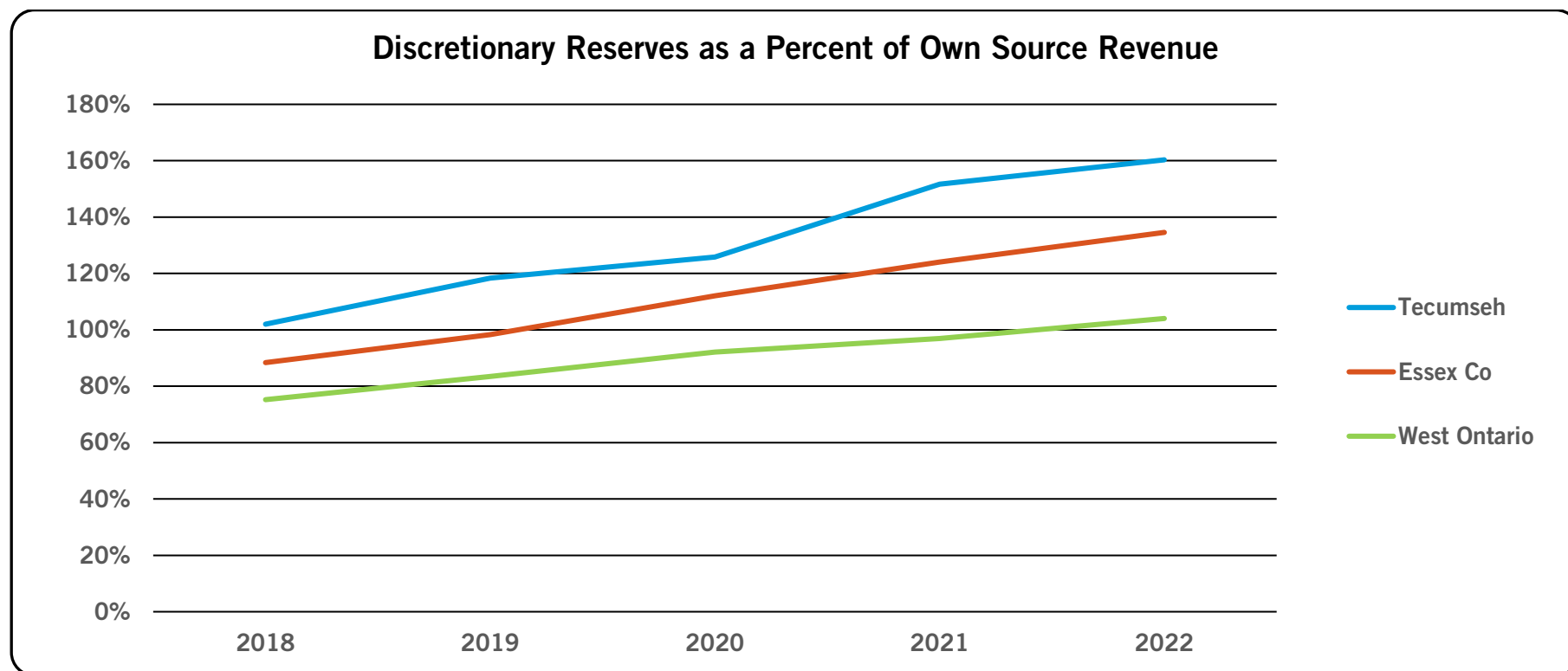
The 2024 budget proposes an increase to the Lifecycle allocation of \$200,000 to provide funds for future replacement of recent asset additions.

Reserves

Reserves offer liquidity and allow a municipality to be flexible in addressing operating and capital requirements

Discretionary Reserves as a Percent of Own Source Revenues Ratio

The ratio is calculated by dividing Discretionary Reserves by Own Source Revenues. Discretionary Reserves include all reserves excluding obligatory reserve funds, which have been segregated in compliance with statutory requirements.



Tecumseh	2018	2019	2020	2021	2022
Discretionary Reserves	\$ 39,092,906	\$ 45,138,394	\$ 48,559,090	\$ 60,497,014	\$ 68,803,494
Own Source Revenue	\$ 38,320,839	\$ 38,128,144	\$ 38,577,452	\$ 39,876,315	\$ 42,916,743
Ratio	102.0%	118.4%	125.9%	151.7%	160.3%

(Source: Midas, FIR schedules 60 9930 02, 60 9930 03 and 81 2610 01)

Analysis

The Town's Discretionary Reserves as a Percent of Own Source Revenues ratio has consistently increased over the past five years, ranging from 102% to 160%. Discretionary Reserves increased in 2020 due to the transfer of \$516,000 of the prior year surplus to the Tax Rate Stabilization Reserve and \$967,000 of the surplus to the Infrastructure Reserve, the New Infrastructure Levy contribution of \$1,550,000, and an increase of \$720,000 in the Lifecycle Reserves.

In the years 2021-2022, the Town was successfully awarded various grant programs, maintained high cash balances benefiting from favourable interest rates, and experienced delays in major capital projects. These factors contributed to the preservation and accumulation of the Town's reserve balances.

The Town's Discretionary Reserves as a Percent of Own Source Revenues ratio is well above the Western Ontario average and better than the Essex County average. This positive standing is likely a result of the Town's lifecycle program that was initiated in 2005. In contrast, many other municipalities in the province are either not planning for or have only recently started addressing infrastructure replacement needs.

Recommendation

While it is encouraging that the Town's reserves are above average, this does not necessarily mean the reserves are sufficient. For instance, lifecycle reserves may not adequately address new infrastructure requirements arising from growth. Continuous assessment and strategic planning are essential to ensure that the reserves align with evolving needs.

In determining the ideal level of reserves, several factors should be considered, such as:

- Replacement requirements of existing infrastructure
- New infrastructure requirements
- Debt and reserve policies
- Expenditure/service levels
- Economic climate

A thorough review of the reserves and the development of a policy is essential for long-term sustainability.

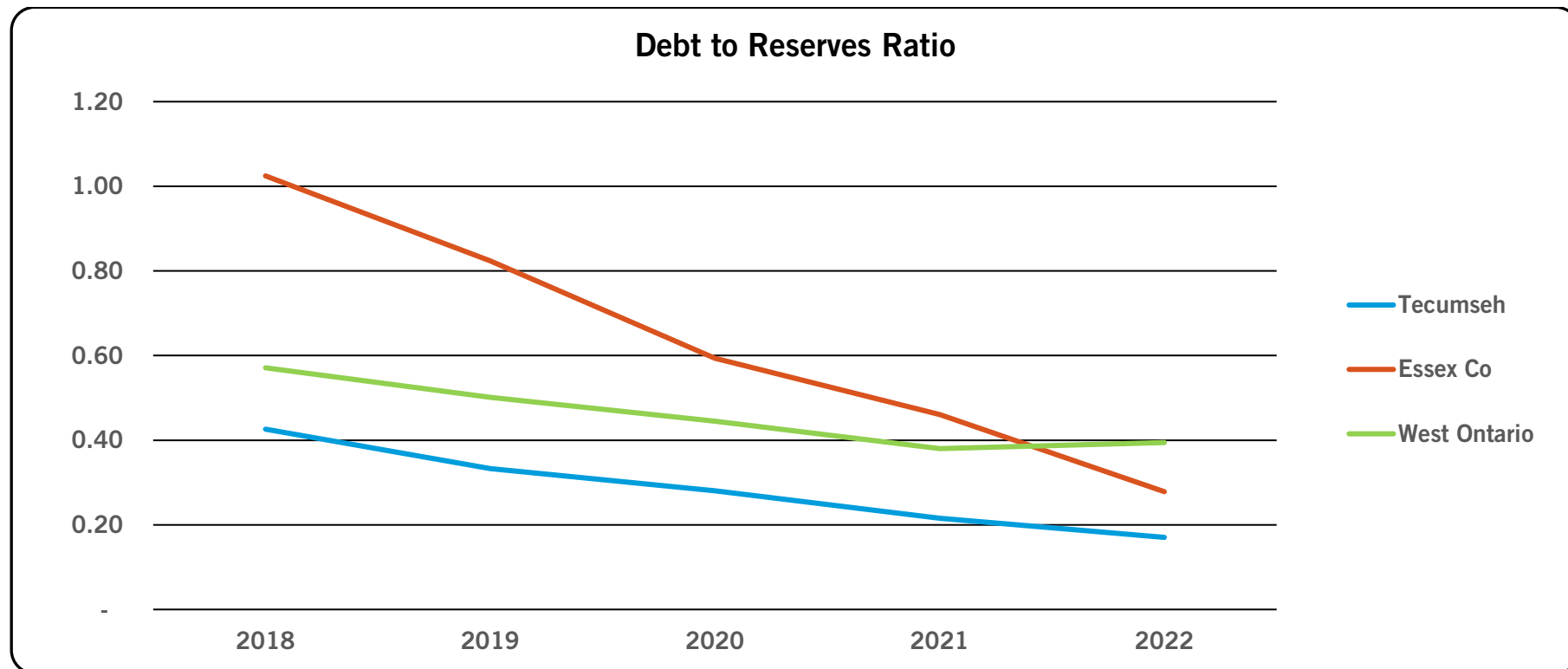
The 2015 budget implemented a special New Infrastructure Levy (NIL). The NIL is contributed to the Infrastructure (Capital) reserve to partially address funding shortfalls required for constructing new infrastructure. The initial target was set at \$1.3M, however, considering the 2019 DC Background Study update and provisions for new Sportplex amenities, it was increased to \$2.35M. The current NIL allocation is \$1.95M, with an additional \$200K being budgeted in 2024. The 2020 target will be reached by 2025 if the increases proceed as planned. The annual target will be reviewed in conjunction with the 2024 DC Background Study update.

Debt

An Annual Repayment Limit (ARL) set by the Ministry of Municipal Affairs and Housing limits the amount of debt repayment a Municipality can commit without receiving OMB approval. The limit is based on a maximum of 25 percent of Own Source Revenues based on the Financial Information Return adjusted for committed debt. The Town's current ARL is 4.7% (2022).

Debt to Reserves Ratio

This ratio expresses total municipal Debt as a percentage of Discretionary Reserves. As previously noted, Discretionary Reserves include all reserves other than obligatory reserve funds, which have been segregated due to statutory requirements.



Tecumseh	2018	2019	2020	2021	2022
Debt	\$ 16,655,631	\$ 15,021,295	\$ 13,604,944	\$ 13,023,592	\$ 11,723,349
Discretionary Reserves	\$ 39,092,906	\$ 45,138,394	\$ 48,559,090	\$ 60,497,014	\$ 68,803,494
Ratio	0.43	0.33	0.28	0.22	0.17

(Source: Midas, FIR schedules 74 9910 01 and 70 6420 01)

Analysis

In 2005, the Town adopted an aggressive debt strategy, utilizing debt issuance to fund long-term capital needs for sanitary and water purposes, aiming to position the Town for development as circumstances dictate. Additionally, as part of the Lifecycle program, the Town initiated borrowing for roads and bridges to provide full funding for these two categories. Total corporate debt outstanding reached its peak in 2011 and has gradually declined since.

A Debt to Reserve ratio of 1.0 is considered prudent.² The 2018 to 2022 ratios are well below 1.0.

The Town's debt adheres to the Annual Repayment Limit set by Ministry of Municipal Affairs and Housing and aligns with the Western Ontario average. Although the Essex County average was notably higher for a period prior to 2018, it has significantly improved in recent years and now falls well below 1.0.

Recommendation

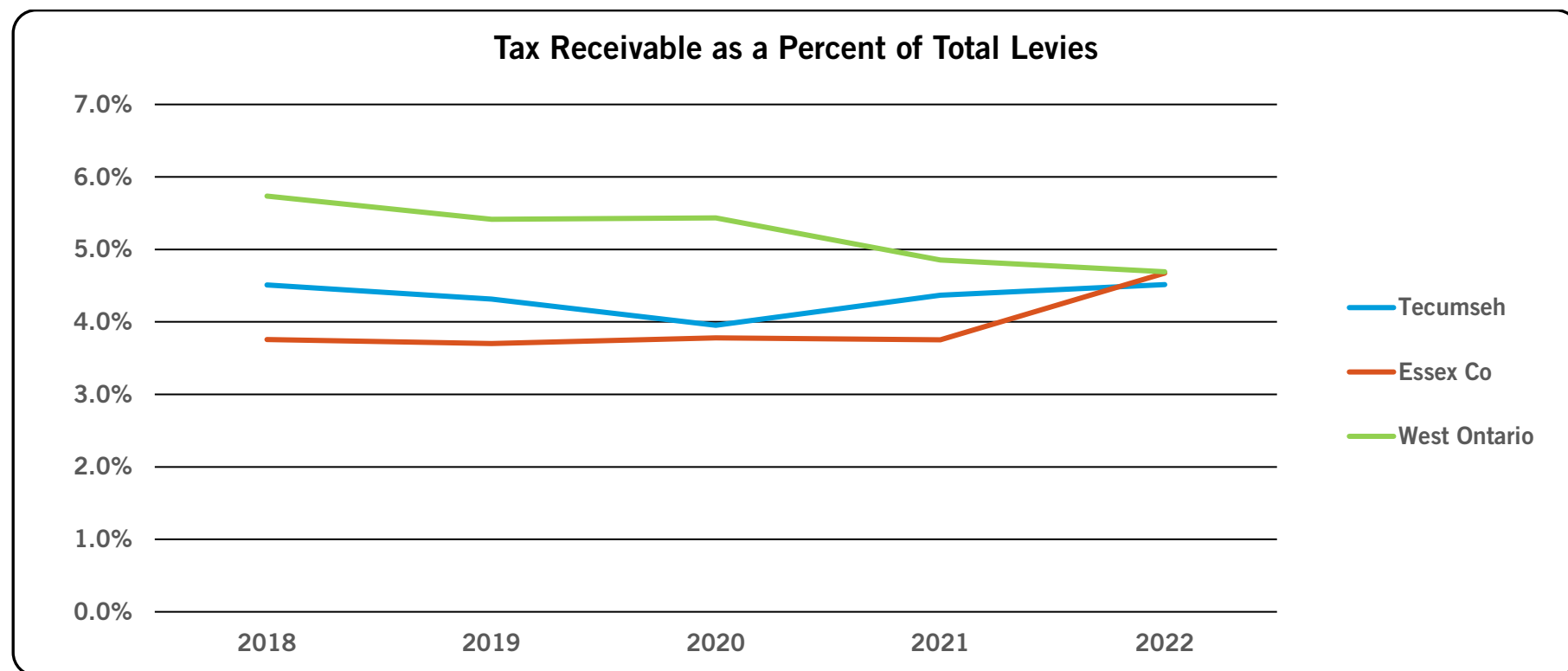
It is crucial to develop a formal debt policy. Consideration should be given to a Pay-As-You-Go program as a potential alternative, partly replacing the reliance on debt in the Town's financial strategy.

² Municipal Study – 2011, BMA Consulting Inc., 2011, p. 5.

Taxes Receivable

The total uncollected property taxes as a percentage of total tax levies is one of several measures used to assess the economic health of a municipality. A rising percentage over time may suggest an overall decline in the municipality's economic health.

Taxes Receivable as a Percent of Tax Levies Ratio



Tecumseh	2018	2019	2020	2021	2022
Taxes Receivable	\$ 2,202,683	\$ 2,166,795	\$ 2,049,864	\$ 2,234,100	\$ 2,373,021
Total Levy	\$ 48,860,233	\$ 50,220,790	\$ 51,852,707	\$ 51,123,089	\$ 52,564,069
Ratio	4.51%	4.31%	3.95%	4.37%	4.51%

(Source: Midas, FIR schedules 72 0290 09 and 26 9199 03)

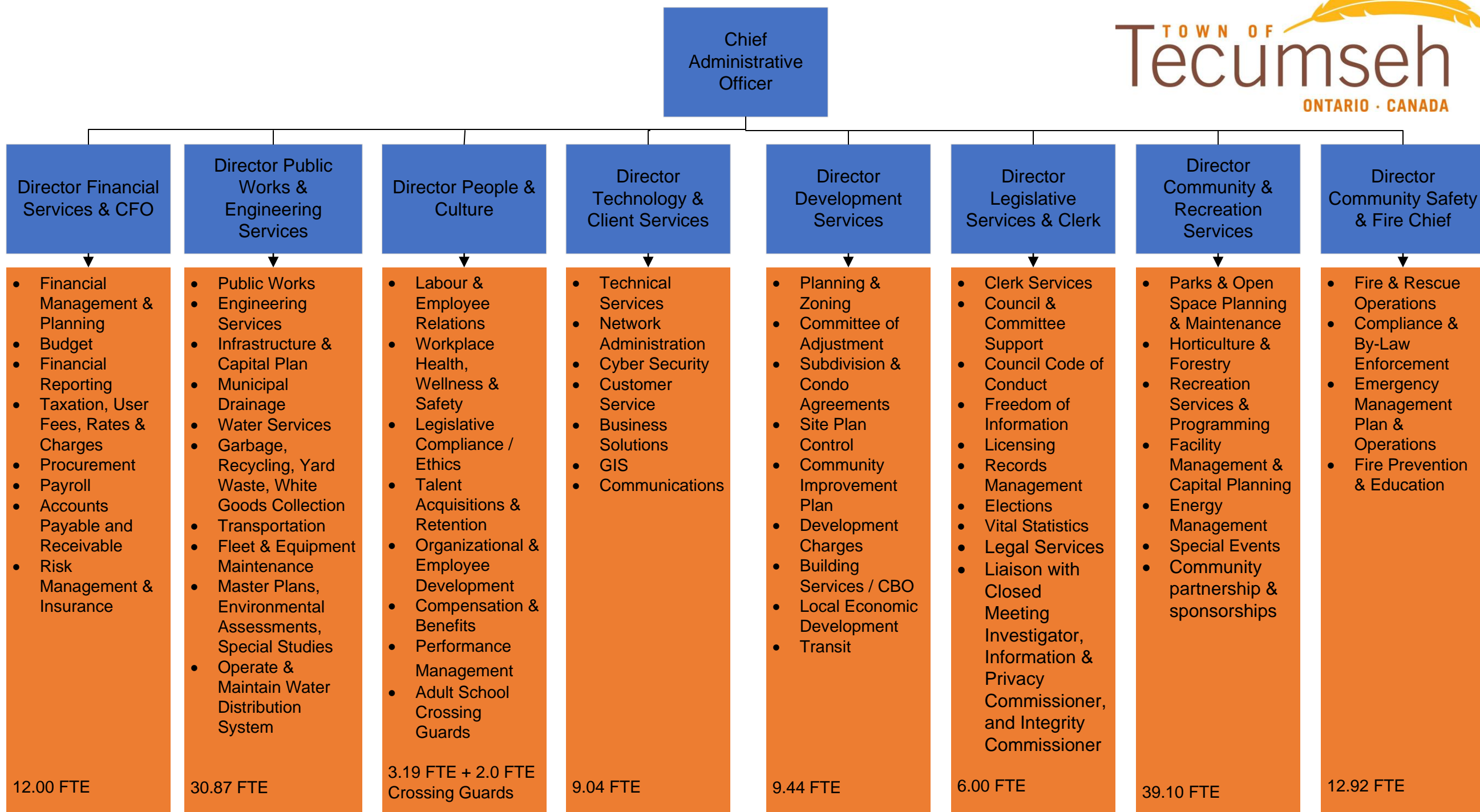
Analysis

Taxes Receivable as a Percent of Tax Levies in Tecumseh displayed a downward trend from 2018-2020, with the 2020 percentage of 3.95% marking the lowest in the previous 9 years. These trends reflect the Town's efforts to reduce the number of properties in arrears. Tecumseh and Essex County experienced their first percentage increase in 2021 compared to the last 5 years, mainly due to COVID-19 factors.

During economic downturns, Tecumseh's statistics may be more susceptible to distortion compared to our comparators, given the Town has a greater concentration of Industrial properties.

Recommendation

To mitigate the risk of tax registration and potential tax sales, the Town continues to work closely with several properties that are in arrears, including establishing payment plans. This exercise extends the timeframe for properties in arrears to become current, consequently contributing to an increase in the total outstanding taxes receivable.



Full Time Equivalent (FTE) – Represents an employee's total hours worked divided by the number of compensable hours in a full-time schedule during a fiscal year. A year round full-time position has an FTE of 1.00. For the Town of Tecumseh, 1.0 FTE equates to 35 or 40 hours/week of work or 1820/2080 hours of work annually.

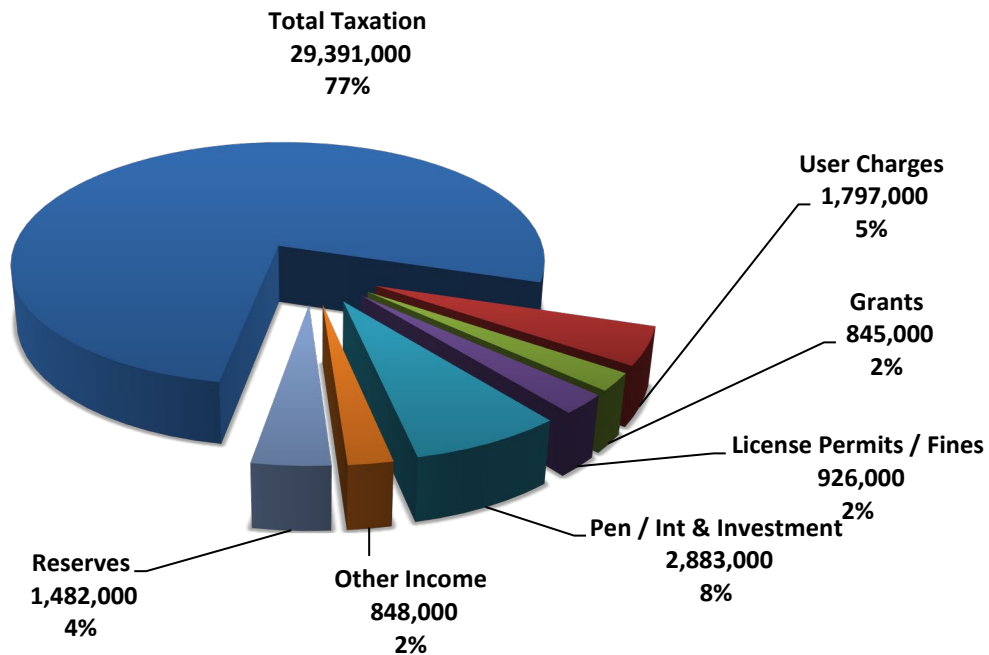


General Operating Budget Overview

Revenues

The 2024 Operating and Lifecycle Budgets, excluding Water and Sanitary, include \$38.2 million in revenues, which is a \$3,087,000 or 8.80% increase over the 2023 Operating and Lifecycle Budgets. The primary source of revenue is Taxation, which accounts for 77% of all revenue. Revenue by major category is depicted below.

2024 Revenues Tax Supported



Total Taxation - \$29,391,000

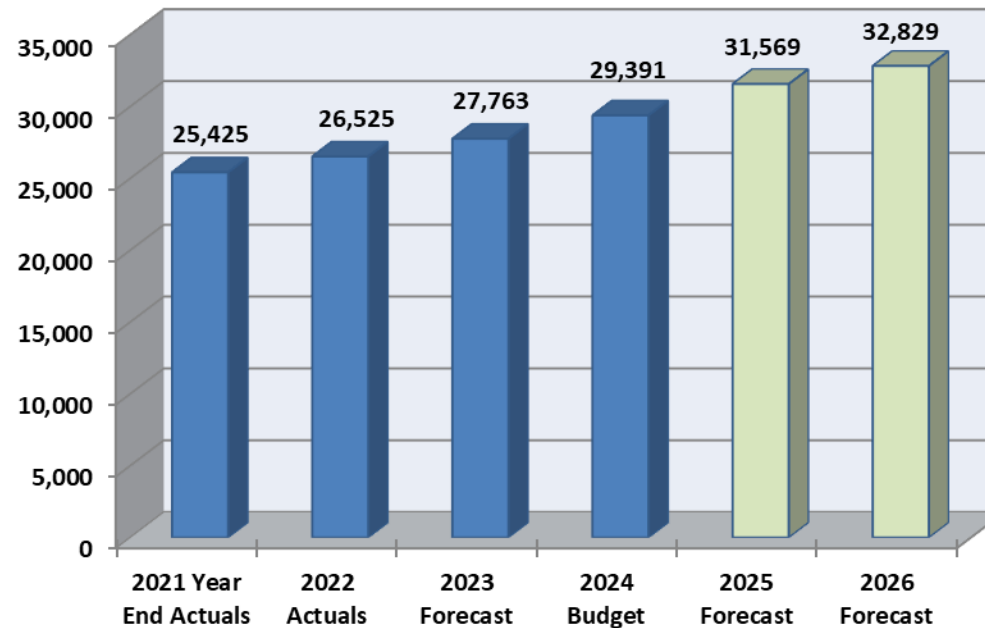
Total Taxation revenue is comprised of general levy taxes, supplementary taxes, right of way taxation, special charges and payments in lieu. General levy taxation accounts for \$29,018,000 or 99% of Total Taxation. General tax levy revenues increased by \$1,605,000 or 5.85%.

The total tax impact on an “average” Residential home assessed at \$250,000 is summarized as follows:

Levying Authority	2024	2023	\$ Change	% Change
Town	\$ 2,101	\$ 2,013	\$ 88	4.39%
County (Estimate)	1,351	1,289	62	4.81%
Education (Estimate)	383	383	0	0.00%
Total	\$ 3,835	\$ 3,686	\$ 150	4.08%

Average residential property assessments increased by 14% during the last assessment revaluation (2016 CVA vs. 2012 CVA) based on data provided by MPAC. The 2020 revaluation that was to be effective for taxation years 2021-2024 was postponed due to COVID-19 and has subsequently been postponed by the Province pending Provincial review of the property assessment and taxation system in Ontario. Therefore, property valuations will remain unchanged from the 2023 assessment (based on fully phased in Jan 1, 2016 CVA).

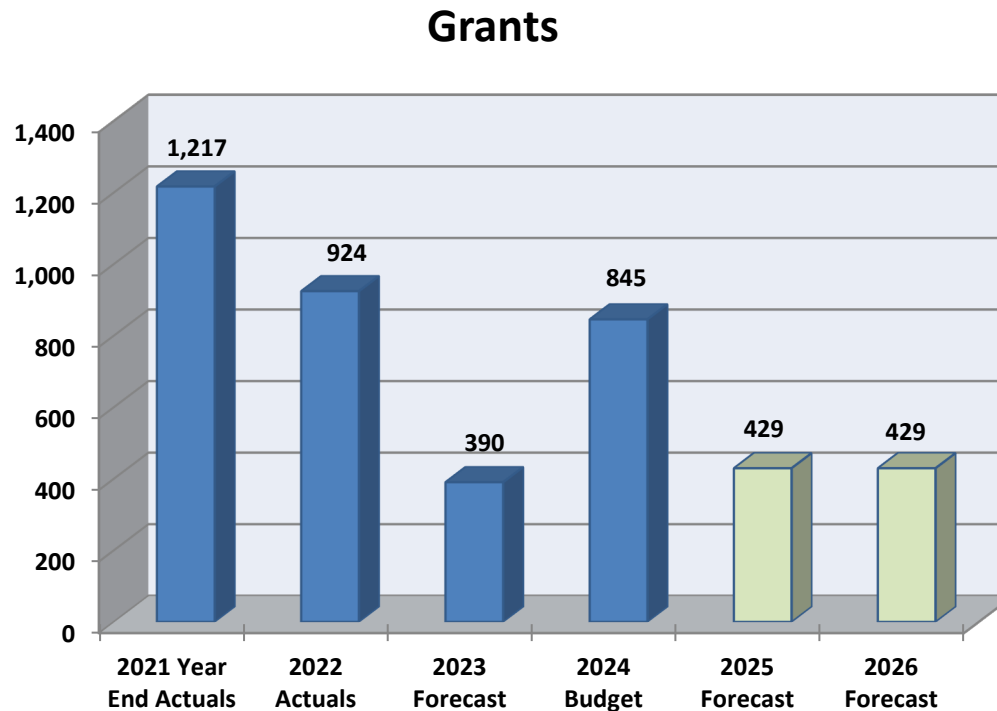
Total Taxation



The 2024 budget includes a provision for an increase to the New Infrastructure Levy allocation of \$200,000 and an increase to the Lifecycle allocation of \$200,000. Further details can be found in the Lifecycle section of this document.

Projected Municipal Taxation requirements for 2025 and 2026 call for general levy increases of 7.77% and 4.03% respectively, of which approximately 1.38% for 2025 & 1.28% for 2026 is Lifecycle/Capital related. Some of the increase in the outlook years is expected to be generated from assessment growth, so that increases to the tax levy, net of growth, should be closer to 6.39% and 2.75% for the outlook years.

Grants - \$845,000



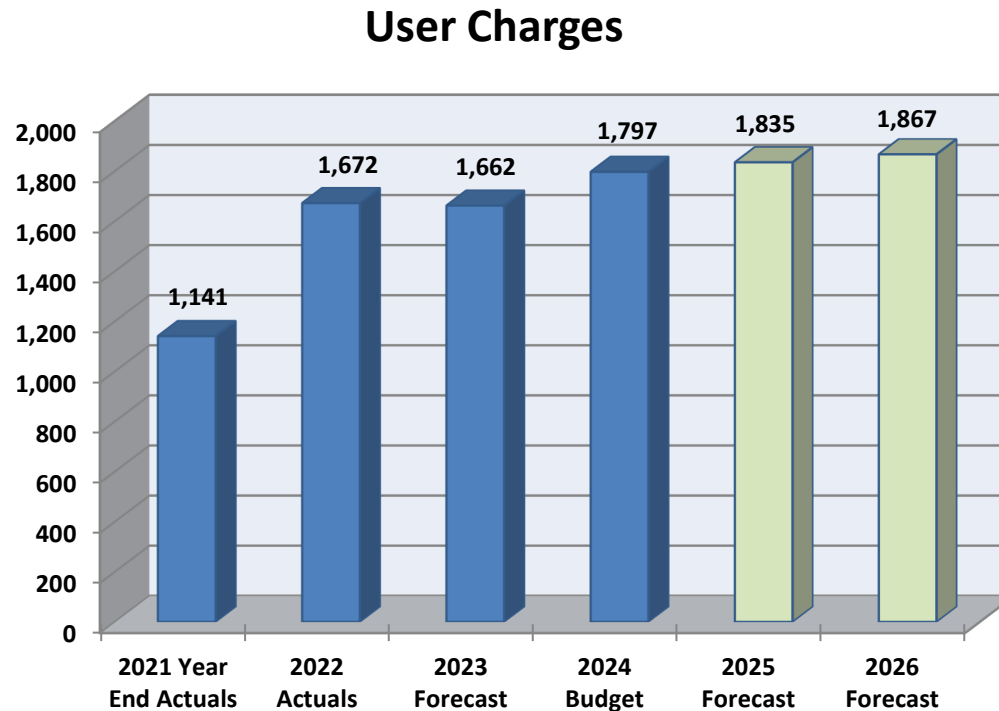
Grants are sources of funding received by the Town primarily from the Province of Ontario.

Higher levels of grant funding in recent years can be attributed to the receipt of SRA Grant (Phases 1, 2 & Transit), and 2022 COVID-19 Recovery funding. This funding was provided by the federal/provincial government to help municipalities continue to deliver critical public services during the pandemic.

Ontario Municipal Partnership Fund (OMPF) grant revenue is estimated at \$20,000 in 2024. Tecumseh's share of this grant has generally declined as the program was re-designed so that northern and rural municipalities would gain a greater proportion of the available funding.

Ontario Specific Grants are expected to increase by \$34,000 primarily due to recognition Local Economic Development RED grant funding received. Canada Specific Grants are expected to increase by \$393,000, primarily due to the anticipated receipt of Housing Action Plan grant funding.

User Charges - \$1,797,000



User Charges are fees imposed for a variety of municipal services such as arena ice rental, land lease and pool programs. The three largest generators of User Charges are:

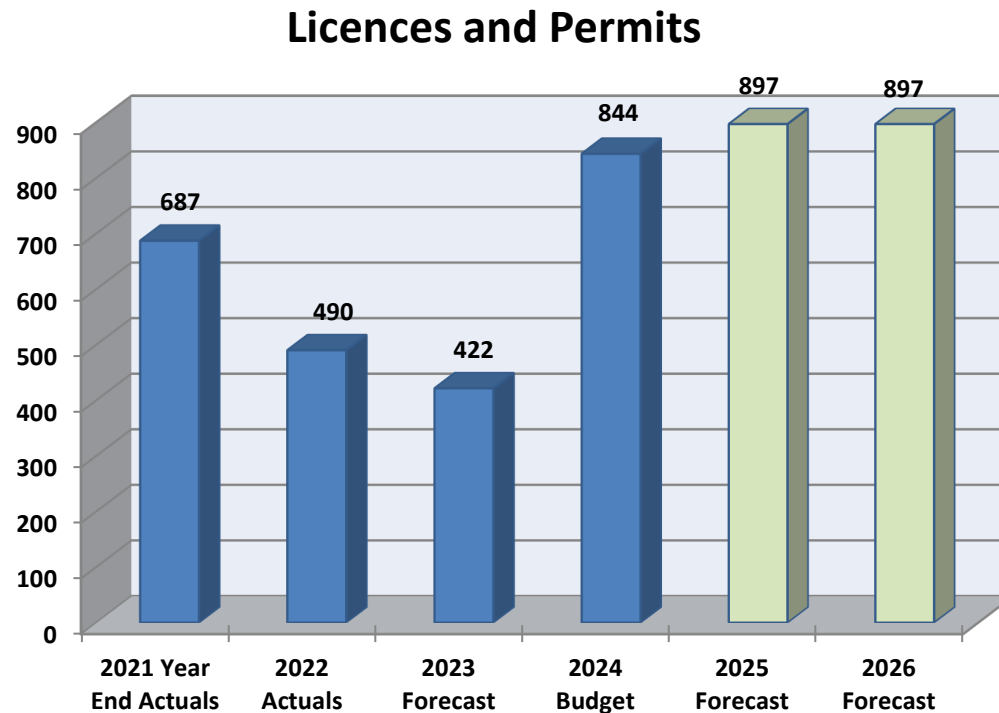
- Arena ice rentals - \$835,000
- Registration/Entry Fee - \$138,000
- Hall rentals - \$119,000

User Charges revenues have rebounded to pre-pandemic levels and are projected to experience some growth in activity in 2024. The 2023 Forecast is projected to be (\$40,000), or 2% below budget.

Total 2024 User Charges are expected to increase by \$95,000, or 5.6% from 2023 budgeted revenues.

User Charges revenues (excluding Water and Sanitary) are reviewed annually and are generally adjusted by the Consumer Price Index (CPI) at September. The CPI at September 2023 was 3.8%. Departments will generally increase User Charges by CPI where market conditions allow.

Licenses and Permits - \$844,000

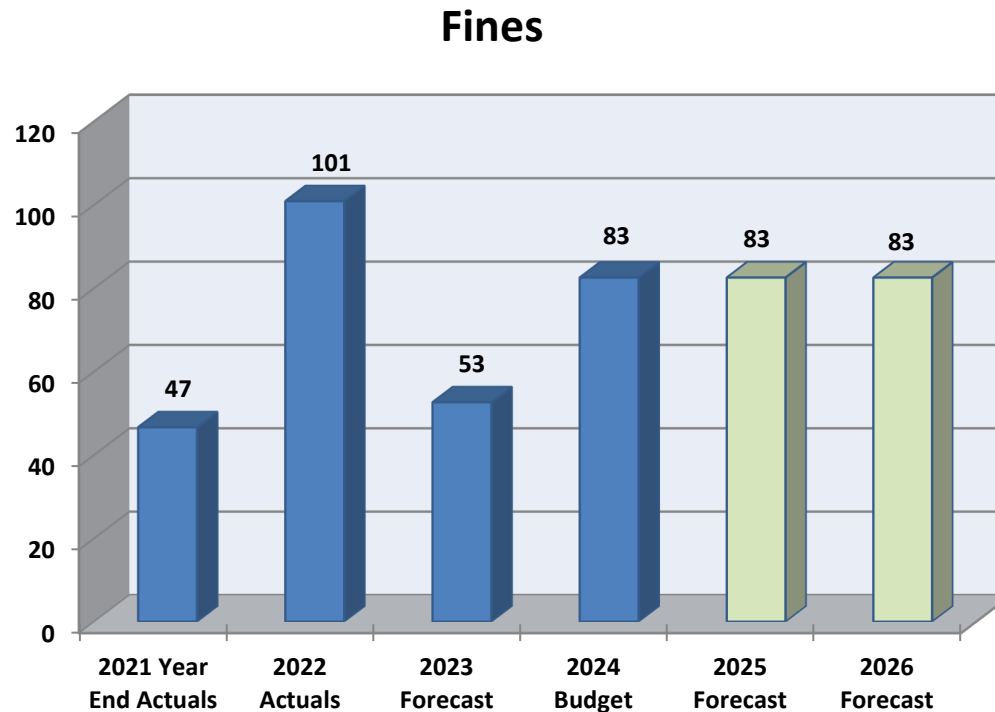


The Town generates revenue through the issuance of licenses (dog, taxi and lottery) and permits (building, culvert/driveway). The two largest sources of revenue under this grouping are:

- Building Permits \$786,000
- Marriage Licences \$14,000

License and Permit revenues are expected to decrease from 2023 budget levels by \$148,000, primarily due to lower building permit fees (\$148,000) as a result of the downturn in economic conditions. The remainder of the budget line item is status quo.

Fines - \$83,000

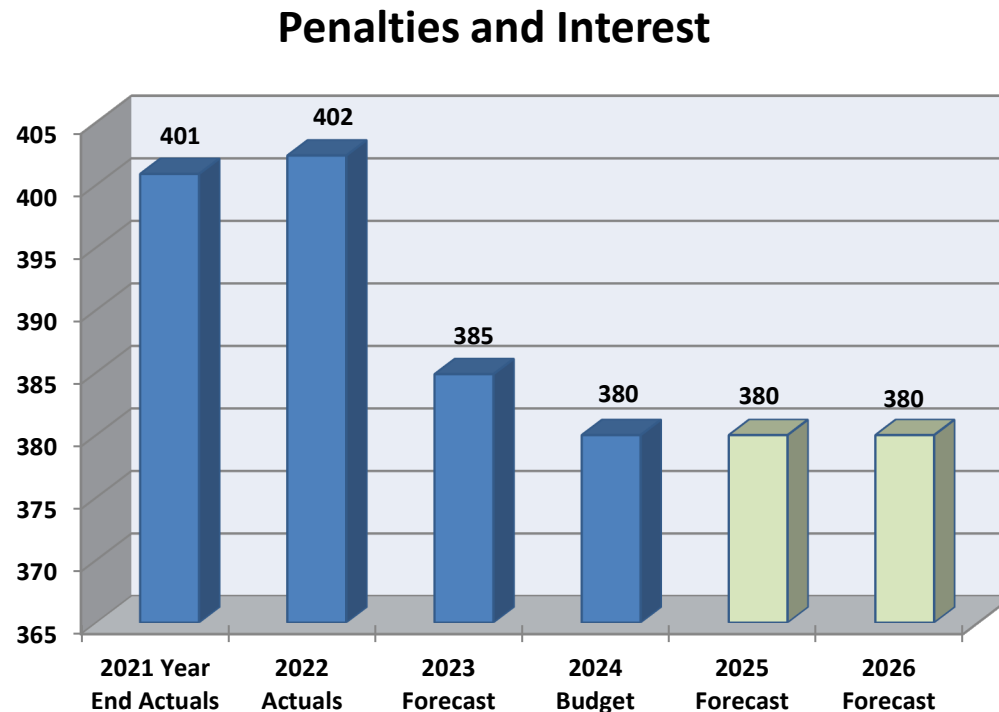


The municipality receives revenue for provincial offences, parking and dog fines. Provincial offences are non-criminal charges committed under the Highway Traffic Act, Compulsory Automobile Insurance Act, Liquor License Act, Trespass to Property Act or Town By-laws. Provincial offences fines are administered regionally and allocated proportionately based on assessment; the Town's share has been declining marginally over time.

Revenues generated from Fines has not yet returned to pre-pandemic levels. 2023 forecast revenue is still well below budgeted amounts and has been reflected in the 2024 Budget.

The 2024 budget has been decreased by \$20,000 for Provincial Offences Fines to reflect post-pandemic levels of fines and collections activity.

Penalties and Interest - \$380,000

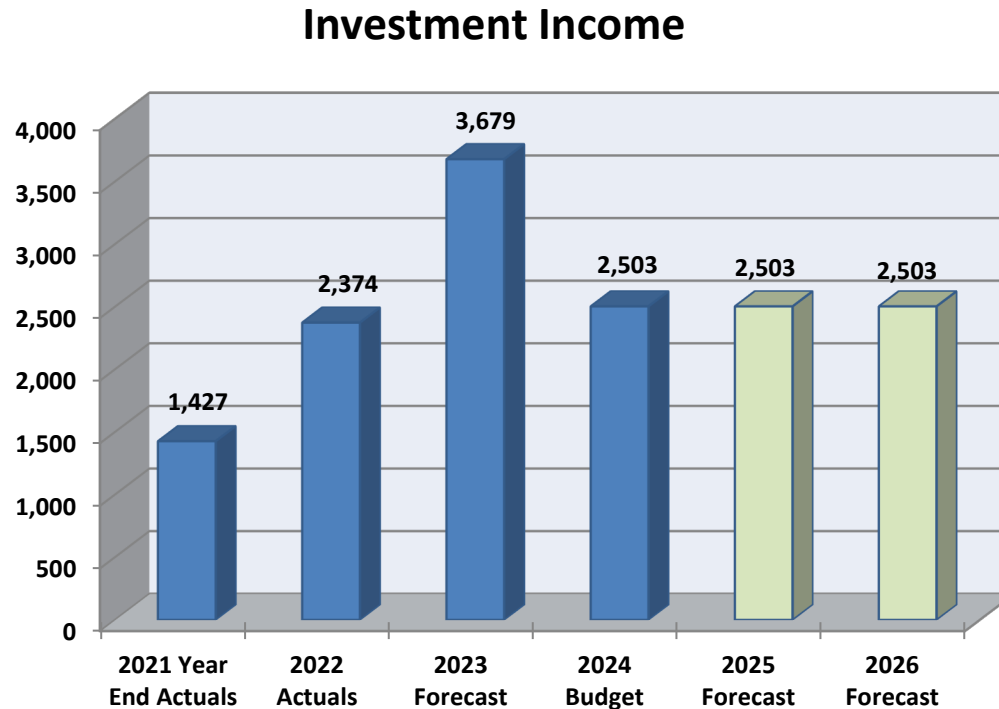


Penalties and Interest are charges for the late payment of property tax bills. The 2024 budget for penalties and interest on outstanding taxes remains consistent with 2023.

2023 Forecast is anticipated to be in-line with budget as the Town resumed the collection of interest and penalties throughout the full year. Interest & Penalties were temporarily waved in 2020 due to COVID-19.

Notwithstanding 2020, actual penalties and interest charges have remained relatively steady the past several years as Taxes Receivable balances have returned to historical norms following a period of difficult economic times (2009-2014). Forecasted charges for the outlook years are expected to remain at around \$380,000 per year.

Investment Income - \$2,503,000

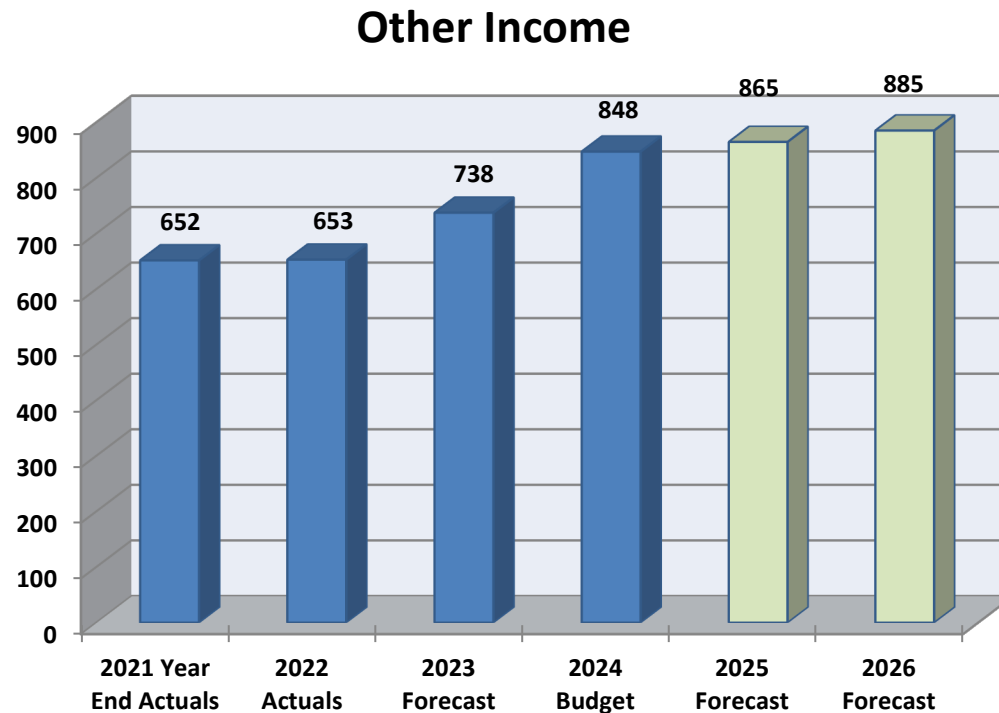


Investment income summarizes revenues generated through interest and dividends. Bank interest of \$2,000,000 and dividends of \$493,000 comprise the majority of the total budgeted amount.

Actual income exceeded budgets in 2016 through 2023 due to greater bank interest income coming from higher rates and bank balances and increases to dividend income. Bank interest rates in 2023 have soared compared to prior years, with the steady increases in the central banks key policy rate. It is forecast that 2023 investment income revenue will be \$2,283,000 or 168.5% greater than budget.

The 2024 budget for bank interest and dividends increased by \$1,107,000 from 2023 due to greater reserves balances. Amounts exceeding base budget, \$1,636,000 of the category total of \$2,503,000, is to be transferred to reserve for 2024.

Other Income - \$848,000



The Other Income category is comprised of royalties and interfunctional charges. Interfunctional - Administration charges comprise 99% of the total budgeted amount.

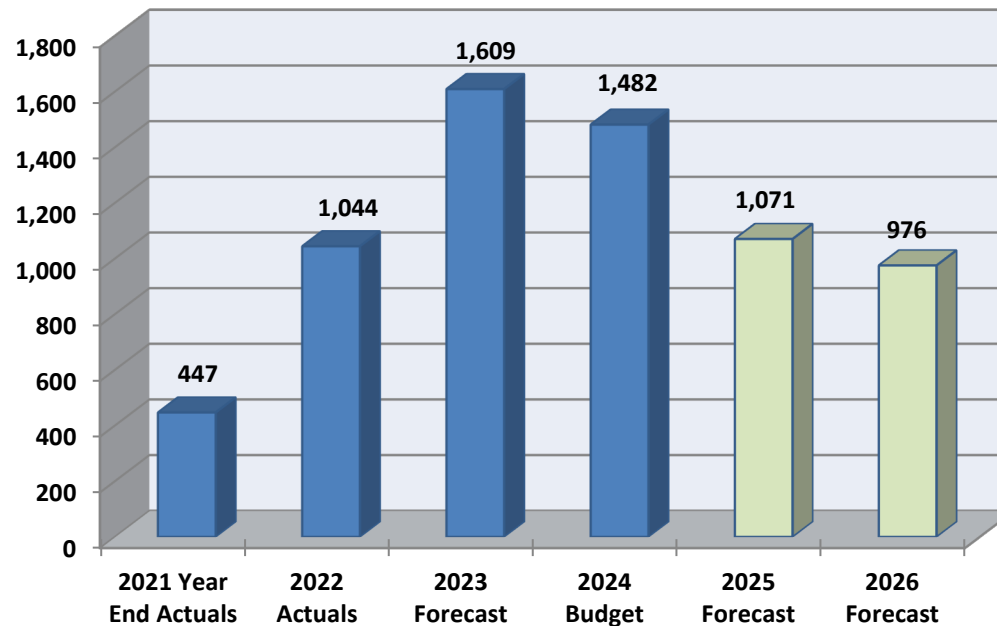
Interfunctional charges include Town General Administrative cost recoveries of \$778,000 that are charged to Sanitary and Water as part of the program to have Sanitary and Water services on a full cost recovery basis. The remaining interfunctional charges are cost recoveries of \$63,000 charged to Building Services for Cloud permit software, professional fees and retiree benefits.

The 2024 budget for interfunctional charges has been increased by 4.00% as a result of inflation.

Outlook years' budgets have also been increased by 3% for inflation.

Transfers from Reserves - \$1,482,000

Transfers from Reserves/Reserve Funds



Reserves, which include reserve and reserve fund transfers to the Operating Budget, are \$1,482,000, which represents a decrease of \$3,000, or .26% from 2023 budget levels. Transfers from Reserves/Reserve Funds in support of the Operating budget are typically used in cases where expenditures are uncommon, or one-time in nature or in cases where the expenditure is in support of the Town's capital/lifecycle program, and so more appropriately funded from capital/lifecycle reserves. 2024 transfers are as follows:

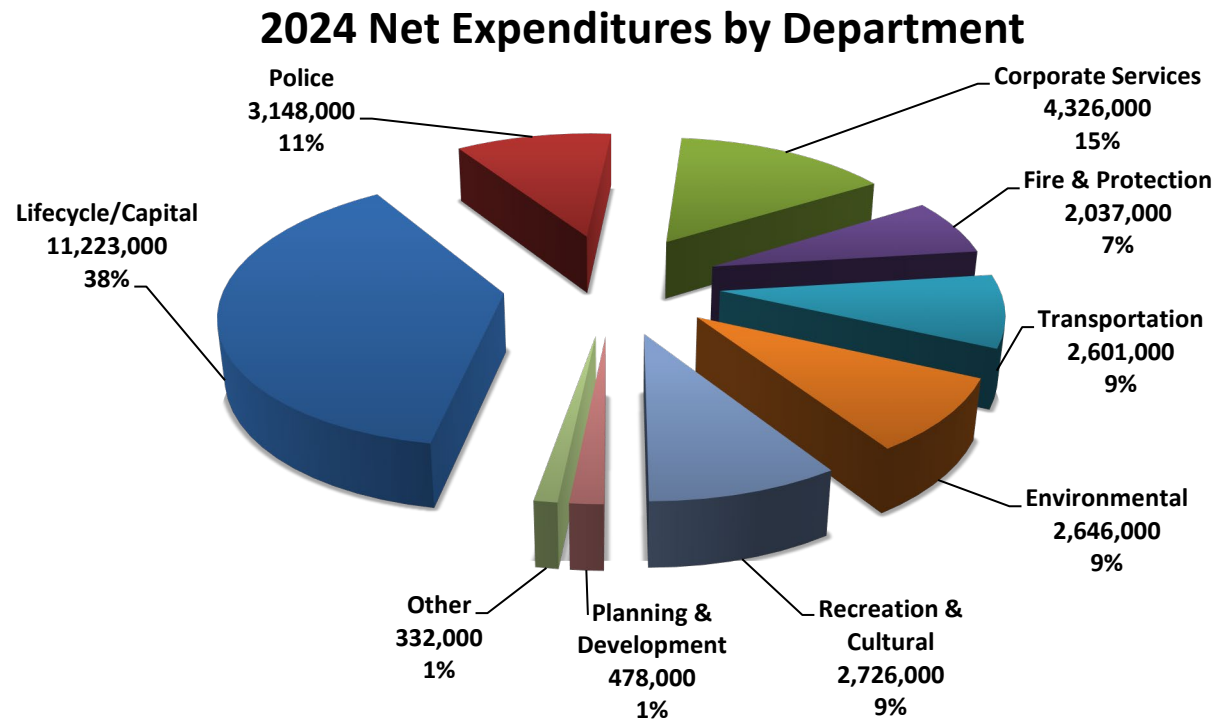
- Reserves - \$953,000
- Lifecycle Reserves - \$344,000
- Reserve Funds - \$184,000

Some of the more significant items include:

- \$100,000 transfer from Reserves – Corporate Shared – funding allocation for position vacancies/gapping.
- \$63,000 transfer from Reserves – Corporate Shared – one-time funding allocation for CIP-BPIG incentive program.
- \$32,000 transfer from Reserves – Maintenance – funding allocation for ECDM/climate adaptation plan.
- \$150,000 transfer from Reserves – CAO – funding allocation for ongoing legal costs surrounding the Lottery Licensing lawsuit.
- \$40,000 transfer from Reserves – Technology & Client Services – funding allocation for Cloud/GIS Strategy.
- \$138,000 transfer from Reserves – Finance – funding allocation to offset department payroll and benefits costs related to Financial Services Supervisor – Capital projects.
- \$33,000 transfer from Reserves – Finance – funding allocation to offset department payroll and benefits costs related to temporary part-time payroll clerk.
- \$153,000 transfer from Reserves – Arena – to offset department payroll and benefits costs related to the Capital projects Manager position.
- \$60,000 transfer from Reserves – Cultural Other – funding allocation re: Indigenous program.
- \$138,000 transfer from Reserves – Planning – to offset department payroll and benefits costs related to the Senior Planner – Capital projects.
- \$37,000 transfer from Reserves and \$124,000 transfer from Reserve Funds to offset 2024 Planning studies.
- \$109,000 transfer from Lifecycle Reserves – Roadways – funding allocation to offset payroll and benefits costs related to Engineering Project Managers & Development Engineer positions.
- \$109,000 transfer from Lifecycle Reserves – Storm – funding allocation to offset payroll and benefits costs related to Engineering Project Managers & Development Engineer positions.
- \$93,000 transfer from Lifecycle Reserves – Transit- to support smoothing net Transit operating costs.
- \$60,000 transfer from Reserve Funds – Technology & Client Services – funding allocation to offset department payroll and benefits costs related to GIS Technician work for Water/Sanitary.

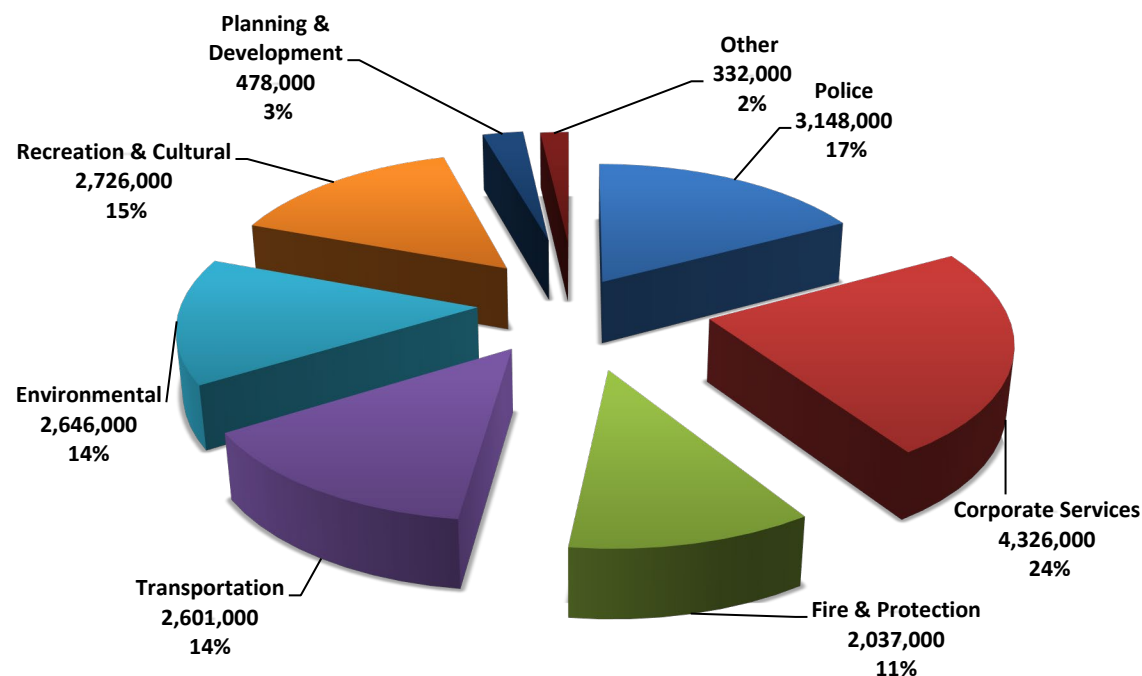
Expenditures

The Operating Budget including allocation to Lifecycle/Capital is illustrated below as net expenditure by service category. Net expenditure of a service is the total cost less revenues, such as User Charges, License fees, Permit fees etc. It can be described as the net cost of that service to property taxpayers.



The chart below depicts 2024 Net Expenditure without Lifecycle/Capital allocation.

2024 Net Expenditures by Department

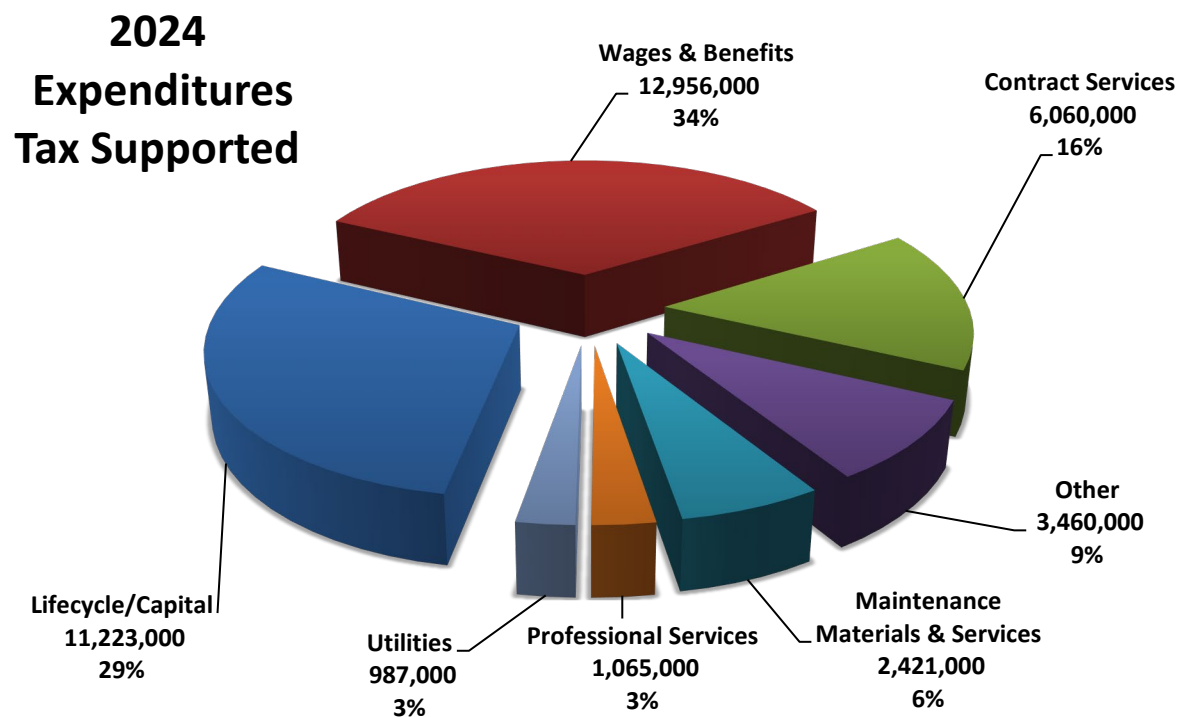


The Lifecycle (LC and NIL) contribution is greater than one third of the Operating Budget at 38%. The Lifecycle contribution is part of a plan adopted by Council in 2005 to address Lifecycle funding requirements. Infrastructure replacement costs of hundreds of millions of dollars identified through the tangible capital asset valuation project underscore the importance of this program.

Policing costs make up the third largest portion of the budget at 11%. There is a potential for impact to 2024 and future budgets from elimination of the policing contract under the new Community Safety and Policing Act, 2019, once implemented.

The 2024 Operating and Lifecycle Budgets for Town services, excluding Water and Sanitary, is \$38.2 million, which represents a \$3,087,000 or 8.80% increase from the 2023 Operating and Lifecycle Budgets.

The 2024 Budget by major expenditure type is shown below.

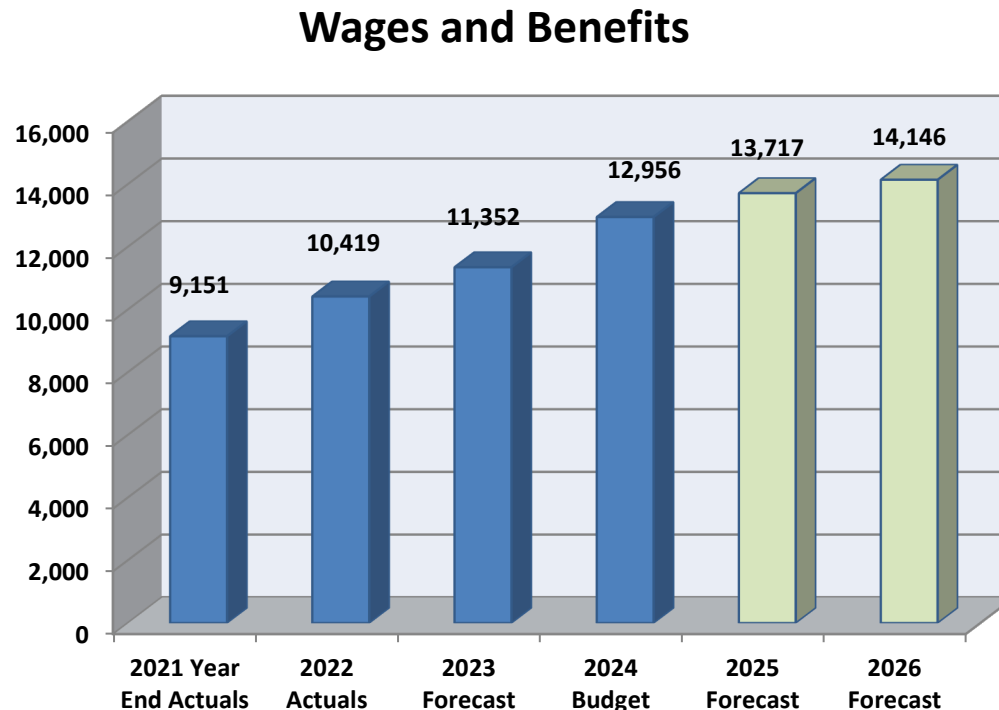


Lifecycle – New Infrastructure Levy and Lifecycle allocations increase a combined \$400,000.

Net Operating expenditures, excluding Lifecycle, increased by \$2,687,000. Significant factors include:

- Wages & benefits - \$944,000 increase – includes new positions added for service level enhancements as part of the Organizational Review, Capital Projects and Building Support initiatives, as well as step increases for non-union positions and contractual increases for union staff.
- Office Supplies & Equipment Maintenance - \$83,000 increase – primarily due to increase to software costs
- Maintenance Services - \$158,000 increase – primarily due to storm flushing program, increasing street light maintenance costs and inflationary increases to building maintenance costs.
- Contract Services - \$142,000 increase – primarily due to indigenous initiatives, an increase in traffic light maintenance costs and inflationary/contractual increase for garbage collection/disposal. These amounts are offset by a decrease in OPP contract costs.
- Professional Services - \$174,000 increase – includes costs to engage third-party services for implementation of Tecumseh Housing Action Plan and ongoing planning studies.
- Insurance - \$54,000 increase – Town-wide cost increase anticipated based on estimates provided.
- Transfers to Reserves - \$960,000 increase – primarily due to an increase in transfers for excess investment income above base budget (\$950,000). It also includes the transfer of building code revenue net surplus to the Building code reserve fund which will fund future department net deficits if they arise (\$118,000). The remaining increase is primarily an increase in inter-functional admin charges.

Wages and Benefits - \$13,717,000

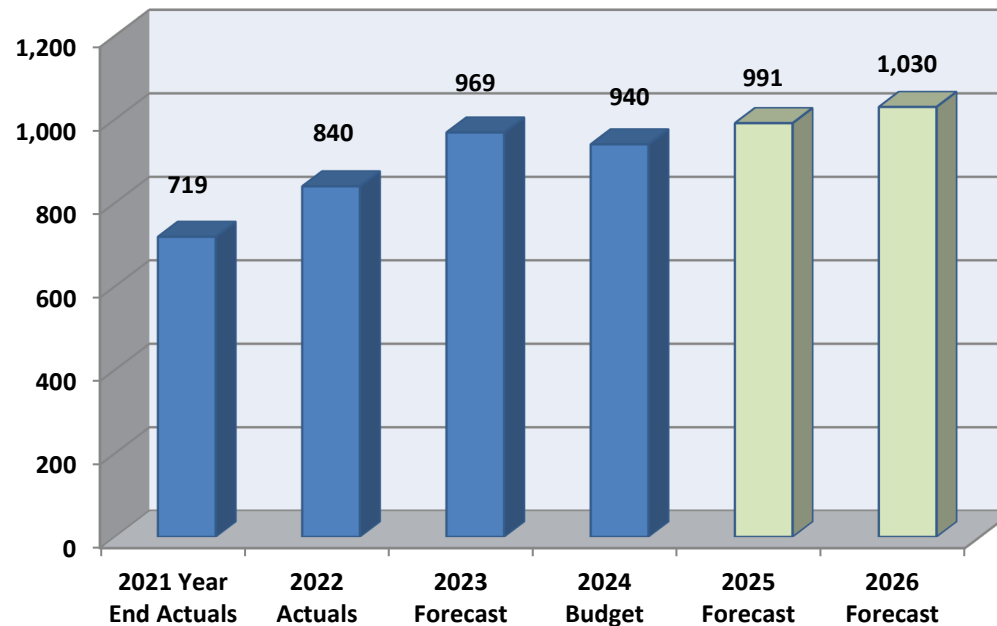


Wages and Benefits are expected to total \$12.96 million (2023 budget - \$12.01 million) or 52% (2023 – 52%) of expenditures before transfers. The \$944,000 increase to the budget takes into account service level changes arising out of the Organizational Review recommendations, Capital Projects and Building support initiative, as well as contractual increases and wage adjustments. Staffing enhancements are detailed within the RNSE section of the budget.

Outlook year projections include placeholders balance of part year 2024 FTE implementations (eg. Senior Building Inspector) and contractual wage increases.

Maintenance Materials and Supplies – \$940,000

Maintenance Materials & Supplies



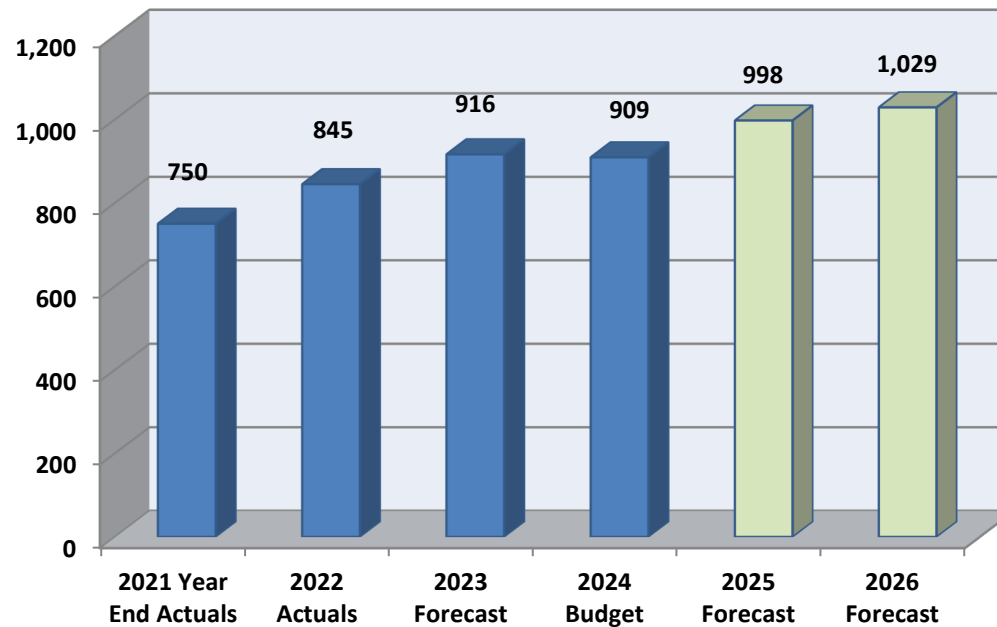
The Maintenance Materials and Supplies category includes costs such as general materials and supplies, trees, salt, street signs, gas, equipment purchases, building repairs and maintenance purchases. The 2024 budget is 1.64% greater than that of the 2023 budget largely due to increases for gasoline and salt. The largest expenditure categories are:

- Gas - \$234,000
- Salt - \$223,000
- Materials and supplies - \$200,000

2023 expenditures are forecast to be \$44,000 over budget, primarily due to an unfavourable variance of \$49,000 in Materials & Supplies, due to greater than anticipated roadside shouldering work completed and \$11,500 in Street Lighting for greater than anticipated cost in LED repairs. These amounts are offset by a favourable variance of \$24,000 for lower than anticipated gasoline purchases.

Maintenance Services - \$909,000

Maintenance Services



This category includes repairs on vehicles and equipment, building and grounds maintenance, tree trimming, and train crossing protection. Major expenditures in this category include:

- Maintenance Service (Street Lighting/Storm Sewer/Roadways) - \$289,000
- Vehicle Parts and Service - \$220,000
- Building Maintenance - \$186,000

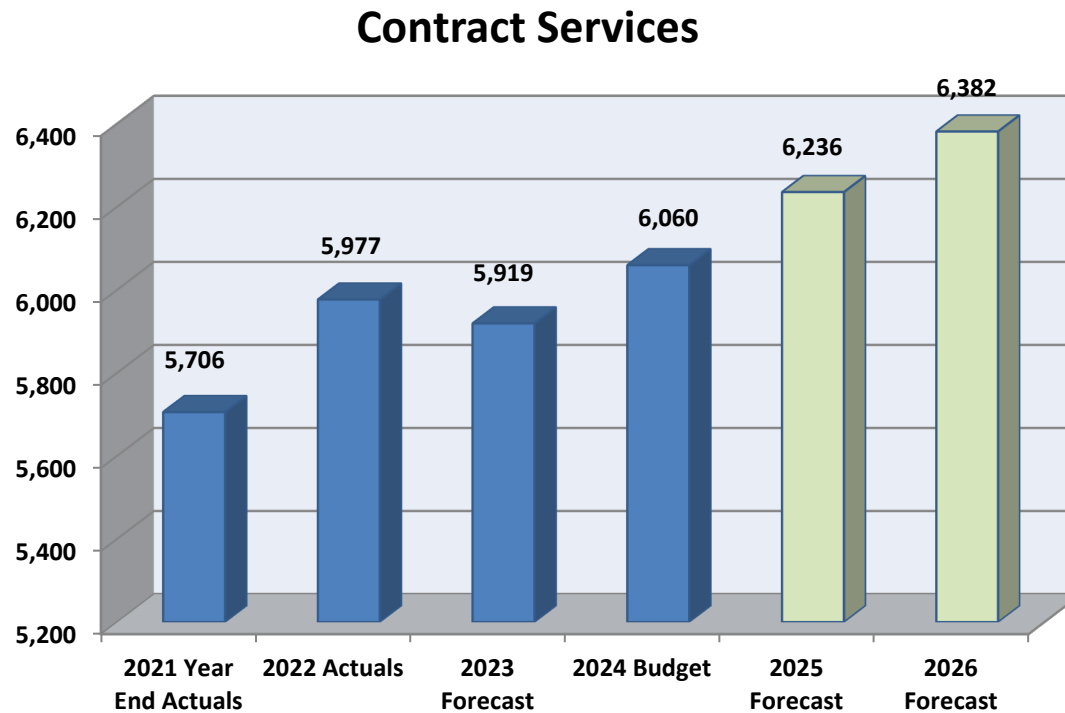
The 2024 budget is \$158,000 or 21% greater than that of the 2023 budget. Some increases/decreases include:

- Maintenance Service – \$85,000 – increase for sewer flushing to be in accordance with the Towns Asset Management Plan and the new Ministry of Environment, Conservation & Parks – Consolidated Linear Infrastructure guidelines.
- Maintenance Service - \$25,000 – increase to reflect higher street light maintenance costs based on recent trends.
- Building Maintenance - \$34,000 – increased to reflect inflationary/contractual increases.

Forecast 2023 expenditures are \$165,000 over budget primarily due to greater than budgeted costs incurred for street light maintenance (\$55,000), unanticipated repairs incurred on various Roadways vehicles (\$28,000) and an unfavourable variance in Building Maintenance corporate-wide of (\$29,000).

Outlook year budget for 2025 & 2026 forecasted increases are attributable to inflationary increases.

Contract Services - \$6,060,000



Major services contracted by the Town include:

- OPP police service - \$3,202,000
- Garbage collection/disposal - \$1,638,000
- Conservation requisition - \$331,000
- Transit - \$267,000

The overall category increase is \$142,000 or 2.40% when compared to the 2023 Budget. Some of the increases/decreases include:

- Garbage collection/disposal - \$65,000 – increase reflective of contractual/inflationary costs, in addition to modest housing growth.
- Contracts – \$60,000 – increase reflective of indigenous initiatives. This amount is offset by a corresponding Transfer from Reserve.
- Traffic Light Maintenance - \$30,000 – increase reflective of estimated cost of new traffic light maintenance service provider.
- Contracts - \$25,000 – increase reflective of additional park improvements to be completed by outside contractors.
- Conservation requisition - \$29,000 – increase reflective of contractual/inflationary costs.
- OPP Contract - \$83,000 – decrease reflective of lower costs for base and per service calls.

The outlook years include an inflationary increase of approximately 3% for the major components in this area.

Professional Services - \$1,065,000



Professional Services primarily include legal, engineering, planning and audit services, with the largest being:

- Other fees (planning, strategic, human resource etc.) - \$777,000
- Legal fees - \$243,000
- Audit fees - \$27,000
- Engineering fees - \$18,000

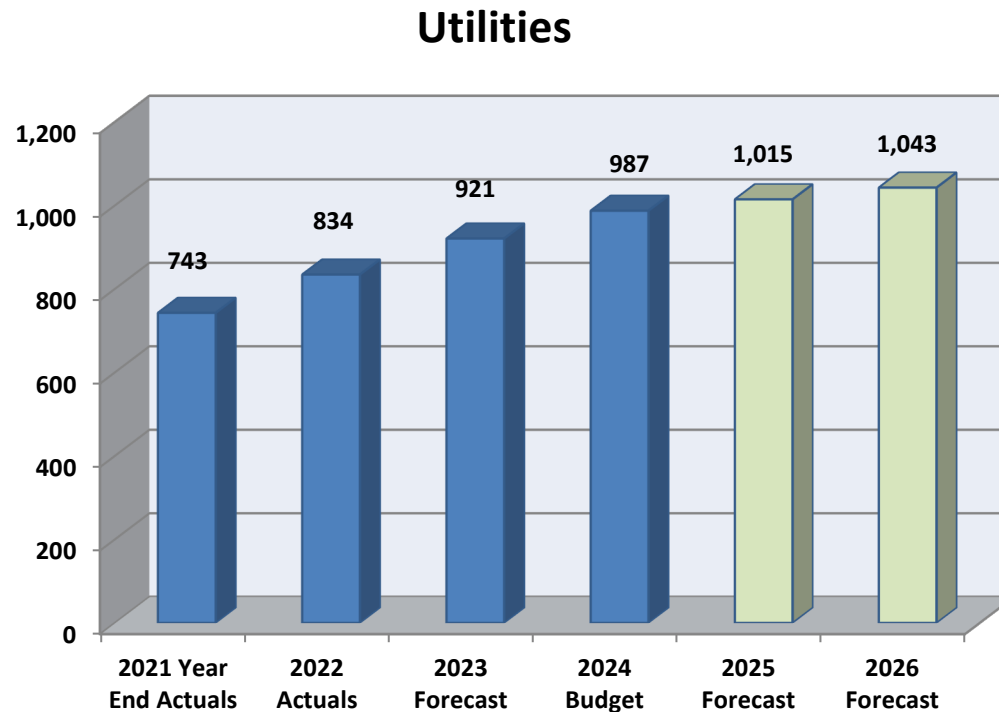
The majority of legal fees are funded through reserves as the majority of costs pertain to specific one-time items. Other professional fees include amounts for economist fees regarding Planning studies, corporate strategic services and health and safety consultant services.

The overall category increase is \$174,000, or 19.5% over the 2023 budget, with the largest dollar increases/decreases attributable to:

- Professional Fees – Audit - \$2,000 – increase is for inflationary/contractual increases for the year-end financial statement audit.
- Professional Fees – Planning - \$15,000 – Net increase in fees for Planning studies.
- Professional Fees – Other - \$162,000 – Increase is primarily due to one-time costs to implement the ten initiatives of the Housing Action Plan (\$308,000, fully funded from grants) . This is offset by the reversal of one-time costs to complete the Fire Master Plan (\$130,000) in 2023.

It is expected that Professional Services will decrease in the forecast years with the resolution of outstanding legal issues, the completion of the Housing Action Plan and other on-going Planning Department projects and studies.

Utilities - \$987,000



The utilities category includes gas, hydro and water, telephone and cell phone expenses.

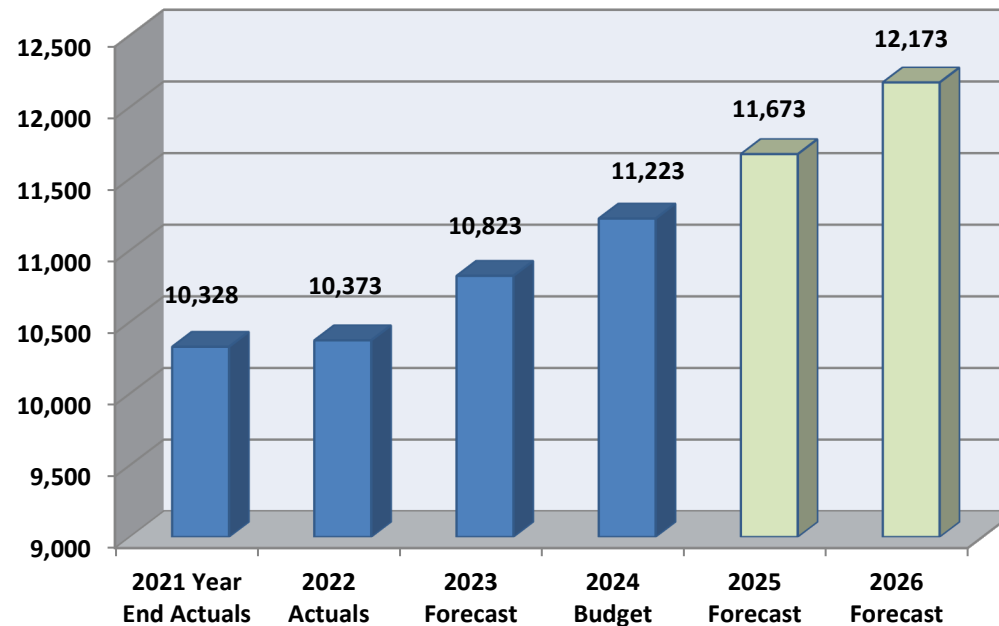
Utilities are expected to increase by \$31,000 or 3.3% over 2023 budget levels primarily due to the anticipated installation of a new water feature & bathroom facilities at Lakewood Park South, and new bathroom facility at the Maidstone Rec Centre, resulting in increased consumption.

The Town conducts facility walk-through audits on a rotational basis under the Energy Conservation and Demand Management (ECDM) plan for opportunities to reduce energy consumption and greenhouse gas emissions.

Energy audits have been performed on the largest Town-owned energy consumers with many recommendations implemented. Town facilities are considered energy efficient. The greatest opportunity to impact energy costs and greenhouse gas emissions going forward will likely be through the reduction of fuel (gasoline and diesel) consumption.

Transfer to Capital (Lifecycle) - \$11,223,000

Transfer to Capital (Lifecycle/Capital)



Transfer to Capital includes the following items:

- Lifecycle - \$9,073,000
- Lifecycle New Infrastructure - \$2,150,000

The Lifecycle amount represents the annual allocation of funds to Lifecycle reserves, which are used as the source of funding for capital replacements. The 2014 budget represented the final year of the Town's ten-year plan of annual increases in order to achieve full-funding of the Lifecycle program based on Lifecycle requirements established in 2005.

The 2024 budget includes an increase to the general Lifecycle reserve of \$200,000. This increase is allocated throughout the departments for various needs, with the most significant being \$107,000 is for Lifecycle – Storm to address projected future shortfalls identified in the next five years due to pump station rehabilitation and reconstruction works.

The 2024 budget also proposes an increase in the New Infrastructure Levy (NIL) of \$200,000 in each year through 2026, surpassing the annual target amount of \$2,350,000. Continued increases in outlook years is in anticipation of an adjustment to the annual target amount upon the completion of Development Charge Study in 2024. The necessity for this consideration is explained in detail in the Lifecycle section, however in brief, addresses the lack of capital funding for new infrastructure absent in the Lifecycle Plan.

The outlook years also include a Lifecycle increase of \$250,000 and \$300,000 in 2025 & 2026 respectively as placeholders for contributions towards deficient categories such as Storm, Fire Apparatus, Fleet and Parks Development discussed in more detail in the Lifecycle Plan.

2025 and 2026 Outlook

The 2024 Operating, Lifecycle and Reserve Budget is developed with a two-year outlook or forecast years. The forecast years include known revenue and expenditure increases for those two years. Inflationary increases of 3% were built into outlook years' revenues and expenditures for select revenue and expenditure types.

The preliminary two-year outlook calls for tax levy increases net of growth of 6.4% in 2025 and 3.0% in 2026.

Some of the notable budget pressures identified for 2025 and 2026 include:

- Transfer to Capital, i.e. contributions to New Infrastructure Levy Reserve and Lifecycle Reserves of \$450,000 in 2025 & \$500,000 in 2026 (1.56% & 1.73% combined).
- Wages and Benefit increases of \$761,000 or 5.8% (2025); \$430,000 or 3.1% (2026). This includes inflationary increases as well as service level enhancements as a result of the balance of part-year 2024 FTE implementations.
- Organics collection and disposal implementation is anticipated for 2025. Costs are yet to be determined, however an estimate of \$240,000, based on proration of existing collection/disposal costs has been phased-in over the two outlook years as a placeholder.

The noted outlook year pressures are expected to be offset by additional revenues and/or reduced expenses including:

- Tax revenue expected to increase by about \$400,000 in both 2025 and 2026 due to assessment growth.
- Building Permit revenue expected to increase \$53,000 in 2025 and remain consistent in 2026 with the increase in the number of development on the horizon and completion of current projects.
- Professional Services anticipated to decrease by \$519,000 in 2025 upon completion of the Housing Action Plan and on-going Planning studies.

Water and Wastewater Operating Budget Overview

The population of the Town of Tecumseh is largely serviced by municipal water and wastewater. There are currently 9,116 metered customers receiving water services and 8,189 customers receiving wastewater services.

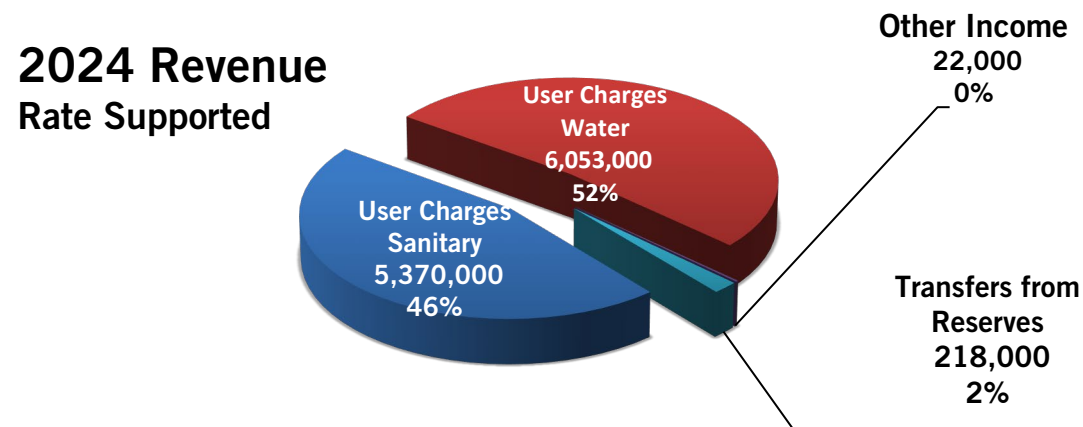
Municipal water and wastewater services are provided to Tecumseh residents based on a user-pay structure based on a monthly fixed charge and on a volume consumption basis. Water and wastewater rates are established through the Town's Water and Wastewater Rate Study and annual rate-setting process and are intended to generate revenues sufficient for the self-sustenance of each service.

These charges provide funding for new capital, lifecycle and operating costs.

For transparency, the rate-supported Water and Wastewater Budget is shown separately from the tax-supported General Operating Budget.

Revenues

Revenues for the most part are generated through water and wastewater billings.



2023 Water and Wastewater Rate Study

The Town undertakes a periodic review of water and wastewater services, by way of a Water and Wastewater Rate Study, to:

- Determine the funds required to sustain the Town's water and wastewater infrastructure over the next 10 years using existing capital and operating plans, and
- Determine how to best recover those costs, including re-evaluating the fairness of the current rate structure and charge to the end user as well as identifying other potential revenue sources.

Reviews are generally undertaken every five years or on an as-needed basis to ensure the existing rate structure continues to be the most appropriate. Over time, regulations, legislation, budgets, capital requirements, consumption trends and projections, and the goals and objectives of the municipality may change, which may trigger a rate structure review in advance of a general review.

The Town's existing rate structure is a combination of a fixed charge rate and a volumetric charge rate for both water and wastewater. Rate increases per the 2015 Study were designed to bring fixed charge revenue to 40% of total user charges. This is the rate structure used by the vast majority of municipalities.

Council adopted the Town's 2023 Water and Wastewater Rate Study (Rate Study) on May 23, 2023. It supersedes the Town's 2015 study.

The rate structure maintains the combination of fixed and variable charges, including decreasing block rate for large users, and maintains a total charge ratio of 60/40 for variable charges to fixed charges, as per the strategy adopted in the 2015 Study. The 2023 Study calls for annual rate increases of 3% for both fixed and variable charges.

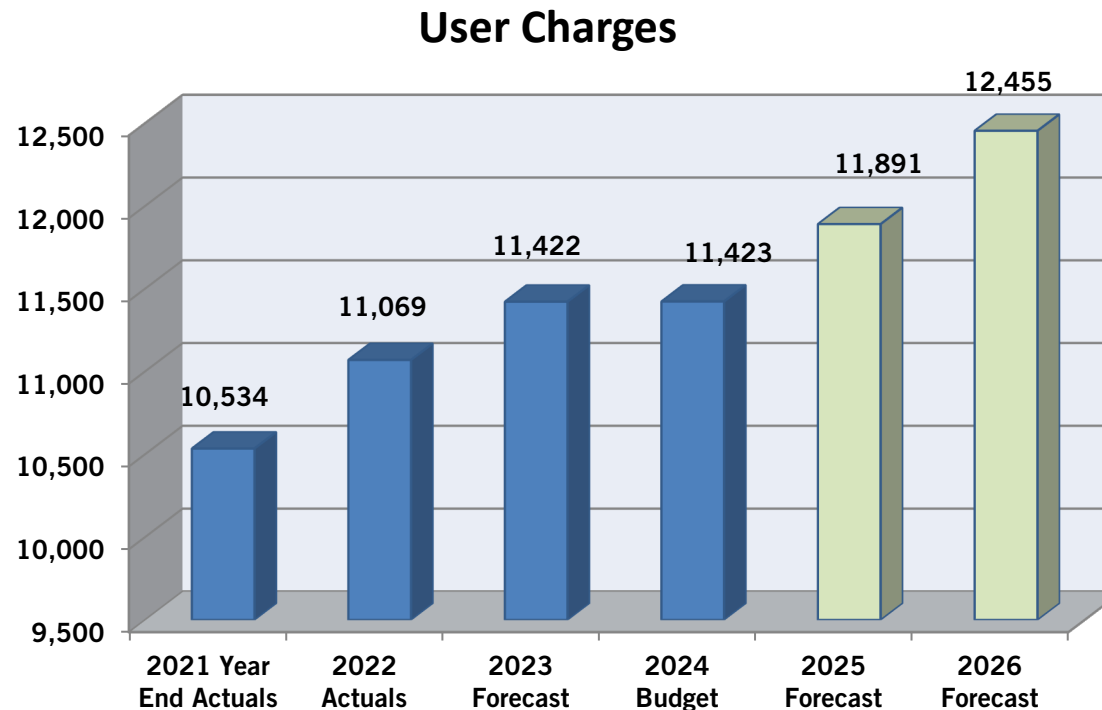
Two key cost factors that will impact the amount of charges that can be transferred to reserve funds are water purchase and wastewater treatment costs.

Water is purchased in bulk from Windsor Utilities Commission (WUC) based on a 50-year Water Servicing Agreement effective March 31, 2006 that includes annual rate increases equivalent to annual Consumer Price Index (CPI) and an opportunity for rate adjustments at 10-year anniversary intervals. The Town owns and operates the distribution system within the Town, including metering facilities at the Town boundary.

Wastewater treatment services are provided by the City of Windsor based on a perpetual Wastewater Service Agreement established March 3, 1970 and since amended on several occasions to either account for Tecumseh wastewater service expansion and/or adjust the proportionate payment for treatment plant costs borne by both Tecumseh and the City. The Town

owns and operates the wastewater collection system within the Town's boundaries, which provide conveyance of the Town's wastewater to the outlets and into the City of Windsor.

User Charges - \$11,423,000



User charges are revenues generated from the sale of water, sewer charges, hydrant rentals, work orders etc. The most notable budget items under User Charges include:

- Water Sales - \$ 6,053,000
- Sewer Charges - \$ 5,370,000

Based on recommendations included in the Town's Approved 2023 Water and Wastewater Rate Study, the proportionate amount of fixed fees will maintain the 40% ratio achieved through the 2015 Study.

User Charges are necessary to address funding requirements for new capital, lifecycle and operating costs.

The Rate Study recommends fixed & variable rate increases to both water and sanitary of 3.0% per annum for the duration of the study.

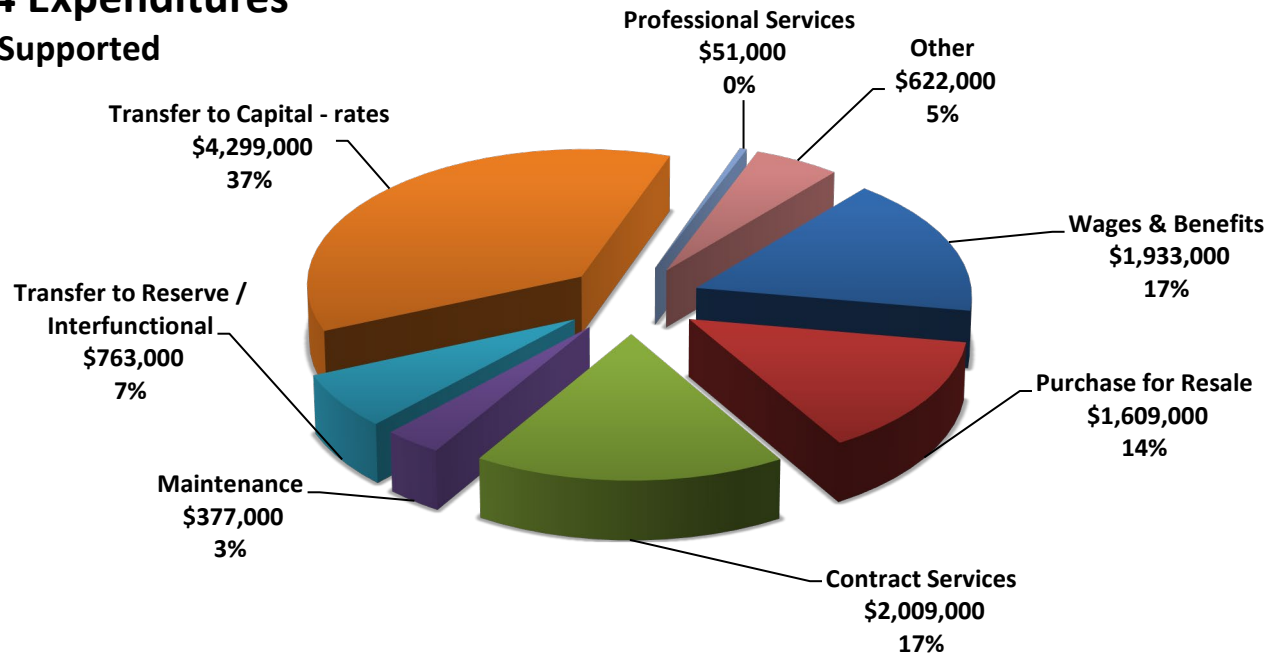
2023 Year End Forecast of \$11,422,000 is over budget by \$393,000. Estimated year-end water consumption volume is approximately 367,000 m³ greater than budget, with favourable consumption from non-residential users being the main drivers of the positive variance.

Expenditures

The 2024 Water and Wastewater Operating Budget totals \$11,663,000 (\$6,601,000 before transfers). This marks a \$556,000 increase from the prior year budgeted amount (before transfers).

As shown in the following graph, Transfer to Capital - Rates is the largest budgeted expenditure item. The transfer provides the ability to sustain future rehabilitation, replacement and growth requirements. Transfer to Capital - Rates represents 37% of the total expenditures and is \$196,000 less than 2023, primarily due to increased water and wastewater user fees more than offset by significant expenditure items such as Contract Services for the cost of wastewater treatment; Purchases for Resale for the cost of water purchased from WUC; and Wages and Benefits.

2024 Expenditures Rate Supported



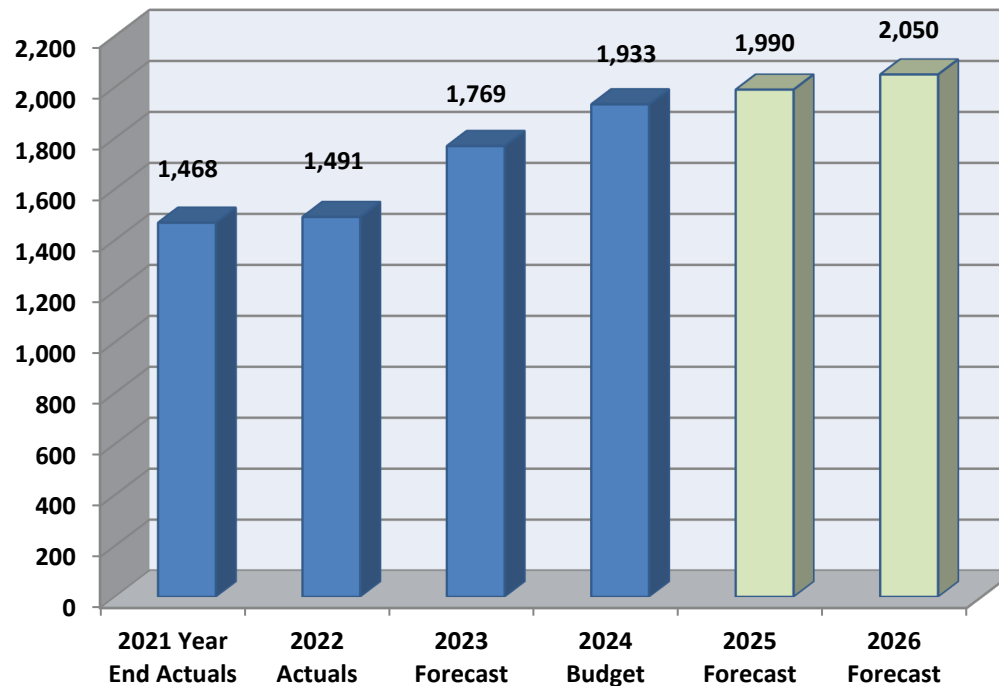
Wages and Benefits - \$ 1,933,000

Wages and Benefits are expected to total \$1.93 million (2023 budget \$1.83 million).

Budgeted wages and benefits increased by 5.66% from 2023 due to service level enhancements for Capital Projects in addition to contractual increases and wage adjustments. Actual 2023 wages and benefits are forecast to be approximately \$60,000 lower than budget, stemming from multiple vacancies.

Increases in outlook years are reflective of contractual increases.

Wages and Benefits

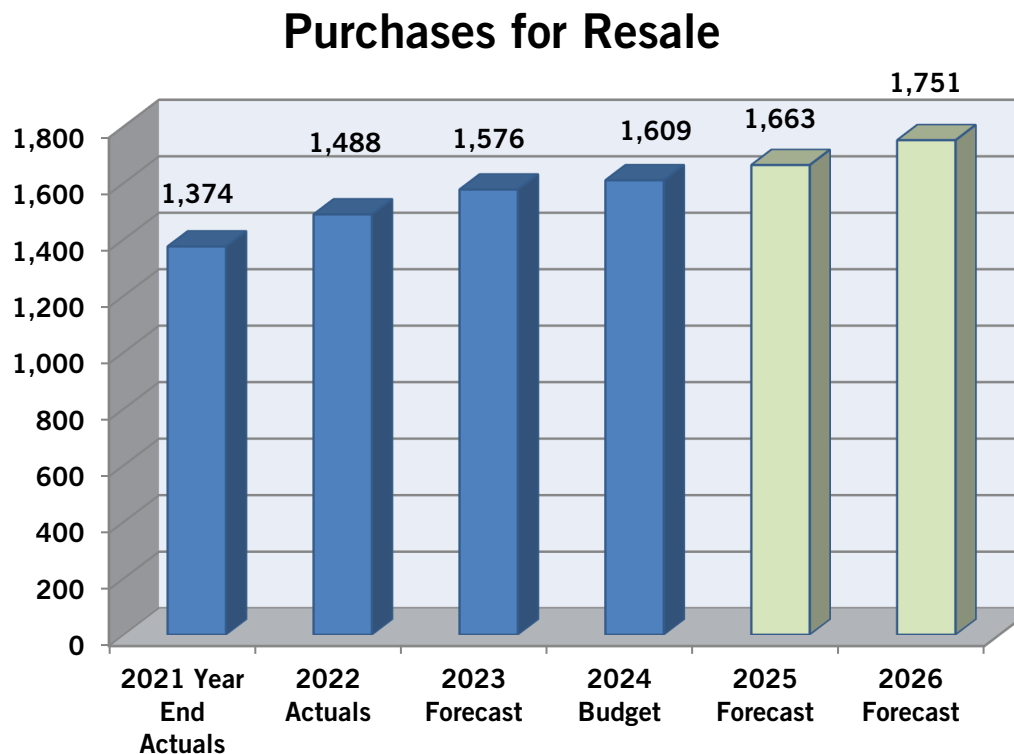


Purchases for Resale - \$1,609,000

Purchases for Resale represents the cost of water purchased from WUC. The budgeted amount for this category increased from 2023 as volume purchased is expected to increase somewhat as residential growth occurs in 2024, along with an inflationary increase of 4% to bulk water purchase rates.

The outlook years include inflationary increases to purchase rates along with modest consumption increases spurred from residential growth. The Town's Bulk Water Supply agreement with WUC calls for annual inflationary increases to the purchase rate for the next several years, with the next opportunity for a rate adjustment to occur in 2026.

2023 Forecast Year End Actuals are expected to be above budget by 4.2% due to both, higher than estimated consumption by both residential and non-residential customers, and the purchase rate came in higher than budgeted.



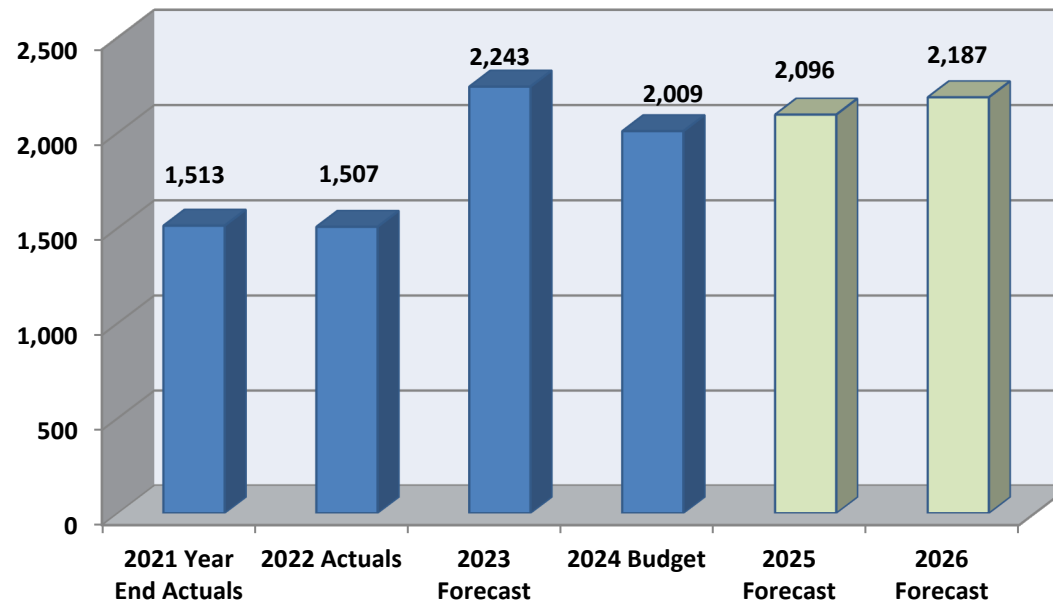
Contract Services - \$2,009,000

This category covers all services contracted by the Town as related to water and wastewater operations, which includes Sewage Treatment, Sewer Maintenance and Billing and Collection fees.

Fees of \$165,000 for billing and collection services contracted to Essex Power are expected to remain unchanged from prior year.

Sanitary treatment costs contracted to the City of Windsor have increased by \$200,000 due to higher actual rates than was budgeted (2023 Forecasted Year-End Actuals projected to be \$425,000 above budget). Treatment rates will fluctuate year over year based on the weather conditions experienced by Windsor/Essex. Early indications suggest the improvements to the Town's wastewater collection system through the Inflow and Infiltration programs implemented during the course of the past several years have been successful in reducing the amount of rainwater entering the system. The outlook years include increases of approximately 4.0% for both 2025 and 2026. This includes estimated inflationary increases to sanitary treatment costs along with marginal increases to volumes treated due to new sanitary sewer connections.

Contract Services



Transfers to Capital - Rates – \$4,299,000

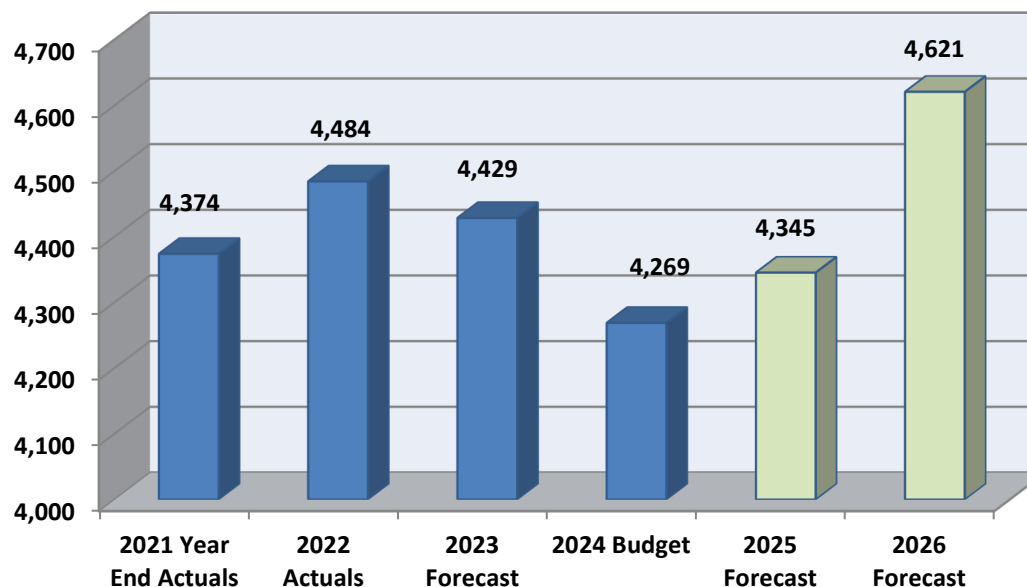
Transfers to Capital – Rates, includes sanitary and water funding for lifecycle purposes of \$2,405,000 and \$1,894,000 respectively.

Preliminary 2023 August variance projects a \$36,000 deficit from water and wastewater operations, which will ultimately decrease the amount transferred to reserves.

Unfavourable results can be primarily attributed to a higher than budgeted rate being charged by the City of Windsor sanitary treatment costs, offset by declining participation in the sanitary backwater valve grant program and staffing vacancies.

Transfers to Capital for the forecast years are as per the Rate Study with adjustments made, +/-, to balance the fund. For sanitary, deficits of \$327,000 and \$259,000 are expected for 2025 and 2026; and similarly deficits of \$58,000 and \$41,000 are expected for Water which results in lower Transfer to Capital. Major drivers for the unfavourable variances are treatment and water purchase costs, which are higher than originally anticipated in the 2023 Rate Study.

Transfers to Capital - Rates



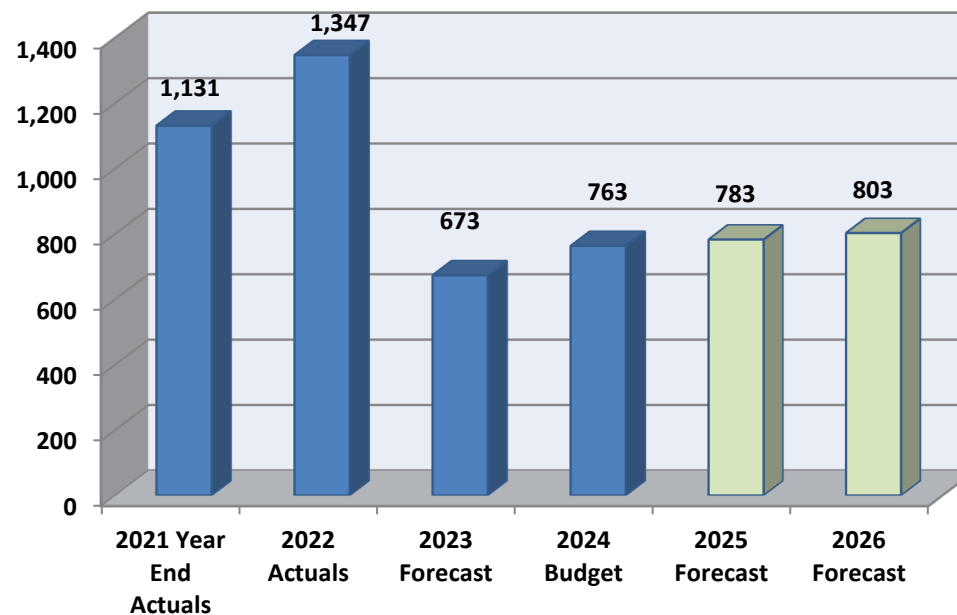
Transfers to Reserves - \$ 763,000

Transfers to Reserves consists of Inter-functional Administrative charges, which are paid to the Town's general tax levy for support services. The amount for administrative support is increased annually by inflation. An inflation factor of 4.0% was used for 2024.

Direct charges, such as Public Works labour hours towards wastewater services and labour hours for One-Call services are based on actual hours worked.

The 2024 budget increased by \$90,000 or 13.31% from 2023. In addition to inflationary increases mentioned above, the decision to centralize Town-wide janitorial & building maintenance costs under the Maintenance department results in rate-supported costs to be charged back to water and sanitary, causing an increase in inter-functional transfers. Equal reductions to janitorial/building maintenance budget items will offset this part of the increase. Inflationary increases of 3% have also been applied to outlook years.

Transfers to Reserves/Reserve Funds



2025 and 2026 Outlook

Water and wastewater rates are forecast to increase by 3% for both fixed and variable as per the Approved 2023 Rate Study recommendation for 2025/2026.

Administration will monitor and review actual financial results against the Town's Water and Wastewater Rate Study annually to ensure the recommended rates for the period of 2023-2027 are sustainable to meet the Town's future funding needs.

Expansion of the Town's wastewater system will continue in a phased-approach in the Town's Oldcastle industrial area.



2024 Proposed Business Plan & Budget

Presentation to Town Council

November 28, 2023

2024 Proposed Budget

- Overview – Chief Administrative Officer
- Budget – Treasurer & Deputy Treasurer
 - Budget Document
 - Operations
 - General
 - Water & Wastewater
- Lifecycle
- Reserves
- Conclusion
- Q & A



Council Vision:

Proud of the Past. Confident in the Future. A Community for everyone.



Council Mission:

Working together for sustainable growth and service delivery to support an exceptional quality of life.



Strategic Priorities for 2023-2026

Sustainable Growth

Achieve prosperity and a livable community through sustainable growth.

Community Health & Inclusion

Integrate community health and inclusion into our places and spaces and everything we do.

Service Experience

Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

The new corporate Strategic Plan can be found at:

<https://www.tecumseh.ca/en/town-hall/strategic-priorities.aspx>



2021 Organizational Review

Implementation continues with:

- Customer Services recommendations
- Structure and staffing recommendations
- Service delivery efficiencies
- Implementation of corollary reviews related to Org Review:
 - People Strategy
 - Information Technology Services
 - Digital Strategy
 - Business Continuity and Disaster Recovery Strategy
 - Payroll
 - Clerks Services



2024 Objectives: Chief Administrative Officer

- Annual report out on Corporate Strategic Priorities
- Act on Council's growth mandate through residential, industrial and commercial growth
- Develop community amenities and facilities in partnership with community agencies and service groups
- Continuous improvement through organizational and service efficiencies
- Implement changes in policing governance arising from CSPA, 2019
- Implement Community Safety and Well-Being Plan in conjunction with area municipalities, the County and partners
- Further the Town's relationship building with our Indigenous Community
- Renew efforts to address Climate Change and focus on sustainability



2024 Objectives: People & Culture

- Development of a leadership competency framework along with succession planning
- Establish an employee reward and recognition strategy
- Conduct an employee compensation review, including the Town's benefit programs
- Implement a Human Resource Information System with records management, onboarding and an HR metrics dashboard
- Create employee engagement and diversity plans for the corporation
- Develop and deliver corporate education platforms
- Continue to raise the profile of health & safety and wellness committee initiatives
- Continue positive labour relations with the Town's labour partners



2024 Objectives: Legislative Services & Clerk

- Continue to implement the Clerks Service Delivery Review
- Implement Year 1 of the Records & Information Management Service Review
- Revamp the Town's Freedom of Information request and search procedures
- Review of various by-laws and policies
- Move forward with set up for implementing an Administrative Monetary Penalty System to augment enforcement of by-laws with potential launch in 2025
- Continue development of in-house legal services with land registry registration and search services brought in-house



2024 Objectives: Financial Services

- Customer Service Strategy implementation – led by TCS
- Commence set up and implementation of the HRIS/Payroll/Time & Attendance software arising from the Payroll Service Review
- Development Charge Background Study Update – led by Development Services
- Asset Management Plan – include all non-core assets – led by Public Works
- Implement FMW Capital module to provide more streamlined capital program tracking in time for 2024 Year End and 2025 Budget
- Implement new accounting standard requirements for asset retirement obligations for 2024 Financial Statements
- Pursue GFOA Distinguished Budget Presentation Award for 14th consecutive year



2024 Objectives: Technology & Client Services

- Implement Information Technology Service Review & Digital Strategy
- Completion and testing of Business Continuity & Disaster Recovery Strategy
- Implement stronger network security and reinforce cybersecurity measures with all users
- Improve connectivity between sites and add public wireless hotspots
- Enhance the Town's new Open Data Portal
- Fully implement new customer service model and enhanced communications program
- Prepare for 2024-25 Citizen Satisfaction Survey
- Refresh corporate website with inclusion of more e-services



2024 Objectives: Community Safety

- Completion and implementation of the Community Risk Assessment and Fire Master Plan
- Update the Town of Tecumseh Emergency Response Plan
- Pursue proactive approach to mandatory firefighter certification and succession planning for senior positions
- Explore funding opportunities to refurbish the 1942 Fire Truck
- Comprehensive review of Municipal By-Laws enforced by Community Safety



2024 Objectives: Development Services

- Finalize Tecumseh Hamlet Secondary Plan and incorporate into the Official Plan
- Complete the Oldcastle Hamlet Special Planning Study
- Implement Council's direction on growth in the Hamlet SPA, MRSPA and Oldcastle
- Conduct the 5-year update to the Town's Development Charges By-law
- Complete the new Comprehensive Zoning By-law
- Implement the 10 Initiatives of the Tecumseh Housing Action Plan, subject to federal funding
- Complete the branding study for the commercial areas of Tecumseh Road, Manning – Amy Croft and Lesperance South at CR22 to promote retail and service businesses
- Continue to promote financial incentives under the Town's CIPs



2024 Objectives: Community & Recreation Services

- Develop a Healthy Aging Strategy and expand active and passive programming for seniors
- Develop a master plan for the Tecumseh Arena site in support of a multi-use and wellness centre
- Complete approved capital projects including Lacasse Park Baseball stadium, Maidstone Recreation Centre washrooms and CADA Library facility
- Implement next phase of capital projects including Lakewood Park South washroom pavilion and water feature, arena restoration and sport fields rehabilitation
- Develop a climate change mitigation/adaptation strategy with energy management options
- Work on next phase of Asset Management with inclusion of all Town facilities, amenities and buildings



2024 Objectives: Public Works & Engineering Services

- Complete infrastructure related studies/by-laws, such as: AMP update, growth area FSRs, sanitary outlet cost recovery by-laws, traffic calming policy, bridge & culvert needs study (spans >3m), roads needs study, model updates for sanitary sewer & water distribution systems, SWM rates
- Design/install sanitary sewers - Oldcastle Hamlet (CR46/Webster/Laval & Delduca Dr)
- Design for Tecumseh Hamlet northwest infrastructure
- Design/construction of capital projects with secured funding/partnerships: DMAF – Stormwater pump stations and Centennial & Woodbridge watermain replacements, Lesperance Road multi-use trails, CR43 watermain
- Move forward with Regional Food & Organics & Biosolids Waste Management
- Implement mandated MECP Consolidate Linear Infrastructure ECAs
- Participate in Municipal Class EA's for CR46 and Little River Pollution Control Plant





2024 Proposed Business Plan & Budget

As presented to Town Council
November 28, 2023

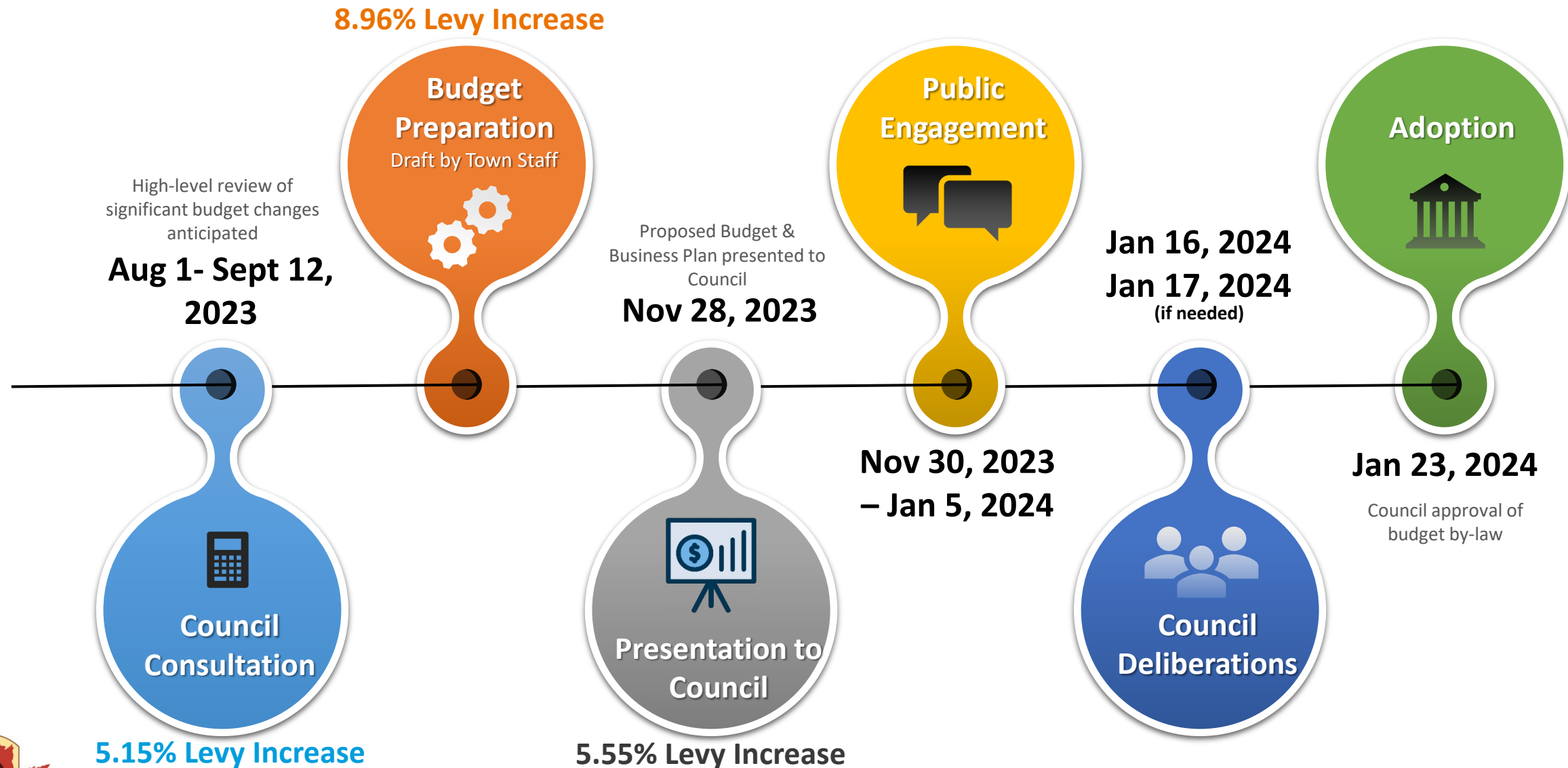
2024 Business Plan and Budget Overview

Electronic Document Overview

1. Transmittal
2. Executive Summary
3. Budget Reconciliation – PSAB Adjustments
4. Recommended New Staffing Enhancements
5. Operating Budget
6. Lifecycle
7. Reserves
8. Supplementary Information
 - Budget Process
 - Revenue and Expenditure Analysis



Budget Process



Council Consideration

- Total Municipal tax levy required is \$28.9M
 - \$1.5M or 5.55% increase vs prior year approved budget
- Municipal tax rate increase of 5.48% vs prior year approved rate

Impact on \$250K Property	% of Increase	\$ Increase	
Noncontrollable/Inflationary	1.82%	\$	36
Contribution to Capital	1.44%		29
Operations (net of growth)	2.22%		45
	5.48%	\$	110

- Consolidated levy increase ~ 4.74% expected vs prior year approved budget
 - \$175 consolidated increase on \$250K assessed property
- Province again postponed the 2024 Assessment Update
 - Property assessments are based on fully phased-in January 1, 2016 values



2024 Proposed Levy Summary

Budget Drivers	2023	2024 Proposed	2025	2026	2027	2028
Base Department Operations (excl Pay/Ben)	0.47%	0.15%	2.37%	0.73%	1.24%	1.27%
Service Level Enhancements	1.73%	3.29%	2.07%	0.42%	0.00%	0.00%
Payroll/Benefits	1.19%	1.15%	1.36%	1.48%	1.73%	1.73%
Sub-total – Operating	3.39%	4.59%	5.80%	2.63%	2.96%	3.00%
Lifecycle	0.96%	0.73%	0.86%	1.04%	1.04%	1.04%
New Infrastructure Levy	0.77%	0.73%	0.69%	0.69%	0.69%	0.69%
Sub-total - Capital	1.73%	1.46%	1.56%	1.73%	1.73%	1.73%
Total	5.12%	6.05%	7.35%	4.36%	4.69%	4.73%
Assessment (Growth)/Loss	-1.26%	-0.49%	-1.12%	-1.38%	-1.38%	-1.38%
Total w/ Growth factor	3.86%	5.55%	6.23%	2.98%	3.31%	3.35%



Key Revenue Items

		Increase (\$)
Assessment Growth	\$	210,000
Supplementary Taxes		(75,000)
Total Growth		135,000
User Charges		85,000
Building Permits		NIL
- \$148K decrease, transferred to reserve		
Investment Income		NIL
- \$1.1M increase, transferred to reserve		



Key Expenditure Items

	-	-	Increase (\$)	% of Levy Increase
Contribution to Capital (LC/NIL)	\$		400,000	23%
Wages	\$		479,400	28%
Benefits			258,100	15%
Total Payroll (net of transfers)	\$		737,500	43%
OPP Contract	\$		(83,600)	(5%)
Insurance	\$		86,000	5%
Contracts	\$		225,400	13%
(Indigenous initiatives \$60K offset by Transfers, Garbage, Parks, ERCA)				
Computer Software/Support	\$		75,200	4%
Housing Action Plan – Prof Fees	\$		NIL	NIL
\$308,000; offset by grant funding				
Maintenance Service	\$		157,600	9%
(\$85K Storm flushing, \$24K Street lights, \$34K Building Maintenance)				



Dominant Themes - Payroll

	Increase (\$)	% of Payroll Increase
Implementation of Results of Reviews - 2021 Organization Review (\$126K), Building Review (\$17K) & HR Review (\$58K)	\$ 201,500	27%
Legislative & Clerk Services (Records Management Clerk, Prosecution Coordinator)	90,100	12%
Community and Recreation (Facility Leader and Programs/Events Leader)	95,300	13%
Other (contractual salary and benefit increases)	350,600	48%
Total increase (net of transfers)	\$ 737,500	100%



Financial Reporting Changes:

- **Consolidation of Legal Services Budget:**

- External legal services expenditures are now consolidated under the Legislative & Clerk Services Department, aligning with corporate structural change
- **Exception:** Labour relations matters will remain in People & Culture's budget

- **Building Maintenance and Janitorial Supplies Centralization:**

- All building maintenance expenditures are now consolidated within the Maintenance department under the Community & Recreation Services budget, aligning with reporting responsibilities
- **Exception:** Arena-related Maintenance and Fire-related Janitorial Supplies costs remain separate

- **Retiree Benefits Consolidation:**

- All retiree benefits expenditures are now consolidated under the Corporate Shared department, providing a cohesive overview of these expenses in the financial statements

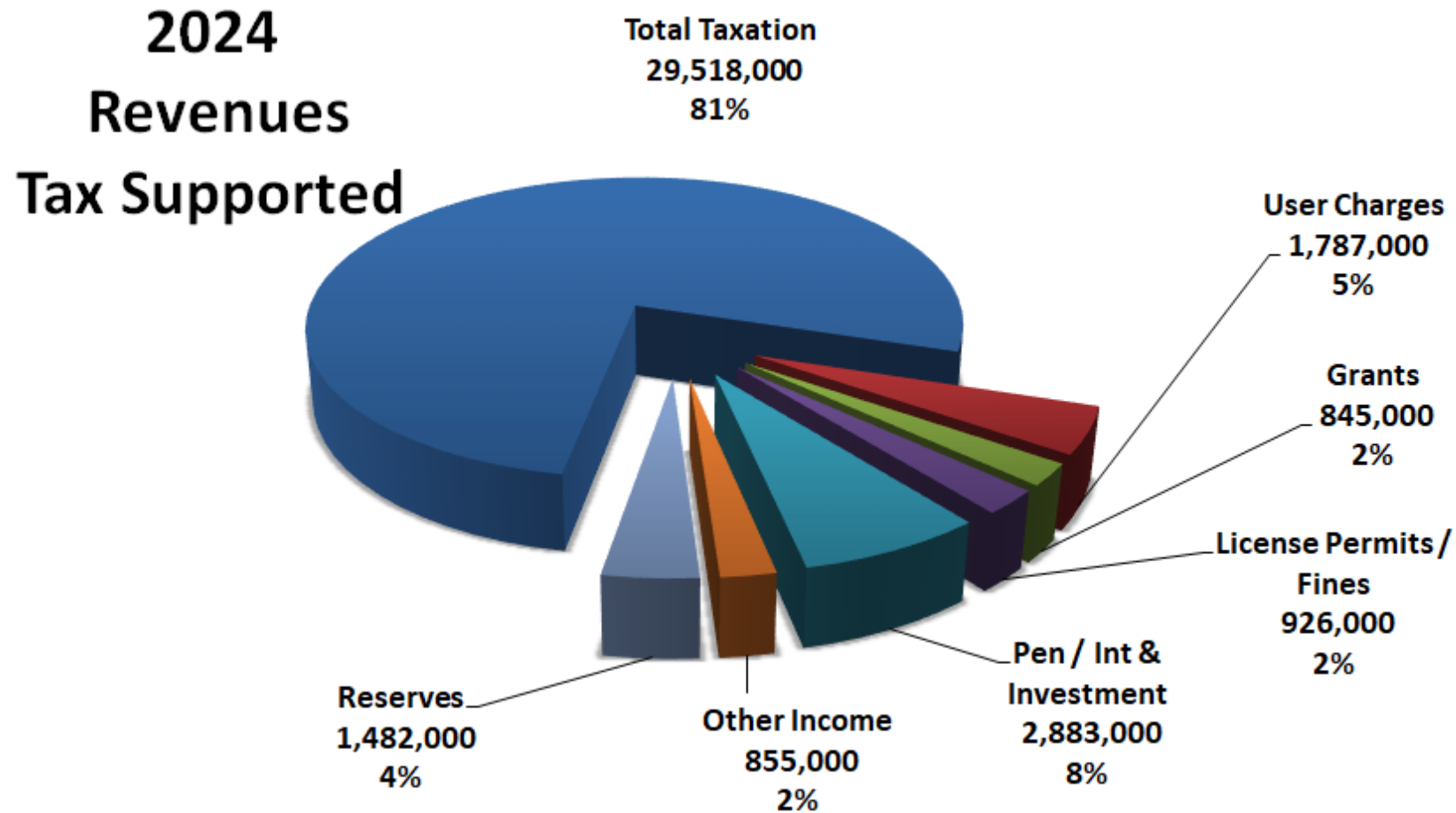


What's Not in the Budget

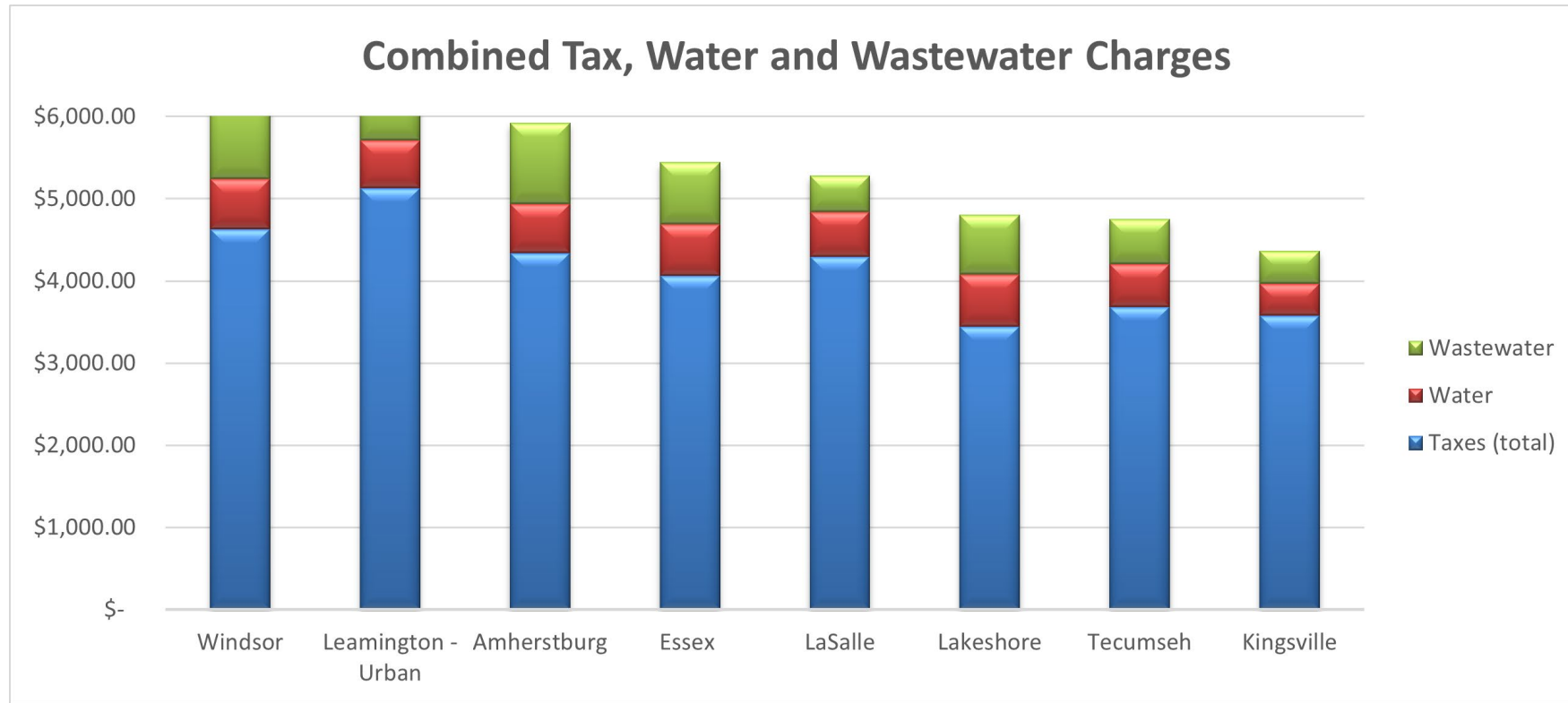
- Implementation of recommendations from the following process reviews
 - Fire Master Plan
 - HRIS / Payroll / Time and Attendance
- Lottery License Litigation
 - up to \$7M



Operating Budget Revenues



2023 Comparative – Essex County



* Property Taxes calculated based on an average property with an assessed value of \$250,000. Water and Wastewater Fees based on monthly consumption of 20 cubic meters.



2024 Tax Levy Change - \$250K Home

Levying Authority	2024 Levy	2023 Levy	Dollar Difference	Percent Difference
Municipal	\$ 2,124	\$ 2,014	\$ 110	5.48%
County	1,354	1,289	65	5.00%
Education	383	383	0	0.00%
Total	\$ 3,706	\$ 3,564	\$ 175	4.74%

- Property Assessment update postponed by Province
 - Property valuations unchanged from 2023
i.e. 2023 CVA of \$250,000 remains 2024 CVA of \$250,000.



Rate Supported – Water and Wastewater

- Full Cost Recovery Rates - 2023 Rate Study
- Rate increase average residential user
 - 2024 \$32 or 3% (\$1,082 to \$1,114)*
- Rate revenue
 - Wastewater \$5.4M
 - Water \$6.05M
- 2024 Budgeted capital funding \$4.3M



* Based on monthly consumption of 20m³

Wastewater – Key Items

- Wastewater treatment costs
 - Significant inflationary increases
- Annual flushing program
- 8th Concession sewer area (Oldcastle)
 - Cost recovery by-law to be created in 2024
 - Next phases County Road 46/Webster/Laval and Delduca Drive extensions - 2024 construction
 - Approximately 18 phases remain
- Flood mitigation measures
 - Sanitary sewer model update to be completed in 2024
 - Anticipated recommendations/improvements of \$35+ million
- Tecumseh Hamlet Secondary Plan Area
 - Northwest W&WW (Phase 1) – construction in 2024



Water Key Items

- Bulk water purchases
 - Annual rate increase
- Watermain improvements associated with County projects
 - County roads 42, 43 and 19
- Investing in Canada Infrastructure Program – Green Stream II, 2021 Intake
 - Town successful with application for \$3.5 million in improvements on Centennial & Woodridge
 - Design 2023/2024 - Construction to begin 2025
- Tecumseh Hamlet Secondary Plan Area
 - Northwest W&WW (Phase 1) – construction in 2024



Capital Program and Funding Strategy

- Capital Strategic Workshop 2022
- Lifecycle Funding – 2024 allocation \$9.1M (increase of \$200,000)
 - Lifecycle Annual funding target = \$9.8M
- NIL – 2024 allocation \$2,150,000 (increase of \$200,000)
 - NIL Annual funding target = \$2.35M
- Funding Mix – Use of Debt
 - Annual Repayment Limit / Net Debt : Own Revenues ~ 3%
 - Grant and Partnership Funding
 - Pursue all opportunities – may impact our priorities
- County Capital Program / City Capital Program



Capital Works Plans

- 5-Year Capital Plans - Approval for 2024 with forecast for 2025-2028
 - Recommendations for proposed projects follow budget process
- Recreation and Cultural Amenities – SCM March 29, 2022
 - Lacasse Ball Diamond – complete early 2024
 - Lakewood Park amenities
 - Maidstone Recreation Centre
 - CADA Library – complete early 2024
 - Sport Field Turf



Capital Works Plans

- Public Works – SCM May 5, 2022
 - Scenarios for competing Capital Priorities
 - Development and Growth
 - Climate Change and Flood Mitigation
 - Tecumseh Road Mainstreet
 - Approved Grant Funding Projects
 - Coordination with County of Essex Infrastructure Projects
 - Focus on development and growth opportunities in Tecumseh Hamlet Secondary Planning Area and Oldcastle Industrial and Business Park per Council direction
 - Scully and St. Mark's and P.J. Cecile Storm Pump Stations
 - County Road 42/43 Phase 1 Improvements
 - Oldcastle Sanitary Extensions



Capital Works Plans

- Over \$68M Capital Projects for 2024 and Contributing Funding
 - Scully and St. Mark's Storm Pump Station - (DMAF and OCIF)
 - P.J. Cecile Storm Pump Station - (DMAF)
 - CR46/Webster/Laval Sanitary Extension - (CCBF, Owner contributions)
 - Delduca Sanitary Extension - (CCBF, Owner contributions)
 - Tecumseh Hamlet Planning Area Water and Wastewater Servicing - (Development Charges)
 - CR43 Trunk Watermain
 - Lesperance Trail – Cty Rd 22 to Cty Rd 42 - (ICIP-Transit)
 - Fire Radio System
 - Lakewood Park South – water feature, pavilion, washroom
 - Lacasse Park – landscaping, parking lot, pathways
 - Maidstone Recreation Centre – washrooms - (MRC contribution)
 - Arena Restoration
- Debt Payments \$1.6M



Reserves Strategy

- 2023 Year-End Reserves/Reserve Funds Estimated Balance - \$77M
 - Lifecycle / Infrastructure / Water / Wastewater
- Infrastructure Reserve
 - Funding source for new and/or enhanced infrastructure
 - \$7.4M toward Recreation/Community/Infrastructure Projects in 2024
- Lifecycle Reserves and Reserve Funds
 - Funding sources for replacement
 - \$35M towards PW Infrastructure Projects in 2024
- 2024 Estimated Net Draw Reserves/Reserve Funds - \$34M



Reserves Strategy

- 2025-2028 Outlook
 - Continuance of Capital Works Plans of 2022 Q2
- Pressures
 - Annual expenditures well above average
 - Material and Labour Cost Inflation (much greater than CPI)
 - Construction Industry Capacity
 - Higher Borrowing Rates



Reserves Strategy

- Mitigating Measures
 - Strength of Town's Lifecycle Program and Reserves provides flexibility
 - Grant and Partnership Opportunities
 - Borrowing Capacity
 - Developer Option to Finance and Recover



Closing

- The 2024 Proposed Budget:
 - Incorporates Council's Adopted Capital Works Plans
 - Continues Implementation of Organizational Review
 - Implementation of Corollary Reviews
 - Includes Modernization and Efficiency Initiatives
- Advances on Council and Community Strategic Priorities
 - Implementation of Housing Accelerator Plan
- Proposes Fair Value Tax Rate Increase to Property Owners



Conclusion

- Budget Deliberations
 - SCM – January 16, 2024 @ 4:00pm
 - SCM – January 17, 2024 @ 4:00pm (if needed)
- Budget Approval
 - RCM – January 23, 2024 @ 7:00 pm



Discussion

Photo of:

Southfield Green Apartments by Skyline Living
(from <https://www.southfieldgreen.ca/gallery>)





Glossary and Acronyms

Glossary

Accrual Basis of Accounting – A method of accounting that recognizes revenue as earned and expenditures as incurred rather than waiting until cash is exchanged.

Actual – Actual (as opposed to budget) revenues and expenditures for the fiscal year indicated.

Amortization – The gradual reduction of the value of an asset or liability by some periodic amount. In the case of an asset, it involves expensing the cost of the item over its useful “life” – the time period over which it can be used.

Assessment – The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario. In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of Current Value Assessment (CVA). The CVA of a property represents its estimated market value, or the amount the property would sell for in an arm's length, open market sale between a willing buyer and a willing seller.

Base Budget – In simple terms, a reflection of the budget resources (financial, human, and other) that are required to maintain service levels at the level provided in the previous year.

Budget – A financial plan for a given fiscal year showing revenues and expenditures for different funds of the Town.

Budgetary Basis – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: accrual, cash, or modified accrual.

Business Improvement Area (BIA) – A Business Improvement Area (BIA) is an association of business people within a specified district, who join together with official approval of the Town, in a self-help program aimed at stimulating business.

Business Plan – This refers to a document that summarizes the operational and financial objectives of a business and contains the detailed plans and budgets showing how the objectives are to be realized.

Canadian Union of Public Employees (CUPE) – An association formed for protecting the rights of its members, usually employees in the public sector.

Capital Budget – The budget that provides for the funding of the Town’s expenditures on capital assets, i.e. assets which provide benefits to the Town over several years.

Consumer Price Index (CPI) – A statistical description of price levels provided by Statistics Canada. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

Cost Centre – An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.

Current Value Assessment (CVA) – Property value set upon real estate under direction of the Province as a basis for levying property taxes.

Debenture – A formal written obligation to repay specific sums on certain dates. In the case of a municipality, debentures are typically unsecured.

Debt – Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions but could also include loans from reserves.

Deferral – The act of putting off until another time, or postponing.

Deficit – The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.

Development Charges Act (DCA) – Provincial legislation that provides guidelines on funding of identified growth-related projects in the Town from developers.

Expenditure – The disbursement of appropriated funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.

Fiscal Year – Any period of 12 consecutive months designated as the budget year. The Town’s budget year begins January 1st and ends December 31st.

Fleet – The vehicles owned and operated in the Town.

Forecast – The projection of revenues and expenditures for future years.

Full-Time Equivalent Position (FTE) – A measure of effective authorized positions, indicating the percentage of time a position or group of positions is funded. FTE considers the number of hours per week and the portion of the year the position is funded. $FTE = (\text{hours worked per week} / \text{total weekly hours}) \times (\text{months funded} / 12)$. A year-round full-time position has an FTE of 1.00. A full-time position funded for six months (1/2 year) has an FTE of 0.5.

Fund – A set of interrelated accounts to record revenues, and expenditures associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities, and equity (fund balance).

Fund Balance – A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds over cumulative expenditures and other uses of funds.

Gas Tax – Funding provided by the Government of Canada as part of the New Deal for Cities and Communities. This Federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions: economic, environmental, social, and cultural. The program is intended to achieve results leading to cleaner air, cleaner water, and reduced greenhouse gas emissions.

Generally Accepted Accounting Principles (GAAP) – Nationally-recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures.

Grant – A monetary contribution, typically from one level of government to another, as a means to lend support to a specific service, program, or function.

Inflation – A rise in price levels caused by general economic activity and growth.

Infrastructure – The system of public works in the Town, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, and lighting).

Interest Income – Revenue associated with the Town's cash management activities of investing cash balances.

Levy – The amount of property tax, in dollars, which is paid by the Town's taxpayers. To determine the tax levy for a particular property, the property's assessed value is multiplied by the appropriate rate for the property's tax class.

Liability – A financial obligation of the Town to others.

Lifecycle – Encompasses the Town's plan to provide funding for expenditure items that are cyclical in nature.

Local Authority Services (LAS) – Local Authority Services is mandated to work with municipalities to assist them in reducing the cost of their expenditures and to increase their revenues through the principles of economies-of-scale and co-operative procurement efforts.

Long-term Debt – Debt that matures more than one year after it is issued.

Municipal Act – Passed by the legislature in December 2001, the Act is designed to allow municipal leaders the autonomy, power, and flexibility they need to chart their

community's future in a meaningful way and react quickly to change.

Objective – A desired specific output-oriented accomplishment that can be achieved within a given time frame. Its achievement advances both the activity and organization toward a corresponding goal.

Official Plan – A document adopted by a municipal council pursuant to the *Planning Act* that contains goals, objectives and policies to manage and direct physical change in the Municipality. Official Plans are generally set for a planning period of 20 years and must be renewed and updated every five years.

One-Time Item – An item only approved for the current budget year that is not part of the base budget.

Ontario Municipal Board (OMB) – A provincial board that provides a forum to appeal planning and assessment decisions made by the Town.

Ontario Municipal Employees Retirement System (OMERS) – OMERS is a defined benefit plan that provides pension benefits for the Town's full-time employees. Employees and employers normally make equal contributions to the plan.

Operating Budget – The budget that provides the various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not

give rise to assets that are expected to provide benefits over several years.

Per Capita – A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

Property Tax – An ad valorem (value-based) tax levied on real and personal property according to the property's assessed valuation and the tax rate.

Provincial Dedicated Gas Tax – Provincial gas tax funding that is provided to municipalities for public transportation expenditures.

Public Sector Accounting Board (PSAB) – The body of the Chartered Professional Accountants (CPA) that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the financial and performance information reported by governments and other public sector entities for the benefit of decision-makers and other users of the information.

Reserve – An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.

Reserve Fund – An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that

reserve fund assets are segregated and restricted to meet a specific purpose. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council for a specified future use.

Revenue – Monies received from all sources (with exception of fund balances) that will be used to fund expenditures in a fiscal year.

Stakeholders – The person, group or organization that has direct or indirect stake in the Town because it can affect or be affected by the Town's actions, objectives and policies.

Surplus – The excess of actual revenue over operating expenditures incurred during a budget period.

Tangible Capital Asset (TCA) – Non-financial assets that have a lifespan that extends beyond an accounting period. Also known as 'fixed asset'.

Tax Rate – A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the Town. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Rates are established by Council by-law.

User Fees & Service Charges – Fees paid by individuals or organizations to the Town for the use of Town facilities (e.g. recreation fees) or for provision of municipal services (e.g. planning).

Vacancy Rebate Program – Provides tax relief to owners of vacant commercial and industrial buildings through rebates issued by a municipality.

Vital Statistics Act – Responsible for matters such as maintenance of the municipal birth and death registry and issuance of death and burial certificates.

Acronyms

AGCO	Alcohol and Gaming Commission of Ontario
AMCTO	The Association of Municipal Managers, Clerks, and Treasurers of Ontario
AMO	Association of Municipalities of Ontario
AMP	Asset Management Plan
ARL	Annual Repayment Limit
BGAN	Broadband Global Area Network
CAO	Chief Administration Officer
CCBF	Canada Community-Building Fund
CIP	Community Improvement Plan
CPA	Chartered Professional Accountants Canada
CPI	Consumer Price Index
CWATS	County Wide Active Transportation System
CWWF	Clean Water and Wastewater Fund
DC	Development Charge
DMAF	Disaster Mitigation and Adaptation Fund
DRIC	Detroit River International Crossing
DWQMS	Drinking Water Quality Management Standard
EA	Environmental Assessment
EPC	Essex Power Corporation
EPS	Earnings Per Share
ERCA	Essex Region Conservation Authority
ERTs	Electronic Radio Transmitters
EWSWA	Essex Windsor Solid Waste Authority

FIR	Financial Information Return
FKPI	Financial Key Performance Indicators
GAC	Golden Age Club
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association of the United States and Canada
GIS	Geographic Information Systems
HAF	Housing Accelerator Fund
HAP	Housing Action Plan
HR	Human Resources
HVAC	Heating, Ventilating and Air Conditioning
ICIP	Investing in Canada Infrastructure Plan
ICS	Information & Communication Services
ISF	Infrastructure Stimulus Fund
LC	Lifecycle
LED	Light-Emitting Diode
LTFP	Long-Term Financial Plan
MECP	Ministry of the Environment, Conservation and Parks
MMS	Minimum Maintenance Standards
MPAC	Municipal Property Assessment Corporation
MRSPA	Manning Road Secondary Plann Area
MTO	Ministry of Transportation
NIL	New Infrastructure Levy
NFPA	National Fire Protection Association
OCIF	Ontario Community Infrastructure Fund
OCWA	Ontario Clean Water Agency

ODSP	Ontario Disability Support Program
OFM	Ontario Fire Marshal
OILC	Ontario Infrastructure and Lands Corporation
OMB	Ontario Municipal Board
OMPF	Ontario Municipal Partnership Fund
OPP	Ontario Provincial Police
OReg	Ontario Regulation
ORFA	Ontario Recreation Facilities Association
PSAB	Public Sector Accounting Board
PWES	Public Works & Environmental Services
RCM	Regular Council Meeting
RED	Rural Economic Development
RF	Reserve Fund
RFP	Request for Proposal
RinC	Recreation Infrastructure Canada Program
RSIP	Rail Safety Improvement Program
SCBA	Self-Contained Breathing Apparatus
TAAC	Tecumseh Accessibility Advisory Committee
TFRS	Tecumseh Fire Rescue Service
TSMHA	Tecumseh-Shoreline Minor Hockey Association
WDS	Windsor Disposal Service
WSO	Windsor Symphony Orchestra
WTP	Water Treatment Plant
WUC	Windsor Utilities Commission



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