



PROPOSED BUSINESS PLAN & BUDGET

As presented to Town Council December 10, 2024



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Tecumseh
Ontario**

For the Fiscal Year Beginning

January 01, 2024

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Tecumseh, Ontario, for its Annual Budget for the fiscal year beginning January 1, 2024. This marks the 15th consecutive year the Town has earned this prestigious recognition.

To receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one year only.

We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

TRANSMITTAL

In accordance with Council policy and the provisions of The Municipal Act, we are pleased to present the 2025 Proposed Business Plan and Budget. The proposed 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 levy and tax rate of 5.46%, which will raise an additional \$1,585,000 over the 2024 budgeted municipal levy. This represents an increase in the municipal tax bill of approximately \$126 on a property assessed at \$275,000 (the average assessed value of a home in Tecumseh).

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.

Margaret Misek-Evans

Margaret Misek-Evans

Chief Administrative Officer

Tom Kitsos

Tom Kitsos

Director Financial Services & Chief Financial Officer

The 2025 Operating Budget:

- Recognizes assessment growth
- Responds to recent inflationary pressures
- Reflects the Town's user fees
- Includes conservative provisions for contractual total compensation and pension obligations, pending upcoming bargaining unit negotiations
- Continues to support capital investment strategy to advance development initiatives

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EXECUTIVE SUMMARY

The 2025 Proposed Business Plan and Budget outlines the Operating, Lifecycle, and Reserve Budgets for the Town of Tecumseh, as presented to Council on December 10, 2024.

Property taxes are comprised of three levies: the Municipal General Tax Levy, County Tax Levy, and Education Tax Levy. Together, these form the Consolidated Tax Levy, which is proposed to total \$59,121,000 for 2025, a 4.02% increase over the 2024 actual levy.

The Municipal General Tax Levy for 2025 is \$31,003,000, reflecting a 6.84% increase from the previous year's budget. Assessment growth is projected to contribute \$400,000 in additional revenue, resulting in a required 5.46% increase to the Municipal Tax Rate

The 2025 budget provides for:

- **Assessment growth** translating into \$400,000 of additional tax revenue for a 1.38% decrease to the general tax levy.
- A \$200,000 increase towards the **New Infrastructure Levy (NIL)**, representing a 0.69% increase to the general tax levy.
 - The annual NIL target is currently \$2,350,000, however it will be updated during 2025 to incorporate the results of the Town's 2024 DC Background Study and Asset Management Plan (Version 4), both completed during 2024. The NIL will help fund known near-term new and/or upgraded capital investments.
 - The 2025 Budget includes several major infrastructure projects that will be funded, in whole or in part, from the Town's Infrastructure Reserve. Some projects planned for 2025 include:
 - Lakewood Park South washrooms, pavilion and water feature,
 - Lesperance Road Trail (Riverside Drive to First, plus part of Little River),
 - Southfield Park washrooms, water feature and trail, and
 - Fire Department Radio system.

- A \$250,000 increase towards **Lifecycle Reserves**, representing a 0.86% increase to the levy. This will bring the 2025 allocation to Lifecycle Reserves to \$9,323,000.
- The annual lifecycle funding target is \$9,872,000.
- A select listing of projects to be funded from Lifecycle reserves in 2025 includes:
 - Tecumseh Hamlet Secondary Plan Area – Water and Wastewater servicing,
 - Banwell Road Improvements and Ancillary Works,
 - Centennial/Woodbridge Watermain Replacement,
 - Scully/St. Mark's Storm Pump Station completion,
 - Arena Rink A and B Dehumidifier replacement,
 - Lesperance Right Turn Lane at CR22, and
 - over \$3.6M in various Fleet/Fire Apparatus replacement.
- A \$488,000 transfer from the **Tax Rate Stabilization Reserve** to offset one-time costs associated with a:
 - Climate Risk Assessment and Climate Adaptation Plan,
 - 50% share of Community Improvement Plan (CIP) Building and Property Improvement Grant,
 - Legal fees,
 - IT Cloud Strategy,
 - completion of a Comprehensive Zoning By-law, and
 - other one-time items.

- 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, and
 - Corporate record management process improvements.
- Provision for increases to salaries and benefits resulting from the phased-in implementation of the 2021 Organization Review, consequential process reviews, and additional resources in support of Community and Recreation programming.
- Implementation of the Town's Housing Action Plan, with the support of pending Federal Housing Accelerator Fund (HAF) Program grant, that will fund a range of municipal initiatives intended to create more housing supply at an accelerated pace.
- A \$75M 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

5.46%

**Which will raise an additional
\$1,585,000 over the 2024
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:



SUSTAINABLE GROWTH

Achieve prosperity and a liveable 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 2025 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

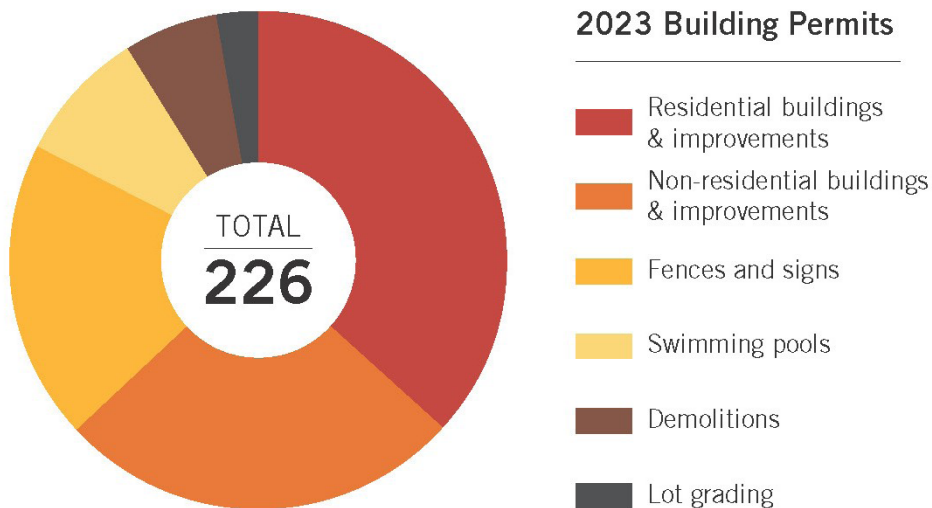


Goals

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

Building Permits

In 2023, the Town issued 226 building permits = \$46.6 million in construction value (\$49.6 M in 2022)



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

100%

Meeting Target



% of applications with decisions rendered within Planning Act timelines

100%

Meeting Target



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

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 less than 10%.

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.



Total Taxes Receivable as a % of Total Taxes Levied

5.4%

Meeting Target



Roads

77%

Average Pavement
Condition Index

Meeting Target




Bridges/Culverts

78%

Average Bridge Culvert Index

Target Not Met





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:

175 
PROGRAM REGISTRANTS

50 
WORKSHOPS GEARED
TOWARDS SENIORS

200+ 
SENIOR ACTIVE LIVING
CENTER ACTIVITIES

Recreation Programs Offered:

200+ 
RECREATIONAL
SWIMMING CLASSES

53 
DAY & SPECIALTY
CAMPS

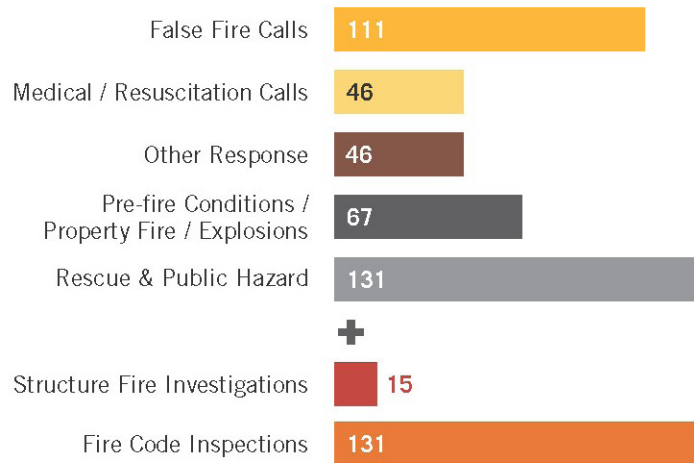
36 
RECREATION
PROGRAMS

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.

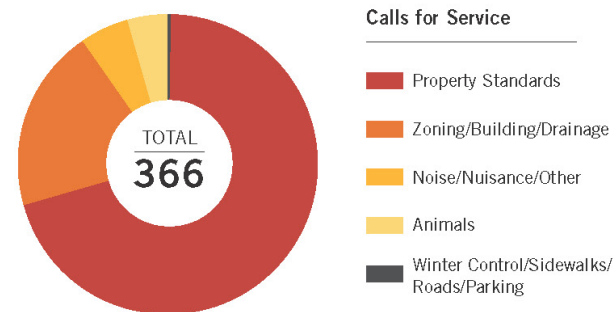
Fire Services

In 2023, the Tecumseh Fire Services responded to 401 Total Calls for Service



By-Law Enforcement

In 2023, the Town's By-Law Enforcement team responded to 366 Calls for Service



Policing Services

During 2023, OPP responded to 3,125 calls for service (averaging 260 per month)

RANK	POLICE SERVICE	2023 CRIME RATE PER 100K POPULATION	2022 CRIME RATE PER 100K POPULATION
1	LaSalle (Municipal)	25.45	29.10
2	Tecumseh (OPP)	26.30	30.30
3	Lakeshore (OPP)	28.71	25.00
4	Kingsville (OPP)	30.56	27.69
5	Essex (OPP)	31.53	24.01
6	Leamington (OPP)	55.81	64.89
7	Chatham-Kent (Municipal)	75.00	71.39
8	Windsor (Municipal)	84.63	80.75

Most calls were for:



Alarms and
Property Checks



Motor Vehicle
Collisions




Traffic Complaints
and Enforcement

TECUMSEH DRINKING
WATER SYSTEM ACHIEVED

98.37%
COMPLIANCE

with Ministry of the Environment,
Conservation and Parks (MECP)
requirements and the water quality
thresholds, including inspections,
sampling, audits and disinfection
residual testing.



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

91%

Employees completed Health & Safety Training

22

Council meeting summaries

4

PlaceSpeak consultations

100%

Council Agendas published within timelines

46

New releases

77

Live streamed meetings



Tecumseh has received the GFOA Distinguished Budget Presentation Award for 2024 budget document for the 15th consecutive year. The international award is considered the highest form of the recognition in government budgeting.

Impact to Property Owners

The budget requires a municipal tax rate increase of 5.46% net of growth. The **average residential property** assessed at \$275,000 will see a \$126 increase to the municipal portion of their tax levy.

Future municipal levy increases forecast for 2026 and 2027 are 3.87% and 1.91% respectively.

The Ontario government has once again postponed the 2020 Assessment Update. They have indicated that property assessments for 2025 will continue to be based on the fully phased-in January 1, 2016 current values. This means that a property assessment for the 2025 property tax year will be the same as the 2024 tax year, assuming no changes to the property.

Table 2.1 details the Consolidated Tax Levy for an average residential property valued at \$275,000 with no phase-in for 2025.

Table 2.1	2025	2024	\$ Change	% Change
Municipal	\$ 2,438	\$ 2,312	\$ 126	5.46%
County	1,542	1,486	56	3.76%
Education	421	421	0	0.00%
Total Consolidated	\$ 4,401	\$ 4,219	\$ 182	4.32%

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 \$71, or 3.02% increase per \$100,000 of assessed value.

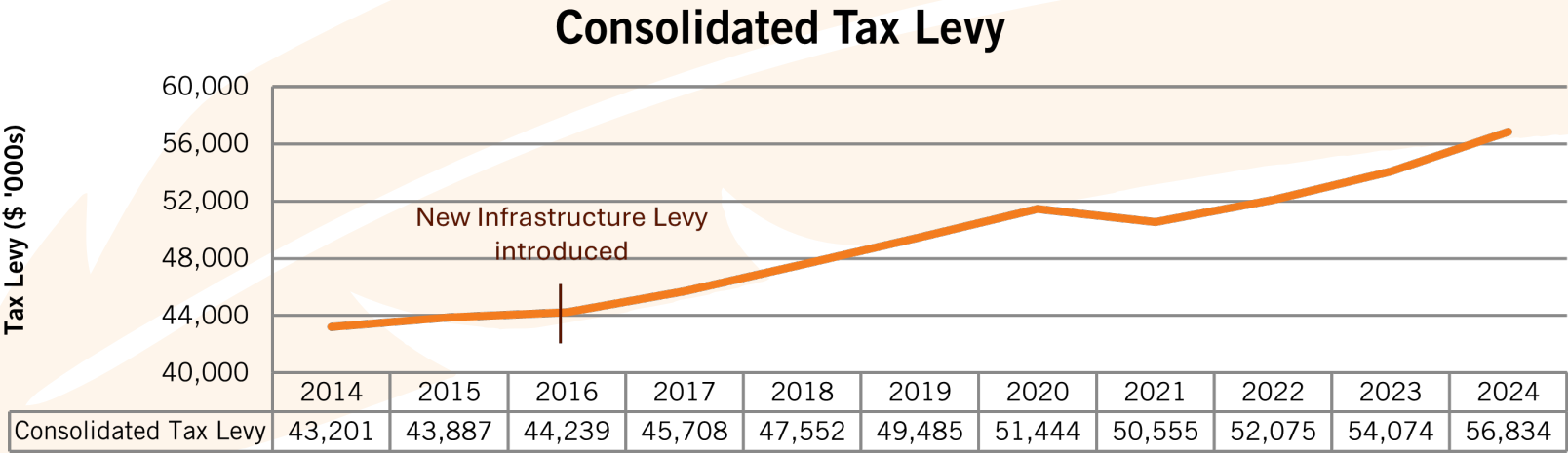
Table 2.2	2025	2024	\$ Change	% Change
Municipal	\$ 959	\$ 910	\$ 49	5.46%
County	607	585	22	3.76%
Education	880	880	0	0.00%
Total Consolidated	\$ 2,446	\$ 2,375	\$ 71	3.02%

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 \$129, or 3.61% increase per \$100,000 of assessed value.

Table 2.3	2025	2024	\$ Change	% Change
Municipal	\$ 1,722	\$ 1,633	\$ 89	5.46%
County	1,089	1,050	40	3.76%
Education	880	880	0	0.00%
Total Consolidated	\$ 3,691	\$ 3,563	\$ 129	3.61%

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.

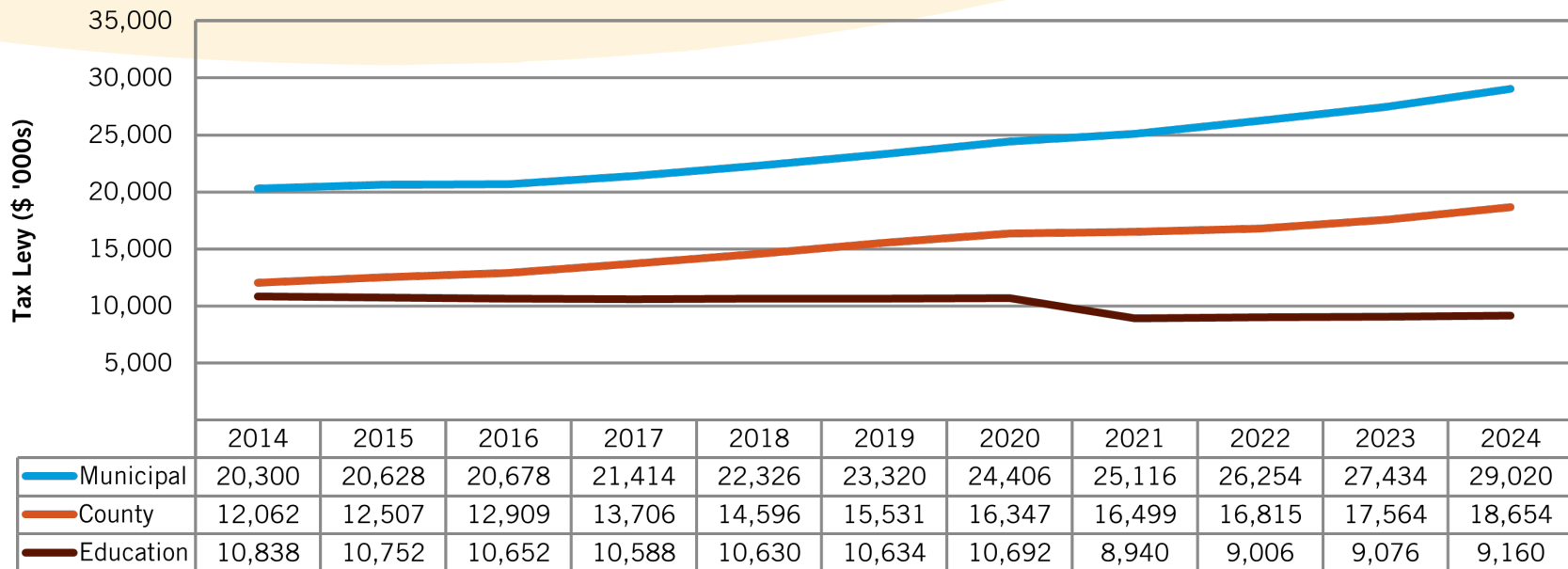
The following graph tracks the recent trend of the Consolidated Tax Levy. Over the past 10 years the Town’s consolidated tax levy increases have ranged from 0% to 5.1%, with an average increase of 2.8%.



Tax Burden by Levying Body and Impact of Property Value Assessment

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

Components of Consolidated Tax Levy



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 2025 property assessments will continue to be based on the fully phased-in January 1, 2016 current values.

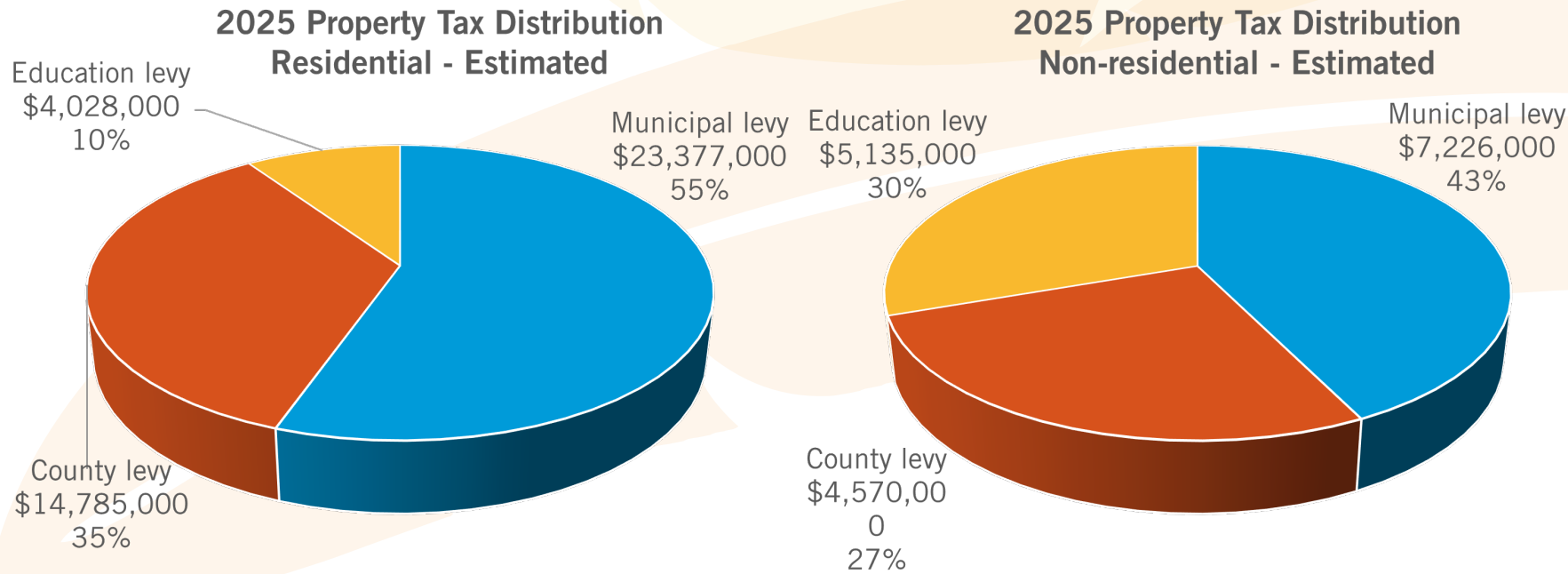
Based on figures made available by MPAC, CVA for Ontario properties, on average, increased 23% over 2012 valuation. The CVA for Tecumseh properties increased by 14% during that same re-valuation. This disparity in assessment valuation change affects the Education levy imposed on municipalities as the 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. The provincial education levy has stayed unchanged since 2022.

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.

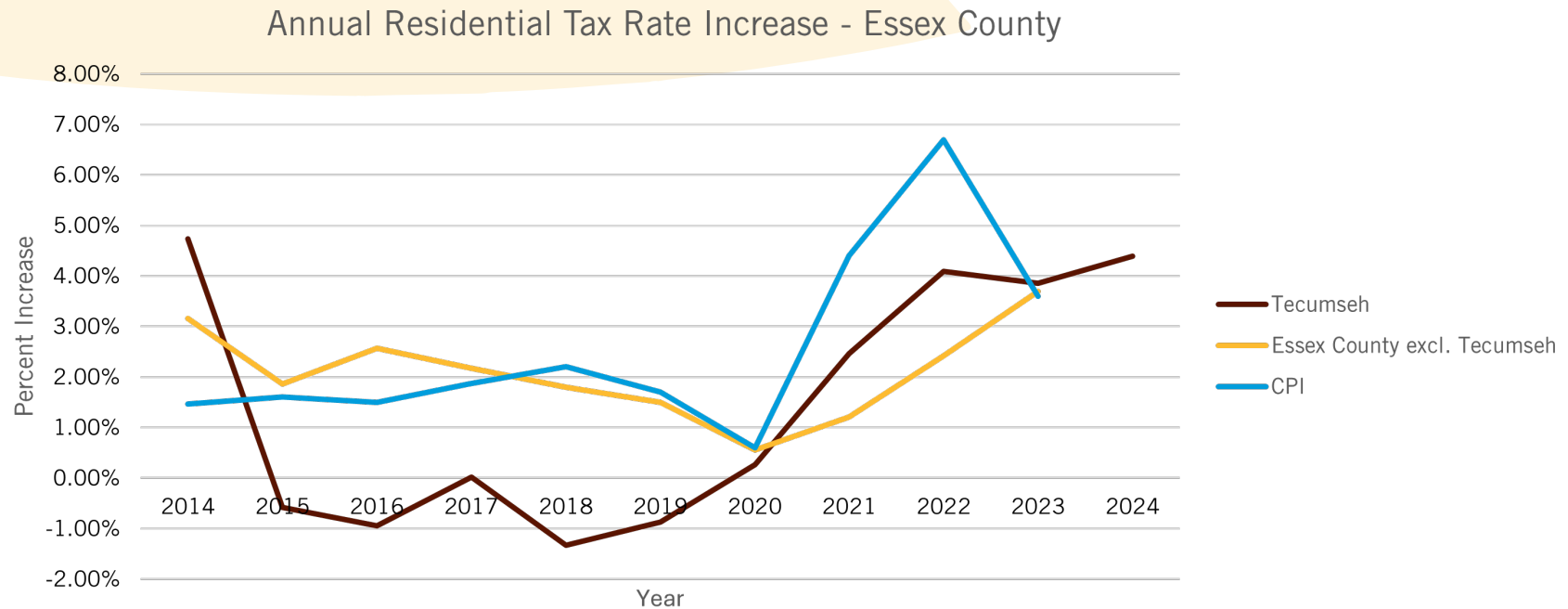
The recent trends of increasing Municipal and County levies and declining Education levies, combined with Residential CVA increases exceeding Non-residential CVA increases within Tecumseh, have resulted in a shift in total tax burden from Commercial/Industrial classes to Residential classes. This means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



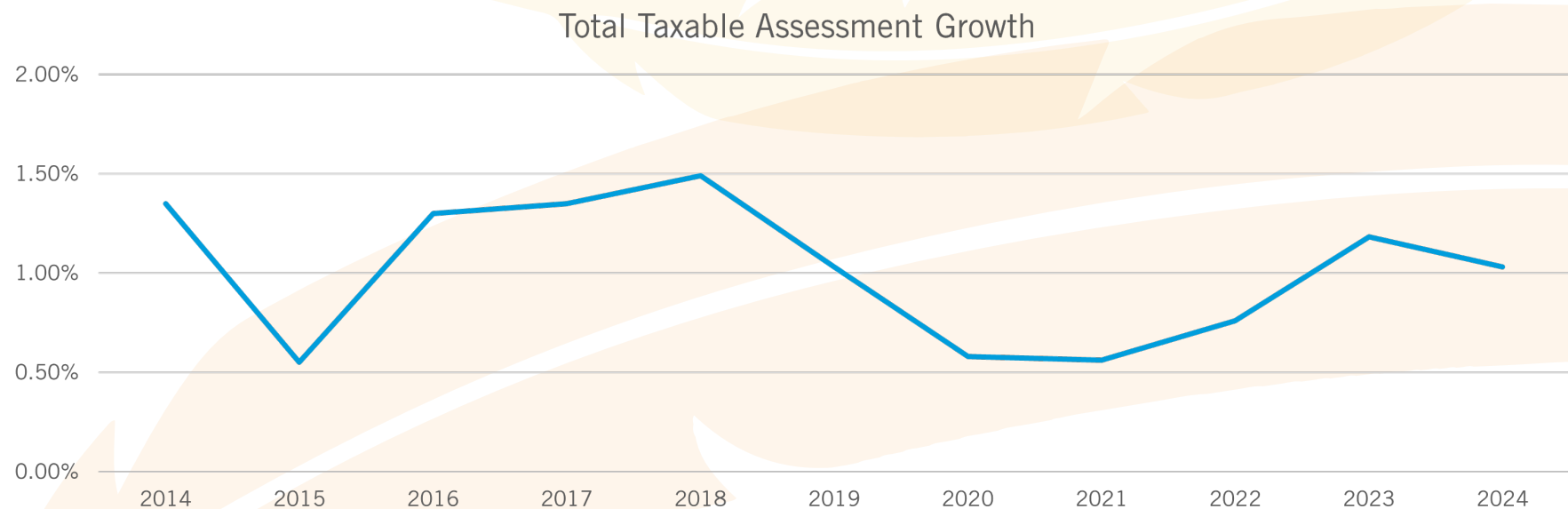
On average during the period shown above, Tecumseh's annual residential tax rate increase is 1.5%, as compared to the Essex County lower tier average of 2.0% and CPI of 2.6%. The increase in Tecumseh's annual tax rate from 2020-2024 is largely attributed to the absence of phased-in market value assessment 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 2025-2029 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 2025 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-Intake 3)**

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 at a total estimated cost of \$34M.

- **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 (CR22 to CR42) 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.

- **Active Transportation Fund (ATF)**

Federal grant program that will contribute 60% towards eligible costs up to a maximum of \$2,616,000 towards the Lesperance Trail (Riverside Drive to First Street), plus Little River extension. This project is planned for construction in 2025 and the project is proposed to expand in scope to add improvements to the trail in front of Town Hall.

- **Rural Economic Development (RED)**

Provincial grant program that will contribute 30% towards eligible costs up to a maximum of \$240,000 towards the Town's Mainstreet CIP Streetscaping and Landscaping Beautification – Lesperance North project that will leverage the Lesperance Trail and ATF grant to add decorative lighting and tree grates and trees to a section of the trail fronting Town Hall.

- **Housing Accelerator Fund (HAF)**

Federal grant program that will contribute up to \$4,383,000 over a four-year period towards the Town's Housing Action Plan, that includes municipal initiatives intended to fast-track the creation of new homes. The objective of the program is to accelerate the supply of housing across Canada to address the recognized housing shortage.

- **Housing Enabling Water Systems Fund (HEWSF)**

Provincial grant program that will contribute 73% towards eligible costs up to a maximum of \$15,121,000 towards the Town's Tecumseh Hamlet Secondary Plan Area – Northwest Water and Wastewater Servicing project. The program is intended to assist improvement or construction of core water infrastructure that will support new housing. The Town's project includes two phases that will total approximately \$21M and will facilitate the development of a combined 2,900 residential units and 437,000 square feet of commercial floor space, while the wastewater component of the project will address recommendations from the Sanitary Sewer Model Update.

- **Disaster Mitigation and Adaptation Fund (DMAF-Intake 5)**

Federal grant program that will contribute 40% towards eligible costs up to a maximum of \$3,600,000 towards the Cedarwood Sanitary Pump Station Reconstruction project, which will mitigate the risk of sanitary backflow hazards and related basement flooding for the serviced area.

- **Rural Transit Solutions Fund (RTSF)**

Federal grant program that will contribute 80% towards eligible costs up to a maximum of \$1,080,000 towards the Town's replacement of its gasoline-based public transit fleet (two buses) to an all-electric fleet (three buses), including addition of a high-speed charging station.

- **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 2025 is expected to be \$1,220,000 (2024 was \$1,172,000). Prior year accumulated funds will be used in 2025 towards two projects:

- Lesperance Right Turn Lane at CR22, and
- Banwell Road Improvement.

- **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 2025 is \$1,790,000 (2024 was \$2,056,000). Prior year accumulated funds of \$3,000,000 will be used in 2025 towards the Scully/St. Mark's and PJ Cecile Storm Pump Station projects.

Economic Outlook

The **2024 Ontario Economic Outlook and Fiscal Review**, released by the Ontario Ministry of Finance on October 30, 2024, provides insights into the province’s economic landscape. Despite ongoing challenges, including high interest rates and geopolitical uncertainties, Ontario’s economy showed resilience with growth in the first half of 2024. While inflation has moderated and the Bank of Canada has initiated interest rate reductions, rates remain elevated, dampening short-term economic activity. However, economic growth is expected to accelerate in 2025 and 2026 as interest rates continue to ease. Ontario’s key economic indicators, expressed as percentages, are detailed in the table below:

Economic Indicators	2023	2024p	2025p	2026p	2027p
Real GDP Growth	1.4	0.9	1.7	2.3	2.3
Nominal GDP Growth	4.3	3.8	3.9	4.4	4.4
Employment Growth	2.4	1.4	1.5	1.4	1.2
CPI Inflation	3.8	2.5	2.1	2.0	2.0

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

Source: Ontario Ministry of Finance - 2024 Ontario Economic Outlook and Fiscal Review

Regional Economic Developments: Windsor-Essex County

The Windsor-Essex County region is experiencing a series of positive economic developments, supported by key developments:

- **New Investments:** A new electric vehicle battery plant and an Amazon delivery station are set to begin operations in Windsor by the end of 2024.
- **Future Projects:** Construction of a mega-hospital is planned for 2027, alongside ongoing advancements in the Gordie Howe International Bridge project.
- **Government Support:** \$19.8-million in funding has been allocated to four local companies through the Regional Development Program’s Southwestern Ontario Development Fund

These initiatives are expected to stimulate regional economic growth and attract job seekers, contributing to expected population growth. To support this expansion, the Town must proactively enhance its resources and services to meet the demands of its growing community while maintaining high standards of quality.

Housing Market Outlook

Despite the Bank of Canada's interest rate reductions, Ontario continues to face challenges with housing affordability, largely due to limited supply. The Windsor-Essex County region, in particular, is expected to transition from a balanced market to a seller's market. According to the RE/MAX Windsor Housing 2025 Market Outlook Report, residential property prices in the region are projected to rise by 3.5% in 2025, driven by "move-up buyers."

A "move-up buyer" is a homebuyer who is purchasing a more expensive or larger property than their current home, often to accommodate changing needs, such as a growing family, a desire for upgraded features, or a better location. This group of buyers play a significant role in the real estate market, as their activity often involves selling their current home while buying another, creating opportunities for first-time buyers to enter the market.

On October 15, 2024, the Canadian Real Estate Association (CREA) released its forecast for home sales activity and average home prices for 2024 and 2025. Provincially, they are projecting:

- A 9.9% increase in home sales activity in 2025, and
- A modest 2.4% increase in average sales prices.

These trends highlight ongoing pressures in the housing market, reflecting broader economic factors such as supply chain constraints, labor market dynamics, and inflation.

Inflationary Pressures and Strategic Planning

As of October 2024, Ontario's annual Consumer Price Index (CPI) increase stands at 2.0%. While inflation rates have moderated, costs for housing, food, and energy continue to challenge household budgets. These pressures underscore the importance of forward-thinking fiscal strategies, ensuring the Town allocates resources effectively to support sustained growth and deliver high-quality services for its residents.

Town of Tecumseh
2025 Proposed Budget
Consolidated Tax and Rate - Operating Fund

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Taxes	\$ 27,434,473	\$ 29,017,745	\$ 29,017,560	\$ 31,002,978	\$ 1,985,418	6.84%	\$ 32,587,905	\$ 33,571,158
Supplementary Taxes	332,924	318,252	275,000	275,000	-	-	200,000	200,000
Right of Way	15,732	15,722	15,700	15,700	-	-	15,700	15,700
Payments in Lieu	76,709	85,951	82,300	90,300	8,000	9.72%	90,300	90,300
Total Taxation	27,859,838	29,437,670	29,390,560	31,383,978	1,993,418	6.78%	32,893,905	33,877,158
Taxation Allocated To Capital	(10,823,000)	(11,223,000)	(11,223,000)	(11,673,000)	(450,000)	4.01%	(12,123,000)	(12,573,000)
Net Taxation Available for Operating	17,036,838	18,214,670	18,167,560	19,710,978	1,543,418	8.50%	20,770,905	21,304,158
Grants	504,422	740,036	845,460	568,027	(277,433)	(32.81%)	429,640	426,640
User Charges	13,042,379	13,647,007	13,219,464	14,073,604	854,140	6.46%	14,635,916	15,304,400
User Charges Allocated to Capital	(4,464,617)	(4,299,127)	(4,299,127)	(4,280,956)	18,171	(0.42%)	(4,550,201)	(5,011,987)
Net User Charges Available for Operating	8,577,762	9,347,880	8,920,337	9,792,648	872,311	9.78%	10,085,715	10,292,413
Licences and Permits	357,351	670,191	843,721	771,150	(72,571)	(8.60%)	771,150	771,150
Fines	75,627	81,431	82,550	82,550	-	-	82,550	82,550
Penalties and Interest	449,200	380,000	380,000	380,000	-	-	380,000	380,000
Investment Income	4,030,152	4,322,574	2,503,275	2,509,625	6,350	0.25%	2,509,625	2,509,625
Other Income	772,328	868,051	870,126	907,876	37,750	4.34%	902,211	923,186
Revenues Before Transfers	31,803,680	34,624,833	32,613,029	34,722,854	2,109,825	6.47%	35,931,796	36,689,722
Transfers from Reserves	1,589,398	1,866,871	1,699,555	1,648,162	(51,393)	(3.02%)	1,289,575	1,303,985
Total Revenues	33,393,078	36,491,704	34,312,584	36,371,016	2,058,432	6.00%	37,221,371	37,993,707

Town of Tecumseh
2025 Proposed Budget
Consolidated Tax and Rate - Operating Fund

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Wages	9,802,753	10,920,251	11,290,593	11,695,318	404,725	3.58%	12,306,787	12,473,946
Benefits	3,088,253	3,482,426	3,598,163	3,616,000	17,837	0.50%	3,707,617	3,805,847
Total Wages & Benefits	12,891,006	14,402,677	14,888,756	15,311,318	422,562	2.84%	16,014,404	16,279,793
Office Supplies & Equip								
Mtnce	524,612	539,492	578,897	738,461	159,564	27.56%	747,691	766,674
Memberships	53,361	66,040	70,056	74,949	4,893	6.98%	76,973	79,056
Professional Development	181,365	252,310	265,100	374,859	109,759	41.40%	284,707	284,707
Maintenance Materials & Supplies	1,158,099	1,113,474	1,182,175	1,233,975	51,800	4.38%	1,257,977	1,302,783
Purchases for Resale	1,546,652	1,644,371	1,613,800	1,675,200	61,400	3.80%	1,746,200	1,820,200
Maintenance Services	1,391,591	1,472,926	1,286,570	1,309,670	23,100	1.80%	1,502,416	1,547,417
Contract Services	7,961,005	8,638,001	8,068,477	9,263,574	1,195,097	14.81%	9,468,041	9,712,032
Professional Services	664,631	1,007,094	1,115,795	808,447	(307,348)	(27.55%)	656,495	683,495
Vehicle & Equipment Leases	2,827	2,500	2,650	2,900	250	9.43%	2,900	2,900
Utilities	977,093	1,013,279	1,071,810	1,090,310	18,500	1.73%	1,134,041	1,165,734
Insurance	584,375	652,116	653,800	690,134	36,334	5.56%	710,519	731,514
Grants & Donations	25,320	471,447	227,500	215,000	(12,500)	(5.49%)	215,000	215,000
Other	247,817	297,692	321,481	306,800	(14,681)	(4.57%)	304,736	305,366
Financial Expense	211,565	185,340	280,200	339,600	59,400	21.20%	346,000	346,000
Expenditures Before Transfers	28,421,319	31,758,759	31,627,067	33,435,197	1,808,130	5.72%	34,468,100	35,242,671

Town of Tecumseh
2025 Proposed Budget
Concsolidated Tax and Rate - Operating Fund

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Transfers to Reserves	5,784,092	4,550,705	2,685,517	2,935,819	250,302	9.32%	2,753,271	2,751,036
Total Expenditures	34,205,411	36,309,464	34,312,584	36,371,016	2,058,432	6.00%	37,221,371	37,993,707
Net Expenditures	\$ 812,333	\$ (182,240)	\$ -	\$ -	\$ -	-	\$ -	\$ -

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 following chart indicates the Town's total estimated unfunded liability for Future Benefits is \$6.7 million. Changes to actuarial assumptions have resulted in an estimated surplus position.

Status of Future Benefit Liabilities

	2025 Budget	2024 Estimated	2023 Actual
Sick Leave			
Accrued Benefit Liability	\$ 324,800	\$ 332,900	\$ 341,000
Reserve	181,600	232,900	284,200
Unfunded Balance	\$ 143,200	\$ 100,000	\$ 56,800
Annual Expense	\$ 43,200	\$ 43,200	\$ 47,100
Benefits Paid	51,300	51,300	38,200
	(8,100)	(8,100)	8,900
Contribution to Reserve	-	-	-
Net Annual Funding (Surplus)/Deficit	\$ (8,100)	\$ (8,100)	\$ 8,900
Health and Dental			
Accrued Benefit Liability	\$ 9,045,000	\$ 9,822,700	\$ 10,607,900
Reserve	2,457,800	2,374,700	2,368,000
Unfunded Balance	\$ 6,587,200	\$ 7,448,000	\$ 8,239,900
Annual Expense	\$ (541,200)	\$ (541,200)	\$ (613,000)
Benefits Paid	236,500	244,000	228,900
	(777,700)	(785,200)	(841,900)
Contribution to Reserve	-	-	314,000
Net Annual Funding Surplus	\$ (777,700)	\$ (785,200)	\$ (1,155,900)
Total Unfunded Balance	\$ 6,730,400	\$ 7,548,000	\$ 8,296,700
Total Net Annual Funding Surplus	\$ (785,800)	\$ (793,300)	\$ (1,147,000)

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

	2025 Budget	2024 Estimated	2023 Actual
Accrued Benefit Liability	\$ 605,300	\$ 613,100	\$ 616,100
Reserve	-	-	-
Unfunded balance	\$ 605,300	\$ 613,100	\$ 616,100
Annual expense	\$ 22,000	\$ 22,000	\$ 24,700
Benefits paid	29,800	24,900	30,700
	(7,800)	(2,900)	(6,000)
Contribution to reserve	-	-	-
Net annual funding deficit	\$ (7,800)	\$ (2,900)	\$ (6,000)

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.

	2025 Budget	2024 Estimated	2023 Actual
Liability	\$ 440,000	\$ 480,000	\$ 507,700
Reserve	434,200	382,900	331,600
Unfunded Balance	\$ 5,800	\$ 97,100	\$ 176,100

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.

Estimated Impact of Excluded Amortization on Future TCA Funding Requirements

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 to 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 following table compares the 2025 budgeted capital funding to estimated amortization.

	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	6,561,100	5,865,900
Sanitary Sewer Rate	2,398,400	765,000	1,633,400
Water Rate	1,870,000	1,076,500	793,700
	\$ 16,695,400	\$ 8,402,600	\$ 8,293,000

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 \$2,150,000 with a budgeted increase of \$200,000 approved for 2025.

Estimate of the Change in Accumulated Surplus due to Excluded Expenses

This chart starts with the 2025 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.

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.

2025 Approved Budget Accumulated Surplus Reconciliation

	Amount
Budget surplus/(deficit) for the year	\$ (32,114,327)
Add:	
Share of government business enterprise surplus	790,300
Landfill post-closure expenditures	29,840
Gain/(loss) on disposal of tangible capital assets	(235,107)
Deferred revenue	1,610,000
Capital expenditures	67,528,295
	<u>69,723,328</u>
Less:	
Accrued interest expense	(3,200)
Dividend from government business enterprise	467,000
Employee future benefits expense	(785,846)
Landfill post-closure expense	22,000
Amortization	9,314,917
	<u>9,014,871</u>
PSAB Surplus per Statement of Operation	28,594,130
PSAB Opening surplus (estimated)	328,870,290
PSAB Surplus end of year	<u>\$ 357,464,420</u>

2025 Full-Accrual Proposed 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 2025 Full-Accrual Proposed Budget

	Amount
Property taxes	\$ 31,383,978
User charges	14,918,457
Government transfers	24,965,545
Capital contributions	1,404,260
Investment income	3,268,800
income from government business enterprise	822,925
Penalties and interest on property taxes	380,000
Other	4,425
(Loss)/Gain on disposal of tangible capital assets	(235,107)
Total Revenues	76,913,283
General government	7,953,075
Protection to persons and property	7,209,392
Transportation	9,346,180
Environmental	13,985,564
Social and family	15,320
Recreation and cultural	7,705,852
Planning and development	2,103,770
Total Expenses	48,319,153
Annual Surplus	28,594,130
Accumulated surplus, beginning of year (est.)	328,870,290
Accumulated surplus, end of year	\$ 357,464,420

RECOMMENDED NEW STAFFING ENHANCEMENTS

Additional staff resources are required to facilitate desired service level enhancements and/or increased workloads due to a variety of factors including:

- Recommendations from:
 - 2021 Organizational Review
 - Clerks Services Review
 - Corporate Records and Information Management Review
- Enhanced level of service towards:
 - Foundational human resource services
 - Building permitting and inspection services
 - Service regarding Town recreational facilities, festivals and events
 - Future capital projects
- Maintaining existing levels of service as the Town continues to grow

The 2024 budget partially funded the following roles, but hiring was deferred to 2025:

- | | |
|--------------------------------------|----------------------------------|
| • Customer Service Receptionist | • Business Analyst |
| • Senior Building Inspector | • Transportation Supervisor |
| • Paralegal, Prosecution Coordinator | • Records Management Coordinator |

The 2025 budget includes an overall net increase of

0.66 in Full-Time Equivalent (FTE).

Staffing increases are supported by Recommended New Staffing Enhancements (RNSE) forms. These 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 following table lists the staffing additions/(deletions) considered for the 2025 budget.

Department	FTE	Description
Legislative	0.43	A Records Management Coordinator position, recommended by the Corporate Records and Information Management Review, will support the development, implementation, and maintenance of the Corporate Records and Information Management Plan. Although funding for the role was included in the 2024 budget with a planned Q2 2024 start, the hiring has been postponed to the beginning of 2025.
Arena	0.63	Additional hours for Facility Attendants and Programs & Event Leader to support increasing day-to-day operational demands for the maintenance of municipal facilities.
Special Events	0.21	
Technology & Client Services	0.00	A Business Analyst position, recommended in the 2021 Organizational Review, will support the Town by implementing IT solutions, providing training, and offering end-user support. While funding for this role was included in the 2024 budget with a planned Q4 2024 start, the hiring has been postponed to Q4 2025.
Building	0.00	A Senior Building Inspector position as recommended in the Building Services Operational Review. While funding for the role was included in the 2024 budget with a planned Q2 2024 start, the hiring has been postponed to Q2 2025.
Customer Service	0.00	A Customer Service Receptionist position to assist the Communications Officer with day-to-day activities. Although funding for the role was included in the 2024 budget with a planned Q4 2024 start, the hiring has been postponed to Q4 2025.

Department	FTE	Description
Legislative	(0.10)	A Paralegal/Prosecution Coordinator position, recommended in the 2022 Legislative Services, Service Delivery Review, will handle a wide range of paralegal and prosecution duties. This role also provides comprehensive support to the Town Solicitor in delivering in-house legal services, with implementation planned for Q4 2025. While funding for this role was included in the 2024 budget for a Q2 2024 start, the hiring has been deferred to 2025.
People & Culture	(0.14)	Reductions in lunch hour crossing guard services at four locations effective October 2024.
Roadways	(0.18)	A Transportation Supervisor position, as recommended in the 2021 Organization Review to oversee corporate fleet of vehicles and the Tecumseh Transit Services, is planned for implementation in Q3 2025. While funding for this role was included in the 2024 budget for a mid-Q2 2024 start, the hiring has been deferred to 2025.
Finance	(0.19)	Reduction of temporary part-time Payroll Clerk position that was created to support the full-time Payroll Clerk position during the implementation of the HRIS/Payroll/Time and Attendance solution.

Organizational Review

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.escribemeetings.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 2025 budget represents the fourth and final year of the phased-in implementation. The recommended staffing enhancements that impact the 2025 budget are contained within this singular RNSE.

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 rightsizing, 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 Q3 2025 implementation helps to reduce the first year impact to \$68,000.

While funding for this role was partially included in the 2024 budget for a mid-Q2 2024 start, the hiring has been deferred to 2025. The impact to the 2025 budget is a \$25,000 decrease.

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 2025 implementation helps to reduce the first year impact to \$25,000.

While funding for this role was included in the 2024 budget with a planned Q4 2024 start, the hiring has been postponed to Q4 2025. The impact to the 2025 budget is NIL.

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. This is an extension of the 2024 approved part-time request of 0.4 FTE for 2024. The enhancement request is 0.2 FTE implemented in January 2025.

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 0.2 FTE Temporary Part-time Payroll Clerk is \$18,000 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 Q4 2025 start date helps to reduce the first year impact to \$30,000.

While funding for this role was included in the 2024 budget with a planned Q2 2024 start, the hiring has been postponed to Q4 2025. The impact to the 2025 budget is \$12,000 decrease.

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

- the development, implementation and maintenance of a Corporate Records and Information Management Plan (the “Plan”); and
- 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 annualized cost of the Records Management Coordinator is \$85,000, including wages and benefits.

While funding for this role was partially included in the 2024 budget with a planned Q2 2024 start, the hiring has been postponed to the beginning of 2025. The impact to the 2025 budget is a \$42,000 increase.

Development Services

Position:	Senior Building Inspector
Service Area:	Building Services

Description of enhancement:

Senior Building Inspector – A highly technical individual with a thorough understanding of the Ontario Building Code (OBC) legislation and regulations, with proven enforcement experience and communication skills. This individual will be registered with the Ministry of Municipal Affairs and Housing and have a Building Code Identification Number (BCIN) with qualifications as identified in Division C, Section 3.5.2.1 of the OBC for all types of construction projects.

Reporting to the Manager of Building Services & Chief Building Official (CBO), this position is responsible for the review of permit applications and construction drawings and the performance of field inspections to ensure compliance with applicable codes. The position ensures that the established timelines are met and provides the legislated function of OBC enforcement.

Justification for the request:

The Building Services operation must provide a legislated service to the construction and development industry. In our current form, and in anticipation of increased construction activity, Building Services is unable to ensure that our

legislated obligations will be met. Consistent with the Building Services Operational Review, November 2022, this position will provide the required staffing to support the construction and development industry with the necessary qualifications and experience needed to enforce the OBC.

Impact to residents should the position not be approved:

The Senior Building Inspector position will ensure that legislated functions of the Building Services operation are met thereby mitigating risk to the Town and taxpayers. Residents will experience improved efficiencies and customer service when dealing with their construction projects.

Budget Impact

The estimated annualized cost of the Senior Building Inspector is \$115,000. A Q2 2025 implementation helps to reduce the first year impact to \$58,000.

While funding for this role was included in the 2024 budget with a planned Q2 2024 start, the hiring has been postponed to Q2 2025. The impact to the 2025 budget is NIL.

Community & Recreation Services

Position:	Recreation Facilities & Special Events (additional hours)
Service Area:	Arena, Recreation Facilities and Special Events

Description of enhancement:

Reporting to the Manager, Facilities and Energy Management, and the Senior Manager, Recreation there will be several individuals – Facility Attendants, Facility Attendant Leaders and Program and Event Leaders – who will directly support increased day-to-day operations of the Arena, St. Clair Beach Community Centre, Lacasse Park Baseball washroom facilities, Maidstone Recreation washroom facilities.

These positions will be responsible for the implementation, execution and oversight of day-to-day operations, maintenance, general repairs, programming and other related tasks pertaining to the Arena, St. Clair Beach Community Centre, the new Lacasse Park Baseball washroom facilities and the new Maidstone washroom facilities.

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

- Implements daily cleaning and safety procedures to ensure efficient and safe facility operation and responsible risk management, including maintaining cleanliness.
- Ensures compliance with Town standards and provincial regulations and ensures appropriate maintenance is completed and recorded.
- 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.
- Implements support tasks related to the new Seniors Active Living Centre at St. Clair Beach Community Centre and new seniors/youth programming/events at SCBCC and the Arena and the pickleball courts

Justification for the request:

With increased use and demand on our current municipal facilities and the addition of net new facilities, there is a need for increased staffing that can directly support and assist in overseeing day-to-day operations. The request is for an additional 1,322 hours for Facilities related work and 385 hours for Recreation related work.

It's projected that these additional hours will facilitate increased facility maintenance and programming oversight in the evenings/weekends due to net new facilities and growth in use. These additional hours will be used as reinforcement to better serve and support the operations, as needed, during peak seasonal activities.

As these positions are identified within the Collective Bargaining Agreement, these positions will directly support the day-to-day operations of the Arena, Pool, Community Centre facilities, new washrooms at Lacasse Baseball Park and Maidstone Recreation Centre including heading work assignments among facilities staff, performing day-to-day maintenance (and/or arranging work) of related mechanical equipment ensuring compliancy and performance, assist with preparing schedules and minor administrative duties as needed..

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 annualized cost of the additional hours is \$65,000. A Q2 2025 implementation helps to reduce the first year impact to \$50,000. This would be further offset by a reduction in hours for Part-Time Facility Attendant position (\$15,000) beginning the same period.

Staffing Resources

Department	2023 Budget	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Financial Services	12.00	11.80	11.61	11.40	11.40
CAO	2.00	2.00	2.00	2.00	2.00
Council	0.60	0.50	0.40	0.40	0.40
People & Culture	3.19	3.50	3.60	3.60	3.60
Crossing Guards	2.02	1.78	1.64	1.64	1.64
CAO	7.81	7.78	7.64	7.64	7.64
Technology	5.98	6.31	6.31	7.06	7.06
Customer Service	3.06	4.51	4.51	5.26	5.26
Technology & Client Services	9.04	10.82	10.82	12.32	12.32
Legislative Services/Clerk	6.00	6.40	6.73	7.50	7.50
Fire Services	11.92	11.62	11.62	11.62	11.62
By-law Enforcement	1.00	1.30	1.30	1.30	1.30
Community & Fire Services	12.92	12.92	12.92	12.92	12.92
Roadways	10.53	10.95	10.76	10.98	10.98
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	1.50	1.50	2.00	2.00	2.00
Public Works & Environmental Services	15.59	16.01	16.32	16.84	16.84

Department	2023 Budget	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Maintenance	1.94	1.67	1.67	1.67	1.67
Parks	14.89	15.29	15.29	15.29	15.29
Community Facilities	1.85	1.85	1.85	1.85	1.85
Arena Administration/Rink	12.04	12.61	13.24	13.24	13.24
Recreation Programs/Day Camp	3.47	3.65	3.65	3.65	3.65
Pool	3.51	3.59	3.59	3.59	3.59
Special Events	1.40	1.52	1.73	1.73	1.73
Parks & Recreation	39.10	40.18	41.02	41.02	41.02
Building Services	4.64	4.35	4.35	5.00	5.00
By-law Enforcement	0.30	0.30	0.30	0.00	0.00
Planning Services	3.10	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	0.45	0.45	0.65	0.65
Planning & Local Economic Services	9.44	9.20	9.20	9.70	9.70
Sanitary Sewer	2.33	2.33	2.33	2.33	2.33
Water General	3.33	3.78	3.78	3.78	3.78
Watermain	9.62	9.62	9.62	9.62	9.62
Water & Wastewater	15.28	15.73	15.73	15.73	15.73
Total Corporation	127.18	130.84	131.99	135.07	135.07

GENERAL OPERATING SUMMARY
(excludes Water and Wastewater)
2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Taxes	\$ 27,434,473	\$ 29,017,745	\$ 29,017,560	\$ 31,002,978	\$ 1,985,418	6.84%	\$ 32,587,905	\$ 33,571,158
Supplementary Taxes	332,924	318,252	275,000	275,000	-	-	200,000	200,000
Right of Way	15,732	15,722	15,700	15,700	-	-	15,700	15,700
Payments in Lieu	76,709	85,951	82,300	90,300	8,000	9.72%	90,300	90,300
Total Taxation	27,859,838	29,437,670	29,390,560	31,383,978	1,993,418	6.78%	32,893,905	33,877,158
Taxation Allocated To Capital	(10,823,000)	(11,223,000)	(11,223,000)	(11,673,000)	(450,000)	4.01%	(12,123,000)	(12,573,000)
Net Taxation Available for Operating	17,036,838	18,214,670	18,167,560	19,710,978	1,543,418	8.50%	20,770,905	21,304,158
Grants	504,421	740,036	845,460	568,027	(277,433)	(32.81%)	429,640	426,640
User Charges	1,776,368	1,800,294	1,796,964	1,946,104	149,140	8.30%	1,945,416	1,941,900
Licences and Permits	357,351	670,191	843,721	771,150	(72,571)	(8.60%)	771,150	771,150
Fines	75,627	81,431	82,550	82,550	-	-	82,550	82,550
Penalties and Interest	449,200	380,000	380,000	380,000	-	-	380,000	380,000
Investment Income	4,030,152	4,322,573	2,503,275	2,509,625	6,350	0.25%	2,509,625	2,509,625
Other Income	750,658	845,511	847,586	885,336	37,750	4.45%	879,671	900,646
Revenues Before Transfers	24,980,615	27,054,706	25,467,116	26,853,770	1,386,654	5.44%	27,768,957	28,316,669
Transfers from Reserves	1,219,175	1,648,821	1,481,505	1,417,646	(63,859)	(4.31%)	1,067,120	1,079,265
Total Revenues	26,199,790	28,703,527	26,948,621	28,271,416	1,322,795	4.91%	28,836,077	29,395,934

GENERAL OPERATING SUMMARY
(excludes Water and Wastewater)
2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Wages	8,505,102	9,459,220	9,826,109	10,202,953	376,844	3.84%	10,787,528	10,937,580
Benefits	2,624,351	3,007,758	3,129,959	3,147,249	17,290	0.55%	3,225,808	3,310,586
Total Wages & Benefits	11,129,453	12,466,978	12,956,068	13,350,202	394,134	3.04%	14,013,336	14,248,166
Office Supplies & Equip Mtnce	520,097	532,466	571,522	730,886	159,364	27.88%	740,816	759,799
Memberships	49,489	62,739	66,706	71,599	4,893	7.34%	73,522	75,501
Professional Development	154,005	214,855	235,100	332,573	97,473	41.46%	252,707	252,707
Maintenance Materials & Supplies	926,356	880,784	940,350	975,650	35,300	3.75%	1,000,657	1,037,743
Purchases for Resale	4,997	9,600	4,800	7,200	2,400	50.00%	7,200	7,200
Maintenance Services	1,012,014	1,108,075	909,250	932,350	23,100	2.54%	1,026,525	1,058,577
Contract Services	5,882,263	6,033,850	6,059,708	6,650,536	590,828	9.75%	6,786,003	6,958,994
Professional Services	641,780	957,045	1,064,795	757,447	(307,348)	(28.86%)	605,495	632,495
Vehicle & Equipment Leases	2,827	2,500	2,650	2,900	250	9.43%	2,900	2,900
Utilities	904,463	929,235	987,310	1,003,910	16,600	1.68%	1,045,061	1,074,097
Insurance	488,422	551,281	549,300	579,134	29,834	5.43%	596,189	613,754
Grants & Donations	22,920	468,247	152,500	140,000	(12,500)	(8.20%)	140,000	140,000
Other	185,120	231,238	256,683	239,538	(17,145)	(6.68%)	237,473	238,103
Financial Expense	204,407	173,636	269,600	339,600	70,000	25.96%	339,600	339,600
Expenditures Before Transfers	22,128,613	24,622,529	25,026,342	26,113,525	1,087,183	4.34%	26,867,484	27,439,636
Transfers to Reserves	4,883,509	3,787,467	1,922,279	2,157,891	235,612	12.26%	1,968,593	1,956,298
Total Expenditures	27,012,122	28,409,996	26,948,621	28,271,416	1,322,795	4.91%	28,836,077	29,395,934
Net Expenditures	\$ 812,332	\$ (293,531)	\$ -	\$ -	\$ -	-	\$ -	\$ -

FINANCIAL SERVICES

2025 PROPOSED BUSINESS PLAN & BUDGET

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.

2025 Budget Highlights

Corporate Shared

- Increase of \$1,985,400 to 'Taxes' representing a 6.84% increase to the general tax levy required to deliver Town services and programs for 2025.
- Increase of \$8,000 to 'Payments in Lieu' based on recent actuals.
- Increase of \$450,000 to 'Taxation Allocated to Capital' representing a \$250,000 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 \$3,000 to 'Grants' revenue reflects declining Ontario Municipal Partnership Fund (OMPF) allocation.
- Increase of \$6,000 to 'Investment Income' representing projected year end higher EPS dividend income.
- Decrease of \$8,000 to 'Other Income' represents
 - a \$27,000 decrease in interfunctional retiree benefits
 - partially offset by a \$19,000 provision for inflationary increases to general administrative services assessed to the Town's Water and Wastewater departments.
- Decrease of \$13,000 to 'Insurance' representing cost reallocation to designated departments.
- Increase of \$70,000 to 'Financial Expense' to return the Town's Tax Write-offs budget back to its base amount. A one-time reduction was implemented for 2024 based on outlook for assessment appeals.
- Increase of \$263,000 to 'Transfers to Reserves' to reverse one-time adjustment in 2024 that provided for use of surplus bank interest revenue towards operations plus an allocation to provide for estimated result of Non-union employee compensation review completed in 2024.



Financial Services

- Increase of \$12,000 to 'Wages & Benefits' reflects a provision for contractual wage adjustments. This is partially offset by a reduction in hours for a Temporary Payroll Clerk. This position is requested to provide departmental capacity necessary to continue configure and implement HRIS/Payroll/Time & Attendance software.
- Increase of \$15,000 to 'Professional Development' representing one-time increase associated with local economic development initiatives. This increase is fully offset by an increase in 'Transfers from Reserves' of \$15,000.
- Increase of \$9,000 to 'Contract Services' driven by:
 - \$7,000 reallocation from 'Other' for tax bill printing charges, thus NIL impact to the budget, and
 - \$2,000 increase due to inflationary pressures for services provided.
- Increase of \$16,000 to 'Professional Services' driven by:
 - \$7,000 contractual adjustments for financial audit services following recent tender, and
 - a one-time \$10,000 increase to accommodate the FMW capital plan module configuration project.

Conservation Authority

- Increase of \$10,000 to 'Contract Services' reflects an inflationary provision for the Town's share of the ERCA levy and ERCA cost apportionment agreement.

2025 Program Objectives

Strategic Priority	Description
	<ul style="list-style-type: none"> • Completion and implementation of Asset Management Plan enhancement to include desired levels of service measures and update plan to include balance of non-core infrastructure in compliance with O. Reg. 588/17, led by the Public Works Department.
	<ul style="list-style-type: none"> • Customer Service Strategy implementation, including realignment of Finance Clerks reporting structure and duties Commence configuration and implementation of HRIS/ Payroll/Time & Attendance software. • Implement FMW Capital module (postponed in 2024), which requires general ledger account structure changes, during 2025 in time for 2025 year-end and 2026 budget. • Pursue GFOA Distinguished Budget Presentation Award. • Complete configuration, implementation and corporate-wide training and roll-out of new HRIS/Payroll/Time & Attendance software solution in coordination with People & Culture department.

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

Looking Ahead

- Costing and determination of the budgetary impact of:
 - Following recommendations for several process/Master Plan reviews recently conducted (including Payroll Process Review, Corporate Records Management, and Fire Master Plan)
 - The 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	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	10.40	10.40	10.40	10.40
Part-Time	1.40	1.21	1.00	1.00
Total FTE	11.80	11.61	11.40	11.40
Net Change	-	(0.19)	(0.21)	-







2025 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
- 0.21 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 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	Receive GFOA Certificate of Achievement for Excellence in Financial Reporting	Awarded	Receive Award	Awarded		Receive Award
	Maintain minum Tax Rate Stabilization Reserve balance of 10-15% of General Fund expenditures	14%	10-15%	N/A		10-15%
	Rate of return on investment portfolio	5%	4%	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%	5.4%	Low Risk: < 10%	N/A		Low Risk: < 10%



TARGET MET






TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

	PERFORMANCE MEASURE	FY 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	Net Financial Assets or Net Debt as % of Own Source Revenues Low: > -50% Mod: -50 to -100% High: < -100%	117%	Low Risk: > -50%	N/A		Low Risk: > -50%
	Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses Low: > 20% Mod: 10 – 20% High: < 10%	170%	Low Risk: > 20%	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	Low Risk 4.87:1	Low Risk: > 0.5:1	N/A		Low Risk: > 0.5:1



TARGET MET



TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:






Sustainable Growth



Community Health & Inclusion



Service Experience

	PERFORMANCE MEASURE	FY 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	FLEXIBILITY INDICATORS					
	Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs) Low: < 5% Mod: 5 – 10% High: > 10%	3%	Low Risk: < 5%	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%	41%	Low Risk: < 50%	N/A		Low Risk: < 50%
	Annual Surplus / (Deficit) as a % of Own Source Revenues Low: > -1% Mod: -1 to -30% High: < -30%	27%	Low Risk: > -1%	N/A		Low Risk: > -1%



TARGET MET



TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:  Sustainable Growth



Community Health & Inclusion



Service Experience

CORPORATE SHARED 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Taxes	\$ 27,434,473	\$ 29,017,745	\$ 29,017,560	\$ 31,002,978	\$ 1,985,418	6.84%	\$ 32,587,905	\$ 33,571,158
Supplementary Taxes	332,924	318,252	275,000	275,000	-	-	200,000	200,000
Right of Way	15,732	15,722	15,700	15,700	-	-	15,700	15,700
Payments in Lieu	76,709	85,951	82,300	90,300	8,000	9.72%	90,300	90,300
Total Taxation	27,859,838	29,437,670	29,390,560	31,383,978	1,993,418	6.78%	32,893,905	33,877,158
Taxation Allocated To Capital	(10,823,000)	(11,223,000)	(11,223,000)	(11,673,000)	(450,000)	4.01%	(12,123,000)	(12,573,000)
Net Taxation Available for Operating	17,036,838	18,214,670	18,167,560	19,710,978	1,543,418	8.50%	20,770,905	21,304,158
Grants	23,200	19,800	19,800	16,800	(3,000)	(15.15%)	13,800	10,800
User Charges	81,209	78,040	77,514	80,284	2,770	3.57%	80,284	80,284
Fines	73,055	80,000	80,000	80,000	-	-	80,000	80,000
Penalties and Interest	449,200	380,000	380,000	380,000	-	-	380,000	380,000
Investment Income	4,030,152	4,322,574	2,503,275	2,509,625	6,350	0.25%	2,509,625	2,509,625
Other Income	588,495	671,371	671,371	663,553	(7,818)	(1.16%)	682,453	701,963
Revenues Before Transfers	22,282,149	23,766,455	21,899,520	23,441,240	1,541,720	7.04%	24,517,067	25,066,830
Transfers from Reserves	70,000	163,100	163,100	160,000	(3,100)	(1.90%)	60,000	60,000
Total Revenues	22,352,149	23,929,555	22,062,620	23,601,240	1,538,620	6.97%	24,577,067	25,126,830
Wages	-	-	-	-	-	-	-	-
Benefits	(54,918)	243,991	243,990	242,328	(1,662)	(0.68%)	242,501	242,680
Total Wages & Benefits	(54,918)	243,991	243,990	242,328	(1,662)	(0.68%)	242,501	242,680
Office Supplies & Equip Mtnc	32,130	31,553	31,910	31,910	-	-	31,910	31,910
Memberships	2,750	2,750	2,850	2,850	-	-	2,936	3,024
Maintenance Materials & Supplies	13,497	-	-	-	-	-	-	-
Maintenance Services	11,737	-	-	-	-	-	-	-
Contract Services	42,888	-	-	-	-	-	-	-
Utilities	42,679	39,900	41,600	42,700	1,100	2.64%	43,777	44,886
Insurance	145,250	174,700	174,700	162,200	(12,500)	(7.16%)	167,066	172,078
Grants & Donations	5,316	8,532	15,000	15,000	-	-	15,000	15,000

CORPORATE SHARED 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Other	1,539	2,585	2,575	2,655	80	3.11%	2,735	2,815
Financial Expense	184,702	150,000	250,000	320,000	70,000	28.00%	320,000	320,000
Expenditures Before Transfers	428,993	655,511	763,875	821,143	57,268	7.50%	827,425	833,893
Transfers to Reserves	4,580,994	3,442,981	1,636,275	1,899,625	263,350	16.09%	1,799,625	1,799,625
Total Expenditures	5,009,987	4,098,492	2,400,150	2,720,768	320,618	13.36%	2,627,050	2,633,518
Net Expenditures	\$ (17,342,162)	\$ (19,831,063)	\$ (19,662,470)	\$ (20,880,472)	\$ (1,218,002)	6.19%	\$ (21,950,017)	\$ (22,493,312)

FINANCIAL SERVICES 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ 28,670	\$ 27,062	\$ 26,500	\$ 25,000	\$ (1,500)	(5.66%)	\$ 25,000	\$ 25,000
Other Income	23,190	23,650	23,650	24,123	473	2.00%	24,603	25,093
Revenues Before Transfers	51,860	50,712	50,150	49,123	(1,027)	(2.05%)	49,603	50,093
Transfers from Reserves	37,877	171,044	171,044	184,652	13,608	7.96%	144,044	146,924
Total Revenues	89,737	221,756	221,194	233,775	12,581	5.69%	193,647	197,017
Wages	900,963	1,040,968	1,061,568	1,076,047	14,479	1.36%	1,078,100	1,094,775
Benefits	317,666	324,010	337,536	335,112	(2,424)	(0.72%)	340,689	350,303
Total Wages & Benefits	1,218,629	1,364,978	1,399,104	1,411,159	12,055	0.86%	1,418,789	1,445,078
Office Supplies & Equip Mtnce	21,464	21,690	22,600	22,600	-	-	22,600	22,600
Memberships	6,657	6,866	9,000	6,320	(2,680)	(29.78%)	6,510	6,705
Professional Development	5,095	8,258	16,250	31,678	15,428	94.94%	16,250	16,250
Contract Services	-	-	-	8,800	8,800	-	8,800	8,800
Professional Services	38,646	69,181	41,000	57,000	16,000	39.02%	49,000	56,000
Vehicle & Equipment Leases	1,404	1,000	1,400	1,400	-	-	1,400	1,400
Other	8,575	11,718	10,400	3,600	(6,800)	(65.38%)	3,600	3,600
Financial Expense	440	300	500	500	-	-	500	500
Total Expenditures	1,300,910	1,483,991	1,500,254	1,543,057	42,803	2.85%	1,527,449	1,560,933
Net Expenditures	\$ 1,211,173	\$ 1,262,235	\$ 1,279,060	\$ 1,309,282	\$ 30,222	2.36%	\$ 1,333,802	\$ 1,363,916

CONSERVATION AUTHORITY 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Total Revenues	-	-	-	-	-	-	-	-
Contract Services	309,846	268,456	331,032	340,963	9,931	3.00%	351,192	361,728
Expenditures Before Transfers	309,846	268,456	331,032	340,963	9,931	3.00%	351,192	361,728
Transfers to Reserves	-	62,576	-	-	-	-	-	-
Total Expenditures	309,846	331,032	331,032	340,963	9,931	3.00%	351,192	361,728
Net Expenditures	\$ 309,846	\$ 331,032	\$ 331,032	\$ 340,963	\$ 9,931	3.00%	\$ 351,192	\$ 361,728

CAO & COUNCIL

2025 PROPOSED BUSINESS PLAN & BUDGET

The Town of Tecumseh is governed by a Council consisting of a Mayor, Deputy Mayor, and five Councillors. They represent the public and make decisions on municipal matters in Tecumseh.

The Mayor, or Deputy Mayor in the absence of the Mayor, acts as the Head of Council. The Mayor presides over Council meetings, provides leadership to Council, represents the Town of Tecumseh, and carries out the duties as prescribed by the *Municipal Act, 2001*. Members of 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 oversee the Town's business affairs. Reporting directly to the CAO is the Senior Management Team (SMT), consisting of all the Town's Directors. The objective of the CAO is to lead, direct and coordinate the SMT in developing, implementing and administering the objectives, policies and programs as established and approved by Council in accordance with all applicable by-laws and regulations.

Police Services fall under the responsibility of the CAO. Policing in Tecumseh is provided by the Ontario Provincial Police (OPP), with oversight from the Essex County OPP Detachment Board North.

As of April 1, 2024, the Police Services Act, 1990 in Ontario was replaced with the Community Safety and Policing Act, 2019 (CSPA, 2019). This change led to the dissolution of the Tecumseh Police Services Board and the creation of the Essex County OPP Detachment Board North. This new board is a joint detachment board representing the Town of Tecumseh, Town of Essex and the Municipality of Lakeshore. The Board's main responsibility is to oversee the provision of policing services in these three communities.

The Town of Tecumseh provides the administrative support and resources necessary for the functioning of this intermunicipal board, with costs shared equally among the member municipalities.

2025 Budget Highlights

Council

- Decrease in 'Wages and Benefits' of \$15,000 is driven by the reduction of hours for the Administrative Assistant to Council position from 0.5 to 0.4 FTE. This is offset by the expansion of the People & Culture Coordinator role from 0.5 to 0.6 FTE and by contractual salary increases.
- Increase in 'Professional Development' of \$7,000 due to inflationary pressures and event participation levels.
- Decrease in 'Other' of \$1,500 driven by lower travel expenses associated with attendance at training and conferences held by the Association of Municipalities of Ontario (AMO) and other committees.

CAO

- Increase in 'Wages & Benefits' of \$17,000 attributed to a provision for contractual wage adjustments.
- Increase in 'Professional Development' of \$24,300 driven by:
 - A one-time \$23,300 increase associated with local economic development initiatives. This increase is fully offset by an increase in 'Transfers from Reserves' of \$23,300.
 - \$1,100 due to inflationary pressures and a one-time opportunity for staff to attend the a conference for Executive Assistants in Local Government, held by the Canadian Association of Municipal Administrators (CAMA) in 2025.
- Decrease in 'Professional Services' of \$15,000 addresses a one-time reclass of budgetary funds to Information and Technology budget to fund the Town's Citizen Satisfaction Survey. This is fully offset by a \$15,000 increase in 'Customer Service' department.

Police

- Increase in 'Grants' revenue of \$18,000 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. This is offset by a minor reduction in the Court Security and Prisoner Transportation Grant allocation.
- Net decrease in 'User Charges' of \$1,250 driven by:
 - A decrease to OPP Reports and Clearances (\$6,250), due to a provincially mandated 25% reduction as this service is centralized and will be gradually phased out as a revenue source by 2028.
 - An increase to Alarm Registrations (\$5,000), reflecting current activity levels.
- Increase in 'Contract Services' of \$371,000 due to OPP contract costs. Wage settlements retroactive to January 1, 2023 result in a compounding of annual increases for years 2023-2025 in 2025 of 12%.
- Increases in 'Insurance' are due to inflationary increases.

Essex County OPP Detachment Board North

- The 2025 budget remains largely unchanged from the 2024 budget, approved mid-year after the board was established in April 2024.
- Increase in 'Memberships' of \$5,900 based on updated information from the Ontario Association of Police Services Boards.
- The Town's contribution to this joint OPP Detachment Board budget represents a decrease of approximately 10% when compared to the 2024 Police Services Board budget.

2025 Program Objectives

Strategic Priority	Description
	<ul style="list-style-type: none"> • Move forward with growth-related public works capital priorities as directed by Council, including the: <ul style="list-style-type: none"> • Tecumseh Hamlet Secondary Plan Area, and • Manning Road Secondary Plan Area. • Continue advocacy efforts with senior governments to secure capital funding for Tecumseh's growth-related strategies.
	<ul style="list-style-type: none"> • Develop community amenities and facilities in partnership with community agencies and service groups to serve current and future citizens. • Provide administrative support and municipal liaison services to the new OPP Detachment Board. • Focus on sustainability through renewed efforts to address Climate Change. • Further the Town's progress on relationship building with our Indigenous Community.
	<ul style="list-style-type: none"> • Prepare annual report out of 2023-2026 Corporate Strategic Priorities. • Continue implementation of service reviews and strategies including a Human Resources Information System (HRIS), records management, information technology and Administrative Monetary Penalty Systems (AMPS).

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

Looking Ahead

- Future budgets may be impacted by the elimination of the policing contract under the new Community Safety and Policing Act, 2019.
- The OPP Wage Settlement for 2023–2026, ratified in July 2024, includes annual salary increases of 4.75% (2023), 4.50% (2024), and 2.75% (2025 and 2026). Additionally, effective September 1, 2024, many OPP detachment front-line constables and sergeants will receive an additional 3% premium for front-line patrol.
- Implementation of approved 5- to 10-year capital budgets focused on growth to support new recreational and cultural facilities, housing, and industrial development. It is anticipated that associated costs will be partially offset by grants from senior levels of government.

Staffing Resources

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	2.00	2.00	2.00	2.00
Part-Time	0.50	0.40	0.40	0.40
Total FTE	2.50	2.40	2.40	2.40
Net Change	-	(0.10)	-	-

2025 staffing complement includes:

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

COUNCIL 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ -	\$ 10	\$	\$	\$ -	-	\$ -	\$ -
Total Revenues	-	10	-	-	-	-	-	-
Wages	279,676	293,976	290,147	288,305	(1,842)	(0.63%)	296,954	305,863
Benefits	88,163	106,893	114,639	101,694	(12,945)	(11.29%)	104,083	106,543
Total Wages & Benefits	367,839	400,869	404,786	389,999	(14,787)	(3.65%)	401,037	412,406
Office Supplies & Equip Mtnce	2,427	2,247	2,900	2,800	(100)	(3.45%)	2,800	2,800
Memberships	7,878	8,103	8,000	7,755	(245)	(3.06%)	7,988	8,228
Professional Development	28,132	43,000	31,500	38,500	7,000	22.22%	38,500	38,500
Other	16,733	21,235	27,000	25,500	(1,500)	(5.56%)	25,500	25,500
Total Expenditures	429,009	475,454	474,186	464,554	(9,632)	(2.03%)	475,825	487,434
Net Expenditures	\$ 429,009	\$ 475,444	\$ 474,186	\$ 464,554	\$ (9,632)	(2.03%)	\$ 475,825	\$ 487,434

CAO
2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ (68,666)	\$ (31,333)	\$ -	\$ (23,283)	\$ (23,283)	-	\$ -	\$ -
Total Revenues	(68,666)	(31,333)	-	(23,283)	(23,283)	-	-	-
Wages	302,554	331,790	304,292	315,144	10,852	3.57%	348,580	359,037
Benefits	96,019	98,199	94,364	100,595	6,231	6.60%	103,262	106,007
Total Wages & Benefits	398,573	429,989	398,656	415,739	17,083	4.29%	451,842	465,044
Office Supplies & Equip Mtnce	1,359	2,144	2,650	2,600	(50)	(1.89%)	2,600	2,600
Memberships	2,117	2,321	2,250	2,250	-	-	2,318	2,388
Professional Development	8,252	9,125	10,200	34,583	24,383	239.05%	10,500	10,500
Professional Services	97,173	43,781	60,000	45,000	(15,000)	(25.00%)	60,000	60,000
Other	4,421	7,456	10,700	10,000	(700)	(6.54%)	10,000	10,000
Expenditures Before Transfers	511,895	494,816	484,456	510,172	25,716	5.31%	537,260	550,532
Transfers to Reserves	-	-	-	15,000	15,000	-	-	-
Total Expenditures	511,895	494,816	484,456	525,172	40,716	8.40%	537,260	550,532
Net Expenditures	\$ 443,229	\$ 463,483	\$ 484,456	\$ 501,889	\$ 17,433	3.60%	\$ 537,260	\$ 550,532

POLICE 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 118,946	\$ 110,977	\$ 91,320	\$ 109,100	\$ 17,780	19.47%	\$ 109,100	\$ 109,100
User Charges	61,972	45,567	42,000	40,750	(1,250)	(2.98%)	36,062	32,546
Fines	2,572	1,431	2,000	2,000	-	-	2,000	2,000
Total Revenues	183,490	157,975	135,320	151,850	16,530	12.22%	147,162	143,646
Benefits	5,078	-	-	-	-	-	-	-
Total Wages & Benefits	5,078	-	-	-	-	-	-	-
Office Supplies & Equip Mtnce	1,260	1,500	1,500	1,500	-	-	1,500	1,500
Maintenance Materials & Supplies	2,223	-	-	-	-	-	-	-
Maintenance Services	8,600	-	-	-	-	-	-	-
Contract Services	3,276,345	3,211,840	3,211,840	3,583,100	371,260	11.56%	3,690,338	3,800,793
Utilities	20,019	19,200	20,300	20,300	-	-	20,300	20,300
Insurance	5,620	5,992	6,100	6,600	500	8.20%	6,600	6,600
Other	-	300	300	300	-	-	300	300
Financial Expense	308	300	300	300	-	-	300	300
Total Expenditures	3,319,453	3,239,132	3,240,340	3,612,100	371,760	11.47%	3,719,338	3,829,793
Net Expenditures	\$ 3,135,963	\$ 3,081,157	\$ 3,105,020	\$ 3,460,250	\$ 355,230	11.44%	\$ 3,572,176	\$ 3,686,147

ESSEX COUNTY OPP DETACHMENT BOARD NORTH

2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ -	\$ 42,819	\$ -	\$ 76,220	\$ 76,220	-	\$ 76,220	\$ 76,220
Total Revenues	-	42,819	-	76,220	76,220	-	76,220	76,220
Wages	22,973	46,443	24,642	71,298	46,656	189.34%	71,298	71,298
Benefits	2,230	3,208	1,588	6,550	4,962	312.47%	6,550	6,550
Total Wages & Benefits	25,203	49,651	26,230	77,848	51,618	196.79%	77,848	77,848
Office Supplies & Equip Mtnce	-	1,000	-	1,000	1,000	-	1,000	1,000
Memberships	1,662	1,702	1,660	7,570	5,910	356.02%	7,570	7,570
Professional Development	9,921	12,728	10,600	15,307	4,707	44.41%	15,307	15,307
Maintenance Materials & Supplies	-	1,800	-	2,400	2,400	-	2,400	2,400
Insurance	-	2,916	-	4,034	4,034	-	4,034	4,034
Other	3,453	3,914	4,500	6,710	2,210	49.11%	6,710	6,710
Total Expenditures	40,239	73,711	42,990	114,869	71,879	167.20%	114,869	114,869
Net Expenditures	\$ 40,239	\$ 30,892	\$ 42,990	\$ 38,649	\$ (4,341)	(10.10%)	\$ 38,649	\$ 38,649

TECHNOLOGY & CLIENT SERVICES

2025 PROPOSED
BUSINESS PLAN & BUDGET

The Technology & Client Services (TCS) Department enables the effective use of information technology and communications across all Town departments and in interactions with the public. The department works to ensure that both departmental objectives and the Town's strategic priorities are achieved.

Business Solutions

- Identifies and implements new business solutions for all Town departments.
- Responsibilities include conducting needs analysis, developing communication plans, defining requirements, managing acquisition/deployment, project management, ensuring quality control, and providing ongoing support/training.

Technical Services

- Maintains a reliable and secure IT infrastructure.
- Responsibilities include infrastructure planning, network security, capacity planning, systems administration, data management, as well as the maintenance of digital radios, GPS/AVL systems, and SCADA nodes.

Client Services

- Provides technical support for corporate computer and communication systems.
- Services include help desk support, training, and customer service management.

Customer Service & Communications

- Manages customer service and communication across the organization.
- Focuses on issue tracking, public engagement, media relations, and ensuring consistent customer service delivery throughout the Town.

Geographic Information Systems (GIS)

- Supports GIS mapping for municipal services such as asset management, utilities, zoning, and transit routes.
- Maintains the Tecumseh Alert System and provides mobile field solutions.

2025 Budget Highlights




Information Technology

- Increase in 'Other Income' of \$26,000 driven by the following adjustments to interfunctional administrative charges:
 - \$20,000 increase for Cloud Permit software
 - \$6,200 increase for Water Oasis cloud software
 - \$6,000 increase in ITRON (meter reading software) as part of Cloud migration
 - \$3,000 increase for improved cellular technology for field staff
 - \$10,000 decrease resulting from the use of in-house solution to replace DWQMS software
- Following the 2021 Organizational review recommendations, the 2025 budget includes:
 - New staffing allocation for Business Analyst (2025 Q4). This position start was budgeted for 2024, however deferred to 2025.
- Increase in 'Office Supplies & Equip Mtnc' of \$158,000 reflects adjustments to Computer Software and Support cost, which account for ongoing improvements and updates across the Town's software systems. As software transitions to cloud-based platforms, annual subscription models are being implemented, leading to higher operating costs.
 - \$55,000 increase for new Human Resources Information System
 - \$35,000 increase for Cityworks due to migration to the Cloud (no longer hosted by the County of Essex)
 - \$15,000 increase for Itron (water meter read software) due to migration to the Cloud
 - \$12,000 increase for new Fire Records Management System
 - \$9,000 increase for Vadim migration to the Cloud
 - \$4,000 increase for new website hosting (no longer hosted by the County of Essex)
 - \$11,500 decrease for discontinuance of Fire Training software and Peer Support Software
- Decrease in 'Professional Services' of \$9,500 mainly driven by the reversal of 2024 one-time budgetary costs related to corporate-wide training on Microsoft 365 software package.


Customer Service

- As a result of the 2021 Organizational Review, the budget includes the following staff allocations:
 - 1.70 FTE – Customer Service representatives (30% of four FTE plus 50% of one FTE, all based in other departments).
 - 0.25 FTE – Customer Experience Representative (2024 Q4). This position start was budgeted for 2024, however deferred to 2025.
- Increase in 'Professional Services' of \$19,000 is mostly for 2024-2025 Citizen Satisfaction Survey, which is conducted every two years. The most recent survey was completed in 2023. This is fully offset by a \$15,000 one-time reclass of budgetary funds from 'Professional Services' expenses in the CAO's department.

2025 Program Objectives

Strategic Priority	Description
	<ul style="list-style-type: none"> • Replace infrastructure as needed through lifecycle.
	<ul style="list-style-type: none"> • Improve connectivity between municipal sites and review opportunities and implement additional public wireless hotspots. • Carry out and report to Council on the findings of the 2024-2025 Citizen Satisfaction Survey.
	<ul style="list-style-type: none"> • Continued updates and testing of the Business Continuity & Disaster Recovery Plan. • Continue implementation of the 2021 IT Service Delivery Review and the 2022 Digital Strategy. • Implementation of 2024 Cloud Strategy recommendations. • Conduct a GIS Strategy. • 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. • Continue to develop toolsets for gathering and analyzing GIS data and enhance the Town's new Open Data Portal. • Review regional radio communication contract and overall plan for new contract in 2025.

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

Strategic Priority	Description
	<ul style="list-style-type: none"> • 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. • Ensure frontline Customer Service expectations and standards are coordinated and consistent across all Town departments. • Develop an implementation plan to onboard remaining departments on the live answer queue line and Cityworks. • Implement new features to the recently launched website based on recommendations from the Digital Strategy and Customer Service Study, including more e-services and user-friendly options that provide customers with quick and easy access to the information they require.

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

Looking Ahead

- Continue to support 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 for outlook years are primarily due to inflation and the addition of new programs, which provide an enhanced level of service. The Town recognizes that the TCS Lifecycle Reserve is currently underfunded. This will be addressed through a phased approach to reach a fully funded allocation by 2027. Some of these costs may be partially offset by transferring some software expenses to the Operating budget.
- In 2026, a 5-year review of the IT Service Review (2021) will be conducted to evaluate completion of the original recommendations and create a road map for 2026-2030.
- 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

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	6.00	6.00	6.75	6.75
Part-Time	0.31	0.31	0.31	0.31
Total FTE	6.31	6.31	7.06	7.06
Net Change	-	-	0.75	-

2025 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)

Staffing Resources

CUSTOMER SERVICE

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	4.20	4.20	4.95	4.95
Part-Time	0.31	0.31	0.31	0.31
Total FTE	4.51	4.51	5.26	5.26
Net Change	-	-	0.75	-









2025 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

Performance Measures

Strategic Goal

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

	PERFORMANCE MEASURE	FY 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	TECHNOLOGY SERVICES					
	Network security breaches	0	0	0		0
	Resolution rate for IT Helpdesk Tickets	99.5%	95.0%	99.2%		97.0%
	CUSTOMER SERVICE & COMMUNICATION					
	Resolution rate of issues entered in Cityworks	88.9%	85.0%	86.2%		87.0%
	Percentage of customer service representative calls answered on the first attempt.	73.3%	85.0%	95.2%		90.0%



TARGET MET



TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

TECHNOLOGY & CLIENT SERVICES 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 2,170	\$ 4,637	\$ -	\$ 2,300	\$ 2,300	-	\$ 2,300	\$ 2,300
User Charges	(619)	68	6,500	6,500	-	-	6,500	6,500
Other Income	94,079	71,500	71,500	97,240	25,740	36.00%	94,240	94,240
Revenues Before Transfers	95,630	76,205	78,000	106,040	28,040	35.95%	103,040	103,040
Transfers from Reserves	90,733	105,736	129,736	121,536	(8,200)	(6.32%)	93,366	95,231
Total Revenues	186,363	181,941	207,736	227,576	19,840	9.55%	196,406	198,271
Wages	464,240	522,424	542,306	567,830	25,524	4.71%	653,261	661,174
Benefits	156,144	173,350	183,970	182,157	(1,813)	(0.99%)	187,207	192,410
Total Wages & Benefits	620,384	695,774	726,276	749,987	23,711	3.26%	840,468	853,584
Office Supplies & Equip Mtnc	427,472	431,369	468,426	626,740	158,314	33.80%	636,670	655,653
Memberships	1,168	2,577	1,730	1,830	100	5.78%	1,885	1,942
Professional Development	4,501	9,534	8,000	8,000	-	-	8,000	8,000
Maintenance Materials & Supplies	6,164	4,500	4,500	4,500	-	-	4,635	4,774
Professional Services	7,148	27,103	50,000	40,500	(9,500)	(19.00%)	40,500	40,500
Utilities	34,275	32,538	37,640	37,640	-	-	37,640	37,640
Other	932	1,562	1,000	1,250	250	25.00%	1,250	1,250
Total Expenditures	1,102,044	1,204,957	1,297,572	1,470,447	172,875	13.32%	1,571,048	1,603,343
Net Expenditures	\$ 915,681	\$ 1,023,016	\$ 1,089,836	\$ 1,242,871	\$ 153,035	14.04%	\$ 1,374,642	\$ 1,405,072

CUSTOMER SERVICE 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ -	\$ 2,318	\$ -	\$ 2,300	\$ 2,300	-	\$ 2,300	\$ 2,300
Other Income	-	-	-	15,000	15,000	-	-	-
Total Revenues	-	2,318	-	17,300	17,300	-	2,300	2,300
Wages	218,702	345,193	361,760	375,047	13,287	3.67%	444,776	449,931
Benefits	67,598	106,698	113,459	113,182	(277)	(0.24%)	116,473	119,864
Total Wages & Benefits	286,300	451,891	475,219	488,229	13,010	2.74%	561,249	569,795
Office Supplies & Equip Mtnce	146	5,560	5,560	5,560	-	-	5,560	5,560
Memberships	-	327	700	1,000	300	42.86%	1,030	1,061
Professional Development	4,279	6,119	6,000	6,875	875	14.58%	7,250	7,250
Professional Services	16,348	11,000	11,000	30,000	19,000	172.73%	30,000	30,000
Other	303	1,750	2,000	2,000	-	-	2,000	2,000
Total Expenditures	307,376	476,647	500,479	533,664	33,185	6.63%	607,089	615,666
Net Expenditures	\$ 307,376	\$ 474,329	\$ 500,479	\$ 516,364	\$ 15,885	3.17%	\$ 604,789	\$ 613,366

LEGISLATIVE & CLERK SERVICES

2025 PROPOSED
BUSINESS PLAN & BUDGET

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

- Serves as secretariat to Council and Committees, preparing meeting agendas and minutes, supporting Council and Committee initiatives, recording and passing Council decisions and by-laws, and ensuring actions are in compliance with legislative requirements and proper procedures.

Elections

- Coordinates and administers the Municipal and School Board elections, held every four years.

Records Management

- Oversees information requests and ensure the Town meets it's obligations under the 'Municipal Freedom of Information and Protection of Privacy Act', along with managing the collection, use and retention of corporate records.

Licensing

- Issues licences and permits for dogs, marriages, lotteries and other matters handled by the Town.

Vital Statistics

- Issues death certificates and burial permits while ensuring compliance with Ministry filing and reporting standards.

Legislative

- Manages by-law review, development, and compliance with Federal and Provincial legislation.
- Serves as a liaison with all levels of government, local boards, community groups and associations.

Policy

- Develops and administers policies in accordance with legislative requirements.
- Provides guidance and advice to Council and staff.

Legal Services & Risk Management

- Provides legal advice and services on behalf of the Town.
- Assists with risk management and handling of ongoing and potential legal claims involving 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

- Develops and manages contracts and agreements, including contract interpretation and dispute resolution, in coordination with Legal Counsel.

2025 Budget Highlights






Legislative & Clerk

- Increase in 'Licenses and Permits' revenue of \$6,750 driven by the Town's participation in the Ministry's new Marriage Licence Modernization online pilot program. This additional revenue is partially offsets by a \$2,400 increase in 'Purchases for Resale' to cover the cost of additional licenses needed to meet the growing demand.
- Increase in 'Wages & Benefits' of \$65,000 due to a provision for contractual increases and staff enhancement in Legal Services (0.23 FTE).
- Increase in 'Professional Development' of \$15,500 driven by:
 - A one-time \$14,500 increase associated with local economic development initiatives. This increase is fully offset by an increase in 'Transfers from Reserves' of \$14,500.
 - A one-time \$1,000 increase to support attendance at a conference provided by the Canadian Association of Municipal Administrators (CAMA).
- Increase in 'Professional Services' of \$9,500 mainly driven:
 - Ongoing court matters arising from By-Law Enforcement and Building violations.
 - Costs associated with a Hearing Officer as part of the Administrative Monetary Penalty System (AMP) soft launch planned for 2025 (\$2,000).

Animal Control

- Net decrease in 'Contracts' and 'Other' of \$4,100 driven by the strategic decision to conclude the Rat Abatement pilot program initiative at the end of 2024. This decrease has an equal offsetting adjustment in 'Transfers from Reserves'.
- Minor increase in 'Professional Services' of \$500 due to veterinary fees associated with the Town's commitment to provide for sick/injured animals in emergent situations.

2025 Program Objectives

Strategic Priority	Description
	<ul style="list-style-type: none"> Continuation of the Policies and By-law Development Review and implementation 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.
	<ul style="list-style-type: none"> Ongoing implementation of the objectives identified over a three-year period in the Corporate Records & Information Management Service Review Final Report. This includes onboarding of a new Records Management Specialist, development of records management policies and procedures and initial administration of the Electronic Document and Records Management System (EDRMS). 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. Launch of the two year pilot program for the Administrative Monetary Penalty System (AMPs) beginning in 2025, including a public education strategy and integration with By-Law Enforcement for more effective enforcement and dispute process for both residents and the Town. Integration of the agenda management software for remaining Committee and Boards for accessibility and consistency for public access via the Town’s website and live streaming under one platform.
Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience	

Looking Ahead

- Implement recommendations from the Records & Information Management Service Review and provide corporate-wide management related to the transition to an Electronic Records Management System.
- Continue implementing and maintaining Clerk's Service Delivery Review recommendations, seeking additional opportunities to streamline processes and efficiencies across programs and services.
- Onboard the Paralegal (Prosecution Coordinator) position in Q4 of 2025 to support administration of AMPs pilot program and legal services. The staff enhancement will further complement the availability of in-house legal services while continuing to develop and bring by-law prosecution services in-house. This part-year implementation was budgeted for 2024, however deferred to 2025.
- Commence a review of all election procedures and policies in preparation for the 2026 Municipal and School Board Elections.

Staffing Resources

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	6.40	6.73	7.50	7.50
Part-Time	-	-	-	-
Total FTE	6.40	6.73	7.50	7.50
Net Change	-	0.33	0.77	-










2025 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
- 0.23 Paralegal/Prosecution Coordinator
- 1.00 Administrative Assistant
- 0.50 Licensing Clerk
- 1.00 Council & Committee Assistant
- 1.00 Records Manager Clerk

Performance Measures

Strategic Goal

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

	PERFORMANCE MEASURE	FY 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	Regular Council meeting agendas completed and published within 5 calendar days prior to the meeting (as a percentage)	100%	100%	100%		100%
	Percentage of Regular Council meetings that required a Supplementary agenda	< 55%	< 40%	< 50%		< 50%
	Public and Special Council Meeting Agendas published in accordance with timelines set by the Procedural By-law	100%	100%	100%		100%
	Percentage of requests under the Municipal Freedom of Information and Protection of Privacy Act completed without an extension request	90%	90%	90%		90%
	Percentage of Municipal Freedom of Information and Protection of Privacy Act requests appealed.	0%	< 10%	0%		<10%



TARGET MET



TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

LEGISLATIVE SERVICES & CLERK 2025 Proposed Budget

Budget Line Item	2023 Actuals		2024 Forecast		2024 Budget		2025 Budget		\$ Change	% Change	2026 Forecast		2027 Forecast		
Grants	\$	18,317	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	
User Charges		17,216		14,825		28,400		28,400	-	-		28,400		28,400	
Licences and Permits		41,425		32,908		17,500		24,250	6,750	38.57%		24,250		24,250	
Other Income		-		7,000		7,000		12,500	5,500	78.57%		4,500		4,500	
Revenues Before Transfers		76,958		54,733		52,900		65,150	12,250	23.16%		57,150		57,150	
Transfers from Reserves		13,236		73,500		153,500		167,954	14,454	9.42%		153,500		153,500	
Total Revenues		90,194		128,233		206,400		233,104	26,704	12.94%		210,650		210,650	
Wages		538,854		580,029		616,638		671,787	55,149	8.94%		802,705		818,703	
Benefits		186,516		184,924		199,690		209,675	9,985	5.00%		215,727		221,959	
Total Wages & Benefits		725,370		764,953		816,328		881,462	65,134	7.98%		1,018,432		1,040,662	
Office Supplies & Equip Mtnc		5,709		6,080		7,681		7,681	-	-		7,681		7,681	
Memberships		3,726		4,200		4,200		4,488	288	6.86%		4,623		4,762	
Professional Development		5,543		15,000		15,000		30,454	15,454	103.03%		15,000		15,000	
Purchases for Resale		2,793		9,600		4,800		7,200	2,400	50.00%		7,200		7,200	
Contract Services		5,367		5,300		5,300		5,300	-	-		5,300		5,300	
Professional Services		46,636		158,952		251,495		260,995	9,500	3.78%		270,995		290,995	
Other		8,236		9,066		14,400		14,400	-	-		14,400		14,400	
Financial Expense		15		22		-		-	-	-		-		-	
Total Expenditures		803,395		973,173		1,119,204		1,211,980	92,776	8.29%		1,343,631		1,386,000	
Net Expenditures	\$	713,201	\$	844,940	\$	912,804	\$	978,876	\$	66,072	7.24%	\$	1,132,981	\$	1,175,350

ANIMAL CONTROL 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Licences and Permits	29,804	27,775	26,400	26,400	-	-	26,400	26,400
Fines	-	-	550	550	-	-	550	550
Revenues Before Transfers	29,804	27,775	26,950	26,950	-	-	26,950	26,950
Transfers from Reserves	-	4,100	4,100	-	(4,100)	(100.00%)	-	-
Total Revenues	29,804	31,875	31,050	26,950	(4,100)	(13.20%)	26,950	26,950
Office Supplies & Equip Mtnce	-	-	250	250	-	-	250	250
Contract Services	26,417	54,100	54,100	65,000	10,900	20.15%	65,000	65,000
Professional Services	911	559	-	500	500	-	500	500
Other	12,736	15,000	15,500	500	(15,000)	(96.77%)	500	500
Financial Expense	8	10	-	-	-	-	-	-
Total Expenditures	40,072	69,669	69,850	66,250	(3,600)	(5.15%)	66,250	66,250
Net Expenditures	\$ 10,268	\$ 37,794	\$ 38,800	\$ 39,300	\$ 500	1.29%	\$ 39,300	\$ 39,300

PEOPLE & CULTURE

2025 PROPOSED BUSINESS PLAN & BUDGET

The People and Culture Department drives strategies to create an engaging, high-performing work environment that supports best-in-class service delivery. It focuses on fostering leadership, organizational culture, and employee development to build a skilled and diverse workforce.

The department is responsible for talent acquisition, workforce analytics, employee engagement, and compliance with legislative requirements. 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 behaviour.

2025 Budget Highlights

People and Culture

- Increase in 'Wages & Benefits' of \$25,000 is driven by a provision for contractual wage increases and the expansion of the People & Culture Coordinator role from 0.5 to 0.6 FTE. The changes to this position are offset by a reduction in the Administrative Assistant to Council position from 0.5 to 0.4 FTE.
- Decrease in 'Professional Services' of \$5,000 is a result of the removal of 2024 one-time costs for job evaluation review/training and calibration to be completed in late 2024. This is offset by a corresponding reduction in 'Transfers from Reserves'.


Crossing Guards

- Decrease of \$4,100 in 'Wages & Benefits' due to reductions in lunch hour crossing guard services at four locations effective October 2024.

2025 Program Objectives

Strategic Goal

Implementation of the People Strategy plan as presented to Council. Key areas of focus include:

Strategic Priority	Description
	<ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> • Collective Bargaining: All four CUPE collective agreements expire on Dec. 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. • Continue to raise the profile of Health/Safety: <ul style="list-style-type: none"> • 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.

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

Looking Ahead

- 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.

Staffing Resources

PEOPLE & CULTURE

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	3.00	3.00	3.00	3.00
Part-Time	0.50	0.60	0.60	0.60
Total FTE	3.50	3.60	3.60	3.60
Net Change	-	0.10	-	-

2025 staffing complement includes:

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

Staffing Resources

CROSSING GUARDS

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	-	-	-	-
Part-Time	1.78	1.64	1.64	1.64
Total FTE	1.78	1.64	1.64	1.64
Net Change	-	(0.14)	-	-








2025 staffing complement includes:

1.64 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 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	Percentage of employees completed health and safety training.	91%	100%	91%		95%
	Percentage of recruitments successfully completed within the negotiated timeline set by the hiring department.	100%	100%	100%		100%
	Percentage of new employee orientations conducted within 7 days of hire.	100%	100%	100%		100%
	Percent of grievances that proceed to a formal hearing.	0%	0%	0%		0%



TARGET MET



TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

PEOPLE & CULTURE 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 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	10,955	5,000	5,000	-	(5,000)	(100.00%)	-	-
Total Revenues	10,955	5,000	9,000	4,000	(5,000)	(55.56%)	4,000	4,000
Wages	237,713	380,648	384,131	404,853	20,722	5.39%	416,999	429,509
Benefits	71,324	115,359	115,054	119,222	4,168	3.62%	122,692	126,264
Total Wages & Benefits	309,037	496,007	499,185	524,075	24,890	4.99%	539,691	555,773
Office Supplies & Equip Mtnce	3,372	1,750	2,600	2,300	(300)	(11.54%)	2,300	2,300
Memberships	884	1,476	1,800	1,800	-	-	1,854	1,910
Professional Development	6,324	21,677	26,050	24,250	(1,800)	(6.91%)	24,250	24,250
Professional Services	70,238	63,162	60,800	55,800	(5,000)	(8.22%)	51,500	51,500
Other	19,573	16,579	23,900	23,900	-	-	23,900	23,900
Total Expenditures	409,428	600,651	614,335	632,125	17,790	2.90%	643,495	659,633
Net Expenditures	\$ 398,473	\$ 595,651	\$ 605,335	\$ 628,125	\$ 22,790	3.76%	\$ 639,495	\$ 655,633

CROSSING GUARDS 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Wages	\$ 68,472	\$ 62,860	\$ 74,844	\$ 71,231	\$ (3,613)	(4.83%)	\$ 71,231	\$ 71,231
Benefits	7,472	8,030	8,616	8,101	(515)	(5.98%)	8,345	8,596
Total Wages & Benefits	75,944	70,890	83,460	79,332	(4,128)	(4.95%)	79,576	79,827
Other	1,099	1,407	2,000	2,000	-	-	2,000	2,000
Total Expenditures	77,043	72,297	85,460	81,332	(4,128)	(4.83%)	81,576	81,827
Net Expenditures	\$ 77,043	\$ 72,297	\$ 85,460	\$ 81,332	\$ (4,128)	(4.83%)	\$ 81,576	\$ 81,827

COMMUNITY SAFETY

2025 PROPOSED BUSINESS PLAN & BUDGET

The Community Safety Department is dedicated to ensuring the safety and well-being of residents and the protection of property. Responsibilities include providing fire and life safety education, inspections and enforcement under the Ontario Fire Code, and enforcement of Municipal Bylaws and other applicable legislation. Department services cover structural firefighting, basic medical intervention, CPR and defibrillation, vehicle and industrial extrication, shore-based water rescue, and education on bylaws and safety codes. In conjunction with the Animal Control contractor, the Department also oversees animal control enforcement.

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

The Community Safety Department ensures the Town's compliance with Emergency Management Ontario's emergency preparedness standards. Annual emergency exercises, testing, and reviews of the Town's Emergency Plan are conducted to meet legislative requirements.

2025 Budget Highlights

Fire

- Increase in 'Wages & Benefits' of \$39,000 driven by a provision for contractual wages adjustments and inflation-related increases in benefit costs.
- Increase in 'Maintenance Materials and Supplies' of \$14,000 driven by increased maintenance costs for aging apparatus (\$3,000) and an additional one-time increase for hoses that failed annual testing in 2024 (\$11,000).
- Increase in 'Contract Services' of \$2,000 reflects estimated inflation-related costs for radio airtime fees.
- Increase in 'Professional Development' of \$3,000 allocated for staff education and training (\$2,000) as well as ongoing mandatory training of firefighters (\$1,000).
- Increase in 'Insurance' of \$3,400 reflects estimated inflationary pressures.




Bylaw Enforcement

- Increase in 'Wages & Benefits' of \$3,700 driven by a provision for contractual wages adjustments and inflation-related increases in benefit costs.
- Status quo budget otherwise.

Emergency Measures

- Increase in 'User Charges' of \$15,000 driven by estimated proceeds from participation, through Essex Energy, in the IESO Capacity Auction. Participants receive a monthly Availability payment and an Energy payment for any energy dispatched and exported. This is offset by a corresponding increase in 'Transfers to Reserve' to support program-related capital investment.

2025 Program Objectives

Strategic Priority	Description
	<ul style="list-style-type: none"> • Implementation of the revised Town of Tecumseh Emergency Response Plan.
	<ul style="list-style-type: none"> • Implementation of the county-wide Emergency Services radio system upgrades. • Completion of the Community Risk Assessment and Fire Master Plan.
	<ul style="list-style-type: none"> • A continuing proactive approach to mandatory firefighter certification and succession planning for senior positions. • A comprehensive review of Municipal By-Laws enforced by Community Safety in conjunction with the Director Legislative & Clerk Services. • Working with the Town Clerk for implementation of the AMPs program, improving the efficiency of enforcement.

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

Looking Ahead

- The implementation plan of the results from the Strategic Fire Master Plan will be presented for Council's consideration. It may require significant Capital and Operating funding. However, a phased implementation approach will be recommended.

Staffing Resources

COMMUNITY SAFETY

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	5.70	5.70	5.70	5.70
Part-Time	5.92	5.92	5.92	5.92
Total FTE	11.62	11.62	11.62	11.62
Net Change	-	-	-	-

Projections for 2026 and 2027 may change subject to recommendations of the Strategic Fire Master Plan.

2025 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)

Staffing Resources

BY-LAW ENFORCEMENT

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	1.30	1.30	1.30	1.30
Part-Time	-	-	-	-
Total FTE	1.30	1.30	1.30	1.30
Net Change	-	-	-	-

2025 staffing complement includes:

- 0.30 Deputy Fire Chief – Compliance
- 1.00 By-law Enforcement/Development Officer

FIRE 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 3,815	\$ 2,500	\$ 2,000	\$ 2,000	\$ -	-	\$ 2,000	\$ 2,000
User Charges	37,430	52,424	42,800	43,300	500	1.17%	43,300	43,300
Licences and Permits	550	450	-	500	500	-	500	500
Revenues Before Transfers	41,795	55,374	44,800	45,800	1,000	2.23%	45,800	45,800
Transfers from Reserves	85,888	-	-	-	-	-	-	-
Total Revenues	127,683	55,374	44,800	45,800	1,000	2.23%	45,800	45,800
Wages	1,117,434	1,096,093	1,096,093	1,131,025	34,932	3.19%	1,142,504	1,154,327
Benefits	282,677	234,551	240,187	244,599	4,412	1.84%	251,544	258,698
Total Wages & Benefits	1,400,111	1,330,644	1,336,280	1,375,624	39,344	2.94%	1,394,048	1,413,025
Office Supplies & Equip Mtnce	5,582	6,883	5,500	6,000	500	9.09%	6,000	6,000
Memberships	3,998	2,823	3,240	3,240	-	-	3,337	3,437
Professional Development	8,272	15,045	17,500	20,800	3,300	18.86%	20,800	20,800
Maintenance Materials & Supplies	80,709	97,192	90,480	104,480	14,000	15.47%	95,217	97,006
Maintenance Services	131,899	91,361	92,000	93,100	1,100	1.20%	95,613	98,141
Contract Services	77,733	102,191	111,260	113,460	2,200	1.98%	113,460	113,460
Professional Services	85,888	-	-	-	-	-	-	-
Utilities	33,048	33,788	37,110	35,510	(1,600)	(4.31%)	36,407	37,331
Insurance	31,891	34,552	34,700	38,100	3,400	9.80%	39,243	40,420
Other	15,379	16,124	14,500	16,000	1,500	10.34%	16,500	16,500
Financial Expense	329	317	300	300	-	-	300	300
Total Expenditures	1,874,839	1,730,920	1,742,870	1,806,614	63,744	3.66%	1,820,925	1,846,420
Net Expenditures	\$ 1,747,156	\$ 1,675,546	\$ 1,698,070	\$ 1,760,814	\$ 62,744	3.70%	\$ 1,775,125	\$ 1,800,620

EMERGENCY MEASURES 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	-	\$ 15,000	\$ 15,000
Total Revenues	-	-	-	15,000	15,000	-	15,000	15,000
Office Supplies & Equip Mtnce	130	-	300	300	-	-	300	300
Professional Development	-	700	1,000	1,000	-	-	1,000	1,000
Maintenance Materials & Supplies	7,053	-	3,000	3,000	-	-	3,090	3,183
Maintenance Services	7,947	4,824	1,000	1,000	-	-	1,030	1,061
Contract Services	13,031	13,031	15,000	15,000	-	-	15,000	15,000
Utilities	1,632	-	750	750	-	-	750	750
Insurance	847	964	900	1,000	100	11.11%	1,030	1,061
Other	1,455	2,657	2,500	2,500	-	-	2,500	2,500
Expenditures Before Transfers	32,095	22,176	24,450	24,550	100	0.41%	24,700	24,855
Transfers to Reserves	-	-	-	15,000	15,000	-	15,000	15,000
Total Expenditures	32,095	22,176	24,450	39,550	15,100	61.76%	39,700	39,855
Net Expenditures	\$ 32,095	\$ 22,176	\$ 24,450	\$ 24,550	\$ 100	0.41%	\$ 24,700	\$ 24,855

BY-LAW
2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ 18,946	\$ 37,390	\$ 6,250	\$ 6,250	\$ -	-	\$ 6,250	\$ 6,250
Revenues Before Transfers	18,946	37,390	6,250	6,250	-	-	6,250	6,250
Transfers from Reserves	5,115	-	-	-	-	-	-	-
Total Revenues	24,061	37,390	6,250	6,250	-	-	6,250	6,250
Wages	87,477	130,050	127,647	131,645	3,998	3.13%	132,773	133,935
Benefits	36,099	42,409	41,947	41,698	(249)	(0.59%)	42,928	44,197
Total Wages & Benefits	123,576	172,459	169,594	173,343	3,749	2.21%	175,701	178,132
Office Supplies & Equip Mtnce	743	896	1,000	1,000	-	-	1,000	1,000
Memberships	372	174	100	100	-	-	103	106
Professional Development	(1,770)	1,750	2,400	2,400	-	-	2,400	2,400
Maintenance Materials & Supplies	2,143	2,226	2,200	2,200	-	-	2,266	2,334
Maintenance Services	19,069	32,647	500	500	-	-	500	500
Professional Services	623	-	-	-	-	-	-	-
Insurance	9,252	9,404	10,100	10,400	300	2.97%	10,712	11,033
Other	330	493	1,200	1,200	-	-	1,200	1,200
Total Expenditures	154,338	220,049	187,094	191,143	4,049	2.16%	193,882	196,705
Net Expenditures	\$ 130,277	\$ 182,659	\$ 180,844	\$ 184,893	\$ 4,049	2.24%	\$ 187,632	\$ 190,455

PUBLIC WORKS & ENGINEERING SERVICES

2025 PROPOSED BUSINESS PLAN & BUDGET

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.

Road Network

- 182 km of roadway
- 61.5 km of sidewalks
- 33 km of pathways/trails
- 2 km of walkways
- 16 bridges
- 74 culverts
- 16 vehicles
- 6 pieces of heavy equipment

Storm Network

- 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
- 124 drains totalling 200 km

2025 Budget Highlights

Roadways

- Increase in 'Professional Development' of \$5,000 reflects a one-time increase associated with local economic development initiatives. This increase is fully offset by an increase in 'Transfers from Reserves' of \$5,000.
- Increase in 'Professional Services' of \$15,000 reflects the need for consultants to support the completion of policies, by-laws and request for quotations.
- Increase in 'Contract Services' of \$5,000 driven by additional Roadside Maintenance, aligning the budget more closely with historical trends.
- Increase in 'Insurance' of \$11,100 due to inflationary pressures.
- Decrease in 'Utilities' of \$3,400 to be more in line with historical expenditures.

Winter Control

- Increase in 'Wages and Benefits' of \$2,200 due to a provision for contractual wages adjustments.

Street Lighting

- Increase in 'Maintenance Materials & Supplies' of \$3,500 due to inflationary material cost adjustments, aligning the budget more closely with historical spending.

Garbage Collection

- Increase in 'Contract Services' of \$22,000 reflects inflationary and contractual adjustments, as well as provisions for new homes.

Garbage Disposal

- Increase in 'Contract Services' of \$27,500 reflects inflationary and contractual adjustments, as well as provision for new homes.

Storm Sewer System

- Increase in 'User Charges' of \$10,000 is anticipated due to a program change with Essex Energy/IESO, allowing the sale of excess electricity from our generators to the grid, set to resume in 2025.
- Increase in 'Wages and Benefits' of \$2,700 reflects a provision for contractual adjustments.
- Increase in 'Utilities' and 'Insurance' of \$13,000 and \$8,000 respectively account for inflationary cost adjustments.

Drainage

- Increase in 'Wages and Benefits' of \$3,500 due to a provision for contractual wage adjustments.

2025 Program Objectives

Strategic Priority	Description
	<ul style="list-style-type: none"> Complete infrastructure-related studies, by-laws, and policies such as: <ul style="list-style-type: none"> Asset Management Plan Update, Growth area Functional Servicing Reports, and Storm water rates study. Engage in Municipal Class Environmental Assessments, including the County Road 46 EA. Design & install local sanitary sewers in the Oldcastle Hamlet. Develop capital projects designs aligned with Council's growth goals, such as infrastructure for Tecumseh Hamlet Northwest. Design and construct capital projects with secured funding and/or partnerships: <ul style="list-style-type: none"> DMAF Storm and Sanitary Pumping Stations, Centennial & Woodbridge watermain replacements, Lesperance Road multi-use trails (Riverside Drive to First Street), and CR19 Watermain.
	<ul style="list-style-type: none"> Move forward with Regional Food & Organics & Biosolids Waste Management.
	<ul style="list-style-type: none"> Implement and manage MECP Consolidated Linear Infrastructure Environmental Compliance Approvals.
Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience	

Looking Ahead

- Future increases to hardtop maintenance programs anticipated due to increased line painting and pavement markings at cross-walks and school safety zones.
- Increased winter patrolling will be required due to the addition of new roads/sidewalks with development and the addition of trails.
- Upgrades to stormwater collection and pumping stations are recommended based on recent Storm Drainage Master Plans.
- Establish a maintenance and repair program for bridge and culvert structures as outlined in the condition assessment report.
- 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 with over 50 active files/projects on the Town's 124 drains.

Staffing Resources

PUBLIC WORKS

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	15.25	15.06	15.58	15.58
Part-Time	1.26	1.26	1.26	1.26
Total FTE	16.51	16.32	16.84	16.84
Net Change	-	(0.19)	0.52	-

2025 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
- 0.48 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 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	Roads Average Pavement Condition Index throughout the Town)	77%	70%	77%		70%
	Roads Percentage of rural roadside cut twice per year	100%	100%	100%		100%
	Bridges & Culverts Average Bridge Culvert Index throughout the Town	78%	70%	78%		70%
	Sanitary Quantity of sanitary pump station failures.	0	0	0		0



TARGET MET



TARGET NOT MET







N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:  Sustainable Growth

 Community Health & Inclusion

 Service Experience

	PERFORMANCE MEASURE	FY 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	Winter Control Percentage of winter responses that meet or exceeded road maintenance standards	100%	100%	100%		100%
	Fleet Maintain minimum fleet availability rate	Met	> 95%	Met		> 95%



TARGET MET



TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:



Sustainable Growth



Community Health & Inclusion



Service Experience

ROADWAYS

2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ 12,935	\$ 62,106	\$ 6,000	\$ 6,000	\$ -	-	\$ 6,000	\$ 6,000
Licences and Permits	15,871	12,764	10,000	10,000	-	-	10,000	10,000
Other Income	32,394	38,465	38,465	39,395	930	2.42%	40,350	41,325
Revenues Before Transfers	61,200	113,335	54,465	55,395	930	1.71%	56,350	57,325
Transfers from Reserves	98,792	109,025	109,025	116,347	7,322	6.72%	113,430	115,695
Total Revenues	159,992	222,360	163,490	171,742	8,252	5.05%	169,780	173,020
Wages	920,321	911,227	930,535	929,441	(1,094)	(0.12%)	1,024,488	1,034,106
Benefits	343,781	286,287	298,635	290,200	(8,435)	(2.82%)	298,194	306,428
Total Wages & Benefits	1,264,102	1,197,514	1,229,170	1,219,641	(9,529)	(0.78%)	1,322,682	1,340,534
Office Supplies & Equip Mtnc	3,167	3,721	3,720	3,720	-	-	3,720	3,720
Memberships	7,717	16,100	16,100	16,545	445	2.76%	17,041	17,552
Professional Development	21,322	8,994	12,500	17,642	5,142	41.14%	12,500	12,500
Maintenance Materials & Supplies	214,600	215,509	209,000	209,000	-	-	214,430	220,022
Maintenance Services	238,400	240,207	187,550	187,550	-	-	177,020	178,535
Contract Services	89,997	135,514	104,500	109,500	5,000	4.78%	114,500	114,500
Professional Services	40,187	25,537	7,000	22,000	15,000	214.29%	22,000	22,000
Utilities	43,451	46,200	57,600	54,200	(3,400)	(5.90%)	55,790	57,428
Insurance	69,183	78,439	75,200	86,300	11,100	14.76%	88,889	91,556
Other	16,375	25,804	27,110	28,420	1,310	4.83%	28,420	28,420
Expenditures Before Transfers	2,008,501	1,993,539	1,929,450	1,954,518	25,068	1.30%	2,056,992	2,086,767
Transfers to Reserves	21,670	22,540	22,540	23,215	675	2.99%	23,910	24,625
Total Expenditures	2,030,171	2,016,079	1,951,990	1,977,733	25,743	1.32%	2,080,902	2,111,392
Net Expenditures	\$ 1,870,179	\$ 1,793,719	\$ 1,788,500	\$ 1,805,991	\$ 17,491	0.98%	\$ 1,911,122	\$ 1,938,372

WINTER CONTROL 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Wages	\$ 74,435	\$ 87,850	\$ 124,762	\$ 127,260	\$ 2,498	2.00%	\$ 127,260	\$ 127,260
Benefits	25,539	33,978	42,477	42,189	(288)	(0.68%)	43,340	44,525
Total Wages & Benefits	99,974	121,828	167,239	169,449	2,210	1.32%	170,600	171,785
Professional Development	9,843	2,500	6,700	6,700	-	-	6,700	6,700
Maintenance Materials & Supplies	207,856	87,068	228,140	228,140	-	-	234,984	242,034
Maintenance Services	33,883	17,349	23,000	23,000	-	-	23,690	24,401
Other	-	500	500	500	-	-	500	500
Total Expenditures	351,556	229,245	425,579	427,789	2,210	0.52%	436,474	445,420
Net Expenditures	\$ 351,556	\$ 229,245	\$ 425,579	\$ 427,789	\$ 2,210	0.52%	\$ 436,474	\$ 445,420

STREET LIGHTING 2025 Proposed Budget

	2023 Actuals		2024 Forecast		2024 Budget		2025 Budget		\$ Change	% Change	2026 Forecast		2027 Forecast	
Transfers from Reserves	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Revenues		-		-		-		-		-		-		-
Maintenance Materials & Supplies		21,998		35,349		16,500		20,000		3,500		20,600		21,218
Maintenance Services		98,602		96,414		70,000		70,000		-		72,100		74,263
Utilities		166,337		170,000		170,000		173,400		3,400		178,602		183,960
Total Expenditures		286,937		301,763		256,500		263,400		6,900		271,302		279,441
Net Expenditures	\$	286,937	\$	301,763	\$	256,500	\$	263,400	\$	6,900		271,302	\$	279,441

GARBAGE COLLECTION 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Contract Services	\$ 706,298	\$ 728,743	\$ 724,172	\$ 745,897	\$ 21,725	3.00%	\$ 767,897	\$ 790,897
Other	2,923	3,000	3,000	3,000	-	-	3,000	3,000
Total Expenditures	709,221	731,743	727,172	748,897	21,725	2.99%	770,897	793,897
Net Expenditures	\$ 709,221	\$ 731,743	\$ 727,172	\$ 748,897	\$ 21,725	2.99%	\$ 770,897	\$ 793,897

GARBAGE DISPOSAL 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Maintenance Services	\$ 30,722	\$ 24,930	\$ 29,840	\$ 29,840	\$ -	-	\$ 29,840	\$ 29,840
Contract Services	897,765	917,723	913,744	941,156	27,412	3.00%	969,156	998,156
Total Expenditures	928,487	942,653	943,584	970,996	27,412	2.91%	998,996	1,027,996
Net Expenditures	\$ 928,487	\$ 942,653	\$ 943,584	\$ 970,996	\$ 27,412	2.91%	\$ 998,996	\$ 1,027,996

STORM SEWER 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 12,432	\$ -	\$ 1,440	\$ 1,440	\$ -	-	\$ 1,440	\$ 1,440
User Charges	13,945	3,513	3,500	13,500	10,000	285.71%	13,500	13,500
Revenues Before Transfers	26,377	3,513	4,940	14,940	10,000	202.43%	14,940	14,940
Transfers from Reserves	68,065	109,025	109,025	111,205	2,180	2.00%	113,430	115,695
Total Revenues	94,442	112,538	113,965	126,145	12,180	10.69%	128,370	130,635
Wages	137,509	197,510	199,309	203,305	3,996	2.00%	206,841	210,483
Benefits	43,193	62,025	62,641	61,346	(1,295)	(2.07%)	63,121	64,949
Total Wages & Benefits	180,702	259,535	261,950	264,651	2,701	1.03%	269,962	275,432
Memberships	61	-	-	75	75	-	77	79
Professional Development	-	2,992	5,000	5,000	-	-	5,000	5,000
Maintenance Materials & Supplies	34,520	39,750	39,200	42,000	2,800	7.14%	43,260	44,559
Maintenance Services	117,859	152,740	186,160	186,160	-	-	268,950	276,974
Contract Services	4,115	5,000	5,000	5,000	-	-	5,000	5,000
Professional Services	14,659	25,000	25,000	25,000	-	-	25,000	25,000
Utilities	145,239	143,360	133,560	146,460	12,900	9.66%	150,843	155,357
Insurance	75,151	81,252	81,700	89,400	7,700	9.42%	92,082	94,844
Other	12,270	12,701	13,300	13,950	650	4.89%	13,950	13,950
Expenditures Before Transfers	584,576	722,330	750,870	777,696	26,826	3.57%	874,124	896,195
Transfers to Reserves	-	-	-	10,000	10,000	-	10,000	10,000
Total Expenditures	584,576	722,330	750,870	787,696	36,826	4.90%	884,124	906,195
Net Expenditures	\$ 490,134	\$ 609,792	\$ 636,905	\$ 661,551	\$ 24,646	3.87%	\$ 755,754	\$ 775,560

DRAINAGE 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 52,163	\$ 59,000	\$ 59,000	\$ 59,000	\$ -	-	\$ 59,000	\$ 59,000
User Charges	-	868	1,000	1,000	-	-	1,000	1,000
Revenues Before Transfers	52,163	59,868	60,000	60,000	-	-	60,000	60,000
Transfers from Reserves	-	-	-	-	-	-	-	-
Total Revenues	52,163	59,868	60,000	60,000	-	-	60,000	60,000
Wages	125,085	140,505	174,287	177,780	3,493	2.00%	177,780	177,780
Benefits	36,845	37,793	49,647	49,460	(187)	(0.38%)	50,944	52,472
Total Wages & Benefits	161,930	178,298	223,934	227,240	3,306	1.48%	228,724	230,252
Office Supplies & Equip Mtnce	456	300	300	300	-	-	300	300
Memberships	272	1,200	1,200	1,200	-	-	1,236	1,273
Professional Development	5,222	6,450	6,450	6,450	-	-	6,450	6,450
Maintenance Materials & Supplies	1,439	2,695	2,800	2,800	-	-	2,884	2,970
Maintenance Services	1,018	1,000	1,000	1,000	-	-	1,000	1,000
Professional Services	-	3,500	3,500	3,500	-	-	3,500	3,500
Insurance	6,478	6,486	7,100	7,200	100	1.41%	7,416	7,638
Other	441	2,500	2,500	2,500	-	-	2,500	2,500
Total Expenditures	177,256	202,429	248,784	252,190	3,406	1.37%	254,010	255,883
Net Expenditures	\$ 125,093	\$ 142,561	\$ 188,784	\$ 192,190	\$ 3,406	1.80%	\$ 194,010	\$ 195,883

WATER & WASTEWATER

2025 PROPOSED BUSINESS PLAN & BUDGET

Water Services

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.

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.

Wastewater Services

The Town of 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 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.

2025 Budget Highlights



Sanitary Sewer System

- Increase in 'User Charges' of \$235,000 reflects projected consumption volumes and rate increases 2% greater than that as recommended in the 2023 Water and Wastewater Rate Study. The greater rate increase is directly due to extraordinary increases to treatment costs as identified in 'Contract Services' below.
- Decrease in 'User Charges Allocated to Capital' of \$380,000 represents reduced transfers to reserve fund accounts to support capital projects. This directly correlates to increased operating costs.
- Increase in 'Wages and Benefits' of \$4,000 due to a provision for contractual wage adjustments.
- Increase in 'Professional Development' of \$5,100 reflects a one-time increase associated with local economic development initiatives. This increase is fully offset by an increase in 'Transfers from Reserves' of \$5,100.
- Increase in 'Contract Services' of \$604,000, including \$600,000 due to higher sanitary treatment costs from budget rate and volume increases and \$4,000 for contractual adjustments.
- Decrease in 'Bad Debt Expense' of \$4,200 reflects a newly implemented process designed to ensure full recovery of all wastewater delinquent accounts.
- Increase in 'Transfers to Reserves' of \$9,000 driven by inflationary increases to Interfunctional administrative charges.

Waterworks System

- Increase in 'User Charges' of \$470,000 reflects projected consumption volumes and water rate increases as recommended in the 2023 Water and Wastewater Rate Study.
- Increase in 'User Charges Allocated to Capital' of \$362,000 represents an increase in funds transferred to reserve fund accounts to support capital projects.
- Increase in 'Wages and Benefits' of \$24,000 driven by a provision for contractual wage adjustments.
- Increase in 'Professional Development' of \$7,100 driven by:
 - A one-time \$5,100 increase associated with local economic development initiatives. This increase is fully offset by an increase in 'Transfers from Reserves' of \$5,100.
 - A \$2,000 increase to support backflow certification and licensing requirements for staff.
- Increase in 'Maintenance Materials and Supplies' of \$16,500 primarily due to costs associated with new preventative maintenance program of value-turning (\$20,000). This is partially offset by a \$3,500 decrease to 'Equipment Purchases'.
- Increase in 'Purchases for Resale' of \$59,000 reflects inflationary increases to bulk water purchases and an allowance for growth.
- Increase in 'Insurance' of \$4,500 for inflationary increases.
- Decrease in 'Bad Debt Expense' of \$6,400 reflects a newly implemented process designed to ensure full recovery of all wastewater delinquent accounts.
- Increase in 'Transfers to Reserves' of \$5,000 driven by annual costs of Flowpoint Web Services for Water Oasis sales.

2025 Program Objectives

Strategic Priority	Description
	<ul style="list-style-type: none"> Continuation of the installation of local sanitary sewers in the Oldcastle Hamlet Settlement Area. Extend trunk watermain and trunk sanitary sewers within the Tecumseh Hamlet. Participate in the City of Windsor's Municipal Class Environmental Assessment for the Little River Pollution Control Plant Expansion. Engage in Enwin Utilities Ltd. Municipal Class Environmental Assessment for the Elevated Water Tower.
	<ul style="list-style-type: none"> Implement mandated MECP Consolidated Linear Infrastructure Environmental Compliance Approvals.

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

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 2026.
- 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

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	15.10	15.10	15.10	15.10
Part-Time	0.62	0.62	0.62	0.62
Total FTE	15.72	15.72	15.72	15.72
Net Change	-	-	-	-

2025 staffing complement includes:

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

WATER & WASTEWATER SUMMARY 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ 11,266,011	\$ 11,846,712	\$ 11,422,500	\$ 12,127,500	\$ 705,000	6.17%	\$ 12,690,500	\$ 13,362,500
User Charges Allocated to Capital	(4,464,617)	(4,299,127)	(4,299,127)	(4,280,956)	18,171	(0.42%)	(4,550,201)	(5,011,987)
Net User Charges Available for Operating	6,801,394	7,547,585	7,123,373	7,846,544	723,171	10.15%	8,140,299	8,350,513
Other Income	21,670	22,540	22,540	22,540	-	-	22,540	22,540
Revenues Before Transfers	6,823,064	7,570,125	7,145,913	7,869,084	723,171	10.12%	8,162,839	8,373,053
Transfers from Reserves	370,225	218,050	218,050	230,516	12,466	5.72%	222,455	224,720
Total Revenues	7,193,289	7,788,175	7,363,963	8,099,600	735,637	9.99%	8,385,294	8,597,773
Wages	1,297,651	1,461,031	1,464,484	1,492,364	27,880	1.90%	1,519,258	1,536,365
Benefits	463,904	474,670	468,205	468,748	543	0.12%	481,807	495,259
Total Wages & Benefits	1,761,555	1,935,701	1,932,689	1,961,112	28,423	1.47%	2,001,065	2,031,624
Office Supplies & Equip Mtnc	4,516	7,026	7,375	7,575	200	2.71%	6,875	6,875
Memberships	3,872	3,301	3,350	3,350	-	-	3,451	3,555
Professional Development	27,360	37,455	30,000	42,286	12,286	40.95%	32,000	32,000
Maintenance Materials & Supplies	231,746	232,689	241,825	258,325	16,500	6.82%	257,320	265,040
Purchases for Resale	1,541,655	1,634,771	1,609,000	1,668,000	59,000	3.67%	1,739,000	1,813,000
Maintenance Services	379,578	364,851	377,320	377,320	-	-	475,891	488,840
Contract Services	2,078,742	2,604,150	2,008,769	2,613,038	604,269	30.08%	2,682,038	2,753,038
Professional Services	22,852	50,050	51,000	51,000	-	-	51,000	51,000
Utilities	72,629	84,044	84,500	86,400	1,900	2.25%	88,980	91,637
Insurance	95,953	100,835	104,500	111,000	6,500	6.22%	114,330	117,760
Grants & Donations	2,400	3,200	75,000	75,000	-	-	75,000	75,000
Other	62,690	66,455	64,797	67,266	2,469	3.81%	67,266	67,266
Financial Expense	7,158	11,705	10,600	-	(10,600)	(100.00%)	6,400	6,400
Expenditures Before Transfers	6,292,706	7,136,233	6,600,725	7,321,672	720,947	10.92%	7,600,616	7,803,035

WATER & WASTEWATER SUMMARY 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Transfers to Reserves	900,583	763,238	763,238	777,928	14,690	1.92%	784,678	794,738
Total Expenditures	7,193,289	7,788,175	7,363,963	8,099,600	735,637	9.99%	8,385,294	8,597,773
Net Expenditures	\$ -	\$ 111,296	\$ -	\$ -	\$ -	-	\$ -	\$ -

SANITARY SEWER SYSTEM 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ 5,253,035	\$ 5,605,785	\$ 5,370,000	\$ 5,605,000	\$ 235,000	4.38%	\$ 5,938,000	\$ 6,373,000
User Charges Allocated to Capital	(2,542,581)	(2,405,143)	(2,405,143)	(2,024,797)	380,346	(15.81%)	(2,180,259)	(2,514,965)
Revenues Before Transfers	2,710,454	3,200,642	2,964,857	3,580,203	615,346	20.75%	3,757,741	3,858,035
Transfers from Reserves	297,706	109,025	109,025	116,347	7,322	6.72%	113,430	115,695
Total Revenues	3,008,160	3,309,667	3,073,882	3,696,550	622,668	20.26%	3,871,171	3,973,730
Wages	261,341	268,277	263,477	267,784	4,307	1.63%	279,719	286,716
Benefits	85,019	83,199	83,254	82,986	(268)	(0.32%)	85,275	87,633
Total Wages & Benefits	346,360	351,476	346,731	350,770	4,039	1.16%	364,994	374,349
Office Supplies & Equip Mtnce	249	1,000	1,000	500	(500)	(50.00%)	500	500
Memberships	270	225	250	250	-	-	258	266
Professional Development	-	5,000	5,000	10,142	5,142	102.84%	5,000	5,000
Maintenance Materials & Supplies	36,731	34,000	34,000	34,000	-	-	35,020	36,071
Maintenance Services	156,885	184,884	196,500	196,500	-	-	279,645	288,035
Contract Services	1,973,167	2,505,775	1,908,355	2,512,624	604,269	31.66%	2,581,624	2,652,624
Professional Services	13,700	25,000	25,000	25,000	-	-	25,000	25,000
Utilities	31,538	34,545	34,400	34,400	-	-	35,432	36,495
Insurance	46,629	47,941	50,800	52,800	2,000	3.94%	54,384	56,016
Grants & Donations	2,400	3,200	75,000	75,000	-	-	75,000	75,000
Other	49,451	51,163	49,550	52,020	2,470	4.98%	52,020	52,020
Financial Expense	3,323	4,200	4,200	-	(4,200)	(100.00%)	-	-
Expenditures Before Transfers	2,660,703	3,248,409	2,730,786	3,344,006	613,220	22.46%	3,508,877	3,601,376
Transfers to Reserves	347,457	343,095	343,096	352,544	9,448	2.75%	362,294	372,354
Total Expenditures	3,008,160	3,309,667	3,073,882	3,696,550	622,668	20.26%	3,871,171	3,973,730
Net Expenditures	\$ -	\$ 281,837	\$ -	\$ -	\$ -	-	\$ -	\$ -

WATERWORKS SYSTEM 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ 6,012,978	\$ 6,240,928	\$ 6,052,500	\$ 6,522,500	\$ 470,000	7.77%	\$ 6,752,500	\$ 6,989,500
User Charges Allocated to Capital	(1,922,036)	(1,893,984)	(1,893,984)	(2,256,159)	(362,175)	19.12%	(2,369,942)	(2,497,022)
Net User Charges Available for Operating	4,090,942	4,346,944	4,158,516	4,266,341	107,825	2.59%	4,382,558	4,492,478
Other Income	21,670	22,540	22,540	22,540	-	-	22,540	22,540
Revenues Before Transfers	4,112,612	4,369,484	4,181,056	4,288,881	107,825	2.58%	4,405,098	4,515,018
Transfers from Reserves	72,517	109,025	109,025	114,169	5,144	4.72%	109,025	109,025
Total Revenues	4,185,129	4,478,509	4,290,081	4,403,050	112,969	2.63%	4,514,123	4,624,043
Wages	1,036,310	1,192,754	1,201,007	1,224,580	23,573	1.96%	1,239,539	1,249,649
Benefits	378,883	391,470	384,950	385,763	813	0.21%	396,533	407,627
Total Wages & Benefits	1,415,193	1,584,224	1,585,957	1,610,343	24,386	1.54%	1,636,072	1,657,276
Office Supplies & Equip Mtnce	4,267	6,025	6,375	7,075	700	10.98%	6,375	6,375
Memberships	3,602	3,076	3,100	3,100	-	-	3,193	3,289
Professional Development	27,360	32,455	25,000	32,144	7,144	28.58%	27,000	27,000
Maintenance Materials & Supplies	195,014	198,690	207,825	224,325	16,500	7.94%	222,300	228,969
Purchases for Resale	1,541,655	1,634,771	1,609,000	1,668,000	59,000	3.67%	1,739,000	1,813,000
Maintenance Services	222,693	179,967	180,820	180,820	-	-	196,246	200,805
Contract Services	105,575	98,375	100,414	100,414	-	-	100,414	100,414
Professional Services	9,151	25,050	26,000	26,000	-	-	26,000	26,000
Utilities	41,091	49,499	50,100	52,000	1,900	3.79%	53,548	55,142
Insurance	49,324	52,894	53,700	58,200	4,500	8.38%	59,946	61,744
Other	13,243	15,292	15,247	15,246	(1)	(0.01%)	15,246	15,246
Financial Expense	3,835	7,505	6,400	-	(6,400)	(100.00%)	6,400	6,400
Expenditures Before Transfers	3,632,003	3,887,823	3,869,938	3,977,667	107,729	2.78%	4,091,740	4,201,660

WATERWORKS SYSTEM 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Transfers to Reserves	553,126	420,143	420,143	425,383	5,240	1.25%	422,383	422,383
Total Expenditures	4,185,129	4,478,509	4,290,081	4,403,050	112,969	2.63%	4,514,123	4,624,043
Net Expenditures	\$ -	\$ (170,543)	\$ -	\$ -	\$ -	-	\$ -	\$ -

COMMUNITY & RECREATION SERVICES

2025 PROPOSED
BUSINESS PLAN & BUDGET

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, and businesses in our community that enhance the quality of life and livability for today and tomorrow.

2025 Budget Highlights

Maintenance

- Increase in 'Maintenance Services' of \$10,000 driven by inflationary pressures on contractor service costs and the rising maintenance needs of aging facilities, including upkeep of equipment and building components.
- Increase in 'Maintenance Materials & Supplies' of \$6,500 driven by the inflationary impacts on materials and supplies essential for facility upkeep.
- Increase in 'Contract Services' of \$91,000 driven by the following:
 - \$20,000 allocated for consultant services to develop a Climate Adaptation Plan, fully funded through a corresponding \$20,000 increase in 'Transfer from Reserves',
 - \$26,000 to support an expanded janitorial service contract, accommodating an additional facility and inflationary adjustments, and
 - \$45,000 for comprehensive and redefined HVAC Service Contract covering all Town facilities.

Parks

- Decrease in 'Grant' revenue of \$13,000 due to funding reductions from the Canada Summer Jobs wage subsidy program.
- Increase in 'Transfers from Reserves' of \$5,000 is allocated to offset a one-time increase to 'Professional Development' expenses associated with local economic development initiatives.
- Increase in 'Wages and Benefits' of \$23,000 attributed to a provision for contractual wage adjustments.
- Increase in 'Maintenance Services' of \$7,500 to address additional tree trimming and removal needs.
- Increase in 'Contract Services' of \$15,000 to manage unforeseen repairs and maintenance tasks, including fence repairs, installation of new bench pads, concrete repairs, fencing and bleacher repairs, playset equipment maintenance, and irrigation system repairs.
- Increase in 'Utilities' of \$4,800 reflecting inflationary pressures and the addition of new washrooms at Lakewood South and Maidstone Recreation facilities.
- Increase in 'Insurance' of \$5,700 to account for estimated inflationary pressures.

Community Facilities

- Increase in 'User Charges' of \$16,000 driven by:
 - \$25,000 in additional revenue from a new lease agreement with Hotel Dieu Grace Healthcare at the Lanoue Facility (\$25,000),
 - partially offset by a \$9,000 in revenue resulting from construction impacting operations at the Lakewood South concession building.
- Increase in 'Insurance' of \$7,000 reflects the reallocation of insurance expenses from the Library department to the Community Facilities department (\$6,200) and estimated inflationary pressures.

Arena

- Increase in 'User Charges' of \$15,000 attributed to additional rentals, including the Catholic School Board Hockey Academy program operating year-round, and updates to Fees and Charges.
- Decrease in 'Other Income' of \$2,000 reflects reduced revenue from the Pepsi exclusivity contract based on actuals.
- Increase in 'Transfers from Reserves' of \$5,000 is allocated to offset a one-time increase to 'Professional Development' expenses associated with local economic development initiatives.
- Increase in 'Wages & Benefits' of \$73,600 attributed to a provision for contractual wage adjustments and additional hours for Facility Attendant Leader and Part-time Facility Attendants.
- Increase in 'Maintenance Materials & Supplies' of \$3,000 due to inflationary impacts, including higher costs for janitorial supplies.
- Increase in 'Maintenance Services' of \$4,500 due to inflationary adjustments to service contracts.
- Increase in 'Insurance' of \$6,500 reflects estimated inflationary pressures.

Library

- Decrease of \$6,200 reflects the reallocation of insurance expenses to the 'Community Facilities' department.

Cultural Other

- Costs in this department are associated with the Indigenous Relations and Education Program. A decrease of \$10,000 in 'Contract Services' reflects anticipated program needs. Additionally, there is a \$60,000 decrease in 'Transfers from Reserves,' as the 2024 pilot program was fully funded by a one-time reserve transfer.

Pool

- Decrease in 'Grants' revenue of \$10,000 due to a reduction in funding from the Canada Summer Jobs wage subsidy program.
- Increase in 'User Charges' of \$11,000 driven by higher demand for learn-to-swim programs, aligning with trends and past actuals (\$13,000). This is partially offset by a \$2,000 decrease in 'Pool Rental' revenue due to scheduling limitations and observed trends.
- Increase in 'Wages & Benefits' of \$15,000 attributed to a provision for contractual wage adjustments.
- Increase in 'Maintenance Materials & Supplies' of \$3,000 accounts for inflationary cost pressures on necessary pool chemical supplies.
- Increase in 'Insurance' of \$1,000 reflects estimated inflationary pressures.
- Increase in 'Other' of \$500 addresses rising costs for staff uniforms, consistent with inflationary trends.

Recreation Programs

- Increase in 'Grants' revenue of \$21,000 driven by additional funding from the Seniors Community Grant and the Seniors Active Living Centre Grant (\$24,500), partially offset by a \$3,500 decrease in funding from the Canada Summer Jobs wage subsidy program.
- Increase in 'User Charges' of \$5,000 reflects anticipated growth in program registrations and fee adjustments.
- Increase in 'Wages & Benefits' of \$6,300 attributed to a provision for contractual wage adjustments.
- Increase in 'Maintenance Materials & Supplies' of \$1,500 addresses enhanced programming needs.
- Increase in 'Contract Services' of \$40,000 due to:
 - Additional costs for external services and programs supported by the Seniors Active Living Centre Grant (\$27,500).
 - The relocation of expenses from 'Grants and Donations' to 'Contract Services' (\$12,500).
- Increase in 'Professional Services' of \$2,500 reflects expanded programming, particularly for seniors, supported by the Seniors Community Grant.
- Increase in 'Other' expenditures of \$2,000 accounts for inflationary costs related to day camp field trips and staff uniforms.

Special Events

- Increase in 'Grants' revenue of \$15,000 driven by funding secured through the Tourism Growth Program for 2025.
- Increase in 'User Charges' of \$5,900 attributed to anticipated growth in program registrations and increased donations.
- Increase to 'Wages and Benefits' of \$21,600 due to additional hours for Program and Events Leader (from 0.79 FTE to 1.00 FTE) as well as a provision for contractual wage adjustments.
- Decrease in 'Maintenance Materials and Supplies' of \$1,500 primarily due to the reallocation of funds to 'Professional Fees' (\$3,100) to align with updated definitions of contracts versus professional services.
- Decrease in 'Contract Services' of \$15,400 reflects the reallocation of funds to 'Professional Fees' to align with updated definitions of contracts versus professional services.
- Increase in 'Professional Services' of \$37,000 includes \$19,000 in one-time additional costs for external services supported by the Tourism Growth Program and the reclassification of expenses from 'Contract Services' and 'Maintenance Materials and Supplies' noted above.

2025 Program Objectives

Implementation of the People Strategy plan as presented to Council. Key areas of focus include:

Strategic Priority	Description
	<ul style="list-style-type: none"> • Continue work on the Climate Change Mitigation Strategy for sustainable operations and energy management opportunities. • Continue work on the next phase of the Asset Management plan for all Town facilities, amenities, and buildings.
	<ul style="list-style-type: none"> • Seek funding to support an update to the Parks and Recreation Master Plan. • Seek funding to support the further development of a Healthy Aging Strategy. • Refer a review of all Outdoor Active Play Areas to the Parks and Recreation Master Plan process to inform playset replacement schedules and other active play components in parks with a view towards differentiation, diversity and inclusion. • Complete approved Capital projects including Lakewood Park South, Southfield Park, Rocheleau Park and Optimist Park/St. Clair Beach Community Centre pavilion. • Implement next phase of approved Capital Project Sport Fields Rehabilitation. • Continue to expand active and passive recreation programs and activities for seniors.

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

Looking Ahead

- Continue accessibility audits for all Town facilities to ensure compliance with AODA regulations will continue.
- 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, park 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 center at the Tecumseh Arena site.

Staffing Resources

COMMUNITY & RECREATION

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	17.46	18.00	18.00	18.00
Part-Time	22.79	23.03	23.03	23.03
Total FTE	40.25	41.03	41.03	41.03
Net Change	-	0.78	-	-

2025 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
- 1.00 Full-Time Facility Attendant Leader
- 4.00 Full-Time Facility Attendants
- 1.00 Program and Events Leader

Part-time:









2.06 Part-Time Clerical (3 Employees)
3.77 Seasonal Labourers (5 Employees)
7.27 Student Labourers (17 Employees)
2.83 Part-Time Facility Attendants (7 Employees)
0.35 Student Intern
0.33 Pool Coordinators (1 Employees)
0.54 Pool Associate Coordinator (2 Employees)
2.44 Lifeguards (18 Employees)
0.02 Pool Facilities Attendant
0.33 Camp Coordinator (1 Employee)
0.35 Camp Coordinator Associate (1 Employee)
0.94 Camp Counselors (6 Employees)
0.23 Coop Student Programs & Events (2 Employees)
0.50 Student Programs & Events
0.80 Public Skating Program staff (5 Employees)
0.27 Student Intern Energy Management & Asset
Management

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 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	Number of programs offered.	262	265	267		270
	Number of program registrations.	4,444	4,500	4,563		4,700
	Number of senior classes offered.	35	40	125		130
	Number of unique bookings at Sports Fields.	3,851	4,000	3,840		4,000
	Percentage of hours Arena rented / available ice hours	65.5%	65%	54%		60%



TARGET MET











TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

	PERFORMANCE MEASURE	FY 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	ENERGY MANAGEMENT Corporate energy consumption efficiency.	5%	5%	7%		5%
	CAPITAL PROJECTS Percent of neighbourhoods acquiring utilization/access to renewed capital development and infrastructure.	83%	< 75%	68%		< 70%
	PARKS Ratio of new trees to replace removed trees.	N/A	> 3:1	3.8:1		> 3:1
	PARKS Percentage of the population that lives within 300 meters of high-quality public green space.	N/A	66%	66%		66%



TARGET MET



TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

MAINTENANCE 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Other Income	\$ -	\$ 29,100	\$ 29,100	\$ 29,100	\$ -	-	\$ 29,100	\$ 29,100
Revenues Before Transfers	-	29,100	29,100	29,100	-	-	29,100	29,100
Transfers from Reserves	18,465	32,000	32,000	52,000	20,000	62.50%	-	-
Total Revenues	18,465	61,100	61,100	81,100	20,000	32.73%	29,100	29,100
Wages	121,082	145,180	145,180	148,306	3,126	2.15%	149,790	151,319
Benefits	52,333	41,983	42,644	42,355	(289)	(0.68%)	43,617	44,916
Total Wages & Benefits	173,415	187,163	187,824	190,661	2,837	1.51%	193,407	196,235
Maintenance Materials & Supplies	3,967	89,957	61,700	68,200	6,500	10.53%	75,246	82,503
Maintenance Services	2,824	176,000	122,400	132,400	10,000	8.17%	146,342	160,702
Contract Services	4,154	121,001	121,000	212,000	91,000	75.21%	160,000	160,000
Other	573	500	500	500	-	-	500	500
Total Expenditures	184,933	574,621	493,424	603,761	110,337	22.36%	575,495	599,940
Net Expenditures	\$ 166,468	\$ 513,521	\$ 432,324	\$ 522,661	\$ 90,337	20.90%	\$ 546,395	\$ 570,840

PARKS 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 22,422	\$ 11,593	\$ 25,000	\$ 12,000	\$ (13,000)	(52.00%)	\$ 12,000	\$ 12,000
User Charges	99,834	109,314	95,000	95,000	-	-	95,000	95,000
Revenues Before Transfers	122,256	120,907	120,000	107,000	(13,000)	(10.83%)	107,000	107,000
Transfers from Reserves	-	-	-	5,353	5,353	-	-	-
Total Revenues	122,256	120,907	120,000	112,353	(7,647)	(6.37%)	107,000	107,000
Wages	802,422	865,584	902,570	928,576	26,006	2.88%	940,206	946,671
Benefits	234,051	242,120	243,733	240,893	(2,840)	(1.17%)	247,930	255,178
Total Wages & Benefits	1,036,473	1,107,704	1,146,303	1,169,469	23,166	2.02%	1,188,136	1,201,849
Office Supplies & Equip Mtnce	1,501	1,984	900	900	-	-	900	900
Memberships	314	662	1,806	1,806	-	-	1,860	1,916
Professional Development	6,984	8,544	8,100	13,453	5,353	66.09%	8,100	8,100
Maintenance Materials & Supplies	180,508	176,266	179,680	179,680	-	-	189,995	200,620
Maintenance Services	150,360	132,699	111,600	119,100	7,500	6.72%	119,430	119,770
Contract Services	76,927	79,400	79,400	94,400	15,000	18.89%	109,400	109,400
Utilities	101,862	114,900	115,500	120,300	4,800	4.16%	137,244	141,346
Insurance	42,784	47,520	46,600	52,300	5,700	12.23%	53,869	55,485
Other	8,427	10,158	9,550	9,550	-	-	9,550	9,550
Expenditures Before Transfers	1,606,140	1,679,837	1,699,439	1,760,958	61,519	3.62%	1,818,484	1,848,936
Transfers to Reserves	31,400	8,500	8,500	8,500	-	-	8,500	8,500
Total Expenditures	1,637,540	1,688,337	1,707,939	1,769,458	61,519	3.60%	1,826,984	1,857,436
Net Expenditures	\$ 1,515,284	\$ 1,567,430	\$ 1,587,939	\$ 1,657,105	\$ 69,166	4.36%	\$ 1,719,984	\$ 1,750,436

COMMUNITY FACILITIES 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 2,170	\$ 4,637	\$ 4,200	\$ 4,200	\$ -	-	\$ 4,200	\$ 4,200
User Charges	35,389	36,921	43,600	59,600	16,000	36.70%	68,600	68,600
Total Revenues	37,559	41,558	47,800	63,800	16,000	33.47%	72,800	72,800
Wages	64,389	78,963	78,963	81,433	2,470	3.13%	81,433	81,433
Benefits	10,702	9,724	9,416	9,899	483	5.13%	10,197	10,503
Total Wages & Benefits	75,091	88,687	88,379	91,332	2,953	3.34%	91,630	91,936
Maintenance Materials & Supplies	16,541	-	-	-	-	-	-	-
Maintenance Services	34,213	-	-	-	-	-	-	-
Utilities	15,804	26,400	33,800	31,600	(2,200)	(6.51%)	32,518	33,464
Insurance	2,599	9,395	9,900	17,200	7,300	73.74%	17,716	18,247
Other	-	-	-	-	-	-	-	-
Total Expenditures	144,248	124,482	132,079	140,132	8,053	6.10%	141,864	143,647
Net Expenditures	\$ 106,689	\$ 82,924	\$ 84,279	\$ 76,332	\$ (7,947)	(9.43%)	\$ 69,064	\$ 70,847

ARENA 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 2,170	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
User Charges	982,651	878,914	964,500	979,500	15,000	1.56%	979,500	979,500
Other Income	6,500	4,425	6,500	4,425	(2,075)	(31.92%)	4,425	4,425
Revenues Before Transfers	991,321	883,339	971,000	983,925	12,925	1.33%	983,925	983,925
Transfers from Reserves	14,971	30,963	152,867	158,220	5,353	3.50%	152,867	152,867
Total Revenues	1,006,292	914,302	1,123,867	1,142,145	18,278	1.63%	1,136,792	1,136,792
Wages	814,449	886,879	1,006,270	1,071,664	65,394	6.50%	1,089,595	1,102,550
Benefits	251,799	277,772	294,056	302,274	8,218	2.79%	311,127	320,246
Total Wages & Benefits	1,066,248	1,164,651	1,300,326	1,373,938	73,612	5.66%	1,400,722	1,422,796
Office Supplies & Equip Mtnc	5,120	5,650	5,900	5,900	-	-	5,900	5,900
Memberships	3,839	3,900	3,900	3,900	-	-	4,017	4,138
Professional Development	9,829	5,768	9,000	14,353	5,353	59.48%	9,000	9,000
Maintenance Materials & Supplies	68,374	73,381	54,500	57,500	3,000	5.50%	59,210	60,970
Purchases for Resale	2,204	-	-	-	-	-	-	-
Maintenance Services	104,148	117,341	77,200	81,700	4,500	5.83%	84,010	86,390
Contract Services	1,641	1,740	1,740	1,740	-	-	1,740	1,740
Utilities	265,276	273,100	309,800	311,100	1,300	0.42%	320,409	329,998
Insurance	48,174	53,567	52,500	59,000	6,500	12.38%	60,770	62,593
Other	15,463	19,555	20,650	20,650	-	-	21,000	21,550
Financial Expense	18,253	18,000	18,500	18,500	-	-	18,500	18,500
Expenditures Before Transfers	1,608,569	1,736,653	1,854,016	1,948,281	94,265	5.08%	1,985,278	2,023,575
Transfers to Reserves	53,233	54,906	59,000	59,000	-	-	59,000	59,000
Total Expenditures	1,661,802	1,791,559	1,913,016	2,007,281	94,265	4.93%	2,044,278	2,082,575
Net Expenditures	\$ 655,510	\$ 877,257	\$ 789,149	\$ 865,136	\$ 75,987	9.63%	\$ 907,486	\$ 945,783

RECREATION PROGRAMS 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 14,510	\$ 62,524	\$ 48,500	\$ 69,500	\$ 21,000	43.30%	\$ 69,500	\$ 69,500
User Charges	138,315	106,543	135,000	140,000	5,000	3.70%	140,000	140,000
Total Revenues	152,825	169,067	183,500	209,500	26,000	14.17%	209,500	209,500
Wages	181,249	181,523	197,597	203,664	6,067	3.07%	206,910	210,253
Benefits	45,334	40,841	42,113	42,382	269	0.64%	43,654	44,963
Total Wages & Benefits	226,583	222,364	239,710	246,046	6,336	2.64%	250,564	255,216
Office Supplies & Equip Mtnce	31	281	200	200	-	-	200	200
Memberships	200	200	200	200	-	-	206	212
Professional Development	1,751	1,587	1,800	1,800	-	-	1,800	1,800
Maintenance Materials & Supplies	7,503	8,572	7,000	8,500	1,500	21.43%	8,740	8,987
Contract Services	1,917	2,563	3,300	43,300	40,000	1,212.12%	43,300	43,300
Professional Services	18,033	17,602	13,500	16,000	2,500	18.52%	16,000	16,000
Grants & Donations	-	31,717	12,500	-	(12,500)	(100.00%)	-	-
Other	9,141	11,086	10,750	13,000	2,250	20.93%	13,000	13,000
Total Expenditures	265,159	295,972	288,960	329,046	40,086	13.87%	333,810	338,715
Net Expenditures	\$ 112,334	\$ 126,905	\$ 105,460	\$ 119,546	\$ 14,086	13.36%	\$ 124,310	\$ 129,215

POOL
2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 22,209	\$ 13,910	\$ 25,000	\$ 15,000	\$ (10,000)	(40.00%)	\$ 15,000	\$ 15,000
User Charges	121,601	138,566	130,500	141,500	11,000	8.43%	141,500	141,500
Total Revenues	143,810	152,476	155,500	156,500	1,000	0.64%	156,500	156,500
Wages	146,988	167,004	167,005	174,986	7,981	4.78%	174,986	174,986
Benefits	24,025	29,225	28,340	35,179	6,839	24.13%	36,235	37,321
Total Wages & Benefits	171,013	196,229	195,345	210,165	14,820	7.59%	211,221	212,307
Office Supplies & Equip Mtnce	111	1,136	825	825	-	-	825	825
Memberships	529	529	350	550	200	57.14%	567	584
Professional Development	3,794	3,704	4,000	4,000	-	-	4,000	4,000
Maintenance Materials & Supplies	42,962	30,393	27,750	30,750	3,000	10.81%	30,855	30,963
Maintenance Services	17,016	-	-	-	-	-	-	-
Professional Services	3,847	4,500	4,500	4,500	-	-	4,500	4,500
Utilities	27,590	29,000	28,800	29,100	300	1.04%	29,931	30,787
Insurance	11,020	11,770	12,000	13,000	1,000	8.33%	13,390	13,792
Other	5,024	5,755	5,600	6,100	500	8.93%	6,100	6,100
Total Expenditures	282,906	283,016	279,170	298,990	19,820	7.10%	301,389	303,858
Net Expenditures	\$ 139,096	\$ 130,540	\$ 123,670	\$ 142,490	\$ 18,820	15.22%	\$ 144,889	\$ 147,358

LIBRARY

2025 Proposed Budget

	2023 Actuals		2024 Forecast		2024 Budget		2025 Budget		\$ Change	% Change	2026 Forecast		2027 Forecast	
Maintenance Services	\$	1,450	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Insurance		5,723		6,128		6,200		-	(6,200)	(100.00%)		-		-
Total Expenditures		7,173		6,128		6,200		-	(6,200)	(100.00%)		-		-
Net Expenditures	\$	7,173	\$	6,128	\$	6,200	\$	-	(6,200)	(100.00%)	\$	-	\$	-

CULTURAL OTHER 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ 20,500	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -
Other Income	6,000	-	-	-	-	-	-	-
Revenues Before Transfers	26,500	-	-	-	-	-	-	-
Transfers from Reserves	-	60,000	60,000	-	(60,000)	(100.00%)	-	-
Total Revenues	26,500	60,000	60,000	-	(60,000)	(100.00%)	-	-
Maintenance Materials & Supplies	-	241	-	-	-	-	-	-
Maintenance Services	-	345	-	-	-	-	-	-
Contract Services	36,602	60,000	60,000	50,000	(10,000)	(16.67%)	50,000	50,000
Total Expenditures	36,602	60,586	60,000	50,000	(10,000)	(16.67%)	50,000	50,000
Net Expenditures	\$ 10,102	\$ 586	\$ -	\$ 50,000	\$ 50,000	-	\$ 50,000	\$ 50,000

SPECIAL EVENTS 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 2,170	\$ 15,750	\$ 7,200	\$ 22,250	\$ 15,050	209.03%	\$ 3,000	\$ 3,000
User Charges	19,025	41,409	35,600	41,500	5,900	16.57%	41,500	41,500
Total Revenues	21,195	57,159	42,800	63,750	20,950	48.95%	44,500	44,500
Wages	54,547	81,271	68,270	85,180	16,910	24.77%	85,427	85,682
Benefits	8,406	21,319	18,722	23,423	4,701	25.11%	24,126	24,850
Total Wages & Benefits	62,953	102,590	86,992	108,603	21,611	24.84%	109,553	110,532
Memberships	300	482	-	500	500	-	515	530
Professional Development	-	3,288	3,000	3,000	-	-	3,000	3,000
Maintenance Materials & Supplies	6,121	11,930	7,600	6,200	(1,400)	(18.42%)	6,371	6,547
Contract Services	23,968	36,400	51,400	36,000	(15,400)	(29.96%)	36,000	36,000
Professional Services	11,725	46,750	11,000	48,250	37,250	338.64%	29,000	29,000
Other	3,809	12,000	12,000	12,000	-	-	12,000	12,000
Total Expenditures	108,876	213,440	171,992	214,553	42,561	24.75%	196,439	197,609
Net Expenditures	\$ 87,681	\$ 156,281	\$ 129,192	\$ 150,803	\$ 21,611	16.73%	\$ 151,939	\$ 153,109

DEVELOPMENT SERVICES

2025 PROPOSED BUSINESS PLAN & BUDGET

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, and
- 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).

2025 Budget Highlights

Building

- Decrease in 'Licences and Permits' of \$80,000 due to uncertain economic conditions.
- Increase in 'Wages & Benefits' of \$5,000, attributable to a provision for contractual wage adjustments. While funding for a Senior Building Inspector was included in the 2024 budget with a planned Q2 2024 start, the hiring has been postponed to Q2 2025. The impact to the 2025 budget for this role is NIL.
- Increase in 'Professional Development' of \$5,000 reflects:
 - a \$2,000 one-time increase associated with local economic development initiatives. This increase is fully offset by an increase in 'Transfers from Reserves' of \$2,000.
 - a \$3,000 increase due to inflationary pressures.

Transit

- Maintain the current fixed-route transit service from Monday to Friday, with on-demand service offered on Saturdays, as alternative service delivery models are explored.
- Increase in 'Grants' of \$10,000 reflecting Provincial support towards increased municipal program costs.
- Increase in 'Contract Services' of \$13,000 attributed to inflationary adjustments and additional expenses related to training drivers and maintenance personnel to operate and maintain the Town's three new electric buses.

Planning and Zoning

- ‘Grants’ revenue of \$101,700 from the Federal Housing Accelerator Fund, providing for the implementation of nine Tecumseh Housing Action Plan Initiatives, including \$51,000 in ‘Professional Services’ for consultants to manage and complete the initiatives, \$30,700 in ‘Salary Payroll’ off-setting the cost of Town staff working on the initiative, and \$20,000 in ‘Inter-functional Administrative Charge’ for the purchase of ‘Cloud Permit’ planning application software.
- Decrease in ‘Grants’ of \$305,000 reflects year-over-year change in Federal Housing Accelerator Fund grant. This funding is intended to support the Town’s Tecumseh Housing Action Plan Initiatives. This is offset by a decrease in ‘Professional Services’ of for consultants to manage and complete the initiatives.
- Increase in ‘Wages & Benefits of \$11,000 due to a provision for contractual wage adjustments.
- Three major studies continuing from 2024 for completion in early 2025, comprising the Tecumseh Hamlet Secondary Plan (\$16,000), the new Comprehensive Zoning By-law (\$36,00) and the Oldcastle Hamlet Special Planning Study for Future Development Lands (\$16,000). All of the preceding are funded by ‘Transfer from Reserves’.

Committee of Adjustment



- Decrease in ‘Professional Development’ of \$6,000 due to lower participation.

Local Economic Development


- \$30,000 allocated to ‘Professional Services’ for branding study to distinguish four commercial districts as part of the the “Tecumseh-Lakeshore Shared Commercial Economic Development Strategy”. This expense is partially offset by \$15,000 in ‘Grants’ revenue from RED grant funding and \$5,000 in ‘Miscellaneous Revenue’ for a contribution from the Municipality of Lakeshore. This represents the completion of the study initiated in 2024, and therefore the carry-forward of costs and revenues not completed during 2024.

2025 Program Objectives

Implementation of the People Strategy plan as presented to Council. Key areas of focus include:

Strategic Priority	Description
	<ul style="list-style-type: none"> Finalize the Tecumseh Hamlet Secondary Plan document and incorporate it into the Official Plan by way of amendment. Finalize the 'Oldcastle Hamlet Special Planning Study for Future Development Lands', with the findings incorporated into the Official Plan by way of amendment. Finalize the distinct branding study for the four commercial districts with the participation of the Municipality of Lakeshore and the Tecumseh BIA.
	<ul style="list-style-type: none"> 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.

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

Strategic Priority	Description
	<ul style="list-style-type: none"> • Implement necessary actions to facilitate development in the Tecumseh Hamlet Secondary Plan Area and the Manning Road Secondary Plan Area and in Oldcastle Hamlet. • Implement the 9 Initiatives of the Tecumseh Housing Action Plan as funded by the Federal Housing Action Fund. • Continue to promote financial incentive programs under the Tecumseh Road Community Improvement Plan and the Industrial Community Improvement Plan. • 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. • Maintain the hybrid transit system with a fixed route Monday to Friday with On-Demand on Saturday only while undertaking a process to select a transit delivery and maintenance service provide in coordination with the delivery of the three electric transit buses expected in early 2025.

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

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 2026, with the associated Clerical support then returning to Development Services.
- Transit division to be moved to Public Works & Engineering Services in 2026 in accordance with the 2021 Organizational Review, which will provide for a reallocation of staffing capacity to other areas of Development Services.

Staffing Resources

DEVELOPMENT SERVICES

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	8.90	9.20	9.70	9.70
Part-Time	-	-	-	-
Total FTE	8.90	9.20	9.70	9.70
Net Change	-	0.30	0.50	-









2025 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
- 1.70 Clerical

Performance Measures

Strategic Goal

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

	PERFORMANCE MEASURE	FY 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	BUILDING					
	Percentage of permits received and issued that met Building Code Act timelines					
	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%



TARGET MET












TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

	PERFORMANCE MEASURE	FY 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	PLANNING					
	Percentage of applications received and decisions rendered that met Planning Act timelines					
	1) Official Plan Amendment application	N/A	100%	N/A		100%
	2) Zoning by-law application	100%	100%	100%		100%
	3) Site Plan Control applications	100%	100%	100%		100%
	4) Consent applications	100%	100%	100%		100%
	5) Minor Variance applications	100%	100%	100%		100%



TARGET MET





TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

	PERFORMANCE MEASURE	FY 2023 ACTUALS	FY 2024 TARGET	FY 2024 ACTUALS	FY 2024 STATUS	FY 2025 TARGET
	TRANSIT					
	Total Ridership	11,352	25,000	N/A		25,000
	Ridership per capita of total service population.	0.8	1.8	N/A		1.8



TARGET MET



TARGET NOT MET



N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities:  Sustainable Growth  Community Health & Inclusion  Service Experience

BUILDING 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ 5,590	\$ 10,296	\$ 5,000	\$ 5,000	\$ -	-	\$ 5,000	\$ 5,000
Licences and Permits	269,451	596,044	789,821	710,000	(79,821)	(10.11%)	710,000	710,000
Revenues Before Transfers	275,041	606,340	794,821	715,000	(79,821)	(10.04%)	715,000	715,000
Transfers from Reserves	368,344	-	-	2,314	2,314	-	-	-
Total Revenues	643,385	606,340	794,821	717,314	(77,507)	(9.75%)	715,000	715,000
Wages	423,782	389,855	428,432	435,977	7,545	1.76%	506,638	515,190
Benefits	139,176	123,965	136,745	133,957	(2,788)	(2.04%)	137,940	142,042
Total Wages & Benefits	562,958	513,820	565,177	569,934	4,757	0.84%	644,578	657,232
Office Supplies & Equip Mtnce	5,823	1,973	2,050	2,050	-	-	2,050	2,050
Memberships	1,044	2,920	2,920	2,920	-	-	3,008	3,098
Professional Development	5,840	13,551	11,150	16,314	5,164	46.31%	14,000	14,000
Maintenance Materials & Supplies	2,412	3,300	5,800	5,800	-	-	5,974	6,153
Maintenance Services	138	2,000	2,000	2,000	-	-	2,000	2,000
Professional Services	-	3,000	3,000	3,000	-	-	3,000	3,000
Insurance	13,878	14,105	16,300	16,900	600	3.68%	17,407	17,929
Other	949	4,077	5,200	6,500	1,300	25.00%	6,500	6,500
Expenditures Before Transfers	593,385	563,424	613,597	625,418	11,821	1.93%	698,517	711,962
Transfers to Reserves	50,000	181,224	181,224	91,896	(89,328)	(49.29%)	16,483	3,038
Total Expenditures	643,385	744,648	794,821	717,314	(77,507)	(9.75%)	715,000	715,000
Net Expenditures	\$ -	\$ 138,308	\$ -	\$ -	\$ -	-	\$ -	\$ -

TRANSIT 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ 182,940	\$ 126,000	\$ 126,000	\$ 136,000	\$ 10,000	7.94%	\$ 136,000	\$ 136,000
User Charges	19,069	20,389	27,000	26,500	(500)	(1.85%)	26,500	26,500
Revenues Before Transfers	202,009	146,389	153,000	162,500	9,500	6.21%	162,500	162,500
Transfers from Reserves	40,437	93,000	93,000	93,771	771	0.83%	93,000	93,000
Total Revenues	242,446	239,389	246,000	256,271	10,271	4.18%	255,500	255,500
Wages	39,252	37,334	38,984	39,619	635	1.63%	41,281	42,199
Benefits	13,677	12,287	12,781	12,849	68	0.53%	13,201	13,563
Total Wages & Benefits	52,929	49,621	51,765	52,468	703	1.36%	54,482	55,762
Office Supplies & Equip Mtnce	-	500	500	500	-	-	500	500
Professional Development	-	-	-	771	771	-	-	-
Maintenance Materials & Supplies	97	654	500	500	-	-	500	500
Maintenance Services	151	18,218	5,000	5,000	-	-	5,000	5,000
Contract Services	269,633	290,850	266,920	279,920	13,000	4.87%	279,920	279,920
Utilities	-	850	850	850	-	-	850	850
Insurance	14,070	14,090	15,300	15,500	200	1.31%	15,965	16,444
Other	-	1,000	2,500	2,500	-	-	2,500	2,500
Expenditures Before Transfers	336,880	375,783	343,335	358,009	14,674	4.27%	359,717	361,476
Transfers to Reserves	15,212	14,740	14,740	15,655	915	6.21%	16,075	16,510
Total Expenditures	352,092	390,523	358,075	373,664	15,589	4.35%	375,792	377,986
Net Expenditures	\$ 109,646	\$ 151,134	\$ 112,075	\$ 117,393	\$ 5,318	4.75%	\$ 120,292	\$ 122,486

PLANNING & ZONING 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ -	\$ 291,391	\$ 406,000	\$ 101,137	\$ (304,863)	(75.09%)	\$ -	\$ -
User Charges	21,075	43,750	65,000	65,000	-	-	65,000	65,000
Revenues Before Transfers	21,325	335,391	471,000	166,137	(304,863)	(64.73%)	65,000	65,000
Transfers from Reserves	227,631	660,995	299,108	219,468	(79,640)	(26.63%)	143,483	146,353
Total Revenues	248,956	996,386	770,108	385,605	(384,503)	(49.93%)	208,483	211,353
Wages	252,482	348,336	356,731	365,342	8,611	2.41%	385,324	394,781
Benefits	88,456	111,009	116,212	118,655	2,443	2.10%	121,887	125,215
Total Wages & Benefits	340,938	459,345	472,943	483,997	11,054	2.34%	507,211	519,996
Office Supplies & Equip Mtnce	2,096	3,550	3,550	3,550	-	-	3,550	3,550
Memberships	3,101	2,977	3,500	3,500	-	-	3,605	3,713
Professional Development	6,896	10,660	10,600	21,400	10,800	101.89%	10,600	10,600
Professional Services	187,776	427,419	463,000	115,402	(347,598)	(75.08%)	-	-
Grants & Donations	-	427,998	125,000	125,000	-	-	125,000	125,000
Other	5,213	7,906	8,200	5,000	(3,200)	(39.02%)	2,000	2,000
Financial Expense	10	9	-	-	-	-	-	-
Expenditures Before Transfers	546,030	1,339,864	1,086,793	757,849	(328,944)	(30.27%)	651,966	664,859
Transfers to Reserves	125,000	-	-	20,000	20,000	-	20,000	20,000
Total Expenditures	671,030	1,339,864	1,086,793	777,849	(308,944)	(28.43%)	671,966	684,859
Net Expenditures	\$ 422,074	\$ 343,478	\$ 316,685	\$ 392,244	\$ 75,559	23.86%	\$ 463,483	\$ 473,506

COMMITTEE OF ADJUSTMENT 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
User Charges	\$ 22,000	\$ 44,500	\$ 41,300	\$ 41,300	\$ -	-	\$ 41,300	\$ 41,300
Total Revenues	22,000	44,500	41,300	41,300	-	-	41,300	41,300
Wages	60,334	56,424	68,809	71,075	2,266	3.29%	72,332	73,627
Benefits	28,588	18,719	19,193	19,495	302	1.57%	20,031	20,583
Total Wages & Benefits	88,922	75,143	88,002	90,570	2,568	2.92%	92,363	94,210
Office Supplies & Equip Mtnce	-	150	150	150	-	-	150	150
Memberships	900	450	1,200	1,200	-	-	1,236	1,273
Professional Development	3,975	3,880	12,300	6,300	(6,000)	(48.78%)	12,300	12,300
Professional Services	1,942	-	-	-	-	-	-	-
Other	-	150	150	150	-	-	150	150
Total Expenditures	95,739	79,773	101,802	98,370	(3,432)	(3.37%)	106,199	108,083
Net Expenditures	\$ 73,739	\$ 35,273	\$ 60,502	\$ 57,070	\$ (3,432)	(5.67%)	\$ 64,899	\$ 66,783

LOCAL ECONOMIC DEVELOPMENT 2025 Proposed Budget

	2023 Actuals	2024 Forecast	2024 Budget	2025 Budget	\$ Change	% Change	2026 Forecast	2027 Forecast
Grants	\$ -	\$ 15,000	\$ 30,000	\$ 15,000	\$ (15,000)	(50.00%)	\$ -	\$ -
User Charges	-	5,000	10,000	5,000	(5,000)	(50.00%)	-	-
Total Revenues	-	20,000	40,000	21,543	(18,457)	(46.14%)	-	-
Wages	47,717	53,302	54,337	55,134	797	1.47%	58,057	59,478
Benefits	16,376	17,086	17,564	17,780	216	1.23%	18,262	18,760
Total Wages & Benefits	64,093	70,388	71,901	72,914	1,013	1.41%	76,319	78,238
Office Supplies & Equip Mtnce	-	550	550	550	-	-	550	550
Professional Services	-	30,000	60,000	30,000	(30,000)	(50.00%)	-	-
Other	1,215	2,700	2,700	2,700	-	-	2,700	2,700
Total Expenditures	65,308	103,638	135,151	107,707	(27,444)	(20.31%)	79,569	81,488
Net Expenditures	\$ 65,308	\$ 83,638	\$ 95,151	\$ 86,164	\$ (8,987)	(9.44%)	\$ 79,569	\$ 81,488

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 2025-2029 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 2025 Budget process for consideration and potential adoption.

Community and Recreation amenities contemplated within this budget include: Lakewood Park South washrooms, pavilion and all-ages water feature, Southfield Park washroom, splash pad and pathway, Rocheleau Park and Optimist Park/St. Clair Beach Community Centre pavilion, and Sports Fields rehabilitation efforts will continue. While the Public Works and Engineering Services projects include continuation of 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. Other significant projects include the Tecumseh Hamlet Secondary Plan Area Water and Wastewater servicing, Centennial and Woodbridge Watermain replacement, Cedarwood Sanitary Pump Station reconstruction, Lesperance Road Trail (Riverside to First Street), Manning Road Secondary Plan Area stormwater management, and Lesperance Right Turn Lane and Traffic Signals at County Road 22, among many others. Select project descriptions are provided in the Capital Projects section of this chapter.

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)

- A long-range, holistic planning tool for the care of existing and new infrastructure.
- Considers strategic priorities, expected levels of service, risk, maintenance strategies, integration and funding.
- 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 late 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.
- Identify critical deficiencies and list structures in order of a priority rating with respect to reconstruction and/or upgrades.
- 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.
- **Road Needs:**
 - Updated every five years, with the next update anticipated in 2024.
- **Bridge and Culvert Needs** (for spans greater than 3-metres)
 - Updated every two years, with the next update scheduled for 2024.

Bridge Signage and Roadside Safety Review

- Was completed in 2015 and again in 2018.
- 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.
- 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.

Culvert Need Study

- Was completed in 2016.
- Used 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).
- Assessment is used in the preparation of Capital Work Plans.

Development Charge (DC) Study

- A 5-year review was completed in 2024 pursuant to the requirements of the Development Charges Act, 1997.
- 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.
- Recent changes to the DC Act establish that a DC By-law expires 10 years after the day it comes into force, which had previously been five years.
- The next full review will take place in 2034, unless the Town decides to undertake a review at an earlier date.

Town's Official Plan

- 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.

Fire Master Plan

- Will be completed late in 2024 and brought forward for Council's consideration in early 2025.
- Will address the Fire Department's service delivery model and 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.

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.

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.
- 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.
- Ensures that the Town implements the most cost effective infrastructure servicing strategies required to support new growth and to maintain a high level of service.
- 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.

Sanitary Sewer Model Update

- Completed in early 2024.
- Provides 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.
- Used to assess alternative mitigation measures to reduce the threat of basement flooding in identified areas of concern.

Pump and Metering Station Condition Assessment

- Was completed in 2016.
- Used to identify immediate required repairs and to develop a recommended program for expected repairs and maintenance over a ten-year period.

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.
- 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.

(Tecumseh) Storm Drainage Master Plan

- Was completed in 2019.
- 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 totalled \$107M (2019 dollars).

(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.
- 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 recommended solutions outlined within the study totaled \$32M (2021 dollars).

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.
- 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.

DWQMS Operational Plan

- Was updated and presented to Council on February 27, 2024.
- As mandated by the MECP, the next Annual DWQMS Operational Plan Report will be presented to Council in February or March 2025.

Consolidated Linear Infrastructure-Environmental Compliance Approval (CLI-ECA) Annual Performance Reports

- Annual performance reports for sewage collection and stormwater management systems was completed and presented to Council on April 23, 2024.
- Is a modernized environmental framework that retains municipal responsibility for storm and sanitary systems while broadening review, approval, and operational requirements for alterations.
- Includes a pre-authorization tool, eliminating the need for separate ECA applications for system changes, such as extensions or replacements, as long as works comply with MECP Design Criteria.

Manning Road Secondary Plan Area, Area-Specific DC (MRSPA)

- 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 identified by the MRSPA Stormwater Management Study Class EA Environmental Study Report (Final Report in 2010, Addendum Report in 2015), 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 2024 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.

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. Funding will be requested to support an update to the Parks and Recreation Master Plan (launch Q4 2025-Q4 2026)
- 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. A review of all Outdoor Active Play Areas will be referred to the Parks and Recreation Master Plan update. This review will inform playset replacement schedules and other active play components in parks with a view towards differentiation, diversity and inclusion.

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.

Tecumseh Road Main Street Community Improvement Plan (Main Street CIP)

- Was adopted by Council on January 12, 2016.
- 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.
- 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.

Industrial Community Improvement Plan (Industrial CIP)

- Was adopted by Council on August 9, 2022.
- Provides strategic and focused financial incentives intended to attract major new large-scale industrial development that will encourage job creation and produce new assessment.

Tecumseh Hamlet Secondary Plan

- 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.
- Will address the integration of existing and new development, land use distribution and related infrastructure requirements.
- After a number of stakeholder consultations, a statutory public meeting was held in September 2024.
- Adoption is anticipated by way of an amendment to the Town's Official Plan in early 2025.

Tecumseh Hamlet Secondary Plan Area, Northwest Water & Wastewater

- The 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 2025.
- The total project costs are estimated at \$20.7M.
- The Town was successful in receiving \$15.1M from the Housing Enabling Water Systems Fund in mid-2024

Oldcastle Hamlet Special Planning Study for Future Development Lands

- A planning process that will determine the preferred land uses for lands currently designated “Future Development” in the Official Plan.
- Includes a rigorous and thorough public consultation component that engages with a range of stakeholders.
- Commenced in the 4th quarter of 2023 and will be concluded by mid-2025.
- 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 by mid-2025.

Tecumseh Housing Action Plan

- Was adopted by Council on August 8, 2023.
- 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. The Town's application was approved in February 2024, providing \$4.38M in funding that supports nine of the Town Initiatives, thereby removing municipal financial implications with the implementation of those initiatives.
- Remaining HAF funding, estimated to be \$3.2M, can be used for capital projects that support the accelerated provision of housing over the next three years.

County Wide Active Transportation Study (CWATS)

- 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.
- 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 2025.

County Road Rationalization Study

- A comprehensive study toward developing a transparent, rational, and equitable framework for updating the existing County Road network.
- Consists of three phases:
 - Phase 1 – Define the Transportation Network
 - Phase 2 – Examine Recommendations/Jurisdictional Impacts
 - 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 (LC) Plan 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

2025 Lifecycle Budget highlights include:

- Expenditures of \$77M (excluding debt), of which much is associated with multi-year projects whose costs will be spread over multiple years.
- Major projects, to be funded in whole or in part through Lifecycle Reserves, anticipated for 2025 include:
 - Centennial & Woodridge Watermain Replacements \$4.41M Construction planned for 2025.
 - Tecumseh Secondary Plan Area Northwest Water & Wastewater Infrastructure \$20.1M. Design for 2023/2024 and Construction in 2025. The Town did receive a \$15.1 grant through the Housing Enabling Water Systems Fund.
 - Lesperance Road Trail (Riverside to First) & Little River Trail with \$4.2M planned for construction in 2025.
 - Fleet replacement of several vehicles and Fire apparatus with estimated cost of \$4.6M.
 - Scully and St. Mark's Storm Pump Stations (Engineering & Construction total cost of \$23.3M) with \$12.35M planned for 2025.
 - P.J. Cecile Storm Pump Station (Engineering & Construction total cost of \$11.64M) with \$0.50M planned for 2025 and \$10.60M planned for construction in 2026/2027.
 - Lesperance Road Right Turn Lane and Traffic Signals at County Road 22 with \$1.8M planned for construction in 2025.
 - Lakewood Park South washroom, pavilion and all-ages water feature with \$3.1M planned for construction in 2025.
 - Southfield Park washroom, splash pad and trail with \$2.0M planned for construction in 2025.
- Debt payments of \$1.6M.
- Grant and Partnership revenue of \$20.7M.

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 2025 forward are:

- Annual net requirement is \$9.9M with 2025 budget allocation of \$8.9M.
- The \$8.9M is funded by taxation \$7.6M, 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 2024 for a 10-year period, effective April 2024 to March 2034. The Town's 2025 allocation will be \$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 have been well-funded the past several years, requiring periodic inflationary increases, recently completed studies, including the (Tecumseh) Storm Drainage Master Plan (2019), (Oldcastle Hamlet) Storm Drainage Master Plan (2021) and 2023 Water and Wastewater Rate Study highlighted areas that may require significant costly remedies (Storm LC Reserve and Water and Wastewater Reserve Fund).

The Town's Asset Management Plan (AMP), which will have its version 4 update completed late 2024, will include core infrastructure construction cost updates for all core infrastructure. The outcome of this update, based on preliminary results, is expected to reveal dramatic inflationary increases across all asset types, ranging from 40% to over 100% for particular asset types. As a result, the Town's annual funding adequacy for the 2024-2033 timeframe will likely drop from that of AMP v3 of 83%. 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.

Annual Allocation

Lifecycle Reserve Name	Notes	2025	2024	Change
Arenas	\$	220,000	\$ 200,000	\$ 20,000
Bridges and culverts		440,000	435,000	5,000
Buildings		230,000	220,000	10,000
Community trails		100,000	90,000	10,000
Drains		100,000	100,000	-
Election		18,000	18,000	-
Fire apparatus		307,000	259,000	48,000
Fire equipment		105,000	95,000	10,000
Fleet		660,000	618,000	42,000
ITS infrastructures		180,000	175,000	5,000
New lifecycle issues		100,000	100,000	-
Outdoor pool		80,000	80,000	-
Park development and Play equipment		425,000	400,000	25,000
Reforestation		30,000	30,000	-
Roads		4,160,000	4,160,000	-
Sidewalks		74,000	74,000	-
Storm sewers		1,535,000	1,460,000	75,000
Strategic issues - one time		50,000	50,000	-
Transit		100,000	100,000	-
Total	1)	\$ 8,914,000	\$ 8,664,000	\$ 250,000

1) Increase to several Lifecycle category allocations, totalling \$250,000, to work towards achieving established Annual Requirement.

TARGET LIFECYCLE ALLOCATION

\$9.9 Million

The short-term plan is to continue with gradual increases to the annual Lifecycle allocation to reach the updated target of \$9.9M, however knowing that this target will increase. An increase of \$250,000 towards the annual Lifecycle allocation is included for 2025 with further annual increases of \$250,000 in each of the outlook years suggested for this budget process, pending factoring the results of AMP version 4.

Lifecycle Annual Requirement

Lifecycle Reserve Name	Notes	2025 Allocation	Annual Requirement	Shortfall
Arenas		\$ 220,000	\$ 220,000	\$ -
Bridges and culverts		440,000	450,000	(10,000)
Buildings		230,000	230,000	-
Community trails		100,000	120,000	(20,000)
Drains		100,000	100,000	-
Election		18,000	18,000	-
Fire apparatus		307,000	500,000	(193,000)
Fire equipment		105,000	125,000	(20,000)
Fleet	1)	660,000	825,000	(165,000)
ITS infrastructures		180,000	190,000	(10,000)
New lifecycle issues		100,000	100,000	-
Outdoor pool		80,000	80,000	-
Park development and Play equipment		425,000	500,000	(75,000)
Reforestation		30,000	30,000	-
Roads		4,160,000	4,160,000	-
Sidewalks		74,000	74,000	-
Storm sewers		1,535,000	2,000,000	(465,000)
Strategic issues - one time		50,000	50,000	-
Transit		100,000	100,000	-
Total		\$ 8,914,000	\$ 9,872,000	\$ (958,000)

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.

Annual Requirement Notes:

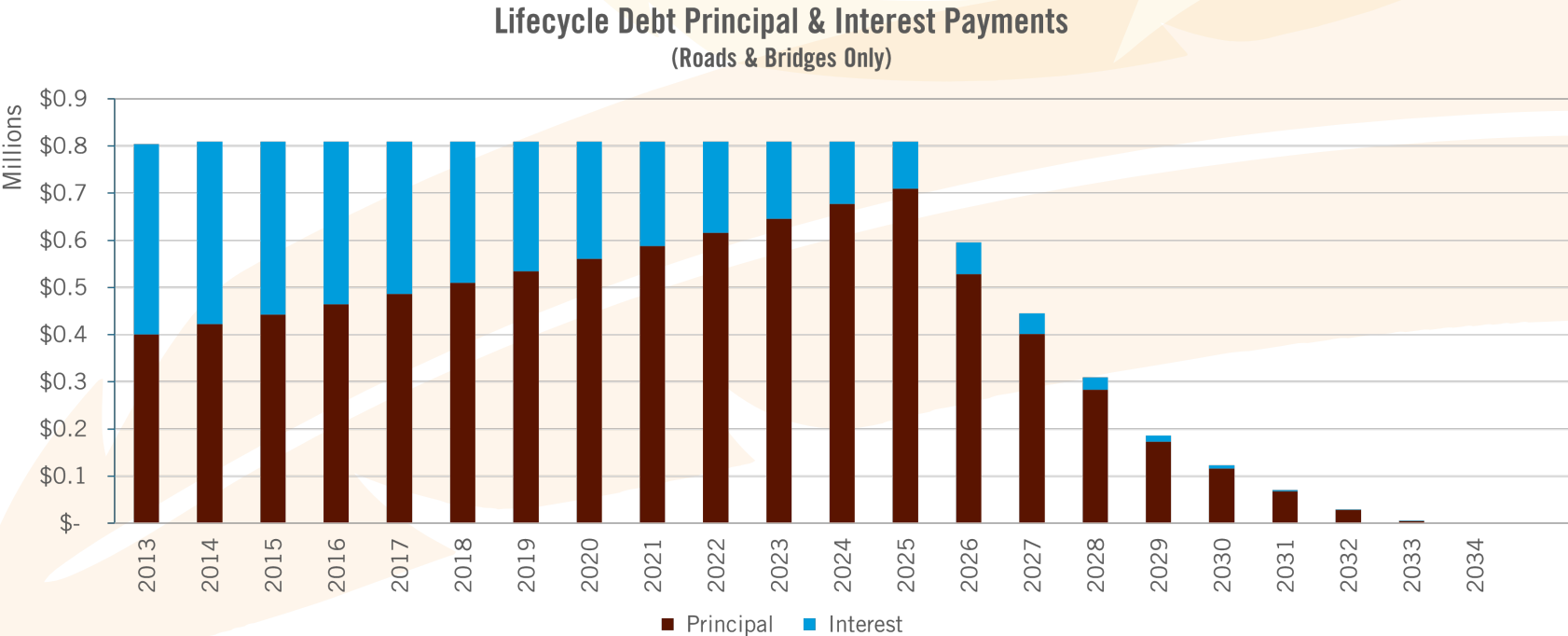
- 1) Fleet Annual Requirement increased by \$105,000 per PWES-2024-27 including \$5,000 for the addition of one (1) light-duty truck for Development Services and \$100,000 for inflationary replacement cost increases for heavy-duty vehicles such as plows, backhoes, large-area mowers and outfitted service trucks.

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.

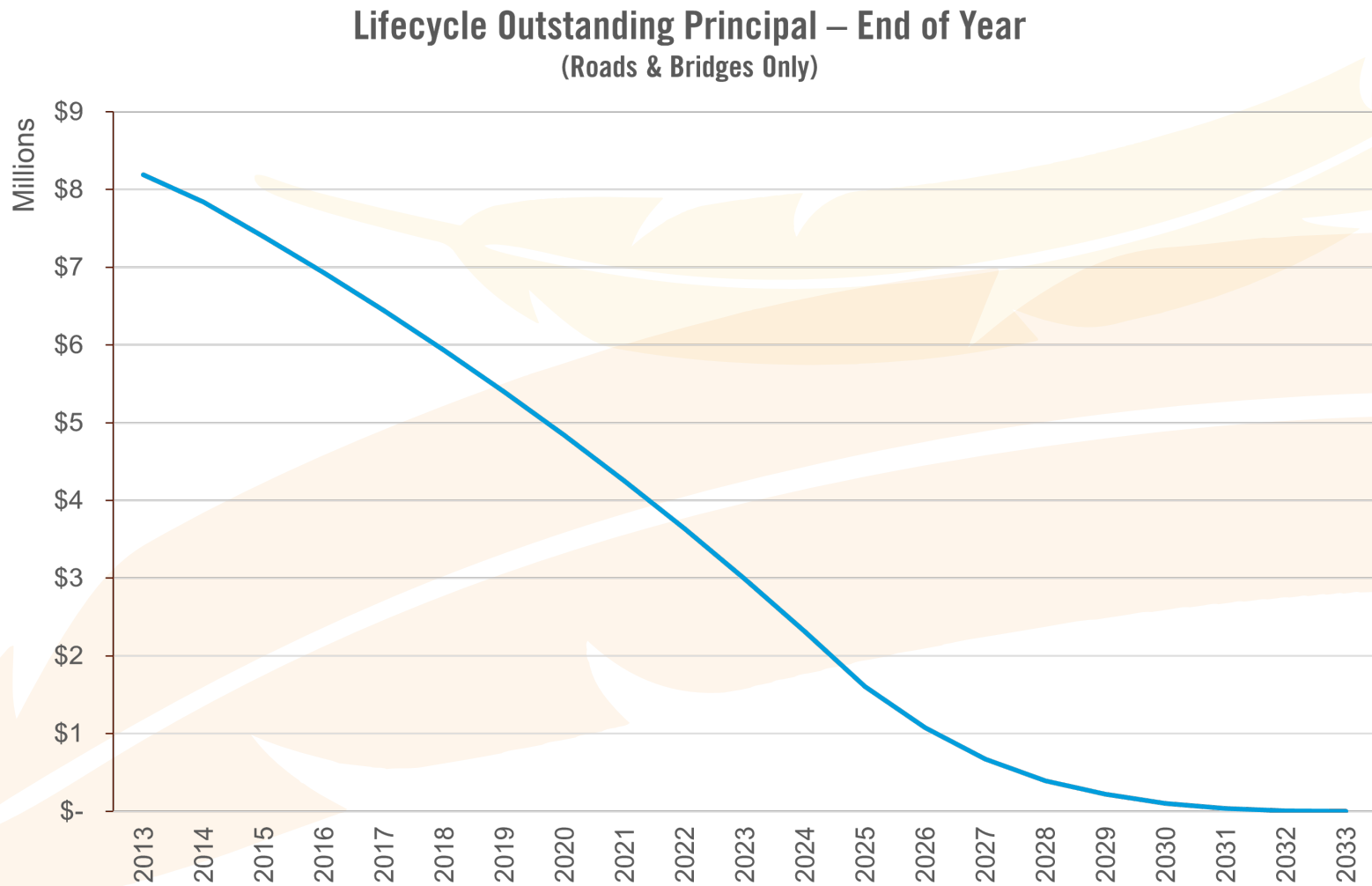
Having a Lifecycle Plan provides the Town with the ability and resources to respond to capital infrastructure needs and ensure prudent capital asset management.

ROADS AND BRIDGES

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

The following are new and/or enhanced infrastructure items on the horizon:

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 (2023 and 2024).
2. The 2024 Development Charges Study (DC Study) highlighted expected growth-related new infrastructure costs of \$178M to be incurred over the duration of the By-law (ten years). Development Charges were to recover \$118M with **\$31M to be borne by the general tax levy** and the balance of \$29M either coming from grants/other sources or collected through DCs/general tax levy beyond the 10-year timeframe. The estimated amount to be borne by the general tax levy equates to \$3.1M per year, up from the previous DC Study figure of \$1.8M per year. 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 2025.

4. There has been an emphasis placed on enhancing trails and pathways in the Town. These facilities were identified in the Town's Transportation Master Plan (2017), and 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 2025 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 2024 allocation is \$2.15M with an increase of \$200,000 budgeted for 2025 to bring the annual allocation to \$2.3M. The annual NIL target allocation is updated regularly, generally in conjunction with the Town's Development Charge Background Study Update, which was just completed in 2024.

The Infrastructure Reserve has a projected 2025 year-end balance \$(2.0)M, assuming the projects included within this budget are approved by Council and all expenditures are incurred in 2025. Council consideration for Capital projects will occur in early 2025 when departments submit their five-year capital plans. Several proposed projects, if approved, will likely span multiple years to complete allowing for deferral of payments and additional reserve contributions. 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.

Recent successful applications towards major senior government programs will provide the Town with significant funding support for growth-related and/or replacement/enhancement projects, including:

- Federal Disaster Mitigation and Adaptation Fund (DMAF) – Intake 3, 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 during 2023-2027.
- Federal Active Transportation Fund (ATF) will provide up to \$2.6M towards the Lesperance Road Multi-use Trail from Riverside Drive to First Street, with requirement to complete by 2025.
- Federal Disaster Mitigation and Adaptation Fund (DMAF) – Intake 5, will provide the Town with up to \$3.6M to put towards one wastewater pump station replacement carrying an estimated total cost of \$9M. This Intake requires that the project be complete by 2032, with Town current plans to complete by 2028.
- Provincial Housing Enabling Water Systems Fund (HEWSF) will provide up to \$15.1M towards new water and wastewater infrastructure in the Tecumseh Hamlet Secondary Plan Area – Northwest quadrant. Total project costs is estimated at \$20.7M with Town intention to commence construction in 2025.
- Federal Housing Accelerator Fund (HAF) will provide up to \$4.3M towards Tecumseh's Action Plan to create more supply of housing at an accelerated pace. Funding is eligible during 2024-2027 and could allow for \$3M to be invested in core infrastructure projects.

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 2025 Lifecycle Budget:

Recurring projects:

- Tar and Chip, Asphaltting, and Crack Sealing – \$1.2M has been allocated for the asphaltting of roads in 2025.

Significant/Non-Recurring projects:

- **Banwell Road Corridor Improvements (Mulberry Drive to CP Rail) – Town of Tecumseh Ancillary Works**

The City of Windsor is proceeding with the detailed design (2023/2024) and construction (2025/2026) of the Banwell Road Corridor improvements. Through meetings with the City of Windsor, ancillary works where existing and future road and watermain infrastructure are to be integrated were identified. The Town has allocated \$2.0M in funding, with anticipated recoveries from landowners (\$0.45M) and Development Charges (\$0.64M).

- **Cedarwood Sanitary Pump Station Reconstruction Project**

This project proposes to complete detailed design and engineering in 2025/2026 with the full reconstruction anticipated to take place in 2027/2028. The estimated cost is \$9.0M. Recently awarded DMAF grant funding of up to 40% of eligible costs (maxing out at \$3.6M) will require the Town to complete this project by December 2032.

- **Scully and St. Mark's Storm Pump Stations**

Construction commenced in Fall 2023 and is anticipated to last until late 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 2026/2027. 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 (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 \$5.05M. Grant funding of approximately \$2.616M is available through the Active Transportation Fund (ATF), and \$0.24M through the Rural Economic Development (RED) Program towards this project.

- **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 2025. The total project costs are estimated at \$20.7M. The Town will receive up to \$15.1M from the Housing Enabling Water Systems Fund.

- **County Road 19 Improvements (County Road 22 to the Baillargeon Drain)**

Includes the installation of a trunk watermain from County Road 22 to just south of Sylvestre Drive to the Baillargeon Drain as part of the County of Essex's larger infrastructure project. Engineering design commenced in 2020, and it is anticipated construction will commence in 2025. The total watermain costs are estimated at \$2.3M.

- **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. Design commenced in 2024 with construction to follow in 2025. These works also include traffic signal infrastructure and street lighting upgrades at the County Road 22/Lesperance Road intersection, which will be cost shared between the Town and the County. The estimated costs of the works are \$1.83M.

- **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 \$3.5M with partnership commitments to be determined.

- **Southfield Park Washroom, Splash Pad and Pathway**

Includes the construction of outdoor washrooms, a splash pad and a pathway through the park. Total project costs are estimated at \$2M.

- **St. Clair Beach Community Centre**

Includes pavilion and concrete pad replacement, sanitary line repairs and design costs for interior upgrades for future budget consideration for items such as accessible washrooms, window coverings, lighting and flooring. Total project costs in 2025 are estimated at \$475K.

- **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 \$100K for 2025 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 totalled \$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.**

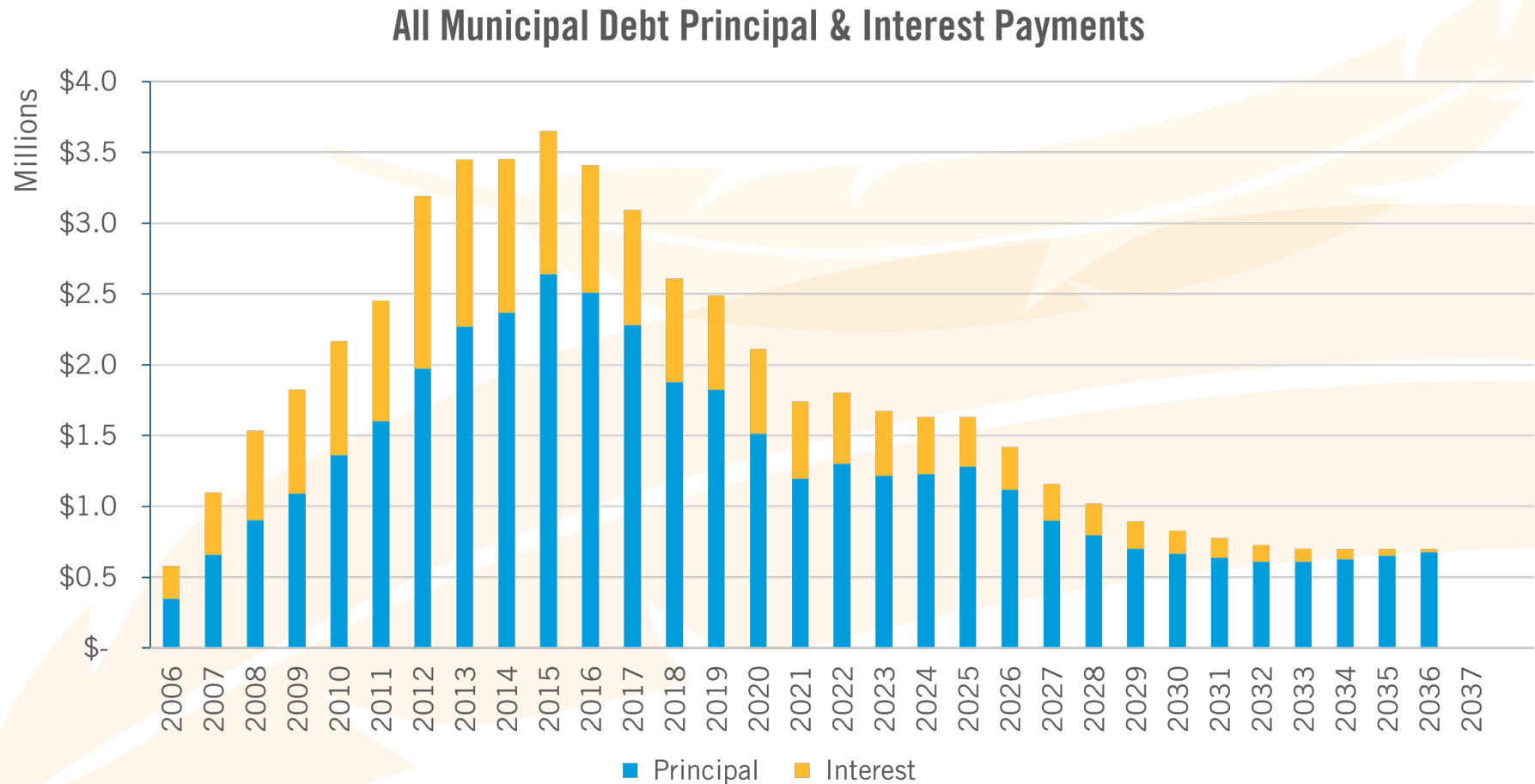
The Town is in the process of finalizing the program and cost recovery By-law for servicing the 8th Concession Road Sanitary Sewer Outlet area. The Town's share of the total cost of the program is estimated to be \$27.0M over a 30-year period. Almost \$9.8M was constructed between 2009 and 2012 utilizing 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

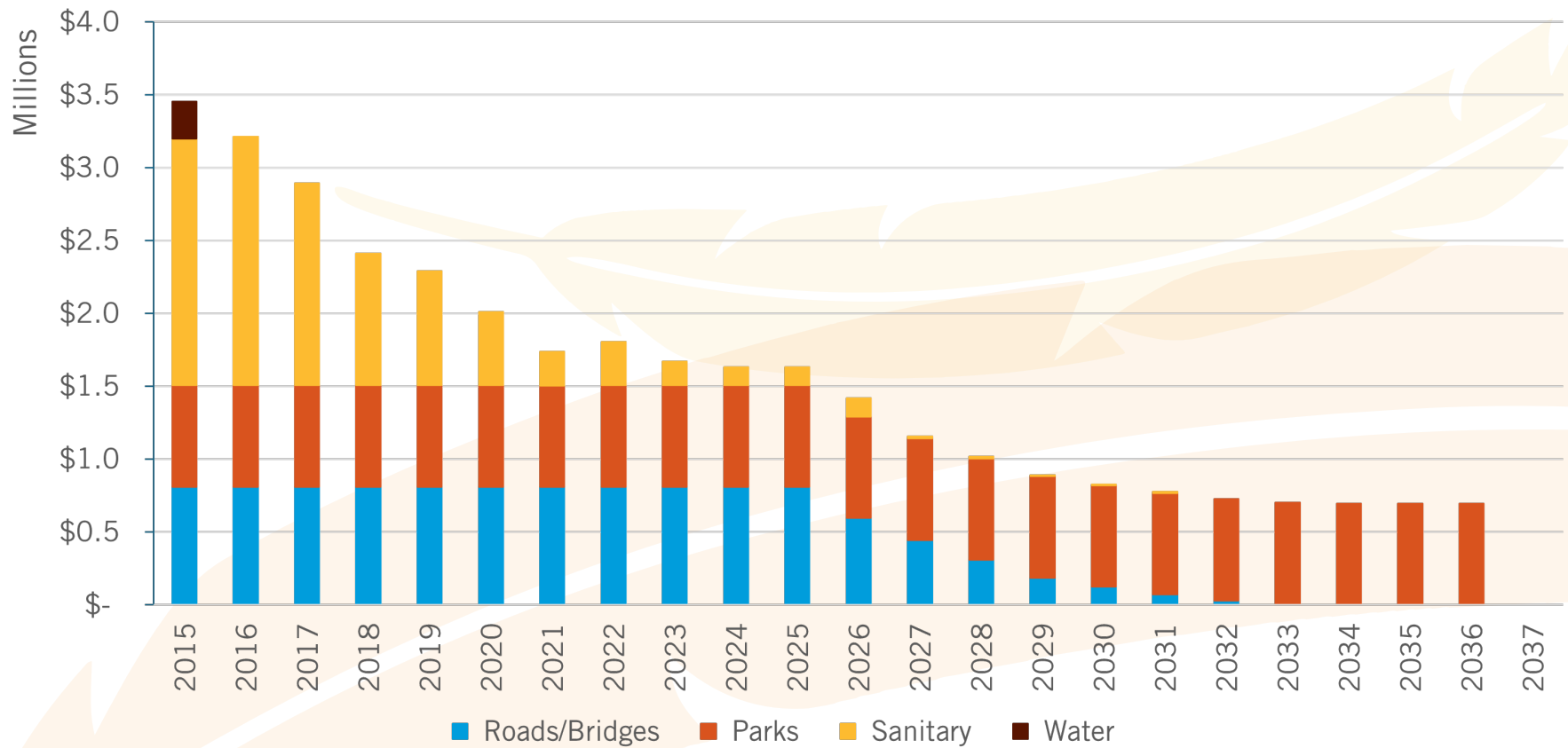
The remaining debt outstanding in 2032 is the balance remaining on the purchase of a portion of the Lakewood Golf Course, which will be paid off in 2036.

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



The chart below shows annual debt payments by service area.

All Municipal 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 0.16 to 0.40 over the course of the past five years (2023 – 16%). The general benchmark for this ratio is 1.00. A measure of 0.16 or 16% 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 \$1.5M, 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. The Town's 2024 DC Background Study Update and AMP v4 update, both to be completed by end of 2024, will provide additional insight once finalized and incorporated into department capital five-year plans in 2025.

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 3.6% (2022 FIR). The limit as of January 1, 2024 is \$8,929,000. 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%	\$ 38,000,000
10	5%	\$ 69,000,000
15	5%	\$ 92,000,000
20	5%	\$ 111,000,000

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 \$438,000 has been allocated for Information and Communications capital initiatives. Computer replacements, network upgrades, video surveillance and AV systems hardware, and street photo purchases have no impact. However, software investments tend to carry operating impacts as the trend has moved from a purchase-model to an annual subscription-model. The HRIS/Payroll/Time & Attendance software, to be implemented early 2025, will have a net increase to the annual operating budget of approximately \$40,000.

Protection to Persons and Property

1. Fire

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

The replacement of the Town's Aerial Truck 1 and Squad 2 apparatus, combined value of \$2,800,000 and Fire Radio System at \$608,000 should have no impact to operating costs.

2. 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.

3. 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.

Construction projects with Roads component planned for 2025 are not expected to have an impact on operations.

Construction projects with Trails components, such as Lesperance Right Turn Lane and Signals at CR22, will likely have an operating impact for trail maintenance.

Servicing of existing debt has been provided for in the base budget. No additional debt is planned for Roads for 2025.

4. Bridges

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

5. Sidewalk

A new trail is proposed for Lesperance Road from Riverside Drive to First Street and on Little River Boulevard from Lesperance Road to the City Limits. 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 about \$20,000 every year starting in 2026.

Environmental Services

1. 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 2025 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 - \$15,000 annually as the enhanced storm water capacity will demand greater energy consumption.

2. Sanitary Sewers

The sanitary sewer extension and improvements as part of the Tecumseh Hamlet Secondary Plan Area – Northwest & Wastewater Infrastructure Projects will impact operations as it adds new sanitary sewer length. Operational costs will be borne by users and paid for through user rates. The 2023 Water and Wastewater Rate Study suggests annual rate increases of 3% will be necessary to sustain operations.

3. Water

The watermain improvements as part of the Centennial Drive & Woodridge Drive Watermain replacement, the County Road 19 Trunk Watermain and the Tecumseh Hamlet Secondary Plan Area – Northwest & Wastewater Infrastructure Projects will impact operations as it adds new watermain length. Similarly to Sanitary Sewers, annual user rate increases of 3% are expected to sustain operations.

4. Buildings

In 2025, 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. An early estimate of the combined annual impact to operations is \$75,000.

5. 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.

2025 Budget
Lifecycle Summary
with Annual Requirements

	Tax & Revenues	Annual Requirement	Deficiency
Lifecycle - Replace Existing Capital Assets			
Arenas	220,000	220,000	-
Bridges and culverts	440,000	450,000	10,000
Buildings	230,000	230,000	-
Drains	100,000	100,000	-
Fire apparatus	307,000	500,000	193,000
Fire equipment	105,000	125,000	20,000
Fleet	660,000	720,000	60,000
ITS infrastructures	180,000	190,000	10,000
Outdoor pool	80,000	80,000	-
Roads	4,254,025	4,160,000	(94,025)
Sidewalks	74,000	74,000	-
Storm sewers	1,535,000	2,000,000	465,000
	8,185,025	8,849,000	663,975
Lifecycle - Replace Existing Capital and Provision for New Assets			
Park development & play equipment	425,000	500,000	75,000
Reforestation	30,000	30,000	-
Community trails	100,000	120,000	20,000
	555,000	650,000	95,000

2025 Budget
Lifecycle Summary
with Annual Requirements

	Tax & Revenues	Annual Requirement	Deficiency
Lifecycle - Operating Cyclical Expenditures			
Election	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	9,008,025	9,767,000	758,975
Debt payments	1,505,900	1,505,900	-
Miscellaneous			
Small equipment	150,000	150,000	-
Rehabilitation/Renewal	1,790,000	-	(1,790,000)
New Infrastructure Levy	2,350,000	2,350,000	-
Miscellaneous Total	4,290,000	2,500,000	(1,790,000)
Total	14,803,925	13,772,900	(1,031,025)

2025 Budget
Lifecycle Summary
with Annual Requirements

Reconciliation	2025	2024	2023
Lifecycle - prior year	9,073,000	8,873,000	8,623,000
Lifecycle - increase	250,000	200,000	250,000
	9,323,000	9,073,000	8,873,000
New Infrastructure Levy - prior year	2,150,000	1,950,000	1,750,000
New Infrastructure Levy - increase	200,000	200,000	200,000
	2,350,000	2,150,000	1,950,000
Total Lifecycle and New Infrastructure Levy	11,673,000	11,223,000	10,823,000
Water/Sanitary rates	120,000	120,000	120,000
Share of gas tax	1,220,925	1,127,500	1,127,500
OCIF Grant	1,790,000	2,300,000	1,175,000
Total	14,803,925	14,770,500	13,245,500

Town of Tecumseh
Proposed 2025 Lifecycle Budget

		Uses of Funds		Sources of Funds											
		Unfinanced Capital Dec 31/24 (Estimated)	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	Unfinanced Capital Dec. 31/25
Tax-Supported															
General Government															
Lifecycle															
Arena	-	-	220,000	-	-	-	-	-	-	-	-	220,000	220,000	-	
Bridges	-	-	440,000	-	-	-	-	-	-	-	-	440,000	440,000	-	
Buildings	-	-	230,000	-	-	-	-	-	-	-	-	230,000	230,000	-	
Community Trails	-	-	100,000	-	-	-	-	-	-	-	-	100,000	100,000	-	
Drains	-	-	100,000	-	-	-	-	-	-	-	-	100,000	100,000	-	
Elections	-	-	18,000	-	-	-	-	-	-	-	-	18,000	18,000	-	
Fire Apparatus	-	-	307,000	-	-	-	-	-	-	-	-	307,000	307,000	-	
Fire Equipment	-	-	105,000	-	-	-	-	-	-	-	-	105,000	105,000	-	
Fleet	-	-	540,000	-	-	-	-	-	-	-	-	540,000	540,000	-	
ITS	-	-	180,000	-	-	-	-	-	-	-	-	180,000	180,000	-	
New issues	-	-	100,000	-	-	-	-	-	-	-	-	100,000	100,000	-	
Outdoor Pool	-	-	80,000	-	-	-	-	-	-	-	-	80,000	80,000	-	
Park Development	-	-	425,000	-	-	-	-	-	-	-	-	425,000	425,000	-	
Reforestation	-	-	30,000	-	-	-	-	-	-	-	-	30,000	30,000	-	
Roads	-	-	4,254,025	1,220,925	-	-	1,220,925	-	-	-	-	3,033,100	4,254,025	-	
Sidewalks	-	-	74,000	-	-	-	-	-	-	-	-	74,000	74,000	-	
Storm Sewers	-	-	1,535,000	-	-	-	-	-	-	-	-	1,535,000	1,535,000	-	
Strategic Issues - one time	-	-	50,000	-	-	-	-	-	-	-	-	50,000	50,000	-	
Transit	-	-	100,000	-	-	-	-	-	-	-	-	100,000	100,000	-	
Total Lifecycle		-	-	8,888,025	1,220,925	-	-	1,220,925	-	-	-	7,667,100	8,888,025	-	

Town of Tecumseh
Proposed 2025 Lifecycle Budget

	Unfinanced Capital Dec 31/24 (Estimated)	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/25
		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	
Administration														
Town Hall P&C Office Reconfiguration		30,000	-	-	-	-	-	-	30,000	30,000	-	-	30,000	-
TCS - Scada Node Upgrades	-	50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	-
TCS - FMW Capital Module (cfwd)	-	17,300	-	-	-	-	-	-	17,300	17,300	-	-	17,300	-
TCS - Internal Cybersecurity Audit	-	8,000	-	-	-	-	-	-	8,000	8,000	-	-	8,000	-
TCS - PC Upgrades	-	35,000	-	-	-	-	-	-	35,000	35,000	-	-	35,000	-
TCS - Network Improvements	-	15,000	-	-	-	-	-	-	15,000	15,000	-	-	15,000	-
TCS - Video Surveillance	-	50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	-
TCS - A/V Upgrades	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
TCS - Server Upgrades	-	10,000	-	-	-	-	-	-	10,000	10,000	-	-	10,000	-
TCS - GPS Data collector (cfwd)	-	15,000	-	-	-	-	-	-	15,000	15,000	-	-	15,000	-
TCS - Cityworks Implementation	-	10,000	-	-	-	-	-	-	10,000	10,000	-	-	10,000	-
TCS - Fire RMS Implementation	-	4,000	-	-	-	-	-	-	4,000	4,000	-	-	4,000	-
Small Equipment	-	150,000	-	-	-	-	-	-	-	-	-	150,000	150,000	-
New Infrastructure funding enhancement	-	-	2,350,000	-	-	-	-	-	-	-	-	2,350,000	2,350,000	-
Total Administration	-	414,300	2,350,000	-	-	-	-	-	264,300	264,300	-	2,500,000	2,764,300	-
Total General Government	-	414,300	11,238,025	1,220,925	-	-	1,220,925	-	264,300	264,300	-	10,167,100	11,652,325	-

Town of Tecumseh
Proposed 2025 Lifecycle Budget

	Uses of Funds		Sources of Funds											
	Unfinanced Capital Dec 31/24 (Estimated)	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	Unfinanced Capital Dec. 31/25
Protection To Persons & Property														
Fire														
Pagers	-	2,100	-	-	-	-	-	-	2,100	2,100	-	-	2,100	-
Firefighter Gear (boots, helmets & bunker gear)	-	28,000	-	-	-	-	-	-	28,000	28,000	-	-	28,000	-
Radio equipment - CFWD	-	608,000	-	-	-	-	-	-	608,000	608,000	-	-	608,000	-
Repainting of Training Tower (Fire #2)	-	50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	-
Fire Hall #1 Expansion - Architect Design Services	-	125,000	-	-	-	-	-	-	125,000	125,000	-	-	125,000	-
F5-15 Chevy Blazer	-	65,000	-	-	-	-	-	-	65,000	65,000	-	-	65,000	-
Aerial Truck 1 - CFWD	-	2,500,000	-	-	-	-	-	-	2,500,000	2,500,000	-	-	2,500,000	-
2500 Crew Cab Squad 2	-	300,000	-	-	-	-	-	-	300,000	300,000	-	-	300,000	-
Total Fire	-	3,678,100	-	-	-	-	-	-	3,678,100	3,678,100	-	-	3,678,100	-
OPP														
OPP Graffiti Trailer (1/3 Lakeshore/ Kingsville/Tecumseh)	-	29,000	-	-	-	19,333	19,333	-	9,667	9,667	-	-	29,000	-
Total OPP	-	29,000	-	-	-	19,333	19,333	-	9,667	9,667	-	-	29,000	-
Building														
B3-xx Addition to Fleet for 2025 (4x4)	-	55,000	-	-	-	-	-	-	55,000	55,000	-	-	55,000	-
B1-15 Dodge Journey	-	65,000	-	-	-	-	-	-	65,000	65,000	-	-	65,000	-
Total Building	-	120,000	-	-	-	-	-	-	120,000	120,000	-	-	120,000	-
Total Protection To Persons & Property	-	3,827,100	-	-	-	19,333	19,333	-	3,807,767	3,807,767	-	-	3,827,100	-

Town of Tecumseh Proposed 2025 Lifecycle Budget

	Unfinanced Capital Dec 31/24 (Estimated)	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/25
		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	-
Asset Management Plan Update	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
School Safety Zone Improvements	-	100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	-
Traffic Calming	-	100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	-
Banwell Road Improvements - Tecumseh Ancillary Works CFWD	-	680,500	-	-	-	-	-	-	680,500	680,500	-	-	680,500	-
Urban Forestry and Naturalization Master Plan CFWD	-	200,000	-	-	-	-	-	-	200,000	200,000	-	-	200,000	-
St. Clair Beach Area - Streetlight Maintenance	-	80,000	-	-	-	-	-	-	80,000	80,000	-	-	80,000	-
Boulevard Street Trees (multi-year)	-	125,000	-	-	-	-	-	-	125,000	125,000	-	-	125,000	-
Lesperance Right Turn Lane and Signals at CR22 CFWD	-	360,000	-	-	-	-	-	-	360,000	360,000	-	-	360,000	-
Lesperance Right Turn Lane and Signals at CR22 (Additional Funding)	-	1,125,000	-	-	-	-	-	-	1,125,000	1,125,000	-	-	1,125,000	-
Riverside Drive Streetlight Improvements	-	245,000	-	-	-	-	-	-	245,000	245,000	-	-	245,000	-
Lesperance Road Rehabilitation (McNorton to First) CFWD	-	660,000	-	198,000	-	-	198,000	-	462,000	462,000	-	-	660,000	-
Tecumseh Hamlet SPA EA FSR (Additional Funding)	-	16,800	-	-	-	-	-	-	16,800	16,800	-	-	16,800	-
Scully & St Mark's Storm PS/Riverside Drive CFWD	-	1,869,986	-	-	-	-	-	-	1,869,986	1,869,986	-	-	1,869,986	-
CR46/Webster/Laval Sanitary Sewer(LRPCP) CFWD	-	210,000	-	-	-	-	-	-	210,000	210,000	-	-	210,000	-
Delduca Drive Sanitary Sewer (LRPCP) CFWD	-	300,000	-	-	-	-	-	-	300,000	300,000	-	-	300,000	-

Town of Tecumseh
Proposed 2025 Lifecycle Budget

	Unfinanced Capital Dec 31/24 (Estimated)	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/25
		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	
County Road 46 Municipal Class EA CFWD	-	40,000	-	-	-	-	-	-	40,000	40,000	-	-	40,000	-
Annual Project Allocation	-	250,000	-	-	-	-	-	-	250,000	250,000	-	-	250,000	-
CWFD PWES Staff Building Improvements	-	100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	-
PW 12-12 GMC 2500 Crew Cab	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Trackless Attachment-plow & Salter	-	17,000	-	-	-	-	-	-	17,000	17,000	-	-	17,000	-
PW 05-13 Trackless M6	-	185,000	-	-	-	-	-	-	185,000	185,000	-	-	185,000	-
Total Road Construction	-	7,944,286	-	198,000	-	-	198,000	-	7,746,286	7,746,286	-	-	7,944,286	-
Debt payment - re 2005 debt	-	159,500	-	-	-	-	-	-	-	-	-	159,500	159,500	-
Debt payment - re 2006 debt	-	144,700	-	-	-	-	-	-	-	-	-	144,700	144,700	-
Debt payment - re 2007 debt	-	128,900	-	-	-	-	-	-	-	-	-	128,900	128,900	-
Debt payment - re 2008 debt	-	116,300	-	-	-	-	-	-	-	-	-	116,300	116,300	-
Debt payment - re 2009 debt	-	59,500	-	-	-	-	-	-	-	-	-	59,500	59,500	-
Debt payment - re 2010 debt	-	49,400	-	-	-	-	-	-	-	-	-	49,400	49,400	-
Debt payment - re 2011 debt	-	38,900	-	-	-	-	-	-	-	-	-	38,900	38,900	-
Debt payment - re 2012 debt	-	22,400	-	-	-	-	-	-	-	-	-	22,400	22,400	-
Debt payment - re 2013 debt	-	4,900	-	-	-	-	-	-	-	-	-	4,900	4,900	-
Total Road Debt	-	724,500	-	-	-	-	-	-	-	-	-	724,500	724,500	-
Total Road Construction & Debt	-	8,668,786	-	198,000	-	-	198,000	-	7,746,286	7,746,286	-	724,500	8,668,786	-

Town of Tecumseh

Proposed 2025 Lifecycle Budget

	Uses of Funds			Sources of Funds										
	Unfinanced Capital Dec 31/24 (Estimated)	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	Unfinanced Capital Dec. 31/25
Bridges														
Pike Creek Drain at Baseline Road (1005) CFWD	-	250,000	-	-	-	-	-	-	250,000	250,000	-	-	250,000	-
Roadside Safety Improvements - Bridge #1010	-	150,000	-	-	-	-	-	-	150,000	150,000	-	-	150,000	-
Total Bridge Construction	-	400,000	-	-	-	-	-	-	400,000	400,000	-	-	400,000	-
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	-	484,900	-	-	-	-	-	-	400,000	400,000	-	84,900	484,900	-

Town of Tecumseh
Proposed 2025 Lifecycle Budget

	Unfinanced Capital Dec 31/24 (Estimated)	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/25
		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	-	69,000	-	-	-	-	-	-	69,000	69,000	-	-	69,000	-
Lesperance Road Trail (CR22 to CR42) CFWD	-	250,000	-	-	-	-	-	-	250,000	250,000	-	-	250,000	-
Lesperance Road Trail (Riverside to First) & Little River CFWD	-	4,190,000	-	2,514,000	-	-	2,514,000	-	1,676,000	1,676,000	-	-	4,190,000	-
Total Sidewalk/Railway Crossing	-	4,509,000	-	2,514,000	-	-	2,514,000	-	1,995,000	1,995,000	-	-	4,509,000	-
Total Transportation Services	-	13,662,686	-	2,712,000	-	-	2,712,000	-	10,141,286	10,141,286	-	809,400	13,662,686	-

Town of Tecumseh

Proposed 2025 Lifecycle Budget

	Unfinanced Capital Dec 31/24 (Estimated)	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/25
		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	
Environmental Services														
Storm Sewer														
Asset Management Plan Update	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
Storm Facility Signage (CLI-ECA) CFWD	-	17,000	-	-	-	-	-	-	17,000	17,000	-	-	17,000	-
Centennial and Woodbridge Watermain CFWD	-	1,015,000	-	-	-	-	-	-	1,015,000	1,015,000	-	-	1,015,000	-
Tecumseh Hamlet SPA EA FSR (Additional Funding)	-	86,800	-	-	-	-	-	-	86,800	86,800	-	-	86,800	-
CR46/Webster/Laval Sanitary Sewer(LRPCP) CFWD	-	10,000	-	-	-	-	-	-	10,000	10,000	-	-	10,000	-
Scully & St Mark's Storm PS/Riverside Drive CFWD	-	6,322,369	-	2,883,000	-	-	2,883,000	1,610,000	1,829,369	3,439,369	-	-	6,322,369	-
Delduca Drive Sanitary Sewer (LRPCP) CFWD	-	10,000	-	-	-	-	-	-	10,000	10,000	-	-	10,000	-
Stormwater Rate Study CFWD	-	9,550	-	-	-	-	-	-	9,550	9,550	-	-	9,550	-
P.J. Cecile Storm PS * CFWD	-	500,000	-	-	-	-	-	-	500,000	500,000	-	-	500,000	-
MRSPA SWM Infrastructure CFWD	-	9,955,000	-	-	-	-	-	-	-	-	9,955,000	-	9,955,000	-
Total Storm Sewer	-	17,945,719	-	2,883,000	-	-	2,883,000	1,610,000	3,497,719	5,107,719	9,955,000	-	17,945,719	-
Total Environmental Services	-	17,945,719	-	2,883,000	-	-	2,883,000	1,610,000	3,497,719	5,107,719	9,955,000	-	17,945,719	-

Town of Tecumseh Proposed 2025 Lifecycle Budget

	Unfinanced Capital Dec 31/24 (Estimated)	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/25
		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	
Recreation and Culture														
Parks														
Park Amenities	-	25,000	-	-	-	-	-	-	25,000	25,000	-	-	25,000	-
Sports Fields Top Dressing Overseeding	-	16,000	-	-	-	-	-	-	16,000	16,000	-	-	16,000	-
Manufactured Wood Chips for Playgrounds	-	18,000	-	-	-	-	-	-	18,000	18,000	-	-	18,000	-
Annual General Lifecycle Repairs	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Sport Field Turf Rehabilitation	-	100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	-
Lakewood Park Washroom and Splashpad Construction cfwd		3,125,000	-	-	-	-	-	-	3,125,000	3,125,000	-	-	3,125,000	-
Lacasse Park - Site Amenities	-	175,000	-	-	-	-	-	-	175,000	175,000	-	-	175,000	-
Capital Project Management	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
CFWD: Tennis / Pickleball Court - Refurbishing		50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	-
CFWD: Piqua Basketball Court - Refurbishing		45,000	-	-	-	-	-	-	45,000	45,000	-	-	45,000	-
Chippewa Park - Improvements	-	50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	-
Rochleau Park - Trail, Naturalized Area and Outdoor Active Play Area	-	150,000	-	-	-	-	-	-	150,000	150,000	-	-	150,000	-
Southfield Park - Water Feature, Washroom, Trail	-	2,000,000	-	-	-	-	-	-	2,000,000	2,000,000	-	-	2,000,000	-
St. Mary's Playset Replacement	-	200,000	-	-	-	-	-	-	200,000	200,000	-	-	200,000	-
Pickleball Noise Mitigation	-	500,000	-	-	-	-	-	-	500,000	500,000	-	-	500,000	-
Parks and Recreation Masterplan Update	-	125,000	-	-	-	-	-	-	125,000	125,000	-	-	125,000	-
Tree Planting	-	30,000	-	-	-	-	-	-	30,000	30,000	-	-	30,000	-
CFWD: Optimist Park - Playset Additions	-	150,000	-	-	-	-	-	-	150,000	150,000	-	-	150,000	-

Town of Tecumseh Proposed 2025 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/24 (Estimated)	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	Unfinanced Capital Dec. 31/25
P7-16 Ford 3500 with Dump body	-	65,000	-	-	-	-	-	-	65,000	65,000	-	-	65,000	-
P20-17 Trailer Lanscape 22'	-	10,000	-	-	-	-	-	-	10,000	10,000	-	-	10,000	-
P36-19 Kubota 331 Mower	-	26,000	-	-	-	-	-	-	26,000	26,000	-	-	26,000	-
P37-19 Kubota 331 Mower	-	26,000	-	-	-	-	-	-	26,000	26,000	-	-	26,000	-
Total Parks Construction	-	7,021,000	-	-	-	-	-	-	7,021,000	7,021,000	-	-	7,021,000	-
Lakewood Park - debt payment	-	696,500	-	-	-	-	-	-	-	-	-	696,500	696,500	-
Total Parks Construction & Debt	-	7,717,500	-	-	-	-	-	-	7,021,000	7,021,000	-	696,500	7,717,500	-
Arena														
Rink A and Rink B Dehumidifier Unit Replacement	-	450,000	-	-	-	-	-	-	450,000	450,000	-	-	450,000	-
Annual General Lifecycle Repairs	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Tecumseh Arena Interior Refresh - CFWD	-	500,000	-	-	-	-	-	-	500,000	500,000	-	-	500,000	-
Total Arena	-	1,010,000	-	-	-	-	-	-	1,010,000	1,010,000	-	-	1,010,000	-
Pool														
Pool Facility Interior Upgrades	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
Annual General Lifecycle Repairs	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
Total Pool	-	95,000	-	-	-	-	-	-	95,000	95,000	-	-	95,000	-

Town of Tecumseh
Proposed 2025 Lifecycle Budget

	Uses of Funds		Sources of Funds											
	Unfinanced Capital Dec 31/24 (Estimated)		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	Unfinanced Capital Dec. 31/25
Community Recreation Facilities														
Dorset Park - Replacement of Pavilion	-	100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	-
Lakewood Park North - Pavilion Wood Reseal and Jetty Removal	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
Maidstone Recreation Centre Upgrades	-	1,100,000	-	-	-	-	-	-	1,100,000	1,100,000	-	-	1,100,000	-
SCBCC Upgrades, Optimist Park Pavilion Replacement and Plaza Updates	-	475,000	-	-	-	-	-	-	475,000	475,000	-	-	475,000	-
Electrical Modernization and Energy Conservation Initiatives	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
Annual General Allocation	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Capital Project Management	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
Total Community Recreation Facilities	-	1,960,000	-	-	-	-	-	-	1,960,000	1,960,000	-	-	1,960,000	-
Total Recreation and Culture	-	10,782,500	-	-	-	-	-	-	10,086,000	10,086,000	-	696,500	10,782,500	-

Town of Tecumseh
Proposed 2025 Lifecycle Budget

	Unfinanced Capital Dec 31/24 (Estimated)	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/25
		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	
Planning & Development														
Planning														
T01-17 & T02-18: 15 Passenger Bus - electric	-	740,000	-	592,000	-	-	592,000	-	148,000	148,000	-	-	740,000	-
Electric Bus	-	370,000	-	296,000	-	-	296,000	-	74,000	74,000	-	-	370,000	-
Total Planning	-	1,110,000	-	888,000	-	-	888,000	-	222,000	222,000	-	-	1,110,000	-
Agriculture & Reforestation (Drains)														
Summarized (approx. 50 drains)	4,435,000	900,000	-	100,000	-	700,000	800,000	-	100,000	100,000	-	-	900,000	4,435,000
Total Agriculture & Reforestation (Drains)	4,435,000	900,000	-	100,000	-	700,000	800,000	-	100,000	100,000	-	-	900,000	4,435,000
Total Planning & Development	4,435,000	2,010,000	-	988,000	-	700,000	1,688,000	-	322,000	322,000	-	-	2,010,000	4,435,000
Total Tax Supported	4,435,000	48,642,305	11,238,025	7,803,925	-	719,333	8,523,258	1,610,000	28,119,072	29,729,072	9,955,000	11,673,000	59,880,330	4,435,000

Town of Tecumseh
Proposed 2025 Lifecycle Budget

	Uses of Funds		Sources of Funds											Unfinanced Capital Dec. 31/25
	Unfinanced Capital Dec 31/24 (Estimated)	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														
Asset Management Plan Update	-	20,000	-	-	-	-	-	20,000	-	20,000	-	-	20,000	-
Sanitary I&I Monitoring Program - Lanoue-Lemire	-	100,000	-	-	-	-	-	100,000	-	100,000	-	-	100,000	-
Wastewater Facility Signage (CLI-ECA) CFWD	-	500	-	-	-	-	-	500	-	500	-	-	500	-
Little River Pollution Control Plant EA (Additional Funding)	-	60,000	-	-	-	-	-	60,000	-	60,000	-	-	60,000	-
Gauthier (Cedarwood) Sanitary PS Replacement CFWD	-	250,000	-	100,000	-	-	100,000	150,000	-	150,000	-	-	250,000	-
Sylvestre Drive Sanitary PS - Backup Generator	-	150,000	-	-	-	-	-	150,000	-	150,000	-	-	150,000	-
Lakewood Sanitary PS - 2025-2029 Improvements	-	25,000	-	-	-	-	-	25,000	-	25,000	-	-	25,000	-
Gauthier Sanitary PS - 2024-2028 Improvements	-	100,000	-	-	-	-	-	100,000	-	100,000	-	-	100,000	-
St. Alphonse Sanitary PS - 2024- 2028 Improvements	-	20,000	-	-	-	-	-	20,000	-	20,000	-	-	20,000	-
Tecumseh Hamlet SPA EA FSR (Additional Funding)	-	19,600	-	-	-	-	-	19,600	-	19,600	-	-	19,600	-
CR46/Webster/Laval Sanitary Sewer(LRPCP) CFWD	-	10,000	-	-	-	-	-	10,000	-	10,000	-	-	10,000	-
Scully & St Mark's Storm PS/Riverside Drive CFWD	-	851,714	-	-	-	-	-	851,714	-	851,714	-	-	851,714	-
Delduca Drive Sanitary Sewer (LRPCP) CFWD	-	10,000	-	-	-	-	-	10,000	-	10,000	-	-	10,000	-

Town of Tecumseh

Proposed 2025 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/24 (Estimated)	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	Unfinanced Capital Dec. 31/25
TSPA NW Infra-Ph1-CR22 to Inter(W-1&WW-1) CFWD	-	15,100,000	-	11,023,000	-	-	11,023,000	4,077,000	-	4,077,000	-	-	15,100,000	-
Total Sanitary Sewer Construction	-	16,716,814	-	11,123,000	-	-	11,123,000	5,593,814	-	5,593,814	-	-	16,716,814	-
Sanitary Sewers	-	-	1,489,797	-	-	-	-	-	-	-	-	1,489,797	1,489,797	-
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	-	-	2,024,797	-	-	-	-	-	-	-	-	2,024,797	2,024,797	-
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 Sewers	-	16,842,374	2,024,797	11,123,000	-	125,560	11,248,560	5,593,814	-	5,593,814	-	2,024,797	18,867,171	-

Town of Tecumseh Proposed 2025 Lifecycle Budget

	Unfinanced Capital Dec 31/24 (Estimated)	Uses of Funds		Sources of Funds										Unfinanced Capital Dec. 31/25
		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														
Asset Management Plan Update	-	20,000	-	-	-	-	-	20,000	-	20,000	-	-	20,000	-
Watermain Vulnerability Study	-	50,000	-	-	-	-	-	50,000	-	50,000	-	-	50,000	-
Banwell Road Improvements - Tecumseh Ancillary Works CFWD	-	911,500	-	-	-	-	-	911,500	-	911,500	-	-	911,500	-
Lesperance Right Turn Lane and Signals at CR22 (Additional Funding)	-	300,000	-	-	-	-	-	300,000	-	300,000	-	-	300,000	-
Arbour to Southfield Watermain CFWD	-	210,000	-	-	-	-	-	210,000	-	210,000	-	-	210,000	-
Brouillette Watermain Replacement CFWD	-	195,000	-	-	-	-	-	195,000	-	195,000	-	-	195,000	-
Fire Hydrant Upgrades (multi-year)	-	20,000	-	-	-	-	-	20,000	-	20,000	-	-	20,000	-
Watermain Auto Flusher Replacements (multi-year)	-	45,000	-	-	-	-	-	45,000	-	45,000	-	-	45,000	-
Scully & St Mark's Storm PS/Riverside Drive CFWD	-	302,831	-	-	-	-	-	302,831	-	302,831	-	-	302,831	-
Hwy3-CR34 Water Valve Replacement CFWD	-	87,000	-	-	-	-	-	87,000	-	87,000	-	-	87,000	-
Tecumseh Hamlet SPA EA FSR (Additional Funding)	-	16,800	-	-	-	-	-	16,800	-	16,800	-	-	16,800	-
CR46/Webster/Laval Sanitary Sewer(LRPCP) CFWD	-	10,000	-	-	-	-	-	10,000	-	10,000	-	-	10,000	-
Delduca Drive Sanitary Sewer (LRPCP) CFWD	-	10,000	-	-	-	-	-	10,000	-	10,000	-	-	10,000	-
TSPA NW Infra-Ph1-CR22 to Inter(W- 1&WW-1) CFWD	-	1,865,000	-	1,361,450	-	-	1,361,450	503,550	-	503,550	-	-	1,865,000	-
CR19 Improvements Ph1: CR22 to Baillargeon (W-2B) CFWD	-	972,000	-	-	-	-	-	972,000	-	972,000	-	-	972,000	-
CR19 Improvements Ph1: CR22 to Baillargeon (W-2B) (Additional Funding)	-	1,278,000	-	-	-	-	-	1,278,000	-	1,278,000	-	-	1,278,000	-

Town of Tecumseh
Proposed 2025 Lifecycle Budget

	Uses of Funds			Sources of Funds										Unfinanced Capital Dec. 31/25
	Unfinanced Capital Dec 31/24 (Estimated)	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	
Centennial & Woodridge Watermain Replacements CFWD	-	3,397,000	-	2,479,810	-	-	2,479,810	917,190	-	917,190	-	-	3,397,000	-
Total Water Construction	-	9,690,131	-	3,841,260	-	-	3,841,260	5,848,871	-	5,848,871	-	-	9,690,131	-
Water Surplus	-	-	2,081,159	-	-	-	-	-	-	-	-	2,081,159	2,081,159	-
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	-	-	2,256,159	-	-	-	-	-	-	-	-	2,256,159	2,256,159	-
Total Rate Supported	-	26,532,505	4,280,956	4,964,260	-	125,560	15,089,820	11,442,685	-	11,442,685	-	4,280,956	30,813,461	-
Total Tax and Rate Supported	4,435,000	75,174,810	15,518,981	22,768,185	-	844,893	23,613,078	13,052,685	28,119,072	41,171,757	9,955,000	15,953,956	90,693,791	4,435,000

Construction/Equipment 73,543,350
Debt 1,631,460
75,174,810

Transfer Payments = 22,787,518 { 21,547,260 Grants
1,220,925 CCBF (transferred to Reserve Fund)
19,333 Other Municipalities
825,560 Property Owners
23,613,078 Total Contributions

Deferred Grant Use = NIL
4,000,000 CCBF from Reserve Fund
3,000,000 OCIF from Reserve Fund

Frequently Used Terms:

- **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.



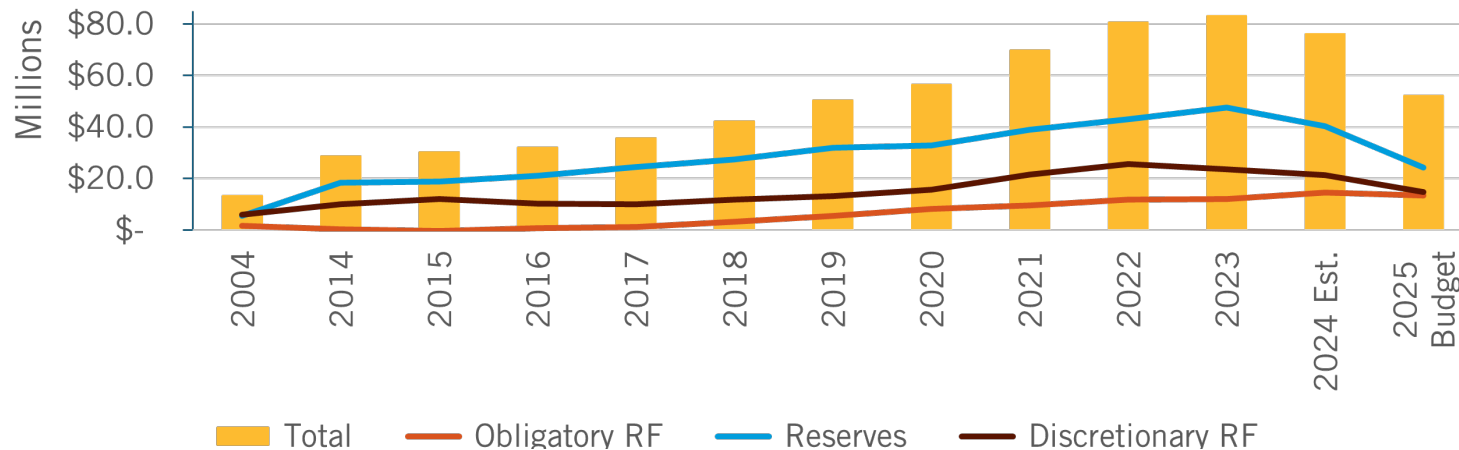
2025 Budget Estimated Balances

- 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 2025 are projected to be \$52M, which compares to \$76M for 2024 (estimate), \$83 for 2023, and \$81M for 2022.

Projected Balance to December 31, 2025	Amount (\$ Millions)
Water	\$ 9.1
Lifecycle (LC)	8.8
Canada Community-Building Fund	8.3
Infrastructure (NIL)	8.2
Tax Rate Stabilization	5.1
Wastewater (Sanitary)	3.1
Ontario Community Infrastructure Fund	2.7
Post Employment Benefits	2.5
Development Charges	1.9
Remainder	2.3
	\$ 52.0

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.

Reserve and Reserve Fund (RF) Historical Balances



2025 Budget Highlights

The budget anticipates funding \$43M for operating and capital purposes in 2025. For comparative purposes, Reserve funding use is estimated to be \$32M for 2024 and was \$19M in 2023.

Administration has targeted a Tax Rate Stabilization reserve balance of 15% of the municipal tax levy, or approximately \$6M. The 2025 year-end reserve balance is estimated to be \$5.1M. 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.

Items Requiring Funding	Amount Funded From Reserves (\$ Millions)
Scully & St. Mark's Storm Pump Station/ Riverside Drive	\$ 6.5
Tecumseh Hamlet Secondary Plan Area – Northwest Water and Wastewater	4.6
Lakewood Park – Washrooms, Pavilion and Water Feature	3.2
Southfield Park – Water Feature, Washroom, Trail	2.0
Fleet and Fire Apparatus	3.6
Centennial/Woodridge Watermain	1.9
Annual Roads Paving	1.2

In 2025 transfers out of the Tax Rate Stabilization reserve include an estimated \$488,000 to Operating for:

- Ongoing legal matters (\$150,000),
- Budgeting entry to incorporate Payroll savings related to temporary staffing vacancies (\$100,000),
- 50% of Mainstreet CIP BPIG program (\$60,000),
- GHG Reduction Energy Strategy Study and Climate Risk Assessment Study (\$52,000),
- IT Cloud Strategy (\$30,000),
- Comprehensive zoning by-law (\$36,000), and
- For various one-time operating expenditures (\$60,000).

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 \$2.15M with a \$200,000 increase budgeted in 2025. The annual target is updated periodically, typically in-step with the Town's Development Charge Background Study, w, which was completed in 2024. A review will be conducted in 2025 to incorporate the results of the 2024 DC Study and recently updated Asset Management Plan v4.

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-2024-11 “2023 Development Charge Reserve Fund Statement”, are shown in the table below.

Unfinanced Balance	Amount
Wastewater	\$ 10,836,000
Watermain	443,000
Recreation	460,000
Studies	974,000
Total	\$ 12,7135,000

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 during 2021-2023, some maturing debt and improving development conditions. The 2024 Development Charge Study increased the Wastewater component of the town-wide development charge by 97%, due to severe inflationary increases to construction costs and partly due to accumulated debt obligations. The calculated DC rate charge is based on a population increase of 5,940 residents and 2,660 households by 2033 (an average of 266 household additions per year).

Storm Sewers Lifecycle Reserve:

The Storm Sewer Lifecycle Reserve is expected to be in a deficit position of \$2.7M by the end of 2025. This is mainly due to the funding of ongoing 2025 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. Additionally, the Centennial/Woodbridge Watermain replacement project planned for 2025 includes stormwater infrastructure costs of \$1.0M.

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 2025, \$2.0M of Infrastructure Reserve funds are planned to be used towards the Scully & St. Mark's Storm Pump Station and P.J. Cecile Storm Pump Station projects.

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 2025 capital budget includes \$17.9 for construction, \$13.5M of which should be funded through a combination of Storm Sewers LC Reserve and Infrastructure Reserve. The Town anticipates borrowing up to \$10M 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 OCIF funding is planned to be used towards the Scully & St. Mark's Storm Pump Station Improvements project between 2024 and 2025.

Arena Lifecycle Reserve:

The Arena Lifecycle Reserve is expected to be in a deficit position of \$1.5M by the end of 2025. This is entirely due to the unexpected Arena refurbishment project initiated in 2024 following the flood of 2023. Per Council Report CRS-2024-04, this deficit position was projected with the Community and Recreation 2024 Capital Plan – Arena Restoration update with recommendation to address during the 2025 Budget Process.

As this cost is one-time in nature and would not have been contemplated with the annual LC Arena allocation, a one-time transfer from the Infrastructure Reserve of \$1.5M will be recommended to Council during budget deliberations.

Buildings Lifecycle Reserve:

The Buildings Lifecycle Reserve is expected to be in a deficit position of \$1.1M by the end of 2025. This is primarily driven by the St. Clair Beach Community Centre Upgrade project, estimated at \$475,000, included within this proposed budget document. This is a new project, i.e. was not included in the latest Community and Recreation's latest 5-year capital plan.

Pavilion replacement/refurbishment projects included within this proposed budget for a combined total of \$175,000 should be funded from the Parks Lifecycle Reserve. This is an oversight during budget preparation and will be rectified during the budget approval process.

An update to municipal building replacement costs was undertaken as part of the Town's latest Asset Management Plan update. The results of this update will be referenced to update the Building Lifecycle Annual Requirement allocation. Short-term deficits projected for the near-term will be covered by the overall surplus of the Town's suite of Lifecycle Reserves.

Summary of Reserves and Reserve Funds

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

Fund	Actual Balance 12/31/23		Projected Balance 12/31/24		Estimated Net Activity 2025		Projected Balance 12/31/25
Reserves	\$	47,467,500	\$	39,809,500	\$	(16,071,000)	\$ 23,738,500
Discretionary Reserve Funds		23,634,000		21,243,000		(6,615,000)	14,628,000
Obligatory Reserve Funds		11,999,000		14,721,000		(1,222,000)	13,499,000
	\$	83,100,500	\$	75,773,500	\$	(23,908,000)	\$ 51,865,500

Reserves

Reserves	Purpose	Source of Funding	Actual Balance 12/31/23	Projected Balance 12/31/24	Estimated Net Activity 2025	Projected Balance 12/31/25
Lifecycle ⁽¹⁾	Long-term funding for Lifecycle costs	Budget allocation and proceeds from disposal of assets	\$ 24,122,000	\$ 2,094,000	\$ (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

Notes:

1. 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

Reserves	Purpose	Source of Funding	Actual Balance 12/31/23	Projected Balance 12/31/24	Estimated Net Activity 2025	Projected Balance 12/31/25
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
Land Stewardship (ERCA)			-	63,000	(15,000)	48,000
Fire Education & Awareness	Special publication education and promotion	Firefighter fundraising events	7,500	7,500	-	7,500
Total			\$ 47,467,500	\$ 39,809,500	\$ (16,056,000)	\$ 23,738,500

Discretionary Reserve Funds

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	\$ 14,593,000	\$ 12,192,000	\$ (3,310,000)	\$ 8,882,000
Post Employment Benefits	Partial funding post retirement benefits	Annual budget transfer	2,368,000	2,375,000	83,000	2,458,000
Sanitary Sewer	Capital purchases	Annual budget transfer. Based on rate study	6,673,000	6,676,000	(3,388,000)	3,288,000
Total			\$ 23,634,000	\$ 21,243,000	\$ (6,615,000)	\$ 14,628,000

Obligatory Reserve Funds

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, police, fire, studies, recreation	Developer contributions	\$ 672,000	\$ 1,526,000	\$ 341,000	\$ 1,867,000
Parkland Development	Park improvements and expansions	Developer contributions	891,000	916,000	40,000	956,000
Building Code Permit Fees	Building Code permit fee surplus/ (deficit)	Building permit fees	(398,000)	(279,000)	21,000	(258,000)
Canada Community-Building Fund	Environmentally sustainable infrastructure	Federal/Provincial gas tax contribution	6,427,000	7,978,000	280,000	8,258,000
Storm OCIF	Infrastructure needs of small communities	Ontario Community Infrastructure Fund	4,407,000	4,580,000	(1,904,000)	2,676,000
Total			\$ 11,999,000	\$ 14,721,000	\$ (1,222,000)	\$ 13,499,000

Town of Tecumseh

Proposed 2025 Reserve and Reserve Fund Budget

CC2 #	Reserves	Est Balance at Dec 31/24	Transfer (To) From Other Reserve	From Current Operations	From Capital Operations	From Developers	Interest Earned	2025 Revenues	To Current	To Capital	2025 Expenditures	Est. Balance at Dec 31/25
General Reserves												
1000	Sick/Vacation Pay	615,756	-	-	-	-	-	-	-	-	-	615,756
1025	Working Fund	216,300	-	-	-	-	-	-	-	-	-	216,300
1030	Tax Rate Stabilization	3,469,633	-	1,720,000	-	-	-	1,720,000	488,000	-	488,000	4,701,633
1031	Health ASO	271,820	-	-	-	-	-	-	-	-	-	271,820
1056	Meeting Investigator	34,587	-	-	-	-	-	-	-	-	-	34,587
1060	Fire Education and awareness	7,500	-	-	-	-	-	-	-	-	-	7,500
1065	Insurance	191,000	-	-	-	-	-	-	-	-	-	191,000
1085	Infrastructure (NIL)	15,542,816	-	203,125	2,350,000	-	-	2,553,125	434,759	9,571,600	10,006,359	8,089,582
1120	Community Improvement Plan	421,784	-	-	-	-	-	-	-	-	-	421,784
1105	Cada Complex Art Work	17,435	-	-	-	-	-	-	-	-	-	17,435
1115	West St. Louis Pump	284,345	-	-	-	-	-	-	-	-	-	284,345
1125	ERCA Land Stewardship	62,576	-	-	-	-	-	-	-	-	-	62,576
	General Reserves	21,135,552	-	1,923,125	2,350,000	-	-	4,273,125	922,759	9,571,600	10,494,359	14,914,318
Lifecycle Reserves												
1580	Arenas	(1,219,529)	-	59,000	220,000	-	-	279,000	-	510,000	510,000	(1,450,529)
1660	Bridges and culverts	1,860,044	-	-	440,000	-	-	440,000	-	400,000	400,000	1,900,044
1540	Buildings	(336,884)	-	-	230,000	-	-	230,000	-	965,000	965,000	(1,071,884)
1640	Community trails	494,824	-	-	100,000	-	-	100,000	-	-	-	594,824
1670	Drains	345,023	-	-	100,000	-	-	100,000	-	100,000	100,000	345,023
1610	Elections	20,711	-	-	18,000	-	-	18,000	3,500	-	3,500	35,211
1690	Fire Apparatus	2,294,638	-	-	307,000	-	-	307,000	-	2,800,000	2,800,000	(198,362)
1700	Fire Equipment	(105,273)	-	-	105,000	-	-	105,000	-	638,100	638,100	(638,373)
1530	Fleet	1,971,432	-	-	660,000	-	-	660,000	-	805,667	805,667	1,825,765
1570	Information Technology	413,617	-	-	180,000	-	-	180,000	30,512	234,300	264,812	328,805
1680	New lifecycle issues	1,275,589	-	-	100,000	-	-	100,000	-	-	-	1,375,589

Town of Tecumseh

Proposed 2025 Reserve and Reserve Fund Budget

CC2 #	Reserves	Est Balance at Dec 31/24	Transfer (To) From Other Reserve	From Current Operations	From Capital Operations	From Developers	Interest Earned	2025 Revenues	To Current	To Capital	2025 Expenditures	Est. Balance at Dec 31/25
1510	Outdoor Pool	88,632	-	-	80,000	-	-	80,000	-	95,000	95,000	73,632
1600	Park development	2,832,893	79,900	-	425,000	-	-	425,000	-	1,039,000	1,039,000	2,298,793
1560	Reforestation	123,054	-	-	30,000	-	-	30,000	-	30,000	30,000	123,054
1500	Roads	8,085,160	-	10,000	4,254,025	-	-	4,264,025	111,205	6,860,886	6,972,091	5,377,094
1550	Sidewalks	228,915	-	-	74,000	-	-	74,000	-	571,800	571,800	(268,885)
1650	Storm sewers	(613,281)	-	-	1,535,000	-	-	1,535,000	111,205	3,497,719	3,608,924	(2,687,205)
1620	One Time Strategic Issues	240,463	-	-	50,000	-	-	50,000	94,727	-	94,727	195,736
1710	Transit	673,596	-	-	100,000	-	-	100,000	93,000	-	93,000	680,596
	Lifecycle Reserves	18,673,624	79,900	69,000	9,008,025	-	-	9,077,025	444,149	18,547,472	18,991,621	8,838,928

Grand Total Reserves	39,809,176	79,900	1,992,125	11,358,025	-	-	13,350,150	1,366,908	28,119,072	29,485,980	23,753,246
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Discretionary Reserve Funds

2520	Water	2,233,198	55,800	-	2,081,159	-	78,200	2,159,359	139,537	5,848,871	5,988,408	(1,540,051)
2530	Water - Facilities	8,453,599	-	-	85,000	-	295,900	380,900	-	-	-	8,834,499
2620	Water rate stabilization	1,505,034	-	-	30,000	-	52,700	82,700	-	-	-	1,587,734
2550	Sanitary Sewers	2,498,376	148,600	-	1,489,797	-	87,400	1,577,197	141,717	5,263,314	5,405,031	(1,180,858)
2560	Sanitary Sewer - Facilities	3,662,471	-	-	450,000	-	128,200	578,200	-	330,500	330,500	3,910,171
2640	Sanitary Sewer - Rate Stabilization	515,690	-	-	25,000	-	18,000	43,000	-	-	-	558,690
2630	Post employment benefits	2,374,698	-	-	-	-	83,100	83,100	-	-	-	2,457,798
	Discretionary Reserve Funds	21,243,065	204,400	-	4,160,956	-	743,500	4,904,456	281,254	11,442,685	11,723,939	14,627,982

Obligatory Reserve Funds

2000	Studies	-	-	-	-	50,100	-	50,100	-	-	-	50,100
2010	Fire	210,322	-	-	-	11,100	7,400	18,500	-	-	-	228,822
2020	Police	130,682	-	-	-	5,400	4,600	10,000	-	-	-	140,682

Town of Tecumseh
Proposed 2025 Reserve and Reserve Fund Budget

CC2 #	Reserves	Est Balance at Dec 31/24	Transfer (To) From Other Reserve	From Current Operations	From Capital Operations	From Developers	Interest Earned	2025 Revenues	To Current	To Capital	2025 Expenditures	Est. Balance at Dec 31/25
2030	Roads	1,052,239	-	-	-	217,000	36,800	253,800	-	-	-	1,306,039
2040	Wastewater	-	(148,600)	-	-	148,600	-	148,600	-	-	-	-
2050	Water	-	(55,800)	-	-	55,800	-	55,800	-	-	-	-
2060	Library	133,504	-	-	-	2,800	4,700	7,500	-	-	-	141,004
2080	Indoor Recreation	-	(79,900)	-	-	79,900	-	79,900	-	-	-	-
	Development Charges	1,526,747	(284,300)	-	-	570,700	53,500	624,200	-	-	-	1,866,647
2580	Canada Community Building Fund (GasT)	7,978,505	-	-	-	-	279,200	279,200	-	-	-	8,257,705
2600	Parkland	915,716	-	-	-	8,000	32,100	40,100	-	-	-	955,816
2590	Building Code	(279,459)	-	31,396	-	-	(9,800)	21,596	-	-	-	(257,863)
2650	Ontario Community Infrastructure (Storm Sewer)	4,579,633	-	-	-	-	160,300	160,300	-	1,610,000	1,610,000	3,129,933
	Total Obligatory Reserve Funds	14,721,141	(284,300)	31,396	-	578,700	515,300	1,125,396	-	1,610,000	1,610,000	13,952,237
	Grand Total Reserve Funds	35,964,207	(79,900)	31,396	4,160,956	578,700	1,258,800	6,029,852	281,254	13,052,685	13,333,939	28,580,220
	Grand Total Reserve & Reserve Funds	75,773,383	-	2,023,521	15,518,981	578,700	1,258,800	19,380,002	1,648,162	41,171,757	42,819,919	52,333,466

Assumed rate for 2025 budget 4%

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	3%	326,388
	EPC note	1,544,000	4%	58,672
	Total	<u>\$12,608,000</u>		<u>385,060</u> / \$12,608,000 = 3%

2025

PROPOSED BUSINESS PLAN & BUDGET

SUPPLEMENTARY BUDGET INFORMATION



ABOUT TECUMSEH

Nestled along the south shore of Lake St. Clair in the northwest corner of Essex County, Tecumseh blends small-town charm with big-city convenience. With a population of nearly 23,500, the Town offers a unique mix of urban and rural living, making it an ideal place to live, work and invest.

Since 2011, Tecumseh has been guided by a forward-thinking strategic plan designed to enhance the community's quality of life. This approach is reflected in the high level of resident satisfaction, with the Town consistently earning a 97% or higher approval rating over the past eight years. Four out of five respondents believe Tecumseh is moving in the right direction, underscoring the Town's commitment to good governance, community engagement, and continuous improvement.

Tecumseh's vibrant industrial and business sectors, paired with its dedication to sustainable, well-planned development, provide a solid foundation for growth. Add to that a wealth of cultural and recreational opportunities, and it's clear why Tecumseh is a destination of choice for visitors and residents alike.

The people of Tecumseh make it truly special, and through ongoing collaboration and innovation, the Town continues to build a brighter future for everyone who calls it home.



Council and Administration are committed to fostering a healthy and liveable community through thoughtful planning and support for staff. This dedication is reflected in Tecumseh's Wellness Committee initiatives and our pursuit of the Gord Smith Healthy Workplace Award.

The Town radiates small-town charm, natural beauty and cultural vitality while offering the benefits of an economically diverse and well-serviced urban community. While much of Tecumseh's 94.7 square kilometres is dedicated to agricultural production, the municipality also features three distinct urban areas with residential, recreational, institutional, commercial and industrial development.

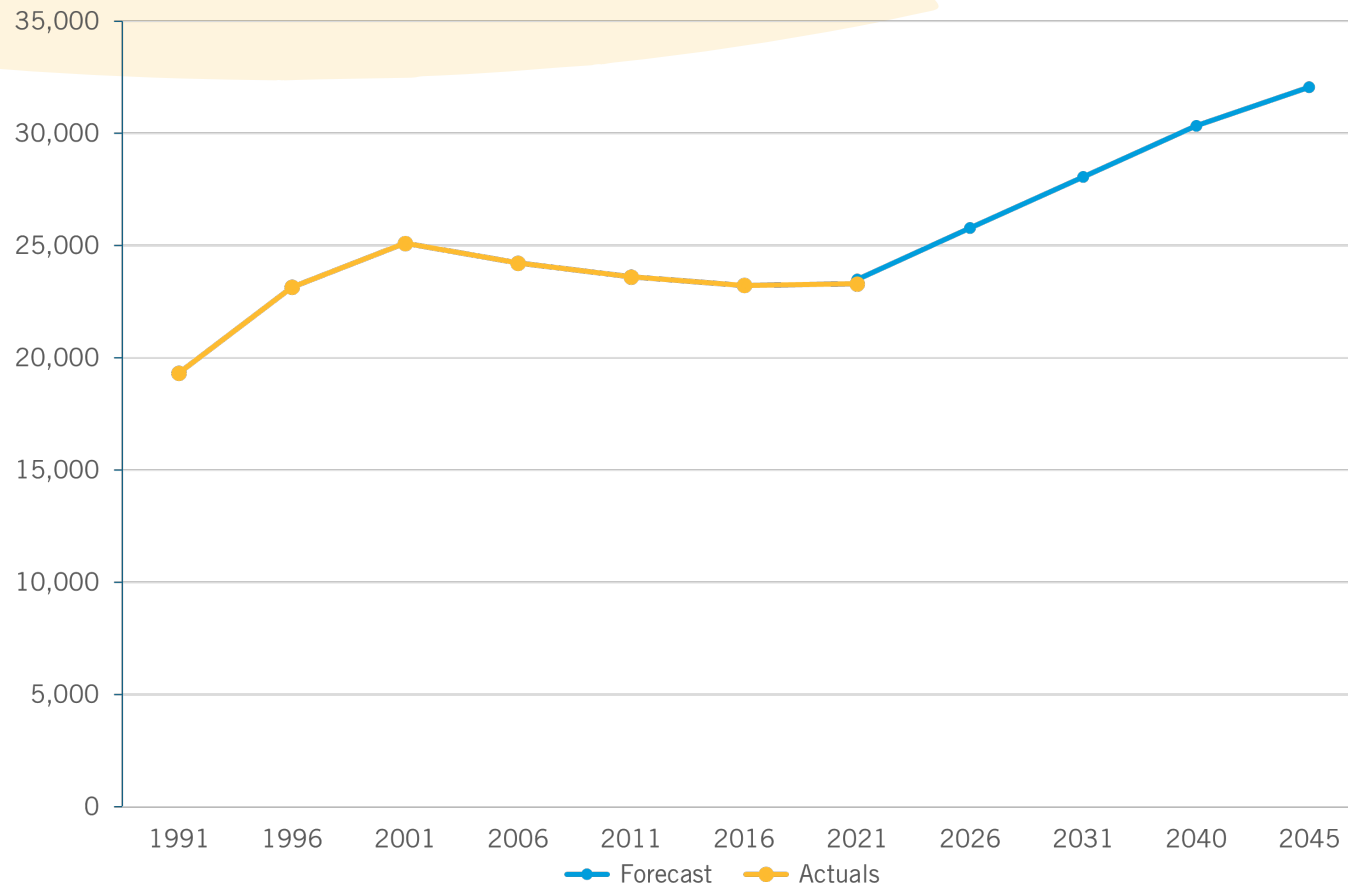
Tecumseh was the first local community to introduce a transit system connecting to the City of Windsor, providing residents with access to the broader regional transportation network. Additionally, the Town promotes active transportation, with sidewalks, bike lanes and multi-purpose trails serving much of the urbanized area. The Lesperance Road Trail, running from County Road 22 to County Road 42, commenced construction in 2024. This trail will add 3.1 km to the Town's multi-use trail network once complete in 2025. The Lesperance Road Trail from Riverside Drive to First Street, with extension on to Little River, with construction to commence in 2025, will add another 2.6 km of multi-use trail in 2025/2026. Collaborating with the County of Essex through the County Wide Active Transportation System, Tecumseh continues to enhance connections to trails and cycling infrastructure, including the recently completed Riverside Drive Trail adding 2.4 km of multi-use trail connected to the City of Windsor's 6.2 km Ganatchio Trail network.

Population



Total Population

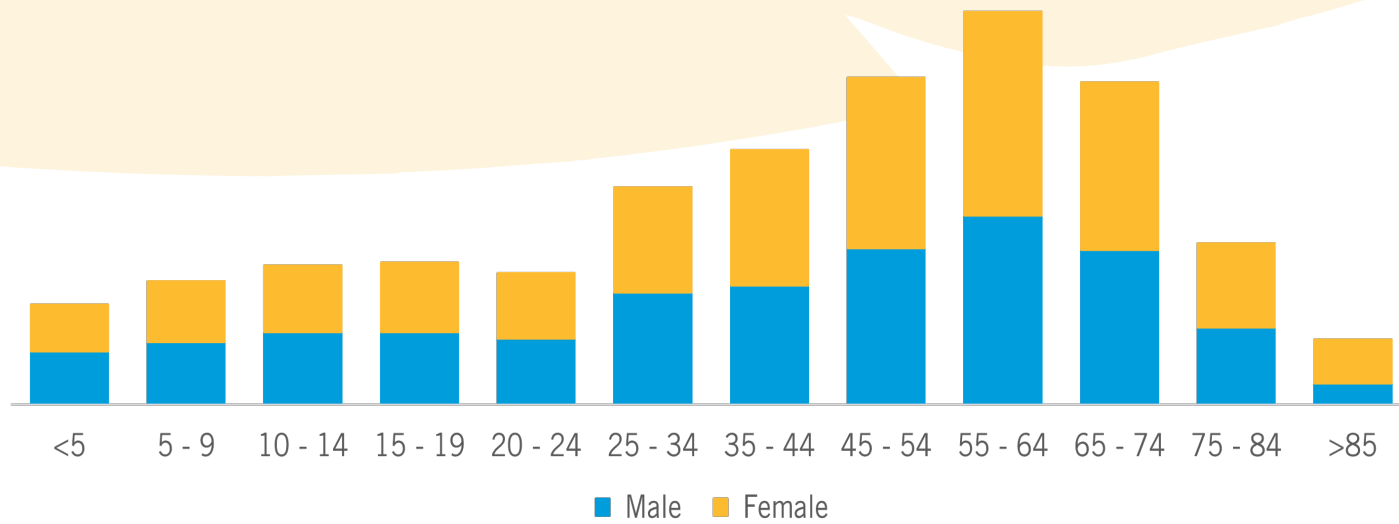
23,300



Data Source: Statistics Canada, 2021, 2016, 2011, 1996 and 1991

Town of Tecumseh's Official Plan, 2021

Population by Age Group

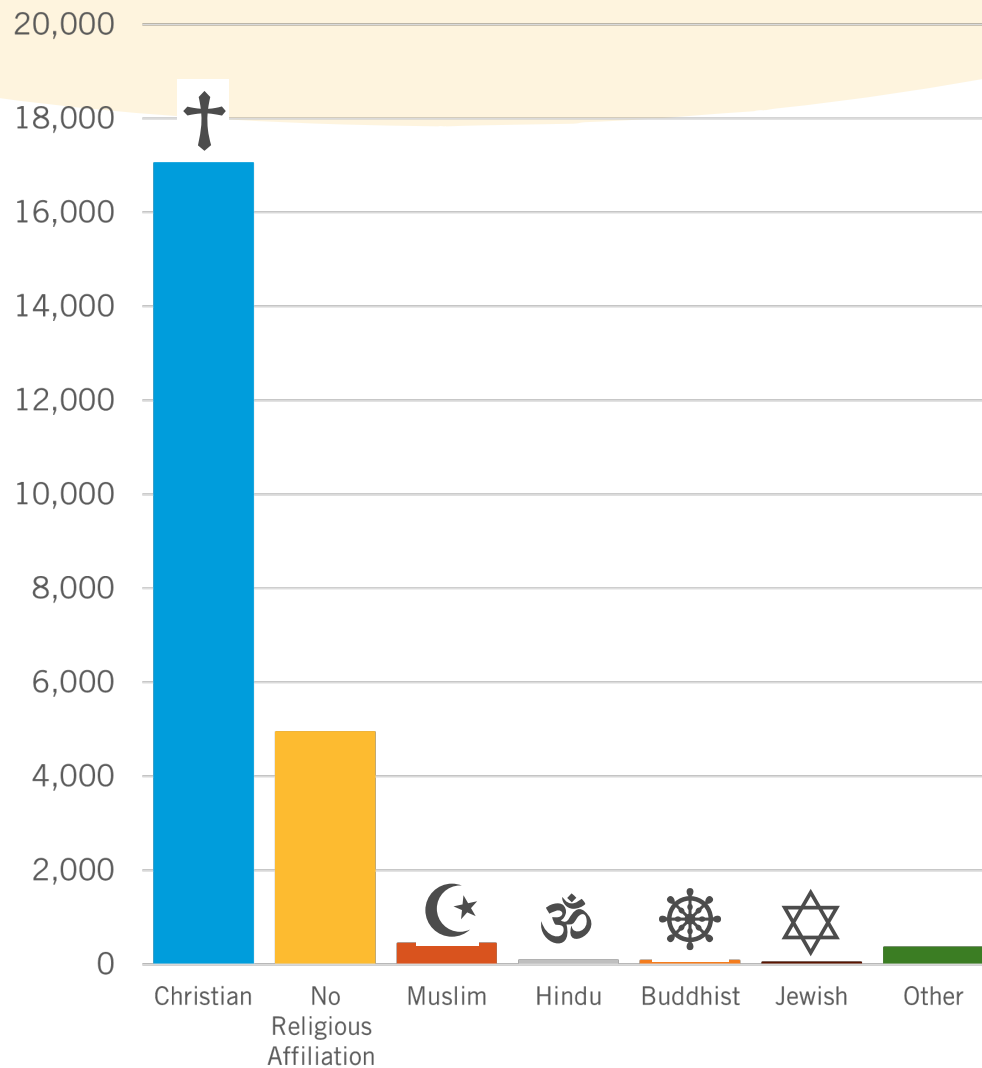


Data Source: Statistics Canada, 2021

Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

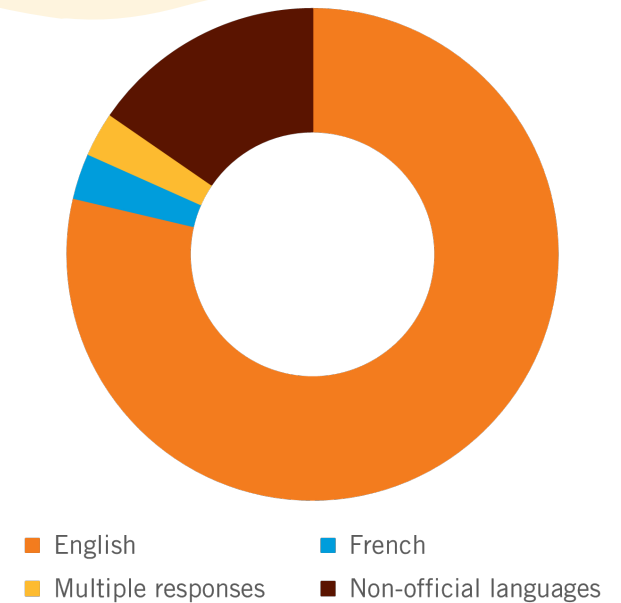
Language & Religion

Religious Affiliation



Data Source: Statistics Canada, 2021

Mother Tongue



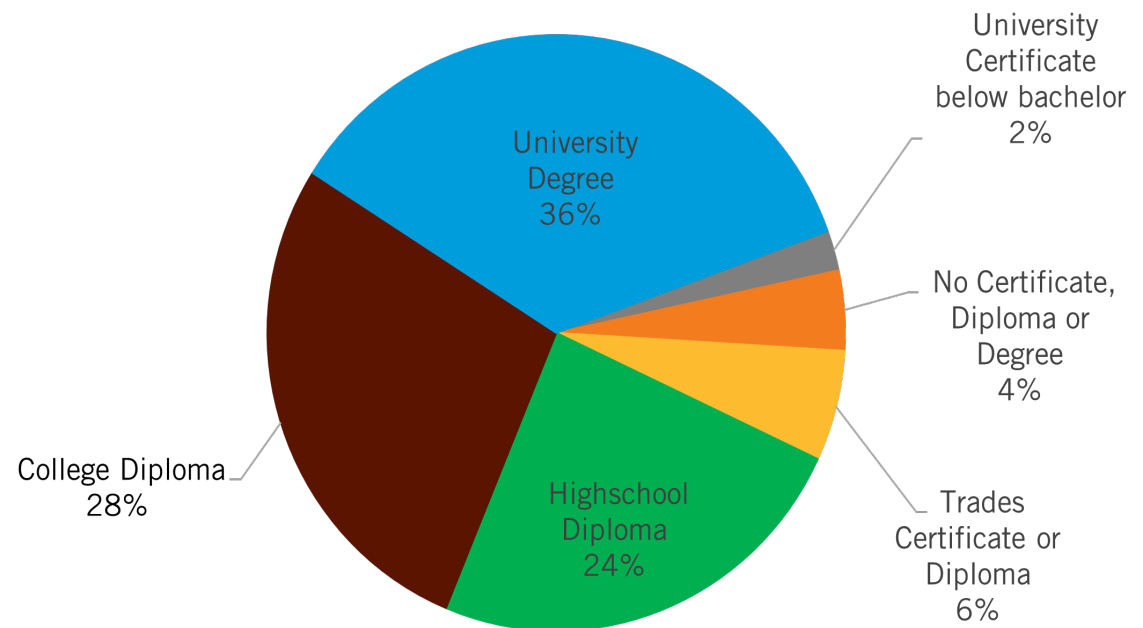
Data Source: Statistics Canada, 2021

By considering these demographics, the Town can ensure its services, events, and information reach and reflect the needs of all community members.

Education

Understanding the community's educational attainment helps the Town anticipate workforce trends, shape economic development initiatives, and support programs for skills training, job readiness, and lifelong learning. This information aids in prioritizing resources for public services and community facilities, ensuring that Town programs align with residents' educational needs and contribute to long-term economic resilience.

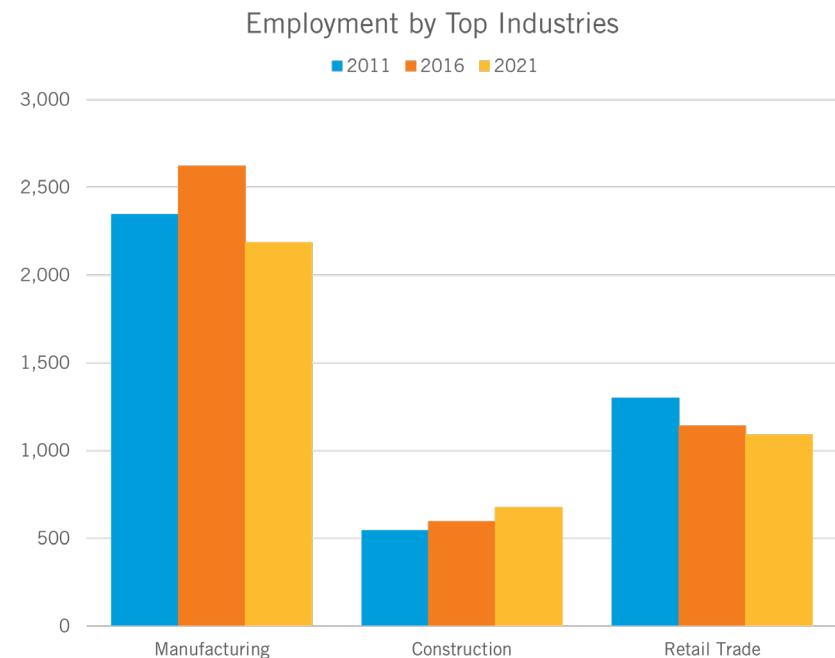
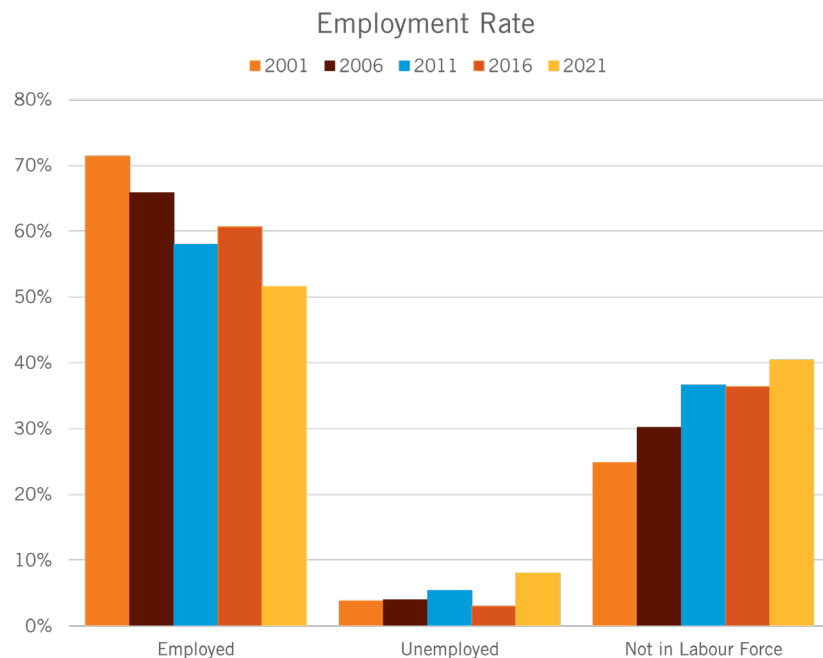
Highest Level of Education for Population over 25



Data Source: Statistics Canada, 2021

Labour/Employment

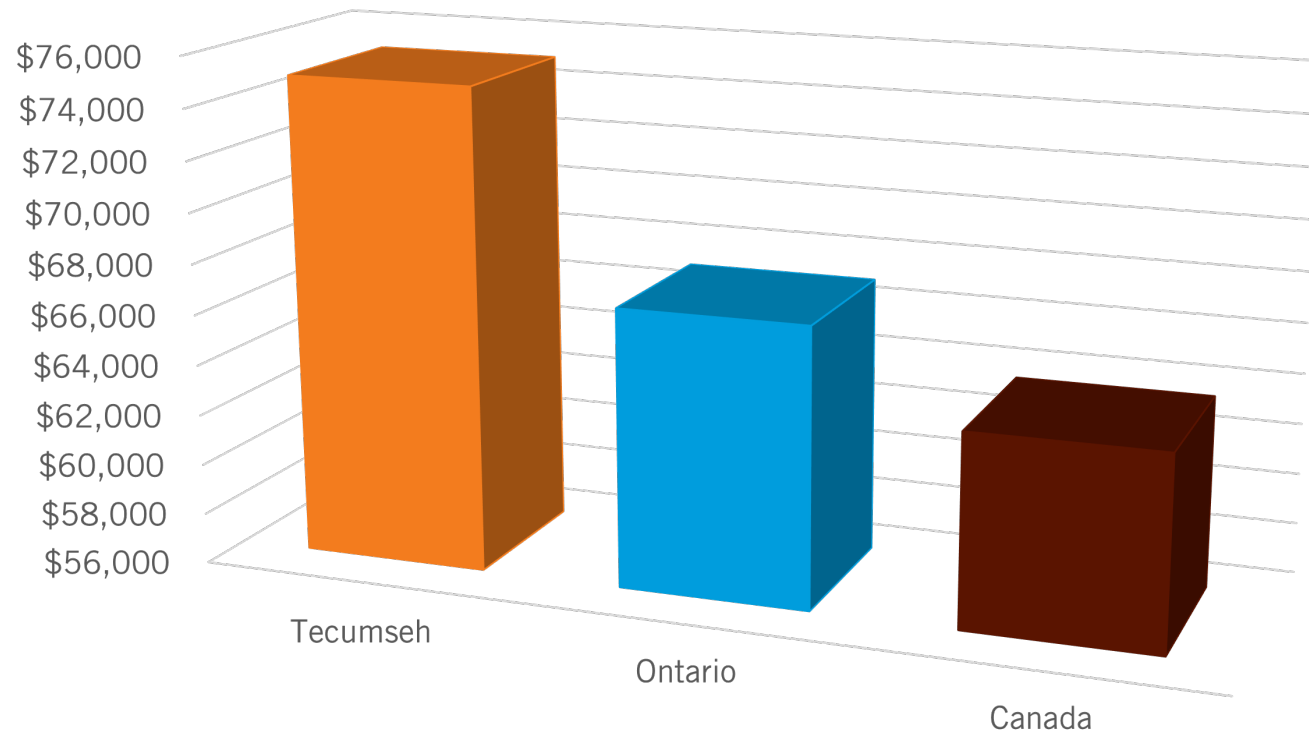
Employment data, including rates and key industries, is essential for shaping the Town's budget and economic planning. By analyzing employment trends and top sectors, we can better allocate resources to support workforce development, strengthen partnerships with key industries, and address community needs tied to economic stability. This information also informs investment in infrastructure, public services, and targeted programs that align with our local economy, helping the Town foster job growth, attract new business, and enhance residents' quality of life.



Data Source: Statistics Canada, 2021, 2016, 2011, 2006 and 2001

The median after-tax income for workers offers valuable insight into the Town's economic landscape and residents' purchasing power. This information helps us plan the budget by aligning public services, housing initiatives, and community programs with residents' financial realities. By understanding income levels, we can better allocate resources for affordable housing, support services, and economic development projects that promote equitable growth and financial resilience within the community.

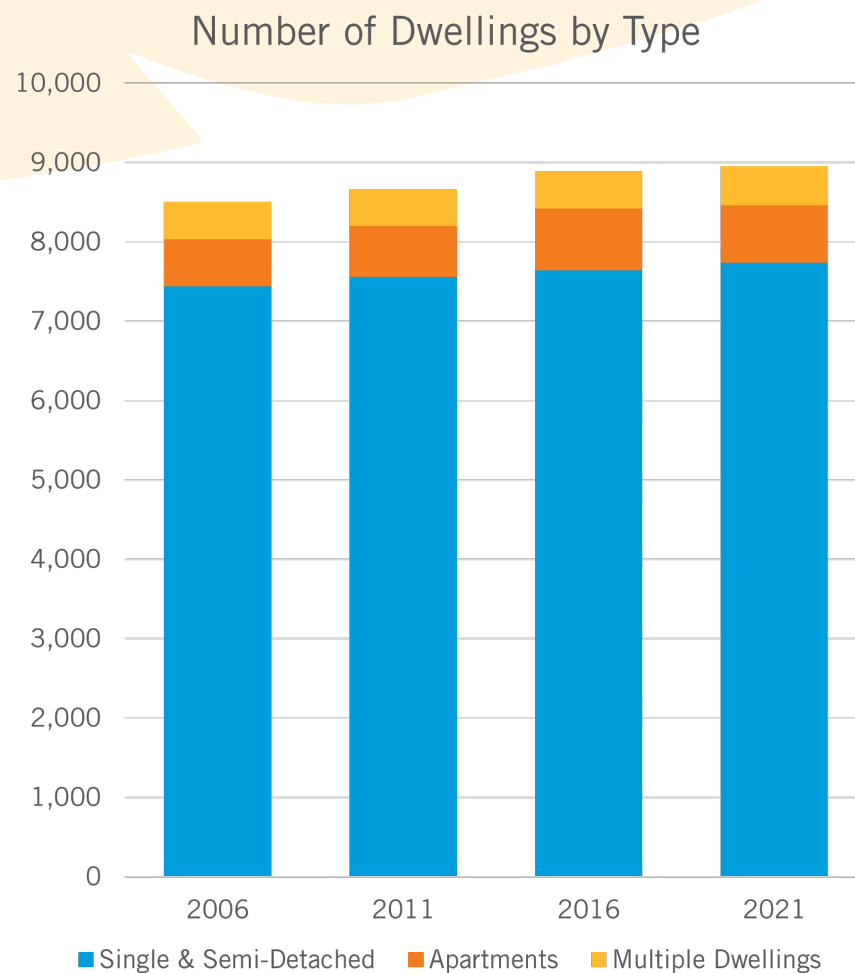
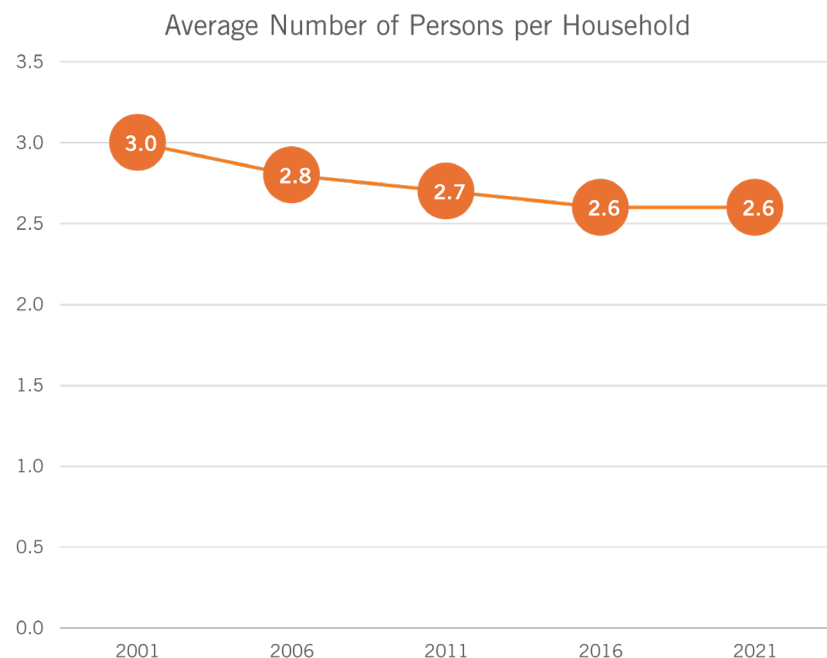
Median Employment Income for Full-time Workers, 2021



Data Source: Statistics Canada, 2021

Households

Data on household size and dwelling types helps the Town make informed budget decisions to meet residents' housing and infrastructure needs. Knowing the average household size guides planning for essential services like schools, parks, and recreational facilities, while information on housing types (such as single and semi-detached homes, apartments, and multi-dwellings) allows the Town to allocate resources effectively for zoning, public utilities, and community services. Together, these insights ensure the budget supports a well-balanced infrastructure that meets diverse housing needs and fosters vibrant neighbourhoods.

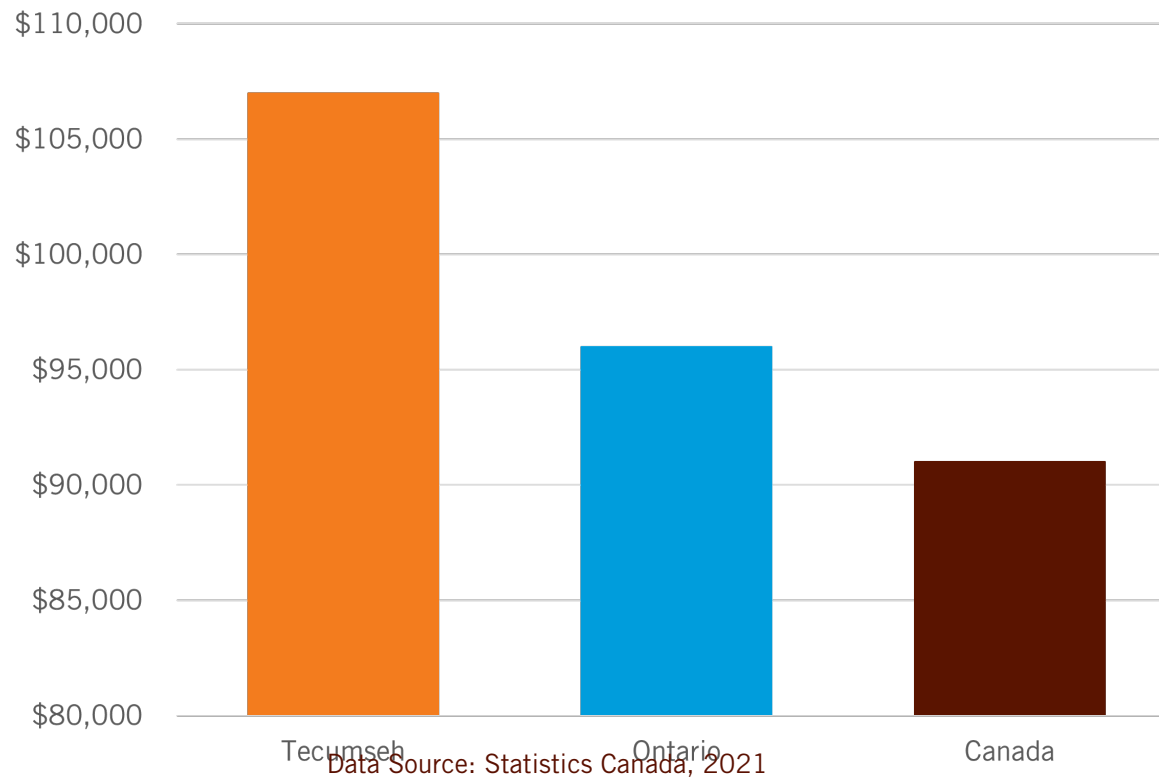


Data Source: Statistics Canada, 2021, 2016, 2011, 2006 and 2001

Income

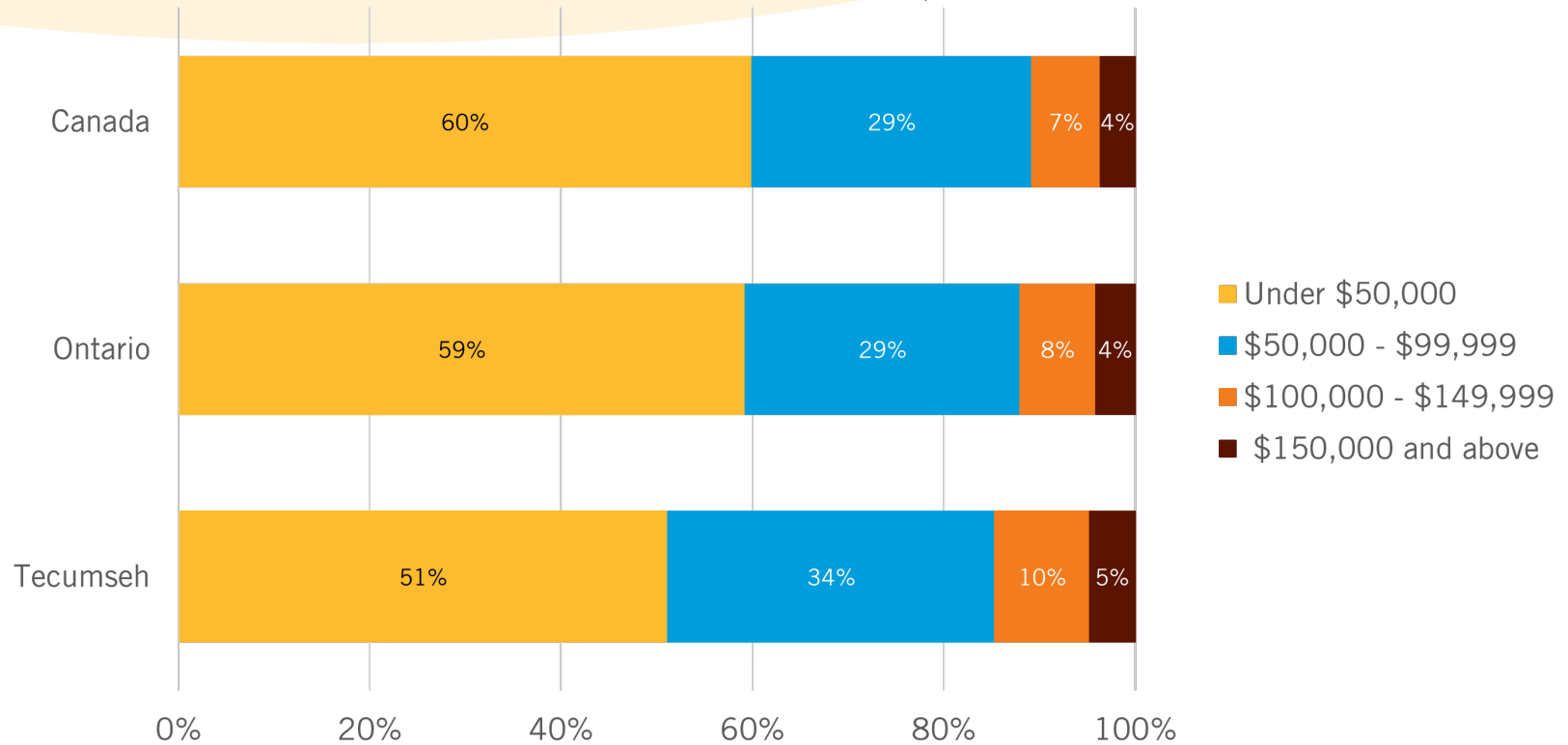
The median after-tax income for economic families provides insight into the financial well-being of households in the Town. This data is essential for budget planning, as it helps us prioritize resources for community programs, social services, and housing initiatives that align with residents' income levels. By understanding household income trends, the Town can develop targeted support systems and infrastructure that promote affordability, economic stability, and quality of life for all families in the community.

Median After-tax Income for Economic Families,
2021



Portion of Population by Income Bracket

Data Source: Statistics Canada, 2021



Rates & Charges

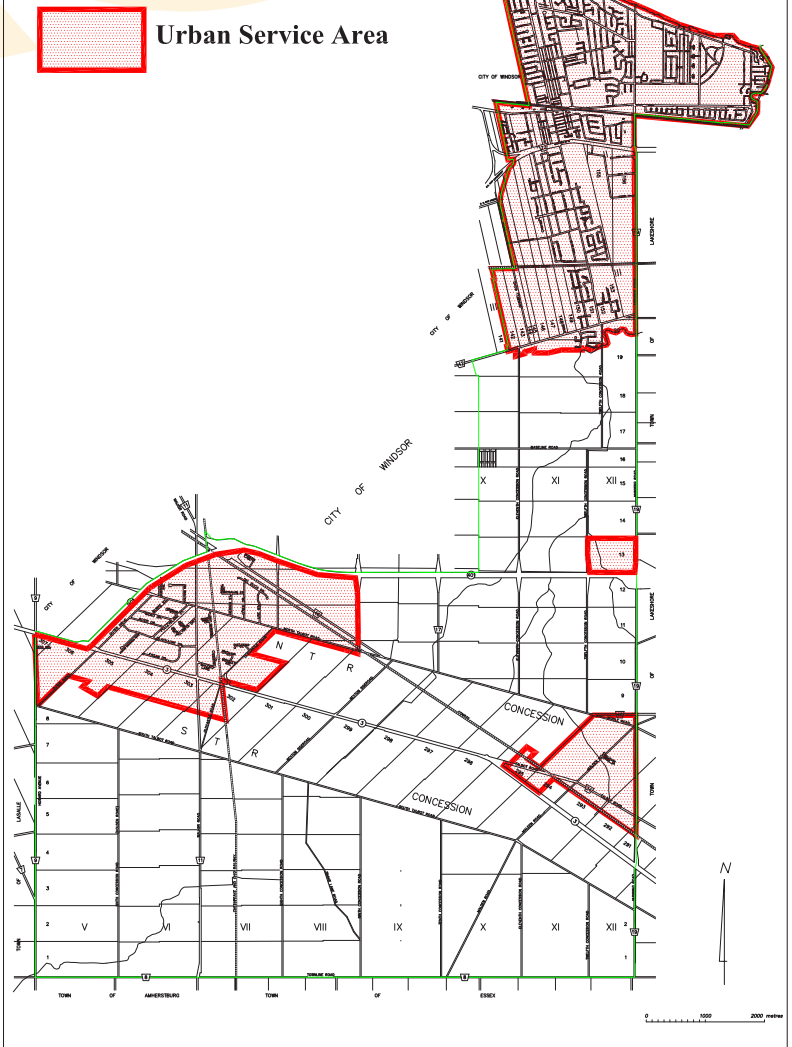
2024 Tax Rates

	Municipal	County	Education	Total
Residential	0.00840773	0.00540493	0.00153000	0.01534266
Multi-Residental	0.00924850	0.00594542	0.00153000	0.01672392
Farmland	0.00210193	0.00135123	0.00038250	0.00383566
Commercial	0.00909753	0.00584837	0.00880000	0.02374590
Shopping Centre	0.00909753	0.00584837	0.00880000	0.02374590
Office Building	0.00909753	0.00584837	0.00880000	0.02374590
Industrial	0.01633202	0.01049907	0.00880000	0.03563109
Large Industrial	0.02258400	0.01451818	0.00880000	0.04590218

2024 Business Utility Rates

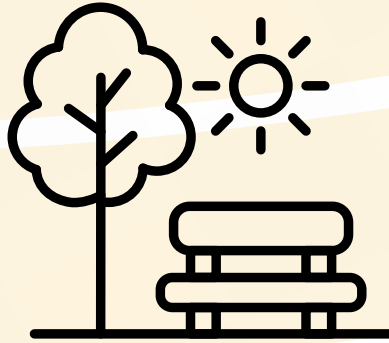
Water Rate / m ³	\$1.2747
Wastewater Rate / m ³	\$1.3354
Electricity Distribution Rate / kWh	
< 50kW	\$0.0311
> 50kW	\$9.7400
Electricity Monthly Fixed Charge	
< 50kW	\$39.99
> 50kW	\$261.81

Map of Wastewater Urban Service Area



Development Charges - Effective September 1, 2024 to August 31, 2025						
	Residential					Non-residential
	Single-Detached & Semi-detached Dwelling	Apartments (2+Bedrooms)	Apartments (Bachelor & 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	\$ 21,356	\$ 14,189	\$ 9,987	\$ 15,264	\$ 7,932	\$ 5.71
Additional Charge Affecting Urban Service Area	\$ 12,560	\$ 8,345	\$ 5,873	\$ 8,977	\$ 4,664	\$ 4.91
Total	\$ 33,916	\$ 22,534	\$ 15,860	\$ 24,241	\$ 12,596	\$ 10.62

Infrastructure & Services



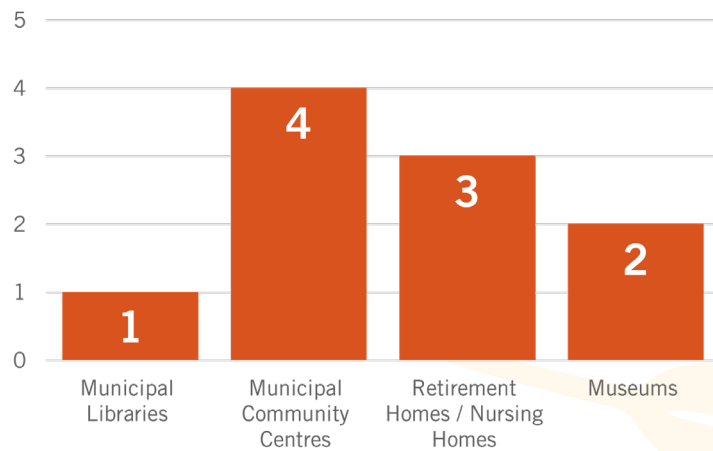
Municipal Services 2024	
Total Sanitary Infrastructure	127 km
Total Stormwater Infrastructure	154 km
Total Watermain Infrastructure	225 km
Total Municipal Roadways	180 km
Total County Roadways	72 km
Total Provincial Roadways	41 km

Recreation 2024	
Parks	40
Dog Owner Parks	1
Parks Area	147 hectares
Length of Trails/Pathways	32.5 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

Public Transportation 2024 (Tecumseh Transit Service)	
Hours of Operation	Mon - Sat. (6a.m. - 6 p.m.)
Service Area Population	14,099
Transit Route Length	25 km
2023 Total Annual Ridership	17,330
2023 Average Daily Ridership	57 passengers per day



Community / Culture



Education Facilities

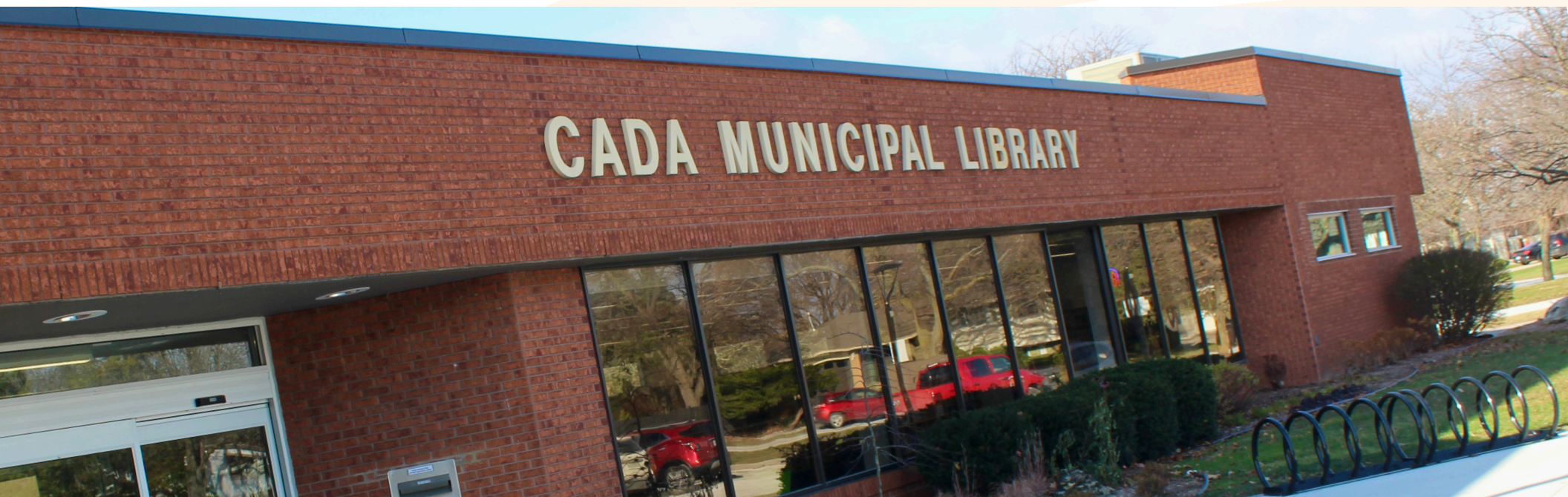
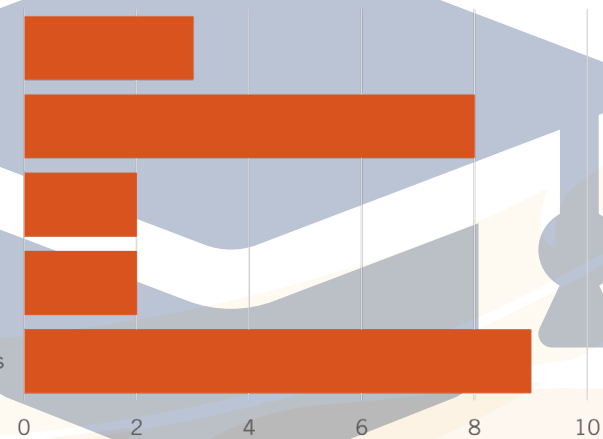
Universities (within 1 hour drive)

Colleges (within 1 hour drive)

Private Schools

Secondary Schools

Elementary Schools



BUDGET PROCESS

Timelines

The planning for the 2025 Operating, Lifecycle, and Reserve Budget was initiated in August 2024. Administration's goal was to present the 2025 budget in December 2024, with potential adoption at the January 28, 2025 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 2025 budget.

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



Budget deliberations are to occur at a Special Council Meeting on January 14, 2025 with potential adoption on January 28, 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 PlaceSpeak Platform, which will be open for budget commentary from December 11, 2024 through to January 7, 2025.

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

Budget Development – 2025

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 2025 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

The development of Tecumseh's 2025 budget involved a thorough and collaborative approach, recognizing early on the financial challenges ahead. Departments were advised to consider deferring the implementation of any staffing positions approved in 2024 but not yet filled, until mid-2025, to help mitigate pressures on the operating budget. This deferral amounted to an estimated reduced requested levy of \$192,000, or 0.66% to the general tax levy, prior to Requested Budget submissions

Initially, the Department Requested Budget proposed an increase of \$2,162,863 in Operating Net Expenditures, equivalent to a 6.08% rise net of growth.

Proposed Budget

During Senior Management review sessions, Administration was able to reduce the increase by \$177,000. The result is a budget calling for a proposed municipal levy increase of \$1,585,000 or 5.46%, after accounting for \$400,000 in assessment growth.

During the budget review sessions revenues and expenses were scrutinized. Some of the more notable adjustments include:

- Increased Transfers from Reserves: \$85,000 for one-time funding of local economic development initiatives.
- Arena & Recreation User Charges: \$35,000 increase, reflecting higher rental fees and new rental opportunities.
- Climate Risk Assessment Funding: \$40,000 transferred from reserves for Phase B of the Climate Risk Assessment and Climate Adaptation Plan.
- Legislative & Clerk Services: \$39,000 reduction in requested increases for 'Professional Services.'

The 2025 budget proposes an **increase to Lifecycle of \$250,000** to bring the allocation to \$9.32 million for 2025 (target allocation is \$9.767 million).

The 2025 budget proposes an **increase to the New Infrastructure Levy (NIL) of \$200,000** to bring the allocation to \$2.35 million for 2025 (target allocation is \$2.35 million).

The key drivers of the 2025 budget increase include:

Description	Amount	Impact
Contribution to Capital (LC/NIL)	\$ 450,000	1.55%
OPP Contract	373,000	1.29%
Staffing Enhancements	363,000	1.25%
Grants Reductions (OMPF, student wage subsidies, etc.)	282,000	0.97%
Other Deferrals from 2024 Budget:		
Indigenous Relations and Education Programs	60,000	0.21%
Tax Write-offs	70,000	0.24%
Investment Income	144,000	0.50%
Contracted Services (Garbage, ERCA, etc.)	263,000	0.91%
Other	86,000	0.30%
Insurance & Utilities	46,000	0.16%
Salaries and Benefits	26,000	0.09%
Sub-total	\$ 2,163,000	7.45%
Growth	(400,000)	(1.38%)
Total	\$ 1,763,000	6.08%

The table below illustrates the proposed municipal levy increase for 2025 with forecast increases for the years 2026 and 2027. This multiple-year forecasting has assisted in long-range financial planning and strategic priority development.

Budget Drivers	2024	2025 Proposed	2026	2027
Base Department Operations (excl Pay/Ben)	0.05%	3.10%	1.30%	0.98%
Service Level Enhancements	3.29%	1.03%	0.95%	0.00%
Payroll/Benefits	0.78%	1.19%	1.22%	0.77%
Sub-total - Operating	4.12%	5.32%	3.46%	1.74%
Lifecycle	0.73%	0.86%	0.82%	0.82%
New Infrastructure Levy	0.73%	0.69%	0.65%	0.65%
Sub-total - Capital	1.46%	1.55%	1.47%	1.47%
Total	5.58%	6.87%	4.93%	3.21%
Assessment (Growth)/Loss	-0.55%	-1.41%	-1.06%	-1.31%
Total w/ Growth factor	5.03%	5.46%	3.87%	1.91%

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 over one billion 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 and later updated on May 8, 2018 (RCM-157/18). On October 27, 2022, an updated Asset Management Plan (Version 3.0) and amended Strategic Asset Management Policy, Policy 85 were presented and adopted by Council (RCM-25/22).

On November 26, 2024, the updated Asset Management Plan (Version 4.0) was presented to Council, with adoption anticipated in December 2024.

Per O.REG. 588/17, the next milestone is July 1, 2025 where the municipality is required to include proposed levels of service for all infrastructure assets. The Town will also include the balance of non-core infrastructure assets that were not included in the Version 4.0 update, including Parks amenities and Trail.

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 - Data from the FIR is 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:

- Developing provincial and municipal fiscal policies
- Monitoring local sector performance
- Analyzing municipal debt limits and financial status
- Forecasting and budgeting
- Local economic profiling
- Providing financial and statistical data
- Municipal management and comparative tool

The Town of Tecumseh fiscal policies are shaped by established by-laws, policies and long-standing practices to ensure sound financial management and alignment with the Town's strategic goals. Key components of the fiscal policy include:

Annual Budget Development

(Policy 19-2002)

The Town's budget is a detailed plan connecting its strategic goals to departmental initiatives and funding allocations. Each year, a balanced budget is created with revenue matching expenses. In accordance with the Municipal Act, this budget is reviewed and adopted by Council. It includes performance indicators and targets for programs and services, which are monitored throughout the year to ensure goals are met.

Asset Management

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

The Town's Asset Management Plan (AMP) is essential for long-term infrastructure planning and ensures that critical assets like roads, bridges, and sewers are maintained to serve residents effectively.

Effective asset management is foundational to the Town's long-term infrastructure strategy and ensures that critical assets like roads, bridges, and sewers are maintained to serve residents effectively. With the provincial '**Building Together**' initiative introduced in 2011, the Province mandated municipalities to develop and maintain detailed Asset Management Plans (AMPs) to qualify for provincial funding. The Town's AMP, initially adopted in 2013 and updated in 2018, 2022 and again in 2024, covers a 10-year period, balances immediate needs and future demands. These updates ensure compliance with **Ontario Regulation 588/17**, which requires municipalities to maintain a current AMP that reflects the condition, service levels, and financing needs of assets. The next update is due by July 1, 2025, ensuring the plan stays relevant, and continues to address the evolving demands of infrastructure management and community growth.

Debt Management

(Long-standing practice)

Debt management plays a crucial role in supporting infrastructure investments while safeguarding the Town's financial health. Since 2005, the Town has used long-term debt selectively to finance major capital projects, particularly for sanitary and water systems. This strategic approach enables Tecumseh to fund large infrastructure projects without overburdening annual budgets, preserving financial flexibility and stability. Debt is managed within limits set by the **Ministry of Municipal Affairs and Housing**. The issuance of long-term debt is approved by Council to maintain fiscal integrity.

Development Charges By-law

(By-law 2024-063)

Development charges are essential for funding infrastructure that supports new growth. Regulated under the Development Charges Act, 1997, these charges allow the Town to recover the costs of capital projects necessitated by population growth. By-law 2024-063 establishes how these fees are calculated and collected, ensuring that development costs do not impact existing taxpayers and that growth-related projects are sustainably funded. This replaces the original By-laws 2019-63 and 2022-62.

Financial Management Policy

(Policy 102-2020)

This policy provides the foundational framework for responsible financial management, ensuring that the Town's finances are managed in a way that promotes long-term sustainability. The policy covers key areas, including budget and financial planning, revenue, expenditures, reserve and reserve funds, asset management planning, debt, investments, and accounting, auditing & financial reporting. It aligns with the Town's strategic plan, ensuring fiscal decisions support current needs and future growth.

Investment Policy

(Policy 87-2016)

The Town's investment policy governs the management of its surplus cash, reserve and reserve funds, sinking funds, deposits and other financial resources. This policy prioritizes capital preservation and liquidity while aiming to achieve a competitive return within statutory limits. Prudent investment management ensures that surplus funds are available to support operational and infrastructure needs as they arise.

Lifecycle Program

(Long-standing practice)

The Lifecycle program, initiated in 2005, supports the sustainable replacement of aging infrastructure. It allocates a portion of the Town's tax revenue to a reserve fund dedicated to capital renewal. This proactive approach ensures Tecumseh can meet future infrastructure needs, providing resources for repairs and replacements as assets reach the end of their life cycle. By dedicating a portion of tax revenue to a reserve fund for capital replacement, the Town ensures it can meet future infrastructure demands without relying solely on debt or unpredictable funding sources. The Lifecycle program demonstrates the Town's commitment to sustainable capital asset management, positioning the Town to address critical infrastructure needs over time. 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)

The Town monitors budget performance with reports to Council comparing actual expenses to budgeted amounts for the periods ending June, August and December. This system of budgetary control enables Council and staff to identify significant variances early and make adjustments as needed, ensuring transparency and accountability in the use of public funds.

Post Budget Adjustments

(Policy 22-2002)

Any required changes to the budget, such as unforeseen expenditures or reallocations, must receive Council approval. This policy ensures that all budget adjustments are carefully considered and aligns with the Town's financial policies and objectives.

Purchasing By-law

(By-law 2021-60)

The Town's Purchasing Policy establishes clear guidelines for the procurement of goods and services. The policy 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.

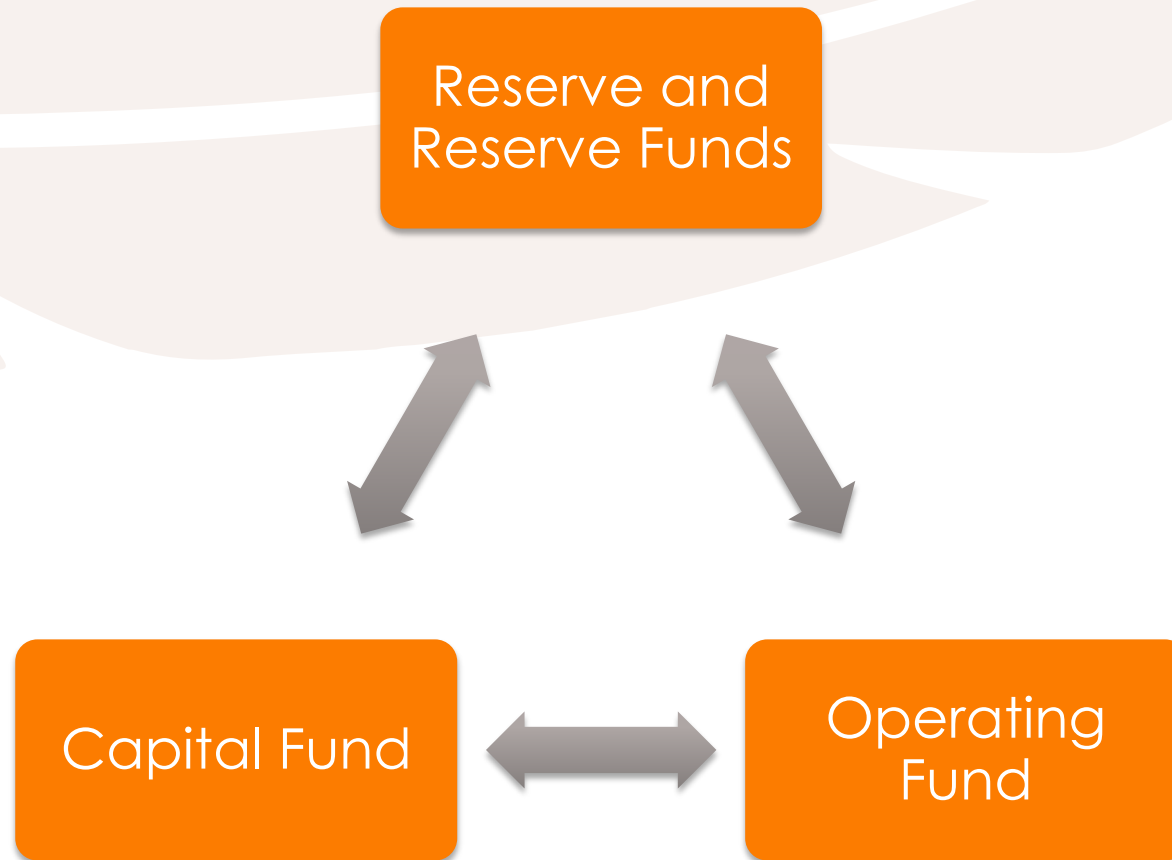
Asset Retirement Obligations

(Policy # TBD)

Changes to reporting standards by the Public Sector Accounting Board (PSAB) require municipalities to identify, measure, and report certain costs associated with asset retirement on financial statements. An asset retirement obligation (ARO) is a legal obligation associated with the retirement of a tangible capital asset, often as a result of legislation or contractual agreements.

The ARO policy establishes guidelines to ensure compliance with the standard PS 3280 – Asset Retirement Obligations. The Town of Tecumseh employs the necessary and appropriate controls required for the recording and reporting of AROs and adheres to the requirements set out in PS 3280.

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, 2025 represents the forecast unfinanced capital amount as of December 31, 2024.

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 balance is as follows:

- **Operating Fund**

The 2024 net surplus will be transferred to reserve resulting in a closing fund balance of \$0 in 2025.

- **Capital Fund**

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

- **Reserve and Reserve Funds**

The 2025 budgeted closing fund balance shows a decrease of \$23 million largely due to the \$4.9 million budgeted for Scully at St. Mark's Storm Pump Station/Riverside Drive, \$4.6 million budgeted for Tecumseh Hamlet Secondary Plan Area - Northwest Water and Wasterwater, \$3.1 million budgeted for Lakewood Park - Washroom, Pavilion and Water Feature and \$8 million budgeted for Aerial Fire Truck & Squad 2 Crew Cab 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.

Town of Tecumseh
Summary of Fund Activity

	Operating Fund			Capital Fund			Reserve & Reserve Funds			Total		
	2023 Actuals	2024 Forecast	2025 Budget	2023 Actuals	2024 Forecast	2025 Budget	2023 Actuals	2024 Forecast	2025 Budget	2023 Actuals	2024 Forecast	2025 Budget
Sources of Funds												
Taxes	27,434,473	29,017,745	31,002,978	-	-	-	-	-	-	27,434,473	29,017,745	31,002,978
Supplementary Taxes	332,924	318,252	275,000	-	-	-	-	-	-	332,924	318,252	275,000
Right of Way	15,732	15,722	15,700	-	-	-	-	-	-	15,732	15,722	15,700
Special Charges	-	-	-	-	-	-	-	-	-	-	-	-
Payments in Lieu	76,709	85,951	90,300	-	-	-	-	-	-	76,709	85,951	90,300
Total Taxation	27,859,838	29,437,670	31,383,978	-	-	-	-	-	-	27,859,838	29,437,670	31,383,978
Grants	504,421	740,037	568,027	-	-	-	-	-	-	504,421	740,037	568,027
User Charges	13,042,380	13,647,005	14,073,604	-	-	-	-	-	-	13,042,380	13,647,005	14,073,604
Licences and Permits	357,351	670,191	771,150	-	-	-	-	-	-	357,351	670,191	771,150
Fines	75,627	81,431	82,550	-	-	-	-	-	-	75,627	81,431	82,550
Penalties and Interest	449,200	380,000	380,000	-	-	-	-	-	-	449,200	380,000	380,000
Investment Income	4,030,152	4,322,573	2,509,625	-	-	-	1,240,905	1,640,287	1,258,800	5,271,057	5,962,860	3,768,425
Other Income	772,328	868,051	907,876	138,864	-	-	-	-	-	911,192	868,051	907,876
Transfer Payments	-	-	-	2,431,865	13,596,503	22,787,518	-	-	-	2,431,865	13,596,503	22,787,518
Capital Contributions	-	-	-	172,021	-	825,560	4,076,238	5,222,905	578,700	4,248,259	5,222,905	1,404,260
New Debt Issued	-	-	-	-	-	9,955,000	-	-	-	-	-	9,955,000
Sources of Funds before Transfers	47,091,297	50,146,958	50,676,810	2,742,750	13,596,503	33,568,078	5,317,143	6,863,192	1,837,500	55,151,190	70,606,653	86,082,388
Transfer from Operating Fund	-	-	-	15,287,617	15,522,127	15,953,956	4,972,843	3,687,079	2,023,521	20,260,460	19,209,206	17,977,477
Transfer from Capital	-	-	-	-	-	-	13,735,518	13,874,042	15,518,981	13,735,518	13,874,042	15,518,981
Transfers from Reserve/ Reserve Funds	1,539,399	1,866,871	1,648,162	19,963,069	29,885,700	41,171,757	-	-	-	21,502,468	31,752,571	42,819,919
	48,630,696	52,013,829	52,324,972	37,993,436	59,004,330	90,693,791	24,025,504	24,424,313	19,380,002	110,649,636	135,442,472	162,398,765

Town of Tecumseh
Summary of Fund Activity

	Operating Fund			Capital Fund			Reserve & Reserve Funds			Total		
	2023 Actuals	2024 Forecast	2025 Budget	2023 Actuals	2024 Forecast	2025 Budget	2023 Actuals	2024 Forecast	2025 Budget	2023 Actuals	2024 Forecast	2025 Budget
Uses of Funds												
General Government	5,477,985	6,939,817	7,805,905	607,696	454,129	414,300	-	-	-	6,085,681	7,393,946	8,220,205
Protection to Persons & Property	6,491,309	6,322,939	6,923,741	102,892	210,245	3,827,100	-	-	-	6,594,201	6,533,184	10,750,841
Transportation Services	3,020,752	2,937,612	3,042,587	7,910,949	9,859,787	13,662,686	-	-	-	10,931,701	12,797,399	16,705,273
Environmental Services	9,183,362	10,296,195	10,597,184	9,696,555	24,179,942	44,478,224	-	-	-	18,879,917	34,476,137	55,075,408
Social & Family	35,954	-	-	2,340	-	-	-	-	-	38,294	-	-
Recreation & Cultural Services	4,088,877	4,400,115	4,741,963	6,060,436	7,742,044	10,782,500	-	-	-	10,149,313	12,142,159	15,524,463
Planning & Development	884,336	1,725,704	1,236,115	2,578,971	1,126,073	2,010,000	-	-	-	3,463,307	2,851,777	3,246,115
Uses of Funds Before Transfers	29,182,575	32,622,382	34,347,495	26,959,839	43,572,220	75,174,810	-	-	-	56,142,414	76,194,602	109,522,305
Transfer to Operating	-	-	-	1,000	-	-	1,539,399	1,866,871	1,648,162	1,540,399	1,866,871	1,648,162
Transfer to Capital	15,287,617	15,522,127	15,953,956	-	-	-	19,963,069	29,885,700	41,171,757	35,250,686	45,407,827	57,125,713
Transfer to Reserve/ Reserve Funds	4,972,843	3,687,079	2,023,521	13,735,518	13,874,042	15,518,981	-	-	-	18,708,361	17,561,121	17,542,502
	49,443,035	51,831,588	52,324,972	40,696,357	57,446,262	90,693,791	21,502,468	31,752,571	42,819,919	111,641,860	141,030,421	185,838,682
(Increase)/Decrease to Funds	812,339	(182,241)	-	2,702,921	(1,558,068)	-	(2,523,036)	7,328,258	23,439,917	992,224	5,587,949	23,439,917
Opening Fund Balance	-	-	-	3,290,147	5,993,068	4,435,000	(80,578,605)	(83,101,641)	(75,773,383)	(77,288,458)	(77,108,573)	(71,338,383)
Closing Fund Balance	812,339	(182,241)	-	5,993,068	4,435,000	4,435,000	(83,101,641)	(75,773,383)	(52,333,466)	(76,296,234)	(71,520,624)	(47,898,466)

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 17th, 2024 and is subject to change. The calculation for 2023 averages for Essex County excludes two local, lower-tier municipalities that have not yet submitted their 2023 FIR information.

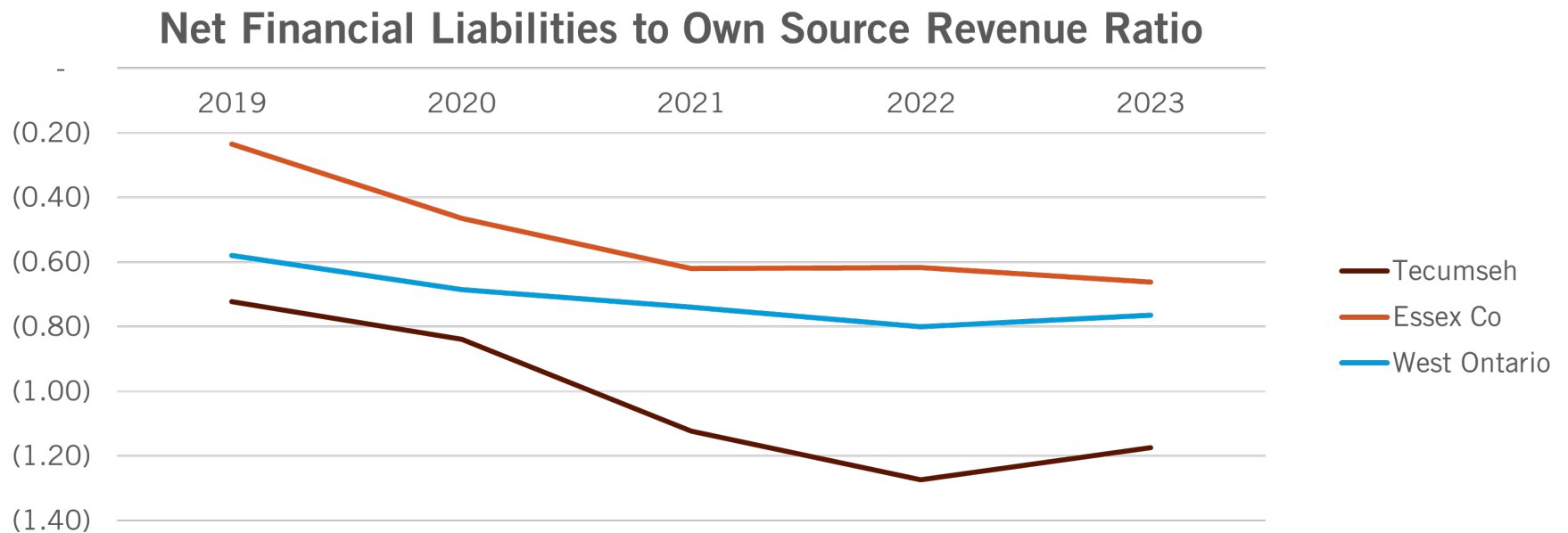
This review was effective and thorough enough to provide insight into concerns that should be addressed in the near term and suggest areas of strength or weakness.

Financial Position

Net Financial Liabilities to Own Source Revenues Ratio

The difference between net financial debt and net financial assets (excluding tangible capital assets) is referred to as Net Financial Liabilities. Own Source Revenues represent 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		2019		2020		2021		2022		2023
Net Financial Liabilities	\$	27,543,002	\$	32,379,089	\$	44,791,505	\$	54,654,738	\$	53,954,484
Own Source Revenue	\$	38,128,144	\$	38,577,452	\$	39,876,315	\$	42,916,863	\$	45,926,548
Ratio		(0.72)		(0.84)		(1.12)		(1.27)		(1.17)

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

Analysis

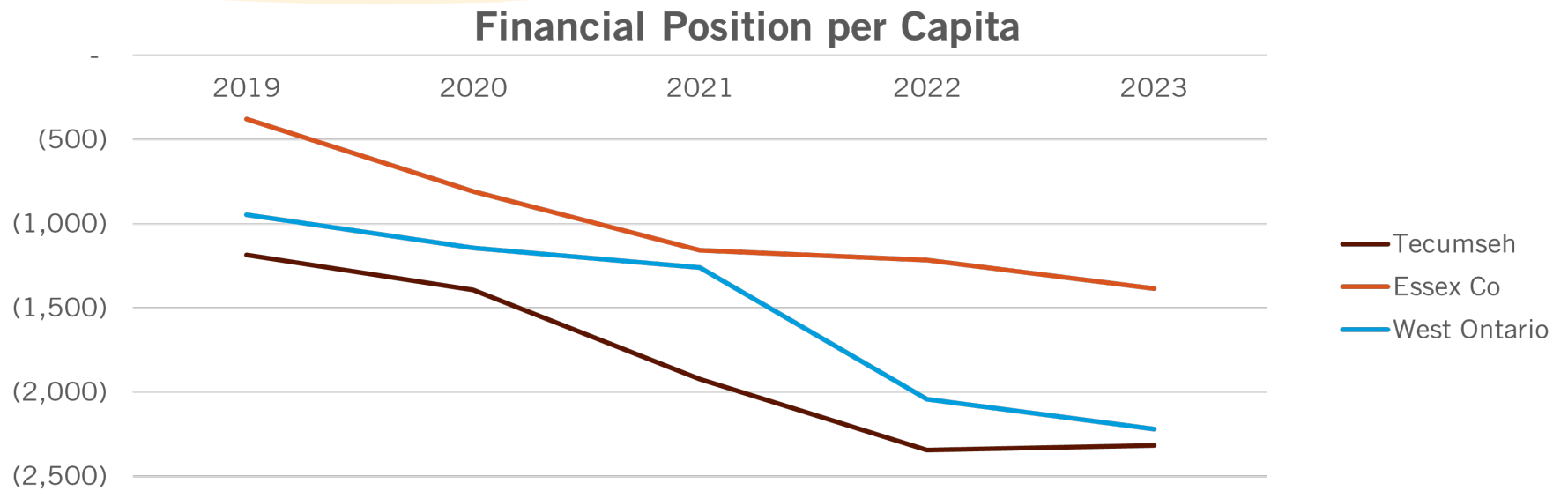
The average Net Financial Liabilities to Own Source Revenue Ratio of Western Ontario municipalities is a negative value, signifying that financial assets are greater than financial liabilities. The Town's ratio continues to be below zero due to higher cash balances, higher investment in government business enterprises, and reduced debt. This 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 benefiting 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.



	2019	2020	2021	2022	2023
Net Financial Liabilities	\$ 27,543,002	\$ 32,379,089	\$ 44,791,505	\$ 54,654,738	\$ 53,954,484
Population	23,229	23,229	23,300	23,300	23,300
Ratio	(1,186)	(1,394)	(1,922)	(2,346)	(2,316)

(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 \$(2,316) per resident by 2023, including 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

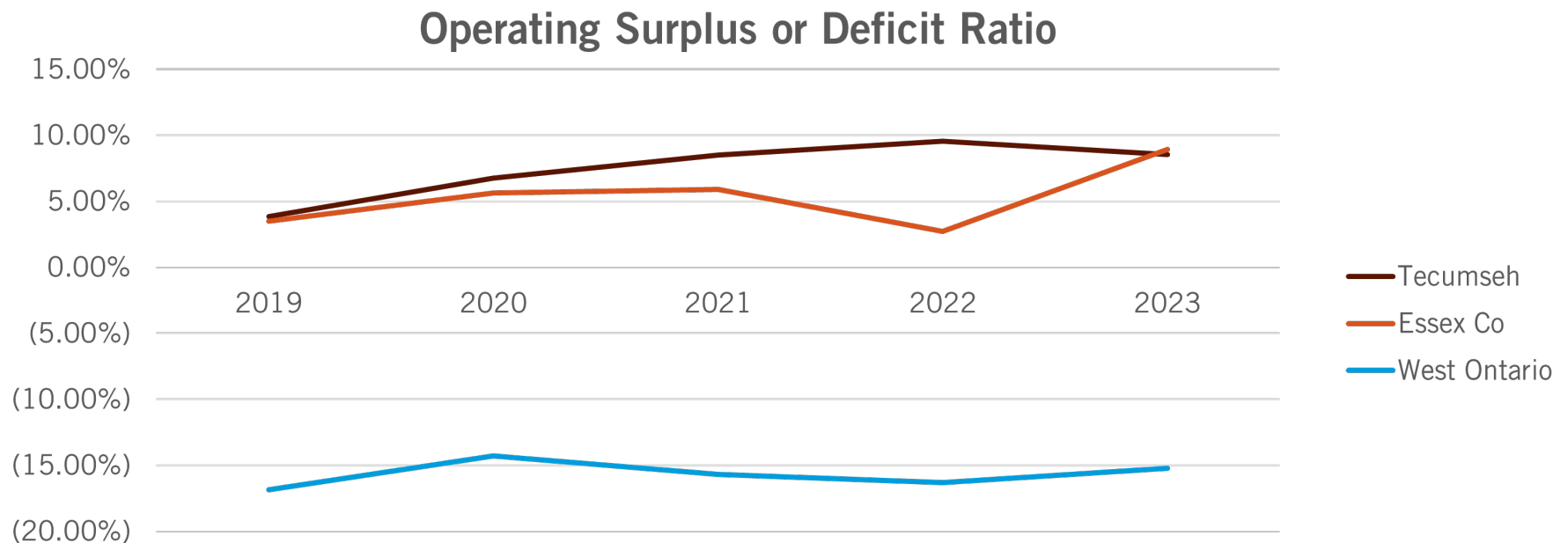
As mentioned earlier, it is crucial to assess this ratio alongside other financial indicators, and proactive measures should be taken to address any unfunded liabilities.

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.



	2019		2020		2021		2022		2023	
Operating Surplus/(Deficit)	\$	1,474,063	\$	2,615,561	\$	3,386,330	\$	4,099,764	\$	3,927,834
Own Source Revenue	\$	38,128,144	\$	38,577,452	\$	39,876,315	\$	42,916,863	\$	45,926,548
Ratio		3.87%		6.78%		8.49%		9.55%		8.55%

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

Analysis

The Town has consistently achieved operating surpluses during the last five years, with relatively large surpluses from 2020-2023.

Relatively large surpluses for the past four years can primarily be attributed to delays in significant capital projects such as the Scully & St. Mark's Storm Pump Station, which was originally expected to be complete in 2024. These delays, primarily caused by construction capacity constraints, often led to re-tendering of projects 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 the backlog of capital projects is gradually relieved.

The Town's results have generally been better than both the Western Ontario average and the local average. Ideally, a small percentage, either positive or negative, is preferred. A large negative percentage would be the worst result, indicating a large deficit in relation to own source revenues, which is not sustainable over a long-term timeframe.

Recommendation

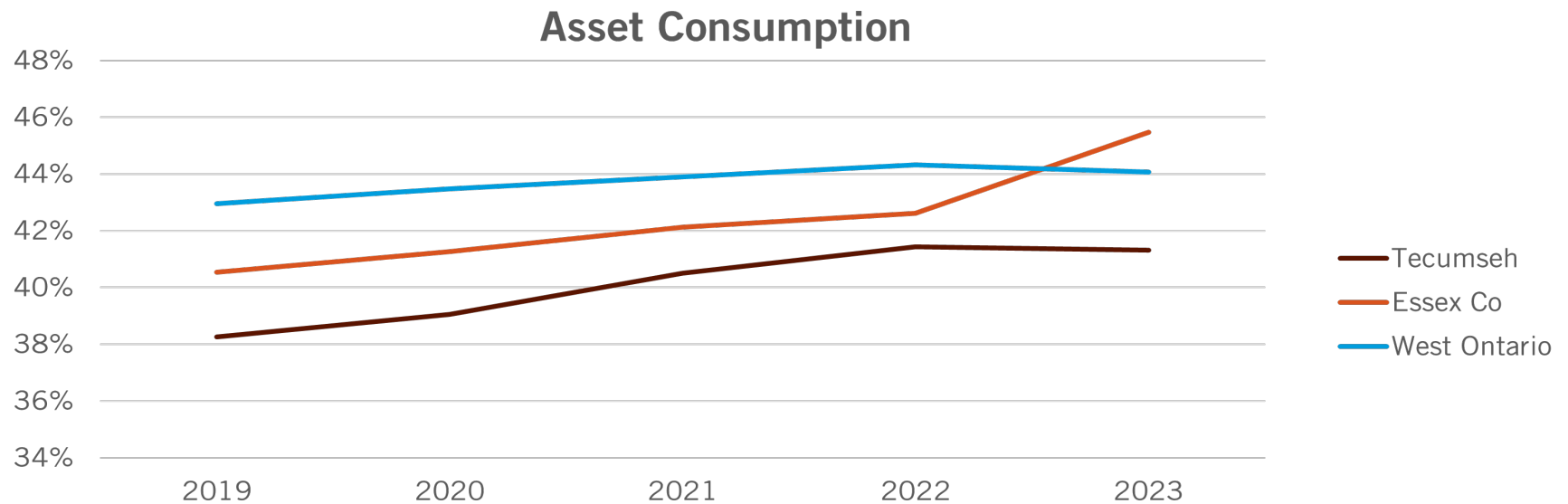
The Town should strive to cover its costs with own source revenues and reduce dependence on funding from other levels of government. Targeting break-even results or better is advisable, and exploring courses of action to increase revenues should be pursued.

Asset Consumption

Asset Consumption represents the degree to which assets have been “used up” to 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.



	2019	2020	2021	2022	2023
Accumulated Amortization	\$ 139,041,070	\$ 145,094,493	\$ 152,040,173	\$ 158,417,949	\$ 165,228,301
Historical Cost	\$ 363,441,622	\$ 371,542,387	\$ 375,408,670	\$ 382,278,608	\$ 399,920,380
Ratio	38.3%	39.1%	40.5%	41.4%	41.3%

(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 38.3% to 41.3%, 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.

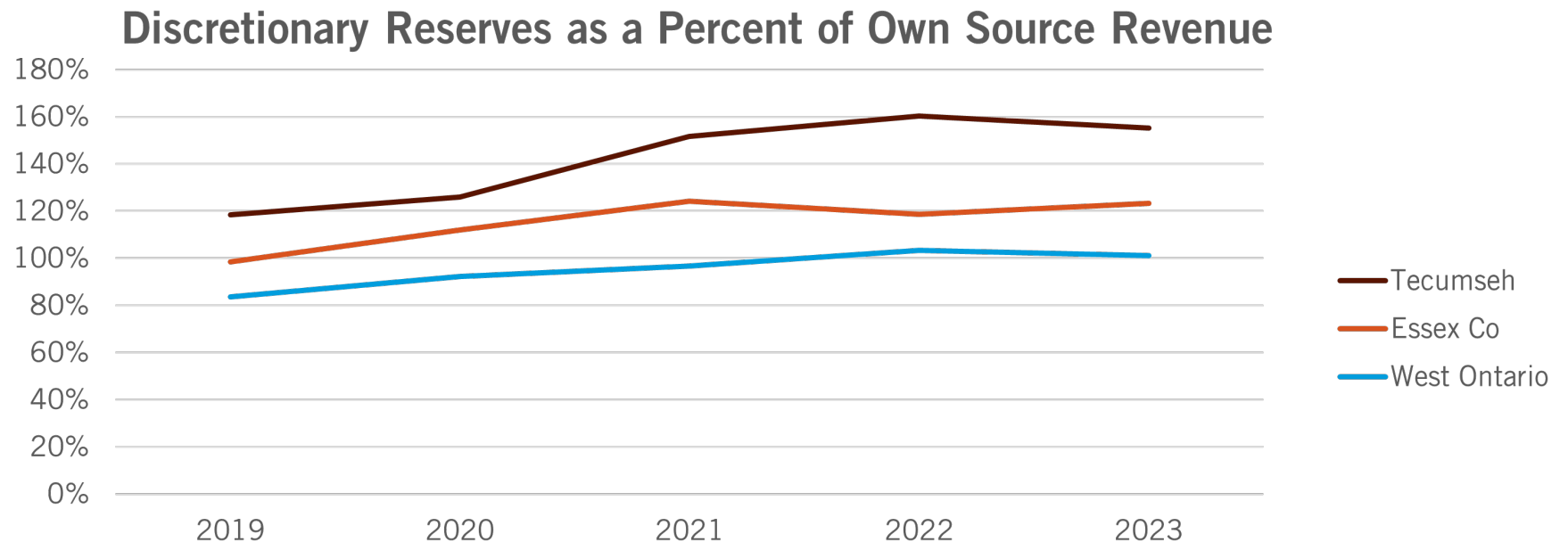
The 2025 budget proposes an increase to the Lifecycle allocation of \$250,000 to provide additional funding towards future replacement of existing assets addressing the Town's Infrastructure gap as identified in the Town's AMP.

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.



	2019		2020		2021		2022		2023	
Discretionary Reserves	\$	45,138,394	\$	48,559,090	\$	60,497,014	\$	68,803,494	\$	71,222,776
Own Source Revenue	\$	38,128,144	\$	38,577,452	\$	39,876,315	\$	42,916,863	\$	45,926,548
Ratio		118.4%		125.9%		151.7%		160.3%		155.1%

(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 from 2019 to 2022, ranging from 118% to 160%, and slightly decreased to 155% in 2023.

For the period 2021-2023, Reserve balances grew substantially, benefiting from a combination of factors including:

- Continued commitment to the Town's Capital Reserves through increased annual allocations,
- Construction delays for major capital projects thereby deferring expenditures,
- Financial contributions from senior levels of government through successful application to grant programs, and
- Favourable interest rates generating investment income.

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 continued commitment to its lifecycle program that was initiated in 2005.

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.

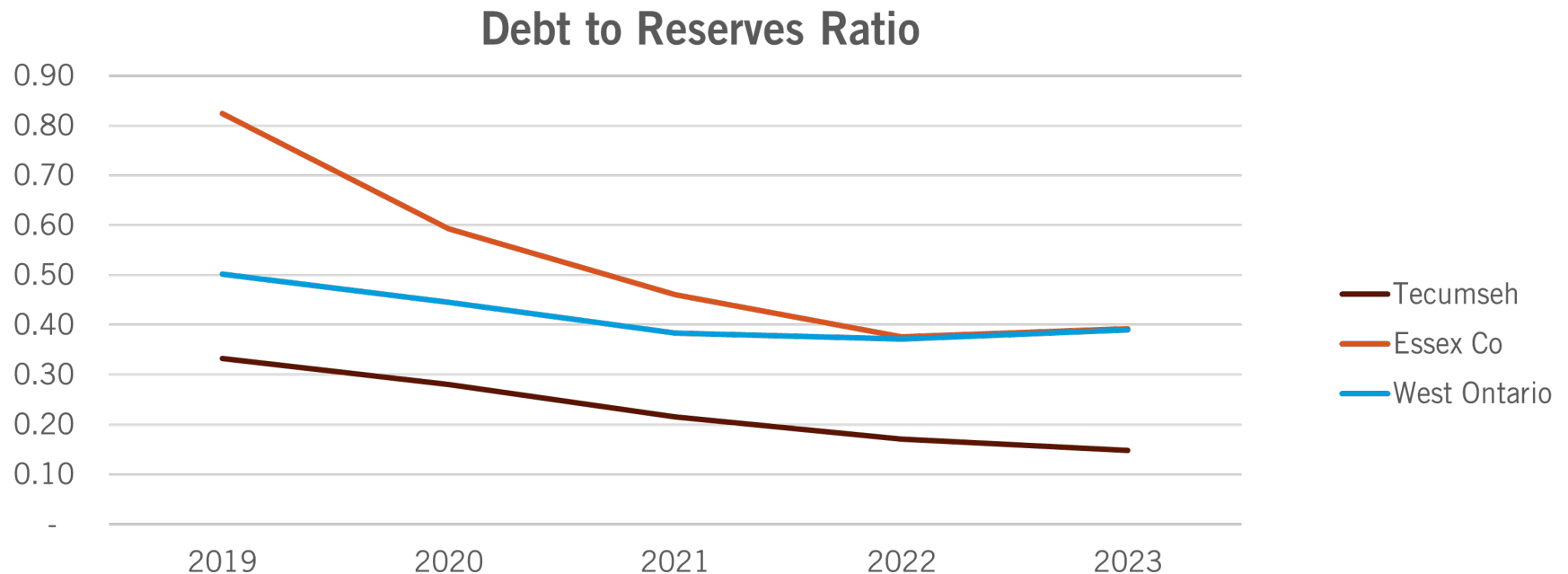
The 2015 budget implemented a special New Infrastructure Levy (NIL). The NIL is contributed to the Infrastructure (Capital) reserve to partially address funding shortfalls required for constructing new infrastructure. The current NIL allocation is \$2.15M with an additional \$200K being budgeted in 2025. The annual target will be reviewed in 2025, conjunction with the 2024 DC Background Study and Asset Management Plan (Version 4) updates.

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 Revenue based on the Financial Information Return adjusted for committed debt. The Town's current debt servicing cost is 3.6% (2023) of Own Source Revenue.

Debt to Reserves Ratio

The 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.



	2019	2020	2021	2022	2023
Debt	\$ 15,021,295	\$ 13,604,944	\$ 13,023,592	\$ 11,723,349	\$ 10,505,118
Discretionary Reserves	\$ 45,138,394	\$ 48,559,090	\$ 60,497,014	\$ 68,803,494	\$ 71,222,776
Ratio	0.33	0.28	0.22	0.17	0.15

(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. The 2019 to 2023 ratios have consistently decreased and 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.

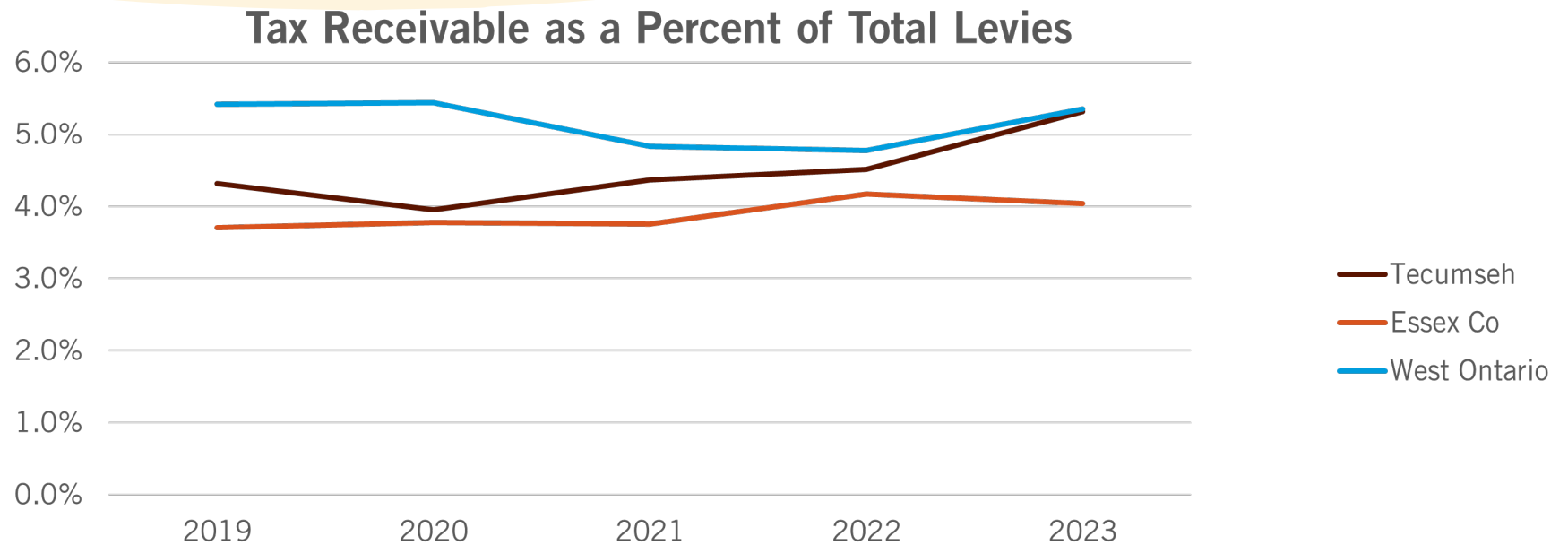
Recommendation

Debt plays a part of the municipality's overall funding strategy, generally linked to expensive, long-lived infrastructure investments. Consideration should be given to a Pay-As-You-Go program as a potential alternative partly replacing the reliance on debt and adding financial flexibility in the Town's financial strategy..

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



	2019		2020		2021		2022		2023	
Taxes Receivable	\$	2,166,795	\$	2,049,864	\$	2,234,100	\$	2,373,021	\$	2,872,792
Total Levy	\$	50,220,790	\$	51,852,707	\$	51,123,089	\$	52,564,069	\$	54,034,882
Ratio		4.31%		3.95%		4.37%		4.51%		5.32%

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

Analysis

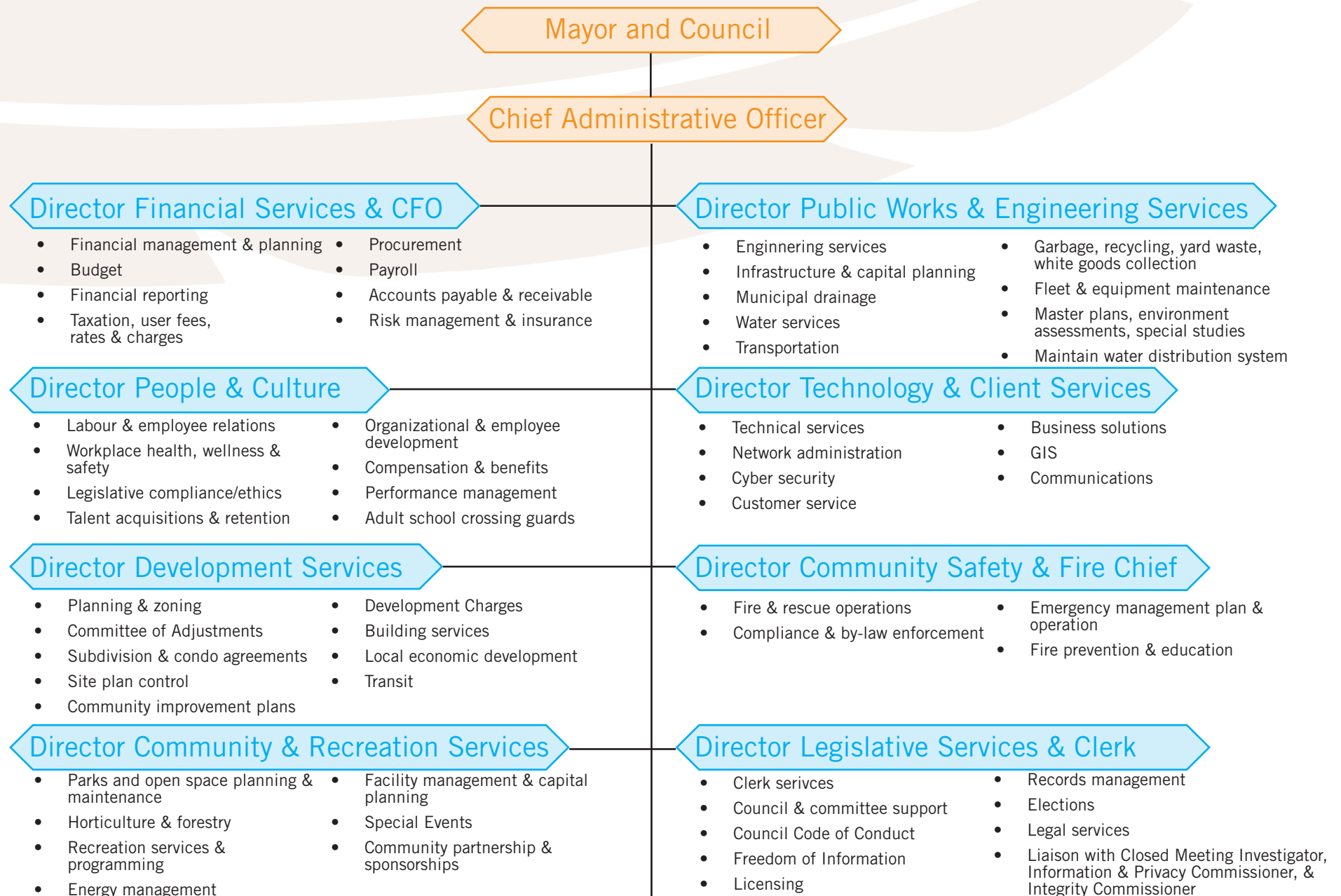
Taxes Receivable as a Percentage of Tax Levies in Tecumseh had been trending downwards from 2018 - 2020, with the 2020 percentage of 3.95% marking the lowest in the previous 10 years. These trends reflect the Town's efforts to reduce the number of properties in arrears. Tecumseh and Essex County experienced 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.

ORGANIZATION CHART

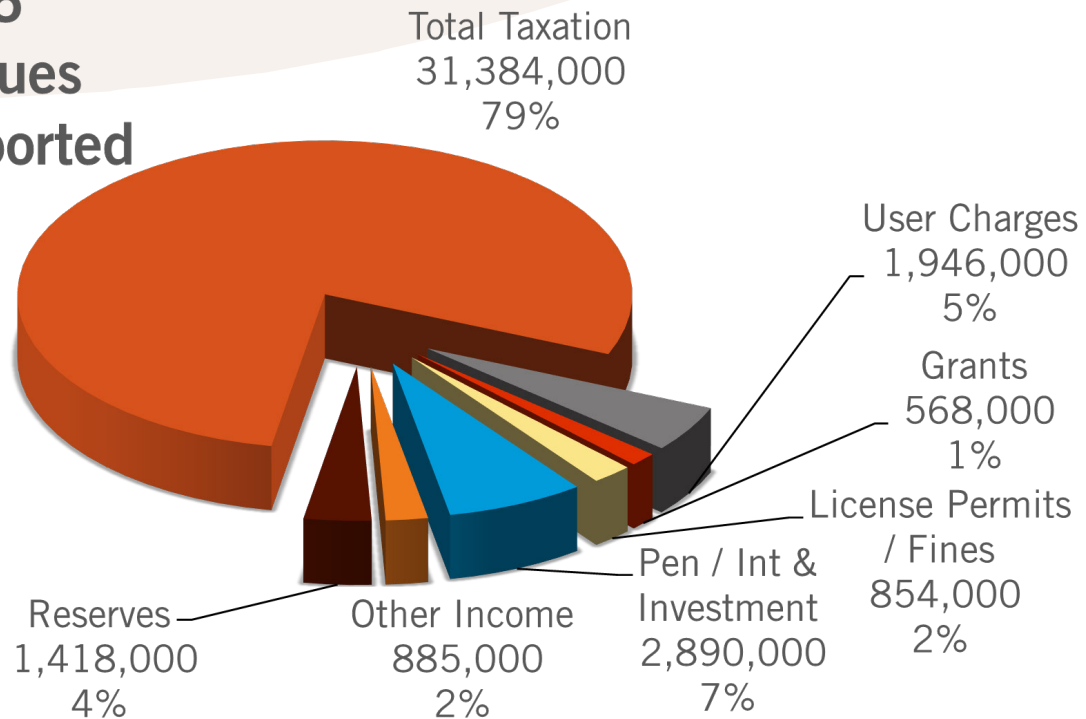


GENERAL OPERATING BUDGET OVERVIEW

Revenues

The 2025 Operating and Lifecycle Budgets, excluding Water and Sanitary, include \$39.9 million in revenues, which is a \$1,773,000 or 4.64% increase over the 2024 Operating and Lifecycle Budgets. The primary source of revenue is Taxation, which accounts for 79% of all revenue. Revenue by major category is depicted below.

2025 Revenues Tax Supported



Total Taxation - \$31,384,000

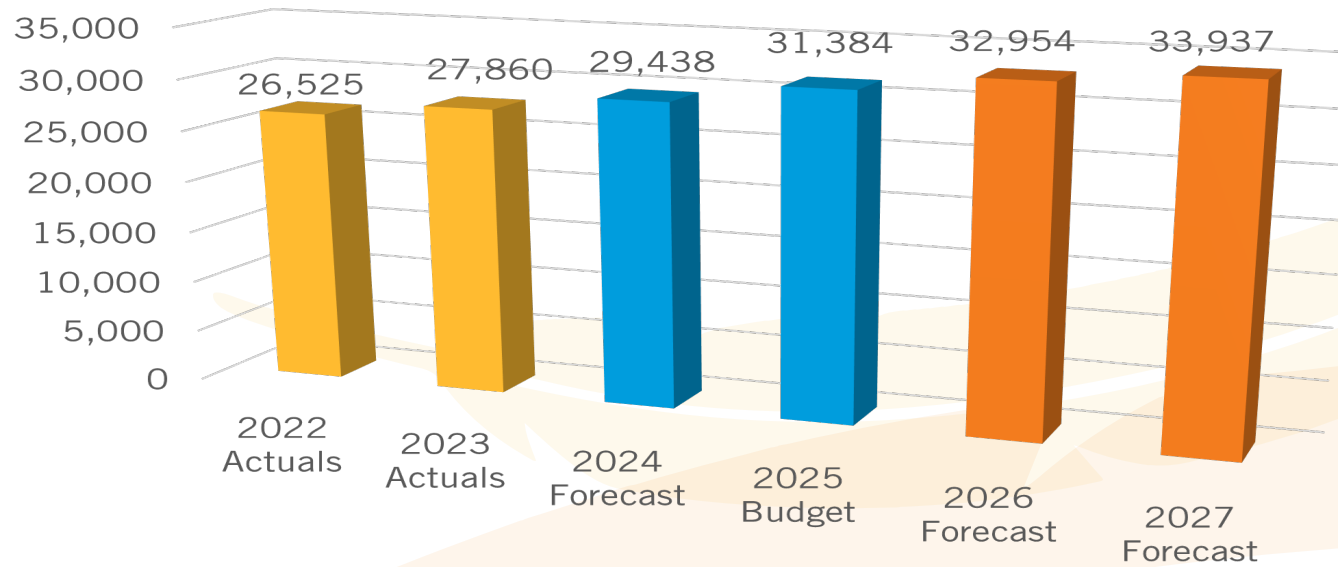
Total Taxation revenue is comprised of general levy taxes, supplementary taxes, right of way taxation, special charges and payments in lieu. General levy taxation accounts for \$31,003,000 or 99% of Total Taxation. General tax levy revenues increased by \$1,985,000 or 6.84%.

The total tax impact on an “average” Residential home assessed at \$275,000 is summarized as follows:

Levying Authority	2025	2024	\$ Change	% Change
Town	\$ 2,438	\$ 2,312	\$ 126	\$ 5.46%
County	1,542	1,487	55	3.76%
Education	421	421	0	0.00%
Total	\$ 4,401	\$ 4,220	\$ 181	\$ 4.32%

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 2024 assessment (based on fully phased in Jan 1, 2016 CVA).

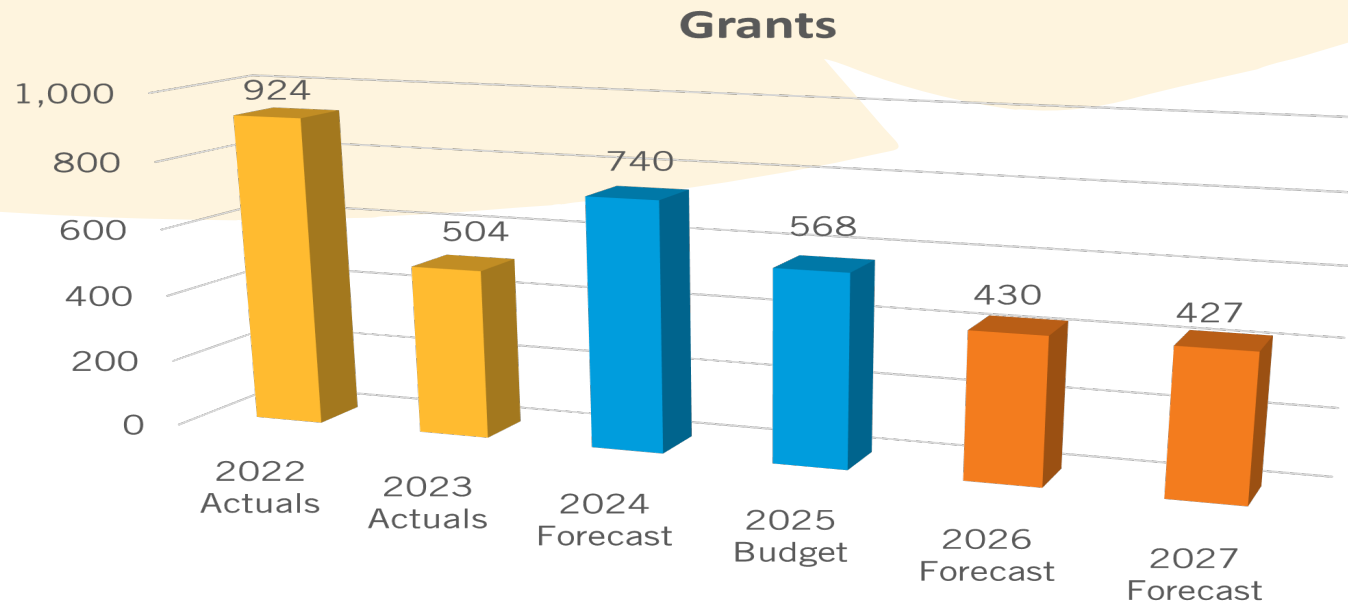
Total Taxation



The 2025 budget includes a provision for an increase to the New Infrastructure Levy allocation of \$200,000 and an increase to the Lifecycle allocation of \$250,000. Further details can be found in the Lifecycle section of this document.

Projected Municipal Taxation requirements for 2026 and 2027 call for general levy increases of 4.93% and 3.21% respectively, of which approximately 1.47% for 2026 & 1.47% for 2027 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 3.87% and 1.91% for the outlook years.

Grants - \$568,000

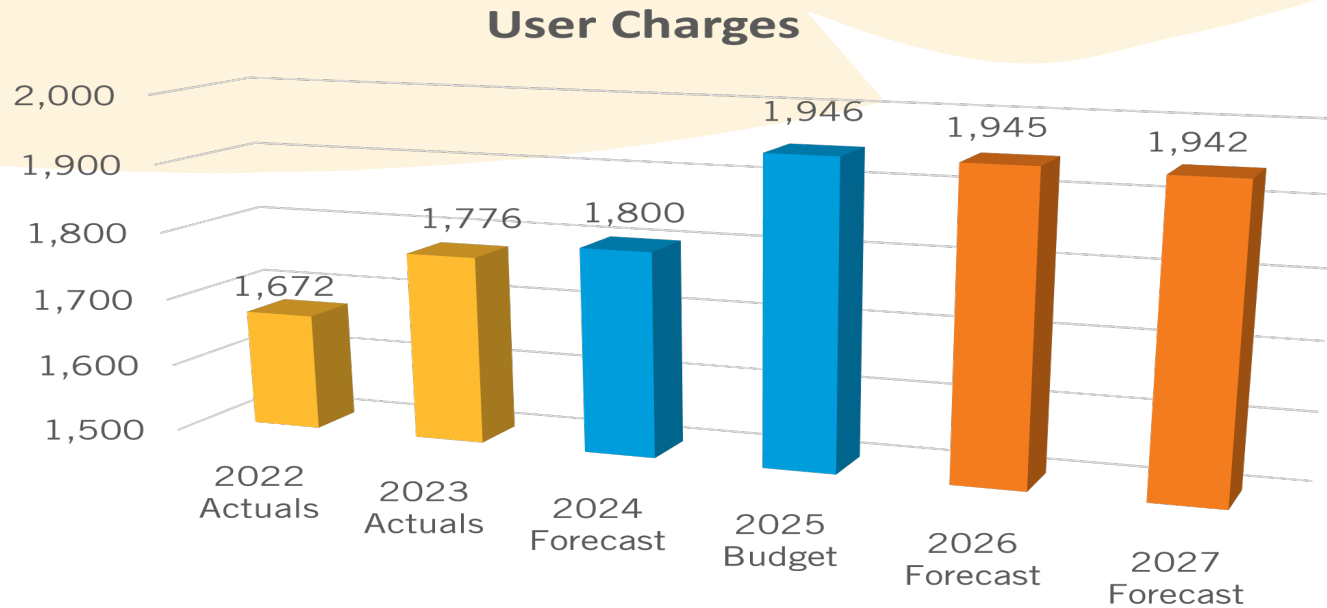


Grants are sources of funding received by the Town primarily from the Province of Ontario.

Ontario Municipal Partnership Fund (OMPF) grant revenue is estimated at \$17,000 in 2025. 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 \$37,000 primarily due to additional funding from the Seniors Active Living Centre Grant and Seniors Community Grant as well as Provincial support towards increased municipal transit program costs. Canada Specific Grants are expected to decrease by \$305,000, as Housing Accelerator Funding support towards the Town's Operating Budget program initiatives reduces in 2025. Additional HAF funding may be available towards capital program initiatives during 2025-2027. The bulk of the funding that was for studies related to the initiatives is expended in the first two years.

User Charges - \$1,946,000



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:

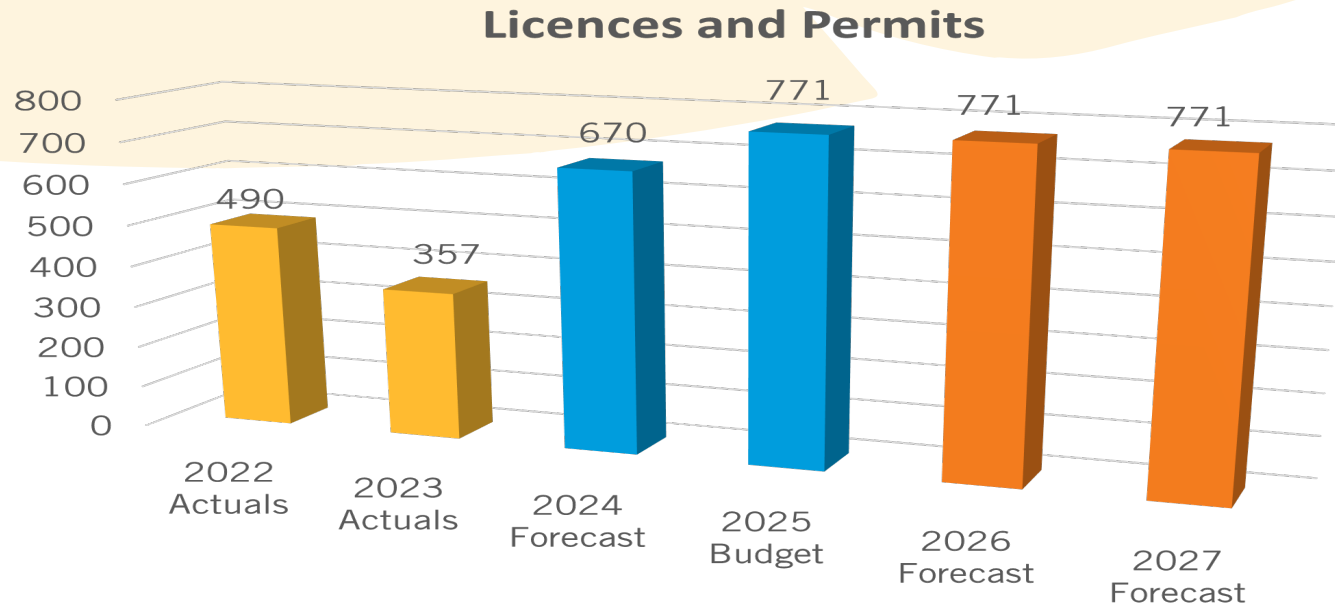
- Arena ice rentals \$875,000
- Registration/Entry Fee \$144,000
- Hall rentals \$139,000

The 2024 forecast is anticipated to be in-line with budget. The 2025 User Charges are expected to increase by \$149,000, or 8.3% from 2024 budgeted revenue, benefiting from area high school hockey academy ice rentals and new Hotel-Dieu Grace Healthcare lease agreement at the Lanoue Facility.

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 2024 was 2.1%. Departments will generally increase User Charges by CPI where market conditions allow.



Licenses and Permits - \$771,000

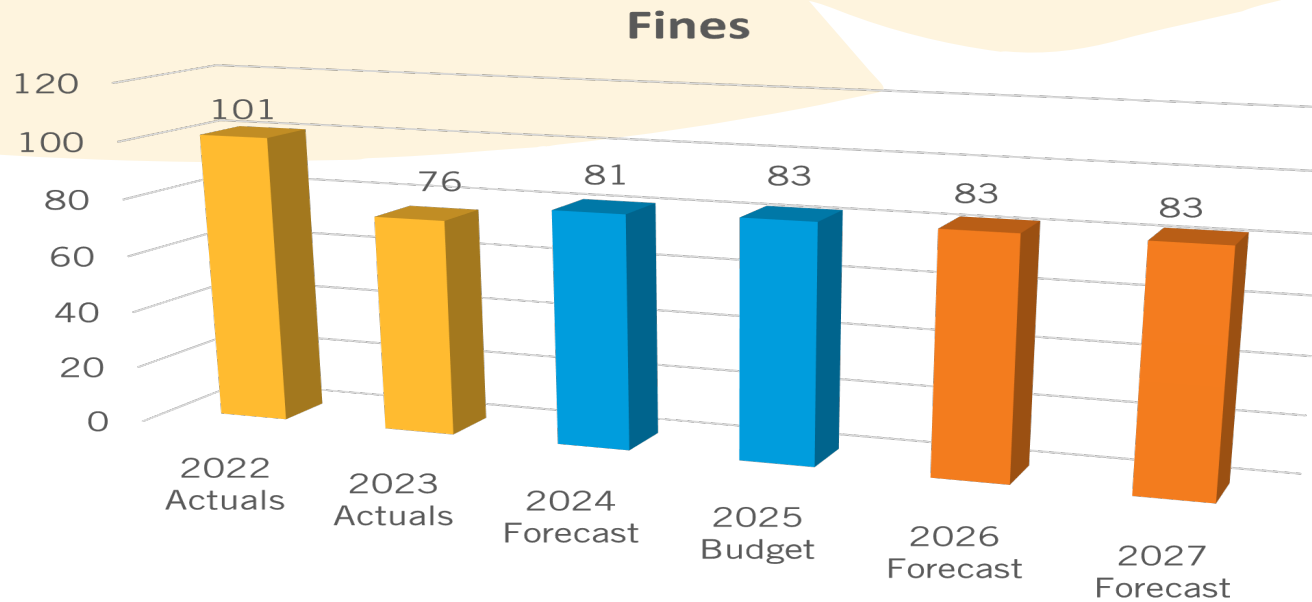


The Town generates revenue through the issuance of licenses (dog and lottery) and permits (building, culvert/driveway). The three largest sources of revenue under this grouping are:

- Building Permits \$710,000
- Dog Licences \$ 26,000
- Marriage Licences \$ 20,000

License and Permit revenues are expected to decrease from 2024 budget levels by \$73,000, primarily due to lower building permit fees (\$76,000) as a result of the downturn in economic conditions. The remainder of the budget line item is status quo.

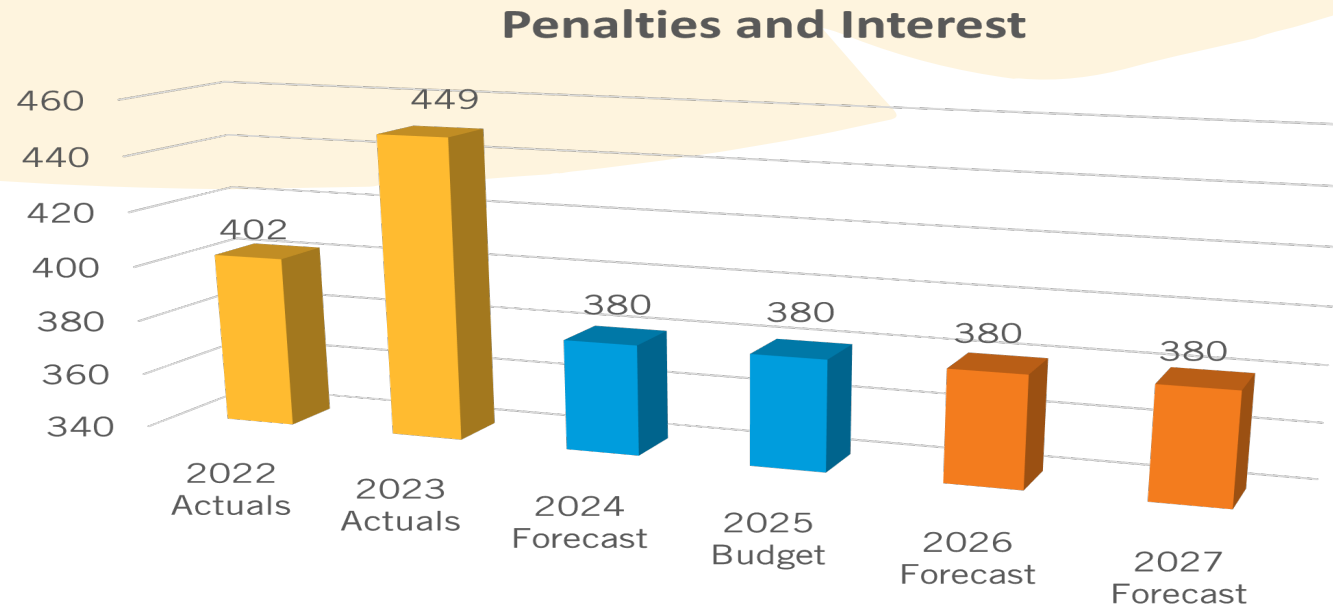
Fines - \$83,000



The municipality receives revenue for provincial offences, parking and dog fines. Provincial offences are non-criminal charges omitted 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. 2024 forecast revenue is still well below budgeted amounts and has been reflected in the 2025 Budget. The 2025 revenue remains consistent with 2024 budget.

Penalties and Interest - \$380,000

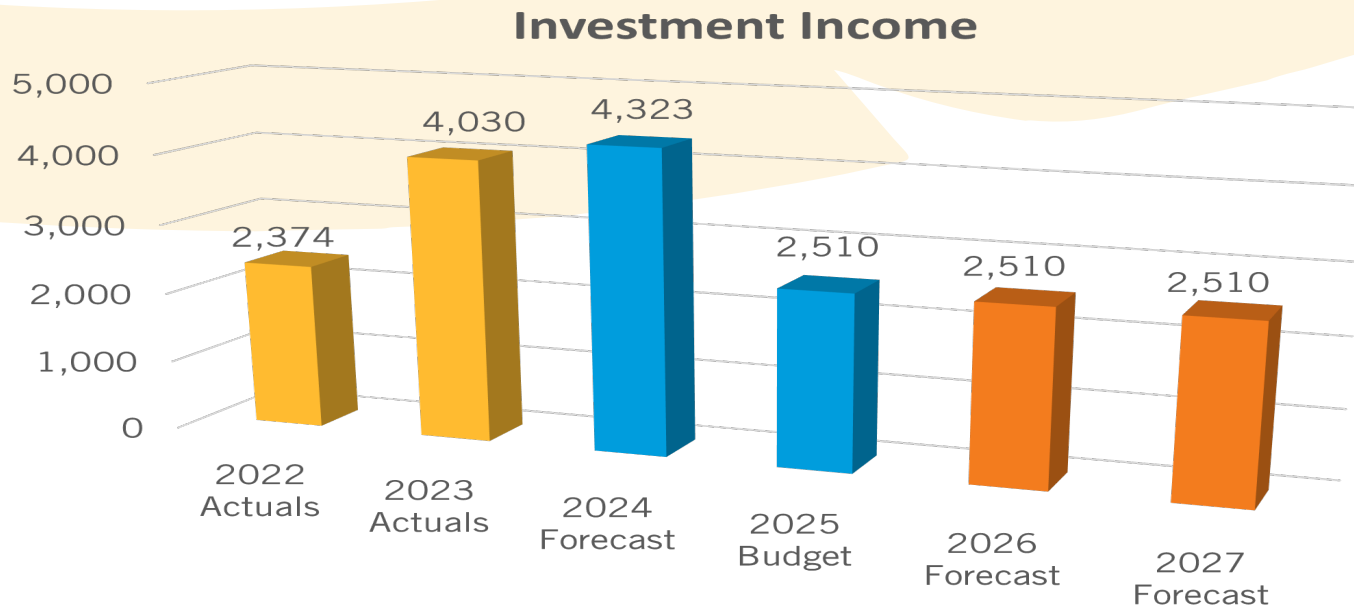


Penalties and Interest are charges for the late payment of property tax bills. The 2025 budget for penalties and interest on outstanding taxes remains consistent with 2024.

2024 Forecast is anticipated to be in-line with budget as the Town resumed the collection of interest and penalties throughout the full year.

Actual penalties and interest charges increased to \$449,000 in 2023 as Taxes Receivable increased to 5.4% of Taxes Levied. Taxes Receivable as a percentage of Taxes Levied has been stable for the past ten years, ranging between 4% to 6%, comparable to that of the region and below the 8% industry threshold considered to be a negative financial factor. Forecasted charges for the outlook years are expected to remain at around \$380,000 per year.

Investment Income - \$2,510,000



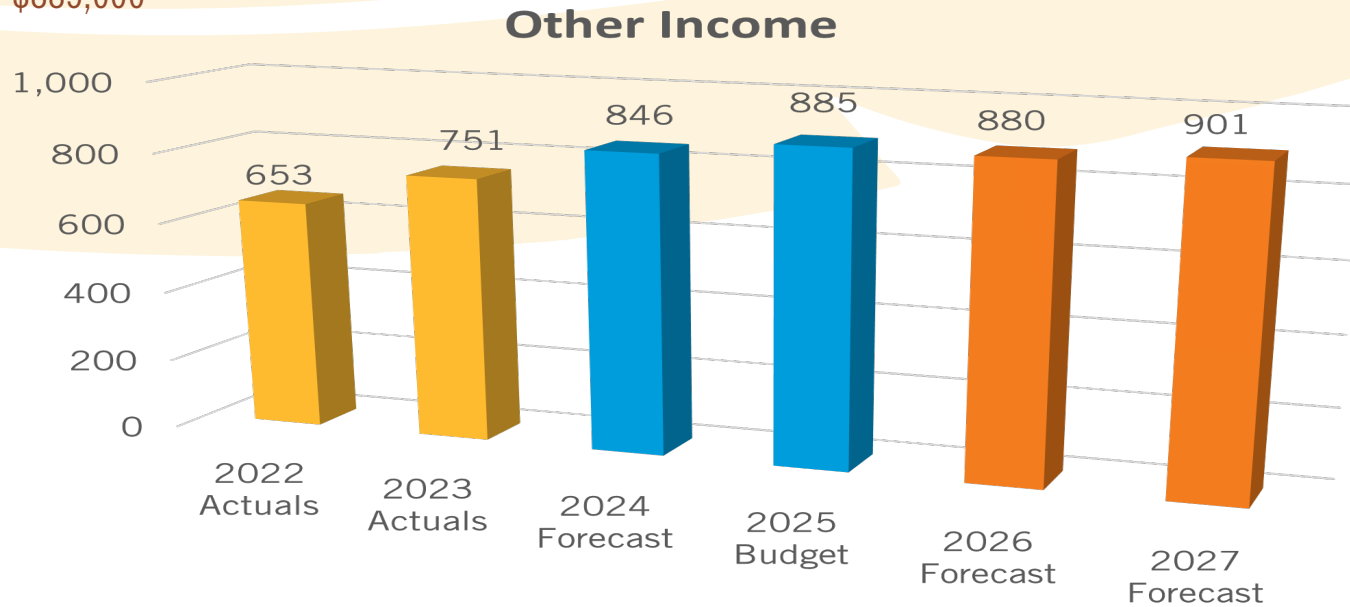
Investment income summarizes revenues generated through interest and dividends. Bank interest of \$2,000,000 and dividends of \$500,000 comprise the majority of the total budgeted amount.

Actual income exceeded budgets in 2016 through 2024 due to greater bank interest income coming from higher rates and bank balances and increases to dividend income. Bank interest rates in 2024 have soared compared to prior years, with the steady increases in the central banks key policy rate. It is forecast that 2024 investment income revenue will be \$1,800,000 or 90% greater than budget.

The 2025 budget for bank interest and dividends increased by 6,350 to recognize increased dividend income from shares in Essex Power. Bank interest income is maintained at 2024 level in anticipation of declining interest rates and declining reserve balances in support of 2025 capital expenditures.

Amounts exceeding base budget, \$6,350 of the category total of \$2,510,000, is to be transferred to reserve for 2025.

Other Income - \$885,000



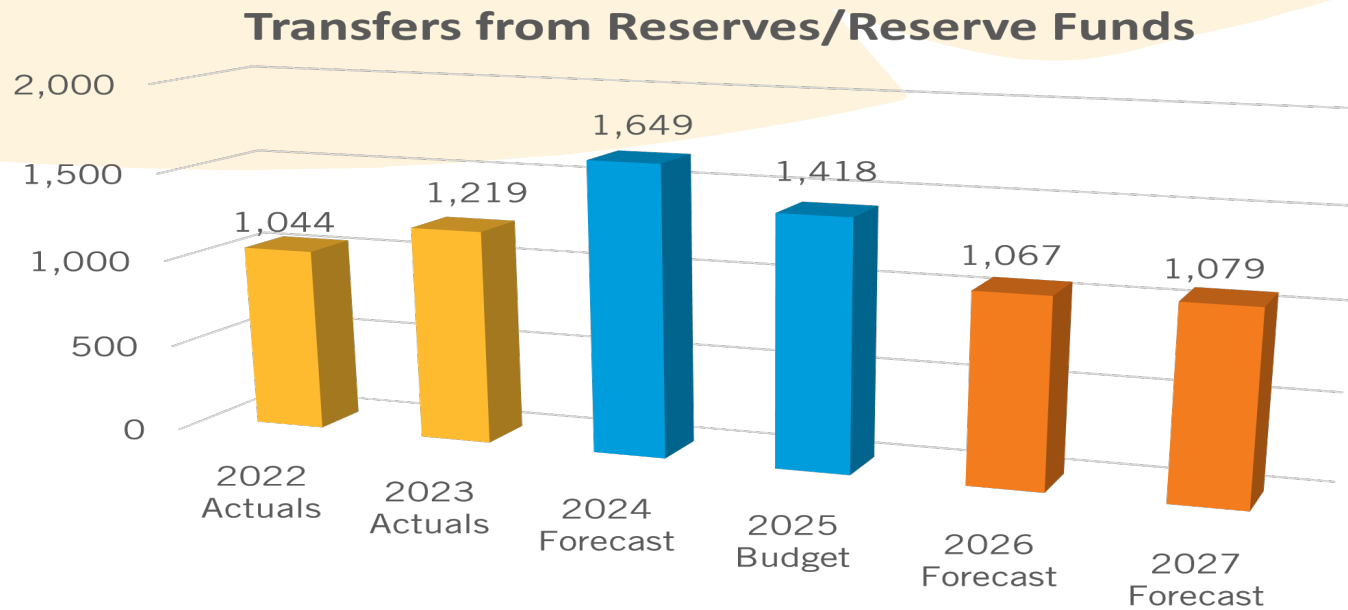
The Other Income category is comprised of royalties and interfunctional charges. Interfunctional - Administration charges comprise 95% of the total budgeted amount.

Interfunctional charges mainly include Town General Administrative cost recoveries of \$778,000 for support provided to the Sanitary and Water divisions as part of the program to have Sanitary and Water services on a full cost recovery basis. The balance includes cost recoveries from Building and Transit services. General Administrative costs are recoverable from Building services as Building services are supported through Building permit charges and recoverable from Transit as Transit services are supported through provincial grants.

The 2025 budget for interfunctional charges has been increased by 4.85% due to inflationary increases to various cost recoveries charged to Planning department for Cloud permit software, Citizen Satisfaction Survey to CAO department as well as inflationary increase.

Outlook years' budgets have also been increased by 3% for inflation.

Transfers from Reserves - \$1,418,000



Reserves, which include reserve and reserve fund transfers to the Operating Budget, are \$1,418,000, which represents a decrease of \$64,000, or 4.31% from 2024 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:

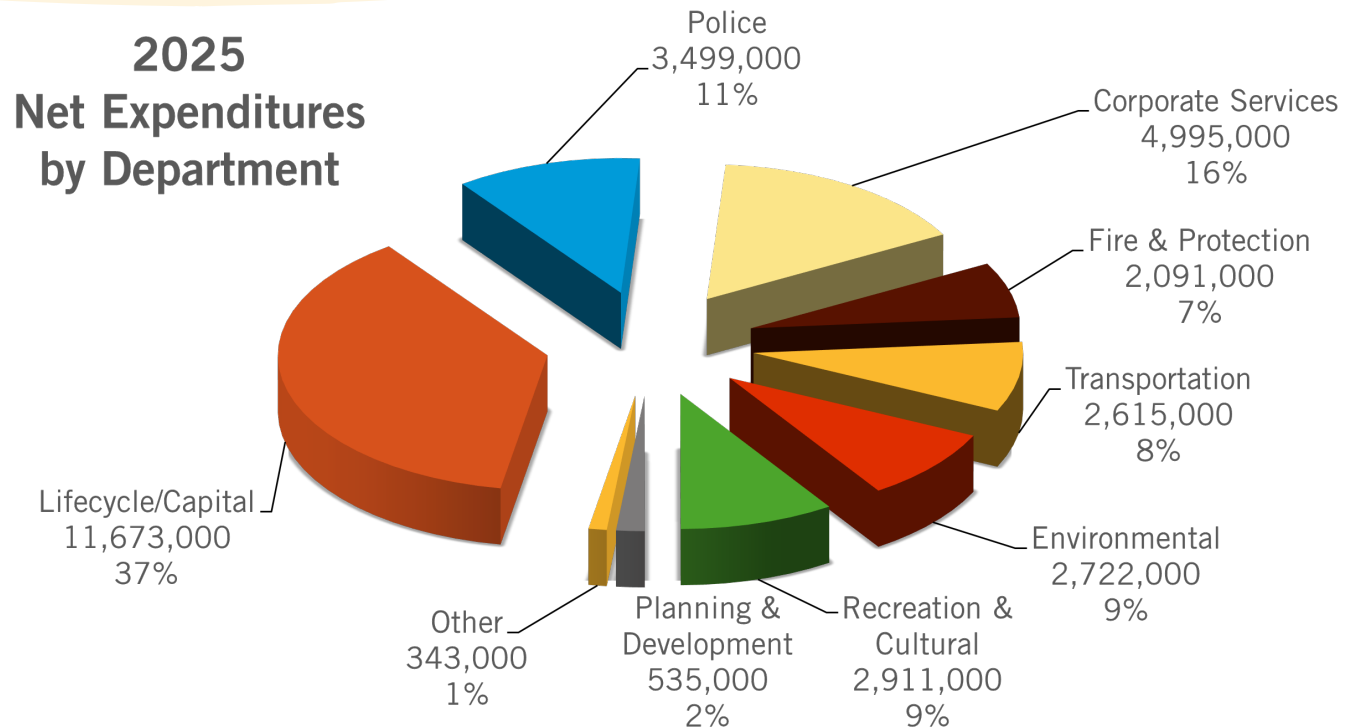
- Reserves \$891,000
- Lifecycle Reserves \$434,000
- Reserve Funds \$ 93,000

Some of the more significant items include:

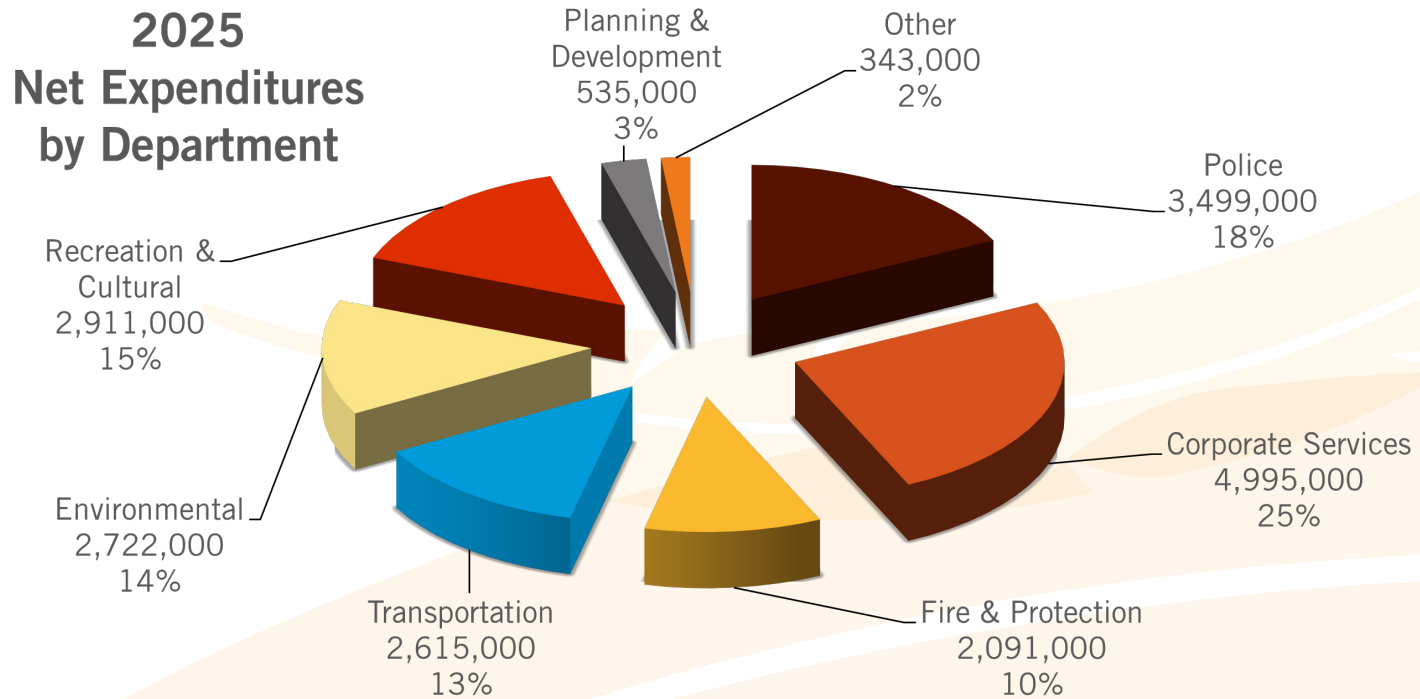
- \$100,000 **Transfer from Reserves – Corporate Shared** – funding allocation for position vacancies/gapping.
- \$60,000 **Transfer from Reserves – Corporate Shared** – one-time funding allocation for CIP-BPIG incentive program.
- \$40,000 **Transfer from Reserves – Maintenance** – funding allocation for ECDM/climate adaptation plan.
- \$150,000 **Transfer from Reserves – CAO** – funding allocation for ongoing legal costs surrounding the Lottery Licensing lawsuit.
- \$30,000 **Transfer from Reserves – Technology & Client Services** – funding allocation for GIS Strategy.
- \$141,000 **Transfer from Reserves – Finance** – funding allocation to offset department payroll and benefits costs related to Financial Services Supervisor – Capital projects.
- \$153,000 **Transfer from Reserves – Arena** – to offset department payroll and benefits costs related to the Capital projects Manager position.
- \$141,000 **Transfer from Reserves – Planning** – to offset department payroll and benefits costs related to the Senior Planner – Capital projects.

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 2025 Net Expenditure without Lifecycle/Capital allocation.

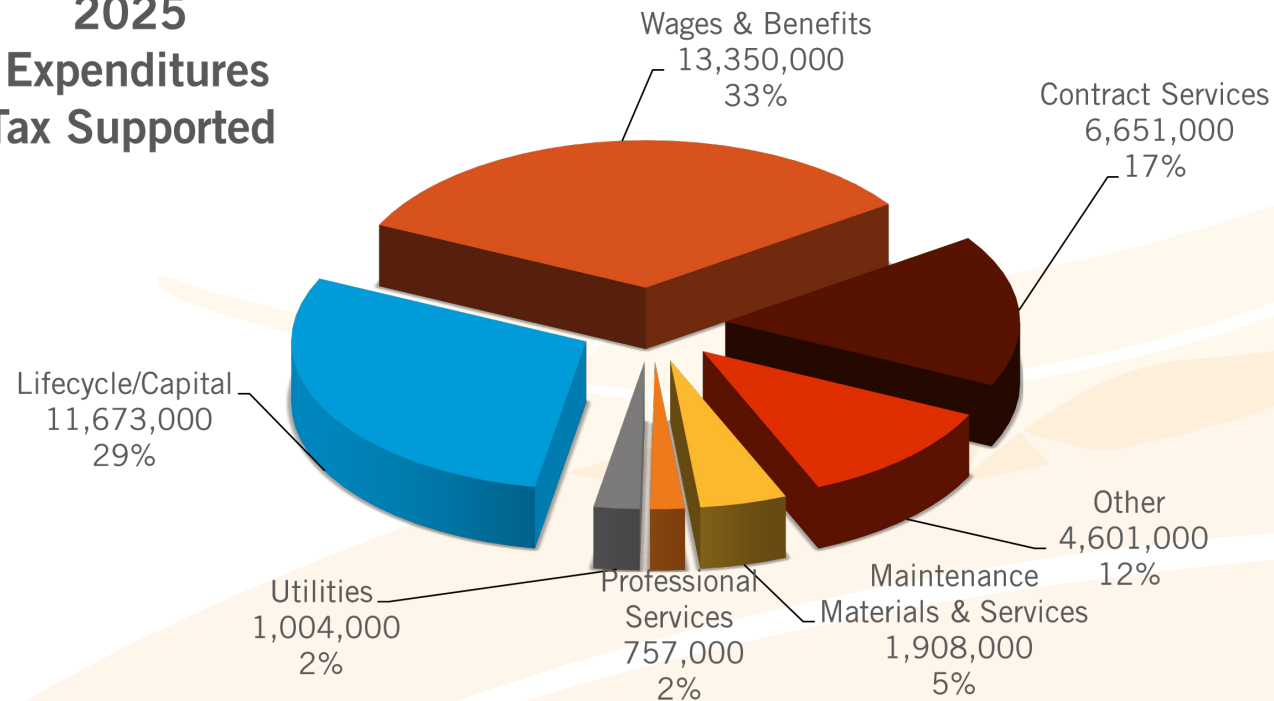


The Lifecycle (LC and NIL) contribution is greater than one third of the Operating Budget at 37%. The Lifecycle contribution is part of a plan adopted by Council in 2005 to address Lifecycle funding requirements. Infrastructure replacement costs in excess of one billion dollars identified through tangible capital asset valuation and Asset Management Plan v4 underscore the importance of this program. Police costs make up the third largest portion of the budget at 11%.

The 2025 Operating and Lifecycle Budget for Town services, excluding Water and Sanitary, is \$39.9 million, which represents a \$1,773,000 or 4.64% increase from the 2024 Operating and Lifecycle Budgets.

The 2025 Budget by major expenditure type is shown below.

2025 Expenditures Tax Supported

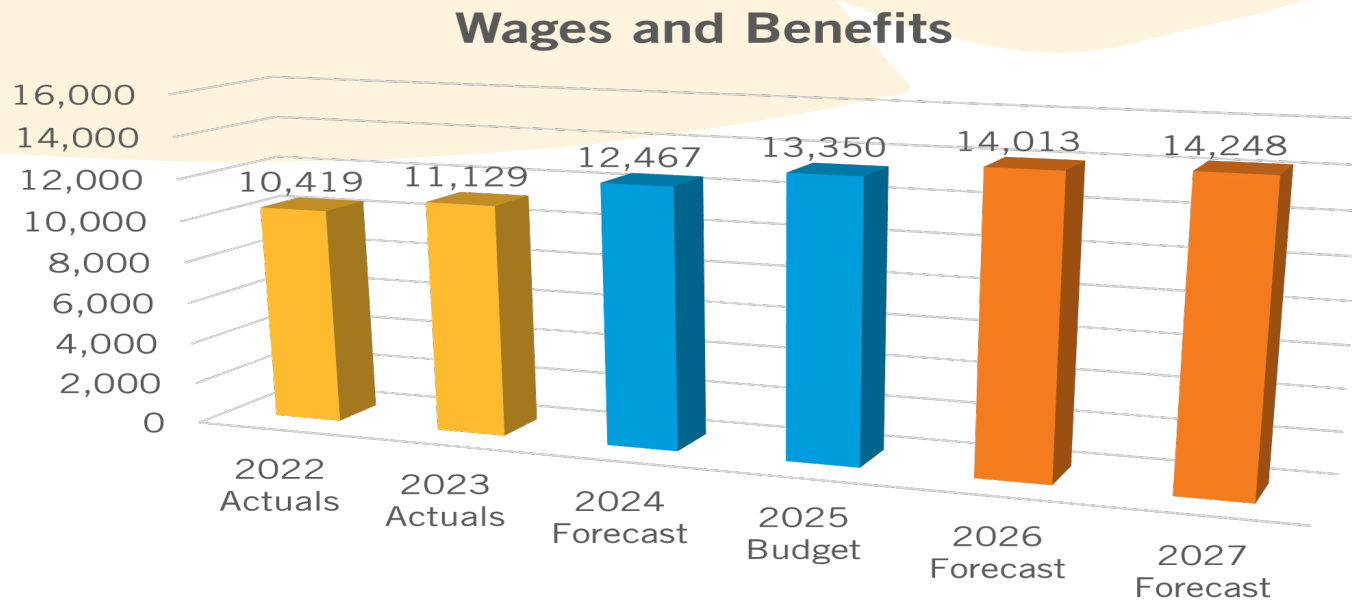


Lifecycle - New Infrastructure Levy and Lifecycle allocations increase a combined \$450,000.

Net Operating expenditures, excluding Lifecycle, increased by \$1,323,000. Significant factors include:

- **Wages & Benefits** - \$394,000 increase – primarily due to a provision for contractual increases for union and non-union staffs.
- **Office Supplies & Equipment Maintenance** - \$159,000 increase – primarily due to adjustments to Computer Software and Support cost, which account for ongoing improvements and updates across the Town's software systems.
- **Professional Development** - \$97,000 increase – primarily due to one time increase of \$85,000 associated with local economic development initiatives. This increase is fully offset by an increase in 'Transfer from Reserves' of \$85,000.
- **Contract Services** - \$591,000 increase – primarily due to police contract & HVAC contract costs and inflationary/contractual increase for garbage collection/disposal.
- **Professional Services** - (\$307,000) decrease – primarily due to costs to engage third-party services for implementation of Tecumseh Housing Action Plan and ongoing planning studies are fully funded by Federal Housing Accelerator Grant Fund.
- **Maintenance Materials & Supplies** - \$35,000 increase – Town-wide cost increase primarily due to inflationary increase.
- **Financial Expense** - \$70,000 increase - Tax Write-offs budget returned to base budget following one-time adjustment in 2024.
- **Transfers to Reserves** - \$236,000 increase – primarily due to an increase in transfers for excess investment income above base budget \$163,000, and a provisional allocation of \$100,000 related to Non-Bargaining Unit employee compensation review to be completed in 2024 and to be effective for 2025. It also includes the transfer of building code revenue net surplus to the Building code reserve fund of \$31,000. The remaining increase is primarily an increase in inter-functional admin charges.

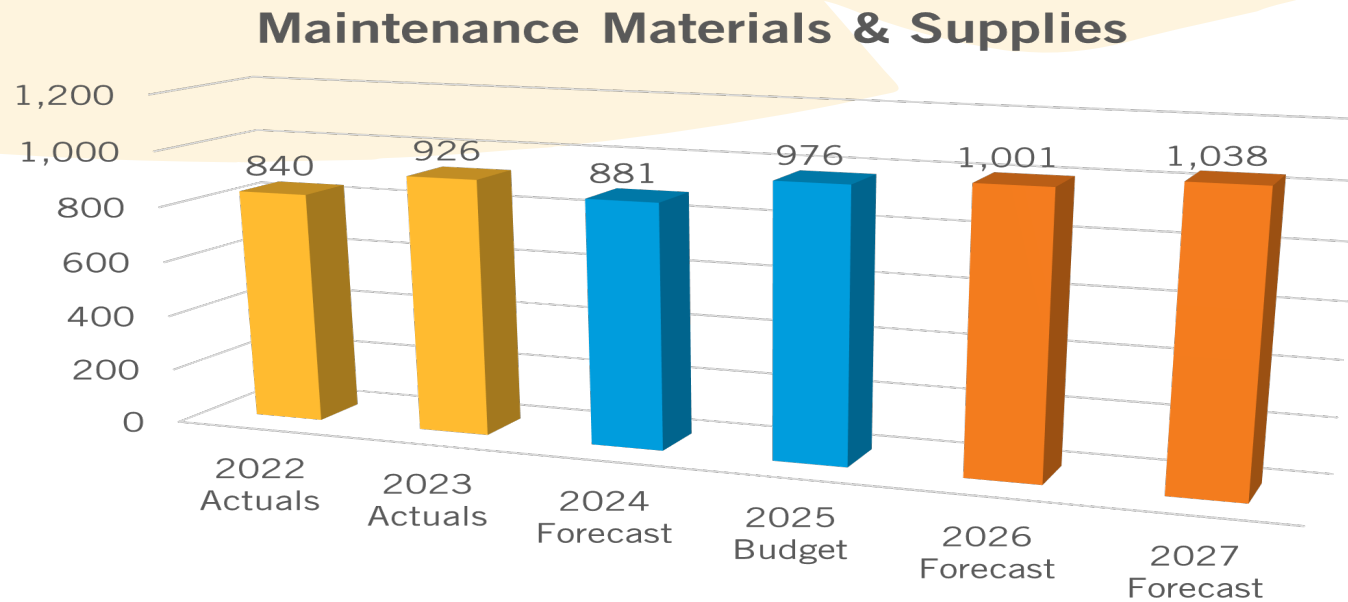
Wages and Benefits - \$13,350,000



Wages and Benefits are expected to total \$13.35 million (2024 budget - \$12.96 million) or 47% (2024 – 48%) of expenditures before transfers. The \$394,000 increase to the budget includes a provision for contractual increases and wage adjustments pending the outcome of compensation review processes for both Union and Non-Union employees. A Non-Union compensation review was undertaken in 2024 and is to be complete by end of 2024 and will be effective for 2025. Union compensation is guided by agreements with the Town’s Collective Bargaining Units. Current agreements expire December 2024 with negotiations expected to commence early 2025. Staffing enhancements are detailed within the RNSE section of the budget.

Outlook year projections include placeholders for the balance of several part-year 2025 FTE implementations (Senior Building Inspector, Transportation Supervisor, Paralegal, CSR Receptionist, Business Analyst) totalling approximately \$300,000, and a provision for contractual wage increases.

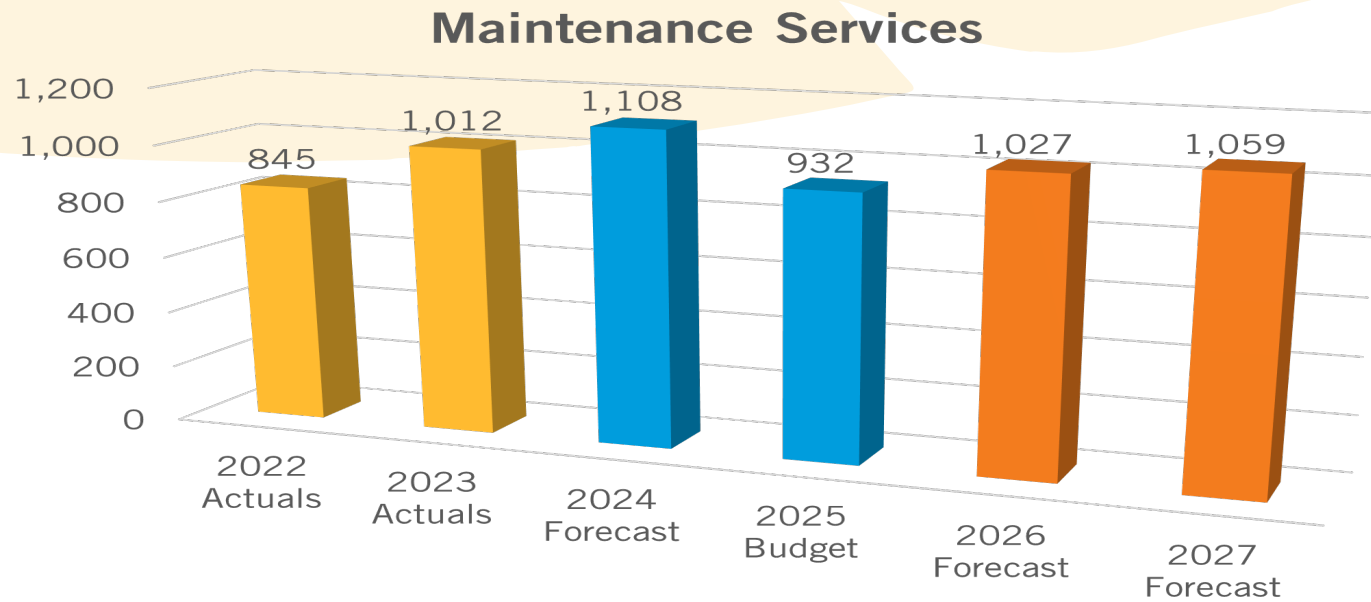
Maintenance Materials and Supplies - \$976,000



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 2025 budget is increased by \$35,300, or 3.75% from the 2024 budget. The largest expenditure categories are:

- Gas \$237,000
- Salt \$223,000
- Materials and supplies \$200,000

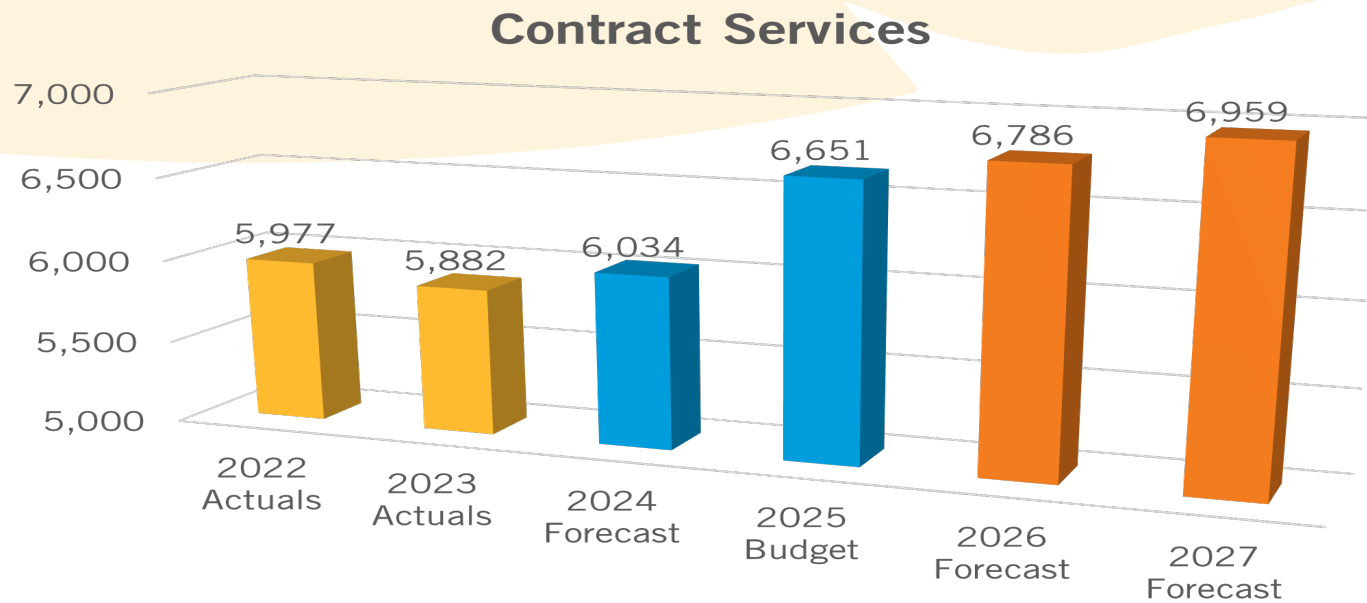
Maintenance Services - \$932,000



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 \$201,000

Contract Services - \$6,651,000



Major services contracted by the Town include:

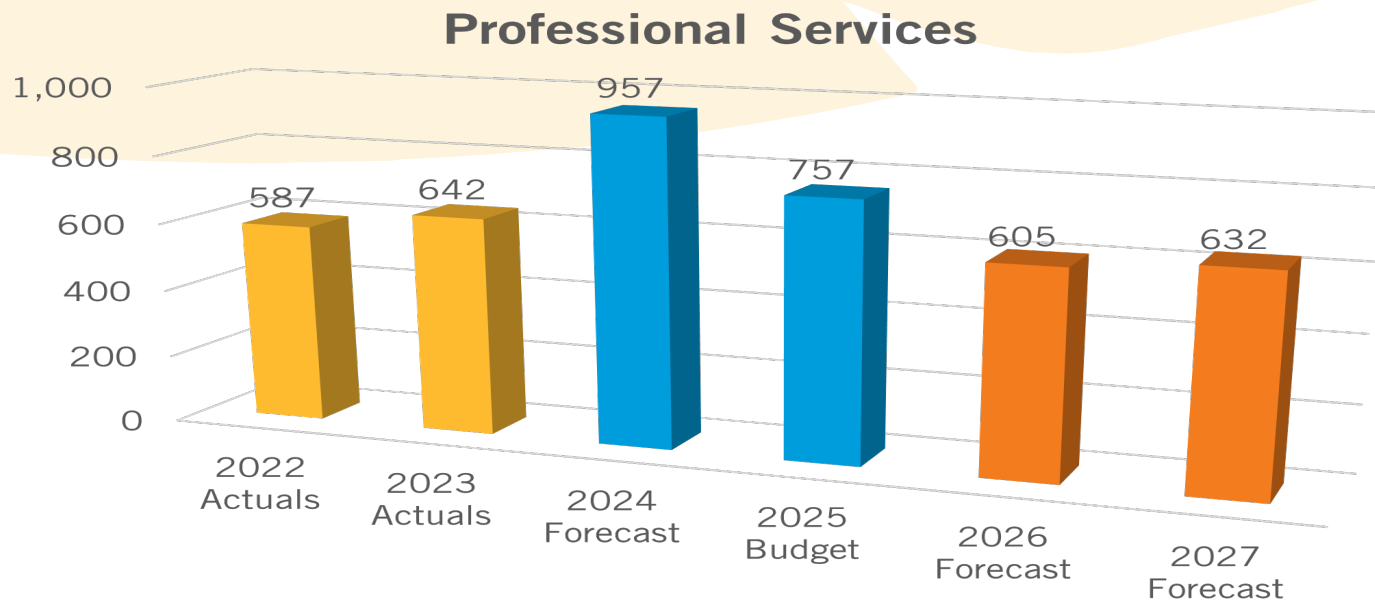
- OPP police service \$3,575,000
- Garbage collection/disposal \$1,687,000
- Conservation requisition \$ 341,000
- Transit \$ 280,000

The overall category increase is \$591,000 or 9.75% when compared to the 2024 Budget. Some of the increases/decreases include:

- **Garbage collection/disposal** - \$49,000 – increase reflective of contractual/inflationary costs, in addition to modest housing growth.
- **Contracts** - \$40,000 - increase reflective of contract services for Seniors Active Living program. This amount is funded by Seniors Active Living Grant.
- **Janitorial contract** - \$26,000 – increase reflective of expanded janitorial service contract, accommodating an additional facility and inflationary adjustments.
- **Contracts** - \$45,000 – increase reflective of comprehensive and redefined HVAC Service Contract covering all Town facilities.
- **OPP Contract** - \$373,000 increase - primarily due to OPP labour settlements.
- **Contracts** - \$20,000 - increase reflective of consultant services to develop a Climate Adaptation Plan, fully funded through a corresponding \$20,000 increase in 'Transfer from Reserves'.

The outlook years include an inflationary increase of approximately 3% for the major components in this area.

Professional Services - \$757,000



Professional Services include legal, engineering, planning, audit and professional-other services, with the largest being:

Other fees (strategic, marketing, human resource etc.) - \$386,000

- Legal fees \$251,000
- Audit fees \$ 34,000
- Planning fees \$ 86,000

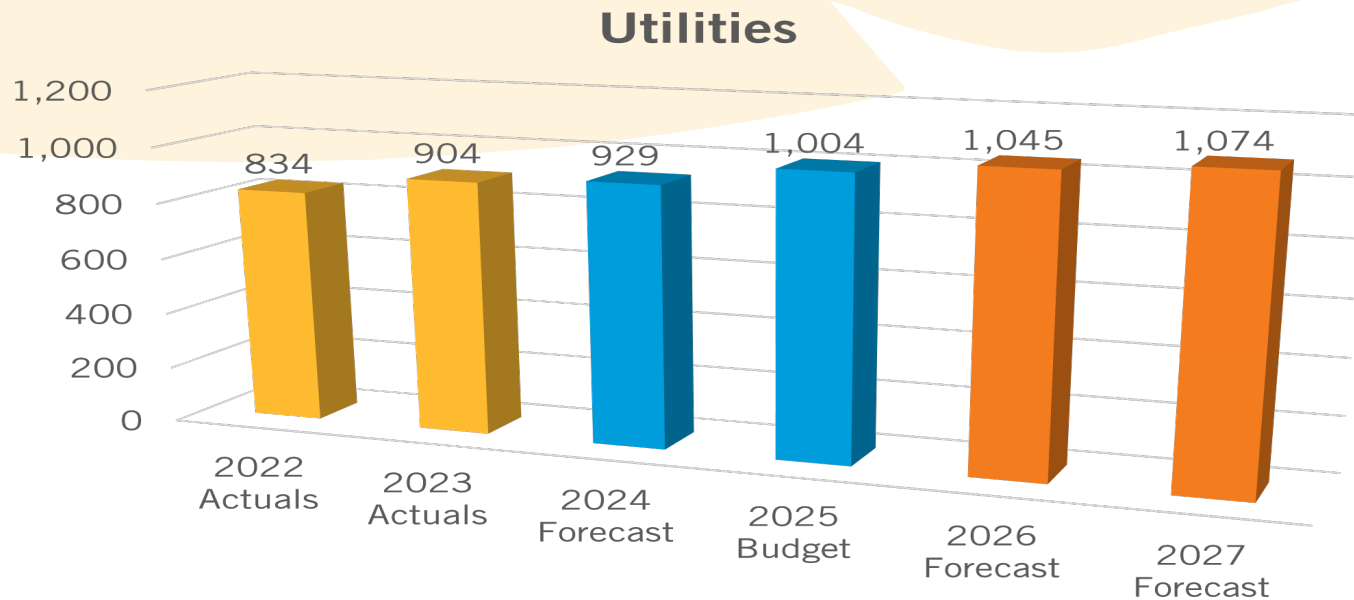
The majority of legal fees are funded through reserves as the majority of costs pertain to specific one-time items. Other professional fees include amounts for economist fees regarding Planning studies, corporate strategic services and health and safety consultant services.

The overall category decrease is \$307,000, or 28.86% below the 2024 budget, with the largest dollar increases/decreases attributable to:

- **Professional Fees – Audit** - \$7,000 – increase is for inflationary/contractual increases for the year-end financial statement audit.
- **Professional Fees – Engineer** - \$15,000 – increase reflective of the need for consultants to support the completion of policies, by-laws and request for quotations.
- **Professional Fees – Other** - (\$318,000) – Net decrease is primarily due to the one-time implementation of nine Tecumseh Housing Action Plan Initiatives in 2024, which were fully funded from the Federal Housing Accelerator Grant.

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 - \$1,004,000



The utilities category includes gas, hydro and water, telephone and cell phone expenses.

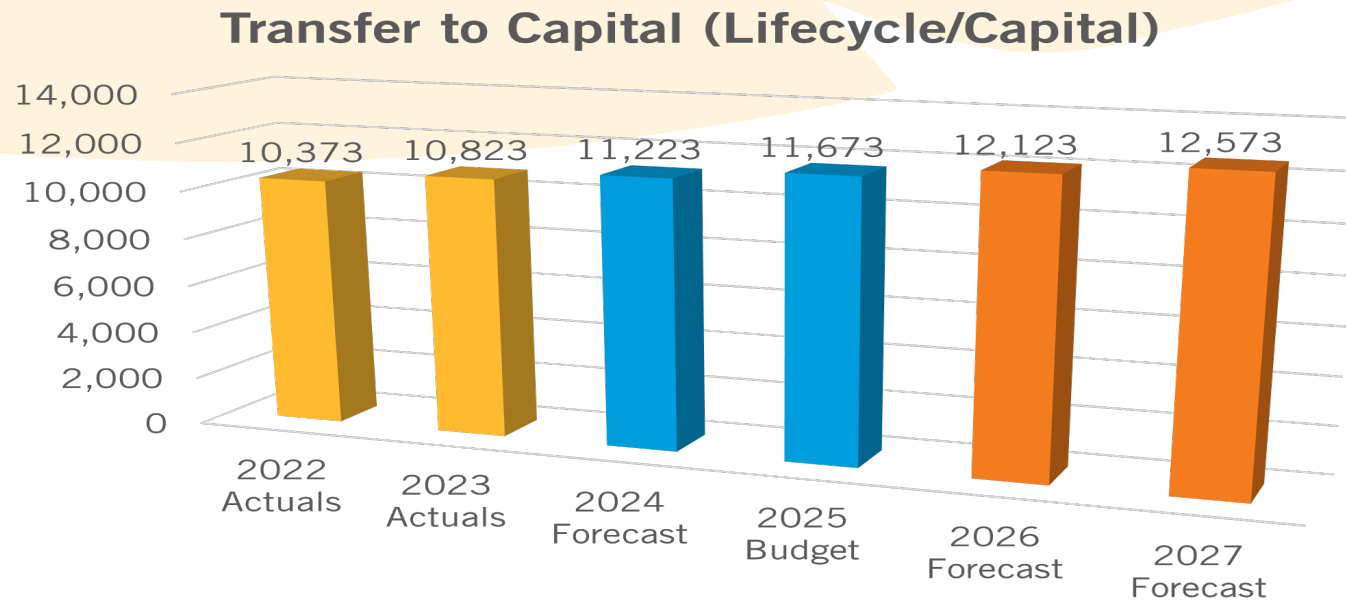
Utilities are expected to increase by \$17,000 or 1.68% over 2024 budget levels primarily due to the anticipated installation of a new water feature & bathroom facilities at Lakewood Park South, and new bathroom facility at the Maidstone Recreation Centre, resulting in increased consumption.

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/Capital) - \$11,673,000



Transfer to Capital includes the following items:

- Lifecycle \$9,323,000
- Lifecycle New Infrastructure \$2,350,000

The Lifecycle amount represents the annual allocation of funds to Lifecycle reserves, which are used as the source of funding for capital replacements.

The 2025 budget includes an increase to Lifecycle Reserves of \$250,000. The \$250,000 increase is distributed among several Lifecycle Reserve categories whose annual budgetary allocations are less than the current Required Allocation as detailed within the Lifecycle section of this document.

The 2025 budget includes an increase to the New Infrastructure Levy (NIL) of \$200,000, with additional annual increases of \$200,000 in each of the outlook years. Continued increases in outlook years is in anticipation of an adjustment to the annual target based on the 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 \$250,000 in 2026 & 2027 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.

2026 and 2027 Outlook

The 2025 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 3.87% in 2026 and 1.91% in 2027.

Some of the notable budget pressures identified for 2026 and 2027 include:

- Transfer to Capital (i.e. contributions to New Infrastructure Levy Reserve and Lifecycle Reserves) of \$450,000 in 2026 & \$450,000 in 2027 (1.47% & 1.47% combined).
- Wages and Benefit increases of \$663,000 or 5.0% (2026); \$235,000 or 1.70% (2027). This includes service level enhancements as a result of the balance of 2025 part-year FTE implementations and provisions for inflationary increases.

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 2026 and 2027 due to assessment growth.

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.

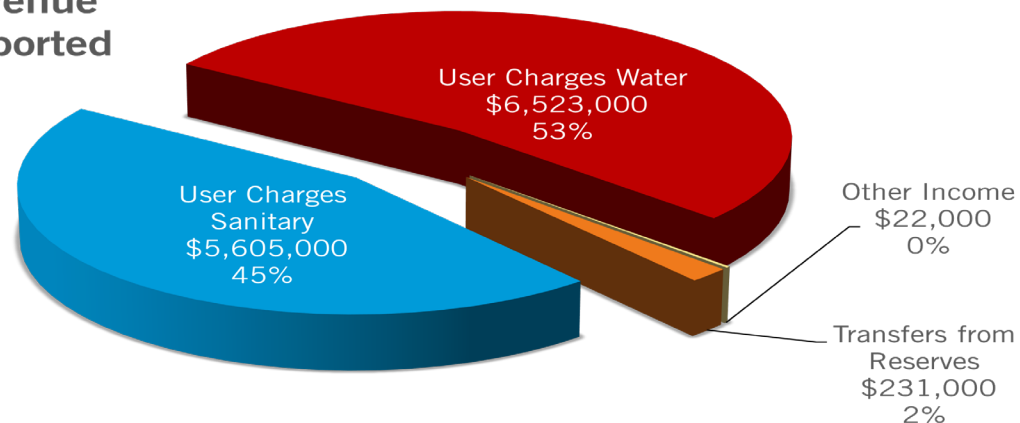
These charges provide funding for new capital, lifecycle and operating costs.

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.

2025 Revenue Rate Supported



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.

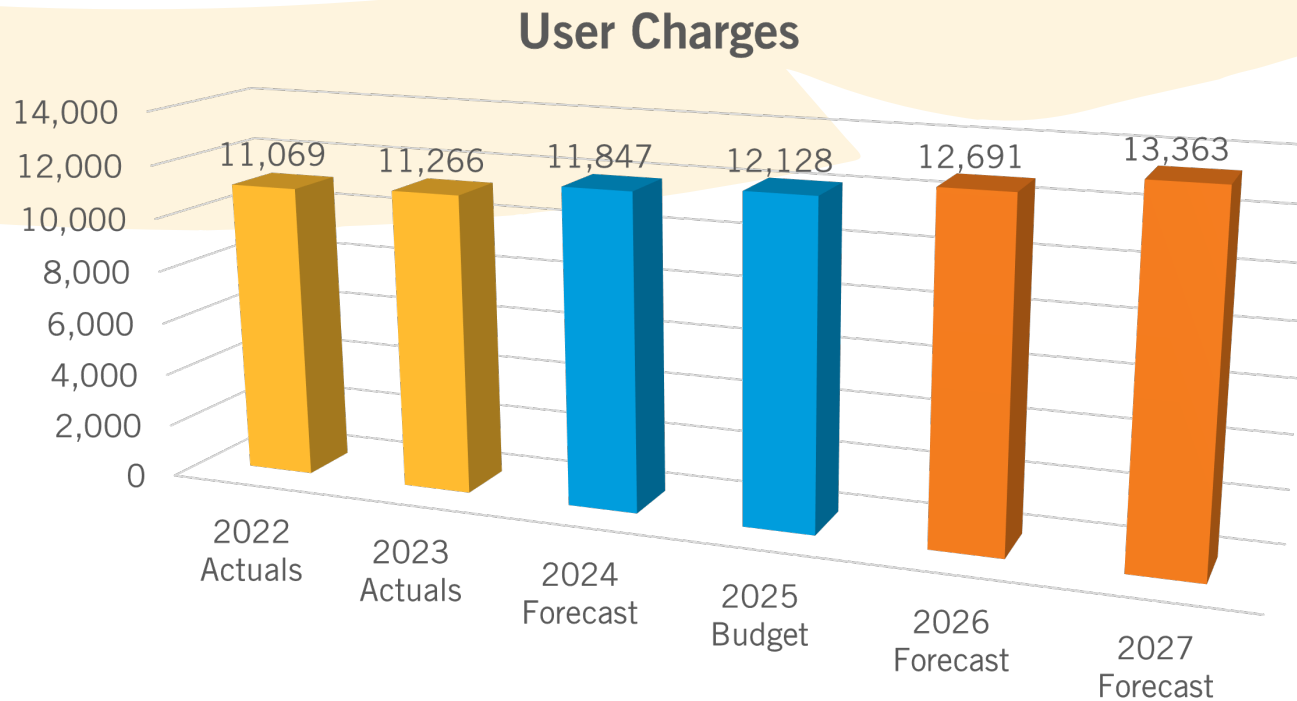
Water is purchased in bulk from Windsor Utilities Commission (WUC) based on a 50-year Water Servicing Agreement effective March 31, 2006 that includes annual rate increases equivalent to annual Consumer Price Index (CPI) and an opportunity for rate adjustments at 10-year anniversary intervals.

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 - \$12,128,000



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 \$ 6,523,000
- Sewer Charges \$ 5,605,000

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.

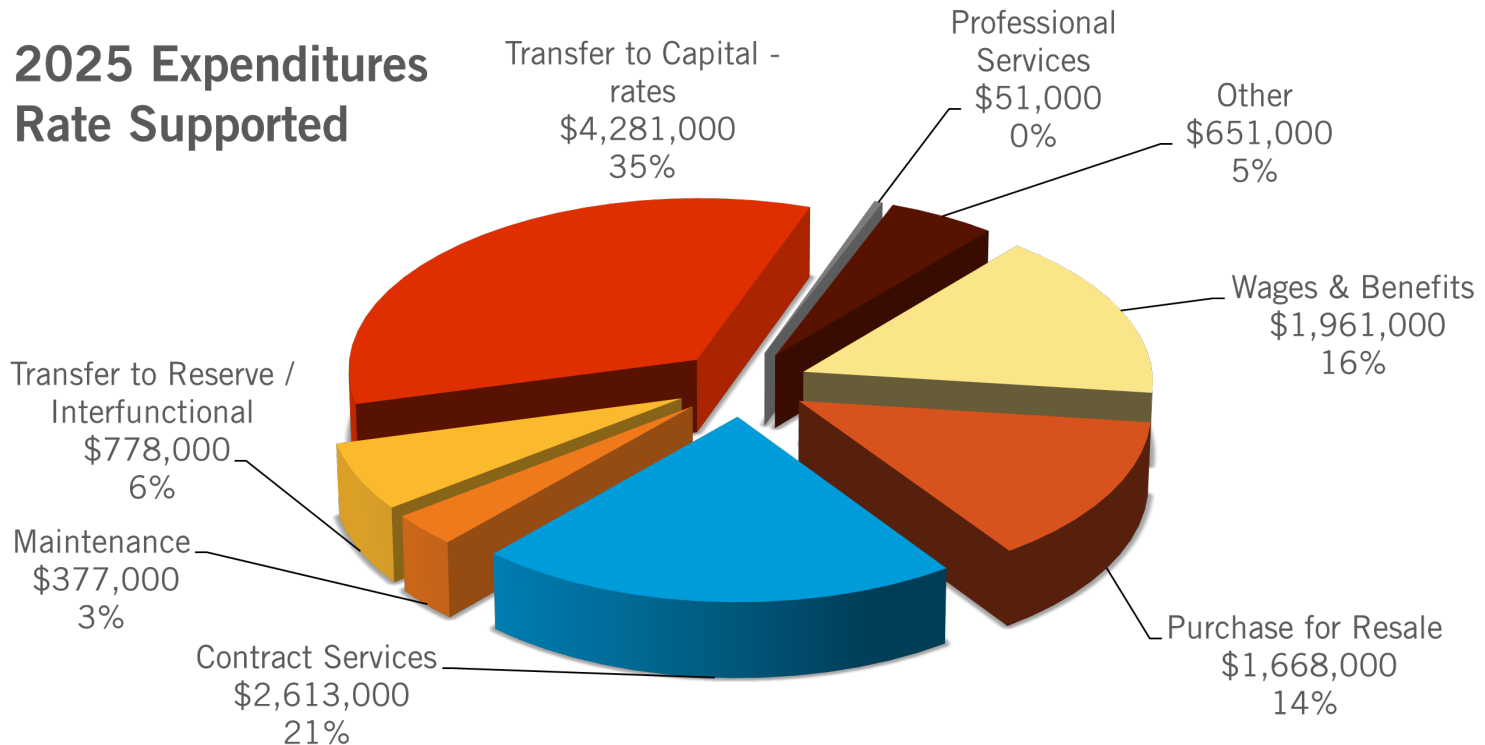
The Rate Study recommends fixed & variable rate increases to both water and sanitary of 3.0% per annum for the duration of study. The 2025 budget includes an additional 2% increase to sanitary user rates in response to capital investment at the City's Little River Plant, which has led to extraordinary annual treatment cost rate increases imposed by the City of Windsor.

2024 Year End Forecast of \$11,850,000 is over budget by \$424,000. Estimated year-end water consumption volume is approximately 396,000 m³ greater than budget, with favourable consumption from non-residential users being the main drivers of the positive variance.

Expenditures

The 2025 Water and Wastewater Operating Budget totals \$12,380,000 (\$7,321,000 before transfers). This marks a \$720,000 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 35% of the total expenditures and is \$18,000 less than 2024, 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.



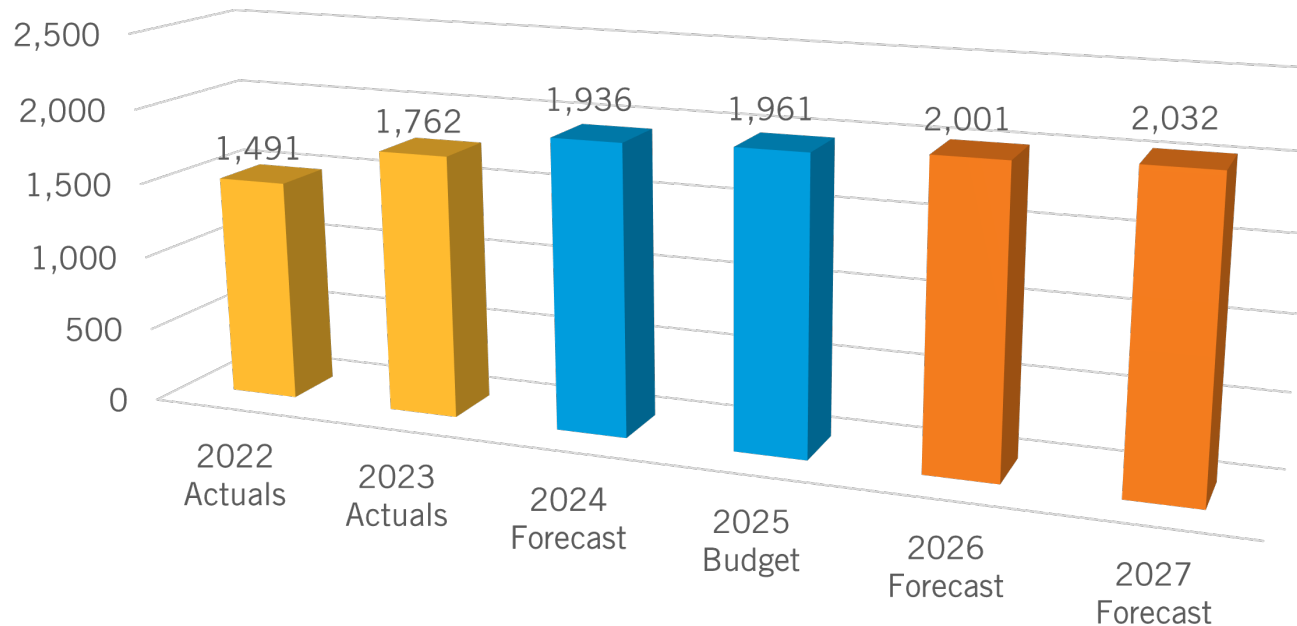
Wages and Benefits - \$1,961,000

Wages and Benefits are expected to total \$1.96 million (2024 budget \$1.93 million).

Budgeted wages and benefits increased by 1.47% from 2024 due to a provision for contractual wage adjustments. Actual 2024 wages and benefits are forecast to be within the budget allocation.

Increases in outlook years include a provisional inflationary increase pending the results of collective bargaining unit contract negotiations to commence in early 2025.

Wages and Benefits

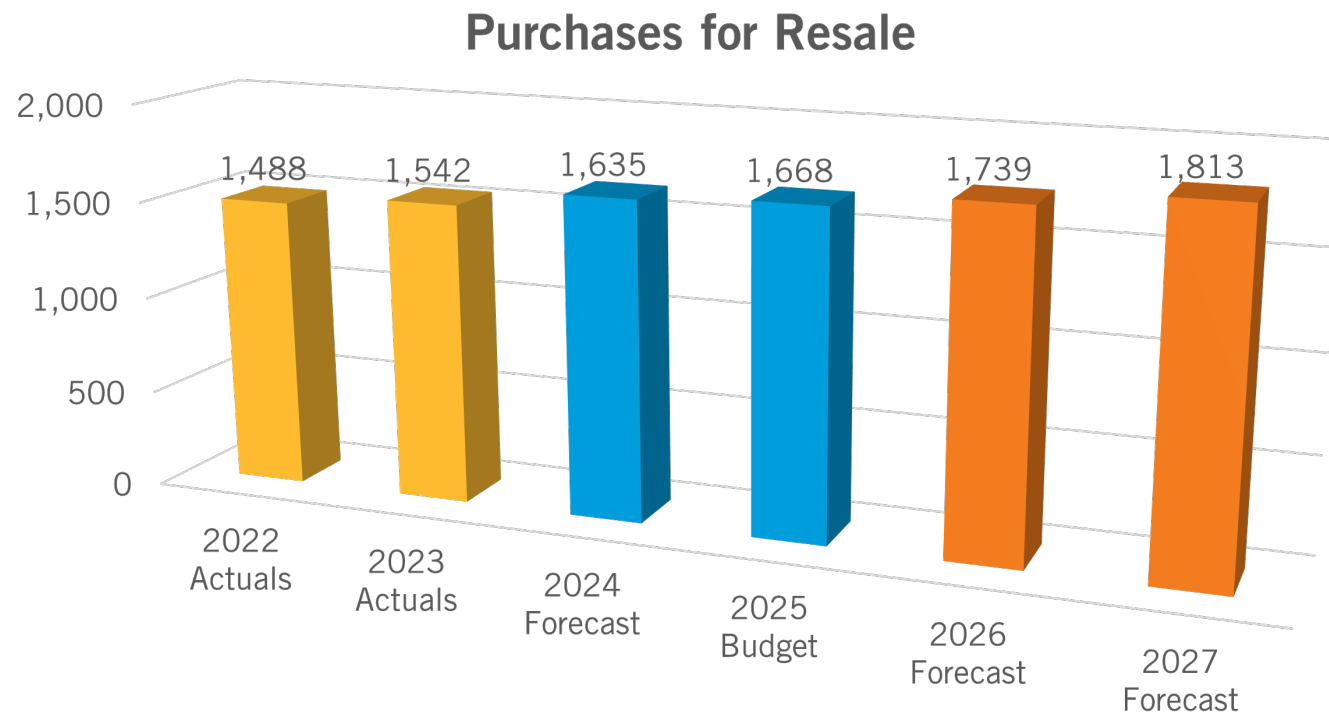


Purchase for Resale - \$1,668,000

Purchases for Resale represents the cost of water purchased from WUC. The budgeted amount for this category increased from 2024 as volume purchased is expected to increase somewhat as residential growth occurs in 2025, along with an inflationary increase of 3.0% 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.

2024 Forecast Year End Actuals are expected to be above budget by 1.6% due to both, higher than estimated consumption by both residential and non-residential customers, and the purchase rate came in higher than budgeted.



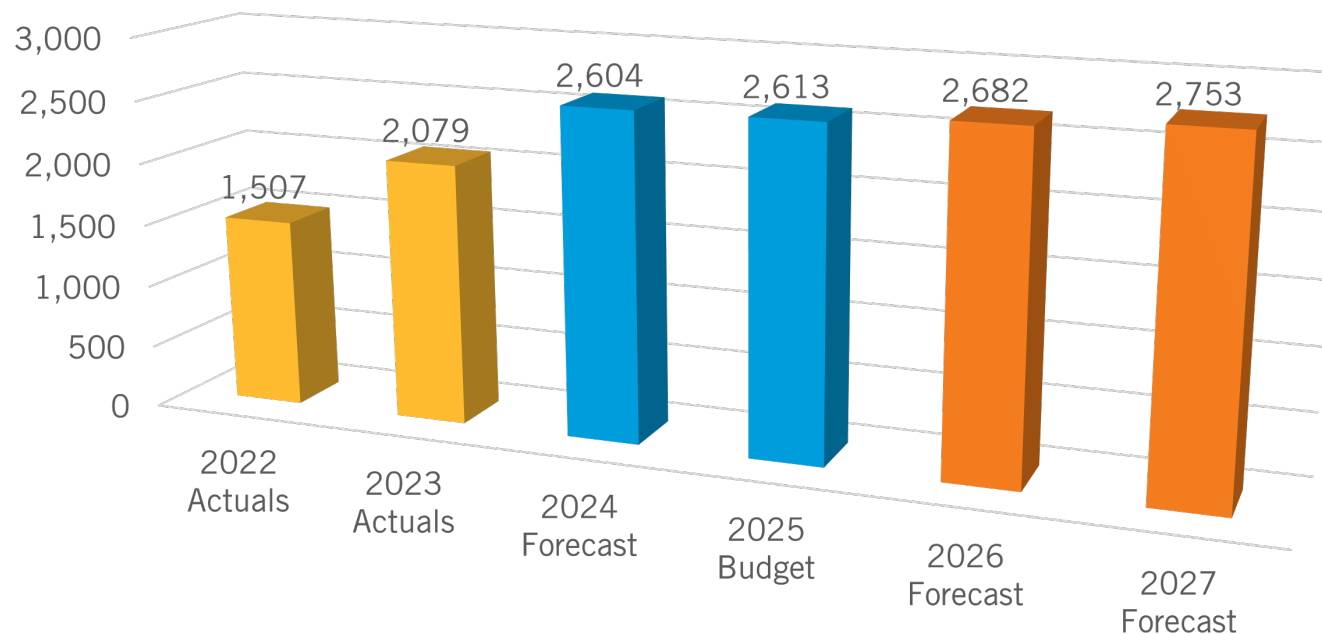
Contract Services - \$2,613,000

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 budgeted unchanged pending service agreement renewal with Essex Power.

Sanitary treatment costs contracted to the City of Windsor have increased by \$600,000 due to higher actual sanitary treatment rates than was budgeted (2024 Forecasted Year-End Actuals projected to be \$597,000 above budget). Sanitary treatment rates imposed by the City have increased 94% at the Little River Plant since 2021. This is directly related to significant capital investment to the plant during that period of time. The City has advised that capital investments for the near future should return to normal. Approximately 95% of the Town's wastewater is treated at the Little River Plant, with the balance treated at the City's Lou Romano Plant. The outlook years include increases of approximately 3.0% for both 2026 and 2027. This includes estimated inflationary increases to sanitary treatment costs along with marginal increases to volumes treated due to new sanitary sewer connections.

Contract Services



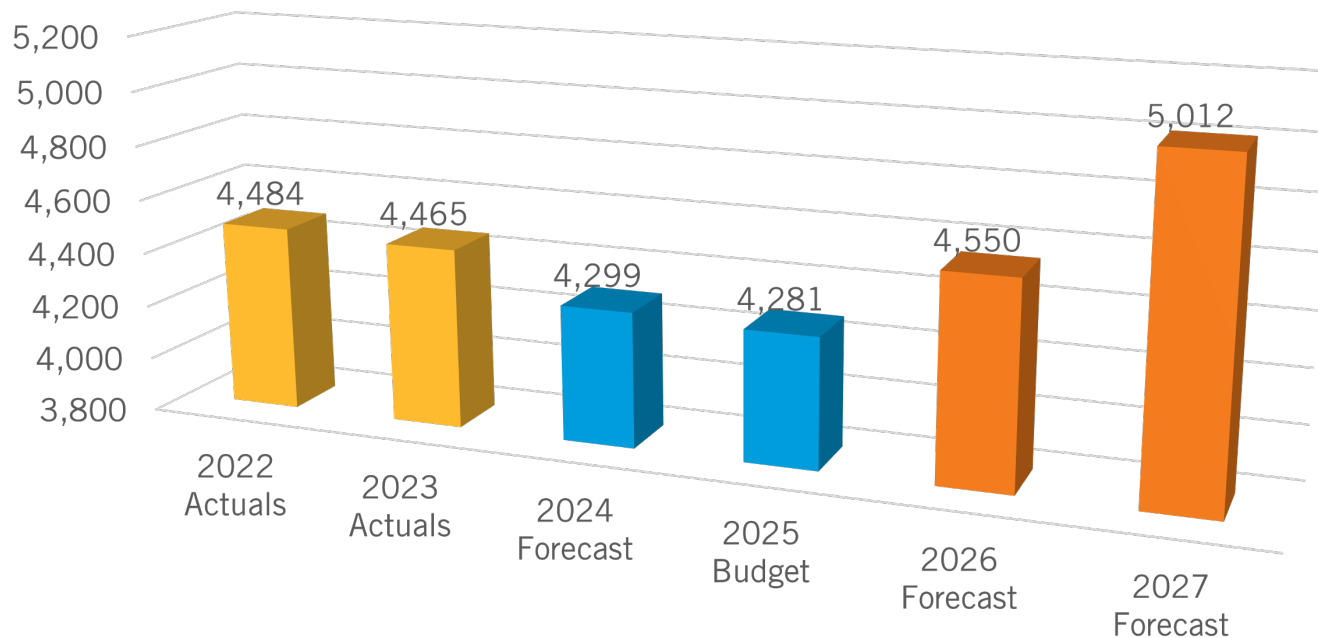
Transfer to Capital - Rates - \$4,281,000

Transfers to Capital – Rates, includes sanitary and water funding for lifecycle purposes of \$2,025,000 and \$2,256,000 respectively.

Preliminary 2024 August variance projects a \$84,000 deficit from water and wastewater operations, which will ultimately decrease the amount transferred to reserves. Unfavourable results are primarily attributed to a significantly higher than budgeted rate being charged by the City of Windsor for sanitary treatment costs, softened somewhat 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 \$589,000 and \$392,000 are expected for 2026 and 2027 which results in lower transfer to Capital. However, surplus of \$217,000 and \$226,000 are expected for Water which results in higher Transfer to Capital. Major drivers for the net unfavourable variances are treatment costs, which are higher than originally anticipated in the 2023 Rate Study and may require additional rate increases for wastewater rates in future budgets.

Transfers to Capital - Rates



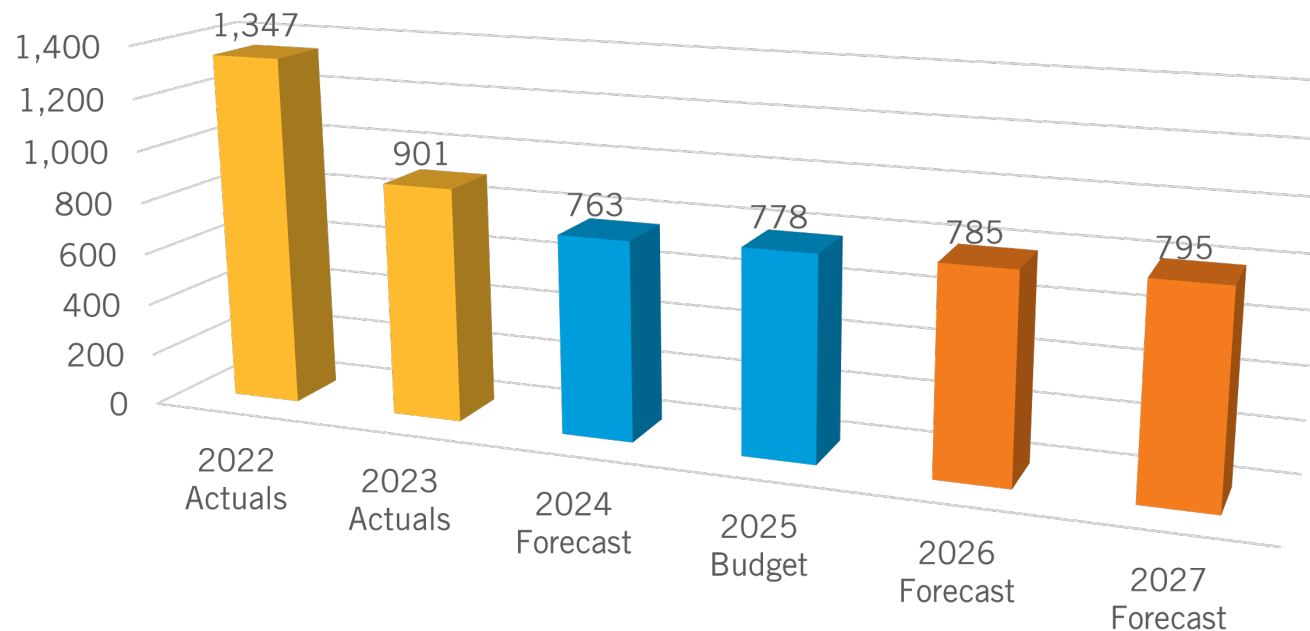
Transfer to Reserves - \$778,000

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 3.0% was used for 2025.

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 \$15,000 or 1.92% from 2024 attributed to the net of inflationary increases mentioned above and decreases of program software cost. Inflationary increases of 3% have also been applied to outlook years.

Transfers to Reserves/Reserve Funds



2026 and 2027 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 2026/2027. Extraordinary sanitary treatment rate increases experienced during 2022-2024 may require annual wastewater rate increases greater than 3% in 2026/2027.

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.

The Bulk Water Purchase Agreement with WUC allows for a rate adjustment at each 10-year anniversary of the agreement. 2026 is the second of such anniversaries and as such, WUC may request a rate adjustment.

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	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 (FTE)	<p>A measure of effective authorized positions, indicating the percentage of time a position or group of positions is funded. This considers the number of hours per week and the portion of the year the position is funded.</p> <p>$\text{FTE} = (\text{hours worked per week} / \text{total weekly hours}) \times (\text{months funded} / 12).$ 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.</p>
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	A provincial board that provides a forum to appeal planning and assessment decisions made by the Town.
Ontario Municipal Employees Retirement System	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.

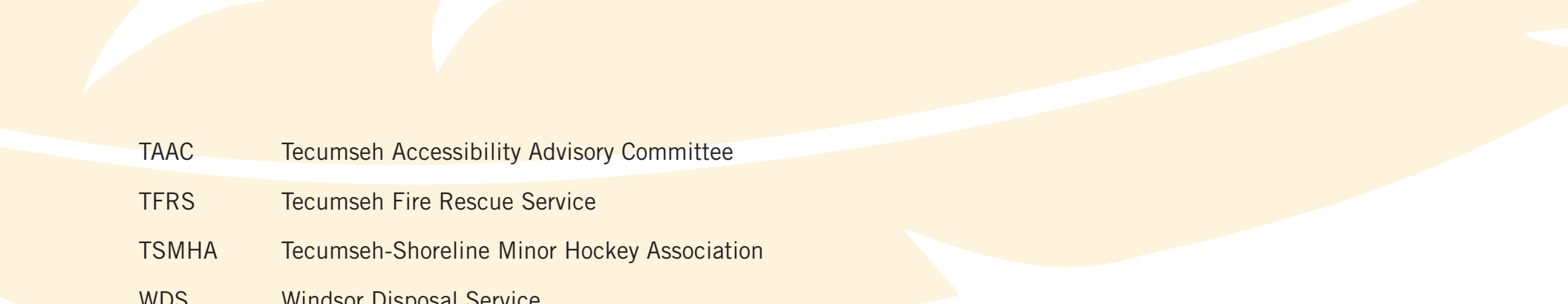
Operating Budget	The budget that provides the various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected 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 a '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	DMAF	Disaster Mitigation and Adaptation Fund
AMCTO	The Association of Municipal Managers, Clerks, and Treasurers of Ontario	DRIC	Detroit River International Crossing
AMO	Association of Municipalities of Ontario	DWQMS	Drinking Water Quality Management Standard
AMP	Asset Management Plan	EA	Environmental Assessment
ARL	Annual Repayment Limit	EPC	Essex Power Corporation
BGAN	Broadband Global Area Network	EPS	Earnings Per Share
BIA	Business Improvement Area	ERCA	Essex Region Conservation Authority
CAO	Chief Administration Officer	ERTs	Electronic Radio Transmitters
CCBF	Canada Community-Building Fund	EWSWA	Essex Windsor Solid Waste Authority
CIP	Community Improvement Plan	FIR	Financial Information Return
CPA	Chartered Professional Accountants Canada	FKPI	Financial Key Performance Indicators
CPI	Consumer Price Index	FTE	Full-Time Equivalent
CWATS	County Wide Active Transportation System	GAC	Golden Age Club
CWWF	Clean Water and Wastewater Fund	GAAP	Generally Accepted Accounting Principles
CUPE	Canadian Union of Public Employees	GDP	Gross Domestic Product
DC	Development Charge	GFOA	Government Finance Officers Association of the United States and Canada
DCA	Development Charges Act	GIS	Geographic Information Systems

HAF	Housing Accelerator Fund	OCIF	Ontario Community Infrastructure Fund
HAP	Housing Action Plan	OCWA	Ontario Clean Water Agency
HR	Human Resources	ODSP	Ontario Disability Support Program
HVAC	Heating, Ventilating and Air Conditioning	OFM	Ontario Fire Marshal
ICIP	Investing in Canada Infrastructure Plan	OILC	Ontario Infrastructure and Lands Corporation
ICS	Information & Communication Services	OMB	Ontario Municipal Board
ISF	Infrastructure Stimulus Fund	OMPF	Ontario Municipal Partnership Fund
LAS	Local Authority Services	OPP	Ontario Provincial Police
LC	Lifecycle	OReg	Ontario Regulation
LED	Light-Emitting Diode	ORFA	Ontario Recreation Facilities Association
LTFP	Long-Term Financial Plan	PSAB	Public Sector Accounting Board
MECP	Ministry of the Environment, Conservation and Parks	PWES	Public Works & Environmental Services
MMS	Minimum Maintenance Standards	RCM	Regular Council Meeting
MPAC	Municipal Property Assessment Corporation	RED	Rural Economic Development
MRSPA	Manning Road Secondary Plan Area	RF	Reserve Fund
MTO	Ministry of Transportation	RFP	Request for Proposal
NIL	New Infrastructure Levy	RinC	Recreation Infrastructure Canada Program
NFPA	National Fire Protection Association	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



2025

PROPOSED BUSINESS PLAN & BUDGET

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