



2021 Business Plan & Budget

As adopted by Town Council January 26, 2021





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Tecumseh
Ontario**

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morill

Executive Director



TECUMSEH TOWN HALL

Transmittal

In accordance with Council policy and the provisions of The Municipal Act, we are pleased to present the 2021 Approved Operating, Lifecycle & Reserve Budgets & Business Plans. The approved budget, including the departmental business plans, supports the Town of Tecumseh's Strategic Priorities as well as the Town's Master Plans.

The budget requires an increase to the municipal tax rate of 2.46%, which will raise an additional \$968,000 over the 2020 budgeted municipal levy. This is equivalent to a 4.0% tax levy increase (2.8% increase net of assessment growth) on the Tecumseh portion of taxes (54% of the total residential tax bill) and represents an increase in the municipal tax bill of approximately \$51 on a property assessed at \$250,000 (the average assessed value of a home in Tecumseh).

The 2021 Operating Budget:

- Provides Capital Reserve contributions to support long-term sustainability of Town infrastructure
- Maintains the base 2020 levels of service
- Recognizes assessment growth
- Includes inflationary allowances
- Reflects the Town's user fees
- Addresses contractual labour allowance

In closing, we extend our sincere thanks to the Town staff that have worked so diligently to bring forward a budget that maintains service levels and invests in the Town's infrastructure while addressing Council's strategic priorities and balancing the affordability of quality programs and services. We look forward to working collaboratively with Council to meet the expectations of our community.



Sincerely,

Margaret Misek-Evans

Chief Administrative Officer

Tom Kitsos

Director Financial Services & Chief Financial Officer



Executive Summary

The 2021 Business Plan and Budget represents the 2021 Operating, Lifecycle and Reserve Budgets for the Town of Tecumseh as approved by Council on January 26, 2021.

The Municipal General Tax Levy is one of three levies included in property taxes. County Tax Levy and Education Tax Levy are the other two components. The three levies combined comprise the property tax levy and are referred to as the Consolidated Tax Levy. The Estimated Consolidated Tax Levy for Tecumseh property owners for 2021 is \$52,379,000, an increase of 1.8% from the 2020 actual levy.

The Municipal General Tax Levy for 2021 is \$25,116,000, an increase of 4.01%, or 2.79% net of growth. Assessment growth is estimated to generate \$295,000 in municipal tax revenue.

The 2021 budget provides for:

- Assessment growth translating into \$295,000 of additional tax revenue for a 1.2% decrease to the general tax levy.
- A \$200,000 increase towards the New Infrastructure Levy (NIL), bringing the annual levy to \$1,750,000, representing a 0.8% increase to the general tax levy. Initiated in 2015, the annual levy target is \$2,350,000 and will help fund known near-term new capital investments such as Storm infrastructure enhancements for the Scully, St. Mark's and PJ Cecile pump stations, enhanced recreational amenities such as the Multi-Use Sportsplex and proposed Pickle Ball Complex and enhanced road and sidewalk infrastructure for the CIP Streetscape plan.

- A \$366,000 increase towards Lifecycle representing a 1.5% increase to the levy. This increase is required to address new asset additions and specific Lifecycle category deficiencies identified in recent study updates. Specifically, the current cumulative allocation to Lifecycle Reserves is \$7.8 million in 2020 whereas the target allocation, recently updated during the 2021 budget development process, is \$9.4 million. The updated target is based on recent replacement cost history, the Town's Asset Management Plan projections and various Master Plans and Studies. Details are fully explained in Lifecycle.
- A \$400,000 transfer from the Tax Rate Stabilization Reserve to offset anticipated reductions to User Fees and increases to safety related expenditures due to COVID-19 that would have otherwise represented a 1.6% increase to the levy.
- A \$183,000 increase in Building Permit revenues as several development projects are anticipated to commence.
- A provision for increases to salaries and benefits pending the outcome of Collective Bargaining Agreement renewals for agreements expiring December 2020.
- \$75,000 one-time increase for the financial incentive program under the Tecumseh Road Community Improvement Plan in support of several significant development undertakings in the Tecumseh core.
- \$26.7 million capital expenditure program including advancement of the multi-year planned replacement of the Scully and St. Mark's and PJ Cecile Storm Pump Stations with financial assistance of up to 40% through the Federal Disaster Mitigation and Adaptation Fund (DMAF).
- **Municipal tax rate** increase of 2.46% net of growth, which will raise an additional \$968,000 over the 2020 budgeted municipal levy. \$566,000 of this increase, or 58%, going towards support of the Town's capital program that includes plans of a Multi-Use Sportsplex, CIP Streetscape and major Storm infrastructure.

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

The 2021 budget is focused on the following **Strategic Priorities 2019-2022** detailed in Council Report CAO-2019-05:

1. **Smart Growth:** Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
2. **Sustainable Infrastructure:** Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
3. **Community Health and Wellness:** Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.
4. **Continuous Improvement:** Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
5. **Leadership and Good Governance:** Demonstrate the Town of Tecumseh's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Furthermore, the Town's budget development focuses on a multi-year approach. The current year budget was developed along with forecasts for the ensuing two years.

Impact to Property Owners

The budget requires a municipal tax levy increase of 2.79% net of growth. The **average residential property** assessed at \$250,000 will see a \$45 or 2.46% increase to the municipal portion of their tax levy.

Future municipal levy increases forecast for 2022 to 2025 are 2.4%, 2.3%, 3.3% and 3.3% respectively.

Due to the COVID-19 pandemic, the Ontario government has postponed the 2020 Assessment Update. They have indicated that property assessments for the 2021 property tax year will continue to be based on the fully phased-in January 1, 2016 current values. This means that a property assessment for the 2021 property tax year will be the same as the 2020 tax year, assuming no changes to the property.

Table 2.1 details the estimated Consolidated Tax Levy for an average residential property valued at \$250,000 with no phase-in for 2021. The overall impact is a \$51 or 1.48% increase.

Table 2.1	2021	2020	\$ Change	% Change
Municipal	\$1,863	\$1,818	\$45	2.46%
County estimate	\$1,224	\$1,218	\$6	0.49%
Education estimate	\$383	\$383	\$0	0.00%
Total Consolidated	\$3,470	\$3,419	\$51	1.48%

Table 2.2 details the estimated Consolidated Tax Levy per \$100,000 in assessment for a commercial property with no phase-in. The overall impact is a \$22, or 0.86% increase per \$100,000 of assessed value.

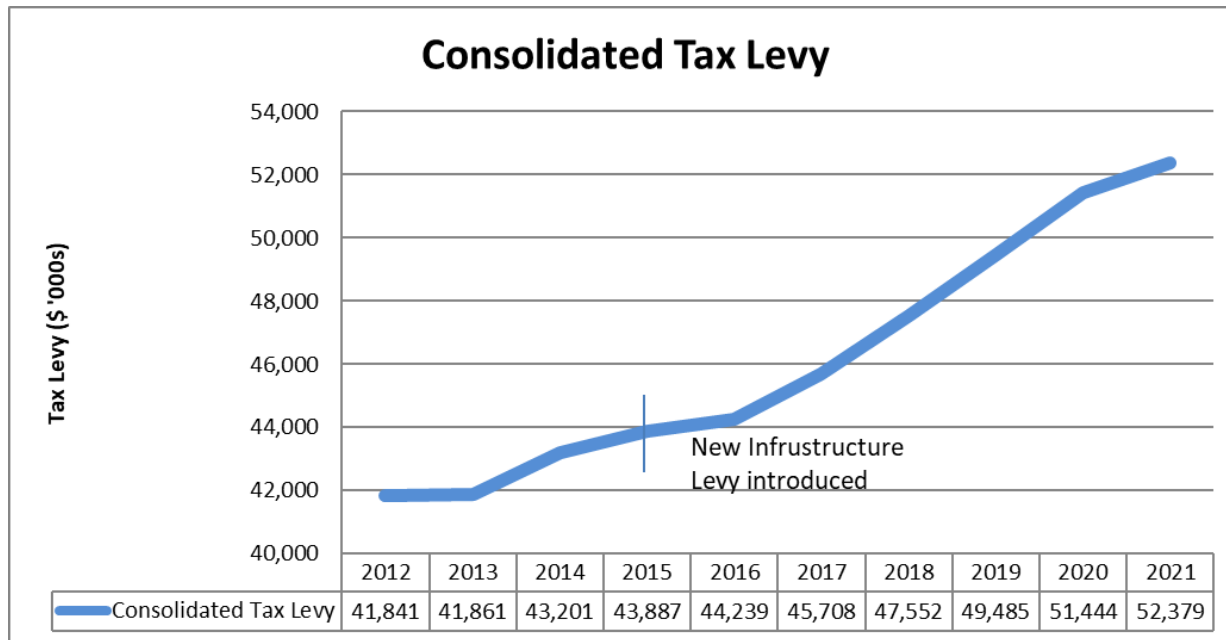
Table 2.2	2021	2020	\$ Change	% Change
Municipal	\$806	\$787	\$19	2.46%
County estimate	\$530	\$527	\$3	0.49%
Education estimate	\$1,250	\$1,250	\$0	0.00%
Total Consolidated	\$2,586	\$2,564	\$22	0.86%

Table 2.3 details the estimated Consolidated Tax Levy per \$100,000 in assessment for an industrial property with no phase-in. The overall impact is a \$39, or 1.09% increase per \$100,000 of assessed value.

Table 2.3	2021	2020	\$Change	%Change
Municipal	\$1,447	\$1,413	\$34	2.46%
County estimate	\$951	\$946	\$5	0.49%
Education estimate	\$1,250	\$1,250	\$0	0.00%
Total Consolidated	\$3,648	\$3,609	\$39	1.09%

As illustrated in Tables 2.1 to 2.3, the estimated Consolidated Tax Levy change will vary between properties. 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 assessment weakness of the Commercial/Industrial classes.

The following chart tracks the recent trend of the Consolidated Tax Levy, whose annual increase has ranged from 0% to 4% during this time frame and has averaged 2.3%.



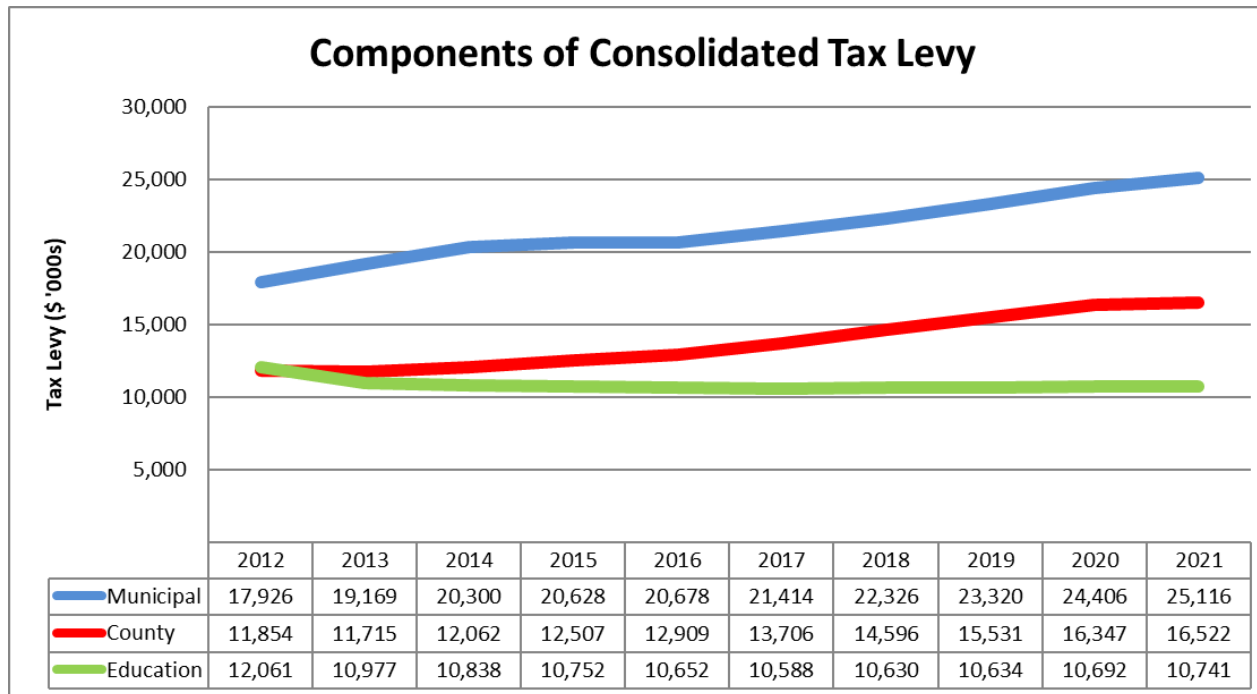
It is important to note that the 2021 County and Education levies are estimates.

The estimated County levy increase is based on recent trends with respect to both gross County levy increases and the Town's proportionate share of that levy as well as the County's announced draft budget. The Town's proportionate share of the County levy has shown a downward trend, with 2020 the lowest it's been in the past decade due to lower than average assessment growth as compared to peer municipalities in the County. A 0.45% tax rate increase was estimated at the time of budget development; subsequently an increase of 0.49% was approved.

The estimated Education levy has been trending downward due to province-wide assessment shifts and the 2016 Current Value Assessment figures (for tax years 2017 – 2020). Note, however, for 2021 budget estimates it was assumed there will be no decrease to the Education rates as 2021 property assessments are held at 2020 levels. With assessment growth factored in, this will effectively increase the total Education levy. In January 2021, the Minister of Finance confirmed there would be no change to the residential education tax rate.

Tax Burden by Levying Body and Impact of Property Value Assessment

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



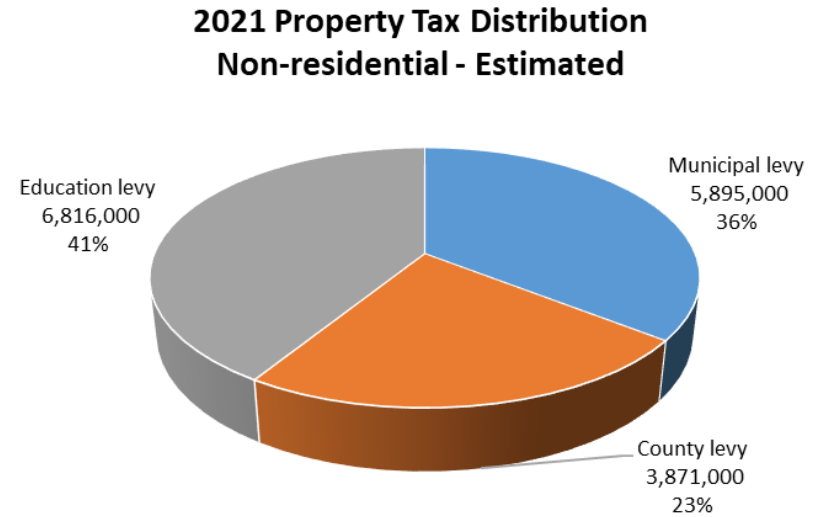
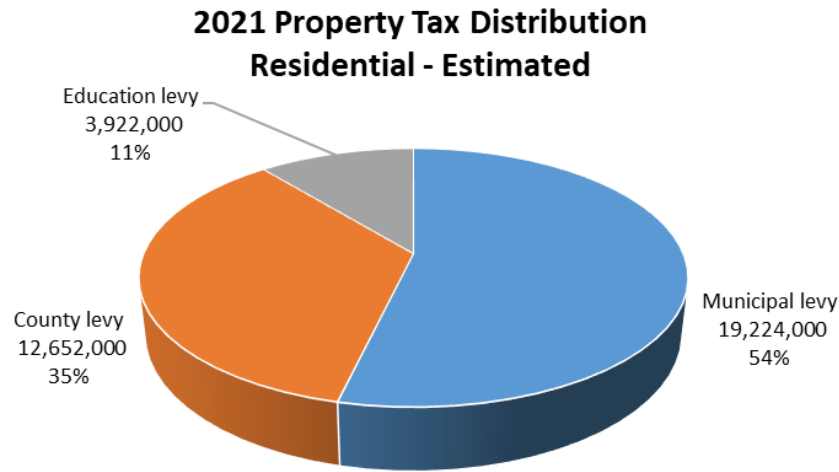
Current Value Assessments (CVA) of all properties in Ontario are updated periodically by MPAC. The latest update occurred during 2016, valuing all properties as at January 1, 2016 and formed the basis of property assessment for taxation years 2017 to 2020. As previously mentioned, the Ontario government has postponed the 2020 Assessment Update and has indicated that 2021 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 has continued throughout the current assessment cycle (2017-2020).

The estimated consolidated tax levy increase will impact property classes differently as Municipal/ County/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 has resulted in a shift in total tax burden from Commercial/Industrial classes to Residential classes. This means that generally speaking, Residential properties will experience a larger percentage levy increase than Non-residential properties.

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



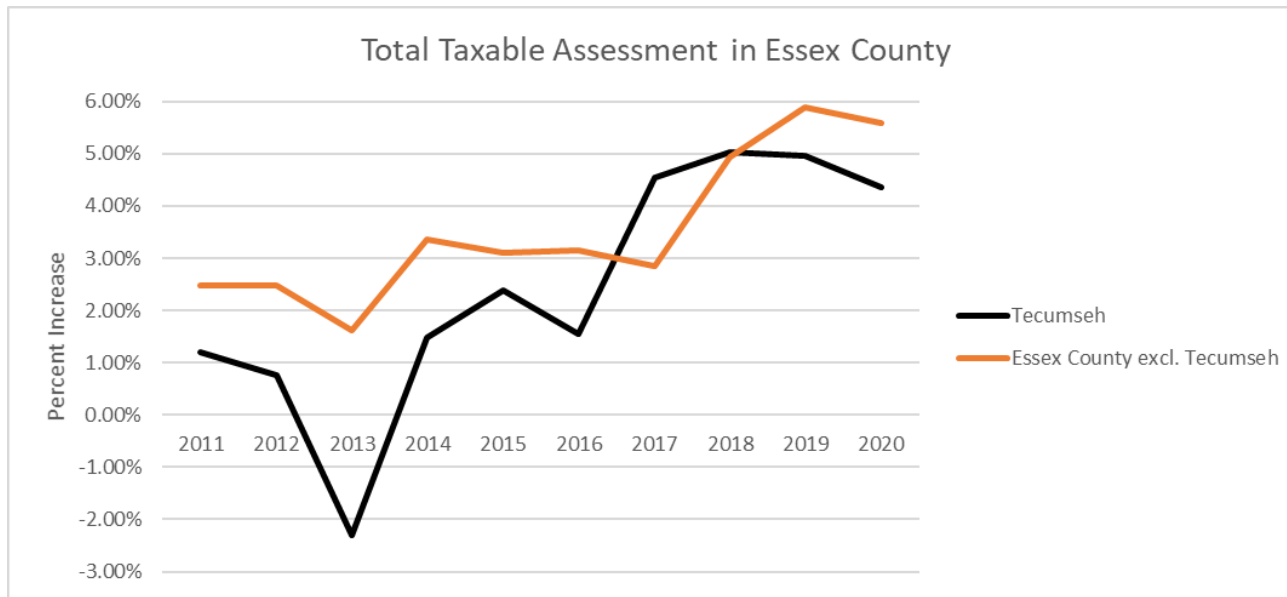
Comparable Tax Rates and Assessment

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 CPI since 2012.

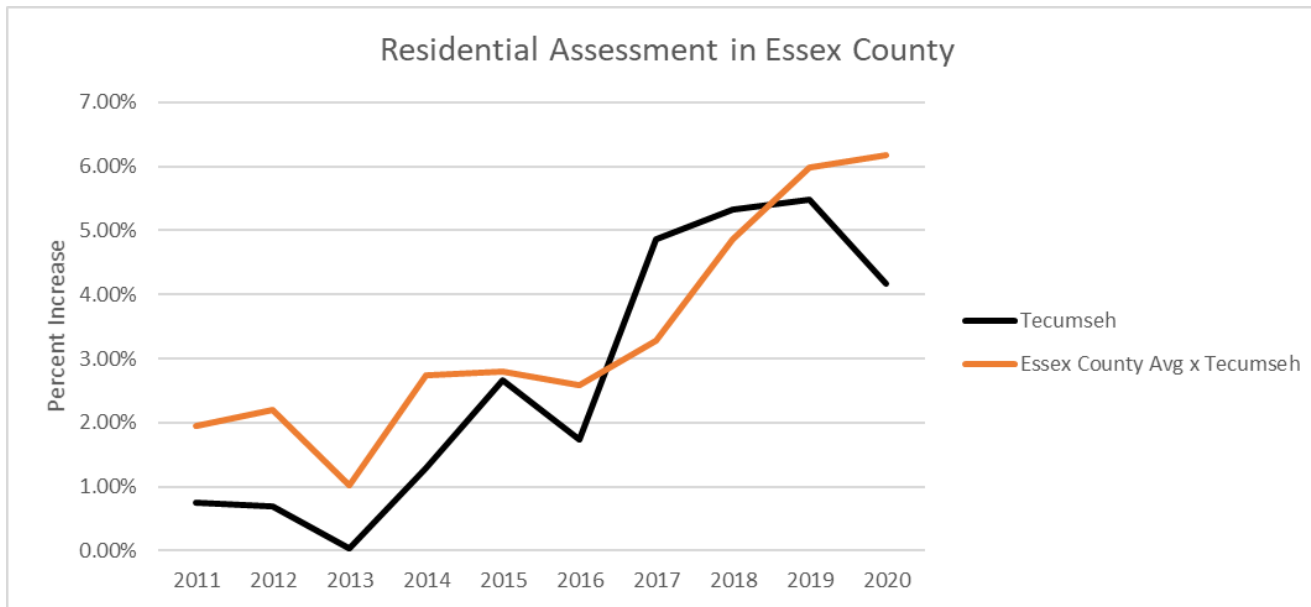


Tecumseh’s annual tax rate increases have been close to 0% or less for the last six years (0.3% for 2020) following three years of relatively high increases. On average during the period shown, Tecumseh’s annual tax rate increase is 2.0% as compared to the Essex County lower tier average of 2.1% and CPI of 1.5%. Note that the Tecumseh average includes 2021 figures that are not yet available for the County or CPI. The 2021 increase in Tecumseh’s annual tax rate can largely be attributed to the absence of phased-in market value assessment increases. Compounding this effect for Tecumseh is the slowdown in development during 2020 where in-year assessment growth was well below recent experience.

The spike in Tecumseh rates during 2012-2014 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 6.8% of total taxable assessment within this category (2020). In contrast, the Industrial class category represents 2.8% of total taxable assessment for the average of Essex County lower tiers (2020).



The impact of the Industrial sector can be seen when comparing annual changes to Total Taxable Assessment to annual changes to Residential Taxable Assessment. Annual changes to assessment includes both phased-in CVA increases and assessment growth.



Challenges

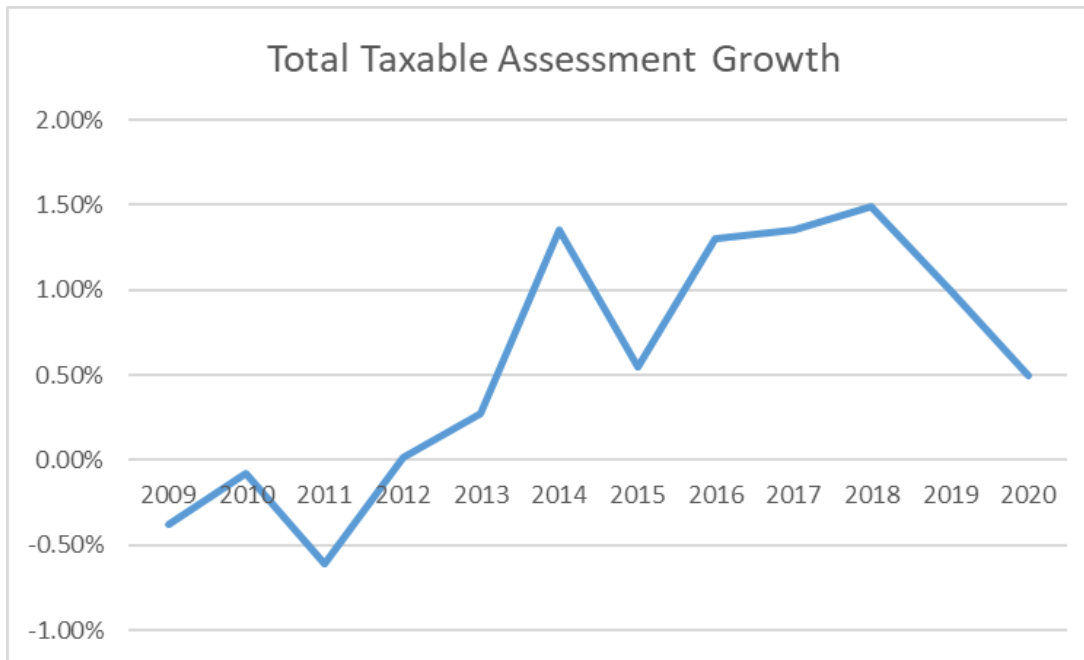
Major factors that will challenge the Town's ability to manage the tax levy include:

- COVID-19 - The impacts from the COVID-19 pandemic are expected to continue into 2021. Revenue reductions are anticipated primarily in recreation user fees, transit, and lottery licences. Additional expenditures have been budgeted for safety measures required to support service delivery during the pandemic. Cost mitigation opportunities, program changes and one-time transfers from the Tax Rate Stabilization reserve are included to neutralize estimated COVID-19 pressures on Town operations thereby ensuring no direct effect on the tax levy. The Town's effective cost containment measures during 2020 along with the Federal/Provincial Safe Restart Agreement (SRA) grant funding to offset financial pressures related to

COVID-19 are expected to produce a significant operating surplus for 2020 that will be used to support 2021 COVID pressures.

- Growth-Related Capital Requirements - Large capital expenditures will be required to enable assessment growth to continue. The DC Study update, effective September 2019, estimates growth-related capital expenditures to be \$36 million over five years, with \$9 million of that figure to be borne by the general tax levy.
- Post-Retirement Benefits - The Town has a post-retirement benefits liability of approximately \$11.1 million with \$1.8 million in reserves (2019). Contributions to this reserve have been made on an irregular basis only. Prudent financial management would include a systematic process to funding this liability. The Town no longer provides this benefit to new employees. The Town has implemented a new Investment Policy, which includes investing these reserve funds in the equity market through the LAS Investment Program in an effort to help improve investment returns that will help to build this reserve fund until such time as these funds are required.
- Lifecycle Program – The 10-year program to fully fund replacement of existing assets was reached with the 2014 budget. However, as assets are added and studies undertaken it is imperative to adjust the annual requirement on a year to year basis. Although most Lifecycle categories are well-funded and generally require periodic inflationary increases, recent studies such as the (Tecumseh) Storm Drainage Master Plan and the Culvert Need Study highlighted areas that may require significant and costly remedies. Studies to be completed in the near-future, including the (Oldcastle Hamlet) Storm Drainage Master Plan and the Parks and Recreation Master Plan are anticipated to highlight needs. In addition, the Lifecycle Drain Reserve is experiencing significant pressure as a result of the upsurge in drain activity continuing over the next number of years. The 2021 budget increases Lifecycle by \$366,000 in 2021, and projects annual increases of \$200,000 for 2022 and 2023.

- New Infrastructure –The Town’s New Infrastructure Levy was initially established in 2015 with a target of \$1.3 million. While this levy is substantial, other sources will be needed to fund the new infrastructure on the horizon, i.e. Multi-Use Sportsplex, Tecumseh Main Street CIP Streetscape Plan, Park and Trail Enhancements, Town share of Development Charge Projects, etc. The 2021 budget increases the New Infrastructure Levy (NIL) by \$200,000 in 2021, and projects annual increases of \$200,000 in each of 2022 to 2024 to reach an annual updated target amount of \$2,350,000 (allocation of \$550,000 to fund the Sportsplex project; \$1.8 million to fund other new infrastructure).
- Litigation - Lottery license litigation has been ongoing since 2009. The Town is a defendant in a class action suit seeking the repayment of all licensing fees paid by gaming licensees between approximately 1990 and the present. The Town’s liability if unsuccessful in defending the claim could be in the millions of dollars.
- Assessment Growth History has been modest. Annual taxable assessment growth has declined in 2020 however is expected to improve during this three-year budget timeframe. Efforts are underway to prioritize development opportunities in the Town.



Grants

The strategy of maintaining budget flexibility with the lifecycle program and reserve accumulation has enabled the Town to take advantage of recent senior government capital infrastructure initiatives (COMRIF, RinC, Build Canada Fund, Infrastructure Stimulus Fund, OCIF, CWWF and DMAF). Without funding from senior government sources, many large capital infrastructure projects would be deferred or unattainable. Significant amounts of reserve funds have been utilized and/or committed. Maintaining the Town's strong financial position through continued support of our capital reserve programs will allow the Town to benefit from future grant opportunities.

Federal Gas Tax funding of approximately \$1 million per year is incorporated within the Town's Lifecycle Roads annual allocation. The Federal government announced a one-time fund doubling of the 2018 allocation, which was received by the Town in 2019 and will likely be used towards a future Storm sewer related capital project.

Emphasis on reserve funding is becoming more important going forward as the province recently announced the Ontario Community Infrastructure Fund (OCIF) grant funding program. Tecumseh received \$494,000 in 2017, \$700,000 in 2018 and \$1,077,000 for 2019 and 2020 under the formula allocation program. The Town also received a Top-Up grant of \$806,000 in 2017.

The OCIF also has an application based process for which the Town has been unsuccessful in obtaining an allocation. This component of OCIF is merit based and weighted towards municipalities with less than average household income and property assessment base.

In 2018, the Town was successful in receiving a Canada Water/Wastewater Fund (CWWF) allocation of \$1,678,000. These funds, combined with the OCIF 2017 allocation of \$494,000 and the Top-Up allocation of \$806,000 allowed the Town to embark on a \$3,637,000 Sanitary Sewer Collection System Rehabilitation Project with a Town contribution of only \$559,000.

In 2020, the Town was successful in receiving a Canada DMAF Special Spring Intake allocation of up to \$10,700,000, or 40% of total eligible costs, to be used towards the replacement of the Scully and St. Mark's and PJ Cecile Storm Pump Stations.

The Town was recently advised that it was unsuccessful in its application to the Investing in Canada Infrastructure Program (ICIP), Culture and Recreation Stream grant for the Multi-Use Sportsplex. Council will consider options going forward as the construction of a Multi-Use Sportsplex is considered a high priority for the community.

The Province launched the *Building Together: Guide for Municipal Asset Management Plans* following the 2012 budget that recognized the importance of long-term asset management planning and the shared financial responsibility between Federal, Provincial and Municipal governments for the necessary investment in municipal infrastructure. The Town's Asset Management Plan and Lifecycle and NIL funding programs signal a strong commitment on the municipality's part towards this shared initiative. Federal and Provincial infrastructure funding programs, such as Federal Gas Tax, OCIF and ICIP also signal that the senior levels of government are sincere in their commitment to help support the financial burden of municipal infrastructure. Challenges will exist where senior level government funding programs may either be competitive-based or where the specific grant priority may not align with our needs or plans. This is inevitable when considering that senior levels of government have a broader scope to deal with, however, having healthy reserves and projects engineered and shovel-ready will provide the Town with financial flexibility to optimize grant opportunities.

Economic Outlook

The COVID-19 pandemic caused an unprecedented interruption to the growth of the global, North American and regional economies. Labour market conditions significantly weakened during March & April, and began to rebound in May. By August, nearly two-thirds of employees who lost their jobs, had returned to work. Per RBC, it is projected that no individual economies are to return to pre-COVID level of output prior to the end of 2020¹. The key to recovery in 2021 will depend on both, the success in developing a solution to the health crisis and the ability of workers to return to work².

¹ RBC Economic and Financial Market Outlook (September 2020)

² RBC Economic and Financial Market Outlook (September 2020)

Per RBC's Provincial Outlook - Ontario (September 2020), encouraging trends are taking shape in the job market, particularly in the manufacturing and construction sectors, as well as consumer spending. Outlook for 2021 growth rate is expected to be 5.2%, and will aid in reversing the 5.8% contraction that RBC is projecting for 2020. Per RBC, conditions remain soft for many export-dependent manufacturers amid weak global demand, while food and beverage producers have a banner year. In addition, consumer spending in June is nearly in line with pre-pandemic levels³.

Locally, Windsor-Essex's economy has suffered as a result of COVID-19 along with the rest of Canada. An additional challenge for Windsor-Essex has been the continued closure of the CAD/US border, which is accessible only for essential travel & services. Contrary to the current situation in the local economy, real estate has continued to boom, leading Windsor/Essex to be one of the hottest markets in Canada. Per the ReMax Windsor Housing 2021 Market Outlook, the report is calling for a housing supply shortage to persist across resale & new-construction properties, as well as an influx of homebuyers from the GTA and surrounding areas which will continue to put upward pressure on prices. Home prices are expected to rise 15-20% year over year⁴.

³ RBC Provincial Outlook - Ontario (September 2020)

⁴ RE/MAX – Windsor Housing Market Outlook (2021)

Taken from **RBC Economics – Provincial Outlook September 2020:**

Economic Indicators	2017	2018	2019F	2020F	2021F
Real GDP	2.9	2.2	1.9	-5.8	5.2
Nominal GDP	4.6	3.7	4.1	-3.6	6.5
Employment	1.8	1.6	2.9	-5.0	5.6
Unemployment Rate (%)	6.0	5.6	5.6	9.3	7.2
Retail Sales	7.7	4.4	2.3	-2.9	6.2
Housing Starts (units)	79,100	78,700	69,000	81,800	69,300
Consumer Price Index	1.7	2.4	1.9	0.5	1.1

Strategic Priorities

Commitment to the Town’s Strategic Priorities is the focus of Town initiatives. A full report detailing progress on the Strategic Priorities will be brought forth to Council in the spring of 2021. Highlights are summarized below. The Town faced two emergencies in 2020—the threat of inland lake flooding and the COVID-19 pandemic. Measures to respond to both emergencies included:

- Declared a local State of Emergency to enable extraordinary measures in response to the threat of inland lake flooding and the COVID-19 pandemic.

- Amended Council's Procedure By-law to permit holding electronic meetings, including public meetings, during a declared emergency, in accordance with changes to the Ontario legislation for Council and appointed Boards and Committees.
- Delegated certain authorities to Administration during a declared emergency, subject to restrictions prescribed by the Municipal Act, 2001.
- Closed municipal facilities in accordance with public health guidelines while continuing to offer customer service by:
 - adopting policies to protect staff on-site and working remotely,
 - pivoting to on-line and remote service delivery, including the introduction of electronic application forms and e-commerce for non-contact payments, and
 - introducing virtual recreation programming.
- Introduced temporary measures to assist local businesses in marketing and promotion during business shut down for COVID-19 including waiving fees for portable signs and allowing extended patios.
- Provided financial relief for late payment fees and charges for property taxes and water/wastewater billing and waived transit fees for approximately six months.
- Provided extended By-law Enforcement services specific to pandemic-related Provincial and Public Health Orders, partnering with the Windsor-Essex County Health Unit and the Ontario Provincial Police.
- Protected shoreline properties and residents from the threat of in-land lake flooding by:
 - constructing earthen berms along parts of the shoreline on private lands,
 - distributing more than 20,000 sandbags to shoreline residences with free sand provided,

- mailing more than 4,000 brochures with information on property protection, evacuation assistance/information and ways to learn more, and
- preparing detailed department wide Flood Preparedness Action Plans for emergency response and evacuation, during pandemic conditions.

Highlights of notable achievements in 2020 for each of the Town's Strategic Priorities include:

1. Make the Town an even better place to live, work and invest through a shared vision for our residents and newcomers.

- Successful in submission to the Ontario Ministry of Agriculture, Food and Rural Affairs "Rural Economic Development" grant program to digitize the building permit process enabling in-field access to data to expedite inspections and approvals.
- Joined regional team to complete the Community Safety and Well-Being Plan mandated under the Police Services Act.

2. Ensure that the Town's current and future growth is built upon the principles of sustainability and strategic decision-making.

- Put forward the Town of Tecumseh Draft New Official Plan for public comment including the use of a new public comment platform and virtual open houses to gather public input while adhering to public health guidelines on gatherings.
- Undertook renovation of Town Hall which will see the implementation of new accessibility measures.
- Began live streaming of Council meetings.

3. Integrate the principles of health and wellness into all of the Town's plans and priorities.

- Introduced a Community Mediation Program with Family Services Windsor, the first of its kind regionally.

- Received a 100% inspection rating of the Drinking Water System under Ontario's Municipal Residential Drinking Water Systems.
- Completed the new splash pad at St. Mary's and constructed a second splash pad at McAuliffe Park.

4. Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.

- Updated the Town's Emergency Response Plan with a section specific to Flood Response with support from local, regional, provincial and federal partners.
- Completed a Human Resources Service Delivery Review and added recommended changes to the 2021 Business Plan and Budget.
- Continued to promote and award financial incentives under the Tecumseh Road Community Improvement Plan.
- Continuous improvement to the Town's on-line service offerings enabling more service availability, bookings and payments through the internet.

5. Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

- Delivered over 20 videos from the Mayor providing updates on Town business and COVID-19 public health guidelines.
- Developed terms of reference and logistics for the Inter Municipal Committee with the Town of Lakeshore with meetings beginning in November 2020.

**Town of Tecumseh
2021 Approved Budget
Consolidated Tax and Rate**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Taxes	23,323,138	24,408,543	24,147,565	25,115,905	968,340	4.01%	26,018,158	27,008,324
Supplementary Taxes	253,551	100,000	200,000	200,000	-	-	200,000	200,000
Right of Way	15,629	15,614	15,000	15,000	-	-	15,000	15,000
Special Charges	1,019	1,019	1,019	1,019	-	-	-	-
Payments in Lieu	72,587	70,854	72,500	78,040	5,540	7.64%	78,040	78,040
Total Taxation	23,665,924	24,596,030	24,436,084	25,409,964	973,880	3.99%	26,311,198	27,301,364
Taxation Allocated To Capital	9,374,000	9,762,000	9,762,000	10,328,000	566,000	5.80%	10,728,000	11,128,000
Net Taxation Available for Operating	14,291,924	14,834,030	14,674,084	15,081,964	407,880	2.78%	15,583,198	16,173,364
Grants	532,326	1,040,291	379,063	355,444	-23,619	-6.23%	339,144	335,144
User Charges	11,510,094	11,351,248	12,157,136	11,640,399	-516,737	-4.25%	12,448,786	12,836,786
User Charges Allocated to Capital	4,166,584	4,379,805	4,379,805	4,374,107	-5,698	0.13%	4,606,467	4,868,834
Net User Charges Available for Operating	7,343,510	6,971,443	7,777,331	7,266,292	-511,039	-6.57%	7,842,319	7,967,952
Licences and Permits	666,846	486,185	635,950	734,018	98,068	15.42%	763,460	640,550
Fines	156,245	5,540	108,550	133,550	25,000	23.03%	108,550	108,550
Penalties and Interest	378,113	193,215	380,000	380,000	-	-	380,000	380,000
Investment Income	1,511,473	1,198,334	1,192,309	1,192,309	-	-	1,192,309	1,192,309
Other Income	601,229	608,675	608,675	657,055	48,380	7.95%	668,095	679,335
Revenues Before Transfers	25,481,666	25,337,713	25,755,962	25,800,632	44,670	0.17%	26,877,075	27,477,204
Transfers from Reserves	621,915	642,652	891,219	1,386,291	495,072	55.55%	429,567	402,067
Total Revenues	26,103,581	25,980,365	26,647,181	27,186,923	539,742	2.03%	27,306,642	27,879,271
Wages	7,891,669	7,911,819	8,587,627	8,539,324	-48,303	-0.56%	8,840,779	9,110,276
Benefits	2,255,997	2,339,712	2,501,403	2,540,017	38,614	1.54%	2,625,223	2,695,170



2021 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) goes on to require a municipality **before adopting a budget for the year** that excludes any of the above items, to prepare a report about the excluded expenses and adopt the report by resolution.

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

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

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

Budget Reconciliation

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

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

Estimated Impact of Future Benefit

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

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

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

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

The chart below indicates the Town's total estimated unfunded liability for Future Benefits is \$9.3 million and that on an annual basis in 2021 funding is estimated to be in a \$ 0.1 million deficit position.

Status of Future Benefit Liabilities

Sick Leave	2021 Budget	2020 Estimated	2019 Actual
Accrued Benefit Liability	\$419,400	\$433,400	\$352,400
Reserve	258,600	269,400	312,200
Unfunded/(Funded) Balance	160,800	164,000	40,200
Annual Expense	16,000	111,000	40,200
Benefits Paid	10,800	42,800	44,400
	5,200	68,200	(4,200)
Contribution to reserve	-	-	-
Net Annual Funding Deficit/(Surplus)	5,200	68,200	(4,200)
Health and Dental			
Accrued Benefit Liability	\$10,907,900	\$10,806,900	\$10,721,900
Reserve	1,816,400	1,789,600	1,765,200
Unfunded Balance	9,091,500	9,017,300	8,956,700
Annual Expense	221,000	205,000	233,000
Benefits Paid	120,000	120,000	117,900
	101,000	85,000	115,100
Contribution to Reserve	-	-	-
Net Annual Funding Deficit	101,000	85,000	115,100
Total Unfunded Balance	9,252,300	9,181,300	8,996,900
Total Net Annual Funding Deficit	106,200	153,200	110,900

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

	2021 Budget	2020 Estimated	2019 Actual
Accrued Benefit Liability	\$ 611,000	\$ 611,400	\$ 611,800
Reserve	-	-	-
Unfunded balance	611,000	611,400	611,800
Annual expense	26,000	26,000	27,100
Benefits paid	26,400	26,400	26,400
	(400)	(400)	700
Contribution to reserve	-	-	-
Net annual funding (surplus)/deficit	(400)	(400)	700

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

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

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

Status of Vacation Leave Liability

	2021	2020	2019
	Budget	Estimated	Actual
Liability	\$ 346,000	\$ 346,000	\$ 345,800
Reserve	266,500	266,500	302,600
(Funded)/Unfunded Balance	79,500	79,500	43,200

Estimated Impact of Excluded Amortization on Future TCA Funding Requirements: The chart below compares the capital funding included in the 2021 budget to the estimated amortization cost for 2021.

	Tax/Rate Funding	Amortization Estimate	Difference
Capital Tax Levy	\$10,328,000	\$6,126,700	\$4,201,300
Gas tax allocated to Lifecycle	1,127,500	-	1,127,500
	11,455,500	6,126,700	5,328,800
Sanitary Sewer Rate	2,393,400	705,700	1,687,700
Water Rate	1,980,700	1,007,300	973,400
	15,829,600	7,839,700	7,989,900

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

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

Water and Wastewater contributions are based on the 2015 Water and Wastewater Rate Study prepared in-house by Financial Services staff, which takes into account lifecycle requirements.

Neither amortization nor the lifecycle program deals with the issue of new capital requirements. As part of the 2015 budget, the implementation of a special New Infrastructure Levy (NIL) was approved to begin addressing the funding issues raised by funds required for new infrastructure. The current levy is \$1,550,000 with an additional \$200,000 budgeted for 2021.

Estimate of the Change in Accumulated Surplus due to Excluded Expenses: The chart below starts with the 2021 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.

2021 Accumulated Surplus Reconciliation

2021 Surplus	Amount
Budget surplus/(deficit) for the year	<u>\$(9,823,804)</u>
Add:	
Share of government business enterprise surplus	748,000
Landfill post-closure expenditures	26,400
Gain/(loss) on disposal of tangible capital assets	(21,199)
Capital expenditures	<u>22,956,400</u>
	<u>23,709,601</u>
Less:	
Accrued interest expense	-
Dividend from government business enterprise	460,100
Employee future benefits expense	87,000
Landfill post-closure expense	26,000
Amortization	<u>7,839,746</u>
	<u>8,412,846</u>
PSAB Surplus per Statement of Operations	5,472,951
PSAB Opening surplus (estimated)	<u>266,698,148</u>
PSAB Surplus end of year	<u><u>272,171,099</u></u>

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

2021 Full-Accrual Approved Budget

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

Town of Tecumseh 2021 Full-Accrual Approved Budget

Revenues	Amount
Property taxes	\$25,408,945
User charges	12,507,897
Government transfers	1,932,944
Capital contributions	1,471,100
Investment income	1,038,134
Income from government business enterprise	774,175
Penalties and interest on property taxes	380,000
Other	6,500
(Loss)/ Gain on disposal of tangible capital assets	(21,199)
Total Revenues	43,498,496
Expenses	
General government	\$5,113,488
Protection to persons and property	6,388,802
Transportation	7,433,579
Environmental	11,467,145
Social and family	53,306
Recreation and cultural	5,664,692
Planning and development	1,904,533
Total Expenses	38,025,545
Annual surplus	5,472,951
Accumulated surplus, beginning of year (est.)	266,698,148
Accumulated surplus, end of year	\$272,171,099



Recommended New Staffing Enhancements

The 2021 Budget includes an allowance for an overall increase of 0.6 Full-Time Equivalent (FTE) employees. Additional staff resources are recommended to facilitate desired service level enhancements and/or increased workloads due to a variety of factors including:

- Recommendations from the Town's Human Resource Service Delivery Review completed during 2020
- Enhanced facility cleaning protocols driven by COVID-19, however expected to become standard practice
- Enhanced recreation facility capacity control, temporary during COVID-19
- Enhanced level of service with regards to Town recreation, festivals and events

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

- Description of enhancement
- Justification for the request
- Concerns associated with current situation
- Impact to residents should the position not be approved
- Budget impact

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

The net increase to FTEs is offset by staffing reductions, some permanent and some temporary, due to the following factors:

- Temporary service/program reduction or cancellation due to COVID-19
- Expiration of temporary position overlap during 2020

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

Additions:

- HR 0.50 addition – HR Manager position created following recommendations from the HR Service Delivery Review with implementation expected mid-2021
- HR 0.30 addition – Part-time HR Coordinator position per HR Service Delivery Review to be staffed via co-op student placement
- Arena 1.57 addition – Temporary Custodian position for enhanced cleaning and customer service protocols due to COVID-19
- Arena 0.34 addition – additional part-time Clerk II hours to provide enhanced customer support and administrative assistance
- Arena 0.14 addition – additional part-time Rink Attendant hours for adequate program staffing coverage
- Parks Buildings 0.60 addition – Temporary Custodian position for enhanced cleaning protocols due to COVID-19
- Parks Buildings 0.13 addition – additional part-time Rink Attendant hours to service increase to Parks Building inventory
- Special Events 1.34 addition – additional Special Events Assistant and student hours to accommodate enhanced program offerings in lieu of suspended Corn Festival and traditional events

Deletions:

- Fire 0.31 deletion – Temporary overlap of the Fire Prevention Officer included in 2020 for succession planning/training
- Arena Concession 1.08 deletion – Temporary cancellation of concession services for 2021 due to COVID-19
- Pool 0.76 deletion – Temporary staff reduction in anticipation of reduced program hours and participant limits due to COVID-19
- Recreation Programs 1.65 deletion – Temporary cancellation of Summer Day Camp due to COVID-19
- Corn Festival and traditional events 0.52 deletion – In Lieu of suspended Corn Festival and traditional events



Recommended New Staffing Enhancement

Parks and Recreation Department

Position:	Part Time Facility Attendant
Department:	Parks and Recreation Department
Service Area:	Parks Building and Pavilions

Description of enhancement: This request is for additional part time facility attendant hours for the Parks Buildings and Pavilions division of the Parks and Recreation Department for new cleaning and disinfection protocols of the Community Centre and outside facilities.

Justification for the request: To increase the part time hours by 272 for additional cleaning required during the spring/summer fall months and to enhance cleaning in the outdoor washrooms, facilities due to COVID-19 enhanced cleaning protocols. Moving forward, these cleaning protocols will remain in place after the pandemic ends.

Impact to residents should the position not be approved: There could be a direct visible impact to the residents of Tecumseh due to the protocols in place to clean and disinfect our facilities as a result of the current COVID-19 pandemic and post pandemic cleaning protocols which will remain in place. It is imperative that the Town takes the proper measures to ensure the health and safety of the residents.

Budget impact: The estimated wage and benefit cost for adding 272 hours is \$7,000.

Link to Strategic Priorities

Strategic Priority #2: Sustainable Infrastructure with the goal being to ensure that the Town's current and future growth is built upon the principles of sustainability and strategic decision-making by making our facility operations efficient and well maintained.

Strategic Priority #4: Continuous Improvement with the goal being to steward the Town's continuous improvement approach to municipal service delivery to residents and businesses by effectively operating Town-owned facilities.

Position:	Part Time Facility Custodian
Department:	Parks and Recreation Department
Service Area:	Arena & Parks Building and Pavilions

Description of enhancement: This is a request for a Part Time Facility Custodian position reflective of new COVID–19 operational requirements and sanitization and cleaning required at the Arena and Town Hall. The position will perform general caretaking duties at the Arena such as cleaning floors, wet mopping, operating power cleaning equipment, cleaning glass, collection and disposal of garbage both inside and outside the facility, setting up and taking down equipment, and cleaning and clearing the building entranceways and emergency exits of snow and ice as required.

The position will maintain and secure the Arena, opening and closing entrance and exit doors to control crowd numbers in the facility reflective of Provincial Guidelines regarding allowable gathering numbers, making it a safe and pleasant environment for staff, users and visitors.

The position will also undertake the twice-daily additional sanitization and cleaning responsibilities at the Town Hall reflective of COVID-19 responsibilities; the hours for the Town Hall additional cleaning will be assessed to the Parks Buildings budget for tracking purposes.

Justification for the request: Due to COVID-19 and its affect on facility cleanliness and operations and the requirements to follow Provincial Regulations, this position is required to allow the facility attendants to continue to undertake their responsibilities to operate the plant, ice surfaces and overall responsibility for facility cleaning, without the additional responsibilities that have arisen due to COVID-19.

Impact to residents should the position not be approved: Without this position, operation at the arena will have a direct impact to the residents of Tecumseh due to the protocols in place to clean and disinfect our facilities reflective of COVID-19. With Provincial Regulations in place regarding crowd limits, the facility has to have its doors remain closed and only allow controlled access to the building at appropriate times to let each group of users in.

In addition, with parents allowed in the lobby, washrooms and stands, these areas now require constant sanitation which cannot be undertaken by the facility attendants. It is imperative that the Town takes the proper measures to ensure the health and safety of the residents and staff.

The Town Hall sanitization is performed two (2) times a day, five (5) days a week whereby the individual completes a walk through of the facility and sanitizes the washrooms and high touch points to ensure a safe environment. In 2021, with the Town Hall expansion complete, staffing compliments will begin to return to normal and the areas to be sanitized will increase.

Budget impact: The estimated cost for adding these hours would be as follows—Arena 3,268 hours = \$68,000 including benefits; Parks Buildings & Pavilions 1,248 hours = \$26,000 including benefits (for Town Hall Cleaning).

Link to Strategic Priorities

Strategic Priority #2: Sustainable Infrastructure with the goal being to ensure that the Town's current and future growth is built upon the principles of sustainability and strategic decision-making by making our facility operations efficient and well maintained.

Strategic Priority #4: Continuous Improvement with the goal being to steward the Town's continuous improvement approach to municipal service delivery to residents and businesses by effectively operating Town-owned facilities.

Position:	Part Time Facility Attendant
Department:	Parks and Recreation Department
Service Area:	Arena

Description of enhancement: This request is to provide 300 additional hours for Part Time Facility Attendants at the Arena to cover vacation time for full time staff as well as perform new cleaning and disinfection protocols as a result of the COVID-19 pandemic.

Justification for the request: Full time staff receive additional vacation entitlement due to the length of employment. There are also new cleaning and disinfection protocols in place to combat the spread of COVID-19, which will remain in place after the pandemic ends. Both factors are adding requirements to part-time staffing levels in the department necessitating more time and resources,

Impact to residents should the position not be approved: There could be a direct visible impact to the residents of Tecumseh due to the protocols in place to clean and disinfect our facilities due to COVID-19, and moving into the future post pandemic these cleaning protocols will remain in place. It is imperative that the Town takes the proper measures to ensure the health and safety of the residents and users of the facility.

Budget impact: The estimated wage and benefit cost for adding 300 hours is \$9,600.

Link to Strategic Priorities

Strategic Priority #2: Sustainable Infrastructure with the goal being to ensure that the Town's current and future growth is built upon the principles of sustainability and strategic decision-making by making our facility operations efficient and well maintained.

Strategic Priority #4: Continuous Improvement with the goal being to steward the Town's continuous improvement approach to municipal service delivery to residents and businesses by effectively operating Town-owned facilities.

Position:	Festival and Events Assistant
Department:	Parks and Recreation Department
Service Area:	Parks and Recreation Department

Description of enhancement: This request is for additional hours for the Festival and Events Assistant position. Reporting to the Manager Recreation Programs and Events, this seasonal part-time position provides support to the Parks and Recreation Department as well as acts as a customer service representative for community events. The general objective includes providing assistance in the planning, development, coordination and delivery of various programs, festivals and events that mirrors the timelines for the Outside Parks Seasonal schedule.

In 2020, this position was approved for 700 hours, (April to September) for up to 24 hours per week, including weekends and evenings and was added to the bargaining unit under agreement 702.13. The recruitment process to fill the position initiated in March 2020 but the position was not filled due to COVID-19 closures. An additional 350 hours will provide extended service hours starting in March to the end of December that will allow for additional support for programs and events.

Justification for the request: The Parks and Recreation Department offers festivals & events seven days a week throughout the year, with increased events scheduled for spring, summer and fall. Furthermore, COVID-19 has resulted in heightened restrictions for event attendance and this position will help with ensuring Town programs and events are in accordance with those guidelines.

Impact to residents should the position not be approved: The additional time will allow the Parks and Recreation Department the necessary staff support to the entire schedule of events, including the Corn Festival and Christmas in Tecumseh. Festivals and Events continue to grow in our community and currently our staffing resources are inadequate to meet the growth.

Budget impact: The estimated cost for adding this position is \$6,700 including wages and benefits.

Link to Strategic Priorities

Strategic Priority #4: Continuous Improvement with the goal being to steward the Town’s continuous improvement approach to municipal service delivery to residents and businesses by ensuring adequate staffing to continue to meet the growing demand for festivals and events.

Position:	Programs and Events Student
Department:	Parks and Recreation
Service Area:	Parks and Recreation

Description of enhancement: The Parks and Recreation Department is requesting three (3) additional physical employees as follows:

- 490 Hours – Special Events Student # 1
- 490 Hours – Special Events Student # 2
- 420 Hours – Rec Programs Student

Reporting to the Manager Recreation Programs and Events, these student positions provide support to the Parks and Recreation Department as well as act as customer service representatives for community programs and events. The general objectives of these positions include providing physical labour for event set-up/take-down, crowd control during scheduled events, recreation program set-up/take-down, purchasing of recreation program supplies, conduct participant COVID-19 health screening and program supervision.

Justification for the request: The Parks and Recreation Department offers recreational programs and events seven days a week throughout the year, with increased programs and events scheduled in the spring, summer and fall. Programs and events require the transportation of equipment and supplies to and from various locations with the advanced set-up of equipment and supplies for the larger events.

COVID-19 has resulted in heightened restrictions for programs and event attendance and these positions will help the department better control attendance levels in accordance with approved numbers. These positions will assist with conducting/collecting participant COVID-19 health screening as well as ensuring that crowd control/separations are maintained in accordance with health guidelines.

Impact to residents should the position not be approved: The ability to quickly and properly set-up/take-down for programs and events will be challenging with the current staff compliment resulting in the teams requiring assistance from Parks Labour staff, removing them from their usual, scheduled tasks. The ongoing programming and events operating requirements as it relates to screening, distancing, supervision, and operations will be extended to the limited current staff levels. Should these positions not be approved, the programs and events included in the budget would have to be significantly reduced and/or cancelled.

Budget impact: The estimated cost of wages and benefits for adding these positions is:

- Special Events Students - \$18,400
- Recreation Programs Students – \$7,800
- Total – \$26,200

Link to Strategic Priorities

Strategic Priority #4: Continuous Improvement with the goal being to steward the Town’s continuous improvement approach to municipal service delivery to residents and businesses by ensuring adequate staffing to continue to meet the growing demand for programs and events.

Position:	Clerk II
Department:	Parks and Recreation Department
Service Area:	Parks and Recreation Department

Description of enhancement: The department is requesting an additional 12 hours per week for 52 weeks or 624 hours annually to provide enhanced customer service for the Parks and Recreation Administrative Office as well as direct clerical support to the Director of Parks and Recreation. The clerical staff compliment within the Parks and Recreation Administrative Office consists of one (1) full-time (35 hours per week) and two (2) part-time (24 hours per week / per employee) employees. They are responsible for in-person and over-the-phone customer service for facility rental bookings, program registrations and funding assistance requests. Public office coverage includes weekday evenings and weekends.

The additional staffing hours will allow increased office coverage to adequately cover vacations. Furthermore, it will allow the full-time clerk to provide administrative support to the Director of Parks and Recreation.

Justification for the request: The Director of Parks and Recreation was re-located to the Town Hall building in 2018 and since that time has had no direct administrative support. The increased hours will allow scheduling of part-time staff to cover the customer service office area to allow the full-time staff to provide direct support to the Director.

Impact to residents should the position not be approved: The Director of Parks and Recreation will continue to not have direct administrative support. In addition, there will continue to be challenges within the administrative office with coverage during staff absences (scheduled and unforeseen).

Budget impact: 12 hours per week @ 52 week = 624 hours cost of estimated wage and benefit increase is \$22,000.

Link to Strategic Priorities

Strategic Priority #4: Continuous Improvement with the goal being to steward the Town’s continuous improvement approach to municipal service delivery to residents and businesses by ensuring adequate coverage at the Parks and Recreation Administrative Office to provide proper customer service.

Chief Administrative Officer

Position:	Corporate Manager, Human Resources
Department:	Chief Administrative Officer
Service Area:	Town-wide

Description of enhancement: The Corporate Manager, Human Resources will plan, lead, direct, develop and coordinate the policies, activities and staff of the Human Resources Division, ensuring legal compliance and implementation of the Town's vision, mission and values. More specifically, this position will be responsible for Human Resources (HR) strategy development, development and implementation of an HR management system, talent management, labour relations, training and development, compensation management and policy development for all departments of the Town.

Justification for the request: Justification for this position is found in the October 2020 Human Resources Service Delivery Review.

Impact to residents should the position not be approved: The 2020 Human Resources Service Delivery Review identified shortcomings in the Town's current service delivery model that contribute to a reactive and primarily tactical approach to managing the Town's workforce which leads to delays in service delivery and has a dampening effect on corporate culture. Moreover, the Town's HR policy framework is dated and significant manual work is required due to outmoded work systems. The new service delivery model proposed corrects the HR staffing deficiency and is expected to address the areas noted for improvement, thereby producing enhancements to timing, culture and efficiency.

Budget impact: The 2021 budget includes a provision of \$70,000 for this position for the 3rd and 4th quarters, based on annualized wages and benefits of \$140,000 (Level 7, Step 2 of the Town's Non-Union Salary Grid).

Link to Strategic Priorities

Strategic Priority #4: Continuous Improvement with the goal being to steward the Town's continuous improvement approach to municipal service delivery to residents and businesses.

Position:	Human Resources Coordinator
Department:	Chief Administrative Officer
Service Area:	Town-wide

Description of enhancement: The Human Resources (HR) Coordinator position will provide support to the Corporate Manager and the HR Officer by maintaining records of human resources information, reports, data and policies, supporting recruitment processes and undertaking special assignments and projects.

Justification for the request: Justification for this position is found in the October 2020 Human Resources Service Delivery Review.

Impact to residents should the position not be approved: The HR Coordinator position provides needed support to the delivery of HR services in the Town and is part of the team needed to address the areas of improvement outlined in the 2020 Human Resources Service Delivery Review.

Budget impact: The 2021 budget includes a provision of \$11,000 for this position for a single term, based on the Town’s student rate. It is intended that this position be filled with co-op students in the HR field and the annual budget allotment will depend on the number of student terms requested on an annual basis.

Link to Strategic Priorities

Strategic Priority #4: Continuous Improvement with the goal being to steward the Town’s continuous improvement approach to municipal service delivery to residents and businesses.

Staffing Resources	2019 Budget	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook
Financial Services	10.00	10.00	10.00	10.00	10.00
CAO	3.00	3.00	3.00	3.00	3.00
Human Resources	0.00	0.00	0.00	2.30	2.30
Council	0.60	0.60	0.60	0.60	.60
Total CAO	3.60	3.60	3.60	5.90	5.90
Information Technology	4.00	4.30	4.30	5.30	5.30
Corporate Services/Clerk	5.70	5.40	5.70	6.00	6.00
Human Resources	1.30	1.60	2.10	0.00	0.00
Crossing Guards	2.02	2.02	2.02	2.02	2.02
Total Corporate Services/Clerk	9.02	9.02	9.82	8.02	8.02
Fire Services	9.65	10.22	9.92	9.92	9.92
Roadways	9.69	10.02	10.02	10.02	11.02
Winter Control	1.56	1.56	1.56	1.56	1.56
Agriculture & Reforestation	2.00	2.00	2.00	2.00	2.00
Storm Sewer	1.00	1.00	1.00	1.00	1.00
Total Public Works & Environmental Services	14.25	14.58	14.58	14.58	15.58

Staffing Resources	2019 Budget	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook
Maintenance	1.40	1.40	1.40	1.40	1.40
Parks	15.70	15.70	15.70	15.70	15.70
Parks Buildings	1.29	1.29	2.02	1.42	1.42
Arena Administration/Rink	10.38	11.52	13.57	11.00	11.00
Concession	1.08	1.08	0.00	1.08	1.08
Recreation Programs	2.71	3.00	1.54	2.87	2.87
Pool	3.42	3.75	2.98	3.47	3.47
Corn Festival	0.25	0.52	0.00	0.65	0.65
Special Events	0.00	0.07	1.22	0.10	0.10
Total Parks & Recreation	36.23	38.33	38.43	37.69	37.69
Building Services	2.90	2.85	2.85	2.85	2.85
By-law Enforcement	1.40	1.75	1.75	1.75	1.75
Planning Services	2.75	2.40	2.40	2.40	2.40
Committee of Adjustment	0.65	0.65	0.65	0.65	.65
Transit	0.30	0.35	0.35	0.35	.35
Total Planning & Building Services	8.00	8.00	8.00	8.00	8.00
Sanitary Sewer	1.50	1.83	1.83	1.83	1.83
Water General	2.50	2.83	2.83	2.83	2.83
Watermain	8.62	8.62	8.62	8.62	8.62
Total Water & Wastewater	12.62	13.28	13.28	13.28	13.28
Total Corporation	107.37	111.33	111.93	112.69	113.69

**Town of Tecumseh
2021 Approved Budget
General Operating Summary
(excludes Water and Wastewater)**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Taxes	23,323,138	24,408,543	24,147,565	25,115,905	968,340	4.01%	26,018,158	27,008,324
Supplementary Taxes	253,551	100,000	200,000	200,000	-	-	200,000	200,000
Right of Way	15,629	15,614	15,000	15,000	-	-	15,000	15,000
Special Charges	1,019	1,019	1,019	1,019	-	-	-	-
Payments in Lieu	72,587	70,854	72,500	78,040	5,540	7.64%	78,040	78,040
Total Taxation	23,665,924	24,596,030	24,436,084	25,409,964	973,880	3.99%	26,311,198	27,301,364
Taxation Allocated To Capital	9,374,000	9,762,000	9,762,000	10,328,000	566,000	5.80%	10,728,000	11,128,000
Net Taxation Available for Operating	14,291,924	14,834,030	14,674,084	15,081,964	407,880	2.78%	15,583,198	16,173,364
Grants	531,066	1,040,292	379,063	355,444	-23,619	-6.23%	339,144	335,144
User Charges	1,844,691	1,002,778	1,759,636	1,251,899	-507,737	-28.85%	1,707,286	1,708,286
Net User Charges Available for Operating	1,844,691	1,002,778	1,759,636	1,251,899	-507,737	-28.85%	1,707,286	1,708,286
Licences and Permits	666,846	486,185	635,950	734,018	98,068	15.42%	763,460	640,550
Fines	156,245	5,540	108,550	133,550	25,000	23.03%	108,550	108,550
Penalties and Interest	378,113	193,215	380,000	380,000	-	-	380,000	380,000
Investment Income	1,511,472	1,198,334	1,192,309	1,192,309	-	-	1,192,309	1,192,309
Other Income	582,179	589,275	589,275	637,655	48,380	8.21%	648,695	659,935
Revenues Before Transfers	19,962,536	19,349,649	19,718,867	19,766,839	47,972	0.24%	20,722,642	21,198,138
Transfers from Reserves	467,305	627,652	876,219	1,386,291	510,072	58.21%	429,567	402,067
Total Revenues	20,429,841	19,977,301	20,595,086	21,153,130	558,044	2.71%	21,152,209	21,600,205

**Town of Tecumseh
2021 Approved Budget
General Operating Summary
(excludes Water and Wastewater)**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Wages	6,869,349	6,871,345	7,456,052	7,450,897	-5,155	-0.07%	7,727,863	7,972,319
Benefits	1,958,912	2,007,338	2,139,358	2,173,436	34,078	1.59%	2,252,334	2,315,851
Total Wages & Benefits	8,828,261	8,878,683	9,595,410	9,624,333	28,923	0.30%	9,980,197	10,288,170
Long Term Debt Charges	1,019	1,019	1,019	1,019	-	-	-	-
Office Supplies & Equip Mtnce	231,040	262,520	274,550	346,090	71,540	26.06%	340,461	345,277
Memberships	45,611	51,701	53,826	54,156	330	0.61%	56,439	57,537
Professional Development	120,627	57,231	186,350	87,500	-98,850	-53.05%	184,250	184,250
Maintenance Materials & Supplies	830,824	631,856	888,590	885,770	-2,820	-0.32%	861,907	877,076
Purchases for Resale	47,106	16,455	46,550	6,550	-40,000	-85.93%	46,550	46,550
Maintenance Services	731,587	686,977	699,745	696,160	-3,585	-0.51%	713,293	725,364
Contract Services	5,608,890	5,682,067	5,787,306	5,867,809	80,503	1.39%	5,938,712	6,050,526
Professional Services	519,809	377,186	550,373	766,443	216,070	39.26%	416,200	386,200
Vehicle & Equipment Leases	2,376	3,024	3,020	3,020	-	-	3,020	3,020
Utilities	758,763	736,896	854,310	902,260	47,950	5.61%	920,466	937,762
Insurance	290,026	325,348	324,000	372,500	48,500	14.97%	379,870	387,389
Grants & Donations	97,482	42,967	161,000	236,000	75,000	46.58%	161,000	161,000
Other	361,277	372,754	390,028	323,969	-66,059	-16.94%	368,285	368,285
Financial Expense	66,472	74,607	216,300	216,300	-	-	216,300	216,300
Expenditures Before Transfers	18,541,170	18,201,291	20,032,377	20,389,879	357,502	1.78%	20,586,950	21,034,706



Financial Services

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

Functions of the Financial Services Department include:

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

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

2021 Budget Highlights

Corporate Shared

- Increase of \$968,000 to 'Taxes' representing a 4.0% net increase to the general tax levy required to deliver Town services and programs for 2021. 2020 in-year assessment growth is estimated to be \$150,000, which helps to reduce the net increase to the general tax levy to \$818,000 or 3.4%.
- Increase of \$5,500 to 'Payments in Lieu' representing the Town's portion of tax revenue for the addition of taxable municipal infrastructure.
- Increase of \$566,000 to 'Taxation Allocated to Capital' representing the increase to the annual allocation to capital reserves and includes a \$366,000 increase to Lifecycle Reserves and a \$200,000 increase to the New Infrastructure Levy (NIL). Full detail on this is included in the Lifecycle Budget section.
- Decrease of \$5,600 to 'Grants' to reflect declining OMPF allocation.
- Decrease of \$3,300 to 'User Charges' reflecting a change to WSIB's NEER program, which provided credits for exceeding worker safety performance measures. Future program credits will be budgeted in the Town's HR department.
- One-time increase of \$25,000 to 'Fines' as POA fine collections should experience a temporary increase making up for collections during 2020 that were partially suspended due to the pandemic.
- Increase of \$10,600 to 'Other Income' due to inflationary increase to general administrative services assessed to the Town's Water and Wastewater departments.
- Decrease of \$123,000 to 'Transfers from Reserves' reflecting the reversal of a one-time increase of \$143,000 to fund the 53rd pay period in 2020 offset by a \$20,000 one-time allocation from the Town's Insurance Reserve to counter the significant increase to corporate-wide insurance costs for 2021.
- Decrease of \$7,000 to 'Maintenance Materials and Supplies' due to elimination of temporary office trailer rental costs following completion of Town Hall expansion.
- Increase of \$16,000 to 'Utilities' primarily due to the transfer of the Cell Phone budget to the Town's ICS department. The transfer from Corporate Services is a net credit as cell phone tower credits exceed costs within this department.
- Increase of \$27,000 to 'Insurance' reflecting a significant increase in insurance premiums due to industry-wide increases.

- Increase of \$200,000 to 'Transfer to Reserves' as a one-time placeholder to provide for corporate-wide items yet to be resolved at the time of budget tabling, primarily including employee wage and benefit increases for 2021 dependent on collective bargaining agreements expiring December 2020.

Financial Services

- One-time increase of \$10,000 from 'Transfers from Reserves' to fund a one-time increase to 'Professional Services' to engage consultant services to enhance technology and automated processes with respect to corporate financial transactions.
- Decrease of \$30,500 to 'Office Supplies & Equipment Maintenance' primarily due to the transfer of \$29,000 of the Computer Support/Software budget to the ICS department, which commencing in 2021 will house the corporate-wide Computer Support/Software budget.

Conservation Authority

- Increase of \$11,400 to 'Contract Services' to provide for an increase to the Town's share towards the ERCA levy (based on prior year's increase).

2021 Program Objectives

- Completion of 2021 Water and Wastewater Rate Study (deferred from 2020 due to pandemic). (SP#2: Sustainable Infrastructure)
- Asset Management Plan update in compliance with O. Reg. 588/17. (SP#2: Sustainable Infrastructure)
- Enhance technology and automation for financial transactions. (SP#4: Continuous Improvement)
- GFOA Distinguished Budget Presentation Award. (SP#4: Continuous Improvement)
- Work with Town departments on grant applications and recovery of funds from Provincial and Federal governments if successful. (SP#2: Sustainable Infrastructure)

Looking Ahead

- Increases to Lifecycle and NIL Reserves to support capital asset replacement and upcoming new capital project initiatives.
- Financial analysis for large, strategic Town projects.

Staffing Resources

Permanent FTE	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook
Full – Time FTE	9.00	9.00	9.00	9.00
Part – Time FTE	1.00	1.00	1.00	1.00
Total FTE	10.00	10.00	10.00	10.00
Net Change	-	-	-	-

Staffing complement includes:

1.00 Director Financial Services and CFO

1.00 Deputy Treasurer and Tax Collector

2.00 Financial Analyst

1.00 Procurement Officer

4.00 Full-Time Clerical

0.69 Part-Time Clerical

0.31 Finance Student

**Town of Tecumseh
2021 Approved Budget
Corporate Shared 1200**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Taxes	23,323,138	24,408,543	24,147,565	25,115,905	968,340	4.01%	26,018,158	27,008,324
Supplementary Taxes	253,551	100,000	200,000	200,000	-	-	200,000	200,000
Right of Way	15,629	15,614	15,000	15,000	-	-	15,000	15,000
Payments in Lieu	72,587	70,854	72,500	78,040	5,540	7.64%	78,040	78,040
Total Taxation	23,664,905	24,595,011	24,435,065	25,408,945	973,880	3.99%	26,311,198	27,301,364
Taxation Allocated To Capital	9,374,000	9,762,000	9,762,000	10,328,000	566,000	5.80%	10,728,000	11,128,000
Net Taxation Available for Operating	14,290,905	14,833,011	14,673,065	15,080,945	407,880	2.78%	15,583,198	16,173,364
Grants	67,816	591,700	37,570	31,920	-5,650	-15.04%	27,120	23,120
User Charges	76,557	79,438	71,886	68,536	-3,350	-4.66%	69,536	70,536
Net User Charges Available for Operating	76,557	79,438	71,886	68,536	-3,350	-4.66%	69,536	70,536
Fines	143,992	-	100,000	125,000	25,000	25.00%	100,000	100,000
Penalties and Interest	378,113	193,215	380,000	380,000	-	-	380,000	380,000
Investment Income	1,511,473	1,198,334	1,192,309	1,192,309	-	-	1,192,309	1,192,309
Other Income	518,280	528,640	528,640	539,210	10,570	2.00%	549,780	560,550
Revenues Before Transfers	16,987,136	17,424,338	16,983,470	17,417,920	434,450	2.56%	17,901,943	18,499,879
Transfers from Reserves	5,597	143,000	143,000	20,000	-123,000	-86.01%	-	-
Total Revenues	16,992,733	17,567,338	17,126,470	17,437,920	311,450	1.82%	17,901,943	18,499,879
Benefits	18,711	22,012	22,011	21,827	-184	-0.84%	21,827	21,827
Total Wages & Benefits	18,711	22,012	22,011	21,827	-184	-0.84%	21,827	21,827
Office Supplies & Equip Mtnc	38,241	36,110	36,310	34,810	-1,500	-4.13%	34,810	34,810
Memberships	2,750	2,750	2,850	2,850	-	-	2,907	2,965
Maintenance Materials & Supplies	11,799	7,724	13,300	6,300	-7,000	-52.63%	5,916	6,034
Maintenance Services	16,293	8,750	8,750	9,350	600	6.86%	9,537	9,728
Contract Services	26,941	31,200	33,200	36,000	2,800	8.43%	36,000	36,000

**Town of Tecumseh
2021 Approved Budget
Corporate Shared 1200**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Vehicle & Equipment Leases	972	900	900	900	-	-	900	900
Utilities	14,424	16,825	21,720	37,800	16,080	74.03%	38,420	39,053
Insurance	69,657	93,200	93,200	120,200	27,000	28.97%	122,604	125,056
Grants & Donations	10,000	9,676	15,000	15,000	-	-	15,000	15,000
Other	27,957	43,518	24,800	23,800	-1,000	-4.03%	22,800	22,800
Financial Expense	53,042	63,393	200,000	200,000	-	-	200,000	200,000
Expenditures Before Transfers	290,787	336,058	472,041	508,837	36,796	7.80%	510,721	514,173
Transfers to Reserves	1,542,624	457,000	457,000	657,000	200,000	43.76%	457,000	457,000
Total Expenditures	1,833,411	793,058	929,041	1,165,837	236,796	25.49%	967,721	971,173
Net Expenditures	-15,159,322	-16,774,280	-16,197,429	-16,272,083	-74,654	0.46%	-16,934,222	-17,528,706

**Town of Tecumseh
2021 Approved Budget
Financial Services 1240**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	1,260	4,238	-	-	-	-	-	-
User Charges	25,627	21,765	25,500	25,500	-	-	25,500	25,500
Net User Charges Available for Operating	25,627	21,765	25,500	25,500	-	-	25,500	25,500
Other Income	20,000	20,000	20,000	21,240	1,240	6.20%	21,640	22,040
Revenues Before Transfers	46,887	46,003	45,500	46,740	1,240	2.73%	47,140	47,540
Transfers from Reserves	19,998	-	-	10,000	10,000	-	-	-
Total Revenues	66,885	46,003	45,500	56,740	11,240	24.70%	47,140	47,540
Wages	656,204	744,472	782,820	768,891	-13,929	-1.78%	786,191	803,880
Benefits	227,794	236,280	253,299	251,799	-1,500	-0.59%	256,349	260,991
Total Wages & Benefits	883,998	980,752	1,036,119	1,020,690	-15,429	-1.49%	1,042,540	1,064,871
Office Supplies & Equip Mtnce	45,728	50,523	49,875	19,400	-30,475	-61.10%	19,400	19,400
Memberships	4,062	5,304	5,495	6,335	840	15.29%	6,462	6,591
Professional Development	1,321	7,000	11,500	6,250	-5,250	-45.65%	12,500	12,500
Professional Services	33,894	28,430	28,430	38,800	10,370	36.48%	28,800	28,800
Vehicle & Equipment Leases	1,404	1,404	1,400	1,400	-	-	1,400	1,400
Utilities	995	900	800	-	-800	-100.00%	-	-
Other	8,468	9,275	8,850	10,150	1,300	14.69%	10,150	10,150
Financial Expense	165	800	800	800	-	-	800	800
Expenditures Before Transfers	980,035	1,084,388	1,143,269	1,103,825	-39,444	-3.45%	1,122,052	1,144,512
Total Expenditures	980,035	1,084,388	1,143,269	1,103,825	-39,444	-3.45%	1,122,052	1,144,512
Net Expenditures	913,150	1,038,385	1,097,769	1,047,085	-50,684	-4.62%	1,074,912	1,096,972

Town of Tecumseh
2021 Approved Budget
Conservation Authority 2500

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Contract Services	271,541	282,611	282,674	294,074	11,400	4.03%	299,955	305,954
Expenditures Before Transfers	271,541	282,611	282,674	294,074	11,400	4.03%	299,955	305,954
Total Expenditures	271,541	282,611	282,674	294,074	11,400	4.03%	299,955	305,954
Net Expenditures	271,541	282,611	282,674	294,074	11,400	4.03%	299,955	305,954



Chief Administrative Officer and Council

Council consists of a Mayor, Deputy Mayor and five (5) Councillors that represent the public on municipal matters in Tecumseh.

The Mayor (or Deputy Mayor in the absence of the Mayor) acts as the Head of Council and presides over Council meetings, provides leadership to Council, represents the Town of Tecumseh and carries out the duties as Head of Council as prescribed by the Municipal Act.

The Chief Administrative Officer (CAO) is appointed by Council and directs and coordinates the general and administrative management and business of the Town.

Police Services and the Police Services Board fall under the responsibility of the CAO. Policing in Tecumseh is provided by the Ontario Provincial Police and oversight is provided by the Police Services Board. The Board is comprised of five members with three appointed by Council and two by Provincial Order-in-Council.

The Police Services Board oversees the provision of policing services for the Town of Tecumseh. The contract with the OPP was a six-year term, expiring December 2020. Deliberations on contract renewal are underway.

2021 Budget Highlights

Council

- One time decreases in several accounts within 'Professional Development' and 'Other' due to the anticipated impact of the ongoing COVID-19 pandemic on in-person meetings, conferences and educational events: 'Professional Development' (\$19,000), 'Education/Seminar Fees' (\$2,500) and 'AMO/Other Committees' (\$2,500).
- Removal of \$7,000 in 'Other' for the reversal of 2020 one time expenditures related to Amalgamation events; reduces the corresponding 'Transfer from Reserves'.

- Decrease of \$7,000 in 'Utilities' due to moving the 'Communications – Cellular Phone' budget to the Information and Communication Services operational budget.
- Decrease of \$4,500 in 'Office Supplies & Equipment Maintenance' due to moving the 'Computer Support/Software' budget to the Information and Communication Services operational budget.

CAO

- Decrease of \$20,000 in 'Grants' for the reversal of the 2020 one-time budget for the RED grant.
- Decrease of \$8,200 in 'Wages and Benefits' due to the removal of the 53rd pay period budgeted for 2020.
- 'Professional Services' includes a decrease of \$20,000 in consultant services; a \$30,000 one-time carryover of unused funds from 2020 for an Organizational Review; \$50,000 one-time increase to legal fees. The one-time costs are offset by a corresponding increase to 'Transfer from Reserves' (\$80,000 2021 one time less reversal of \$20,000 2020 one time).
- One time decreases in several accounts within 'Professional Development' and 'Other' due to the anticipated impact of the ongoing COVID-19 pandemic on in-person meetings, conferences and educational events: 'Professional Development' (\$4,000), 'Strategic Support Development' (\$2,800), 'Education/Seminar Fees' (\$700) 'Travel & Mileage' (\$2,000) totaling \$9,500.
- Decrease of \$1,400 in 'Utilities' due to moving the 'Communications – Cellular Phone' budget to the Information and Communication Services operational budget.
- Decrease of \$600 in 'Office Supplies & Equipment Maintenance' due to moving the 'Computer Support/Software' budget to the Information and Communication Services operational budget.
- The Town's share of external costs to complete a Community Safety and Wellbeing Plan, as required by legislative amendments to the *Police Services Act, 1990*. (SP#3: Community Health and Wellness) will likely be minimal as the City of Windsor and County of Essex will fund the costs towards a regional solution. The new working target date for plan completion is January 2022, although the Solicitor-General has not yet committed to that timeframe.

OPP

- Decrease of \$4,000 to 'User Charges' revenue due to a \$8,000 reduction for OPP reports and clearances which is partially offset by a \$4,000 increase for alarm registrations to reflect past trends.

- Increase of \$33,500 to OPP Contract Services costs to allow for wage settlements and potential adjustments and reconciliations. 2020 marked the end of the phase-in period for the new OPP billing model.

2021 Program Objectives

- Implement the outcome of the 2020 Human Resources Service Delivery Review. (SP#4: Continuous Improvement)
- Actively pursue opportunities to phase construction of the Sportsplex Project. Move forward with fundraising program on Council's direction. (SP#3: Community Health and Wellness)
- Complete Community Safety and Well-Being Plan for the Town in conjunction with area municipalities and Essex County, aiming for revised completion date of January 2022. (SP#3: Community Health and Wellness)
- Report out on second year of Corporate Strategic Priorities. (SP#5: Good Governance)
- Undertake an Organizational Review with a view to finding efficiencies through service re-alignment and performance measures. (SP#4: Continuous Improvement)
- Enhance citizen engagement opportunities through the use of on-line tools. (SP#4: Continuous Improvement)

Looking Ahead

- There is a potential for impact to 2022 and future budgets from new policing contract.
- Impacts to future budgets for Police Services Board may result from new Community Safety and Policing Act, 2019 and associated regulations, still under development as well as the in-progress Community Safety and Wellbeing Plan.
- The outcome of the 2020 Human Resources Service Delivery Review to transition HR services to the CAO's Office will occur over the course of 2021, with completion in 2022.
- The Organizational Review started in 2020 will conclude in 2021, with implementation to follow, likely over the course of late 2021 into 2022. The recommended course of action is not yet known.

Staffing Resources

CAO

Permanent FTE	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook
Full-Time FTE	3.00	3.00	5.00	5.00
Part-Time FTE	0.60	0.60	0.90	0.90
Total FTE	3.60	3.60	5.90	5.90
Net Change	-	-	+2.30	-

Staffing complement includes:

1.00 CAO

1.00 Manager Strategic Initiatives

1.00 Executive Assistant to CAO

0.60 Administrative Assistant to Mayor and Council

**Town of Tecumseh
2021 Approved Budget
Council 1100**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	8,612	-	-	-	-	-	-	-
Net User Charges Available for Operating	8,612	-	-	-	-	-	-	-
Revenues Before Transfers	8,612	-	-	-	-	-	-	-
Transfers from Reserves	-	7,000	7,000	-	-7,000	-100.00%	-	-
Total Revenues	8,612	7,000	7,000	-	-7,000	-100.00%	-	-
Wages	269,887	270,352	275,732	273,705	-2,027	-0.74%	279,863	286,160
Benefits	59,671	63,340	79,218	79,524	306	0.39%	80,694	81,888
Total Wages & Benefits	329,558	333,692	354,950	353,229	-1,721	-0.48%	360,557	368,048
Office Supplies & Equip Mtnce	8,550	6,985	7,150	2,650	-4,500	-62.94%	2,650	2,650
Memberships	7,230	7,306	7,475	7,775	300	4.01%	7,931	8,090
Professional Development	23,813	5,558	28,500	7,000	-21,500	-75.44%	28,500	28,500
Utilities	4,921	4,417	7,000	-	-7,000	-100.00%	-	-
Other	38,456	25,786	39,000	28,500	-10,500	-26.92%	31,000	31,000
Expenditures Before Transfers	412,528	383,744	444,075	399,154	-44,921	-10.12%	430,638	438,288
Total Expenditures	412,528	383,744	444,075	399,154	-44,921	-10.12%	430,638	438,288
Net Expenditures	403,916	376,744	437,075	399,154	-37,921	-8.68%	430,638	438,288

**Town of Tecumseh
2021 Approved Budget
CAO 1220**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	-	20,000	20,000	-	-20,000	-100.00%	-	-
User Charges	-	-	-	-	-	-	-	-
Revenues Before Transfers	-	20,000	20,000	-	-20,000	-100.00%	-	-
Transfers from Reserves	181,864	72,470	170,000	230,000	60,000	35.29%	150,000	150,000
Total Revenues	181,864	92,470	190,000	230,000	40,000	21.05%	150,000	150,000
Wages	428,465	376,923	398,568	391,048	-7,520	-1.89%	399,847	408,844
Benefits	105,606	102,671	110,971	110,255	-716	-0.65%	112,408	114,604
Total Wages & Benefits	534,071	479,594	509,539	501,303	-8,236	-1.62%	512,255	523,448
Office Supplies & Equip Mtnce	3,448	3,330	3,650	3,050	-600	-16.44%	3,050	3,050
Memberships	2,634	1,807	2,680	2,000	-680	-25.37%	2,734	2,789
Professional Development	10,038	1,896	13,200	5,700	-7,500	-56.82%	13,200	13,200
Professional Services	181,270	146,901	260,000	320,000	60,000	23.08%	240,000	240,000
Utilities	1,075	840	1,400	-	-1,400	-100.00%	-	-
Other	11,806	11,010	13,000	10,250	-2,750	-21.15%	13,000	13,000
Expenditures Before Transfers	744,342	645,378	803,469	842,303	38,834	4.83%	784,239	795,487
Total Expenditures	744,342	645,378	803,469	842,303	38,834	4.83%	784,239	795,487
Net Expenditures	562,478	552,908	613,469	612,303	-1,166	-0.19%	634,239	645,487

**Town of Tecumseh
2021 Approved Budget
Police 2200**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	147,373	119,927	119,927	119,927	-	-	119,927	119,927
User Charges	46,320	45,861	49,000	45,000	-4,000	-8.16%	45,000	45,000
Net User Charges Available for Operating	46,320	45,861	49,000	45,000	-4,000	-8.16%	45,000	45,000
Fines	11,923	5,540	8,000	8,000	-	-	8,000	8,000
Revenues Before Transfers	205,616	171,328	176,927	172,927	-4,000	-2.26%	172,927	172,927
Total Revenues	205,616	171,328	176,927	172,927	-4,000	-2.26%	172,927	172,927
Benefits	3,680	3,684	3,902	3,831	-71	-1.82%	3,831	3,831
Total Wages & Benefits	3,680	3,684	3,902	3,831	-71	-1.82%	3,831	3,831
Office Supplies & Equip Mtnce	1,984	1,100	2,500	1,800	-700	-28.00%	1,800	1,800
Maintenance Materials & Supplies	1,303	2,341	2,700	2,700	-	-	2,700	2,700
Maintenance Services	3,461	4,851	7,000	7,000	-	-	7,000	7,000
Contract Services	3,435,891	3,497,923	3,517,922	3,551,470	33,548	0.95%	3,621,142	3,692,207
Professional Services	1,192	-	1,000	1,000	-	-	1,000	1,000
Utilities	14,114	15,295	16,700	17,700	1,000	5.99%	17,700	17,700
Insurance	3,513	3,657	3,800	4,000	200	5.26%	4,000	4,000
Other	115	601	300	300	-	-	300	300
Expenditures Before Transfers	3,465,253	3,529,452	3,555,824	3,589,801	33,977	0.96%	3,659,473	3,730,538
Total Expenditures	3,465,253	3,529,452	3,555,824	3,589,801	33,977	0.96%	3,659,473	3,730,538
Net Expenditures	3,259,637	3,358,124	3,378,897	3,416,874	37,977	1.12%	3,486,546	3,557,611

**Town of Tecumseh
2021 Approved Budget
Police Services Board 2220**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	420	-	-	-	-	-	-	-
Net User Charges Available for Operating	420	-	-	-	-	-	-	-
Revenues Before Transfers	420	-	-	-	-	-	-	-
Total Revenues	420	-	-	-	-	-	-	-
Wages	21,377	21,656	24,657	23,817	-840	-3.41%	23,817	23,817
Benefits	2,041	2,183	1,450	1,379	-71	-4.90%	1,379	1,379
Total Wages & Benefits	23,418	23,839	26,107	25,196	-911	-3.49%	25,196	25,196
Memberships	1,422	1,506	1,560	1,560	-	-	1,560	1,560
Professional Development	6,176	1,268	10,600	3,600	-7,000	-66.04%	10,600	10,600
Maintenance Materials & Supplies	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Other	3,335	1,307	4,500	4,500	-	-	4,500	4,500
Expenditures Before Transfers	34,351	27,920	42,767	34,856	-7,911	-18.50%	41,856	41,856
Total Expenditures	34,351	27,920	42,767	34,856	-7,911	-18.50%	41,856	41,856
Net Expenditures	33,931	27,920	42,767	34,856	-7,911	-18.50%	41,856	41,856



Information and Communications Services

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

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

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

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

- Computing and Telecommunications Infrastructure Planning/Design/Procurement/Maintenance
- Capacity Planning
- Security and Audio/Visual Systems
- Systems Administration
- Performance Monitoring and Fine-tuning
- Data Management
- Assets Co-ordination
- Digital Radios
- GPS/AVL Systems

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

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

Geographic Information Systems (GIS) - focus on providing support and assistance to clients in use of GIS mapping.

Examples of Municipal Information which is managed by GIS are:

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

2021 Budget Highlights

- Increase of \$181,000 in 'Office Supplies & Equip Maintenance' due to 'Computer Software and Support' line item being aggregated from all departments into the ICS budget for 2021 for centralized management and reporting. Partially offset by the following:
 - \$19,900 one-time 'Transfer from Reserve' for eSCRIBE webcast and closed captioning
 - \$6,500 'User Charges' for anticipated cost recoveries for SCADA software from the City of Windsor.

- \$36,500 'Other Income' due to interfunctional charges for Water, Wastewater and Transit department software costs.
- Increase of \$22,800 in 'Utilities' due to 'Communications – Cellular Phone' line item being aggregated from all departments into the ICS budget for 2021 for centralized management and reporting.
- One-time decrease of \$3,500 in 'Professional Development' due to the anticipated impact of the ongoing COVID-19 pandemic on in-person meetings, conferences and educational events: \$1,500 in 'Professional Development' and \$2,000 in 'Education/Seminar Fees'.
- One-time increase of \$85,000 in 'Professional Services' to conduct an IT Service Delivery Review (\$40,000) and the addition of GIS easement layer (\$45,000); offset by Transfer from Reserves.

2021 Program Objectives

- Conduct a third party IT service delivery review. (SP#4: Continuous Improvement)
- Complete the identification and GIS mapping of municipal easements within the Town. (SP#4: Continuous Improvement)
- Develop a Business Continuity and Disaster Recovery Plan. (SP#4: Continuous Improvement)
- Oversee implementation of Virtual Server and Networking Upgrades. (SP#4: Continuous Improvement)
- Finalize implementation of approved Municipal Modernization Fund projects. (SP#2: Sustainable Infrastructure)
- Improve connectivity between sites. Review opportunities and implement additional public wireless hotspots. (SP#4: Continuous Improvement)

- Replace infrastructure as needed through lifecycle. (SP#4: Continuous Improvement)
- Continue to monitor and implement stronger network security measures to prevent unauthorized access. (SP#4: Continuous Improvement)
- Advocate for high-speed internet for underserved areas in Town on behalf of our residents and businesses. (SP#2: Sustainable Infrastructure)
- Complete the 2021 Citizen Satisfaction Survey. (SP#5: Leadership and Good Governance)
- Continue to develop toolsets for gathering and analyzing GIS data. (SP#4: Continuous Improvement)
- Review regional radio communication contract and overall plan. (SP#4: Continuous Improvement)

Looking Ahead

- Outlook for 2022 and 2023 is for support of existing departments, associated infrastructure and complete review of corporate enterprise financial software.
- Adapt to changing technologies with focus on continued improvement to network security.
- Annual increases in the operating budget are mostly inflationary in addition to support for added programs resulting in a greater level of service. It has been noted that the ICS Lifecycle is currently underfunded which is addressed in a phased approach to reach a fully funded allocation by 2023.
- Capacity for the department is being closely monitored with the intent of adding additional support with a Network and Security Analyst position in 2022.

Staffing Resources

Permanent FTE	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook
Full-Time FTE	4.00	4.00	5.00	5.00
Part-Time FTE	0.30	0.30	0.30	0.30
Total FTE	4.30	4.30	5.30	5.30
Net Change	-	-	+1.00	-

Staffing complement includes:

1.00 Director Information & Communication Services

1.00 Systems Analyst

2.00 GIS Technicians

0.30 Co-op Student

**Town of Tecumseh
2021 Approved Budget
Information and Communication Services 1230**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	-	-	-	6,500	6,500	-	6,500	6,500
Net User Charges Available for Operating	-	-	-	6,500	6,500	-	6,500	6,500
Other Income	-	-	-	36,500	36,500	-	36,500	36,500
Revenues Before Transfers	-	-	-	43,000	43,000	-	43,000	43,000
Transfers from Reserves	81,609	84,440	84,440	191,455	107,015	126.73%	86,565	86,565
Total Revenues	81,609	84,440	84,440	234,455	150,015	177.66%	129,565	129,565
Wages	327,559	345,953	351,853	345,751	-6,102	-1.73%	428,530	436,484
Benefits	108,747	111,637	115,021	114,521	-500	-0.43%	141,581	143,682
Total Wages & Benefits	436,306	457,590	466,874	460,272	-6,602	-1.41%	570,111	580,166
Office Supplies & Equip Mtnc	67,995	73,572	69,900	250,910	181,010	258.96%	244,681	249,497
Memberships	1,305	1,440	1,255	1,255	-	-	1,280	1,306
Professional Development	829	348	5,500	2,000	-3,500	-63.64%	7,000	7,000
Maintenance Materials & Supplies	2,892	3,527	3,500	3,500	-	-	3,570	3,641
Professional Services	3,790	3,585	3,000	88,000	85,000	2,833.33%	3,000	3,000
Utilities	2,185	1,698	2,300	25,140	22,840	993.04%	25,140	25,140
Other	539	6,593	1,000	1,000	-	-	1,000	1,000
Expenditures Before Transfers	515,841	548,353	553,329	832,077	278,748	50.38%	855,782	870,750
Total Expenditures	515,841	548,353	553,329	832,077	278,748	50.38%	855,782	870,750
Net Expenditures	434,232	463,913	468,889	597,622	128,733	27.45%	726,217	741,185



Corporate Services and Clerk

The Corporate Services Department is comprised of two divisions: The Clerk's Office and Human Resources.

Under the direction of the Director Corporate Services and Clerk, the **Clerk's Office** performs statutory duties as outlined in the *Municipal Act* and other legislation.

Council and Committee: secretariat to Council and Committees including preparing all meeting agendas and minutes and managing various Committee initiatives, ensures the decisions of Council are recorded and actions carried out.

Elections: responsible for coordination and conduct of the Municipal and School Board elections every four years.

Records Management: processes all information requests and management of corporate records.

Licensing: issuance of taxi, dog, marriage and lottery licences.

Vital Statistics: issuance of death certificates and burial permits, as well as marriage certificates and solemnization.

Legislative: compliance with all Federal and Provincial legislation that impacts the Town; liaison with all levels of government, local boards, community groups and associations.

Policy: development and administration of policies in accordance with legislative requirements; provide guidance and advice to both Council and staff.

Risk Management: manage all risks and claims against the municipality.

Human Resources delivers a variety of services to employees through occupational health and wellness, administration of health and life benefits, training and professional development.

In addition, Human Resources manages all recruitment, and is responsible for employee retention, administration of policies and labour relations with four bargaining units and the Tecumseh Fire Fighters' Association.

2021 Budget Highlights

Corporate Services and Clerk

- Increase to 'User Fees' revenue of \$1,000 due to inflationary increase to Death Registrations.
- One-time decrease to 'Licences and Permits' of 85,000 due to anticipated COVID-19 impact on Lottery licence revenue, offset by a one-time increase in 'Transfer from Reserves'.
- Increase to 'Wages & Benefits' of \$37,000 is due to a change in employee time allocations between the Corporate Services and HR departments as a result of the 2020 Human Resources Service Delivery Review.
- Decrease of \$32,000 in 'Office Supplies & Equipment Maintenance' due to moving the 'Computer Support/Software' budget to the Information and Communication Services operational budget, offset by an increase of \$500 to 'Postage & Courier' due to legislative requirements to courier death registrations to the Office of the General Registrar.
- One-time increase of \$25,000 to 'Professional Services' for records management, offset by a one-time increase to 'Transfer from Reserves'. The net impact in nil.
- Increase of \$4,100 in 'Other' is primarily to provide for additional records destruction services and to reduce paper records.

Human Resources

- Increase to 'Wages & Benefits' of \$36,000 due to the anticipated addition of two staff (.8 FTE for 2021), offset by a change in employee time allocations between Corporate Services and HR. Assumes mid-year implementation of the 2020 Human Resources Service Delivery Review.
- A one-time increase of \$20,000 included in 'Professional Services' for HR matters requiring consulting and legal advice. Previously budgeted one-time costs of \$28,000 unused and carried forward. Offset by a corresponding \$48,000 'Transfer from Reserves'.
- Decrease of \$7,000 to 'Professional Development' due to one-time decrease of \$9,000 due to the anticipated impact of the ongoing COVID-19 pandemic, offset by an increase of \$2,000 to 'Education / Seminar Fees' for enhanced Wellness activities and the introduction of a WSIB Excellence Program.

Animal Control

- ‘Miscellaneous Service’ is reduced by \$500 to reflect the decreased use of the Cat In-take Program and re-allocated to ‘Animal Control’ for Dog Pound operating and maintenance shared costs. Net impact is nil.

Golden Age

- A one-time Special Grant of \$6,500 has been requested for the Golden Age Club under the Seniors Active Living Centre funding for kitchen renovations.
- Application has been made under the Seniors Community Grant, in the amount of \$7,800 for seniors’ fitness and education programming. Amount approved unknown at this time.

Youth Advisory Committee and Seniors Advisory Committee

- ‘Transfer from Reserves’ reflects the RBC Future Launch Community Challenge Grant of \$15,000 to support youth mental wellness workshops which was deferred to 2021 due to COVID-19.
- Increased expenses attributable to organizing the ‘Mind Break Before Study Break’ funded under the RBC Grant.

2021 Program Objectives

- Implement webcasting and closed captioning of Council meetings using eSCRIBE. (SP#4: Continuous Improvement)
- Continue to implement a corporate-wide Electronic Records Management System, electronic forms and signatures. (SP#4: Continuous Improvement)
- Facilitate creation and retention of documents in an accessible format. (SP#4: Continuous Improvement)
- Introduce and review policies and by-laws in accordance with amendments to the Municipal Act 2001, and other legislation. (SP#5: Leadership and Good Governance)
- Ongoing management of Lottery License Fee Litigation. (SP#5: Leadership and Good Governance)
- Commence preparations for 2022 Municipal Elections (SP#5: Leadership and Good Governance)

- Complete the Pay Equity Plan maintenance for CUPE Local 702.2 and Non-union Management Salary Grid. (SP#5: Leadership and Good Governance)
- Phase 2 of Wellness and Positive Workplace Program for the Leadership Team. (SP#5: Leadership and Good Governance)
- Manage Human Rights Tribunal Hearing on a public allegation of discrimination. (SP#5: Leadership and Good Governance)
- Launch electronic dog tag licence application and payments. (SP#4: Continuous Improvement)
- Oversee Seniors' Educational and Fitness Workshops under the Seniors Advisory Committee budget. (SP#3 Community Health and Wellness)
- Oversee 'Mind Break Before Study Break' in partnership with the Youth Advisory Committee. (SP#3 Community Health and Wellness)

Looking Ahead

- Provide support to existing departments on a corporate-wide changeover to an Electronic Records Management System. May require additional staffing; pending Organizational Review process, certainty and timing are unknown.
- Improved customer service by streamlining external applications and internal forms processes with electronic forms and e-commerce.
- Conduct 2022 Municipal and School Board Elections
- Adapt to new and changing legislation with a focus on stewarding good governance and policymaking.
- With the looming number of retirements, and upcoming expansion in Recreation Services, ensure future staffing needs are met to guarantee the stability of municipal services.

Staffing Resources

Permanent FTE	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook
Full-Time FTE	7.00	7.50	6.00	6.00
Part-Time FTE	2.02	2.32	2.02	2.02
Total FTE	9.02	9.82	8.02	8.02
Net Change	-	+0.80	-1.80	-

Staffing complement includes:

1.00 Director Corporate Services and Clerk

1.00 Deputy Clerk and Manager Legislative Services

1.00 Manager Committee and Community Services

1.00 Administrative Assistant

2.00 Clerical II-Administrative Clerk

0.50 Human Resources Manager

1.00 Human Resources Officer

0.30 Human Resources Coordinator (Student)

2.02 Crossing Guards (7 regular Adult School Crossing Guards and 5 Alternate Crossing Guards)

**Town of Tecumseh
2021 Approved Budget
Corporate Services and Clerks 1250**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	22,427	9,400	9,400	10,400	1,000	10.64%	10,400	10,400
Net User Charges Available for Operating	22,427	9,400	9,400	10,400	1,000	10.64%	10,400	10,400
Licences and Permits	212,566	55,193	207,150	122,150	-85,000	-41.03%	207,150	207,150
Revenues Before Transfers	234,993	64,593	216,550	132,550	-84,000	-38.79%	217,550	217,550
Transfers from Reserves	2,962	26,587	23,050	110,000	86,950	377.22%	-	-
Total Revenues	237,955	91,180	239,600	242,550	2,950	1.23%	217,550	217,550
Wages	461,700	465,213	465,213	493,126	27,913	6.00%	537,104	548,449
Benefits	140,144	133,474	141,584	150,539	8,955	6.32%	162,468	165,385
Total Wages & Benefits	601,844	598,687	606,797	643,665	36,868	6.08%	699,572	713,834
Office Supplies & Equip Mtnce	14,238	38,082	38,602	7,027	-31,575	-81.80%	7,027	7,027
Memberships	1,288	1,459	1,550	1,550	-	-	1,581	1,613
Professional Development	8,845	4,330	12,000	11,000	-1,000	-8.33%	13,000	13,000
Maintenance Materials & Supplies	2,162	-	-	-	-	-	-	-
Purchases for Resale	8,930	5,267	6,550	6,550	-	-	6,550	6,550
Professional Services	17,650	15,969	19,500	44,500	25,000	128.21%	19,500	19,500
Utilities	1,248	1,490	1,300	-	-1,300	-100.00%	-	-
Other	10,515	7,556	10,850	14,975	4,125	38.02%	14,975	14,975
Expenditures Before Transfers	666,720	672,840	697,149	729,267	32,118	4.61%	762,205	776,499
Transfers to Reserves	2,356	-	-	-	-	-	-	-
Total Expenditures	669,076	672,840	697,149	729,267	32,118	4.61%	762,205	776,499
Net Expenditures	431,121	581,660	457,549	486,717	29,168	6.37%	544,655	558,949

**Town of Tecumseh
2021 Approved Budget
Human Resources 1260**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	-	-	-	-4,000	-4,000	-	-4,000	-4,000
Net User Charges Available for Operating	-	-	-	-4,000	-4,000	-	-4,000	-4,000
Revenues Before Transfers	-	-	-	-4,000	-4,000	-	-4,000	-4,000
Transfers from Reserves	-	28,000	28,000	48,000	20,000	71.43%	-	-
Total Revenues	-	28,000	28,000	44,000	16,000	57.14%	-4,000	-4,000
Wages	126,059	153,959	153,958	181,155	27,197	17.67%	205,140	210,630
Benefits	37,569	46,304	47,648	56,909	9,261	19.44%	66,286	67,371
Total Wages & Benefits	163,628	200,263	201,606	238,064	36,458	18.08%	271,426	278,001
Office Supplies & Equip Mtnce	2,995	3,080	3,168	1,598	-1,570	-49.56%	1,598	1,598
Memberships	338	338	350	350	-	-	357	364
Professional Development	8,164	6,261	18,050	11,300	-6,750	-37.40%	20,050	20,050
Professional Services	137,955	124,309	72,800	92,800	20,000	27.47%	44,800	44,800
Other	15,440	6,671	8,700	8,700	-	-	8,700	8,700
Expenditures Before Transfers	328,520	340,922	304,674	352,812	48,138	15.80%	346,931	353,513
Total Expenditures	328,520	340,922	304,674	352,812	48,138	15.80%	346,931	353,513
Net Expenditures	328,520	312,922	276,674	308,812	32,138	11.62%	350,931	357,513

**Town of Tecumseh
2021 Approved Budget
Youth Advisory Committee 1280**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	-	15,000	-	-	-	-	-	-
Revenues Before Transfers	-	15,000	-	-	-	-	-	-
Transfers from Reserves	-	-	-	15,000	15,000	-	-	-
Total Revenues	-	15,000	-	15,000	15,000	-	-	-
Total Wages & Benefits	-	-	-	-	-	-	-	-
Maintenance Materials & Supplies	345	26	750	1,750	1,000	133.33%	760	770
Contract Services	1,316	-	2,000	2,000	-	-	2,000	2,000
Utilities	232	-	500	500	-	-	500	500
Other	7,364	-	6,750	20,750	14,000	207.41%	6,750	6,750
Expenditures Before Transfers	9,257	26	10,000	25,000	15,000	150.00%	10,010	10,020
Transfers to Reserves	-	15,000	-	-	-	-	-	-
Total Expenditures	9,257	15,026	10,000	25,000	15,000	150.00%	10,010	10,020
Net Expenditures	9,257	26	10,000	10,000	-	-	10,010	10,020

Town of Tecumseh
2021 Approved Budget
Seniors Advisory Committee 1281

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	3,405	5,454	4,984	-	-4,984	-100.00%	-	-
Revenues Before Transfers	3,405	5,454	4,984	-	-4,984	-100.00%	-	-
Total Revenues	3,405	5,454	4,984	-	-4,984	-100.00%	-	-
Maintenance Materials & Supplies	223	2,428	600	500	-100	-16.67%	510	520
Contract Services	-	-	500	-	-500	-100.00%	-	-
Other	5,921	7,189	8,884	4,500	-4,384	-49.35%	4,500	4,500
Expenditures Before Transfers	6,144	9,617	9,984	5,000	-4,984	-49.92%	5,010	5,020
Total Expenditures	6,144	9,617	9,984	5,000	-4,984	-49.92%	5,010	5,020
Net Expenditures	2,739	4,163	5,000	5,000	-	-	5,010	5,020

Town of Tecumseh
2021 Approved Budget
Crossing Guards 3110

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Wages	71,790	49,037	78,623	80,135	1,512	1.92%	81,938	83,782
Benefits	6,720	5,265	8,446	8,748	302	3.58%	8,922	9,100
Total Wages & Benefits	78,510	54,302	87,069	88,883	1,814	2.08%	90,860	92,882
Other	1,496	1,360	2,000	2,000	-	-	2,000	2,000
Expenditures Before Transfers	80,006	55,662	89,069	90,883	1,814	2.04%	92,860	94,882
Total Expenditures	80,006	55,662	89,069	90,883	1,814	2.04%	92,860	94,882
Net Expenditures	80,006	55,662	89,069	90,883	1,814	2.04%	92,860	94,882

**Town of Tecumseh
2021 Approved Budget
Animal Control 2620**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	-	250	-	-	-	-	-	-
Net User Charges Available for Operating	-	250	-	-	-	-	-	-
Licences and Permits	37,350	26,995	34,000	34,000	-	-	34,000	34,000
Fines	330	-	550	550	-	-	550	550
Revenues Before Transfers	37,680	27,245	34,550	34,550	-	-	34,550	34,550
Total Revenues	37,680	27,245	34,550	34,550	-	-	34,550	34,550
Office Supplies & Equip Mtnce	1,745	1,500	1,500	1,500	-	-	1,500	1,500
Maintenance Materials & Supplies	309	388	420	420	-	-	428	437
Contract Services	40,839	31,510	31,510	32,010	500	1.59%	32,010	32,010
Other	16,185	6,330	17,250	16,750	-500	-2.90%	16,750	16,750
Expenditures Before Transfers	59,078	39,728	50,680	50,680	-	-	50,688	50,697
Total Expenditures	59,078	39,728	50,680	50,680	-	-	50,688	50,697
Net Expenditures	21,398	12,483	16,130	16,130	-	-	16,138	16,147

**Town of Tecumseh
2021 Approved Budget
Golden Age Club 6200**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	22,484	25,485	25,485	27,500	2,015	7.91%	21,000	21,000
Revenues Before Transfers	22,484	25,485	25,485	27,500	2,015	7.91%	21,000	21,000
Total Revenues	22,484	25,485	25,485	27,500	2,015	7.91%	21,000	21,000
Office Supplies & Equip Mtnce	64	-	-	-	-	-	-	-
Maintenance Materials & Supplies	867	494	500	500	-	-	510	520
Maintenance Services	1,830	6,985	6,985	9,000	2,015	28.85%	2,550	2,601
Utilities	7,178	5,795	7,100	7,400	300	4.23%	7,548	7,699
Insurance	4,094	4,329	4,400	4,700	300	6.82%	4,794	4,890
Grants & Donations	21,000	21,000	21,000	21,000	-	-	21,000	21,000
Expenditures Before Transfers	35,033	38,603	39,985	42,600	2,615	6.54%	36,402	36,710
Total Expenditures	35,033	38,603	39,985	42,600	2,615	6.54%	36,402	36,710
Net Expenditures	12,549	13,118	14,500	15,100	600	4.14%	15,402	15,710

Town of Tecumseh
2021 Approved Budget
Cultural Committee 7700

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Transfers from Reserves	-	-	2,000	2,000	-	-	1,000	1,000
Total Revenues	-	-	2,000	2,000	-	-	1,000	1,000
Office Supplies & Equip Mtnce	66	-	-	-	-	-	-	-
Maintenance Materials & Supplies	765	1,000	2,000	2,000	-	-	2,020	2,040
Professional Services	382	3,018	5,000	5,000	-	-	5,000	5,000
Other	707	320	2,000	2,000	-	-	1,000	1,000
Expenditures Before Transfers	1,920	4,338	9,000	9,000	-	-	8,020	8,040
Total Expenditures	1,920	4,338	9,000	9,000	-	-	8,020	8,040
Net Expenditures	1,920	4,338	7,000	7,000	-	-	7,020	7,040

Town of Tecumseh
2021 Approved Budget
Heritage Committee 7705

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Transfers from Reserves	-	-	2,727	2,727	-	-	-	-
Total Revenues	-	-	2,727	2,727	-	-	-	-
Memberships	116	150	150	150	-	-	153	156
Professional Services	-	-	743	743	-	-	-	-
Other	637	-	3,834	3,834	-	-	1,850	1,850
Expenditures Before Transfers	753	150	4,727	4,727	-	-	2,003	2,006
Total Expenditures	753	150	4,727	4,727	-	-	2,003	2,006
Net Expenditures	753	150	2,000	2,000	-	-	2,003	2,006



Tecumseh Fire and Rescue Services

Tecumseh Fire and Rescue Service (TFRS) is responsible for providing fire and life safety protection to citizens and their property and providing public education, fire prevention enforcement of the Fire Protection and Prevention Act, and implementing applicable statutes of the Ontario Fire Code. Department programming includes structural firefighting, basic medical intervention, CPR and defibrillation, vehicle and industrial extrication, confined space rescue and shore-based water rescue.

Tecumseh Fire Rescue operates out of two stations: Fire Hall No. 1 at 985 Lesperance Road and Fire Hall No. 2 at 5520 Walker Road supported with a fleet of six fire apparatus, two command vehicles and one fire prevention vehicle. TFRS responds to approximately 400 calls annually.

TFRS is responsible for meeting Emergency Measures, Ontario's essential level of the emergency measures program. Emergency exercises, testing and review of the Town's Emergency Plan are conducted annually as required by legislation.

2021 Budget Highlights

Fire

- A one-time allocation of \$10,800 is included in 'Transfer from Reserves' to fund estimated retirement costs.
- Decrease of \$12,900 in 'Total Wages & Benefits' due to contractual increases & benefit adjustments offset by elimination of one-time 2020 costs related to 53rd pay period and the elimination of the Fire Prevention Officer position temporary overlap due to retirement.
- Increase of \$3,500 in 'Total Maintenance Materials & Supplies' for the provision of footwear as part of the firefighters' uniform, as agreed with the Firefighters' Association.
- One time decrease of \$7,000 in 'Professional Development' due to additional online and in-house training as a result of COVID-19.
- Decrease of \$2,100 in 'Office Supplies & Equip Maintenance' due to 'Computer Software/Support' budget being moved to ICS operational budget.

- Decrease of \$4,000 in 'Professional Services' as this line item is typically unused.
- Decrease of \$2,500 in 'Utilities' due to 'Communications – Cellular Phone' budget being moved to ICS operational budget.
- Increase of \$2,000 in 'Insurance' due to inflationary increases.

Emergency Measures

- Decrease of \$7,000 in 'Office Supplies & Equip Maintenance' due to 'Computer Software/Support' budget being moved to ICS operational budget.

2021 Program Objectives

- A continuing proactive approach to potential emergencies such as High Water Events through the acquisition of necessary equipment and training. (SP#1: Smart Growth)
- Plan and host a celebration for Tecumseh Fire Rescue Services 100th Anniversary in 2021. (SP#2: Sustainable Infrastructure)
- Review and update the Town of Tecumseh Emergency Response Plan. (SP#1: Smart Growth)

Looking Ahead

- County wide Emergency Services radio system upgrades proposed for 2023 will potentially see a significant Capital expenditure that year however, minimal impact to the Operating Budget.

Staffing Resources

Permanent FTE	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook
Full-Time FTE	4.30	4.00	4.00	4.00
Part-Time FTE	5.92	5.92	5.92	5.92
Total FTE	10.22	9.92	9.92	9.92
Net Change	-	-.30	-	-

Staffing complement includes:

1.00 Director Fire Services

1.00 Deputy Fire Chief

1.00 Fire Prevention Officer

1.00 Full-Time Clerical

1.20 Firefighter Captains (8 Part-Time)

4.72 Firefighters (34 Part-Time)

**Town of Tecumseh
2021 Approved Budget
Fire 2100**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	2,564	1,811	2,000	2,000	-	-	2,000	2,000
User Charges	30,126	18,562	26,800	26,800	-	-	26,800	26,800
Net User Charges Available for Operating	30,126	18,562	26,800	26,800	-	-	26,800	26,800
Revenues Before Transfers	32,690	20,373	28,800	28,800	-	-	28,800	28,800
Transfers from Reserves	16,740	13,500	13,500	10,800	-2,700	-20.00%	-	-
Total Revenues	49,430	33,873	42,300	39,600	-2,700	-6.38%	28,800	28,800
Wages	791,334	868,548	878,327	853,813	-24,514	-2.79%	861,981	881,376
Benefits	178,378	186,049	184,883	196,536	11,653	6.30%	199,700	202,928
Total Wages & Benefits	969,712	1,054,597	1,063,210	1,050,349	-12,861	-1.21%	1,061,681	1,084,304
Office Supplies & Equip Mtnce	5,732	5,786	6,800	4,700	-2,100	-30.88%	4,700	4,700
Memberships	3,012	3,240	3,240	3,240	-	-	3,305	3,371
Professional Development	6,854	10,449	12,800	5,800	-7,000	-54.69%	9,800	9,800
Maintenance Materials & Supplies	59,477	62,443	66,000	69,480	3,480	5.27%	70,348	71,233
Maintenance Services	65,903	93,820	96,800	96,800	-	-	97,356	97,923
Contract Services	66,303	69,500	69,500	69,500	-	-	69,500	69,500
Professional Services	-	-	4,000	-	-4,000	-100.00%	-	-
Utilities	27,870	30,183	34,710	32,210	-2,500	-7.20%	32,742	33,285
Insurance	19,245	20,246	19,900	21,900	2,000	10.05%	22,338	22,785
Other	9,788	19,901	12,750	12,750	-	-	12,750	12,750
Expenditures Before Transfers	1,233,896	1,370,165	1,389,710	1,366,729	-22,981	-1.65%	1,384,520	1,409,651
Total Expenditures	1,233,896	1,370,165	1,389,710	1,366,729	-22,981	-1.65%	1,384,520	1,409,651
Net Expenditures	1,184,466	1,336,292	1,347,410	1,327,129	-20,281	-1.51%	1,355,720	1,380,851

**Town of Tecumseh
2021 Approved Budget
Emergency Measures 2700**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	20,601	15,000	15,000	15,000	-	-	15,000	15,000
Net User Charges Available for Operating	20,601	15,000	15,000	15,000	-	-	15,000	15,000
Revenues Before Transfers	20,601	15,000	15,000	15,000	-	-	15,000	15,000
Total Revenues	20,601	15,000	15,000	15,000	-	-	15,000	15,000
Office Supplies & Equip Mtnce	3,351	7,000	7,300	300	-7,000	-95.89%	300	300
Professional Development	673	-	1,000	1,000	-	-	1,000	1,000
Maintenance Materials & Supplies	4,399	3,863	3,000	3,000	-	-	3,060	3,121
Maintenance Services	76	1,000	1,000	1,000	-	-	1,020	1,040
Contract Services	12,757	14,500	14,500	14,500	-	-	14,500	14,500
Utilities	739	750	750	750	-	-	750	750
Insurance	515	525	1,000	1,000	-	-	1,020	1,040
Other	-	7,496	1,500	2,500	1,000	66.67%	2,500	2,500
Expenditures Before Transfers	22,510	35,134	30,050	24,050	-6,000	-19.97%	24,150	24,251
Transfers to Reserves	20,601	15,000	15,000	15,000	-	-	15,000	15,000
Total Expenditures	43,111	50,134	45,050	39,050	-6,000	-13.32%	39,150	39,251
Net Expenditures	22,510	35,134	30,050	24,050	-6,000	-19.97%	24,150	24,251



Public Works and Environmental Services

The Public Works and Environmental 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 includes the Town's water distribution and drinking water systems and sanitary collection systems, storm sewers and pumping stations, municipal road system and sidewalks, winter control and maintenance, bridges and culverts, street signs and traffic signals, street lighting, fleet and equipment maintenance, roadside debris and litter pick-up, administration of garbage and yard waste collection contract, roadside maintenance, noxious weed control, and municipal drains.

The road network consists of 180 km of roadway, 60 km of sidewalks, 25.7 km of pathways/trails, 3 km of walkways, 18 bridges, 73 culverts, 16 vehicles and 6 pieces of heavy equipment.

The storm network consists of 138 km of storm sewer pipe; 62 km of storm service connections; 1,414 manholes; 4,713 catch basins; 8 storm pump stations and 124 municipal drains totaling 200 km.

2021 Budget Highlights

Roadways

- Decrease of \$12,300 in 'Wages and Benefits' due to the removal of the 53rd pay period from the 2020 budget.
- Decrease of \$5,600 in 'Office Supplies & Equipment Maintenance' due to moving the Computer/Support Software to the Information and Communication Services operational budget.
- One-time decrease of \$2,600 in 'Professional Development' due to the anticipated impact of the ongoing COVID-19 pandemic.

- One-time increase of \$25,000 to 'Maintenance Materials & Supplies': \$25,000 for electrical repairs and vegetation replacement for the Highway 401 Gateway Signage, increase of \$5,000 for Roadside Maintenance due to equipment rental for an additional week to undertake roadside ditch cutting and a decrease of \$5,000 in 'Gas'. A one-time 'Transfer from Reserve' offsets the Gateway Signage maintenance works.
- Increase of \$16,000 to 'Maintenance Services' to be more in line with historical expenditures.
- Increase of \$4,500 to 'Insurance' for inflationary increases.
- Added \$5,000 to 'Other' under COVID-19 for the purchases of personal protective equipment, hand sanitizer and cleaning supplies. Offset by corresponding 'Transfer from Reserve'.
- Increase of \$5,500 in 'Contract Services' under Hardtop Maintenance, \$5,000 for an increase in the level of service for line painting and \$500 in 'Janitorial Services'.
- Decrease of \$6,200 in 'Utilities': Decrease of \$2,000 to 'Crossing Protection – Hydro', Increase of \$200 to 'Utilities – Gas' and a decrease of \$4,400 in 'Communications – Cellular Phone' due to moving the cell phone budget to the Information and Communication Services operational budget.

Winter Control

- Decrease of \$2,300 in 'Wages and Benefits' due to the removal of the 53rd pay period from the 2020 budget.
- Increase in \$8,700 in 'Maintenance Materials & Supplies' for inflationary increases to salt costs.
- Decrease of \$700 to 'Professional Development' due to the anticipated impact of the ongoing COVID-19 pandemic.

Street Lighting

- Decrease of \$5,000 in 'Maintenance Services' to be more in line with historical expenditures prior to the telecommunications fiber-to-the-home projects, offset by a \$5,000 decrease in 'Transfers from Reserves' one-time funding used to address additional costs incurred related to telecommunications infrastructure expansion.
- Decrease of \$10,000 in 'Utilities' to be more in line with historical expenditures.

Storm Sewer System

- Decrease of \$5,000 in 'Office Supplies & Equipment Maintenance' due to moving the Computer/Support Software to the Information and Communication Services operational budget.
- Decrease of \$6,500 in 'Professional Development' for the removal of the one-time expenditure for attending the 2020 WEGE Award / Great Lakes & St. Lawrence Cities Initiative.
- Increase of \$5,000 in 'Maintenance Services' for additional flushing and cleaning of storm pump station wet wells.
- One-time budget of \$50,000 in 'Maintenance Materials & Supplies' as a contingency to be used if required due to increasing lake levels. Offset by reserve transfer reflected in 'Transfers from Reserves'.
- One-time budget of \$50,000 in 'Contract Services' as a contingency to be used if required due to increasing lake levels. Offset by reserve transfer reflected in 'Transfers from Reserves'.
- Increase of \$4,600 in 'Utilities': Increase of \$5000 in 'Utilities – Hydro & Water' due to inflationary increases and a decrease of \$400 in 'Communications – Cellular Phone' due to moving the cell phone budget to Information and Communication Services operational budget.
- Increase of \$2,100 in 'Insurance' due to inflationary increases.

Garbage Collection

Increase of \$12,600 in 'Contract Services' due to inflationary/contractual increase and a small allowance for new homes.

Garbage Disposal

- Increase of \$16,200 in 'Contract Services' due to inflationary/contractual increase and a small allowance for new homes.

2021 Program Objectives

- Investigate risk management, resources and costs of Town-wide snow removal on sidewalks. (SP#4: Continuous Improvement)
- Complete Town Development Manual in coordination with the Planning & Building Services Department. (SP#2: Sustainable Infrastructure)
- Create a Local Servicing Policy for new infrastructure (i.e. sidewalks, street lighting, etc.). (SP#2: Sustainable Infrastructure)
- Complete the Shoreline Management Plan. (SP#2: Sustainable Infrastructure)
- Complete the Storm Water Rates study. (SP#4: Continuous Improvement)

Looking Ahead

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

Staffing Resources

Permanent FTE	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook
Full-Time FTE	13.32	13.32	13.32	14.32
Part-Time FTE	1.26	1.26	1.26	1.26
Total FTE	14.58	14.58	14.58	15.58
Net Change	-	-	-	+1.00

Staffing complement includes:

0.33 Director Public Works and Environmental Services

1.00 Manager Roads and Fleet

0.33 Manager Engineering Services

0.33 Full-Time Project Technician

0.33 Full-Time Clerical

8.00 Full-Time Labourers

1.00 Full-Time Drainage Superintendent

1.00 Full-Time Assistant Drainage Superintendent

1.00 Full-Time Storm Sewer Operator

1.26 Part-Time Student Labourers (four physical employees)

**Town of Tecumseh
2021 Approved Budget
Roadways 3100**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	13,098	-	-	-	-	-	-	-
User Charges	2,109	38,253	6,000	6,000	-	-	6,000	6,000
Net User Charges Available for Operating	2,109	38,253	6,000	6,000	-	-	6,000	6,000
Licences and Permits	24,315	18,222	10,000	10,000	-	-	10,000	10,000
Other Income	37,399	34,135	34,135	34,205	70	0.21%	34,275	34,345
Revenues Before Transfers	76,921	90,610	50,135	50,205	70	0.14%	50,275	50,345
Transfers from Reserves	29,107	16,931	-	30,000	30,000	-	-	-
Total Revenues	106,028	107,541	50,135	80,205	30,070	59.98%	50,275	50,345
Wages	756,607	798,478	779,278	767,857	-11,421	-1.47%	785,134	877,800
Benefits	247,647	258,461	262,049	261,128	-921	-0.35%	265,540	295,041
Total Wages & Benefits	1,004,254	1,056,939	1,041,327	1,028,985	-12,342	-1.19%	1,050,674	1,172,841
Office Supplies & Equip Mtnc	8,670	7,780	9,320	3,720	-5,600	-60.09%	3,720	3,720
Memberships	10,839	15,192	15,200	15,200	-	-	15,504	15,814
Professional Development	12,432	6,946	9,500	6,950	-2,550	-26.84%	9,500	9,500
Maintenance Materials & Supplies	149,487	169,631	169,000	194,000	25,000	14.79%	171,900	174,856
Maintenance Services	175,137	199,529	165,900	181,900	16,000	9.64%	182,100	183,325
Contract Services	62,152	57,096	56,600	62,100	5,500	9.72%	61,600	61,600
Professional Services	33,159	24,088	6,000	6,000	-	-	6,000	6,000
Utilities	41,109	42,958	50,160	44,000	-6,160	-12.28%	44,856	45,729
Insurance	45,487	48,819	48,300	52,800	4,500	9.32%	53,856	54,933
Other	18,290	39,539	24,110	29,110	5,000	20.74%	24,110	24,110
Expenditures Before Transfers	1,561,016	1,668,517	1,595,417	1,624,765	29,348	1.84%	1,623,820	1,752,428
Transfers to Reserves	19,050	19,400	19,400	19,470	70	0.36%	19,470	19,470
Total Expenditures	1,580,066	1,687,917	1,614,817	1,644,235	29,418	1.82%	1,643,290	1,771,898
Net Expenditures	1,474,038	1,580,376	1,564,682	1,564,030	-652	-0.04%	1,593,015	1,721,553

**Town of Tecumseh
2021 Approved Budget
Winter Control 3200**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Wages	117,873	96,322	117,068	114,999	-2,069	-1.77%	117,586	120,232
Benefits	29,390	32,912	36,794	36,564	-230	-0.63%	37,237	37,924
Total Wages & Benefits	147,263	129,234	153,862	151,563	-2,299	-1.49%	154,823	158,156
Professional Development	-	-	1,700	1,000	-700	-41.18%	1,700	1,700
Maintenance Materials & Supplies	223,560	133,759	203,940	212,640	8,700	4.27%	216,893	221,231
Maintenance Services	9,506	9,375	17,500	17,500	-	-	17,850	18,206
Other	444	-	500	500	-	-	500	500
Expenditures Before Transfers	380,773	272,368	377,502	383,203	5,701	1.51%	391,766	399,793
Total Expenditures	380,773	272,368	377,502	383,203	5,701	1.51%	391,766	399,793
Net Expenditures	380,773	272,368	377,502	383,203	5,701	1.51%	391,766	399,793

Town of Tecumseh
2021 Approved Budget
Street Lighting 3500

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	7,380	-	-	-	-	-	-	-
Net User Charges Available for Operating	7,380	-	-	-	-	-	-	-
Revenues Before Transfers	7,380	-	-	-	-	-	-	-
Transfers from Reserves	-	15,000	15,000	10,000	-5,000	-33.33%	-	-
Total Revenues	7,380	15,000	15,000	10,000	-5,000	-33.33%	-	-
Total Wages & Benefits	-	-	-	-	-	-	-	-
Maintenance Materials & Supplies	3,818	6,470	4,000	4,000	-	-	4,080	4,162
Maintenance Services	67,656	55,000	50,000	45,000	-5,000	-10.00%	35,700	36,414
Utilities	169,316	175,149	185,000	175,000	-10,000	-5.41%	178,500	182,070
Expenditures Before Transfers	240,790	236,619	239,000	224,000	-15,000	-6.28%	218,280	222,646
Total Expenditures	240,790	236,619	239,000	224,000	-15,000	-6.28%	218,280	222,646
Net Expenditures	233,410	221,619	224,000	214,000	-10,000	-4.46%	218,280	222,646

Town of Tecumseh
2021 Approved Budget
Garbage Collection 4400

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Contract Services	623,295	627,881	630,160	642,715	12,555	1.99%	655,565	668,665
Other	2,946	3,000	3,000	3,000	-	-	3,000	3,000
Expenditures Before Transfers	626,241	630,881	633,160	645,715	12,555	1.98%	658,565	671,665
Total Expenditures	626,241	630,881	633,160	645,715	12,555	1.98%	658,565	671,665
Net Expenditures	626,241	630,881	633,160	645,715	12,555	1.98%	658,565	671,665

**Town of Tecumseh
2021 Approved Budget
Garbage Disposal 4500**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Maintenance Services	26,403	25,680	29,000	29,000	-	-	29,000	29,000
Contract Services	787,693	810,000	810,000	826,200	16,200	2.00%	842,700	859,550
Expenditures Before Transfers	814,096	835,680	839,000	855,200	16,200	1.93%	871,700	888,550
Total Expenditures	814,096	835,680	839,000	855,200	16,200	1.93%	871,700	888,550
Net Expenditures	814,096	835,680	839,000	855,200	16,200	1.93%	871,700	888,550

**Town of Tecumseh
2021 Approved Budget
Storm Sewer System 4200**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	1,934	-	1,440	1,440	-	-	1,440	1,440
User Charges	23,339	21,235	10,000	10,000	-	-	10,000	10,000
Net User Charges Available for Operating	23,339	21,235	10,000	10,000	-	-	10,000	10,000
Revenues Before Transfers	25,273	21,235	11,440	11,440	-	-	11,440	11,440
Transfers from Reserves	-	50,126	100,000	100,000	-	-	-	-
Total Revenues	25,273	71,361	111,440	111,440	-	-	11,440	11,440
Wages	71,587	75,344	75,345	73,923	-1,422	-1.89%	75,586	77,287
Benefits	20,685	22,703	23,189	23,022	-167	-0.72%	23,483	23,953
Total Wages & Benefits	92,272	98,047	98,534	96,945	-1,589	-1.61%	99,069	101,240
Office Supplies & Equip Mtnce	-	-	5,000	-	-5,000	-100.00%	-	-
Professional Development	2,947	-	9,000	2,500	-6,500	-72.22%	5,000	5,000
Maintenance Materials & Supplies	60,795	31,370	88,000	86,000	-2,000	-2.27%	36,720	37,455
Maintenance Services	83,484	75,629	82,660	87,660	5,000	6.05%	89,383	91,141
Contract Services	32,198	5,329	54,000	55,000	1,000	1.85%	5,000	5,000
Professional Services	28,379	5,745	6,000	6,000	-	-	6,000	6,000
Utilities	106,743	116,898	125,720	130,360	4,640	3.69%	132,960	135,612
Insurance	49,728	50,799	52,800	54,900	2,100	3.98%	55,998	57,118
Other	1,186	51,117	1,000	8,000	7,000	700.00%	8,000	8,000
Expenditures Before Transfers	457,732	434,934	522,714	527,365	4,651	0.89%	438,130	446,566
Transfers to Reserves	13,669	10,000	10,000	10,000	-	-	10,000	10,000
Total Expenditures	471,401	444,934	532,714	537,365	4,651	0.87%	448,130	456,566
Net Expenditures	446,128	373,573	421,274	425,925	4,651	1.10%	436,690	445,126

**Town of Tecumseh
2021 Approved Budget
Drainage 8800**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	60,426	54,500	54,500	54,500	-	-	54,500	54,500
User Charges	1,925	525	1,000	1,000	-	-	1,000	1,000
Net User Charges Available for Operating	1,925	525	1,000	1,000	-	-	1,000	1,000
Revenues Before Transfers	62,351	55,025	55,500	55,500	-	-	55,500	55,500
Total Revenues	62,351	55,025	55,500	55,500	-	-	55,500	55,500
Wages	152,706	164,664	164,664	161,811	-2,853	-1.73%	165,452	169,175
Benefits	45,503	46,318	47,125	46,825	-300	-0.64%	47,706	48,605
Total Wages & Benefits	198,209	210,982	211,789	208,636	-3,153	-1.49%	213,158	217,780
Office Supplies & Equip Mtnce	295	300	300	300	-	-	300	300
Memberships	696	805	805	1,200	395	49.07%	1,224	1,248
Professional Development	5,558	3,050	5,600	3,000	-2,600	-46.43%	5,800	5,800
Maintenance Materials & Supplies	2,746	2,614	2,900	2,900	-	-	2,958	3,017
Maintenance Services	1,350	500	1,000	1,000	-	-	1,000	1,000
Professional Services	-	3,100	3,100	3,100	-	-	3,100	3,100
Utilities	1,433	1,329	1,200	-	-1,200	-100.00%	-	-
Insurance	4,075	4,351	4,400	4,400	-	-	4,488	4,578
Other	1,272	3,000	2,500	3,000	500	20.00%	2,500	2,500
Expenditures Before Transfers	215,634	230,031	233,594	227,536	-6,058	-2.59%	234,528	239,323
Total Expenditures	215,634	230,031	233,594	227,536	-6,058	-2.59%	234,528	239,323
Net Expenditures	153,283	175,006	178,094	172,036	-6,058	-3.40%	179,028	183,823



Water and Wastewater Services

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

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

The water system consists of 215 km of water main; 1,184 hydrants; 2,559 valves, 12 boundary meters, one elevated storage facility with a capacity of 4,540 cubic metres and 2 water filling stations.

The wastewater system consists of 116 km of sanitary sewer pipe; 1,528 manholes; 4 pump stations and 6 metering stations.

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

The Town has moved to Electronic Radio Transmitters (ERT) on residential 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.

2021 Budget Highlights

Sanitary Sewer System

- Decrease of \$40,000 in 'User Charges' revenue to be more in line with historical consumption volumes, offset by an increase to rates as recommended in the Town's 2015 Water and Wastewater Rate Study.
- Decrease of \$61,200 in 'User Charges Allocated to Capital', which represents funds transferred to reserve accounts to support capital projects.
- Decrease of \$2,700 in 'Wages and Benefits' due to the reversal of the 53rd pay period.
- Decrease of \$5,000 in 'Office Supplies & Equipment Maintenance' due to moving the Computer/Support Software to the Information and Communication Services operational budget.
- Increase of \$6,000 in 'Maintenance Materials & Supplies' due to additional repairs being completed by Town Staff.
- Increase of \$4,000 in 'Contract Services' due to sanitary treatment costs.

Waterworks System

- Increase of \$31,000 in 'User Charges' revenue due to increase to rates as recommended in the Town's 2015 Water and Wastewater Rate Study.
- Increase of \$55,500 in 'User Charges Allocated to Capital', which represents funds transferred to reserve accounts to support capital projects.
- Decrease in 'Transfer from Reserves' of \$15,000 is for the reversal of reversal of one-time budgeted costs associated with a 2020 retirement payout.
- Decrease of \$36,000 in 'Wages and Benefits' due to the reversal of the 53rd pay period and reversal of one-time budgeted costs associated with a 2020 retirement payout.
- Decrease of \$28,800 in 'Office Supplies & Equipment Maintenance' due to moving the Computer/Support Software to the Information and Communication Services operational budget.
- Increase of \$34,900 in 'Maintenance Materials & Supplies' to be more in line with historical expenditures and to ensure a ready stockpile of materials for emergency repairs.

- Decrease of \$63,000 in 'Purchases for Resale' to be more in line with historical water purchases expenditures.
- Increase of \$19,000 in 'Maintenance Services' to be more in line with historical expenditures and to undertake annual inspections on the valve turning unit.
- Decrease of \$4,300 in 'Utilities'; an increase of \$2,000 in 'Utilities – Hydro & Water', and increase of \$200 in 'Utilities – Gas' and a decrease of \$6,500 in 'Communications – Cellular Phone' due to moving the cell phone budget to Information and Communication Services operational budget.
- Increase of \$33,400 'Transfer to Reserves' largely to interfunctional charges for Waterworks software and cell phones budgeted under Information and Communication Services.

2021 Program Objectives

- Prepare a cost recovery By-law for the 8th Concession Sanitary Service Area in 2021. (SP#2: Sustainable Infrastructure)
- Finalize the Sanitary Sewer Model Update. (SP#1: Smart Growth)
- Continuation of the installation of local sanitary sewers in the Oldcastle Hamlet Settlement Area. (SP#1: Smart Growth)
- Continuation of the Sanitary Sewer Rehabilitation Program (Inflow and Infiltration removal). (SP#2: Sustainable Infrastructure)

Looking Ahead

- Annual maintenance and repair work of the sanitary pump stations and metering stations.
- Subsidies for homeowners flood protection to continue with 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.

Staffing Resources

Permanent FTE	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook
Full-Time FTE	12.66	12.66	12.66	12.66
Part-Time FTE	0.62	0.62	0.62	0.62
Total FTE	13.28	13.28	13.28	13.28
Net Change	-	-	-	-

Staffing complement includes:

0.66 Director Public Works and Environmental Services

0.66 Manager Engineering Services

1.00 Manager Water and Wastewater

0.66 Full-Time Project Technician

1.67 Full-Time Clerical

8.00 Full-Time Licensed Water Operators

0.62 Part-Time Student Labourers (two physical employees)



Parks and Recreation Department

The Parks and Recreation Department manages the following work: maintenance of Town buildings / facilities; 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 Parks and Recreation Department is committed to providing affordable, healthy lifestyle opportunities for individuals, families, businesses in our community that enhance the quality of life and livability for today and tomorrow.

2021 Budget Highlights

Maintenance

- Decrease of \$600 in 'Utilities' due to moving the 'Communications – Cellular Phone' to the Information and Communication Services operational budget.
- Decrease of \$10,000 in 'Other' due to reversal of one-time increase in 2020 budget to participate in ERCA Community Energy Management Plan.

Parks

- Reduction of 'User Charges' reflective of projected COVID – 19 effect on rentals; offset by 'Transfers from Reserves'
- Decrease of \$3,300 in 'Professional Development' due to the anticipated impact of the ongoing COVID-19 pandemic.
- Increase of \$4,500 in 'Maintenance Materials and Supplies'; \$2,000 in 'Janitorial Supplies' reflective of sanitization requirements due to COVID -19, \$1,000 in 'Gas' for inflationary increases and \$1,500 in 'Materials and Supplies'.

- Increase of \$8,500 in 'Maintenance Services': \$5,000 for tree trimming and removal due to annual increased storm damage, \$2,000 in 'Vehicle Parts and Service' and \$1,500 in 'Building Maintenance.
- Increase of \$5,000 in 'Contract Services' for on-going goose control (expanding months of service) programs at Lakewood Park.
- Increase of \$33,000 in 'Utilities'; Increase of \$36,000 in 'Utilities – Hydro & Water' for inflationary increases and splash pads, and a decrease of \$3,000 due to moving the 'Communications – Cellular Phone' to the Information and Communication Services operational budget.
- Increase of \$7,400 in 'Insurance' for inflationary increases.

Parks Buildings

- Reduction of revenues reflective of projected COVID-19 effect on rentals.
- 'Transfer from Reserves' to offset COVID-19 impact.
- Increase of \$35,700 in 'Wages & Benefits', primarily due to the following:
 - Addition of 272 hours for Part Time Facility Operators to service increase to Parks Building inventory.
 - Addition of temporary Custodian position for enhanced cleaning protocols due to COVID-19.
- Increase of \$2,000 in 'Maintenance Materials & Supplies' for janitorial supplies to cover additional PPE and sanitization requirements reflective of COVID-19.

Arena

- Reduction of revenues reflective of projected COVID-19 effect on rentals.
- 'Transfer from Reserves' of \$286,900 to offset COVID-19 impact.
- Increase of \$93,900 in 'Wages & Benefits', primarily due to the following:
 - Increase of 624 hours that reflects additional hours for Part-Time Clerical support in the Parks and Recreation Administrative office to allow for coverage while also allowing the Full-time Clerk to provide support for the department director.
 - Addition of 3,268 hours for Custodian position for COVID-19 sanitization and Lobby Control at the Arena.

- Addition of 300 hours for Part Time Facility Attendants to cover vacation time for full time staff as well as perform new cleaning and disinfection protocols as a result of the COVID-19 pandemic.
- Decrease of \$8,000 to 'Office Supplies & Equip Maintenance' due to computer support and software moving to the Communication and Information Services operational budget.
- Decrease of \$5,000 to 'Professional Development' due to the anticipated impact of the ongoing COVID-19 pandemic.
- Increase of \$2,000 to Maintenance Materials & Supplies' for janitorial supplies to cover additional PPE and sanitization requirements reflective of COVID-19
- Increase of \$5,800 in 'Utilities'; Increase of \$6,000 for Hydro and Water inflationary increases, \$1,800 for gas for inflationary increases and a decrease of \$2,000 in communication – cellular phone due to moving this to the Communication and Information Services operational budget.
- Increase of \$2,500 in 'Insurance' for inflationary increases.

Concessions

- Concession will not operate in 2021 due to COVID-19.

Pool

- Reduction of revenues by \$68,500 reflective of projected COVID-19 effect on 'User Charges'.
- 'Transfer from Reserves' of \$24,100 to offset COVID-19 impact.
- Decrease of \$31,300 in 'Wages & Benefits' due to temporary reduction of hours as a result of modified/reduced programs due to COVID-19.
- Various expenditure reductions as a result of COVID-19 impact to programming.

Recreation Programs

- Reduction of revenues by \$94,400 reflective of projected COVID-19 effect on 'User Charges'.
- 'Transfer from Reserves' of \$23,300 to offset COVID-19 impact.

- Decrease of \$56,100 to 'Wages and Benefits' along with other numerous expenditure reductions due to program changes as a result of COVID-19.

Special Events

- 'Transfer from Reserves' of \$18,400 to offset COVID-19 impact to this budget.
- Increase of \$52,800 to 'Wages and Benefits' primarily due to additional Special Events Assistant and student hours to accommodate enhanced program offerings in lieu of suspended Corn Festival and traditional events.
- One time increase of \$12,200 to 'Maintenance Materials and Supplies' for event services required for enhanced programs.

Corn Festival

- Suspended for 2021 due to ongoing COVID-19 pandemic.

2021 Program Objectives

- Continue to manage approved Capital Projects and implement the Parks and Recreation Master Plan. (SP#2: Sustainable Infrastructure)
- Examine potential opportunities for new programs and activities. (SP#3: Community Health and Wellness)
- Proceed with upgrading playsets (SP#2: Sustainable Infrastructure)
- Develop a plan working with the Essex County Library administration to upgrade our Library facility. (SP#3: Community Health and Wellness)
- Develop a plan working with Tecumseh Thunder Base Ball Club to redesign Grand Stands at Lacasse Park
- Design and construct a new artificial infield at McAuliffe Field to accommodate for the loss of Hebert Field. (SP#2: Sustainable Infrastructure)
- Design and construct a multi-court pickle ball facility. (SP#2: Sustainable Infrastructure)
- Update the Towns Memorial Tree program. (SP#3: Community Health and Wellness)

Looking Ahead

- Outlook for 2022 and beyond includes the development of a detailed Asset Management plan for all Town facilities and buildings. This is in its final stages of development in conjunction with the IT and GIS departments.
- Accessibility audits for all Town facilities to ensure compliance with AODA regulations will continue.
- Implementation of the Parks Recreation and Trails Master Plan.
- Further Development of Lakewood Park including construction of a splash pad, outdoor washrooms, and a picnic/event shelter.

Staffing Resources

Permanent FTE	2020 Budget	2021 Budget	2022 Outlook	2023 Outlook
Full-Time FTE	16.00	16.00	15.00	15.00
Part-Time FTE	22.23	22.43	22.69	22.69
Total FTE	38.33	38.43	37.69	37.69
Net Change	-	+1.10	-.74	-

Staffing complement includes:

Full Time

- 1.00 Director Parks and Recreation
- 3.00 Managers Facilities, Parks, Recreation Programs
- 1.00 Full-Time Maintenance Labourer
- 1.00 FT Recreation Program and Events Supervisor
- 1.00 Parks Leader
- 3.00 Parks Labourers
- 1.00 Full-Time Clerical
- 1.00 Fund Raiser Coordinator
- 4.00 Full-Time Facility Attendants (4 Physical Employees)

Part-time:

- 1.85 Part-Time Clerical (2 Physical Employees)
- 3.77 Seasonal Labourers (5 Physical Employees)
- 7.28 Student Labourers (16 Physical Employees)
- 2.76 Part-Time Facility Attendants (7 Physical Employees)
- 0.72 Student Intern (2 physical employees)
- 2.17 Custodian (6 physical employees)
- 0.55 Pool Coordinators (2 Physical Employees)
- 2.16 Lifeguards (18 Physical Employees)
- 0.50 Festival & Events Assistant
- 0.67 Students

**Town of Tecumseh
2021 Approved Budget
Maintenance 1210**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	1,050	-	-	-	-	-	-	-
Net User Charges Available for Operating	1,050	-	-	-	-	-	-	-
Revenues Before Transfers	1,050	-	-	-	-	-	-	-
Total Revenues	1,050	-	-	-	-	-	-	-
Wages	118,791	126,274	122,774	120,560	-2,214	-1.80%	123,273	126,047
Benefits	38,459	39,221	39,901	39,721	-180	-0.45%	40,432	41,158
Total Wages & Benefits	157,250	165,495	162,675	160,281	-2,394	-1.47%	163,705	167,205
Maintenance Materials & Supplies	4,076	3,553	3,700	3,800	100	2.70%	3,876	3,953
Maintenance Services	194	1,000	1,000	1,000	-	-	1,000	1,000
Utilities	567	540	600	-	-600	-100.00%	-	-
Other	7,976	20,106	20,500	10,500	-10,000	-48.78%	10,500	10,500
Expenditures Before Transfers	170,063	190,694	188,475	175,581	-12,894	-6.84%	179,081	182,658
Total Expenditures	170,063	190,694	188,475	175,581	-12,894	-6.84%	179,081	182,658
Net Expenditures	169,013	190,694	188,475	175,581	-12,894	-6.84%	179,081	182,658

**Town of Tecumseh
2021 Approved Budget
Parks 7100**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	21,299	60,000	5,000	5,000	-	-	5,000	5,000
User Charges	65,821	38,540	63,500	60,000	-3,500	-5.51%	66,000	66,000
Net User Charges Available for Operating	65,821	38,540	63,500	60,000	-3,500	-5.51%	66,000	66,000
Revenues Before Transfers	87,120	98,540	68,500	65,000	-3,500	-5.11%	71,000	71,000
Transfers from Reserves	-	-	-	8,000	8,000	-	-	-
Total Revenues	87,120	98,540	68,500	73,000	4,500	6.57%	71,000	71,000
Wages	742,151	670,428	831,989	834,776	2,787	0.33%	853,558	872,763
Benefits	181,652	193,143	211,863	213,718	1,855	0.88%	217,638	221,636
Total Wages & Benefits	923,803	863,571	1,043,852	1,048,494	4,642	0.44%	1,071,196	1,094,399
Office Supplies & Equip Mtnce	1,288	827	900	900	-	-	900	900
Memberships	1,996	2,054	1,806	1,806	-	-	1,842	1,879
Professional Development	9,002	2,799	8,100	4,800	-3,300	-40.74%	8,100	8,100
Maintenance Materials & Supplies	166,111	156,740	163,980	168,480	4,500	2.74%	171,770	175,166
Maintenance Services	112,716	104,846	97,600	106,100	8,500	8.71%	111,520	116,948
Contract Services	3,710	23,147	23,600	28,600	5,000	21.19%	28,600	28,600
Utilities	67,158	84,401	70,600	103,600	33,000	46.74%	105,662	107,765
Insurance	28,471	30,981	26,600	34,000	7,400	27.82%	34,680	35,374
Other	47,318	19,068	35,350	35,350	-	-	35,350	35,350
Expenditures Before Transfers	1,361,573	1,288,434	1,472,388	1,532,130	59,742	4.06%	1,569,620	1,604,481
Transfers to Reserves	8,500	8,500	8,500	8,500	-	-	8,500	8,500
Total Expenditures	1,370,073	1,296,934	1,480,888	1,540,630	59,742	4.03%	1,578,120	1,612,981
Net Expenditures	1,282,953	1,198,394	1,412,388	1,467,630	55,242	3.91%	1,507,120	1,541,981

**Town of Tecumseh
2021 Approved Budget
Parks Buildings 7110**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	-	7,000	-	-	-	-	-	-
User Charges	17,522	7,150	16,000	13,333	-2,667	-16.67%	16,000	16,000
Net User Charges Available for Operating	17,522	7,150	16,000	13,333	-2,667	-16.67%	16,000	16,000
Revenues Before Transfers	17,522	14,150	16,000	13,333	-2,667	-16.67%	16,000	16,000
Transfers from Reserves	-	-	-	30,592	30,592	-	-	-
Total Revenues	17,522	14,150	16,000	43,925	27,925	174.53%	16,000	16,000
Wages	39,372	34,055	47,254	79,259	32,005	67.73%	57,154	58,440
Benefits	5,367	4,013	5,528	9,200	3,672	66.43%	6,771	6,906
Total Wages & Benefits	44,739	38,068	52,782	88,459	35,677	67.59%	63,925	65,346
Maintenance Materials & Supplies	2,884	3,444	5,200	7,200	2,000	38.46%	5,304	5,410
Maintenance Services	2,238	5,293	8,000	8,000	-	-	8,160	8,323
Utilities	9,648	8,192	9,700	10,000	300	3.09%	10,180	10,363
Insurance	1,615	1,685	1,800	1,900	100	5.56%	1,938	1,977
Other	-	427	-	-	-	-	-	-
Expenditures Before Transfers	61,124	57,109	77,482	115,559	38,077	49.14%	89,507	91,419
Total Expenditures	61,124	57,109	77,482	115,559	38,077	49.14%	89,507	91,419
Net Expenditures	43,602	42,959	61,482	71,634	10,152	16.51%	73,507	75,419

**Town of Tecumseh
2021 Approved Budget
Arena 7500**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	5,040	7,840	-	-	-	-	-	-
User Charges	927,918	597,847	918,500	785,980	-132,520	-14.43%	918,500	918,500
Net User Charges Available for Operating	927,918	597,847	918,500	785,980	-132,520	-14.43%	918,500	918,500
Other Income	6,500	6,500	6,500	6,500	-	-	6,500	6,500
Revenues Before Transfers	939,458	612,187	925,000	792,480	-132,520	-14.33%	925,000	925,000
Transfers from Reserves	-	79,273	84,502	286,909	202,407	239.53%	76,502	76,502
Total Revenues	939,458	691,460	1,009,502	1,079,389	69,887	6.92%	1,001,502	1,001,502
Wages	703,892	765,729	810,429	890,848	80,419	9.92%	848,339	867,427
Benefits	200,591	211,585	225,088	238,519	13,431	5.97%	236,027	240,329
Total Wages & Benefits	904,483	977,314	1,035,517	1,129,367	93,850	9.06%	1,084,366	1,107,756
Office Supplies & Equip Mtnce	11,361	12,254	13,900	5,900	-8,000	-57.55%	5,900	5,900
Memberships	3,123	3,845	3,900	3,900	-	-	3,978	4,058
Professional Development	6,138	1,043	8,500	3,500	-5,000	-58.82%	8,500	8,500
Maintenance Materials & Supplies	43,161	32,292	46,300	48,300	2,000	4.32%	47,216	48,151
Maintenance Services	68,382	66,231	76,200	76,200	-	-	69,470	70,765
Contract Services	1,647	1,471	1,740	1,740	-	-	1,740	1,740
Vehicle & Equipment Leases	-	720	720	720	-	-	720	720
Utilities	260,665	209,154	284,000	289,800	5,800	2.04%	295,718	301,755
Insurance	29,860	31,055	31,700	34,200	2,500	7.89%	34,884	35,582
Other	22,370	61,360	21,850	21,850	-	-	21,850	21,850
Financial Expense	13,124	7,866	15,500	15,500	-	-	15,500	15,500
Expenditures Before Transfers	1,364,314	1,404,605	1,539,827	1,630,977	91,150	5.92%	1,589,842	1,622,277
Transfers to Reserves	47,576	27,612	41,000	39,230	-1,770	-4.32%	41,000	41,000
Total Expenditures	1,411,890	1,432,217	1,580,827	1,670,207	89,380	5.65%	1,630,842	1,663,277
Net Expenditures	472,432	740,757	571,325	590,818	19,493	3.41%	629,340	661,775

**Town of Tecumseh
2021 Approved Budget
Recreation Programs 7501**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	8,015	15,680	6,500	6,500	-	-	6,500	6,500
User Charges	96,506	1,380	104,400	10,000	-94,400	-90.42%	94,400	94,400
Net User Charges Available for Operating	96,506	1,380	104,400	10,000	-94,400	-90.42%	94,400	94,400
Revenues Before Transfers	104,521	17,060	110,900	16,500	-94,400	-85.12%	100,900	100,900
Transfers from Reserves	-	-	-	23,285	23,285	-	-	-
Total Revenues	104,521	17,060	110,900	39,785	-71,115	-64.13%	100,900	100,900
Wages	138,328	105,812	154,012	103,760	-50,252	-32.63%	146,642	148,866
Benefits	33,922	30,824	37,073	31,248	-5,825	-15.71%	35,975	36,537
Total Wages & Benefits	172,250	136,636	191,085	135,008	-56,077	-29.35%	182,617	185,403
Office Supplies & Equip Mtnce	3,425	2,892	3,700	200	-3,500	-94.59%	200	200
Professional Development	834	-	1,000	-	-1,000	-100.00%	1,000	1,000
Maintenance Materials & Supplies	2,339	41	4,900	1,500	-3,400	-69.39%	4,998	5,098
Contract Services	2,474	-	3,100	-	-3,100	-100.00%	2,800	2,800
Professional Services	6,458	1,066	6,800	3,500	-3,300	-48.53%	6,000	6,000
Utilities	632	795	600	-	-600	-100.00%	-	-
Other	8,941	1,508	10,300	1,750	-8,550	-83.01%	9,500	9,500
Expenditures Before Transfers	197,353	142,938	221,485	141,958	-79,527	-35.91%	207,115	210,001
Total Expenditures	197,353	142,938	221,485	141,958	-79,527	-35.91%	207,115	210,001
Net Expenditures	92,832	125,878	110,585	102,173	-8,412	-7.61%	106,215	109,101

**Town of Tecumseh
2021 Approved Budget
Concessions 7503**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	73,457	24,919	80,000	-	-80,000	-100.00%	80,000	80,000
Net User Charges Available for Operating	73,457	24,919	80,000	-	-80,000	-100.00%	80,000	80,000
Revenues Before Transfers	73,457	24,919	80,000	-	-80,000	-100.00%	80,000	80,000
Total Revenues	73,457	24,919	80,000	-	-80,000	-100.00%	80,000	80,000
Wages	36,680	16,483	35,798	-	-35,798	-100.00%	35,798	35,798
Benefits	4,203	1,939	3,237	-	-3,237	-100.00%	3,237	3,237
Total Wages & Benefits	40,883	18,422	39,035	-	-39,035	-100.00%	39,035	39,035
Maintenance Materials & Supplies	358	208	500	-	-500	-100.00%	510	520
Purchases for Resale	38,176	11,188	40,000	-	-40,000	-100.00%	40,000	40,000
Maintenance Services	861	179	1,700	-	-1,700	-100.00%	1,734	1,768
Other	635	-	500	-	-500	-100.00%	500	500
Financial Expense	142	2,549	-	-	-	-	-	-
Expenditures Before Transfers	81,055	32,546	81,735	-	-81,735	-100.00%	81,779	81,823
Total Expenditures	81,055	32,546	81,735	-	-81,735	-100.00%	81,779	81,823
Net Expenditures	7,598	7,627	1,735	-	-1,735	-100.00%	1,779	1,823

**Town of Tecumseh
2021 Approved Budget
Pool 7550**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	8,820	-	15,000	15,000	-	-	15,000	15,000
User Charges	137,032	1,327	139,500	71,000	-68,500	-49.10%	132,500	132,500
Net User Charges Available for Operating	137,032	1,327	139,500	71,000	-68,500	-49.10%	132,500	132,500
Revenues Before Transfers	145,852	1,327	154,500	86,000	-68,500	-44.34%	147,500	147,500
Transfers from Reserves	-	-	-	24,096	24,096	-	-	-
Total Revenues	145,852	1,327	154,500	110,096	-44,404	-28.74%	147,500	147,500
Wages	154,341	5,711	157,356	129,237	-28,119	-17.87%	152,283	155,256
Benefits	21,120	3,284	22,069	18,868	-3,201	-14.50%	21,714	22,088
Total Wages & Benefits	175,461	8,995	179,425	148,105	-31,320	-17.46%	173,997	177,344
Office Supplies & Equip Mtnce	2,652	2,500	3,375	825	-2,550	-75.56%	825	825
Memberships	246	-	350	350	-	-	357	364
Professional Development	271	76	2,500	-	-2,500	-100.00%	2,500	2,500
Maintenance Materials & Supplies	24,954	2,892	25,250	21,050	-4,200	-16.63%	26,410	26,573
Maintenance Services	12,175	2,411	9,000	9,000	-	-	9,180	9,364
Professional Services	1,908	373	2,000	1,000	-1,000	-50.00%	2,000	2,000
Utilities	21,369	13,508	25,400	24,150	-1,250	-4.92%	25,880	26,370
Insurance	6,840	7,127	7,300	7,700	400	5.48%	7,854	8,011
Other	6,660	1,364	7,100	4,300	-2,800	-39.44%	7,100	7,100
Expenditures Before Transfers	252,536	39,246	261,700	216,480	-45,220	-17.28%	256,103	260,451
Total Expenditures	252,536	39,246	261,700	216,480	-45,220	-17.28%	256,103	260,451
Net Expenditures	106,684	37,919	107,200	106,384	-816	-0.76%	108,603	112,951

Town of Tecumseh
2021 Approved Budget
Library 7600

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Maintenance Materials & Supplies	-	1,000	1,000	1,000	-	-	1,020	1,040
Maintenance Services	760	1,650	1,650	1,650	-	-	1,683	1,717
Insurance	3,550	3,696	3,800	3,800	-	-	3,876	3,954
Expenditures Before Transfers	4,310	6,346	6,450	6,450	-	-	6,579	6,711
Total Expenditures	4,310	6,346	6,450	6,450	-	-	6,579	6,711
Net Expenditures	4,310	6,346	6,450	6,450	-	-	6,579	6,711

Town of Tecumseh
2021 Approved Budget
Cultural Other 7701

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	3,600	3,600	3,600	3,600	-	-	3,600	3,600
Net User Charges Available for Operating	3,600	3,600	3,600	3,600	-	-	3,600	3,600
Revenues Before Transfers	3,600	3,600	3,600	3,600	-	-	3,600	3,600
Total Revenues	3,600	3,600	3,600	3,600	-	-	3,600	3,600
Maintenance Services	1,377	2,500	2,500	2,500	-	-	2,550	2,601
Utilities	2,559	2,609	3,100	3,000	-100	-3.23%	3,060	3,121
Expenditures Before Transfers	3,936	5,109	5,600	5,500	-100	-1.79%	5,610	5,722
Total Expenditures	3,936	5,109	5,600	5,500	-100	-1.79%	5,610	5,722
Net Expenditures	336	1,509	2,000	1,900	-100	-5.00%	2,010	2,122

**Town of Tecumseh
2021 Approved Budget
Corn Festival 7710**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	114,371	-	112,500	-	-112,500	-100.00%	77,500	77,500
Net User Charges Available for Operating	114,371	-	112,500	-	-112,500	-100.00%	77,500	77,500
Revenues Before Transfers	114,371	-	112,500	-	-112,500	-100.00%	77,500	77,500
Total Revenues	114,371	-	112,500	-	-112,500	-100.00%	77,500	77,500
Wages	6,225	-	21,874	-	-21,874	-100.00%	28,011	28,011
Benefits	763	-	2,537	-	-2,537	-100.00%	3,335	3,335
Total Wages & Benefits	6,988	-	24,411	-	-24,411	-100.00%	31,346	31,346
Office Supplies & Equip Mtnce	120	18	600	-	-600	-100.00%	600	600
Memberships	375	500	525	-	-525	-100.00%	536	547
Professional Development	1,439	1,198	1,500	-	-1,500	-100.00%	1,500	1,500
Maintenance Materials & Supplies	38,804	-	44,900	-	-44,900	-100.00%	45,728	46,572
Maintenance Services	33,407	-	29,000	-	-29,000	-100.00%	29,000	29,000
Contract Services	2,247	-	9,000	-	-9,000	-100.00%	9,000	9,000
Utilities	-	-	100	-	-100	-100.00%	-	-
Other	64,757	1,730	70,500	-	-70,500	-100.00%	70,500	70,500
Expenditures Before Transfers	148,137	3,446	180,536	-	-180,536	-100.00%	188,210	189,065
Total Expenditures	148,137	3,446	180,536	-	-180,536	-100.00%	188,210	189,065
Net Expenditures	33,766	3,446	68,036	-	-68,036	-100.00%	110,710	111,565

**Town of Tecumseh
2021 Approved Budget
Christmas in Tecumseh 7720**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	8,080	-5	7,000	7,000	-	-	7,000	7,000
Net User Charges Available for Operating	8,080	-5	7,000	7,000	-	-	7,000	7,000
Revenues Before Transfers	8,080	-5	7,000	7,000	-	-	7,000	7,000
Total Revenues	8,080	-5	7,000	7,000	-	-	7,000	7,000
Maintenance Materials & Supplies	1,021	-	1,600	1,600	-	-	1,600	1,600
Contract Services	13,444	-	17,400	17,400	-	-	17,400	17,400
Other	5,573	8,000	8,000	8,000	-	-	8,000	8,000
Expenditures Before Transfers	20,038	8,000	27,000	27,000	-	-	27,000	27,000
Total Expenditures	20,038	8,000	27,000	27,000	-	-	27,000	27,000
Net Expenditures	11,958	8,005	20,000	20,000	-	-	20,000	20,000

**Town of Tecumseh
2021 Approved Budget
Special Events 7790**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	4,141	-	2,800	3,500	700	25.00%	2,800	2,800
Net User Charges Available for Operating	4,141	-	2,800	3,500	700	25.00%	2,800	2,800
Revenues Before Transfers	4,141	-	2,800	3,500	700	25.00%	2,800	2,800
Transfers from Reserves	-	-	-	18,427	18,427	-	-	-
Total Revenues	4,141	-	2,800	21,927	19,127	683.11%	2,800	2,800
Wages	762	963	3,465	50,743	47,278	1,364.44%	6,939	7,725
Benefits	104	101	403	5,940	5,537	1,373.95%	822	905
Total Wages & Benefits	866	1,064	3,868	56,683	52,815	1,365.43%	7,761	8,630
Office Supplies & Equip Mtnce	-	43	-	-	-	-	-	-
Maintenance Materials & Supplies	18,430	566	22,800	35,000	12,200	53.51%	22,800	22,800
Other	4,599	-	5,000	8,000	3,000	60.00%	5,000	5,000
Expenditures Before Transfers	23,895	1,673	31,668	99,683	68,015	214.78%	35,561	36,430
Total Expenditures	23,895	1,673	31,668	99,683	68,015	214.78%	35,561	36,430
Net Expenditures	19,754	1,673	28,868	77,756	48,888	169.35%	32,761	33,630



Planning and Building Services

Planning and Building Services is a multi-disciplinary team of Planners, Building Officials, By-Law Enforcement Officers, 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 various Municipal By-laws; and overseeing the Town's public transit system. The Planning and Building Services Department participates in the County-Wide Active Transportation System (CWATS) Implementation Committee and Inter-Municipal Planning Consultation Committee.

2021 Budget Highlights

Building

- Net Surplus of \$201,700 in Building Services partially due to \$183,100 increase in permit revenue.
- One-time increase of \$25,000 in 'Professional Services' for Contract Inspection services to ensure on-going service delivery through staff vacation times during anticipated period of increased building activity.
- One-time increase of \$10,000 to 'Other' for the hiring of a temporary employee to assist with scanning of building drawings; 50% of the funding from the Provincial Rural Economic Development Fund Grant and 50% funded by Transfer from Reserve.
- Reduction of \$3,000 in Professional Development due to COVID-19.

By-law

- Reduction of \$1,200 in Professional Development due to COVID-19.

Transit

- Decrease of \$10,500 in 'User Charges' for bus fare revenue as a result of reduced ridership during on-going COVID-19 pandemic; partially offset by \$8,500 Transfer from Reserve.
- Increase of \$4,600 in 'Contract Services' to cover the 2021 inflationary increase in the two year extension of Transit service agreement with First Student.
- Ontario Grant of \$86,700 is included as a Revenue.

Planning and Zoning

- Carry-forward three studies delayed in 2020 primarily due to the COVID-19 pandemic; funded through reserves. The first is \$37,000 in professional services for the Tecumseh Hamlet Secondary Plan, anticipated for completion in 2021. The second is for professional services to undertake work in relation to Provincial Bills 108 and 197 to revise the Town's Development Charges By-law (\$16,000) and to introduce a Community Benefits Charge (\$11,000). The third is \$30,000 in professional services to start the Oldcastle Hamlet Special Planning Study for Future Development Lands in late 2021, with completion anticipated in 2022.
- One-time increase of \$75,000 to 'Grants and Donations' for the financial incentive program under the Tecumseh Road Community Improvement Plan.
- Reduction of \$3,600 in 'Professional Development' due to COVID-19.

Committee of Adjustment

- Reduction of \$6,000 in 'Professional Development' due to COVID-19.

2021 Program Objectives

- Implement necessary actions to facilitate development in the Manning Road Secondary Plan Area. (SP#1: Smart Growth, SP#2 Sustainable Infrastructure, SP#3: Community Health and Wellness)
- After public input and Council adoption, oversee approval by County (Approval Authority) of New Official Plan. (SP#1: Smart Growth, SP#2: Sustainable Infrastructure, SP#3: Community Health and Wellness)

- Finalize Tecumseh Hamlet Secondary Plan document and incorporate into New Official Plan by way of amendment. Integrate the following related studies: Upper Little River Watershed Master Drainage and Stormwater Master Plan and Tecumseh Hamlet Traffic Study. (SP#1: Smart Growth, SP#2: Sustainable Infrastructure, SP#3: Community Health and Wellness)
- Initiate the 'Oldcastle Hamlet Special Planning Study for Future Development Lands' in the latter part of 2021. It is projected to be completed in 2022, with the findings incorporated into the New Official Plan by way of amendment. (SP#1: Smart Growth, SP#2: Sustainable Infrastructure, SP#3: Community Health and Wellness, SP#4 Continuous Improvement)
- Work with Public Works to complete the design of the Tecumseh Road Main Street Streetscape Master Plan/Detailed Design. (SP#1: Smart Growth, SP#2: Sustainable Infrastructure)
- Continue to promote financial incentive programs under the Tecumseh Road Community Improvement Plan. (SP#3: Community Health and Wellness, SP#4 Continuous Improvement)

Looking Ahead

- Future budgets may be impacted by “next steps” in Tecumseh Hamlet Secondary Plan Area in light of lessons learned from Manning Road Secondary Plan decisions.
- First Student Canada Transit 5-year contract extended to December 31, 2022 to allow the necessary time to investigate and properly assess different transit delivery models.
- Have discussions with Transit Windsor where deemed appropriate regarding ways to optimize integration of services for cross-boundary transit riders.
- Potential for Town implementing Parking By-law Enforcement service in 2022 as transfer from current OPP service provider; potential impact on staffing level.
- Additional staff may be required in future years depending on Planning and Building Services functions responding to review and permitting pressures, particularly with respect to building inspections and plan review functions.

Staffing Resources

Permanent FTE	2020 Budget	2021 Outlook	2022 Outlook	2023 Outlook
Full-Time FTE	8.00	8.00	8.00	8.00
Total FTE	8.00	8.00	8.00	8.00
Net Change	-	-	-	-

Staffing complement includes:

- 1.00 Director Planning and Building Services
- 1.00 Manager Building Services/CBO
- 1.00 Manager Planning Services
- 1.00 Full-Time Building Officer
- 1.00 By-law Enforcement/Development Officer
- 1.00 Junior Planner
- 2.00 Full-Time Clerical

**Town of Tecumseh
2021 Approved Budget
Building 2600**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	-	-	-	5,000	5,000	-	-	-
User Charges	6,891	4,513	5,000	5,000	-	-	5,000	5,000
Net User Charges Available for Operating	6,891	4,513	5,000	5,000	-	-	5,000	5,000
Licences and Permits	392,615	385,775	384,800	567,868	183,068	47.57%	512,310	389,400
Revenues Before Transfers	399,506	390,288	389,800	577,868	188,068	48.25%	517,310	394,400
Transfers from Reserves	10,354	-	-	5,000	5,000	-	-	-
Total Revenues	409,860	390,288	389,800	582,868	193,068	49.53%	517,310	394,400
Wages	218,062	231,718	231,393	227,029	-4,364	-1.89%	232,137	237,360
Benefits	87,627	90,030	91,398	90,909	-489	-0.54%	92,315	93,748
Total Wages & Benefits	305,689	321,748	322,791	317,938	-4,853	-1.50%	324,452	331,108
Office Supplies & Equip Mtnce	3,183	3,691	3,800	1,600	-2,200	-57.89%	1,600	1,600
Memberships	979	696	1,050	1,050	-	-	1,071	1,092
Professional Development	3,342	2,043	5,500	2,500	-3,000	-54.55%	4,700	4,700
Maintenance Materials & Supplies	2,107	2,123	6,550	6,550	-	-	6,680	6,812
Maintenance Services	3,196	497	1,000	1,000	-	-	1,000	1,000
Professional Services	994	3,748	3,500	28,500	25,000	714.29%	3,500	3,500
Utilities	895	960	1,000	-	-1,000	-100.00%	-	-
Insurance	8,681	9,247	9,300	10,000	700	7.53%	10,200	10,404
Grants & Donations	-	-	-	-	-	-	-	-
Other	2,976	1,000	2,000	12,000	10,000	500.00%	2,000	2,000
Expenditures Before Transfers	332,042	345,753	356,491	381,138	24,647	6.91%	355,203	362,216
Total Expenditures	332,042	345,753	356,491	381,138	24,647	6.91%	355,203	362,216
Net Expenditures	-77,818	-44,535	-33,309	-201,730	-168,421	505.63%	-162,107	-32,184

**Town of Tecumseh
2021 Approved Budget
Bylaw 2610**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	42,793	14,907	6,250	6,250	-	-	6,250	6,250
Net User Charges Available for Operating	42,793	14,907	6,250	6,250	-	-	6,250	6,250
Revenues Before Transfers	42,793	14,907	6,250	6,250	-	-	6,250	6,250
Total Revenues	42,793	14,907	6,250	6,250	-	-	6,250	6,250
Wages	112,553	140,870	139,319	136,697	-2,622	-1.88%	139,773	142,918
Benefits	36,693	43,772	44,787	44,555	-232	-0.52%	45,352	46,164
Total Wages & Benefits	149,246	184,642	184,106	181,252	-2,854	-1.55%	185,125	189,082
Office Supplies & Equip Mtnce	195	153	150	150	-	-	150	150
Memberships	-	-	100	100	-	-	102	104
Professional Development	38	366	1,900	750	-1,150	-60.53%	1,900	1,900
Maintenance Materials & Supplies	689	919	800	1,100	300	37.50%	1,122	1,144
Maintenance Services	45,184	16,249	500	500	-	-	500	500
Professional Services	13,701	11,782	10,000	10,000	-	-	10,000	10,000
Utilities	547	1,080	400	-	-400	-100.00%	-	-
Insurance	5,787	6,164	6,200	6,700	500	8.06%	6,834	6,971
Other	1,428	500	1,200	1,200	-	-	1,200	1,200
Expenditures Before Transfers	216,815	221,855	205,356	201,752	-3,604	-1.76%	206,933	211,051
Total Expenditures	216,815	221,855	205,356	201,752	-3,604	-1.76%	206,933	211,051
Net Expenditures	174,022	206,948	199,106	195,502	-3,604	-1.81%	200,683	204,801

**Town of Tecumseh
2021 Approved Budget
Transit 3300**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
Grants	167,531	111,657	86,657	86,657	-	-	86,657	86,657
User Charges	25,360	6,770	36,000	25,500	-10,500	-29.17%	36,000	36,000
Net User Charges Available for Operating	25,360	6,770	36,000	25,500	-10,500	-29.17%	36,000	36,000
Revenues Before Transfers	192,891	118,427	122,657	112,157	-10,500	-8.56%	122,657	122,657
Transfers from Reserves	70,000	88,825	88,000	96,500	8,500	9.66%	88,000	88,000
Total Revenues	262,891	207,252	210,657	208,657	-2,000	-0.95%	210,657	210,657
Wages	31,277	35,415	35,414	34,747	-667	-1.88%	35,529	36,328
Benefits	10,054	11,267	11,462	11,414	-48	-0.42%	11,618	11,827
Total Wages & Benefits	41,331	46,682	46,876	46,161	-715	-1.53%	47,147	48,155
Office Supplies & Equip Mtnce	1,246	2,035	2,500	500	-2,000	-80.00%	500	500
Maintenance Materials & Supplies	940	-	500	500	-	-	500	500
Maintenance Services	-	5,000	5,000	5,000	-	-	5,000	5,000
Contract Services	224,440	229,900	229,900	234,500	4,600	2.00%	239,200	244,000
Utilities	-	-	850	850	-	-	850	850
Insurance	8,908	9,469	9,500	10,300	800	8.42%	10,506	10,716
Other	137	1,135	2,500	2,500	-	-	2,500	2,500
Expenditures Before Transfers	277,002	294,221	297,626	300,311	2,685	0.90%	306,203	312,221
Transfers to Reserves	81,640	11,800	11,800	14,040	2,240	18.98%	14,280	14,520
Total Expenditures	358,642	306,021	309,426	314,351	4,925	1.59%	320,483	326,741
Net Expenditures	95,751	98,769	98,769	105,694	6,925	7.01%	109,826	116,084

**Town of Tecumseh
2021 Approved Budget
Planning and Zoning 8100**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	27,133	28,495	25,000	25,000	-	-	25,000	25,000
Net User Charges Available for Operating	27,133	28,495	25,000	25,000	-	-	25,000	25,000
Revenues Before Transfers	27,133	28,495	25,000	25,000	-	-	25,000	25,000
Transfers from Reserves	49,075	2,500	115,000	113,500	-1,500	-1.30%	27,500	-
Total Revenues	76,208	30,995	140,000	138,500	-1,500	-1.07%	52,500	25,000
Wages	255,043	252,275	251,775	247,028	-4,747	-1.89%	252,586	258,269
Benefits	83,710	81,850	82,932	82,549	-383	-0.46%	83,982	85,444
Total Wages & Benefits	338,753	334,125	334,707	329,577	-5,130	-1.53%	336,568	343,713
Office Supplies & Equip Mtnce	4,415	2,811	4,100	4,100	-	-	4,100	4,100
Memberships	2,150	2,260	2,285	2,285	-	-	2,331	2,378
Professional Development	4,168	1,300	6,100	2,550	-3,550	-58.20%	6,100	6,100
Professional Services	59,078	3,000	114,000	113,000	-1,000	-0.88%	33,000	3,000
Utilities	1,138	1,130	1,600	-	-1,600	-100.00%	-	-
Grants & Donations	66,482	12,291	125,000	200,000	75,000	60.00%	125,000	125,000
Other	5,042	4,835	8,000	7,500	-500	-6.25%	1,500	1,500
Expenditures Before Transfers	481,226	361,752	595,792	659,012	63,220	10.61%	508,599	485,791
Transfers to Reserves	58,518	112,709	-	-	-	-	-	-
Total Expenditures	539,744	474,461	595,792	659,012	63,220	10.61%	508,599	485,791
Net Expenditures	463,536	443,466	455,792	520,512	64,720	14.20%	456,099	460,791

**Town of Tecumseh
2021 Approved Budget
Committee of Adjustment 8110**

Budget Line Item	2019 Actuals	2020 Forecast	2020 Budget	2021 Budget	\$ Change	% Change	2022 Forecast	2023 Forecast
User Charges	27,575	23,045	25,000	25,000	-	-	25,000	25,000
Net User Charges Available for Operating	27,575	23,045	25,000	25,000	-	-	25,000	25,000
Revenues Before Transfers	27,575	23,045	25,000	25,000	-	-	25,000	25,000
Total Revenues	27,575	23,045	25,000	25,000	-	-	25,000	25,000
Wages	58,724	54,692	67,092	66,182	-910	-1.36%	67,671	69,194
Benefits	22,364	23,013	23,490	23,390	-100	-0.43%	23,706	24,029
Total Wages & Benefits	81,088	77,705	90,582	89,572	-1,010	-1.12%	91,377	93,223
Office Supplies & Equip Mtnce	51	150	150	150	-	-	150	150
Memberships	1,050	1,050	1,200	1,200	-	-	1,224	1,248
Professional Development	7,748	1,300	12,300	6,300	-6,000	-48.78%	12,300	12,300
Professional Services	-	2,070	4,500	4,500	-	-	4,500	4,500
Other	-	150	150	150	-	-	150	150
Expenditures Before Transfers	89,937	82,425	108,882	101,872	-7,010	-6.44%	109,701	111,571
Total Expenditures	89,937	82,425	108,882	101,872	-7,010	-6.44%	109,701	111,571
Net Expenditures	62,362	59,380	83,882	76,872	-7,010	-8.36%	84,701	86,571



2021 Lifecycle Budget

Definition of Capital

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

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

Capital Planning

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

- **Asset Management Plan (AMP)** is a long-range, holistic planning tool for the care of existing and new infrastructure. It takes into consideration strategic priorities, expected levels of service, risk, maintenance strategies, integration and funding. It is a capital works planning tool to assist decision-making with respect to infrastructure investments and is a component of a Long-Term Financial Plan. The Town's AMP 2.0 was adopted by Council on May 8, 2018.
- **Road and Bridge and Culvert Needs Studies** provide information on construction needs and cost estimates. The studies identify critical deficiencies and list structures in order of a priority rating with respect to reconstruction and/or upgrades. The Road Needs Study is normally updated every five years, with the next update anticipated in 2024. The

Bridge and Culvert Needs Study (for spans greater than 3-metres) is normally updated every two years, with the next update scheduled for 2022. These studies are used as a tool for support of the Town's Asset Management and Lifecycle Plans and in the preparation of Capital Work Plans.

- A **Bridge Signage and Roadside Safety Review** was completed in 2015. As part of the review, potential roadside safety deficiencies were identified, along with potential and preferred solutions at each bridge structure using Ministry of Transportation Ontario (MTO) guidelines. Field reviews were used to document existing conditions and potential hazards. Clear zone widths and guide rail warrants were evaluated according to the MTO Roadside Safety Manual (1993). The majority of the recommended works consist of the addition or extension of Steel Beam Guide Rails (SBGR) and Steel Beam Energy Attenuating Terminals (SBEAT). The probable cost of construction estimates for the roadside safety improvements were also developed. The review is used in the preparation of Capital Work Plans.
- A **Culvert Need Study** (for spans less than 3-metres) was completed in 2016. The purpose of the Culvert Needs Study was to identify all of 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 less than three metres that were inspected in accordance with the latest version of the Ontario Structure Inspection Manual (OSIM) published by the Ministry of Transportation of Ontario (MTO). The assessment is used in the preparation of Capital Work Plans.
- A **Development Charge (DC) Study** was completed in 2019 pursuant to the requirements of the Development Charges Act, 1997. The DC Study details capital service needs that will arise due to future residential and non-residential growth and imposes a charge against new development to cover the cost of those future capital services. A new, updated DC By-law must be prepared every five years. Accordingly, the next full update will take place in 2024. Provincial Bills 108 and 197 will require some revisions to the 2019 DC By-law. These revisions will be undertaken in 2021.

- A **Community Benefits Charge (CBC) Study** will be undertaken in 2021 in order to satisfy the requirements of Bills 108 and 197. The study will have the effect of incorporating growth-related costs from higher density residential developments that are not being recovered through other tools such as the DC By-law into a new CBC Study and By-law. Accordingly, a revision to the current **DC Background Study** and By-law will be completed at the same time.
- The Town **Official Plan** is a statutory document which sets out the land use policy directions for long-term growth and development in the municipality. Twelve Discussion Papers issued over the past number of years were put out for public review in late 2016, following which a draft new Official Plan was presented to Council followed by public and agency review throughout the last quarter of 2019. It is anticipated that it will be formally adopted in early 2021.
- A **Fire Master Plan** was completed in 2008 which addressed the Fire Department's service delivery model. This report included discussion on the capital requirements necessary to support recommended service improvements.
- The **Water and Wastewater Rate Study** addresses operating costs, identifies all current and future water systems capital needs and reviews potential methods of cost recovery. A full Water and Wastewater Rate Study was completed by in-house staff in the fall of 2015 and was due for an update in 2020, however due to COVID-19 this study will be undertaken in 2021.
- A **Water and Wastewater Master Plan Update** was initiated in 2016 and was completed in early 2020 in accordance with the Class Environmental Assessment (EA) process for water and wastewater projects. The updated Master Plan considers the additional planning studies and discussion papers related to the preparation of a new Official Plan that have been prepared since the completion of the previous 2008 Water and Wastewater Master Plan Update. The updated Master Plan will ensure that the Town implements the most cost effective infrastructure servicing strategies required to support new growth and to maintain a high level of service. The updated Master Plan is a critical component in the

Town's committed approach to provide sustainable services and it provides the new framework and vision for the water and wastewater servicing needs of the Town to 2038 and beyond.

- The **Sanitary Sewer Model Update** is anticipated to be completed by the end of 2020. The updated model will provide insight into the existing flow characteristics of the Town sanitary sewer system and on available sanitary sewer capacity to accommodate infill development within the Town. The updated model can also be used to assess alternative mitigation measures to reduce the threat of basement flooding in identified areas of concern.
- **A Pump and Metering Station Condition Assessment** was completed in 2016. The purpose of the report was to identify immediate required repairs and to develop a recommended program for expected repairs and maintenance over a ten-year period.
- A **Traffic Signal Infrastructure Assessment** was completed in 2015. The condition assessment was conducted for all traffic signal infrastructures owned and maintained by the Town, including 11 intersections and one mid-block cross walk. The assessment was used as the basis for identifying the recommended priority, scope and cost for related infrastructure improvements, which could be utilized by the Town to develop a long-term, comprehensive maintenance and capital replacement strategy for traffic signal infrastructure.
- The **(Tecumseh) Storm Drainage Master Plan** was completed in 2019. The study is aimed at addressing the impacts of surface flooding on the mainly urbanized residential areas of the Town located along the northern and eastern limits. This included the assessment of storm pump stations, gravity outfalls and their respective service areas minor and major system discharging to Lake St. Clair and Pike Creek. The recommended surface flooding solutions outlined within the study totaled \$107 million.
- The **(Oldcastle Hamlet) Storm Drainage Master Plan** was initiated in 2018 and is anticipated to be completed by Q2 2021. The stormwater infrastructure network located within the Oldcastle Hamlet area is comprised of a

combination of roadside ditches, Municipal Drains, storm sewers, swales/sub-drains, as well as County and Provincial storm infrastructure. There are three distinct watershed areas within the Oldcastle Hamlet which include Little River, Turkey Creek, and River Canard. This study will focus on an analysis of the stormwater infrastructure within these watersheds and will set the framework for how stormwater is addressed for new and re-developments.

- The **Drinking Water Quality Management Standard (DWQMS) Financial Plan** was updated in-house in 2019 for the purpose of forecasting capital requirements and ensuring sustainability of the system. This is required in order to apply for and renew a Municipal Drinking Water License as per the Safe Water Drinking Act (O. Reg 453/07). License renewal occurs every five years.
- The current **DWQMS Operational Plan** (Version 10) was updated and presented to Council on February 25, 2020. As mandated by the MOECC, the next Annual DWQMS Operational Plan Report will be presented to Council in February or March 2021.
- 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 property owners and various agencies have continued through 2018 and into 2019 with an attempt to arrive at a consensus regarding the means by which orderly development can proceed in this area. To date consensus has not been achieved. The Town expropriated the land required to accommodate the stormwater management facility, with its design and construction anticipated in 2021 as part of the PWES capital works program.
- The **Parks and Recreation Master Plan** (Master Plan) was completed in 2010. The plan, developed with input by Council, residents, community agencies and volunteer sport 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

development of the park. Discussion concerning funding and long term implementation can be found under New Infrastructure Funding later in this section.

One of the Master Plan recommendations was that the Master Plan be subject to a major review after five years to evaluate whether the long-term perspective of the Master Plan remained relevant and the need to determine if new emerging trends support the redevelopment of the plan in whole, or in part. A comprehensive review of the Parks and Recreation Master Plan is underway and will be completed in 2020. In addition, the Lakewood Master Plan, Fair Play Woods, and the Trail Master Plan will now all be consolidated into one plan.

- The **Transportation Master Plan** was completed in early 2017. The goal is to develop a multi-modal, sustainable transportation system that provides improved mobility and transportation choices for Town residents.
- The **Tecumseh Road Mainstreet Community Improvement Plan (CIP)** was adopted by Council on January 12, 2016. It sets forth a cohesive vision for this area by establishing design guidelines, identifying redevelopment opportunities and various implementation schemes including financial incentives for a range of private-property initiatives. The CIP also contemplates the completion of a **Streetscape Plan and Final Design (Streetscape Plan)**, which will direct the future construction of public capital infrastructure projects in the road allowances of Tecumseh and Lesperance Roads in the CIP area. The Town retained the services of Dillon Consulting Limited and Dialog to assist in the completion of the Streetscape Plan. A detail design for Phase 1 is anticipated to be completed by the end of 2020. The Streetscape Plan will establish hard landscape elements and design specifications, sidewalk improvements and the introduction of curb extensions, street furnishing, soft landscaping elements and design specifications.
- The **Tecumseh Hamlet Secondary Plan** is a planning process that provides a strategic opportunity for creating a long-term vision for greenfield sites in the Hamlet based on the principles of complete community planning with strong urban design. The Plan will address the integration of existing and new development, land use distribution and related

infrastructure requirements. A draft plan was presented to Council; however final revisions are being made as a result of the completion of the City of Windsor's Banwell Road Municipal Class EA and final adjustments to the Upper Little River Stormwater Management Study. Adoption is anticipated by way of an amendment to the Town's New Official Plan in 2021. An Area-Specific DC Study had been contemplated in order to properly fund the necessary infrastructure and ensure that each development in the area pays its fair share. Engineering work was previously commenced to support this approach. However, the impact of the OMB decision regarding the MRSPA Area-Specific Development Charge By-law has caused a reconsideration of the preferred method to achieve the desired result for the coordinated and equitably funded installation of infrastructure needed to support development in the Tecumseh Hamlet Secondary Plan Area. As solutions are arrived at and implemented in the MRSPA, a preferred approach (Area-Specific DC vs. alternative approaches) for the Tecumseh Hamlet Secondary Plan will be evaluated.

- The **Oldcastle Hamlet Special Planning Study for Future Development Lands** is a planning process that will determine the preferred land uses for lands currently designated "Hamlet Development", which is a form of "future development" designation in the Official Plan. The study will include a rigorous and thorough public consultation component that engages with a range of stakeholders. It is anticipated that this study will commence in the fourth quarter of 2021. Adoption of the preferred land use designations and associated policies is anticipated by way of an amendment to the Town's New Official Plan in 2022.
- The **County Wide Active Transportation Study (CWATS)** is a comprehensive strategy to promote and increase awareness regarding active transportation within the County of Essex as well as guide the construction of new active transportation facilities. The study proposes a set of policies and a detailed network on both local and county roads that facilitate both recreational and utilitarian transportation as well as increased connectivity and partnerships among the local municipalities. The Town's estimated share of costs over the 20 year planning horizon is \$1,600,000 which equates to \$80,000 per year. Discussion concerning funding can be found under New Infrastructure Funding. The County, with

participation from lower-tier municipalities, is currently undergoing an update to CWATS, with an anticipated completion in 2021.

- The **County Road Rationalization Study** is a comprehensive study toward developing a transparent, rational and equitable framework for updating the existing County Road network. The study has three phases: Phase 1 – Define the Transportation Network; Phase 2 – Examine Recommendations/Jurisdictional Impacts; and Phase 3 – Implementation Action Plan. The Study is currently in Phase 1, and upon Phase 1 completion, the County will be providing an update to County Council. 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 Study progresses through its various phases.

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

Definition of Lifecycle

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

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

Category Classifications are:

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

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

Lifecycle Budget Highlights

2021 Lifecycle Budget highlights include:

- Expenditures of \$26.7 million (excluding debt)
- Major projects anticipated:
 - Manning Road Improvements, Phase 2 \$6.5 million
 - Watermain Replacements \$2.0 million
 - Lesperance/VIA Rail Improvements \$1.6 million

- Road Asphalt Program \$1.3 million
- Scully and St. Mark's Storm Pump Stations (Engineering in 2020-2021) \$1.1 million
- MRSPA Pond Design and Construction \$1.0 million
- Riverside Drive Trail \$1.0 million
- Pickle Ball Complex \$0.6 million
- Debt payments of \$1.8 million
- Grant revenue of \$0.5 million
- Revenue from gas tax of \$1.1 million (dedicated to support the Lifecycle allocation)

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 2021 forward are:

- Annual net requirement is \$9.39 million with 2021 allocation of \$8.17 million
- Gas tax revenues remain allocated on an 80/20 split with the County. The Town revenue from the gas tax decreased by \$75,000 in 2019 as a result of a province wide reallocation of funds based on updated census data
- The \$8.17 million is funded by gas tax revenue \$1.13 million, taxation \$6.92 million and \$0.12 million from rates
- Annual Debt payments of \$1.5 million supporting the LC program are funded from taxation. Debt payments start to expire beginning in 2026

Although most Lifecycle categories are well-funded and generally require periodic inflationary increases, recently completed studies, including the (Tecumseh) Storm Drainage Master Plan and the Culvert Need Study highlighted areas that may require significant costly remedies. Studies to be completed during 2020, including the (Oldcastle Hamlet) Storm Drainage Master Plan and the Parks and Recreation Master Plan are likely to show cost increases as well. In addition, the Drain LC is under considerable pressure as a result of the increase in drain activity continuing over the next number of years.

The short-term plan is to gradually increase the annual Lifecycle allocation to reach the updated target of \$9.39 million. An increase of \$366,000 towards the overall annual Lifecycle allocation is included for 2021 and an increase of \$200,000 in each of the outlook years to begin to address these needs.

2021 BUDGET - Annual Allocation

Lifecycle Category	Notes	2021	2020	Change
Arenas	1)	170,000	150,000	20,000
Bridges and culverts		410,000	410,000	0
Buildings		205,000	205,000	0
Community trails	2)	70,000	50,000	20,000
Drains		100,000	100,000	0
Election		16,000	16,000	0
Fire apparatus		194,000	194,000	0
Fire equipment	3)	75,000	45,000	30,000
Fleet	4)	560,000	544,000	16,000
ITS infrastructures	5)	173,000	148,000	25,000

Lifecycle Category	Notes	2021	2020	Change
New lifecycle issues		100,000	100,000	0
Outdoor pool	6)	65,000	60,000	5,000
Park development and Play equipment	7)	390,000	365,000	25,000
Reforestation		30,000	30,000	0
Roads		4,160,000	4,160,000	0
Sidewalks		74,000	74,000	0
Storm sewers	8)	1,227,700	1,002,700	225,000
Strategic issues - one time		50,000	50,000	0
Transit		100,000	100,000	0
Total		8,169,700	7,803,700	366,000

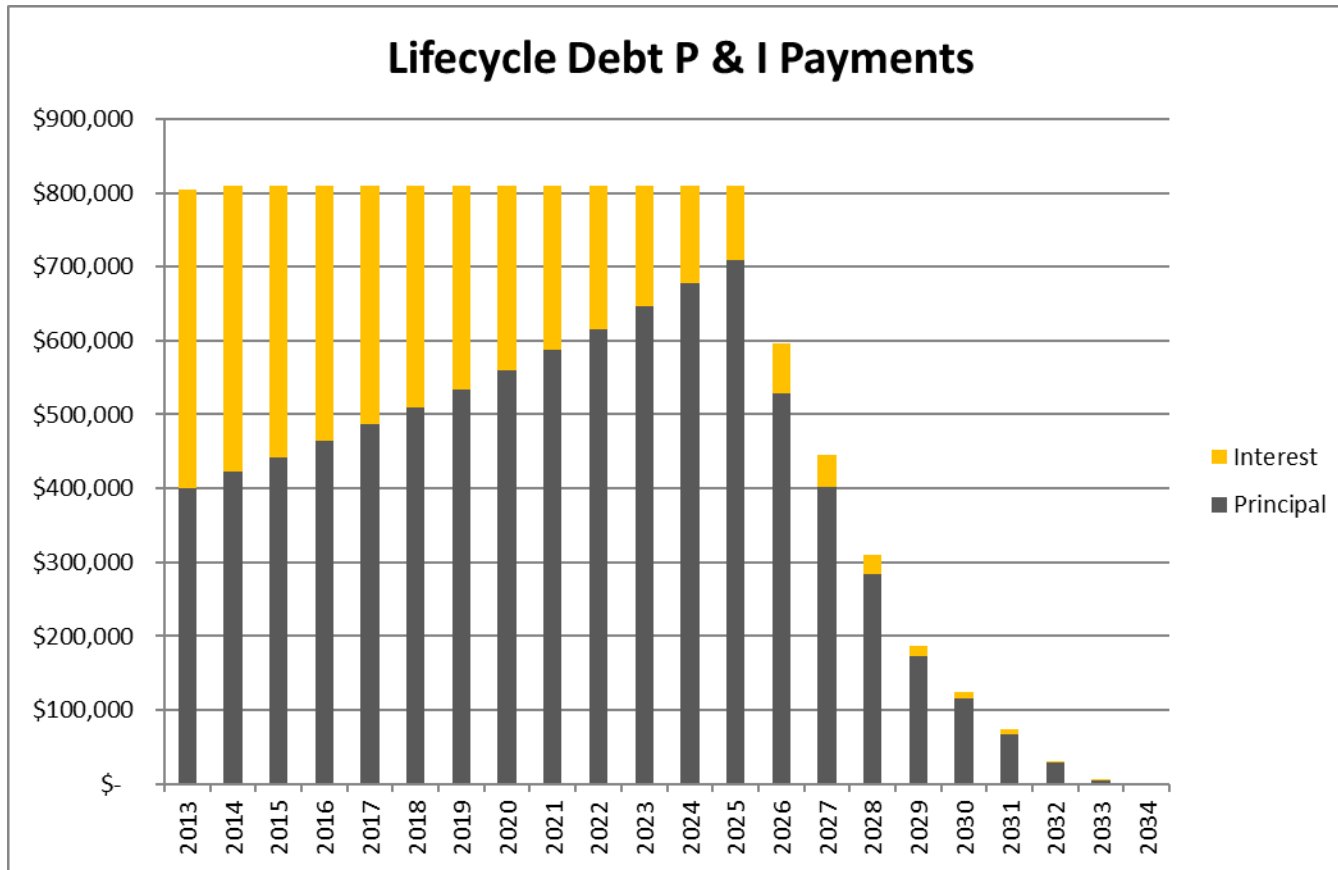
Notes

1. Increase to Arena allocation of \$20,000 to address increasing costs of aging refrigeration components.
2. The Community Trails category is insufficiently funded to accommodate the Town's and County's significant expansion plans. An increase of \$20,000 is budgeted for 2021.
3. The 2020 replacement of the Fire Department's Self Contained Breathing Apparatus (SCBA) equipment identified a significant inflationary increase, which necessitates an increase of \$30,000 as detailed in Council Report FIRE-2020-06.
4. Recent replacement and/or deferred replacement of heavy equipment including a single-axle plow, large-area mower and backhoe, have shown inflationary increases of over 25% as compared to historical replacement costs. The Town's 10-year Fleet replacement schedule updated with these costs will reach an irreversible deficit with existing funding within five years. An increase of \$16,000 is included for 2021 with further annual increases of \$20,000 projected for an additional four years.
5. Inflationary increases for replacement IT infrastructure and identification of assets omitted from lifecycle categories (LED signs and generators).
6. Aging pool equipment and increased replacement costs require increase of \$5,000 to the Pool category.
7. Increasing Parks amenities including additional splash pad in 2020 and another planned for 2022/2023 requires additional \$25,000 for 2021 with additional future increases necessary to reach annual target of \$500,000.
8. Storm sewers category was identified in the 2018 AMP update that is less than 50% funded. The recently completed (Tecumseh) Storm Drainage Master Plan suggests this category requires significant increases. An increase of \$225,000 for 2021 is included in the budget with an updated annual target allocation of \$2 million.

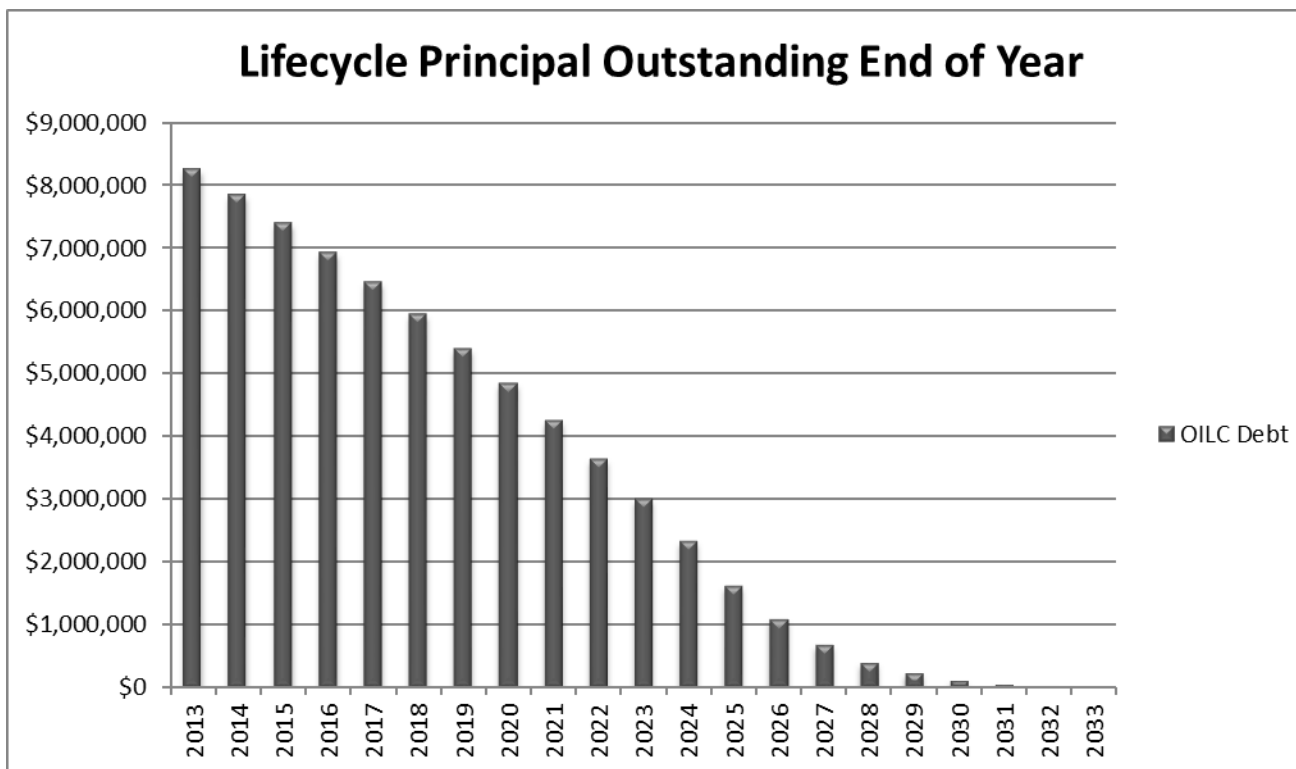
Prioritization of capital investments should be reviewed periodically to ensure capital forecasts remain accurate and that planned investments are being responsive to community needs. Occasionally, opportunities exist whereby revised priorities allow for options and solutions to be considered to address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

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

Implementation of the LC plan included borrowing to fully fund road and bridges requirements. This 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 \$8.6 million. Total funds borrowed over the program are just under \$10.4 million whereas the original plan in 2005 contemplated borrowing \$11.5 million.



New Infrastructure Funding

A quick review of new infrastructure items on the horizon includes the following:

- 1) The 2019 Development Charges Study (DC Study) highlighted expected growth-related new infrastructure costs of \$36 million to be incurred over the duration of the By-law (five years). Development Charges were to recover \$27 million, thus leaving **\$9 million to be borne by the general tax levy**. Contributing towards a New Infrastructure reserve early will ease upcoming levy requirements.
- 2) 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 looked at a 20-year planning horizon and identified the Town of Tecumseh's share of projects costs as \$1.6 million 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 2021. Note that a Trail Master Plan is being formulated to take a more detailed look at costs and funding models.
- 3) There has been an emphasis placed on enhancing trails and pathways in the Town. These facilities have been identified within the Town's Transportation Master Plan (2017), and will be further detailed within the Parks and Recreation Master Plan which is anticipated to be completed in 2020. Currently trails and pathways constructed within the right-of-way are managed by PWES and funded through the Infrastructure Reserve Fund. The Parks and Recreation Master Plan will identify a total estimated cost for trails and pathways located within parkland, and will recommend an annual allocation required to implement the park's infrastructure.

- 4) The Parks Master Plan identified a number of improvements classified as High, Medium and Low Priority. Total funding required of all recommendations would exceed \$7 million. Over 20 and 40 year horizons this would amount to \$350,000 and \$175,000 per year respectively. Note that a review of the 2010 Parks Master Plan is being undertaken, with completion expected in 2020, which will include a review of funding models.
- 5) Community Improvement Plan implementation project is ongoing. In 2015 Council approved the establishment of a CIP reserve for the purpose of managing CIP funding. The 2021 budget includes an annual grant allocation of \$125,000 plus a one-time increase of \$75,000. The original CIP Study suggests the annual allocation should be \$417,000.
- 6) Town Hall renovations commenced in 2019 and will be complete in early 2021. The 7,000 sq. ft. addition, at a cost of \$3.15 million, is to be funded with \$1.2 million coming from the Tax Rate Stabilization Reserve and \$1.95 million coming from the Infrastructure Reserve.
- 7) The CIP Streetscape Plan was approved by Council in principal. The approved Plan carries a price tag in excess of \$30 million. Administration is currently overseeing engineering design of the Plan as well as options for phasing in construction. Detailed design for Phase 1 is to be completed by the end of 2020. 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 \$50 million. 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 will be considered by Council in 2020/2021. \$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 25-year payment term.

9) The (Tecumseh) Storm Drainage Master Plan completed in 2019 recommended \$107 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.

Administration updated the NIL annual target level to \$2.35 million in 2020 (allocation of \$550,000 to fund the Sportsplex project; \$1.8 million to fund other new infrastructure). The 2020 allocation is \$1.55 million and the 2021 budget includes an increase in the New Infrastructure Levy (NIL) of \$200,000 and proposes additional increases of \$200,000 in each of 2022 to 2024 to reach the annual target amount of \$2,350,000

The Infrastructure Reserve has a projected 2021 year-end balance of only \$8.4 million which doesn't go very far in funding the projects currently under consideration. Other sources, such as Grants and Debt, will need to be obtained to move major projects such as the CIP Streetscape Plan and Multi-Use Sportsplex forward in the near term. Recent news of the Town's successful application towards the Federal Disaster Mitigation and Adaptation Fund (DMAF) will provide the Town with up to \$10.7 million to put towards two major storm pump station replacements carrying an estimated total cost of \$26.75 million. The grant funding is a welcome announcement, however commits the Town to fund just over \$16 million within the next six years.

Capital Projects

For budget purposes, we have included committed projects as well as estimates of what typically would be spent on capital projects. **Actual approval of specific projects will come back to Council prior to proceeding with any project.**

The following highlights some of the significant capital investments and initiatives included in the 2021 Lifecycle Budget:

Recurring projects:

- **Tar and Chip, Asphaltting, and Crack Sealing** – \$1.3 million has been allocated for the asphaltting of roads.

Significant/Non-Recurring projects:

- **Bridge and Culvert Works (Structures with Spans > 3.0m)** – The 2016 Bridge and Culvert Needs Study (Structures with Spans > 3.0m) had identified three structures to be rehabilitated within a 1-5 year time frame. Rehabilitation of the Merrick Creek at 8th Concession Bridge was initiated in 2019 and will be completed by the end of 2020 at an estimated \$310,000.
- **Culvert Works (Structures with Spans < 3.0m)** – The 2016 Culvert Needs Study (Structures with Spans < 3.0m) had identified two structures to be replaced immediately; 10 structures to be rehabilitated or replaced within a 1-5 year timeframe; and three structures to be rehabilitated or replaced within a 6-10 year timeframe. The recommended works for 2021 consist of completing the engineering design of Culverts numbered 42, 53 and 54 at a cost of \$0.19 million.
- **Manning Road Improvements Phase 2** – The engineering and utility relocations were completed in 2018 and 2019. The estimated cost for the drain diversion, storm sewer and watermain improvements is \$6.5 million with construction projected to commence in 2021.

- **Sylvestre Drive Sanitary Sewer Extension** – This project proposes the Environmental Assessment to be completed in 2019 and engineering to be completed in 2019 and 2020, with construction commencing in 2022. The estimated cost, including sanitary, road and storm works is \$1.9 million with \$0.8 million being recovered from property owners as a sanitary connection charge.
- **County Road 46/Webster Drive/Laval Easement Sanitary Sewer Extension** – This project proposes engineering to be completed in 2019-2021 and construction commencing in 2022. The estimated costs, including sanitary, water, road and storm works is \$5.2 million with an estimated \$1.7 million being recovered from property owners as a sanitary connection charge.
- **Del Duca Drive Sanitary Sewer Extension** – This project proposes engineering to be completed in 2019-2021, with construction commencing in 2022. The estimated cost, including sanitary, road and storm works is \$3.1 million with an estimated \$1.0 million being recovered from property owners as a sanitary connection charge.
- **Scully and St. Mark's Storm Pump Stations** – This project proposes engineering to be completed in 2021. The estimated cost, including storm pump stations, trunk storm sewers and road is \$16.6 million. Recently awarded DMAF grant funding of up to 40% of eligible costs will require the Town to complete these projects within six years.
- **(Oldcastle Hamlet) Storm Drainage Master Plan** – The stormwater infrastructure network located within the Oldcastle Hamlet area is comprised of a combination of roadside ditches, Municipal Drains, storm sewers, swales/sub-drains, as well as County and Provincial storm infrastructure. There are three distinct watershed areas within the Oldcastle Hamlet which include Little River, Turkey Creek, and River Canard. This study will focus 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. This study commenced in 2018 and is projected to be completed by Q2 2021. The estimated cost for this study was \$0.45 million.

- **Highway No. 3 / County Road 11 Watermain Replacement** – The engineering for this project was completed in 2019 with construction proposed 2020-2021. The work consists of replacement of existing ductile iron water main and improved connections and extensions to the existing main. The estimated cost for the 2020-2021 construction works is \$1.8 million.
- **Tecumseh Road Community Improvement Project (CIP) Streetscape Plan and Detail Design** – The Tecumseh Road Main Street area represents the historical commercial core of the former Town of Tecumseh settlement area. It comprises an approximate 1.2 kilometer corridor centered on Tecumseh Road, from its border with the City of Windsor to the west to its intersection with the Via Rail crossing to the east. The **Streetscape Plan and Final Design (Streetscape Plan)** will direct the future construction of public capital infrastructure projects in road allowances of Tecumseh and Lesperance Roads in the CIP area. The Town retained the services of Dillon Consulting Limited and Dialog to assist in the completion of the Streetscape Plan. A detail design for Phase 1 is to be completed by the end of 2020. The Streetscape Plan will establish hard landscape elements and design specifications, sidewalk improvements and the introduction of curb extensions, street furnishing, soft landscaping elements and design specifications.
- **Tecumseh Road Sanitary Sewer** – The Function Servicing study completed for the Tecumseh Road Community Improvement Project identified the need for the sanitary sewer on Tecumseh Road to be replaced to facilitate the full intensification and redevelopment within this area. Due to recent development proposals within the area, it was anticipated the sewer would need to be upgraded in 2020 to continue to permit development proposals. The engineering for this project was completed in 2019 with construction to be completed by the end of 2020, total project cost estimated at \$2.25 million.
- **Lanoue Street Improvements** – The Town is expediting this project in order to coordinate with the planned improvements to the Manning Road/Lanoue Street intersection and the Lanoue Street extension which are being

triggered by development pressures within the Town of Lakeshore. Engineering was initiated in 2020 and it is anticipated to have tender ready drawings by mid-2021. It is anticipated construction will commence in 2022. Total project estimate for this project is \$1.1 million.

- **Lesperance Road/VIA Rail Improvements** – This project proposes to complete the engineering in 2020, with construction commencing in 2021 in order to adhere to the timelines provided by Transport Canada & VIA Rail to address the gradient deficiencies on the north side of the rail. The estimated cost for the project is \$1.6 million.
- **Shoreline Management Plan** – This study was contained within the Town’s Flood Mitigation Strategy that was adopted by Council in 2018. This study will undertake modelling of Lake St. Clair, identify low and vulnerable areas along Lake St. Clair and Pike Creek, identify flood risks under different circumstances and recommend solutions to mitigate those risks. The estimated costs for this study is \$0.35 million.
- **Lesperance Road Multi-Use Trail** - As part of the Tecumseh Transportation Master Plan, a network of key Active Transportation facilities was developed to ensure connectivity in the large network. The expansion of the Active Transportation Network is a municipal focus because it promotes Environmental Sustainability, it promotes personal health and it promotes equity in transportation services. The Lesperance Road Multi-Use Trail is located between County Road 22 and County Road 42. The trail will be 2.4m wide with a length of approximately 3.0km. Design is proposed in 2021 with construction in 2022. The total project cost estimate is \$1.1 million. Grant funding of approximately \$466,000 (\$254k Federal and \$212k Provincial) is available through the ICIP Public Transit stream towards this project.
- **Riverside Drive Trail** – This trail is part of the County Wide Active Transportation System and is proposed for Riverside Drive from the Tecumseh/Windsor municipal boundary to Manning Road. The trail will be 2.4m wide with a length of approximately 2.4km. Design commenced in 2017 with construction anticipated in 2021 or 2022. The total project cost estimate is \$1.2 million.

- **CR42 and CR43 Watermain and Sanitary Sewer** – The County of Essex is planning improvements to CR42 (just east of CR19 to just west of CR43) and CR43. Administration identified municipal services within the project limits that need to be designed and incorporated into the County's project. These services include watermains and sanitary sewers. Design for these services commenced in 2019 with the County originally planning to start construction in 2020. The County is currently proposing that this project will be complete in four phases. Phase 1 is tentatively re-scheduled to start in 2021 with construction continuing to 2024+ (to be confirmed). The estimated cost for the Town's municipal services is \$2.0 million.
- **Snake Lane Culverts (Culverts #42, 53 and 54)** – The 2016 Culvert Needs Study (Structures with Spans < 3.0m) identified two (2) culverts to be replaced immediately; ten (10) structures to be rehabilitated or replaced within a 1-5 year timeframe; and three (3) structures to be rehabilitated or replaced within a 6-10 year timeframe. Snake Lane Culverts #42, 53 and 54 were included in the 1-5 year timeframe. Design for all three structures is proposed in 2021 with construction in 2022. The total project cost estimate is \$1.8 million.

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 2021 budget continues to enhance the Town's financial strength with support for the New Infrastructure Levy.**

OCIF

The Ontario Community Infrastructure Fund (OCIF) is a relatively new grant that has an Application Based Component and a Formula Based Component. Both grants are multi-year programs that were scheduled to end March 31, 2027. **The**

provincial government advised municipalities in 2019 that OCIF grant funding for 2020 going forward has not been confirmed. The province subsequently confirmed the 2020 and 2021 allocations. The Town has currently banked its 2018-2020 allocations to be used towards future Storm sewer projects. OCIF is dedicated to 1) the development and implementation of asset management plans and 2) the renewal, rehabilitation and replacement of core infrastructure assets or capital construction of new core infrastructure that addresses an existing health or safety issue.

Eligible core infrastructure categories include:

1) Water:

- a) Treatment
- b) Distribution/Transmission

2) Wastewater:

- a) Treatment and disposal
- b) Sanitary sewer systems
- c) Storm sewer systems (urban and rural)

3) Roads:

- a) Paved
- b) Unpaved
- c) Bus-only lanes
- d) Street lighting when part of a road project
- e) Sidewalks and/or cycling lanes located along an existing road

4) Bridges and Culverts:

- a) Sidewalks and/or cycling lanes located along an existing road

The Application Component is based on a competitive process. The Town has submitted applications with no success.

The Formula Component provides a fixed annual amount which for 2017 was \$494,000 and increased to \$700,000 for 2018 and \$1,077,000 in 2019-2021. Funding can be accumulated from year to year but must be spent within five funding years of the year the funds were allocated.

Based on eligible core infrastructure categories and the relative funding the Town has available for each category, Administration is recommending funds be saved for the short term and consideration be given to using the funds to address storm sewer requirements arising from the (Tecumseh) Storm Drainage and (Oldcastle Hamlet) Storm Drainage Master Plans.

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 \$12.2 million and \$2.0 million for sanitary and water purposes respectively.

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

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

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 \$1.7 million. 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 \$27.0 million over a 30-year period. Almost \$9.8 million 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

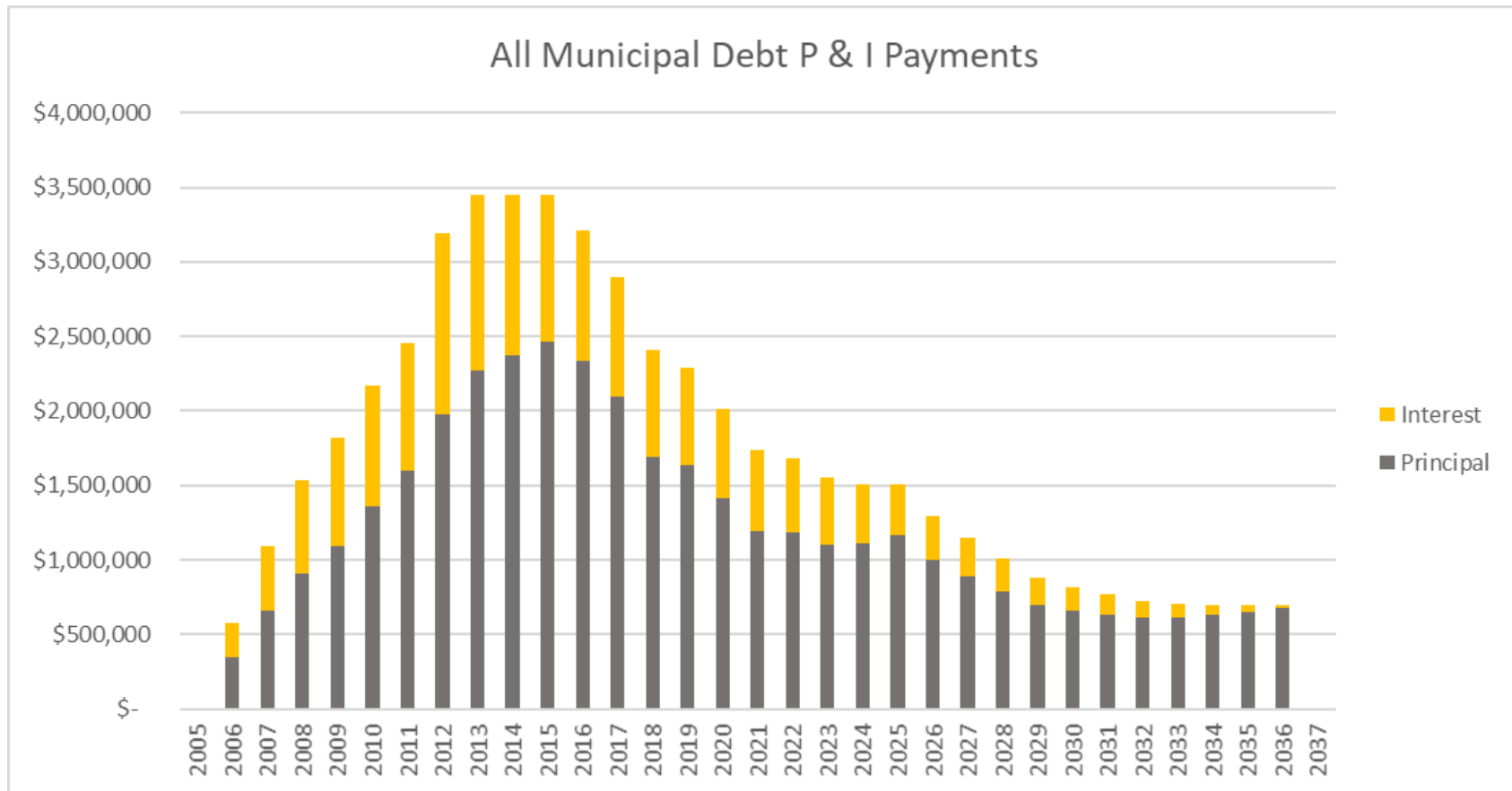
landowner recoveries occurring as connections are made. In order to fund this initial investment, the Town will need to borrow an as yet undetermined amount of funds.

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

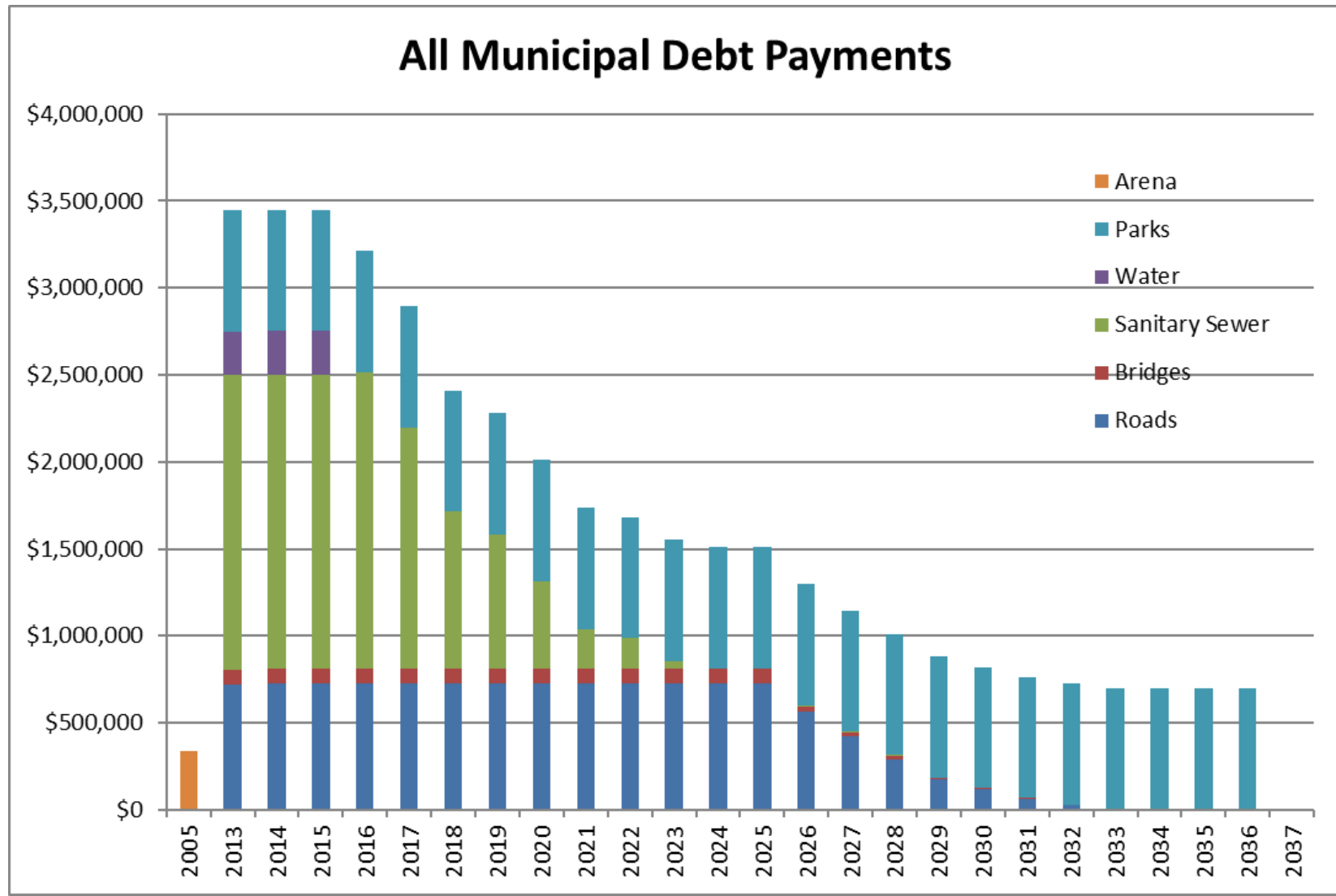
	2004	2019	2020	2021	2032
Debt	\$1,633,734	\$16,387,000	\$15,021,000	\$14,756,000	\$3,180,000
Principal and Interest	\$570,593	\$2,237,000	\$2,102,000	\$1,739,000	\$725,000

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

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



The chart below shows annual debt payments by service area.



The need for these levels of debt has arisen due to a number of factors including:

- Little development over the last 10 plus years
- 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 0.33 to 0.76 over the course of the past five years (2019 – 33%). The general benchmark for this ratio is 1.00. A measure of 0.33 or 33% 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 identifies capital projects in excess of \$100 million, 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 \$26 million. With a current annual allocation to Lifecycle Storm Reserve of approximately \$1 million, it is likely that debt will be necessary in the coming years. The 2015 Water/Wastewater Rate Study contemplates little debt being required. The 2016-2019 update to the Water/Wastewater Master Plan suggests significant capital funding may be required within five years.

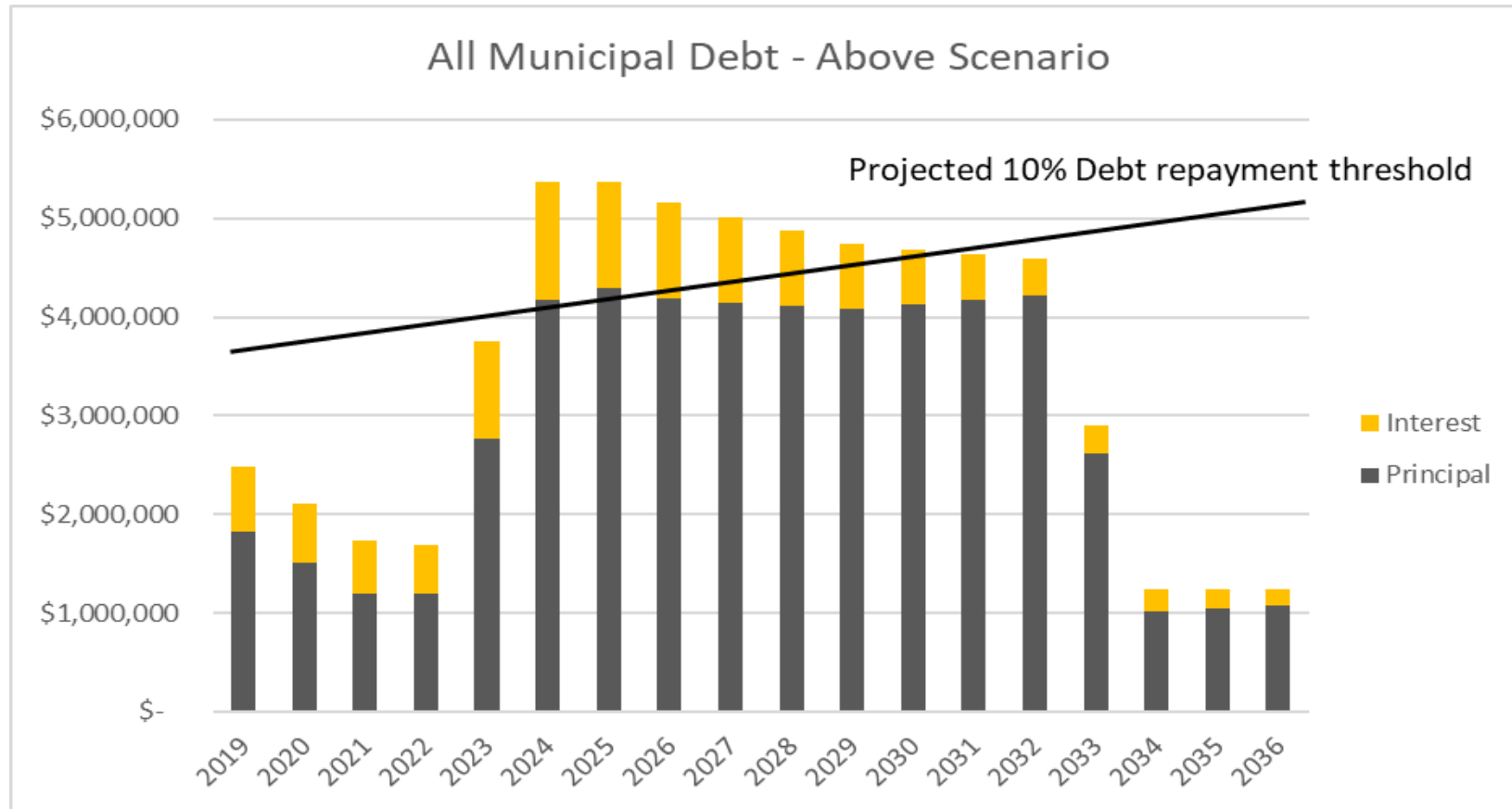
The Town has approved, in principal, the Tecumseh Road Main Street CIP Streetscape Plan as well as the Multi-Use Sportsplex Feasibility Study and Business Plan. Both of these plans, if fully implemented, are in excess of \$32 million and \$54 million respectively. Implementation of either or both of these plans is likely to require some debt to enable the projects to move ahead in the near term. Funding considerations are more fully discussed in the Capital Projects section.

Advancing development in the MRSPA area may require front-end financing by the Town for storm infrastructure, which will necessitate at minimum the incurrence of short-term debt until such time as recoveries can be made

from developing land owners. Estimated total construction cost of a stormwater facility is in excess of \$12 million.

The Storm pump stations, Multi-Use Sportsplex and MRSPA storm infrastructure are all considered priorities with significant capital outlays potentially occurring within a short timeframe and preliminary five-year capital plans indicating they could all potentially commence in 2022/2023.

The chart below presents a possible scenario where debt is issued for the Multi-Use Sportsplex, MRSPA Stormwater Pond and Scully and St. Mark's storm pump station in years 2022, 2022 and 2023 respectively. In this scenario, the Town's annual debt repayment amount would exceed the 10% threshold for several years. Annual debt repayment of 10% or greater of Own Net Revenues is considered high by provincial standards.



Annual Repayment Limit

The annual repayment limit is a Ministry formula which 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 5.5% (2019 FIR). The limit as of November 1, 2020 is \$7,421,000. 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	1.04%	\$35,000,000
10	1.50%	\$67,000,000
20	2.10%	\$118,000,000
30	2.35%	\$156,000,000

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 \$362,000 has been allocated for Information and Communications capital initiatives. Generally speaking, the impact to operations is minimal. Computer replacements, network upgrades, video surveillance and AV systems hardware, and street photo purchases have no impact. Some of the more noteworthy items are as follows:

- Financial software is due for replacement at an estimated cost of \$200,000. No impact to operating is expected during the year of implementation.
- Municipal modernization and efficiency initiatives, supported by the provincial Municipal Modernization and Efficiency grant program, including Online tax inquiry, Electronic signatures, Council meeting webcasting among other initiatives will be implemented during 2020 and 2021. Impact to operating costs will be an increase to annual software fees of about \$25,000.

Protection to Persons and Property

Fire

The annual allocation of \$29,000 for the replacement of Firefighter PPE and \$16,000 for replacement of lockers has no bearing on operating costs.

Transportation Services

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

Roads

An amount of \$1,300,000 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.

On January 12, 2016, Council adopted the Tecumseh Road Main Street Community Improvement Plan (CIP) in accordance with Section 28(2) of the Planning Act. The CIP applies to an area that represents the historical commercial core of the Town, encompasses 96 acres and approximately 115 properties with a mix of commercial and residential along with many tracks of underutilized land. The tentative phasing and associated project costs are broken up into the five following phases:

- Phase 1: \$15.0 million - Tecumseh Road (St. Anne's to VIA) and Lesperance (St. Denis to Arbour)
- Phase 2: \$8.5 million - Tecumseh Road (St. Anne's to Shawnee)
- Phase 3: \$2.0 million - Tecumseh Road (Shawnee to Southfield)
- Phase 4: \$2.6 million - Tecumseh/Southfield intersection
- Phase 5: \$2.2 million - Lesperance (McNorton to St. Denis)

The continued design in 2020 for the Tecumseh Road CIP project Phase 1 is largely for design of the Road component. There is no operating impact at this point. There is no construction date scheduled as per the current PWES Five Year Capital Works Plan. Further analysis as to the operating impact of this project is warranted.

Budget allocation for engineering of Lanoue Street has no immediate operating budget impact. The Traffic Signal Controllers Upgrade will improve operational efficiencies amongst the Town's and County's traffic signal infrastructure. TTMP Bicycle Sharrows will incur an estimated labour and material cost of \$6,600 every three years with respect to re-painting of sharrows commencing in 2024.

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

- Scully and St Mark's Storm pump station project
- County Road 46, Webster, and Laval Sanitary Sewer project
- Del Duca Drive Sanitary Sewer project
- Sylvestre Drive Sanitary Sewer project
- Lesperance Road/VIA Rail Improvements

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

Servicing of existing debt has been provided for in the base budget. No additional debt is planned for Roads for 2021.

Bridges

The budget allocation of \$0.18 million for the engineering design of Culvert Structures 42, 53 and 54 have no operating budget impact as the capital works involve the construction for the rehabilitation of existing culverts.

The 2020 Bridge and Culvert Needs Study would not have any immediate impact on operations.

Servicing of existing debt has been provided for in the base budget. No additional debt is planned for Bridges for 2021.

Sidewalk

An amount of \$69,000 has been allocated for the annual sidewalk program. There is no direct operating budget impact as this budget is for the repair/replacement of existing sidewalk segments.

A new trail is proposed for Riverside Drive from Lesperance Road to Manning Road. The trail will be 2.4m wide with a length of approximately 2.4km. The trail will be included in the network of roads to be cleared of snow as required. The estimated operating impact is \$12,900 per year starting in 2022.

A new trail is proposed for Lesperance Road from County Road 22 to County Road 42. The trail will be 2.4m wide with a length of approximately 3.0km. The trail will tie into the existing path at the CPR Railway Crossing with no anticipated changes to the pedestrian maze and pavement within the CPR Rail Right-of-Way. The trail will be included in the network of roads to be cleared of snow as required. It is estimated that winter control will cost \$16,100 every year starting in 2023.

Environmental Services

Storm Sewer

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

- Scully and St Mark's Storm pump station project
- County Road 46, Webster, and Laval Sanitary Sewer project
- Del Duca Drive Sanitary Sewer project
- Sylvestre Drive Sanitary Sewer project
- Lesperance Road/VIA Rail Improvements
- Oldcastle Storm Drainage Master Plan
- Shoreline Management Plan

The storm sewer improvements as part of Manning Road Phase 2 will likely reduce the impacts on operations as it involves the enclosure of an open drain within an urban setting.

There is no direct operating impact of the (Tecumseh) Storm Drainage or (Oldcastle Hamlet) Storm Drainage Master Plans and the Pump Station Emergency Response.

Sanitary Sewers

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

- Scully and St Mark's Storm pump station project
- Sanitary Sewer Model Update and Analysis

- County Road 46, Webster, and Laval Sanitary Sewer project
- Del Duca Drive Sanitary Sewer project
- Sylvestre Drive Sanitary Sewer project

Water

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

- County Road 46, Webster, and Laval Sanitary Sewer project

Recreation and Culture

Parks

The 2021 budget contains an allocation of \$270,000 to replace the play equipment at Optimist, Dorset, Dresden, Buster Reaume and Rocheleau Parks; there is no direct impact on operations.

A 10 Court Pickle Ball Complex at Lacasse Park is proposed at a cost of \$600,000. An increase to volumes of park users is expected, and as a result of this amenity annual operational impact is estimated to be at a cost of \$1,000 per year starting in 2021, as mainly waste management and minor cleaning will be required.

There is \$30,000 budgeted for Tree Planting in 2021. The majority of trees are planted by Town staff, requiring approximately 6 days for 3 staff at a total of 144 labour hours. Equipment needs include a truck, trailer, and one tractor. The estimated operating impact is \$5,040 for labour with some associated fuel and equipment maintenance costs. The tree planting program is a normal ongoing project and is included in the Parks budget allocation.

An allocation of \$60,000 is included in the 2021 budget to undertake architectural concept drawings for the Lacasse Grandstands with no immediate impact to operations.

The Parks fleet budget includes a tractor, trailer, and 3 RTV'S at an estimated cost of \$86,000. All are

replacement of existing assets with no operational impact.

Other budgeted line items for Parks generally include the replacement of existing facility components or are maintenance in nature with no operating impact.

Arena

An Upgraded lighting system at a budgeted cost of \$60,000 is proposed for 2021 covering the cost of the project.

There are short and long-term benefits to be gained by completing this project.

In the short-term, the lighting levels will be enhanced while energy use is minimized and maintenance requirements will be reduced. Long term, there is an estimated annual savings of 90,000 KWhs and the need for replacing bulbs or ballasts would be eliminated. There is also an estimated initial "Save on Energy" incentive of approximately \$6,000. A reduced yearly electrical demand by 62% with an estimated annual electrical savings of \$15,000 starting in 2022 is anticipated. The payback for this project is estimated to be 3 to 4 years.

The new lighting is more efficient and will require less energy to operate, as well as lowering maintenance costs.

A request to upgrade the electrical panel in the Refrigeration Room for \$130,000 is proposed for 2021. The electrical panel is original and showing signs of deterioration. The wiring is getting brittle and controls are showing signs of excess heat in normal operation, due to the natural process of the high voltage electricity running through this panel. This upgrade will ensure the safety of the employees that enter this room on a regular basis, and ensure the refrigeration plant runs optimally for another 25 to 30 years.

A Multi-Use Sportsplex has been approved in principal for addition to the existing arena, a phased in approach and costing to undertake this project will be presented to Council for their information and direction. The project includes replacing the infield at McAuliffe Park with artificial turf to compensate for the loss of Hebert Field beside the arena. There are no operating impacts at this stage of the project.

Other budgeted line items for the Arena generally include the replacement of existing facility components or are maintenance in nature with no operating impact.

Pool

Budgeted line items for the pool include replacement pumps and motors and one chlorine tank and are maintenance in nature with no operating impact.

Planning and Development

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.

Issues

1. Sanitary Sewer and Water Revenues

Volumes continue to decline on a per household basis which has caused some funding concerns on the revenue side of budget forecasts. A detailed analysis of the full impact is recommended for 2021 to determine if an update is required to the Water Wastewater Rate study.

2. Funding Major Capital Projects – CIP and Sportsplex

The approval in principal of two major projects has highlighted budget issues with respect to funding new projects. Main Street CIP Streetscape and Multi-Use Sportsplex projects are multi-million dollar projects for which the Town has insufficient funding included in the budget. If Council wishes to do these projects in the near-term, long-term debt will likely be required in order to proceed. The 2018 budget took the initial steps to identify funding for Sportsplex debt payments, however additional allocations will be required if grants are not achieved. No funding has currently been identified for the Main Street CIP Streetscape project.

3. Funding of Storm Infrastructure

The (Tecumseh) Storm Drainage Master Plan was completed in 2019. The 2D Modelling and resulting recommendations to address surface flooding and improve the level of service for the storm infrastructure was estimated at \$107 million. Design and construction of the MRSPA Stormwater Pond was proposed for 2020. The design has started and will continue in 2021. As this is development related, costs will ultimately be borne by developers, however the Town will likely advance the funding for this project from reserves that are already depleted.

The current allocation to the Storm Sewer Reserves (2020 - \$1,102,700) is intended for the replacement of the existing assets and not meant for 'level of service improvements'. An increase of \$225,000 is included for the Lifecycle Storm Sewer Reserves within the 2021 budget, however it is intended that the 'level of service improvements' may be funded from the New Infrastructure Reserve in the interim. This approach may find storm infrastructure projects competing for funding with other Council initiatives such as the Multi-Use Sportsplex and the Main Street CIP Streetscape project. Administration has, and will continue to apply to upper levels of government funding for the storm infrastructure projects. As part of the 2020 PWES Capital Works Plan, Administration commissioned a study to develop a funding strategy through the use of Storm Rates. It is anticipated the study will be completed by the end of 2020 and could be implemented as part of the 2021/2022 budget.

**2021 Budget
Lifecycle Summary
with Annual Requirements**

	Tax & Revenues	Annual Requirement	Deficiency
Lifecycle - Replace Existing Capital Assets			
Arenas	170,000	220,000	50,000
Bridges and culverts	410,000	500,000	90,000
Buildings	205,000	230,000	25,000
Drains	100,000	100,000	-
Fire apparatus	194,000	194,000	-
Fire equipment	75,000	90,000	15,000
Fleet	560,000	640,000	80,000
ITS infrastructures	173,000	190,000	17,000
Outdoor pool	65,000	80,000	15,000
Roads	4,160,000	4,160,000	-
Sidewalks	74,000	74,000	-
Storm sewers	1,227,700	2,000,000	772,300
Total	7,413,700	8,478,000	1,064,300
Lifecycle - Replace Existing Capital and Provision for New Assets			
Park development & play equipment	390,000	500,000	110,000
Reforestation	30,000	30,000	-
Community trails	70,000	120,000	50,000
	490,000	650,000	160,000
Lifecycle - Operating Cyclical Expenditures			
Election	16,000	16,000	-
Transit	100,000	100,000	-
	116,000	116,000	-
Lifecycle - Other			
New lifecycle issues	100,000	100,000	-
Strategic issues - one time	50,000	50,000	-
	150,000	150,000	-

**2021 Budget
Lifecycle Summary
with Annual Requirements**

	Tax & Revenues	Annual Requirement	Deficiency
Lifecyle Total	8,169,700	9,394,000	1,224,300
Debt payments	1,505,800	1,505,800	-
Miscellaneous			
Small equipment	150,000	150,000	-
Rehabilitation/Renewal	-	-	-
New Infrastructure Levy	1,750,000	2,350,000	600,000
	1,900,000	2,500,000	600,000
Total	11,575,500	13,399,800	1,824,300

Reconciliation	2021	2020	2019
Lifecycle - prior year	8,212,000	8,024,000	7,924,000
Lifecycle - increase	366,000	188,000	100,000
ITS reduction re Agenda Manager	-	-	-
Total	8,578,000	8,212,000	8,024,000
New Infrastructure Levy - prior year	1,550,000	1,350,000	1,200,000
New Infrastructure Levy - increase	200,000	200,000	150,000
Total	1,750,000	1,550,000	1,350,000
	10,328,000	9,762,000	9,374,000
Water/Sanitary rates	120,000	120,000	120,000
Share of gas tax	1,127,500	1,127,500	1,127,500
OCIF Grant	-	1,077,000	1,077,000
Total	11,575,500	12,086,500	11,698,500

Town of Tecumseh
Approved 2021 Lifecycle Budget

Unfinanced Capital Dec. 31/20Est	Uses of Funds			Sources of Funds									Unfinanced Capital Dec. 31/21	
	Expenditures	Transfer to Reserve/Reserve Fund		Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reserve Funds	Long Term Debt	From Taxation/Rates		Revenues
Tax-Supported General Government Lifecycle														
Arena		170,000					-			-		170,000	170,000	-
Bridges		410,000					-			-		410,000	410,000	-
Buildings		205,000					-			-		205,000	205,000	-
Community Trails		70,000					-			-		70,000	70,000	-
Drains		100,000					-			-		100,000	100,000	-
Elections		16,000					-			-		16,000	16,000	-
Fire Apparatus		194,000					-			-		194,000	194,000	-
Fire Equipment		75,000					-			-		75,000	75,000	-
Fleet		440,000					-			-		440,000	440,000	-
ITS		173,000					-			-		173,000	173,000	-
New issues		100,000					-			-		100,000	100,000	-
Outdoor Pool		65,000					-			-		65,000	65,000	-
Park Development		390,000					-			-		390,000	390,000	-
Reforestation		30,000					-			-		30,000	30,000	-
Roads		4,160,000	1,127,500				1,127,500			-		3,032,500	4,160,000	-
Sidewalks		74,000					-			-		74,000	74,000	-
Storm Sewers		1,227,700					-			-		1,227,700	1,227,700	-
Strategic Issues - one time		50,000					-			-		50,000	50,000	-
Transit		100,000					-			-		100,000	100,000	-
Total Lifecycle	-	-	8,049,700	1,127,500	-	-	1,127,500	-	-	-	-	6,922,200	8,049,700	-
Administration														
ICS - Fire Dept Software - cwfd from 2020	20,000	-	-	-	-	-	-	20,000	20,000	-	-	-	20,000	-
ICS - Data Backup Solution - cwfd from 2020	8,000						-	8,000	8,000	-	-	-	8,000	-
ICS - Computer Replacements	20,000						-	20,000	20,000	-	-	-	20,000	-
ICS - Network Upgrades	10,000						-	10,000	10,000	-	-	-	10,000	-
ICS - Network Security	5,000						-	5,000	5,000	-	-	-	5,000	-
ICS - Video Surveillance (2 sites)	6,000						-	6,000	6,000	-	-	-	6,000	-
ICS - AV Systems	5,000						-	5,000	5,000	-	-	-	5,000	-
ICS - Misc. Software	3,000						-	3,000	3,000	-	-	-	3,000	-
ICS - Street Photography	10,000						-	10,000	10,000	-	-	-	10,000	-
ICS - Virtual Server Upgrades	60,000						-	60,000	60,000	-	-	-	60,000	-
ICS - Financial Software	200,000						-	200,000	200,000	-	-	-	200,000	-
ICS - Data Backup Solution	15,000						-	15,000	15,000	-	-	-	15,000	-
							-			-	-	-		-
							-			-	-	-		-
							-			-	-	-		-
Town Hall Expansion - CFWD	350,000						-	350,000	350,000	-	-	-	350,000	-
Small Equipment	150,000						-			-	150,000	150,000		-
New Infrastructure funding enhancement		1,750,000					-			-	1,750,000	1,750,000		-
Total Administration	-	862,000	1,750,000	-	-	-	-	712,000	712,000	-	-	1,900,000	2,612,000	-
Total General Government	-	862,000	9,799,700	1,127,500	-	-	1,127,500	-	712,000	712,000	-	8,822,200	10,661,700	-

Protection To Persons & Property

Fire

Pagers	600						-	600	600	-	-	-	600	-
Firefighter Helmets	5,000						-	5,000	5,000	-	-	-	5,000	-
Bunker Gear	18,200						-	18,200	18,200	-	-	-	18,200	-

Town of Tecumseh
Approved 2021 Lifecycle Budget

	Uses of Funds			Sources of Funds									Unfinanced Capital Dec. 31/21	
	Unfinanced Capital Dec. 31/20Est	Expenditures	Transfer to Reserve/Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reserve Funds	Long Term Debt	From Taxation/Rates		Revenues
Leather Boots		5,500						-	5,500	5,500		-	5,500	-
Locker replacement		16,000						-	16,000	16,000		-	16,000	-
Ford 250 (Squad 2)		70,000						-	70,000	70,000		-	70,000	-
								-	-	-		-	-	-
Total Fire	-	115,300	-	-	-	-	-	-	115,300	115,300	-	-	115,300	-
Building Dept.														
								-	-	-		-	-	-
								-	-	-		-	-	-
Total Building	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Protection To Persons & Property	-	115,300	-	-	-	-	-	-	115,300	115,300	-	-	115,300	-

Transportation Services

Roads

Paving		1,300,000						-	1,300,000	1,300,000		-	1,300,000	-
Traffic Signal Controller Upgrade (w/ County) CFWD		90,000						-	90,000	90,000		-	90,000	-
PW Yard (North) Expansion/Improvements		30,000						-	30,000	30,000		-	30,000	-
TTMP Bicycle Sharrows		15,000						-	15,000	15,000		-	15,000	-
Tecumseh Hamlet SPA EA FSR CFWD+		67,750						-	67,750	67,750		-	67,750	-
Lesperance/VIA Rail Improvements CFWD +		155,000						-	155,000	155,000		-	155,000	-
Lesperance/VIA Rail Improvements (additional funds)		1,279,300						-	1,279,300	1,279,300		-	1,279,300	-
Manning Road/ETLD Relocation - Phase 2 CFWD+		787,900						-	787,900	787,900		-	787,900	-
Manning Road Reconstruction - Phase 3 CFWD+		100,000						-	100,000	100,000		-	100,000	-
Brighton Road Traffic Circle Review		30,000						-	30,000	30,000		-	30,000	-
Various Watermain Replacement Projects 2021		23,100						-	23,100	23,100		-	23,100	-
Scully & St Mark's Storm PS/Riverside Drive CFWD+		26,100						-	26,100	26,100		-	26,100	-
Scully & St Mark's Storm PS/Riverside Drive (additional funds)		84,000						-	84,000	84,000		-	84,000	-
Delduca Drive Sanitary Sewer (LRPCP) CFWD+		76,450						-	76,450	76,450		-	76,450	-
Delduca Drive Sanitary Sewer (LRPCP) (additional funds)		20,000						-	20,000	20,000		-	20,000	-
Lanoue Street Improvements CFWD+		272,400						-	272,400	272,400		-	272,400	-
Lanoue Street Improvements (additional funds)		125,000						-	125,000	125,000		-	125,000	-
PJ Cecile Storm PS		14,000		5,600			5,600		8,400	8,400		-	14,000	-
CP/Lesperance Crossing Improvements		30,000						-	30,000	30,000		-	30,000	-
Annual Project Allocation		250,000						-	250,000	250,000		-	250,000	-
Dodge 1500 Ext Cab		35,000						-	35,000	35,000		-	35,000	-
Single Axle Plow w/ Wing		295,000						-	295,000	295,000		-	295,000	-
								-	-	-		-	-	-
								-	-	-		-	-	-
Total Road Construction	-	5,106,000	-	5,600	-	-	5,600	-	5,100,400	5,100,400	-	-	5,106,000	-
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		22,300						-				22,300	22,300	-
Debt payment - re 2013 debt		4,900						-				4,900	4,900	-
Total Road Debt		724,400	-	-	-	-	-	-	-	-	-	724,400	724,400	-
Total Road Construction & Debt	-	5,830,400	-	5,600	-	-	5,600	-	5,100,400	5,100,400	-	724,400	5,830,400	-

Bridges

Town of Tecumseh
Approved 2021 Lifecycle Budget

	Uses of Funds			Sources of Funds									Unfinanced Capital Dec. 31/21	
	Unfinanced Capital Dec. 31/20Est	Expenditures	Transfer to Reserve/Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reserve Funds	Long Term Debt	From Taxation/Rates		Revenues
Pike Creek Drain at Baseline Road (1005)		250,000						-	250,000	250,000		-	250,000	-
Culvert #42: Snake Lane Road		62,300							62,300	62,300		-	62,300	-
Culvert #53: Snake Lane Road		65,100							65,100	65,100		-	65,100	-
Culvert #54: Snake Lane Road		65,100							65,100	65,100		-	65,100	-
Total Bridge Construction	-	442,500	-	-	-	-	-	-	442,500	442,500	-	-	442,500	-
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	-	527,400	-	-	-	-	-	-	442,500	442,500	-	84,900	527,400	-
Sidewalk														
Sidewalk Repair Program		69,000						-	69,000	69,000		-	69,000	-
Riverside Drive Trail (Lesperance-Manning) CFWD+		962,500						-	962,500	962,500		-	962,500	-
Lesperance Road Trail (CR22 to CR42)		137,500						-	137,500	137,500		-	137,500	-
Malden Road Pathway Extension		25,000						-	25,000	25,000		-	25,000	-
CR42 / CR19 Roundabout (Sidewalks) CFWD		19,000						-	19,000	19,000		-	19,000	-
CR42: Lesperance to CR19 (Sidewalks) CFWD		29,000						-	29,000	29,000		-	29,000	-
CWATS Study - Pike Creek/Tecumseh Road		6,000				2,400	2,400		3,600	3,600		-	6,000	-
CWAT- CR42 / CR19 Roundabout (Bike Lanes) CFWD		11,000				4,400	4,400		6,600	6,600		-	11,000	-
CWAT- CR42: Lesperance to CR19 (Bike Lanes) CFWD		31,000				12,400	12,400		18,600	18,600		-	31,000	-
Railway Crossing														
								-				-		-
								-				-		-
Total Sidewalk/Railway Crossing	-	1,290,000	-	-	-	19,200	19,200	-	1,270,800	1,270,800	-	-	1,290,000	-
Total Transportation Services	-	7,647,800	-	5,600	-	19,200	24,800	-	6,813,700	6,813,700	-	809,300	7,647,800	-
Environmental Services														
Storm Sewer														
Manning Road/ETLD Relocation - Phase 2 CFWD+		1,769,600						-	1,769,600	1,769,600		-	1,769,600	-
Riverside Drive Trail (Lesperance-Manning)		37,500						-	37,500	37,500		-	37,500	-
Lesperance/VIA Rail Improvements CFWD+		31,000						-	31,000	31,000		-	31,000	-
Lesperance/VIA Rail Improvements (additional funds)		131,500						-	131,500	131,500		-	131,500	-
Brighton Road Storm PS - Repairs		75,000						-	75,000	75,000		-	75,000	-
Manhole Restoration Program		50,000						-	50,000	50,000		-	50,000	-
Oldcastle Storm Drainage Master Plan		40,000						-	40,000	40,000		-	40,000	-
Tecumseh Hamlet SPA EA FSR CFWD+		131,550						-	131,550	131,550		-	131,550	-
Tecumseh Hamlet SPA EA FSR (additional funds)		276,750						-	276,750	276,750		-	276,750	-
Scully & St Mark's Storm PS/Riverside Drive CFWD+		557,100						-	557,100	557,100		-	557,100	-
Scully & St Mark's Storm PS/Riverside Drive (additional funds)		338,000						-	338,000	338,000		-	338,000	-
Delduca Drive Sanitary Sewer (LRPCP) CFWD +		22,500						-	22,500	22,500		-	22,500	-
Delduca Drive Sanitary Sewer (LRPCP) (additional funds)		40,000						-	40,000	40,000		-	40,000	-
P.J. Cecile Storm PS *		486,000					194,400		291,600	291,600		-	486,000	-
Turkey Creek Watershed Assessment - Phase 1		60,000						-	60,000	60,000		-	60,000	-

Town of Tecumseh
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	Uses of Funds			Sources of Funds									Unfinanced Capital Dec. 31/21	
	Unfinanced Capital Dec. 31/20Est	Expenditures	Transfer to Reserve/Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reserve Funds	Long Term Debt	From Taxation/Rates		Revenues
MRSPA Pond Design and Construction CFWD		959,000					-		959,000	959,000		-	959,000	-
Shoreline Management Plan CFWD		237,100					-		237,100	237,100		-	237,100	-
Cty Rd 46/Webster/Laval Sanitary Sewer Extension CFWD		16,500					-		16,500	16,500		-	16,500	-
							-		-	-		-	-	-
							-		-	-		-	-	-
							-		-	-		-	-	-
Total Storm Sewer	-	5,259,100	-	194,400	-	-	194,400	-	5,064,700	5,064,700	-	-	5,259,100	-
Total Environmental Services	-	5,259,100	-	194,400	-	-	194,400	-	5,064,700	5,064,700	-	-	5,259,100	-

Recreation and Culture

Parks

Lakewood North Story Board cfwd		10,000					-		10,000	10,000		-	10,000	-
McAuliffe Park Washroom cfwd		15,000					-		15,000	15,000		-	15,000	-
Optimist playset cfwd		100,000					-		100,000	100,000		-	100,000	-
Buster reaueme playset cfwd		50,000					-		50,000	50,000		-	50,000	-
Dorset playset cfwd		35,000					-		35,000	35,000		-	35,000	-
Dresden playset cfwd		35,000					-		35,000	35,000		-	35,000	-
Lacasse grandstand replacement cfwd		60,000					-		60,000	60,000		-	60,000	-
Carling Park Pavilion Replacement cfwd		45,000					-		45,000	45,000		-	45,000	-
Carling Park Pavillion replacement (additional Funds)		15,000					-		15,000	15,000		-	15,000	-
Community LED message display cfwd MMF		130,000		130,000			130,000		-	-		-	130,000	-
Sports Field Top Dressing Overseeding		15,000					-		15,000	15,000		-	15,000	-
Install Manufactured Wood Chips Under Play Sets		15,000					-		15,000	15,000		-	15,000	-
Annual Project Allocations TBD		45,000					-		45,000	45,000		-	45,000	-
St Marys Tennis Court refurbishing		25,000					-		25,000	25,000		-	25,000	-
Rocheleau playset replacement		50,000					-		50,000	50,000		-	50,000	-
Chippewa park, new cement pad and upgrades		30,000					-		30,000	30,000		-	30,000	-
Pickleball Complex - Lacasse Park		600,000				100,000	100,000		500,000	500,000		-	600,000	-
Baseball infield clay refurbishing		10,000					-		10,000	10,000		-	10,000	-
Weston Park - Gravel Trail		15,000					-		15,000	15,000		-	15,000	-
Tree Planting		30,000					-		30,000	30,000		-	30,000	-
Tree Inventory		40,000					-		40,000	40,000		-	40,000	-
Kubota L5460 Tractor		35,000					-		35,000	35,000		-	35,000	-
Trailer Dump 6'x10'		6,000					-		6,000	6,000		-	6,000	-
Kubota Utility 900 4X4		15,000					-		15,000	15,000		-	15,000	-
Kubota Utility 1100 4X4		15,000					-		15,000	15,000		-	15,000	-
Kubota Utility 900 4X4		15,000					-		15,000	15,000		-	15,000	-
Total Parks Construction		1,456,000	-	130,000	-	100,000	230,000	-	1,226,000	1,226,000	-	-	1,456,000	-
Lakewood Park - debt payment		696,500					-					696,500	696,500	-
Total Parks Construction & Debt	-	2,152,500	-	130,000	-	100,000	230,000	-	1,226,000	1,226,000	-	696,500	2,152,500	-

Arena

Sportsplex - Architect Construction Phase cfwd							-		-	-		-	-	-
Sportsplex - Construction cfwd							-		-	-		-	-	-
Sportsplex Debt Payments cfwd							-		-	-		-	-	-
Sportsplex Artiicial Turff field cfwd		2,000,000					-		2,000,000	2,000,000		-	2,000,000	-
McAuliffe Diamond Artificial Turff cfwd		550,000					-		550,000	550,000		-	550,000	-
Replacement (2 HVAC Units) cfwd		28,000					-		28,000	28,000		-	28,000	-
Replacement (2 HVAC Units) additional funding		32,000					-		32,000	32,000		-	32,000	-
Annual General Lifecycle Repairs		20,000					-		20,000	20,000		-	20,000	-
Refrigeration room Electrical Upgrade		130,000					-		130,000	130,000		-	130,000	-

Town of Tecumseh
Approved 2021 Lifecycle Budget

	<i>Uses of Funds</i>			<i>Sources of Funds</i>									Unfinanced Capital Dec. 31/21	
	Unfinanced Capital Dec. 31/20Est	Expenditures	Transfer to Reserve/Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reserve Funds	Long Term Debt	From Taxation/Rates		Revenues
Rooft Refurbishment second floor		35,000					-	35,000	35,000			-	35,000	-
Arena Rink Lighting replacement with LED Lights		65,000					-	65,000	65,000			-	65,000	-
							-	-	-			-	-	-
Total Arena	-	2,860,000	-	-	-	-	-	2,860,000	2,860,000	-	-	2,860,000	2,860,000	-
Pool														
Replace Pumps & Motors		10,000					-	10,000	10,000			-	10,000	-
Chlorine Tank Replacement		12,000					-	12,000	12,000			-	12,000	-
							-	-	-			-	-	-
Total Pool		22,000	-	-	-	-	-	22,000	22,000	-	-	22,000	22,000	-
Other Recreational														
Town Hall HVAC Replacement cfwd		30,000							30,000	30,000		-	30,000	-
Town Hall HVAC Replacement add'l		35,000							35,000	35,000		-	35,000	-
Town Hall Roof Repair		25,000							25,000	25,000		-	25,000	-
OPP Building Management System Upgrade		30,000							30,000	30,000		-	30,000	-
Fire Hall #2 Building Upgrades		10,000							10,000	10,000		-	10,000	-
Public Works South Building Refurbishment		20,000							20,000	20,000		-	20,000	-
Annual General Repairs		10,000					-	10,000	10,000			-	10,000	-
Dodge Ram 1500		30,000							30,000	30,000		-	30,000	-
							-	-	-			-	-	-
Total Other Recreational	-	190,000	-	-	-	-	-	190,000	190,000	-	-	190,000	190,000	-
Total Recreation	-	5,224,500	-	130,000	-	100,000	230,000	-	4,298,000	4,298,000	-	696,500	5,224,500	-
Cultural Services														
Library														
Cada Library Architect Contract cfwd		60,000							60,000	60,000		-	60,000	-
									-	-		-	-	-
Total Library	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Total Cultural Services	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Planning & Development														
Planning														
Total Planning	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agriculture & Reforestation (Drains)														
Summarized (approx. 50 drains)	3,323,343	900,000		100,000		700,000	800,000		100,000	100,000			900,000	3,323,343
Manning Road/ETLD Relocation - Phase 2 CFWD+		3,465,900					-		3,465,900	3,465,900			3,465,900	-
Drain improvement deposits	(19,600)						-		-	-			-	(19,600)
Total Drains	3,303,743	4,365,900	-	100,000	-	700,000	800,000	-	3,565,900	3,565,900	-	-	4,365,900	3,303,743
Total Planning & Development	3,303,743	4,365,900	-	100,000	-	700,000	800,000	-	3,565,900	3,565,900	-	-	4,365,900	3,303,743
Total Tax Supported	3,303,743	23,534,600	9,799,700	1,557,500	-	819,200	2,376,700	-	20,629,600	20,629,600	-	10,328,000	33,334,300	3,303,743
Rate-Supported														
Sanitary Sewers														
Manhole Restoration Program		50,000							50,000	50,000			50,000	-
Sylvestre Drive Sanitary PS Improvements		15,000							15,000	15,000			15,000	-
Lakewood Sanitary PS Improvements		25,000							25,000	25,000			25,000	-
St. Alphonse Sanitary PS Improvements		31,500							31,500	31,500			31,500	-
Tecumseh Hamlet SPA EA FSR CFWD+		18,150							18,150	18,150			18,150	-

Town of Tecumseh
Approved 2021 Lifecycle Budget

	Uses of Funds			Sources of Funds									Unfinanced Capital Dec. 31/21	
	Unfinanced Capital Dec. 31/20Est	Expenditures	Transfer to Reserve/Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reserve Funds	Long Term Debt	From Taxation/Rates		Revenues
Tecumseh Hamlet SPA EA FSR (additional funds)		82,750						82,750		82,750			82,750	-
Scully & St Mark's Storm PS/Riverside Drive CFWD+		12,250						12,250		12,250			12,250	-
Scully & St Mark's Storm PS/Riverside Drive (additional funds)		78,000						78,000		78,000			78,000	-
Delduca Drive Sanitary Sewer (LRPCP) CFWD+		40,000						40,000		40,000			40,000	-
CR42/43 Construction CFWD+		28,700						28,700		28,700			28,700	-
CR42/43 Construction CFWD (additional funds)		30,000					-	30,000		30,000			30,000	-
Sanitary Sewer Model Update		20,000					-	20,000		20,000			20,000	-
2020 Water and Wastewater Rates Study CFWD		10,000					-	10,000		10,000			10,000	-
														-
Total Sanitary Sewer Construction	-	441,350	-	-	-	-	-	441,350	-	441,350	-	-	441,350	-
Sanitary Sewers			1,908,440									1,908,440	1,908,440	-
Facilities			400,000									400,000	400,000	-
Fleet			60,000									60,000	60,000	-
Rate Stabilization			25,000									25,000	25,000	-
Total Lifecycle/Capital	-	-	2,393,440	-	-	-	-	-	-	-	-	2,393,440	2,393,440	-
Debt payment - re 2010 debt														-
Debt payment - re 2012 debt		57,600						57,600		57,600			57,600	-
Debt payment - re 2012 debt NTR NTR/Halford		22,800				22,800	22,800						22,800	-
Debt payment - re 2015 debt NTR Brendan/Binder		14,200				14,200	14,200						14,200	-
Debt payment - re 2016 debt NTR Burke/Outer/Morro		56,000				56,000	56,000						56,000	-
Debt payment - re 2017 debt NTR Dumouchelle Outer		41,900				41,900	41,900						41,900	-
Debt payment - re 2018 debt NTR Pulleyblank/Crowder/Moro		21,300				21,300	21,300						21,300	-
Debt payment - re 2018 debt NTR Rossi		34,000				34,000	34,000						34,000	-
Debt payment re internal borrowing Lakewood pump														-
Total Sanitary Sewer Debt	-	247,800	-	-	-	190,200	190,200	57,600	-	57,600	-	-	247,800	-
Total Sanitary Sewers	-	689,150	2,393,440	-	-	190,200	190,200	498,950	-	498,950	-	2,393,440	3,082,590	-
Water														
GMC Sierra Ext Cab Service Truck-cfwd		90,000						90,000		90,000			90,000	-
Dodge 1500 Ext Cab		37,000						37,000		37,000			37,000	-
John Deere 310D Backhoe		150,000						150,000		150,000			150,000	-
Oasis Payment Solution - MMF- cfwd		20,000		20,000		20,000	20,000						20,000	-
Oasis Payment Solution - MMF- additional funding		33,000						33,000		33,000			33,000	-
2021 Power Gate at the 1189 Lacasse yard.		35,000						35,000		35,000			35,000	-
Concrete Pad at the OASIS on McCord		31,000						31,000		31,000			31,000	-
Manning Road/ETLD Relocation - Phase 2 CFWD+		1,038,300						1,038,300		1,038,300			1,038,300	-
Fire Hydrant Reflectors		15,000						15,000		15,000			15,000	-
Banwell Watermain-Intersection to South of CPR		130,900						130,900		130,900			130,900	-
Various Watermain Replacement Projects 2021		1,085,000						1,085,000		1,085,000			1,085,000	-
Hwy3-CR34 Water Valve Replacement		456,300						456,300		456,300			456,300	-
Hwy#3/Walker Rd Watermain Replacement CFWD		818,800						818,800		818,800			818,800	-
Watermain Anode Program - Inspection/Replacement		200,000						200,000		200,000			200,000	-
Tecumseh Hamlet SPA EA FSR CFWD+		18,150						18,150		18,150			18,150	-
Tecumseh Hamlet SPA EA FSR (additional funds)		67,750						67,750		67,750			67,750	-
2020 Water and Wastewater Rates Study CFWD		10,000						10,000		10,000			10,000	-
														-
Total Water Construction	-	4,236,200	-	20,000	-	-	20,000	4,216,200	-	4,216,200	-	-	4,236,200	-
Water Surplus			1,715,667									1,715,667	1,715,667	-
Facilities			175,000									175,000	175,000	-
Fleet			60,000									60,000	60,000	-
Rate Stabilization			30,000									30,000	30,000	-
Total Lifecycle/Capital	-	-	1,980,667	-	-	-	-	-	-	-	-	1,980,667	1,980,667	-

Town of Tecumseh
Approved 2021 Lifecycle Budget

	<i>Uses of Funds</i>			<i>Sources of Funds</i>									Unfinanced Capital Dec. 31/21	
	Unfinanced Capital Dec. 31/20Est	Expenditures	Transfer to Reserve/Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reserve Funds	Long Term Debt	From Taxation/Rates		Revenues
Total Water	-	4,236,200	1,980,667	20,000	-	-	20,000	4,216,200	-	4,216,200	-	1,980,667	6,216,867	-
Total Rate Supported	-	4,925,350	4,374,107	20,000	-	190,200	210,200	4,715,150	-	4,715,150	-	4,374,107	9,299,457	-
Total Tax and Rate Supported	3,303,743	28,459,950	14,173,807	1,577,500	-	1,009,400	2,586,900	4,715,150	20,629,600	25,344,750	-	14,702,107	42,633,757	3,303,743

Construction/Equipment 26,706,350
Debt 1,753,600
28,459,950

Transfer
Payments = 1,577,500

450,000	Grants	27,931,650
1,127,500	Gas tax	27529570
	Other Municipalities	(402,080)
	Donations	
1,009,400	Property Owners	
2,586,900	Contributed Assets	

Reserves

Glossary

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

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

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

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

2021 Budget Estimated Balances

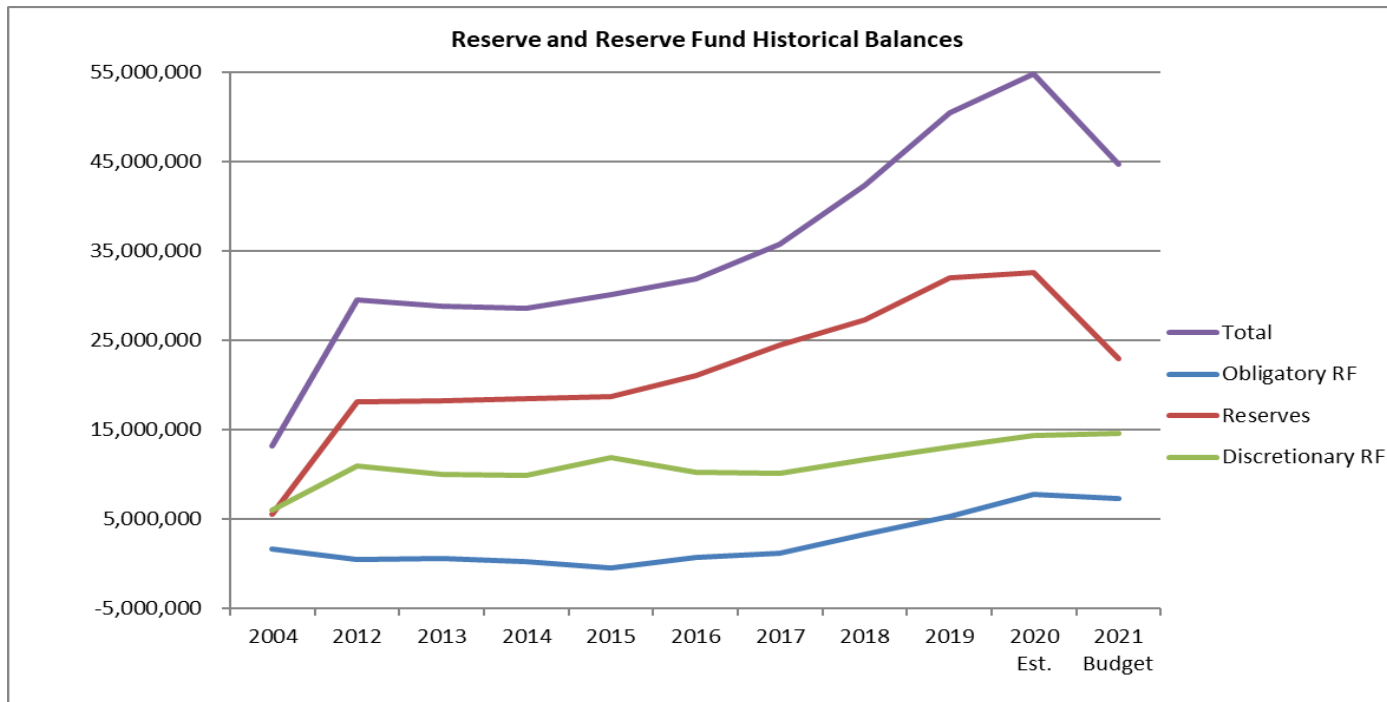
Funding included in budget estimates are based on normal annual projected works and pre-approved projects. As per policy, any allocation of new funds for specific projects will be first brought before Council for approval.

Budgeted reserve and reserve fund (reserves) balances at the end of 2021 are projected to be \$44.7M, which compares to \$54.8M for 2020 (estimate), \$50.4M for 2019 and \$42.3M for 2018.

Major balances, in millions of dollars, projected to December 31, 2021 are:

• Water	\$	11.4
• Lifecycle (LC)	\$	10.3
• Infrastructure	\$	8.4
• Gas Tax	\$	4.4
• Tax Rate Stabilization	\$	2.2
• Post-Retirement Benefits	\$	1.9
• Sanitary Sewer	\$	1.3
• Storm OCIF	\$	1.2
• Development Charges	\$	1.1
• Balance	\$	<u>2.5</u>
	\$	44.7

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.



2021 Budget Highlights

The budget anticipates funding \$26.3M for operating and capital purposes in 2021. Major items include:

Items Requiring Funding	Amount Funded From Reserves
Manning Road ETLD Relocation – Ph. 2	\$ 7.0M
Watermain Replacement	\$ 2.0M
Lesperance/VIA Rail Improvements	\$ 1.6M
Riverside Dr Trail	\$ 1.0M
Scully & St. Mark's and PJ Cecile Storm Pump Stations – Engineering and design	\$ 1.0M

MRSPA Storm Pond Engineering and Design	\$ 1.0M
Fleet	\$ 0.8M
Pickle Ball Complex	\$ 0.6M

Administration has targeted a Tax Rate Stabilization reserve balance of 15% of the municipal tax levy, or approximately \$3.8M. The 2021 budgeted reserve balance is estimated to be \$2.2M. Contributions to the reserve are made annually from bank interest and dividend income over base budget amounts. (Base budgets are used for those sources of revenue that are subject to significant fluctuation due to factors outside the Town's control).

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

In 2021 transfers out of the Tax Rate Stabilization reserve include an estimated \$966k to Operating for: expenses and lost revenue related to COVID-19 (\$410,000), ongoing legal matters (\$220,000), potential storm sewer related costs to address high lake levels (\$100,000), and for various one-time operating expenditures (\$236,000), and \$133k to Capital towards the Town Hall Expansion project (RCM-47/19).

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 initial annual target was set at \$1.3M, however, in light of the expected construction of the Sportsplex and recently updated 2019 DC Background Study, the target level for the NIL has increased to \$2.35M. The current NIL is \$1.55M with an additional \$200k being budgeted in 2021, \$200k in 2022 and \$200k in 2023. The target will be reached by 2024 if the increases proceed at this level.

Challenges

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-2020-06 "2019 Development Charge Reserve Fund Statement", are:

Unfinanced Balance	Amount
Roads	\$ 967,000
Wastewater	\$ 12,110,000
Watermain	\$ 901,000
Recreation – Outdoor	\$ 1,225,000
Studies	\$ 966,000
Total	\$ 16,169,000

As can be seen above, Wastewater has a significant deficit; this has typically been funded by the Sanitary Sewers RF. The Sanitary Sewers RF is also currently in a deficit position, and thus insufficient to fund the 2020 and 2021 debt costs. Deficits are expected to improve in 2021 due to a light capital works program, some maturing debt and improving

development conditions. The recently completed 2019 Development Charge Study increased the Wastewater component of the town-wide development charge by 4%, partly due to accumulated debt obligations. The calculated DC rate charge is based on a population increase of 1,770 residents and 1,350 households by 2029 (an average of 135 household additions per year). For reference purposes, the current Town population is unchanged from 2011 with household additions of 490 during that eight-year period (an average of 61 household additions per year).

Bridges and Culverts LC Reserve: in 2016, the Town undertook its first Culvert Needs Study (Structures with Spans < 3.0 m) to assess the condition of the culverts and prepare a plan for the maintenance of these structures. The study detailed a program for "Immediate," "1-5 Year" and "6-10 Year" requirements totalling \$5.9M in capital costs. This was the first time that the culvert inventory has formally been evaluated, and as such there was a fair amount of catch-up remedial work required.

In addition, a Bridge Needs Study (Structures with Spans > 3.0 m) was completed in 2018. The study recommended a budget allocation of \$677k to address the improvement needs of bridges within five years.

Recommendations from these two studies have been incorporated in the Town's Five-Year Capital Works Plan and the longer-term Asset Management Plan. The capital works required for culverts < 3.0 m have put pressure on the reserve. The Bridges and Culverts LC reserve is expected to be in a deficit position by the end of 2022.

Administration will consider options to offset the deficit including reallocating funds from the Roads LC, debt, grants, increasing the annual LC allocation and spanning out the capital works over a longer period of time where possible.

Storm Sewers LC Reserve: The Storm Sewer Lifecycle Reserve is expected to be in a deficit position of \$3.1M by the end of 2021. This is mainly due to the funding of the Stormwater Master Plan and Rossi Drive project in 2018, the Oldcastle

Storm Drainage Master Plan in 2019 and proposed 2021 projects including the Scully & St. Mark's Storm Pump Station engineering, land expropriation and stormwater pond design costs for the MRSPA development area and a Shoreline Management Plan.

A major contributor to the 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. A Stormwater Rate Study was initiated in 2020, with completion expected in early 2021, the results of which may provide a long-term solution for storm infrastructure funding.

The Town was recently awarded DMAF grant funding of up to \$10.7M towards the Scully & St. Mark's Storm Pump Station Improvements and the PJ 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 \$26.75M, which notwithstanding grant funding, will put the reserve in a significant deficit position. The 2021 capital budget includes \$1.6M for engineering and design works towards these projects with construction to commence in 2022. A separate report to Council will be brought forward in early 2021 as the Town has to prove the municipal contribution for the DMAF projects (\$16.05M of the \$26.75M) has been approved and allocated.

Storm related works in the MRSPA development area include final engineering and design of the stormwater management pond in 2021 following land expropriation in 2020. Construction of the pond is anticipated for 2022 at an approximate

cost of \$10M. It is anticipated that costs related to the MRSPA development will be recoverable from the benefitting land owners, however this may take several years.

Long-term debt will be required to finance these two major infrastructure projects.

The Master Plans will detail future capital requirements and assist in determining the proper annual allocation for the replacement of existing storm sewers and an allocation for new/enhanced storm sewer infrastructure.

Sanitary Sewers Reserve Fund: the Sanitary Sewers RF continues to be in deficit position, estimated at \$0.8M by the end of 2021, significantly improved from the estimated 2020 year-end deficit of \$2.6M. Lack of sustained growth has meant that the Town has had to fund infrastructure for longer than originally anticipated. This is expected to continue for a number of years and will worsen as the 8th Concession Road sanitary service area build out continues. The Town prepays these works and recovers costs over time. Furthermore, declining water usage has placed an additional strain on fund requirements.

Administration will consider debt financing in order to address the cash flow issues facing the sanitary sewer system. The Water and Wastewater Rate Study is due to be updated in 2021, which will provide an opportunity to address the deficit through the rate structure and/or possibly through a transfer from the relatively healthy Watermains RF to the Sanitary Sewer RF.

**Town of Tecumseh
Summary of Reserves and Reserve Funds
Approved 2021 Budget**

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

			Actual Balance 12/31/19	Projected Balance 12/31/20	Estimated Net Activity 2021	Projected Balance 12/31/21
Reserves			31,961,000	32,622,000	(9,791,000)	22,831,000
Discretionary Reserve Funds			13,037,000	14,341,000	202,000	14,543,000
Obligatory Reserve Funds			5,342,000	7,791,000	(473,000)	7,318,000
TOTAL			50,340,000	54,754,000	(10,062,000)	44,692,000

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

Reserves	Purpose	Source of Funding	Actual Balance 12/31/19	Projected Balance 12/31/20	Estimated Net Activity 2021	Projected Balance 12/31/21
Lifecycle *	Long-term funding for Lifecycle costs	Budget allocation and proceeds from disposal of assets	18,995,000	19,428,000	(9,177,000)	10,251,000
Tax Rate Stabilization	Smoothing tax rate impacts due to unusual/unexpected requirements	Budget allocations of excess interest and dividend income above base levels	3,872,000	2,816,000	(618,000)	2,198,000
Infrastructure (Capital)	Long-term funding for capital projects	Budget allocation and proceeds from disposal of assets	7,149,000	8,369,000	35,000	8,404,000
Sick/Vacation Pay	Fund payout of sick leave and vacation pay on retirement	Contribution from operating surplus	615,000	536,000	(11,000)	525,000
ASO Benefits	Offset possible increase in employee health benefit costs	Surplus funds from Administrative Services Only benefits program	339,000	369,000	-	369,000
Community Improvement Plan	Encourage development in the downtown	Budget allocation	223,000	336,000	-	336,000
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	211,000	(20,000)	191,000
Meeting Investigator/Integrity Commissioner	Fund costs of investigation/commissioner	Unspent operating budget funds	33,000	33,000	-	33,000
General Purpose	Art work and environment protection	Budget allocation	17,000	17,000	-	17,000
Fire Education & Awareness	Special publication education and promotion	Firefighter fundraising events	7,000	7,000	-	7,000
Total			31,961,000	32,622,000	(9,791,000)	22,831,000

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

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

**Town of Tecumseh
Summary of Reserves and Reserve Funds
Approved 2021 Budget**

Discretionary Reserve Funds	Purpose	Source of Funding	Actual Balance 12/31/19	Projected Balance 12/31/20	Estimated Net Activity 2021	Projected Balance 12/31/21
Water	Capital purchases, fleet replacement and Lifecycle	Annual budget transfer. Based on rate study	11,885,000	13,253,000	(1,845,000)	11,408,000
Post Retirement Benefits	Partial funding post retirement benefits	Annual budget transfer	1,765,000	1,790,000	27,000	1,817,000
Sanitary Sewer	Capital purchases	Annual budget transfer. Based on rate study	(613,000)	(702,000)	2,020,000	1,318,000
Total			13,037,000	14,341,000	202,000	14,543,000
Obligatory Reserve Funds	Purpose	Source of Funding	Actual Balance 12/31/19	Projected Balance 12/31/20	Estimated Net Activity 2021	Projected Balance 12/31/21
Development Charges	Growth-related capital requirements for water, sewer,	Developer contributions	884,000	1,028,000	60,000	1,088,000
Parkland Development	Park improvements and expansions	Developer contributions	576,000	583,000	17,000	600,000
Gas Tax	Environmentally sustainable infrastructure	Federal/Provincial gas tax contribution	2,064,000	3,254,000	1,176,000	4,430,000
Storm OCIF	Infrastructure needs of small communities	Ontario Community Infrastructure Fund	1,818,000	2,926,000	(1,726,000)	1,200,000
Total			5,342,000	7,791,000	(473,000)	7,318,000

Town of Tecumseh
Approved 2021 Reserve and Reserve Fund Budget

RESERVES	Est. Balance @ Dec 31/20	Transfer (To) From Other Reserve	From Current Operations	From Capital Operations	From Developers	Interest Earned	2021 Revenues	To Current	To Capital	2021 Expenditures	Est. Balance @ Dec 31/21
General Reserves											
Sick/Vacation Pay	535,860						0	10,800		10,800	525,060
Working Fund	216,300						0			0	216,300
Tax Rate Stabilization	2,815,414		480,500				480,500	965,924	133,000	1,098,924	2,196,990
Health ASO	369,320						0			0	369,320
Meeting Investigator	32,556						0			0	32,556
Fire Education and awareness	7,500						0			0	7,500
Insurance	211,000						0	20,000		20,000	191,000
Infrastructure (NIL)	8,368,836	91,100		1,750,000			1,750,000	137,502	1,668,800	1,806,302	8,403,634
Community Improvement Plan	336,404						0			0	336,404
Cada Complex Art Work	17,435						0			0	17,435
West St. Louis Pump	284,345						0			0	284,345
General Reserves	13,194,971	91,100	480,500	1,750,000	0	0	2,230,500	1,134,226	1,801,800	2,936,026	12,580,545

Lifecycle Reserves

Arenas	959,499		41,000	150,000			191,000		2,860,000	2,860,000	-1,709,501
Bridges and culverts	552,335			410,000			410,000		442,500	442,500	519,835
Buildings	897,985			205,000			205,000		280,000	280,000	822,985
Community trails	295,000			50,000			50,000		15,000	15,000	330,000
Drains	262,692			100,000			100,000		3,565,900	3,565,900	-3,203,208
Elections	26,875			16,000			16,000	2,125		2,125	40,750
Fire Apparatus	1,190,158			194,000			194,000			0	1,384,158
Fire Equipment	-80,016			45,000			45,000		45,300	45,300	-80,316
Fleet	1,169,392			544,000			544,000		793,000	793,000	920,392
Information Technology	473,355			148,000			148,000		362,000	362,000	259,355
New lifecycle issues	875,589			100,000			100,000			0	975,589
Outdoor Pool	288,562			60,000			60,000		22,000	22,000	326,562
Park development	1,298,741	44,600		365,000			365,000		745,000	745,000	963,341
Reforestation	162,957			30,000			30,000		70,000	70,000	122,957
Roads	11,177,632		10,000	4,160,000			4,170,000	28,150	4,726,360	4,754,510	10,593,122
Sidewalks	400,598			74,000			74,000		69,000	69,000	405,598
Storm sewers	-1,129,372			1,002,700			1,002,700		2,937,060	2,937,060	-3,063,732
One Time Strategic Issues	206,142			50,000			50,000	25,000		25,000	231,142
Transit	400,299			100,000			100,000	88,000		88,000	412,299
Lifecycle Reserves	19,428,427	44,600	51,000	7,803,700	0	0	7,854,700	143,275	16,933,120	17,076,395	10,251,332

Grand Total Reserves	32,623,398	135,700	531,500	9,553,700	0	0	10,085,200	1,277,501	18,734,920	20,012,421	22,831,877
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Town of Tecumseh
Approved 2021 Reserve and Reserve Fund Budget

RESERVE FUNDS	Est. Balance @ Dec 31/20	Transfer (To) From Other Reserve	From Current Operations	From Capital Operations	From Developers	Interest Earned	2021 Revenues	To Current	To Capital Projects	2021 Expenditures	Balance @ Dec 31/21
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Discretionary Reserve Funds

Water	5,671,369	57,900		1,706,133		85,100	1,791,233	28,145	3,873,200	3,901,345	3,619,157
Water - Facilities	7,383,718			129,000		110,800	239,800		66,000	66,000	7,557,518
Water rate stabilization	197,444			30,000		3,000	33,000			0	230,444
Sanitary Sewers	-2,553,813	163,300		1,969,672		-38,300	1,931,372	28,145	337,200	365,345	-824,486
Sanitary Sewer - Facilities	1,826,095			400,000		27,400	427,400		161,750	161,750	2,091,745
Sanitary Sewer - Rate Stabilization	25,457			25,000		400	25,400			0	50,857
Post retirement benefits	1,789,613					26,800	26,800			0	1,816,413
Discretionary Reserve Funds	14,339,882	221,200	0	4,259,805	0	215,200	4,475,005	56,290	4,438,150	4,494,440	14,541,647

Obligatory Reserve Funds

Studies	50,477				26,300	800	27,100	52,500		52,500	25,077
Fire	320,700				13,500	4,800	18,300			0	339,000
Police	65,678				5,700	1,000	6,700			0	72,378
Roads	0	-91,100			91,100	0	91,100			0	0
Wastewater	0	-163,300			163,300	0	163,300			0	0
Water	0	-57,900			57,900	0	57,900			0	0
Library	89,384				4,500	1,300	5,800			0	95,184
Outdoor Recreation	0	-44,600			44,600	0	44,600			0	0
Indoor Recreation	501,755				46,800	7,500	54,300			0	556,055
Development Charges	1,027,994	-356,900	0	0	453,700	15,400	469,100	52,500	0	52,500	1,087,694
Gas Tax	3,254,077			1,127,500		48,800	1,176,300			0	4,430,377
Parkland	583,463				8,000	8,800	16,800			0	600,263
Storm Sewer - (OCIF)	2,925,862					43,900	43,900		1,769,600	1,769,600	1,200,162
Total Obligatory Reserve Funds	7,791,396	-356,900	0	1,127,500	461,700	116,900	1,706,100	52,500	1,769,600	1,822,100	7,318,496

Grand Total Reserve Funds	22,131,278	-135,700	0	5,387,305	461,700	332,100	6,181,105	108,790	6,207,750	6,316,540	21,860,143
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Grand Total Reserve & Reserve Funds	54,754,676	0	531,500	14,941,005	461,700	332,100	16,266,305	1,386,291	24,942,670	26,328,961	44,692,020
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2021 Business Plan and Budget Supplementary Budget Information





About Tecumseh

Tecumseh is one of the Windsor-Essex region's best-kept secrets. With a population of just under 24,000, Tecumseh provides community living with big city access and opportunities. Since 2011, the Town has been working to implement policies and procedures that follow a strategic plan for the municipality. We want to ensure the Town is an even better place to live, work and invest through a shared vision.

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

Our residents agree with our approach. For the last six years, Tecumseh has received a 98% or higher citizen satisfaction rating. Four out of five respondents believe Tecumseh is heading in the right direction. Yet we believe there is still room for improvement and we continue to demonstrate leadership by promoting good governance and community engagement—our people are what makes us great.

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

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

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

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

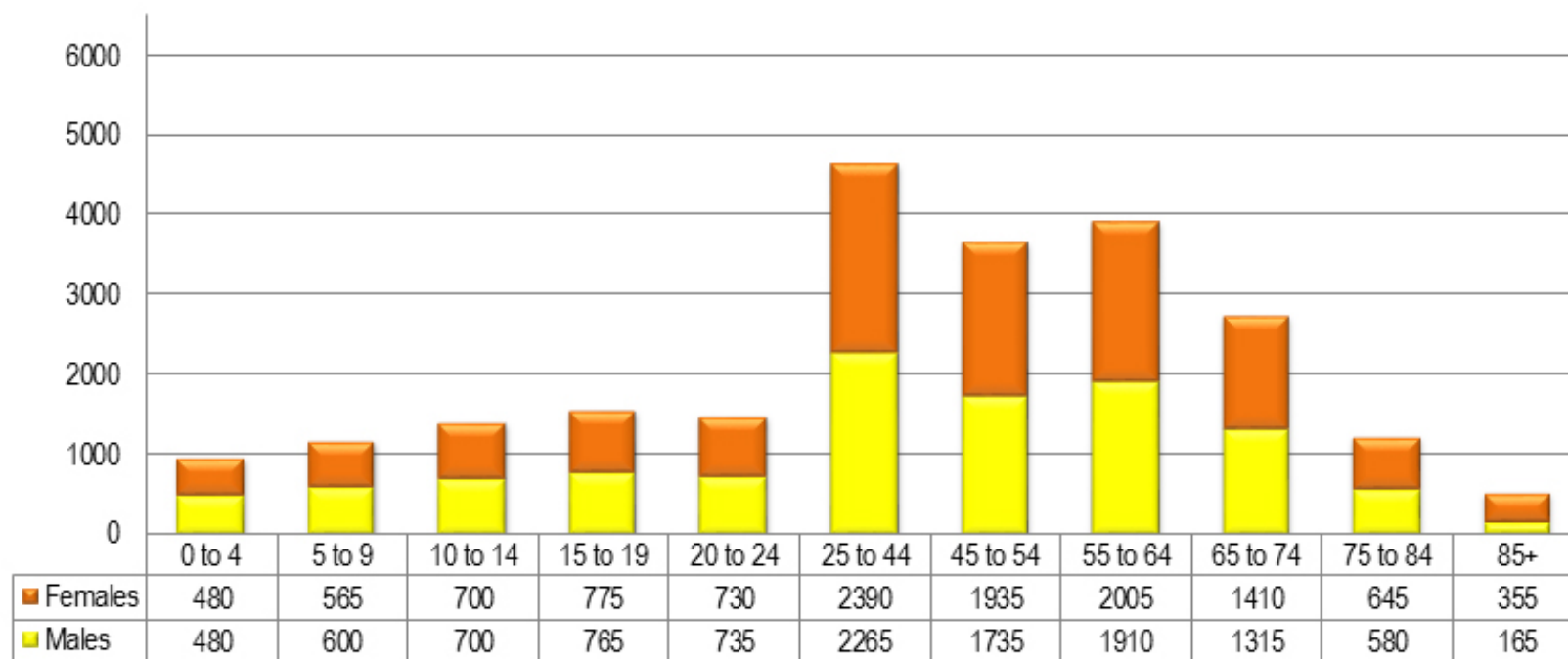
The Town offers a number of events with a distinct local flavour. Key among those is the Tecumseh Corn Festival which has been officially ranked as a Top 100 festival by Ontario.

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

The majority of the urbanized area of Tecumseh is serviced by active transportation infrastructure in the form of sidewalks, bike lanes and/or multi-purpose trails. The goal of the Town is to ensure that transportation choices for all residents are available or planned. Tecumseh is working with the County of Essex as part of the County Wide Active Transportation System to add and improve connections to trails and cycling infrastructure including more than \$200,000 in trail construction in the last two years.

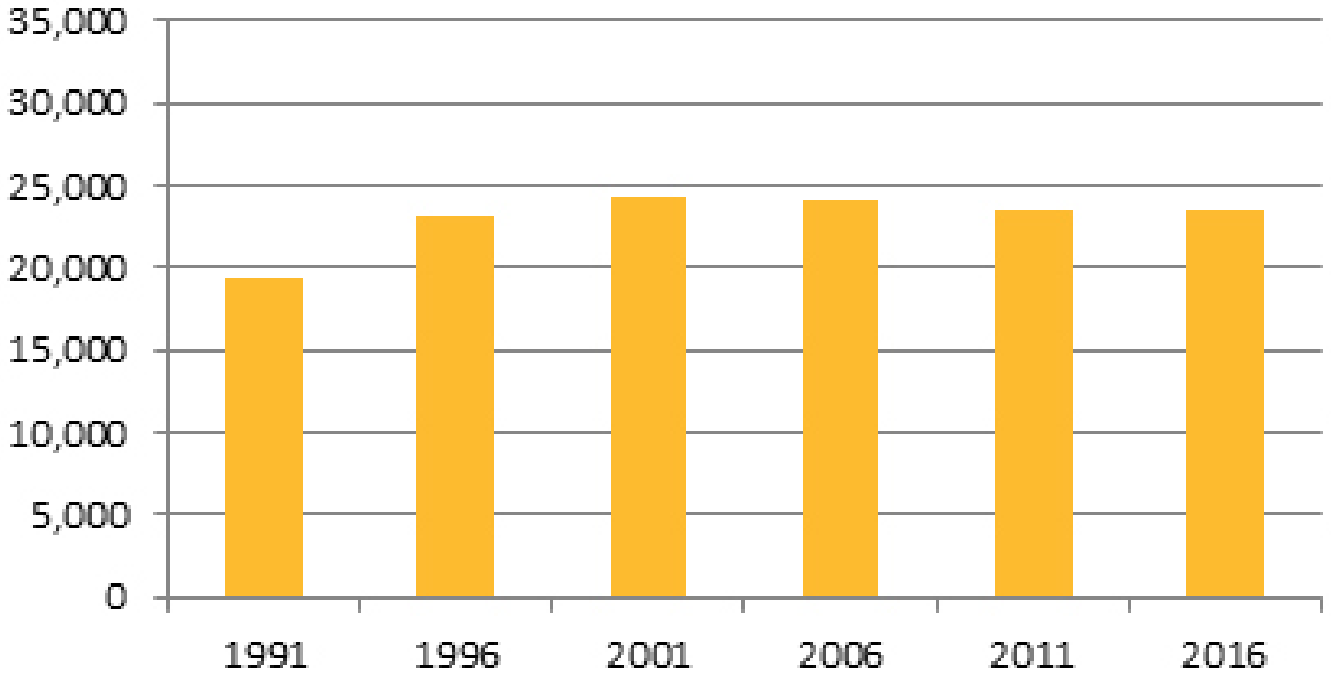
Tecumseh Demographics & Statistics

Population



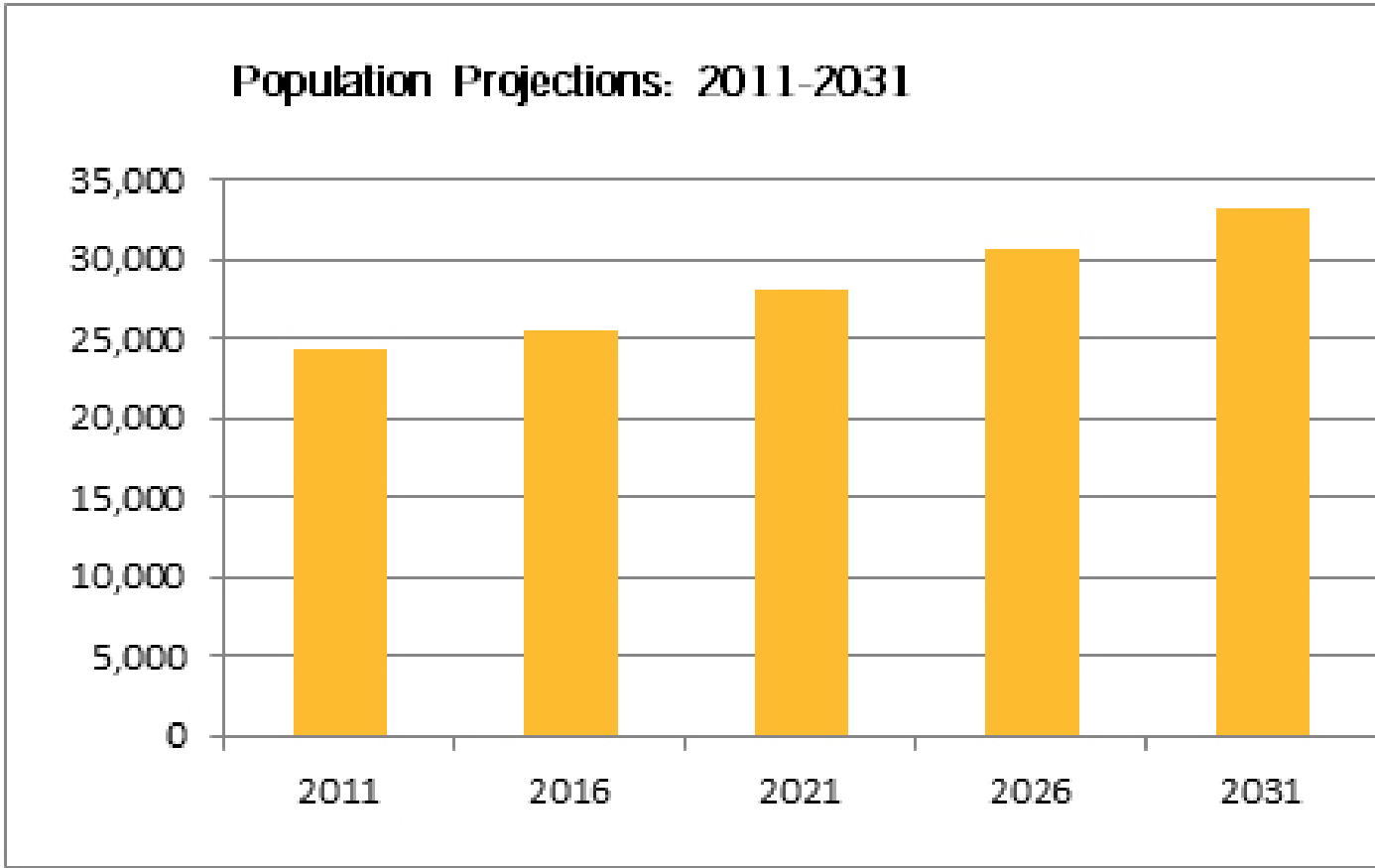
Statistics Canada, Census 2016

Population Growth: 1991-2016



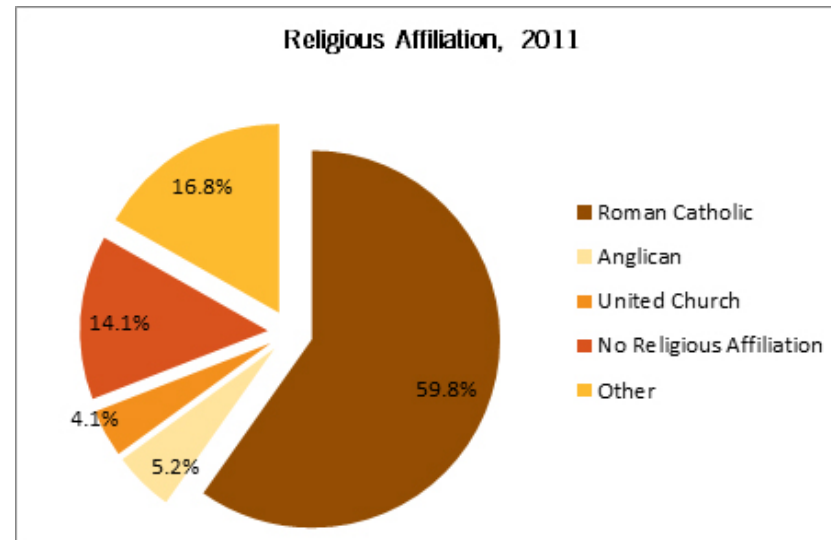
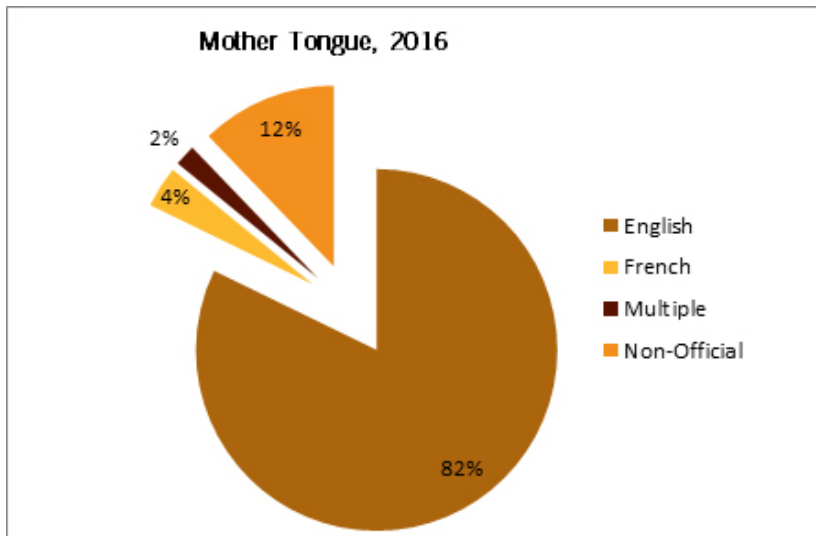
Statistics Canada, Community Profile, Census 2016, 2011, 2006, 2001, 1996 & 1991;

Population Projections: 2011-2031



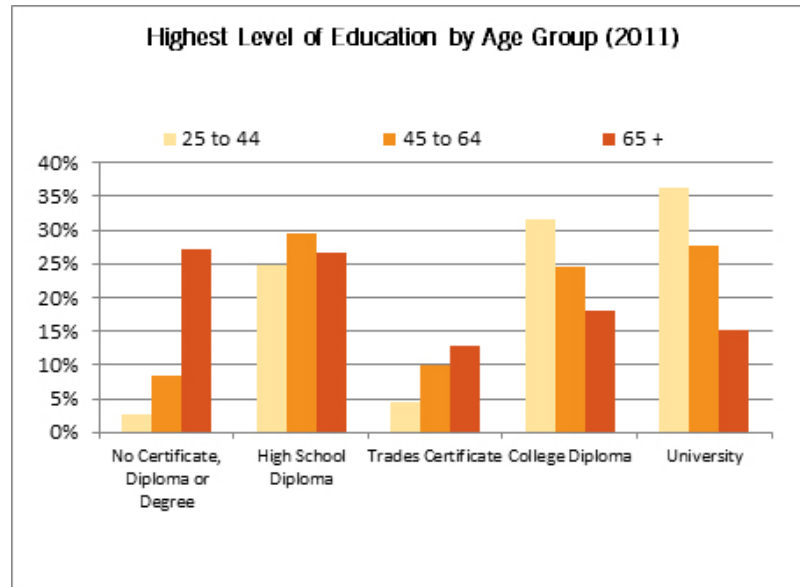
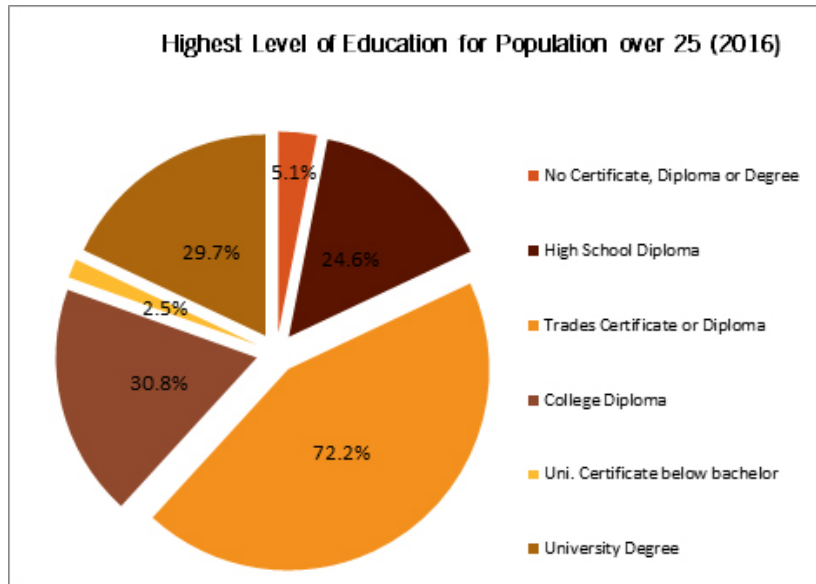
County of Essex Official Plan Review Foundation Report, 2010

Language & Religion



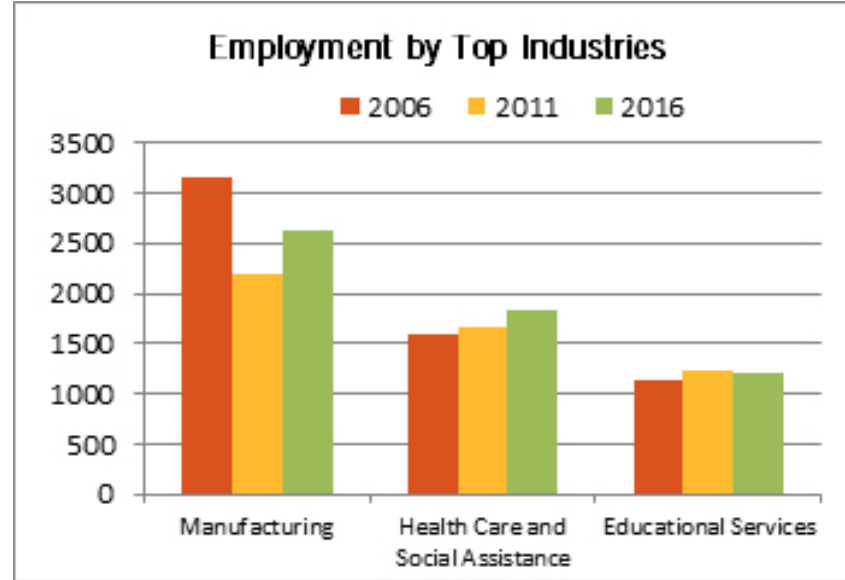
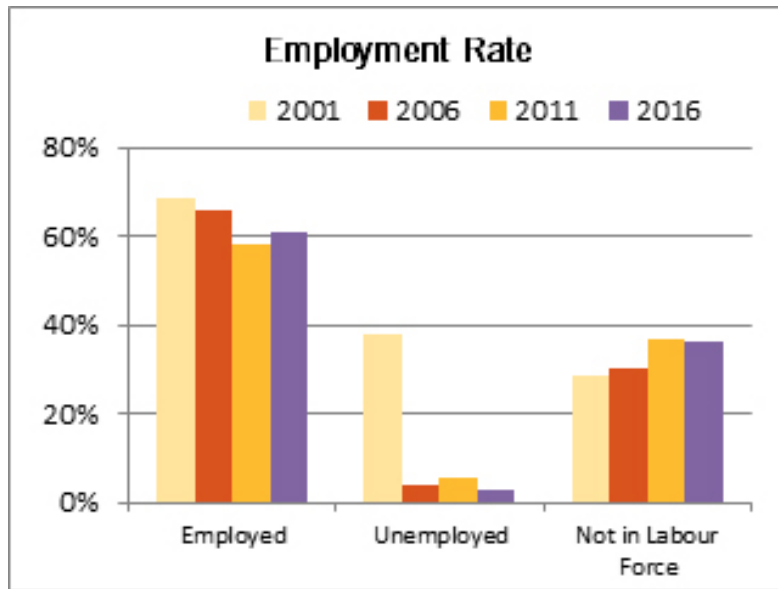
Statistics Canada, Community Profile, Census 2016; National Household Survey, Focus on Geography Series, 2011 (Tecumseh)

Education

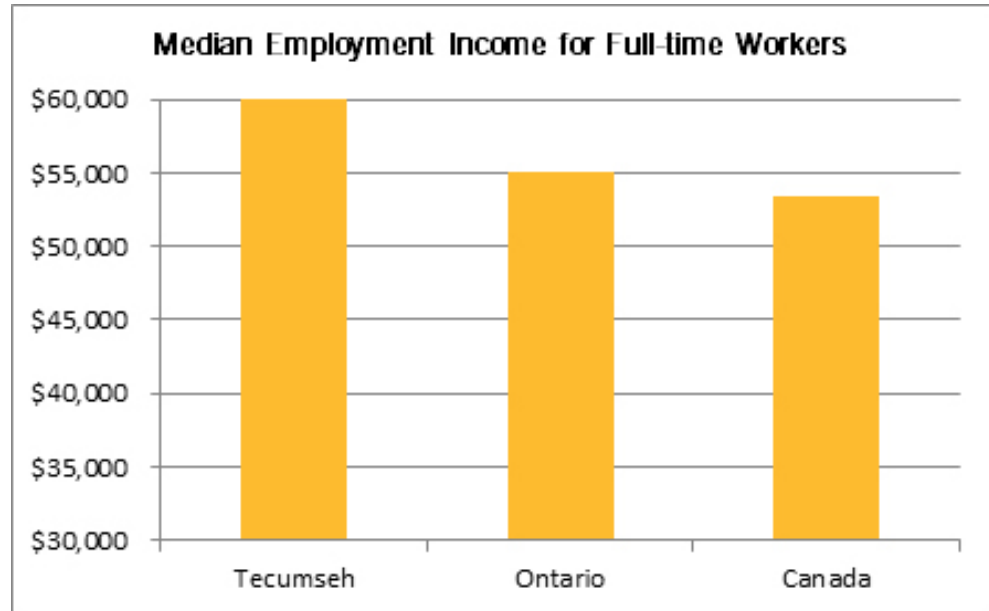
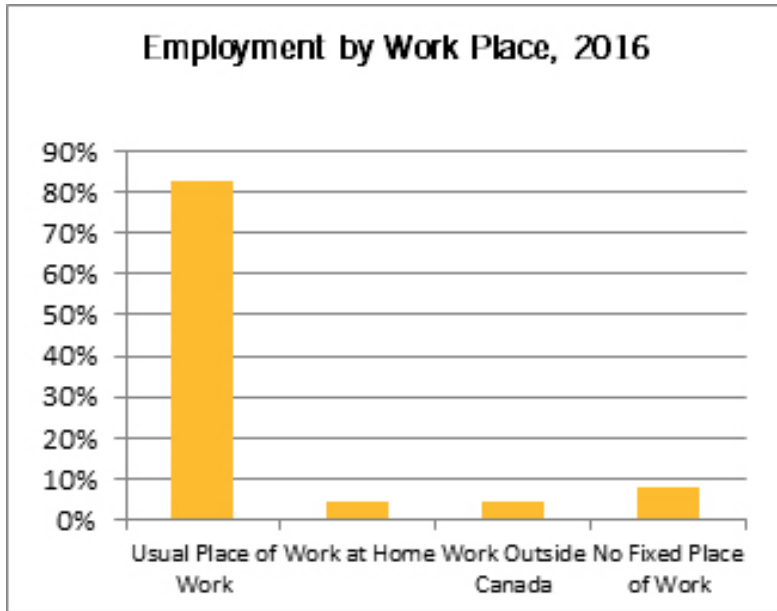


Statistics Canada, Community Profile, Census 2016; National Household Survey, Focus on Geography Series, 2011 (Tecumseh)

Labour / Employment

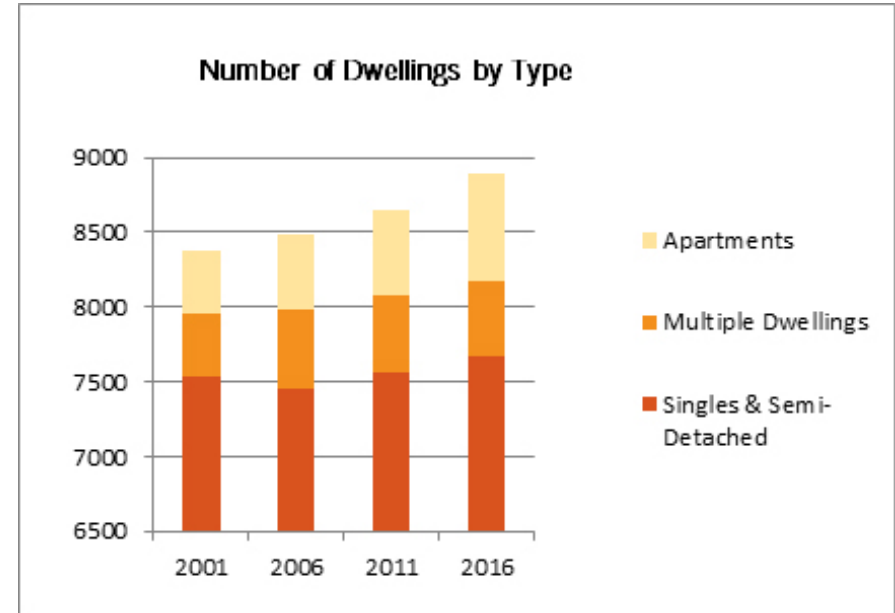
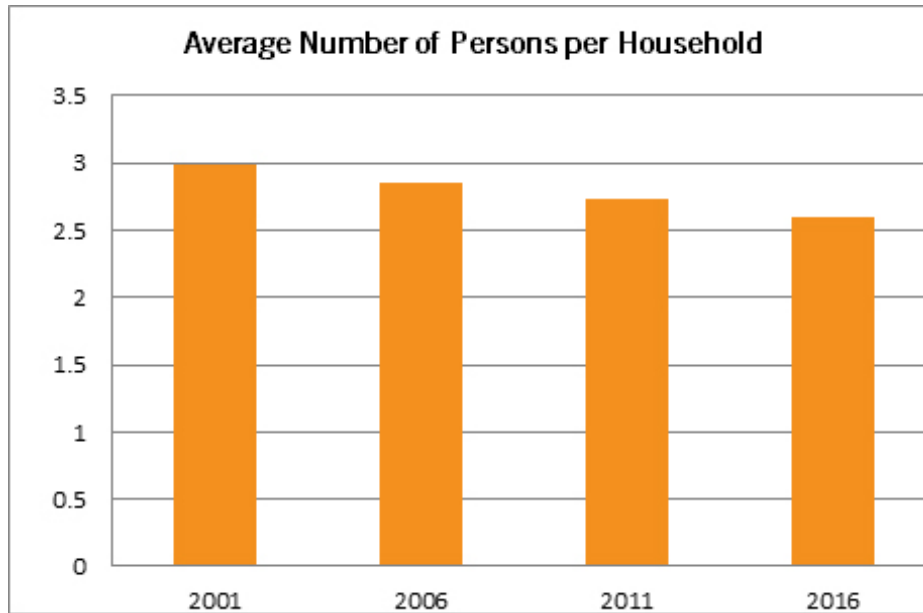


Statistics Canada, Community Highlights for Tecumseh, 2001; Statistics Canada, Community Profile, Census 2016; National Household Survey, Focus on Geography Series, 2011 (Tecumseh)



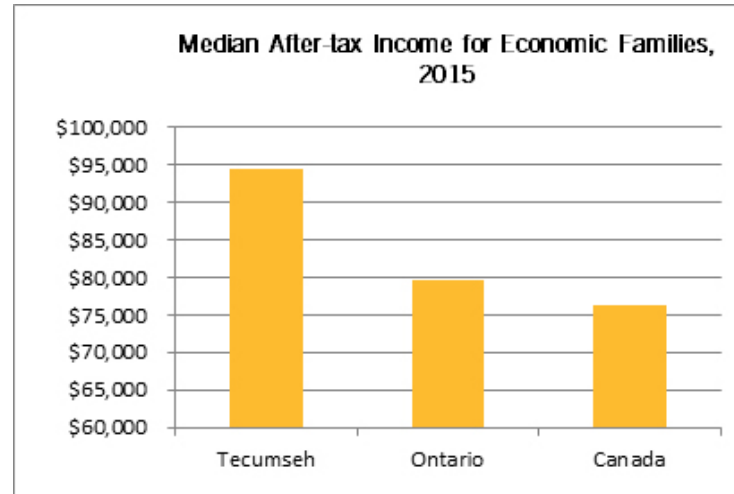
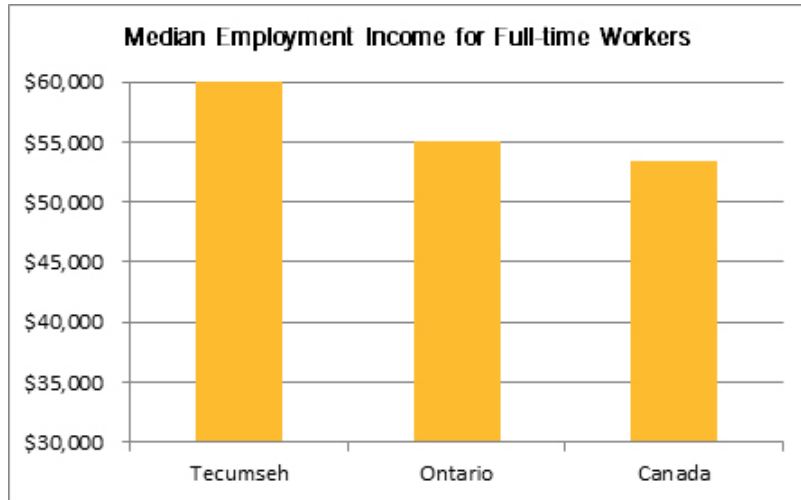
National Household Survey, Focus on Geography Series, 2011 (Tecumseh), Statistics Canada, Community Profile, Census 2016

Households

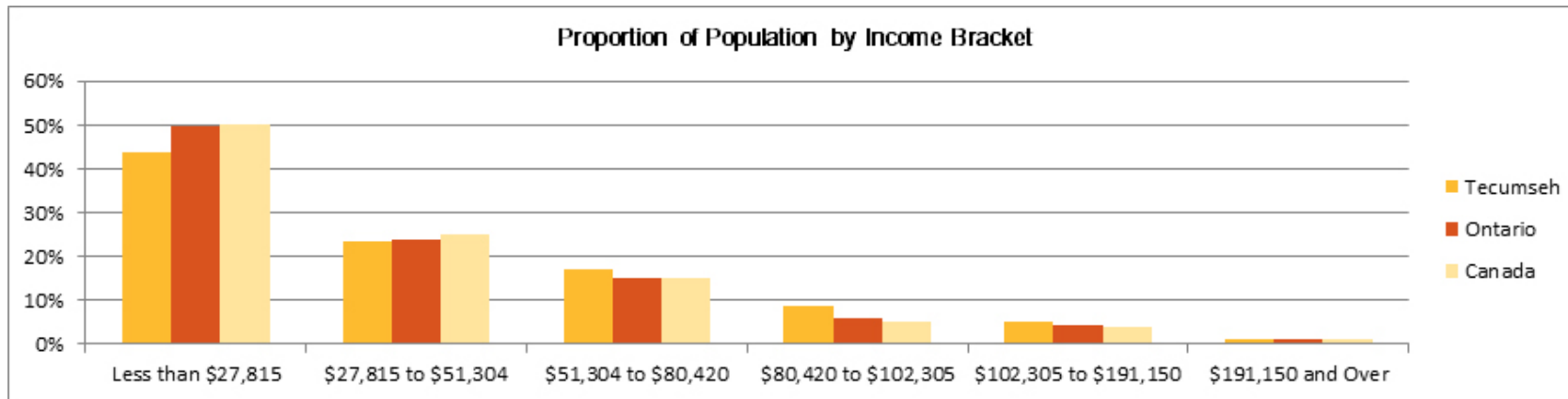


Statistics Canada, Community Profile, Census 2016; Watson & Associates Economists Ltd., 2014

Income



National Household Survey, Focus on Geography Series, 2011 (Tecumseh); Citizens for Public Justice, Income, Wealth and Inequality



National Household Survey, Focus on Geography Series, 2011 (Tecumseh)

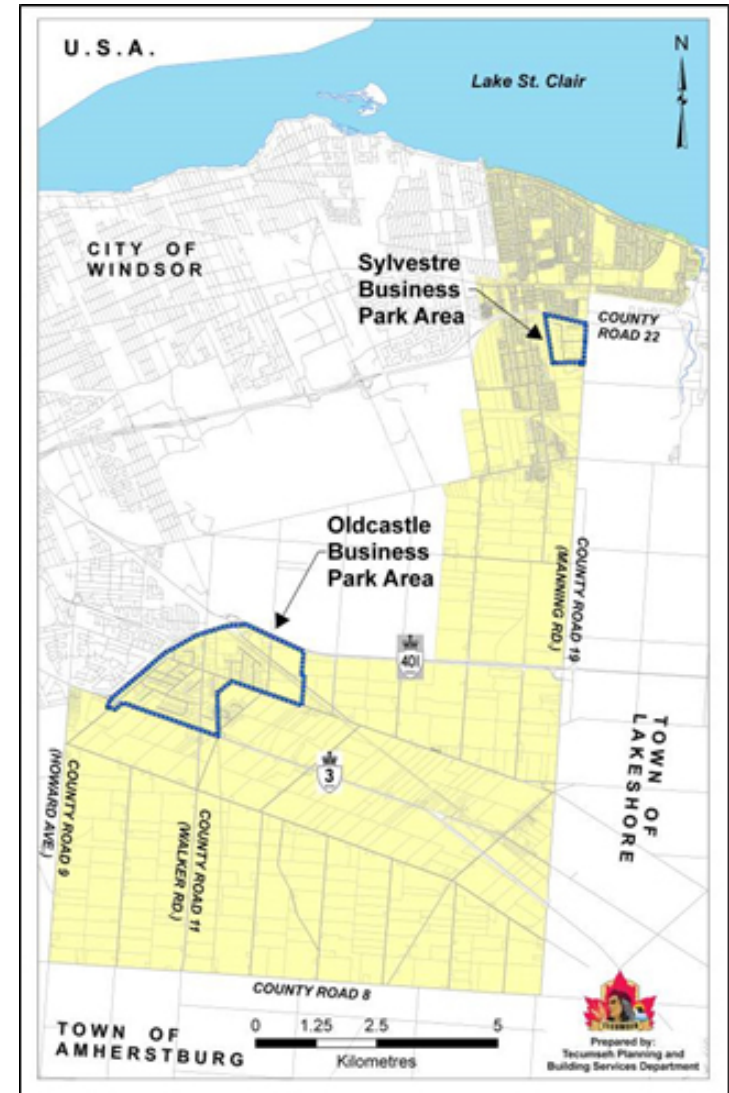
Top Employers

Tecumseh has two significant employment areas—the Oldcastle and Sylvestre Business Parks. The Oldcastle Business Park is a major regional employment centre located in the southwest portion of the Town adjacent to the City of Windsor with access to Highways 401 and 3. The Sylvestre Business Park is located southwest of County Road 22 and County Road 19 in the northerly settlement area of the Town.

(Chart provided by Windsor Essex Economic Development Corporation)

Top 10 Employers in Tecumseh in 2015

No.	Employer	Full Time Employees
1.	AP Plasman	950
2.	Integrity Tool & Mold Inc.	385
3.	Lakeside Plastics Ltd.	330
4.	Active Burgess Mould & Design	300
5.	Moir Crane & Machinery Movers Limited	300
6.	Bonduelle Ontario Inc.	250
7.	Town of Tecumseh	200
8.	Zehrs Markets	200
9.	Village of AspenLake	190
10.	Tool-Plas Systems Inc.	185



Rates and Charges

2020 Tax Rates

	Municipal	County	Education	Total
Residential	0.00727179	0.00487051	0.00153000	0.01367230
Multi-Residential	0.01421926	0.00952379	0.00153000	0.02527305
Farmland	0.00181795	0.00121763	0.00038250	0.00341808
Commercial	0.00786840	0.00527010	0.01250000	0.02563850
Shopping Centre	0.00786840	0.00527010	0.01250000	0.02563850
Office Building	0.00786840	0.00527010	0.00980000	0.02293850
Industrial	0.01412545	0.00946096	0.01250000	0.03608641
Large Industrial	0.01953276	0.01308267	0.01250000	0.04511543

2020 Business Utility Rates

Water Rate / cubic metre	\$1.2250
Wastewater Rate / cubic metre	\$1.2583
Electricity Distribution Rate <50kW	\$0.0188/kWh
Electricity Distribution Rate >50kW	\$5.3848/kWh
Electricity Monthly Fixed Charge <50kW	\$36.69
Electricity Monthly Fixed Charge >50kW	\$240.19



2020 Development Charges – Effective September 1, 2020 to August 31, 2021

	Residential					Non-Residential
	Single-Detached & Semi-Detached Dwellings	Apartments (2+ Bedrooms)	Apartments (Bachelor & 1 Bedroom)	Multiple Dwellings	Special Care Dwellings / Senior's Homes	Per ft ² of Gross Floor Area
Total Municipal Wide (Urban & Rural) Development Charge	\$13,237	\$7,381	\$5,705	\$8,439	\$4,769	\$4.83
Additional Charge Affecting Urban Service Area (see following map)	\$4,690	\$2,615	\$2,021	\$2,990	\$1,689	\$2.06
TOTAL	\$17,927	\$9,996	\$7,726	\$11,429	\$6,458	\$6.89

Recreation - 2020

Parks	40
Dog Owner Parks	1
Parks Area	147 hectares
Length of Trails / Pathways	30 km
Length of Sidewalks	62.5 km
Golf Courses	1
Soccer Fields	23
Baseball Diamonds	18
Basketball Courts	11
Tennis Courts	7
Hockey Rinks	2
Swimming Pools	1
Pickleball Courts	4

Community / Culture - 2020

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

Education – 2020

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

Public Transportation (Tecumseh Transit Service) - 2020

Hours of Operation	Mon. – Sat. (6 a.m. – 6 p.m.)
Service Area Population	14,099
Transit Route Length	30 km
2019 Total Annual Ridership	28,707
2019 Average Daily Ridership	95 passengers per day

Municipal Services - 2020

Total Sanitary Infrastructure	127 km
Total Stormwater Infrastructure	152 km
Total Watermain Infrastructure	225 km
Total Municipal Roadways	180 km
Total County Roadways	72 km
Total Provincial Roadways	41 km

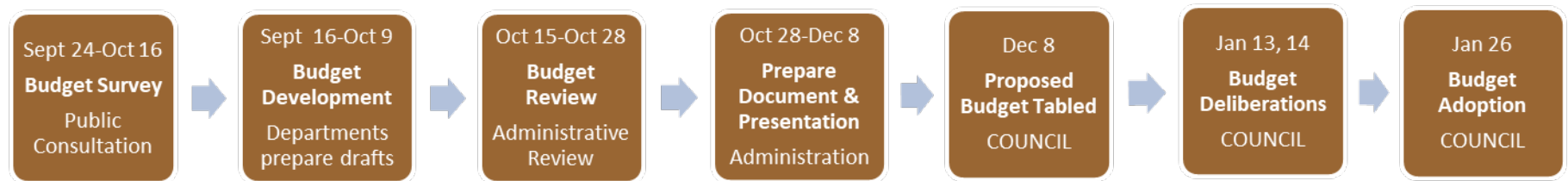


Budget Process

Timelines

The 2021 Operating, Lifecycle and Reserve Budget process began in September 2020 with the goal of tabling the 2021 Operating, Lifecycle and Reserve Budgets in December 2020 and potential adoption at the January 26, 2021 Regular Council Meeting. Strategic Priorities are set by Council at the beginning of their four-year term and reviewed halfway through the term for update. Council was elected in the fall 2018 and adopted the 2019-2022 Strategic Priorities in July 2019. The first report out was presented at the July 14, 2020 Regular Council Meeting.

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



Planned Budget Timeline

Budget deliberations are to occur at Special Council Meetings on January 13 & 14 (if necessary), 2021 with potential adoption on January 26, 2021. 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 Input

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 that 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 that wish to call or email and/or residents can provide input via the Town's Budget Survey.

Comments by residents are noted and considered throughout the budget process.

Budget Development – 2021 Challenges

Council and Administration have emphasized the importance of long-term planning and have incorporated that philosophy within the operating budget process by including two forecast years. Although the budget process seeks only to adopt a budget for 2021, it is critical to acknowledge the anticipated budget demands of the forecasted budget years when making current budget year decisions.

Department Requested Budget

An overall increase of \$1,572,000 to the Operating Net Expenditures was requested for 2021, an increase of 6.1% net of growth.

Of this amount, \$391,000 was for increases to the following Lifecycle allocations:

- Lifecycle – Storm – Increase allocation by \$250,000 in response to the Storm Drainage Master Plan. Annual target allocation increased to \$2 million requiring further future increases.

- Lifecycle – Fire Equipment – Increase allocation by \$30,000 to address funding deficits identified in the Amended 2020 – 2024 Fire Equipment Five (5) Year Capital Works Plan.
- Lifecycle – Parks/Playground Equipment – Annual allocation increase of \$25,000 was requested, with a target annual allocation of \$500,000 required to fund new assets and replacement of existing assets.
- Lifecycle – Arena – Increase allocation by \$20,000 to address aging building components.
- Lifecycle – Community Trails – Increase allocation by \$20,000 as current allocation is inadequate to support of planned network expansion.
- Lifecycle – ITS Infrastructure – Increase allocation by \$25,000 due to inflationary pressures and recently added assets.
- Lifecycle – Fleet – Increase allocation by \$16,000 with further increases required over the course of the next four years to address significant inflationary increases to heavy equipment, such as plows, large area mowers and backhoes.
- Lifecycle – Outdoor Pool – Increase annual allocation by \$5,000 due to aging equipment and increasing costs.

The Town initiated the New Infrastructure Levy (NIL) during the 2015 budget with a targeted annual allocation of \$1,300,000. The annual allocation was based on seven known new capital expenditures on the horizon at the time, including:

- Growth related infrastructure costs identified in the DC Study update
- CWATS integrated and coordinated active transportation network
- Enhanced Trails and Pathways
- Parks improvements identified in the Parks Master Plan
- A provision for CIP streetscape improvements

- Town Hall expansion
- Capital costs stemming from the Fire Master Plan

Since the initiation of the NIL in 2015 additional new capital projects have been approved in principle including the Multi-Use Sportsplex (\$54 million) and the Tecumseh Main Street CIP Streetscape project (\$30 million+). As well, the Storm Drainage Master Plan was completed in 2019 with recommendations of \$107 million in storm infrastructure.

The 2021 budget proposes an increase in the New Infrastructure Levy (NIL) of \$200,000 in 2021 and each year thereafter until the revised annual target amount of \$2,350,000 is reached in 2025. Note that \$550,000 of the NIL has been earmarked for the Multi-Use Sportsplex.

The most significant budget pressures for 2021 and corresponding tax rate impacts identified in the Requested Budget included:

Description	Amount	Impact
Lifecycle	\$391,000	1.62%
New Infrastructure Levy (NIL)	\$200,000	0.83%
User Charges decline (largely due to COVID-19 impact)	\$333,000	1.38%
Building Permit revenue increase	\$(183,000)	(0.76)%
Lottery Licence revenue decline (COVID-19 impact)	\$85,000	0.35%
Transfer from Reserves (COVID-19 impact)	\$(405,000)	(1.68)%

Description	Amount	Impact
Salaries and Benefits – Service Level (addition of one full-time position; additional hours in Parks & Recreation; less reversal overlap due to retirement; less reversal of extra week of Parks and Recreation programming in 2020)	\$73,000	0.30%
Salaries and Benefits – Placeholder for wage increases, inflationary increases to benefits, allocation for salary adjustments, retirement benefits.	\$200,000	0.83%
OPP Policing Contract – inflation	\$34,000	0.14%
Other Contracted Services (Garbage, ERCA etc.)	\$82,000	0.34%
Professional Fees – legal and other	\$60,000	0.25%
Insurance and Utilities	\$87,000	0.36%
CIP Grant expense	\$75,000	0.31%
Other miscellaneous	\$165,000	0.68%
Sub-total	\$1,197,000	4.96%
Growth	\$(100,000)	(0.41)%
Total	\$1,097,000	4.55%

Proposed Budget

During Senior Management review sessions, Administration was able to reduce the increase by \$229,000. The result is a budget calling for a proposed municipal levy increase of \$968,000 or 3.39% net of \$150,000 in assessment growth.

The more significant changes to the requested budget are:

Description	Amount	Impact
Lifecycle	\$(25,000)	(0.10)%
Transfer from Reserves for one-time items, insurance	\$(83,000)	(0.35)%
PD and Education one-time reductions (COVID-19 impact)	\$(86,000)	(0.36)%
Provincial Offences Fines revenue	\$(25,000)	(0.10)%
Various other miscellaneous adjustments	\$(10,000)	(0.04)%
Sub-total	\$(229,000)	(0.95)%
Growth	\$(50,000)	(0.21)%
Total	\$(279,000)	(1.16)%

A \$25,000 reduction to the requested Lifecycle allocation was made to Lifecycle – Storm to phase in the increase more gradually.

Transfer from Reserve was increased by \$83,000, helping offset the following one-time budget increases:

- Human Resources – \$20,000 for Professional Fees - Legal.
- Roadways - \$20,000 for work at the Highway 401 Gateway signs; \$5,000 for road signage.
- Street Lighting - \$10,000 for increased Maintenance Service costs resulting from the installation of the fibre network.
- Arena - \$8,000 for Building Maintenance due to the required overhaul of one refrigeration compressor.
- Corporate Shared - \$20,000 to mitigate expected insurance increase.

Professional Development and Education was reduced by \$86,000 corporate-wide (for 2021 only), anticipating less travel and more on-line offerings in light of the ongoing COVID-19 pandemic.

There is no Provincial Offences Fines revenue expected in 2020 due to the pandemic, therefore the 2021 budget was increased by \$25,000 in anticipation of a catch-up.

Table 1 illustrates the proposed municipal levy increase for 2021 with forecast increases for years 2022 to 2025. This multiple year forecasting has assisted in long range financial planning and strategic priority development.

Table 1 - LC 10-Year Program complete - New Infrastructure Levy initiated

Projected Tax Levy Impacts

Budget Drivers	2020	2021	2022	2023	2024	2025
		Proposed				
Base Department Operations (excl Pay/Ben)	-0.38%	0.31%	0.29%	0.81%	1.16%	1.11%
Service Level Enhancements	1.19%	0.39%	0.42%	0.38%	0.37%	0.36%
Payroll/Benefits	0.92%	0.83%	1.02%	0.80%	0.78%	0.78%
Police Services	0.31%	0.14%	0.28%	0.27%	0.30%	0.32%
Sub-total - Operating	2.03%	1.67%	2.00%	2.27%	2.60%	2.57%
Lifecycle	0.81%	1.52%	0.80%	0.77%	0.93%	0.89%
New Infrastructure Levy	0.86%	0.83%	0.80%	0.77%	0.74%	0.71%
Sub-total - Capital	1.66%	2.34%	1.59%	1.54%	1.67%	1.60%
Total	3.70%	4.01%	3.59%	3.81%	4.27%	4.17%
Assessment (Growth)/Loss	-0.43%	-0.62%	-1.19%	-1.54%	-0.93%	-0.89%
Total w/ Growth factor	3.27%	3.39%	2.40%	2.27%	3.34%	3.28%

Lifecycle funding allows for the replacement of existing long-term assets. New Infrastructure Levy allocations set aside funds for new capital asset additions.

Table 2 compares the 2021 Proposed Budget and future levy forecast to the previous three years' Approved Budgets and future levy forecasts.

Table 2 - Comparative levy forecasts

Actual levy increases (bold and shaded in green) with projected levy increases from the 2016 to 2020 budgets

	2018	2019	2020	2021	2022	2023	2024	2025
2016 Municipal Budget and projected future levy increases	0.75%	1.96%	2.03%	N/A	N/A	N/A	N/A	N/A
2017 Municipal Budget and projected future levy increases	3.10%	2.50%	3.06%	2.84%	N/A	N/A	N/A	N/A
2018 Municipal Budget and projected future levy increases	2.14%	2.63%	3.01%	2.61%	2.21%	N/A	N/A	N/A
2019 Municipal Budget and projected future levy increases	N/A	2.70%	3.14%	2.29%	2.10%	1.66%	N/A	N/A
2020 Municipal Budget and projected future levy increases	N/A	N/A	3.27%	2.70%	2.30%	1.96%	1.96%	N/A
2021 Proposed Municipal Budget and projected future levy increases	N/A	N/A	N/A	3.39%	2.40%	2.27%	3.34%	3.28%

Approved Budget

During budget deliberations at the Special Council Meeting of January 13, 2021, each Department Head presented details on their specific budgets, explained the basis of any budgetary changes from 2020 and answered questions put forth by Council.

Two amendments to the Proposed Budget brought forward were:

- A revised municipal tax rate increase 2.46% (from 3.05%) due to actual assessment coming in greater than estimated
- Identification and GIS mapping of municipal easements project budgeted at \$45,000 to be funded from the Tax Rate Stabilization Reserve.

The Proposed Budget as amended was approved unanimously by Council (SCM-01/21), and consequently the deliberation meeting scheduled for January 14, 2021 was cancelled.



Preparation of Financial Information

Preparation of Financial Statements

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

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

Basis of Accounting

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

Basis of Budgeting

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

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

Asset Management Plan

The Town's investment in tangible capital assets is significant, with the current replacement cost of infrastructure totaling hundreds of millions of dollars. This underscores the need for long-term financial planning for the eventual replacement of these assets. Tecumseh's initial Asset Management Plan was completed in 2013. An update was adopted by Council on May 8, 2018 (RCM-157/18).

Financial Information Return (FIR)

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

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

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



Fiscal Policy

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

Annual Budget Development (Policy 19-2002)

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

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

Asset Management (Policy 82 through 82.5-2014, Policy 95-2019)

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

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

The Province announced authority for the regulation of AMPs with the *Infrastructure for Jobs and Prosperity Act 2015*. Subsequently, *O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure* set out the details. The first milestone was the development of a formal asset management policy by July 1, 2019. *O. Reg. 588/17* specifies content requirements. The Town's formal policy was approved by Council on June 25, 2019 (RCM-177/19). The purpose of the policy is to establish consistent standards and guidelines for the management of Town assets applying sound technical, social and economic principles that consider present and future needs of users, and the service expected from the assets.

Debt Management (Long-standing practice)

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

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

Development Charges By-law (By-law 2019-63)

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

Financial Management Policy (Policy 102-2020)

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

Investment Policy (Policy 87-2016)

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

Lifecycle Program (Long-standing practice)

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

Operating Budget Implementation and Reporting (Policy 21-2002)

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

Post Budget Adjustments (Policy 22-2002)

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

Purchasing By-law (By-law 2017-63)

The Purchasing By-law provides a system for the procurement of goods and services for the Town. It includes the Purchasing Policy which outlines responsibilities and authorities and details the various purchasing standards sanctioned for the procurement of goods and services at all monetary levels. This by-law replaces the original By-law 2006-03.

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.



Financial Key Performance Indicators

While financial statements offer a wealth of information, review can be technical and time-consuming. Financial ratio analysis is an efficient and effective way to review an organization's financial performance and 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

Taken together, these measures give a good picture of the Town's overall financial health at a particular point in time. Trends in these measures can be used to identify areas of financial strength or weakness.

Municipal benchmark data: Financial ratio analysis in the private sector usually involves comparison to competitor and industry benchmark data. Industry benchmarks for municipalities are difficult to find, so for this analysis, comparisons were made to ratios of other Ontario municipalities. Comparison is made to the average for Essex County municipalities and to the average of Western Ontario municipalities. Note that Essex County averages exclude Windsor and Pelee Island.

The West Ontario average for 2019 includes data only for those municipalities that have submitted their FIR as of November 4, 2020 and is subject to change.

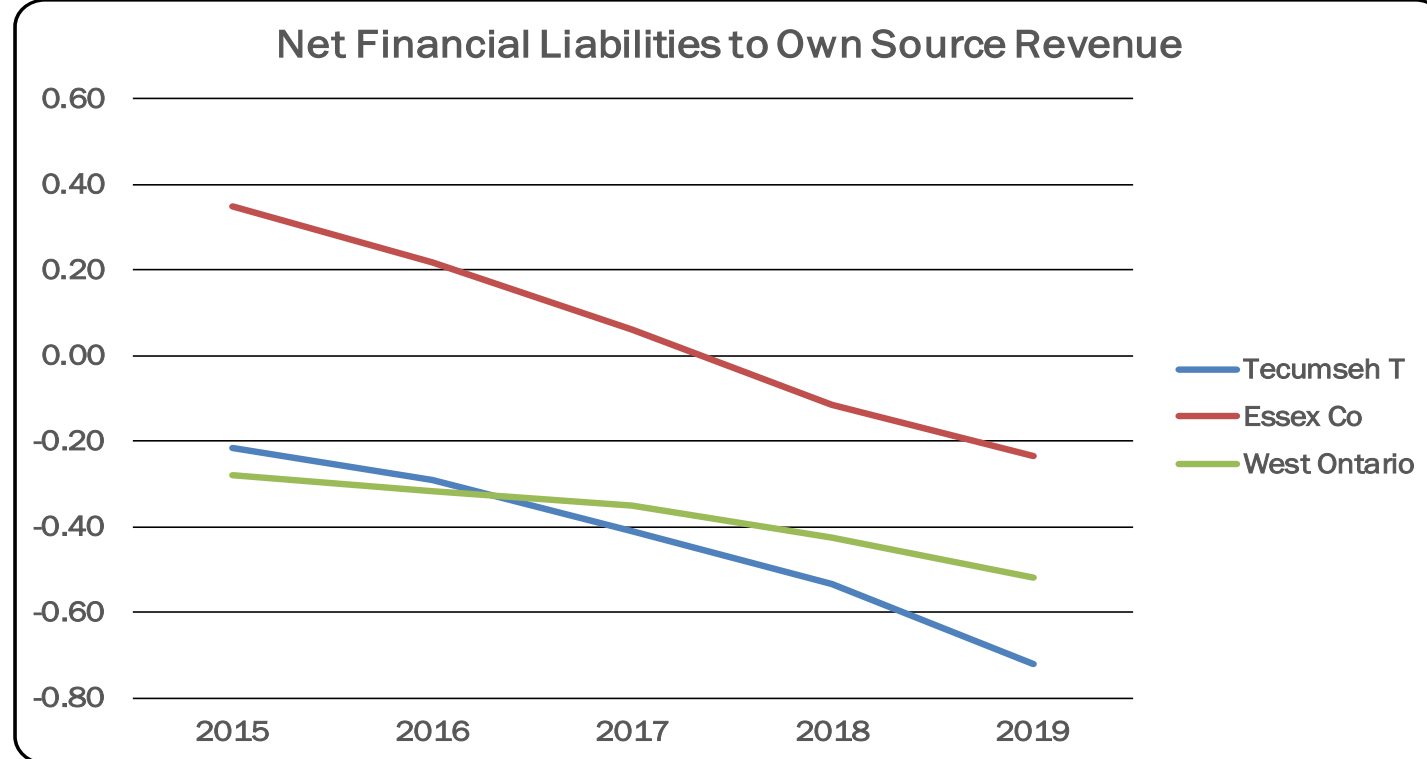
This review was effective and thorough enough to provide insight as to concerns that should be addressed in the near term and suggest overall areas of strength or weakness.

Financial Position

Net Financial Liabilities to Own Source Revenues Ratio

Net Financial Liabilities is net financial debt less net financial assets, not including tangible capital assets. Own Source Revenues are generated by the municipality and do not include items such as grants, donations and development charges.

The Net Financial Liabilities ratio is calculated by dividing the Net Financial Liabilities by Own Source Revenues. This measure indicates whether Own Source Revenues are sufficient to cover the financial liabilities 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 it is up to each municipality to determine its own target based on future needs.



Tecumseh	2015	2016	2017	2018	2019
Net Financial Liabilities	\$ (7,466,874)	\$ (10,204,963)	\$ (14,992,818)	\$ (20,445,120)	\$ (27,543,002)
Own Source Revenue	\$34,786,368	\$ 34,921,055	\$ 36,573,784	\$ 38,320,840	\$ 38,128,144
Ratio	(0.21)	(0.29)	(0.41)	(0.53)	(0.72)

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

Analysis

The average of Western Ontario municipalities is negative, meaning financial assets are greater than financial liabilities. The Town's ratio reached negative valuation in 2012 which continues through to 2019. In 2019, greater cash balances, an increased investment in government business enterprise and lower debt contributed to a further decrease. The Essex County average has historically been greater than zero, but has been consistently trending downwards. In 2018, the Essex County average has dipped below zero, meaning financial assets exceed financial liabilities. This likely can be attributed to the reduction in use of debt and/or grant funding to fund infrastructure renewal requirements, or the "municipal infrastructure deficit".

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

For instance, generally speaking, a negative ratio would be considered better than a positive ratio, being that financial assets are greater than financial liabilities; however, a negative ratio combined with a poor Asset Consumption ratio could suggest that net financial liabilities are benefitting from a neglect of capital assets. Conversely, a positive ratio, or net debt might not necessarily be concerning if capital asset condition is very good.

Recommendation

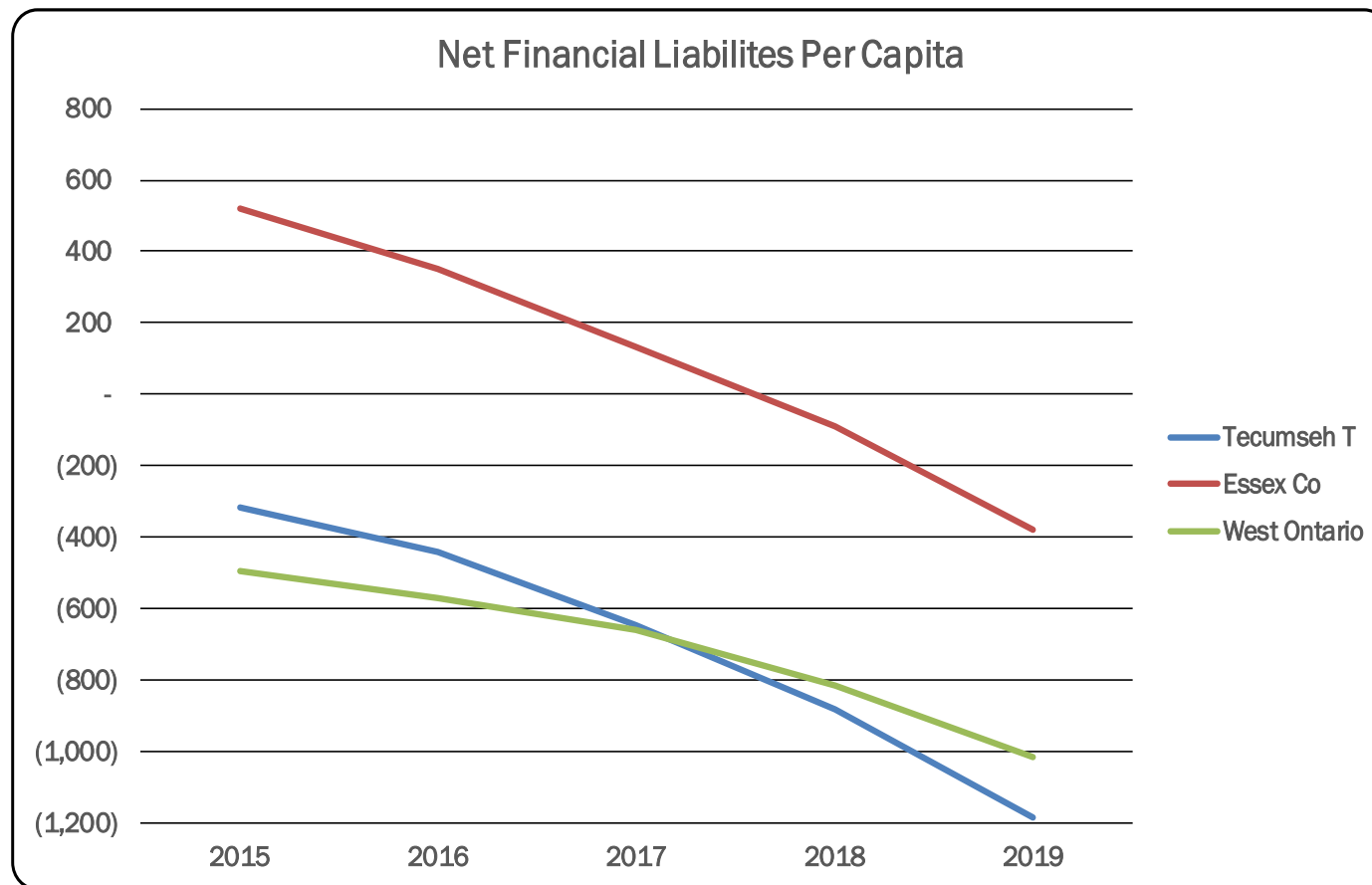
Having a negative ratio for this measure is preferred and will generally provide the municipality with greater financial flexibility, better borrowing and investing rates. However, it would be considered normal for this ratio to fluctuate over time between positive and negative. A consistently positive ratio may suggest that revenues are not sufficient, particularly if the positive ratio is large. This may ultimately lead to significant increases in taxes and/or erosion of municipal assets and services.

This ratio includes Employee Future Benefits Payable and Landfill Post Closure Liability, which are partially funded. Yearly allocations to reserves for these liabilities are warranted and necessary. The Town suspended annual allocations to these reserves

in the 2011 budget due to general tax levy pressures and has yet to resume annual allocations. An allocation of \$300,000 was made in 2015 using 2014 surplus funds. Recommencing allocations to these reserves should be considered in future budgets.

Net Financial Liabilities per Capita Ratio

Net Financial Liabilities are divided by the population to derive the Net Financial Liabilities Per Capita ratio. A positive ratio indicates that financial debt is greater than financial assets. A negative ratio indicates financial assets are greater than financial debt.



Tecumseh	2015	2016	2017	2018	2019
Net Financial Liabilities	\$ (7,466,874)	\$ (10,204,963)	\$ (14,992,818)	\$ (20,445,120)	\$ (27,543,002)
Population	23,610	23,229	23,229	23,229	23,229
Ratio	\$ (316)	\$ (439)	\$ (645)	\$ (880)	\$ (1,186)

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

Analysis

The chart to the right shows that the Town's net financial liabilities have declined steadily over the five-year period, reaching \$(1,186) per resident by 2019, therefore representing greater financial assets than financial liabilities.

The Town's Net Financial Liabilities Per Capita ratio has improved to a level more favorable than the Essex County average and similar to the West Ontario average.

Recommendation

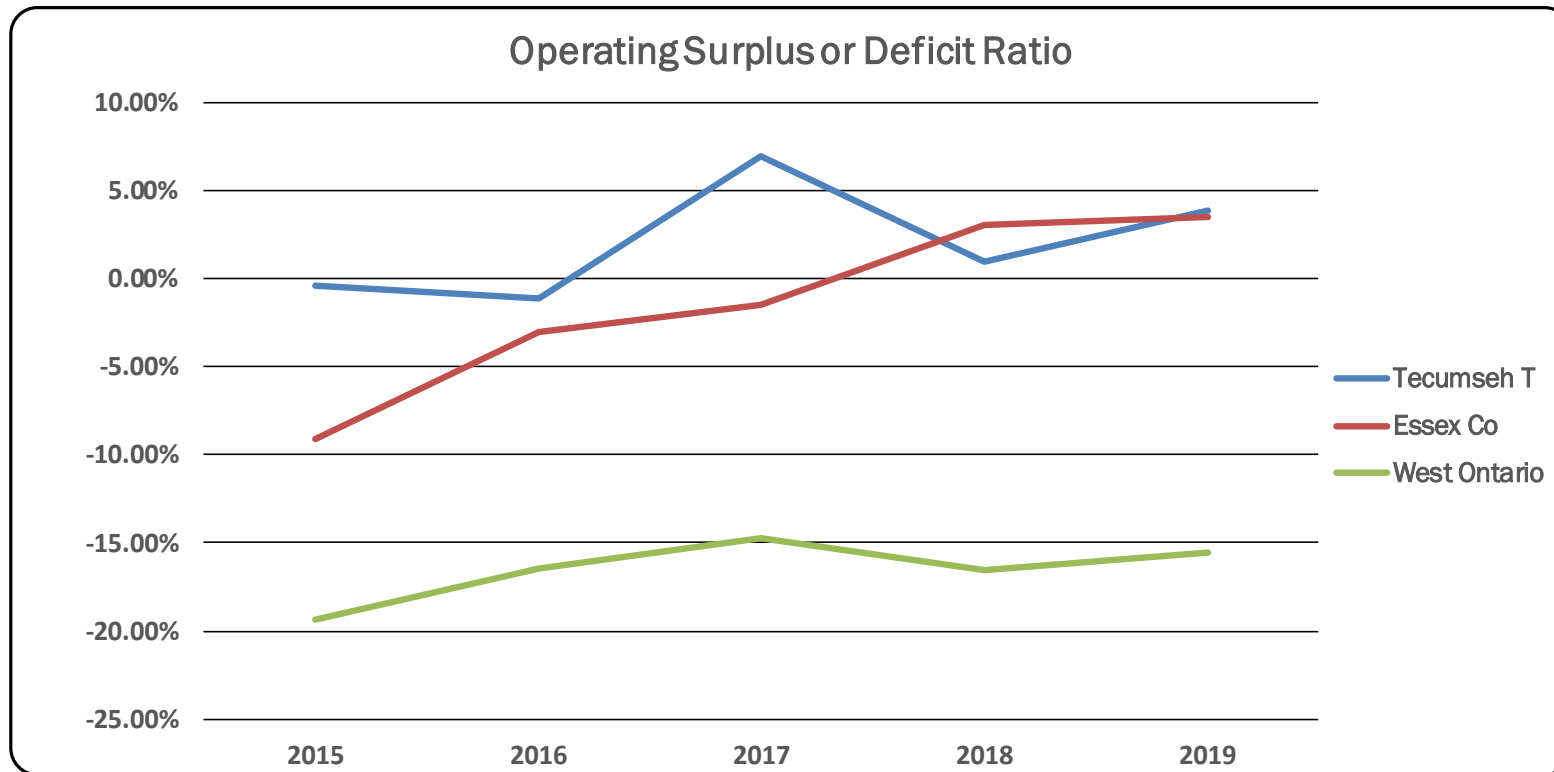
As noted previously, this ratio should be analyzed in conjunction with other ratios and provisions should be made to address unfunded liabilities.

Operating Surplus/(Deficit)

An Operating Surplus occurs when Operating Revenues are greater than Operating Expenses. An Operating Deficit occurs when expenses are greater.

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 do not include items such as grants, donations and development charges. Own Source Revenues should cover a municipality's expenses including amortization of assets in order to ensure sustainability.



Tecumseh	2015	2016	2017	2018	2019
Operating Surplus/(Deficit)	\$ (133,380)	\$ (385,678)	\$ 2,550,636	\$ 360,092	\$ 1,473,750
Own Source Revenue	\$ 34,786,368	\$ 34,921,055	\$ 36,573,784	\$ 38,320,840	\$ 38,128,144
Ratio	-0.38%	-1.10%	6.97%	0.94%	3.87%

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

Analysis

The Town has achieved operating surpluses in three of the last five years, with a significant surplus being achieved in 2017 and 2019. The 2017 surplus benefitted from greater than anticipated Supplementary tax revenue and Building Permit revenue along with significant cost reductions to street lighting (LED conversion), OPP policing costs (continued phase-in of the new billing model), Tax Write-offs (reduced assessment appeals) and Salaries (through position vacancies). The 2019 surplus benefitted from significant temporary staffing vacancies due to several retirements, minimal Tax Write-offs and strong Building Permit revenue.

Although the Town had deficits in two of the last five years, the results are better than both the Western Ontario average and the local average. In the five years illustrated, the percentage is small, either positive or negative, which is preferred. A large negative percentage would be the worst result, indicating a large deficit in relation to own source revenues.

Recommendation

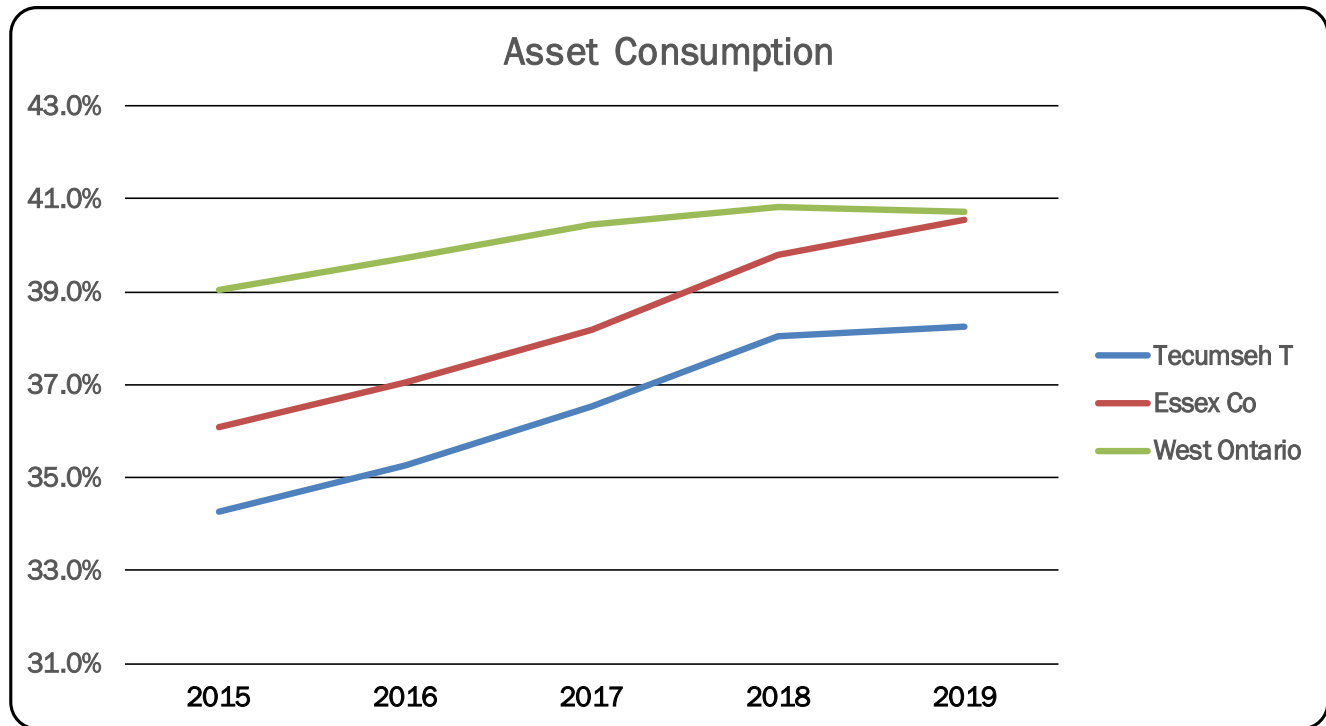
The Town should strive to cover costs with own source revenues and reduce reliance on funding from other levels of government. Break-even results or better should be targeted. Courses of action to increase revenues should be explored.

Asset Consumption

Asset Consumption represents the extent that the assets have been “used up” in terms of their estimated useful lives. Note that this is an accounting measure and does not reflect the actual physical condition of the assets.

The Asset Consumption Ratio.

The ratio is accumulated amortization expressed as a percentage of the Historical Cost of all assets. The higher the ratio, the higher the replacement need.



Tecumseh	2015	2016	2017	2018	2019
Accumulated Amortization	\$ 114,335,787	\$ 119,978,872	\$ 126,394,344	\$ 132,815,872	\$ 139,041,070
Historical Cost	\$ 333,589,150	\$ 340,359,632	\$ 345,934,432	\$ 348,995,328	\$ 363,441,622
Ratio	34.3%	35.3%	36.5%	38.1%	38.3%

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

Analysis

The Town's Asset Consumption Ratio has ranged from 34% to 38% over the past five years. This means that as a group, one third of the Town's assets have been "used up". An increasing trend may suggest that more asset replacements are forthcoming in the near future.

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

The Town's Asset Consumption Ratio should be monitored to ensure that it does not continue to increase. It should also be used in conjunction with engineering studies to more accurately establish asset condition and replacement needs. 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 2021 budget proposes an increase to the Lifecycle allocation of \$366,000 to provide funds for future replacement of recent asset additions.

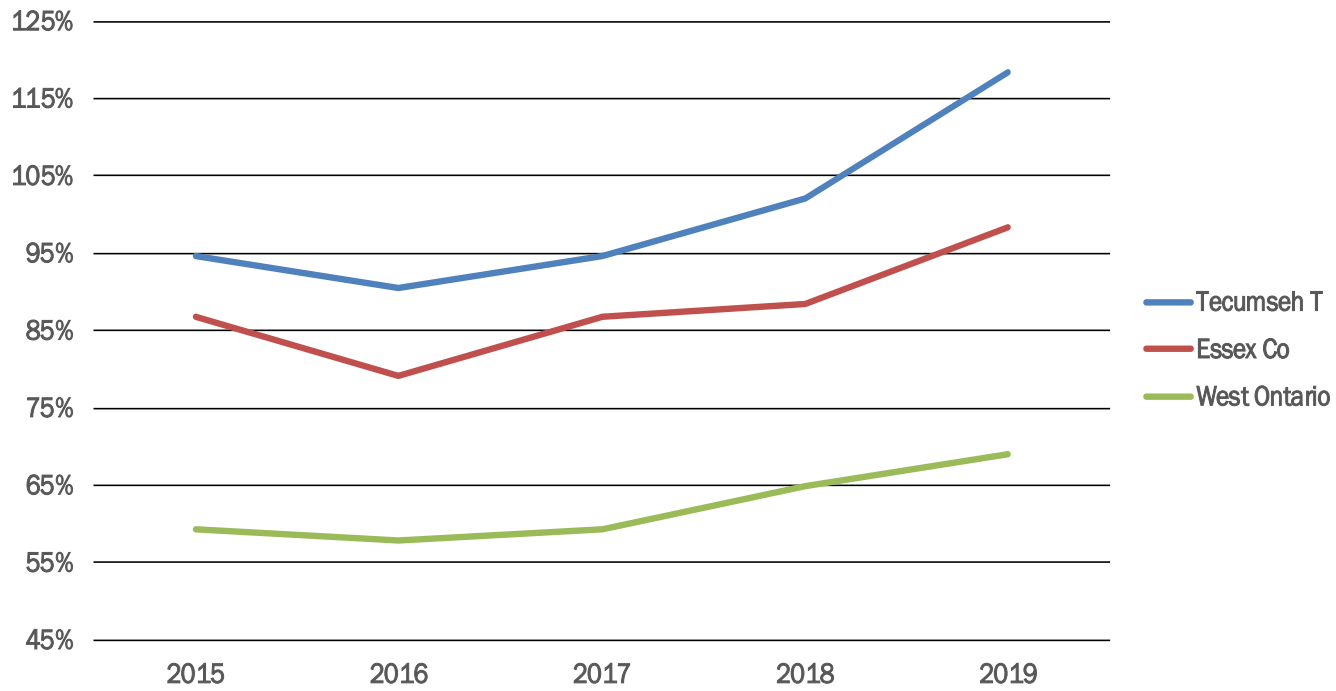
Reserves

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

Discretionary Reserves as a Percent of Own Source Revenues Ratio

The ratio is calculated by dividing Discretionary Reserves by Own Source Revenues. Discretionary Reserves includes all reserves other than obligatory reserve funds, which have been segregated due to statutory requirements.

Discretionary Reserves as a Percent of Own Source Revenue



Tecumseh	2015	2016	2017	2018	2019
Discretionary Reserves	\$ 29,193,299	\$ 31,642,699	\$ 34,619,851	\$ 39,092,906	\$ 45,138,394
Own Source Revenue	\$ 34,786,368	\$ 34,921,055	\$ 36,573,784	\$ 38,320,840	\$ 38,128,144
Ratio	83.92%	90.61%	94.66%	102.01%	118.39%

(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 been growing steadily the past five years, ranging from 84% to 118%. Discretionary Reserves increased in 2019 due to the transfer of the prior year surplus to the Tax Rate Stabilization Reserve (net increase of \$914,000), the New Infrastructure Levy contribution of \$1,350,000, and an increase of \$2,455,000 in the Lifecycle Reserves.

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. Better than average reserves can likely be attributed to the Town's lifecycle program started in 2005. In contrast, many municipalities in the province are not or have just recently started planning for infrastructure replacement needs.

Recommendation

While it is reassuring that the Town's reserves are above average, it does not mean that the reserves are adequate. For example, lifecycle reserves do not provide for new infrastructure requirements due to growth.

In determining the ideal level of reserves, several factors should be taken into account, 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 development of a policy is essential for long-term sustainability.

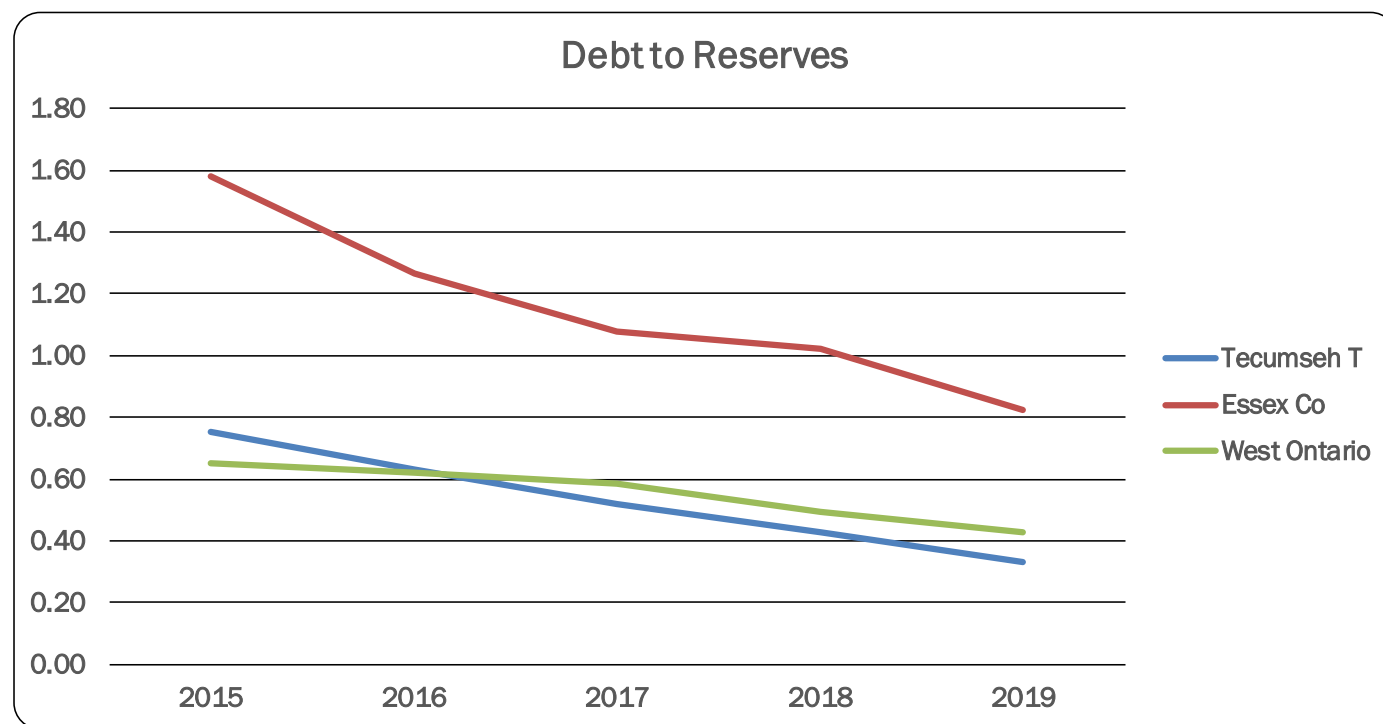
The 2015 budget implemented a special New Infrastructure Levy (NIL). The NIL is contributed to the Infrastructure (Capital) reserve to partially address funding shortfalls required for constructing new infrastructure. The initial target was set at \$1.3M, however, in light of the expected construction of the Sportsplex the target level for the NIL has increased to \$2.35M. The current NIL is \$1.35M with an additional \$200k being budgeted in 2021, \$200k in 2022 and \$200k in 2023. The target will be reached by 2024 if the increases proceed as planned. Note that \$550,000 of the NIL has been allocated to fund the Sportsplex project.

Debt

An Annual Repayment Limit set by the Ministry of Municipal Affairs and Housing limits the amount of debt repayment a Municipality can commit without receiving OMB approval. The limit is based on a maximum of 25 percent of Own Source Revenues based on the Financial Information Return adjusted for committed debt. The Town's current ratio is 5.5% (2019).

Debt to Reserves Ratio

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



Tecumseh	2015	2016	2017	2018	2019
Debt	\$ 22,057,556	\$ 19,985,707	\$ 18,075,444	\$ 16,655,631	\$ 15,021,295
Discretionary Reserves	\$ 29,193,299	\$ 31,642,699	\$ 34,619,848	\$ 39,092,904	\$ 45,138,394
Ratio	0.76	0.63	0.52	0.43	0.33

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

Analysis

The Town adopted an aggressive debt strategy in 2005 which involved the issuance of debt to finance long term capital requirements for sanitary and water purposes to ready the Town for development when circumstances dictate. In addition, as part of the Lifecycle program, the Town began borrowing for roads and bridges to provide full funding for these two categories. Total corporate debt outstanding peaked in 2011 and has gradually decreased since.

A Debt to Reserve ratio of 1.0 is considered prudent.¹ The 2015 to 2019 ratios are well below 1.0.

The Town's debt does not exceed the Annual Repayment Limit set by Ministry of Municipal Affairs and Housing and is similar to the Western Ontario average. The Essex County average was considerably higher for a period, however has improved significantly the past few years and has now fallen well below 1.0.

Recommendation

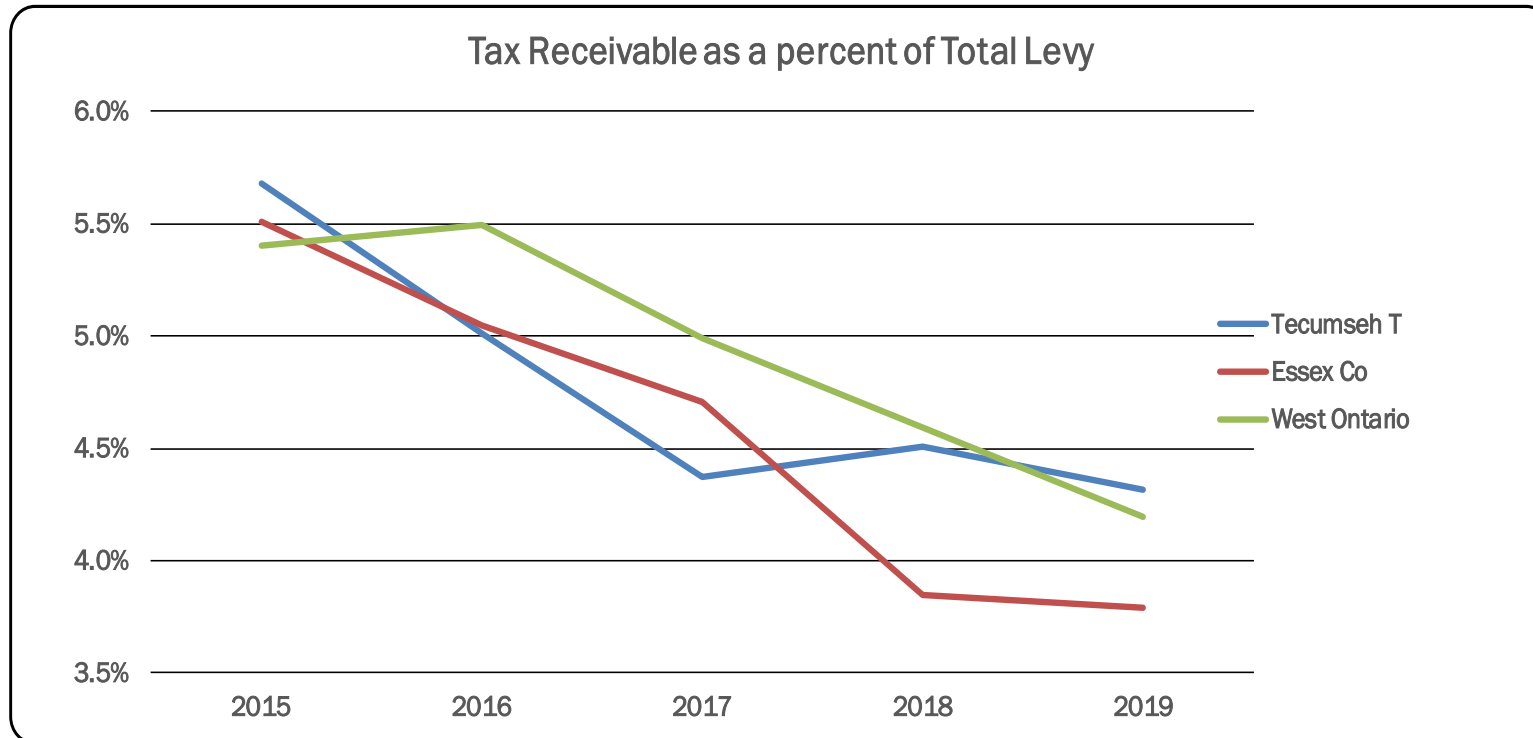
Development of a formal debt policy is crucial. Consideration should be given to a Pay as You Go program as an alternative in-part to the use of debt.

¹ Municipal Study – 2011, BMA Consulting Inc., 2011, p. 5.

Taxes Receivable

Total uncollected property taxes as a percentage of total tax levies is one of several measures used to evaluate the economic health of a municipality. An increasing percentage over time may indicate an overall decline in the municipality's economic health.

Taxes Receivable as a Percent of Tax Levies Ratio



Tecumseh	2015	2016	2017	2018	2019
Taxes Receivable	\$ 2,523,788	\$ 2,260,071	\$ 2,043,548	\$ 2,202,683	\$ 2,166,795
Total Levy	\$ 44,418,196	\$ 45,098,535	\$ 46,730,200	\$ 48,860,232	\$ 50,220,790
Ratio	5.68%	5.01%	4.37%	4.51%	4.31%

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

Analysis

Taxes Receivable as a Percent of Tax Levies had been trending upwards in the region from 2007-2010, which was a direct reflection of the economic climate. The percentages for Western Ontario and Essex County decreased to more normal levels by 2012, whereas Tecumseh's percentage continued to increase. A significant reduction to the Town's receivable was achieved during 2014 to bring Tecumseh's ratio in line with that of Western Ontario and Essex County.

Tecumseh's statistics can be skewed more than our comparators during economic downturns as the Town has a greater concentration of Industrial properties.

Recommendation

The Town has worked closely with several properties that are in arrears in an attempt to avoid tax registration and potentially tax sale, including establishing payment plans. This exercise extends the timeframe for properties in arrears to become current and thus, results in an increase to total taxes receivable outstanding.

Close attention must continue to be paid to properties in arrears, applying tax registrations where necessary.



Municipal Performance Measurement Program

The Municipal Performance Measurement Program (MPMP) Report was a Provincial program requiring all Ontario municipalities to measure and report to the Province and taxpayers on the efficiency and effectiveness measures of their service delivery performance. These were calculated on various schedules included in the Financial Information Return (FIR). This program was discontinued in 2014 and reporting requirements to the Province are no longer in place.

The program was changed based primarily on the following two factors:

- The need to streamline municipal report requirements. Only data demonstrated to be important to evidence-based decision making, and that is not available elsewhere using the same methodology, is collected.
- The need to improve the level of completeness and accessibility of the data. Focusing on pertinent data points and not having schedules repopulated simplifies the collection process and better addresses data inconsistencies.

FIR schedule 80D: statistical data is provided to collect data needed to develop an established set of standardized performance measures. The province has made available public reporting templates and continues to provide multiyear reports for the MPMP measures based on data reported by municipalities.

The Town of Tecumseh believes in the following criteria excerpted, in part, from the former MPMP program; namely that services measured should meet the following criteria:

- Reflect major expenditure areas for municipalities
- Reflect high interest and value to the public
- Have data that is relatively easy to collect
- Fall under municipal responsibility

The goal of a measurement reporting program should be to assist municipalities to be efficient and deliver value for local services. Other reasons for its importance to municipalities include:

- Measurement helps improve performance
- Performance measurement strengthens accountability
- Performance measurement stimulates productivity and creativity

The Town is beginning with a pared down version of prior years' measures with the anticipation that a more fulsome set of measures will be developed in the future.

Comments

The following tables contain 2019 measures with comparative values for 2018 where measures have been consistently calculated.

Notable efficiency and/or effectiveness differences for 2019 include:

- Police Services – The operating costs per person have increased \$6.61 due to higher overall police contract costs. The Town’s contract with the OPP is set to expire at the end of December 2020.
- Public Works – The operating costs for paved roads per lane kilometer have decreased from \$9,048 to \$8,318 in 2019 largely due to a decrease in contract services related to asphaltting compared to the prior year.
- Wastewater – Costs per kilometer of wastewater main were lower in 2019 largely due to \$1.7M of expenditures recorded in 2018 re: Sanitary Sewer Rehabilitation - Inflow & Infiltration Removal project.
- Stormwater – Operating costs have increased due to \$400k of additional expenditures re: Tecumseh Storm Drainage Master Plan & Oldcastle Storm Drainage Master Plan.
- Water – Although there were no changes to operations, operating costs for the distribution/transmission of drinking water have decreased primarily due to \$350k of additional expenditures incurred in 2018 to complete the Tecumseh Anode program. 2019 operating costs were in-line with historical amounts.

General Government

General Government	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for governance and corporate management as a percentage of total municipal operating costs	Operating costs for governance and corporate management Divided by Total municipal operating costs	\$2,770,095 Divided by \$28,196,396	9.8%	\$3,036,900 Divided by \$29,901,596	10.2%	Decrease of -0.4%

Comment:

- The Town of Tecumseh provides centralized corporate support for services such as payroll, accounting and information technology for all departments and boards. A centralized support model may result in a higher measurement than a decentralized model where more costs are allocated directly to service areas.
- Operating costs for governance and corporate management as a percentage of total municipal operating costs shows a negligible change year over year.

Fire Services

Fire Services	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for fire services per \$1,000 of property assessment.	Operating costs for fire services Divided by Total property assessment/\$1,000	\$1,364,115 Divided by \$3,170,878	\$0.43	\$1,515,792 Divided by \$3,026,962	\$0.50	Decrease of -\$0.07
Number of residential fire related injuries per 100 persons.	Total number of residential fire related civilian injuries Divided by Total population/1,000	2 Divided by 23.229	0.086	0 Divided by 23.229	0.00	Increase of 0.086
Number of residential fire related fatalities averaged over 5 years per 1,000 persons.	Total number of residential fire related civilian fatalities averaged for 2015 to 2019 Divided by Total population/ 1,000	0 Divided by 23.229	0.000	0 Divided by 23.229	0.000	No change
Number of residential structural fires per 1,000 households	Total number of residential structural fires Divided by Total households/ 1,000	7 Divided by 8.884	0.788	7 Divided by 8.884	0.788	No change

Comment:

- The Tecumseh Fire Service is comprised of 2 salaried, 1 Fire Prevention Officer, 1 clerical administration staff and 42 volunteer firefighters. Fire Services added an additional two volunteer firefighters to their operations in 2020.
- Tecumseh Fire aggressively promotes fire safety within the community as well as emergency preparedness. There are no notable changes to the measures.

Police Services

Police Services	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for police services per person	Operating costs for police services Divided by Total population	\$3,682,781 Divided by 23,229	\$158.54	\$3,529,111 Divided by 23,229	\$151.93	Increase of \$6.61
Violent crime rate per 1,000 persons	Total number of actual incidents of violent crime Divided by Total population/ 1,000	123 Divided by 23.229	5.295	81 Divided by 23.229	3.487	Increase of 1.808
Property crime rate per 1,000 persons	Total number of actual incidents of property crime Divided by Total population/ 1,000	547 Divided by 23.229	23.548	763 Divided by 23.229	32.847	Decrease of -9.299
Total actual incidents of other Criminal Code offences (except traffic) per 1,000 persons	Total number of actual incidents of other Criminal Code offences, except traffic Divided by Total population/ 1,000	44 Divided by 23.229	1.894	57 Divided by 23.229	2.454	Decrease of -0.560
Total crime rate per 1,000 persons (Criminal Code offences, excluding traffic) per 1,000 persons	Total number of actual incidents of other Criminal Code offences, excluding traffic Divided by Total population/1,000	714 Divided by 23.229	30.737	901 Divided by 23.229	38.788	Decrease of -8.050
Youth crime rate per 1,000 youths	Total number of youths cleared by charge or cleared otherwise Divided by Youth population/1,000	25 Divided by 1.765	14.164	19 Divided by 1.765	10.765	Increase of 3.399

Comment:

- Operating costs for police services is showing a slight increase indicative of higher police contract costs.
- The measures indicate that crime has generally declined with the exception of slight increases shown in violent and youth crime.

Building Permit and Inspection Services

Building Permit and Inspection Services	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for building permit and inspection services per \$1,000 of construction activity	Total costs for building permit and inspection services Divided by Total value of construction activity/\$1,000	\$349,603 Divided by \$16,214	\$21.56	\$396,226 Divided by \$18,290	\$21.66	Decrease of -\$0.10

Comment:

- Total value of construction can vary significantly from year to year depending on permits issued.
- Although lower, operating costs and construction activity in 2019 were proportional to the prior year resulting in a negligible change in the measure.

Public Works

Roadways	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for paved (hard top) roads per lane kilometre	Operating costs for paved (hard top) roads Divided by Total paved lane kilometres	\$3,202,617 Divided by 385	\$8,318.49	\$3,483,591 Divided by 385	\$9,048.29	Decrease of -\$729.80
Percentage of paved lane kilometres rated as good to very good condition	Number of paved lane kilometres rated good to very good Divided by Total number of paved lane kilometres tested	290 Divided by 385	75.3%	287 Divided by 385	74.5%	Increase of 0.8%

Comment:

- Wages and vehicle maintenance costs for Public Works staff are not separated by type of duty. This would result in a higher operating cost figure compared to municipalities that allocate costs on another basis.
- Pavement condition is rated using a Pavement Condition Index (PCI) such as the Index used by the Ontario Good Roads Association (OGRA) or the Ministry of Transportation's Roads Inventory Management System (RIMS).
- The operating costs for paved roads per lane kilometer have decreased to \$8,318 in 2019 largely due to less road paving expenses incurred in 2019.

Bridges & Culverts	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Percentage of bridges and culverts where the condition is rated as good to very good	Number of bridges and culverts where the condition of primary components is rated as good to very good, requiring only maintenance Divided by Total number of bridges and culverts	15 Divided by 18	83.3%	13 Divided by 18	72.2%	Increase of 11.1%

Comment:

- A bridge or culvert is rated as being in good to very good condition if distress to the primary components is minimal, requiring only maintenance. Primary components are the main load carrying components of the structure, including the deck, beams, girders, abutments, foundation etc. Only those bridges and culverts with spans of greater than 3-metres are inspected every two years.

Winter Control	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre maintained in winter	Operating costs for winter maintenance of roadways (excluding sidewalks and parking lots) Divided by Total lane kilometres maintained in winter	\$400,704 Divided by 385	\$1,040.79	\$545,999 Divided by 385	\$1,418.18	Decrease of - \$377.39

Comment:

- Winter control operating costs include only expenses directly related to winter control services such as wages and benefits for clearing roads, salt purchases, contracts for clearing roads, maintenance to snow vehicles only. No overhead or vehicle maintenance costs or patrol costs are allocated to winter control.
- Operating costs for winter control are directly tied to the amount of snowfall received and the number of winter control events year over year. Fluctuations in operating costs for winter control will be reflective of this.

Transit

Conventional Transit	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for conventional transit per regular service passenger trip	Operating costs for conventional transit Divided by Total number of regular service passenger trips on conventional transit	\$302,881 Divided by 28,707	\$10.55	\$300,365 Divided by 26,760	\$11.22	Decrease of -\$0.67
Number of conventional transit passenger trips per person in the service area in a year	Total number of regular service passenger trips on conventional transit Divided by Population in service area	28,707 Divided by 14,099	2.04	26,760 Divided by 14,883	1.80	Increase of 0.24

Comment:

- The transit system was implemented in December 2009. There was a minor change to the Transit route in 2019 resulting in a marginal decrease in the service area population.

Wastewater

Wastewater	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for the collection/conveyance of wastewater per kilometre of wastewater main	Costs for wastewater collection/conveyance Divided by Total kilometres of wastewater mains	\$1,979,662 Divided by 111	\$17,834.79	\$2,793,624 Divided by 111	\$25,167.78	Decrease of -\$7,332.99
Operating costs for the treatment and disposal of wastewater per megalitre	Costs for wastewater treatment and disposal Divided by Megalitres treated	\$1,483,906 Divided by 3,575.278	\$415.05	\$1,433,521 Divided by 3,634.459	\$394.42	Increase of \$20.63
Operating costs for the collection/conveyance, treatment and disposal of wastewater per megalitre (integrated system)	Costs for wastewater collection/conveyance, treatment and disposal Divided by Total megalitres of wastewater treated	\$3,463,568 Divided by 3,575.278	\$968.75	\$4,227,145 Divided by 3,634.459	\$1,163.07	Decrease of -\$194.32
Number of wastewater main backups per 100 kilometres of wastewater main in a year	Total number of backed up wastewater mains Divided by Total kilometres of wastewater mains/100	0 Divided by 1.11	0.00	0 Divided by 1.11	0.00	No change

Comment:

- Sewage is treated by the City of Windsor. There were no changes to operations. Costs per kilometer of wastewater main were lower in 2019 largely due to a significant increase of expenditure recorded during 2018 re: Sanitary Sewer Rehabilitation – Inflow and Infiltration Removal Program Phases 1 and 2 partly funded through Federal (CWWF) and Provincial (OCIF) grant programs.

Storm

Storm Water	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system	Costs for urban storm water management Divided by Total km of urban drainage system plus (0.005km X # of catch basins)	\$960,570 Divided by 167.00	\$5,751.92	\$839,662 Divided by 167.00	\$5,027.92	Increase of \$724

Comment:

- Stormwater operating costs have increased due to additional expenditures re: Tecumseh Storm Drainage Master Plan, the Oldcastle Stormwater Master Plan and the manhole restoration program.

Water

Drinking Water	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for the treatment of drinking water per megalitre	Costs for the treatment of drinking water Divided by Total megalitres of drinking water treated	\$1,493,239 Divided by 3,427.93	\$435.61	\$1,598,245 Divided by 3,315.74	\$482.02	Decrease of -\$46.41
Operating costs for the distribution/transmission of drinking water per kilometre of watermain	Costs for the distribution/transmission of drinking water Divided by Total kilometres of watermain	\$1,937,773 Divided by 226.00	\$8,574.22	\$2,291,008 Divided by 226.00	\$10,137.2	Decrease of -\$1,562.99
Operating costs for the treatment and distribution/transmission of drinking water per megalitre (integrated system)	Costs for the treatment and distribution/transmission of drinking water Divided by Total megalitres of Drinking Water Treated	\$3,431,012 Divided by 3,427.93	\$1,000.90	\$3,889,253 Divided by 3,315.74	\$1,172.97	Decrease of -\$172.07
Number of water main breaks per 100 kilometres of water distribution pipe in a year	Number of water main breaks in a year Divided by Total kilometres of water distribution/transmission pipe/100	20 Divided by 2.26	8.85	16 Divided by 2.26	7.08	Increase of 1.8

Comment:

- The Water Anode program has been effective in reducing watermain breaks, with 2018 program costs totalling \$350k. Operating costs for the distribution/transmission of drinking water have decreased in 2019 as the Tecumseh Anode program was completed in 2018.

Garbage Collection/Disposal

Solid Waste Management	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for garbage collection per household	Costs for garbage collection Divided by Total households	\$659,020 Divided by 8,884.00	\$74.18	\$636,955 Divided by 8,884.00	\$71.70	Increase of \$2.48
Operating costs for garbage disposal per household	Costs for garbage disposal Divided by Total households	\$857,488 Divided by 8,884.00	\$96.52	\$815,903 Divided by 8,884.00	\$91.84	Increase of \$4.68

Comment:

- The contract for solid waste collection is fixed based on the number of households. The Town of Tecumseh reports on a per household basis, versus a per tonne basis, to better reflect the drivers for garbage collection and disposal.
- The municipality pays tipping fees for the landfill which is jointly owned by the County of Essex and City of Windsor.
- The measures showed small increases reflective of inflation.

Parks & Recreation

Parks	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Operating costs for parks per person	Costs for parks Divided by Total population	\$1,662,061 Divided by 23,229	\$71.55	\$1,711,704 Divided by 23,229	\$73.69	Decrease of -\$2.14
Operating costs for recreation programs per person	Costs for recreation programs Divided by Total population	\$208,655 Divided by 23,229	\$8.98	\$192,904 Divided by 23,229	\$8.30	Increase of \$0.68
Operating costs for recreation facilities per person	Costs for recreation facilities Divided by Total population	\$1,841,112 Divided by 23,229	\$79.26	\$1,793,056 Divided by 23,229	\$77.19	Increase of \$2.07
Total kilometres of trails per 1,000 persons	Total kilometres of trails Divided by Total population/1,000	31 Divided by 23.23	1.33	31 Divided by 23.23	1.33	No change
Square metres of indoor recreation facilities (municipally owned)	Square metres of indoor recreation facilities (municipally owned) Divided by Total population/1,000	8,817 Divided by 23.23	379.6	8,817 Divided by 23.23	379.6	No change
Square metres of outdoor recreation facility space per 1,000 persons (municipally owned)	Square metres of outdoor recreation facility space (municipally owned) Divided by Total population/1,000	24,960 Divided by 23.23	1,074.5	24,960 Divided by 23.23	1,074.5	No change

Comment:

- There have been no significant changes to the Parks and Recreation service level, as reflected in the above measures.

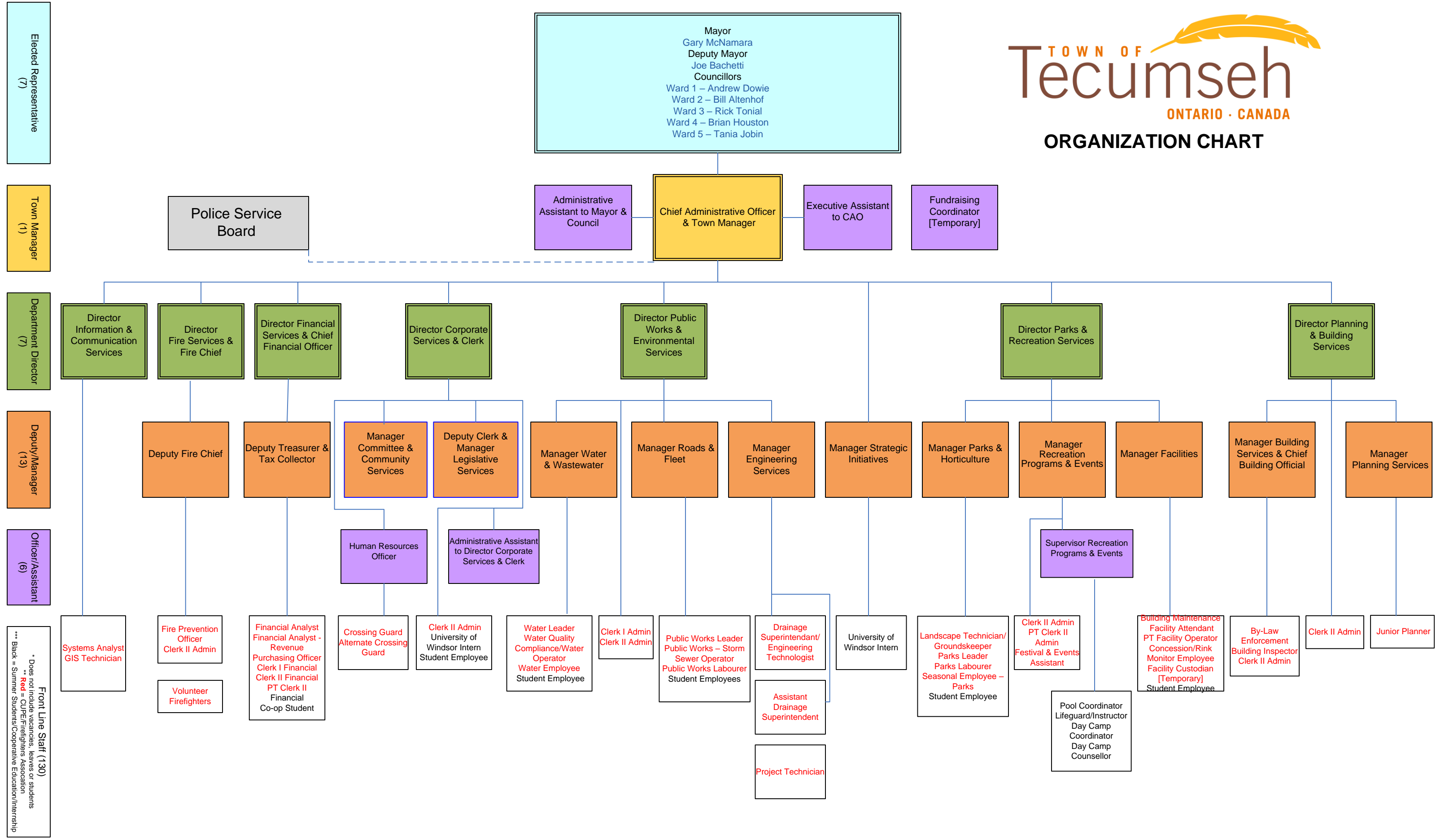
Planning

Land Use Planning	Definition	2019 Data	2019 Results	2018 Data	2018 Results	Year over Year Change
Percentage of new residential units located within settlement areas	Number of new residential units located within settlement areas Divided by Total number of new residential units within the entire municipality	80 Divided by 84	95%	20 Divided by 26	77%	Increase of 18%

Comment:

- New residential units are primarily located within fully serviced settlement areas as a function of proper planning controls. Four new residential units were constructed outside of settlement areas in 2019 on legally existing registered old lots, while there were six constructed in 2018, thereby resulting in a year over year increase of 18%.

ORGANIZATION CHART



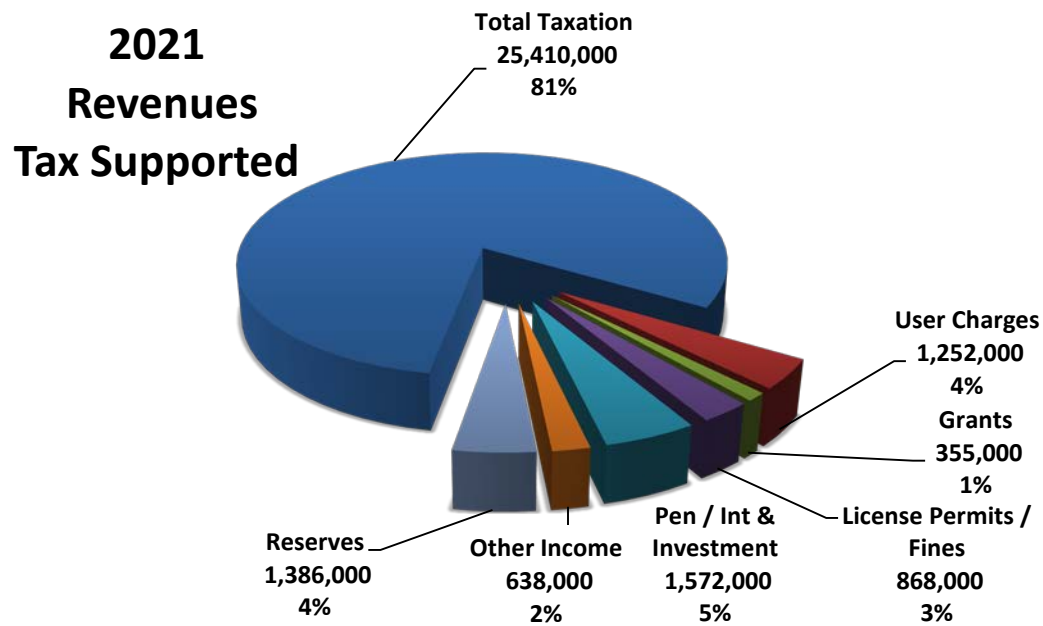
Front Line Staff (130)
 * Does not include vacancies, leaves or students
 ** Red = CUPE/Firefighters Association
 *** Black = Summer Students/Cooperative Education/Internship



General Operating Budget Overview

Revenues

The 2021 Operating and Lifecycle Budgets, excluding Water and Sanitary, include \$31.5 million in revenues, which is a \$1,124,000 increase or 3.7% over the 2020 Operating and Lifecycle Budgets. The primary source of revenue is Taxation, which accounts for 81% of all revenue. Revenue by major category is depicted below.



Total Taxation - \$25,410,000

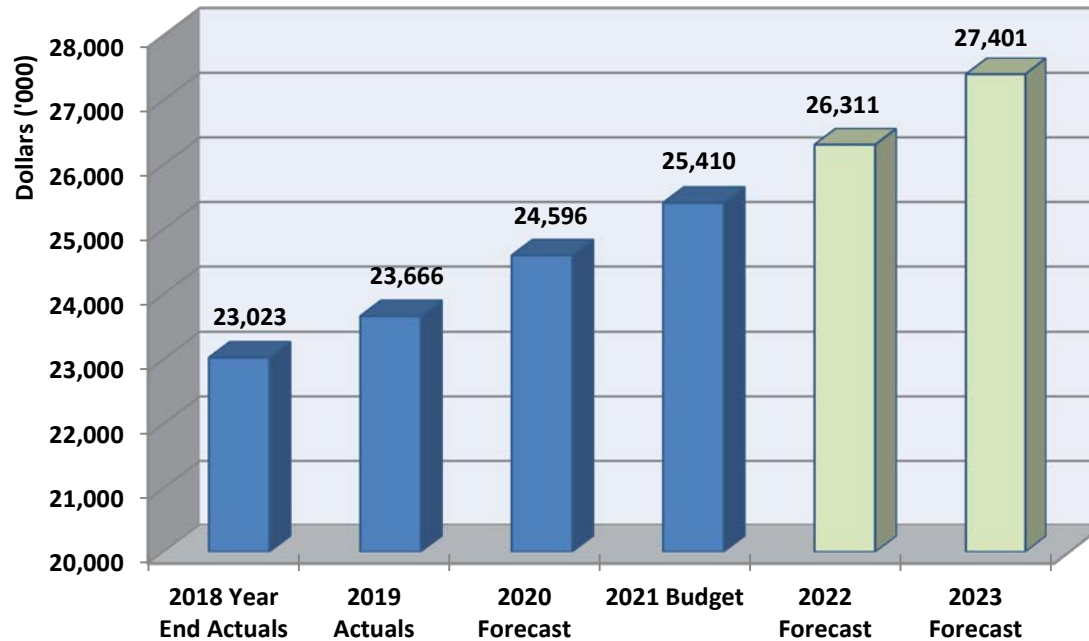
Total Taxation revenue is comprised of general levy taxes, supplementary taxes, right of way taxation, special charges and payments in lieu. General levy taxation accounts for \$25,116,000, or 99% of Total Taxation. General tax levy revenues increased by \$968,000 or 4%.

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

Levying Authority	2021	2020	\$ Change	% Change
Town	\$1,863	\$1,818	\$45	2.46%
County (Estimate)	\$1,224	\$1,218	\$6	0.49%
Education (Estimate)	\$383	\$383	\$0	0.00%
Total	\$3,470	\$3,419	\$51	1.48%

Average residential property assessments increased by 14% during the last assessment revaluation (2016 CVA vs. 2012 CVA) based on data provided by MPAC. As a result of COVID-19, the province has postponed the Municipal Property Assessment update which was scheduled to take effect January 1, 2021. Therefore, property valuations will remain unchanged from the 2020 assessment (based on fully phased in Jan 1, 2016 CVA).

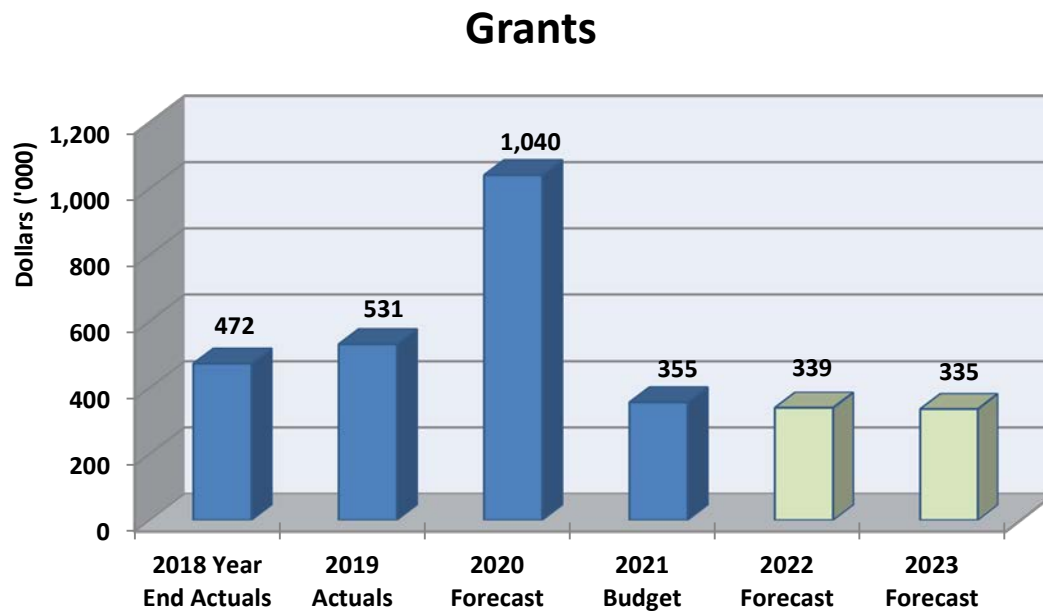
Total Taxation



Over half of the increase, \$566,000, can be attributed to Capital. The 2021 budget includes a provision for an increase to the New Infrastructure Levy allocation of \$200,000 and an increase to the Lifecycle allocation of \$366,000. Details of this increase can be found in the Lifecycle section of this document.

Projected Municipal Taxation requirements for 2022 and 2023 call for general levy increases of 3.6% and 3.8% respectively, of which approximately 1.6% for 2022 & 1.5% for 2023 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 2.4% and 2.3% for the outlook years.

Grants - \$355,000



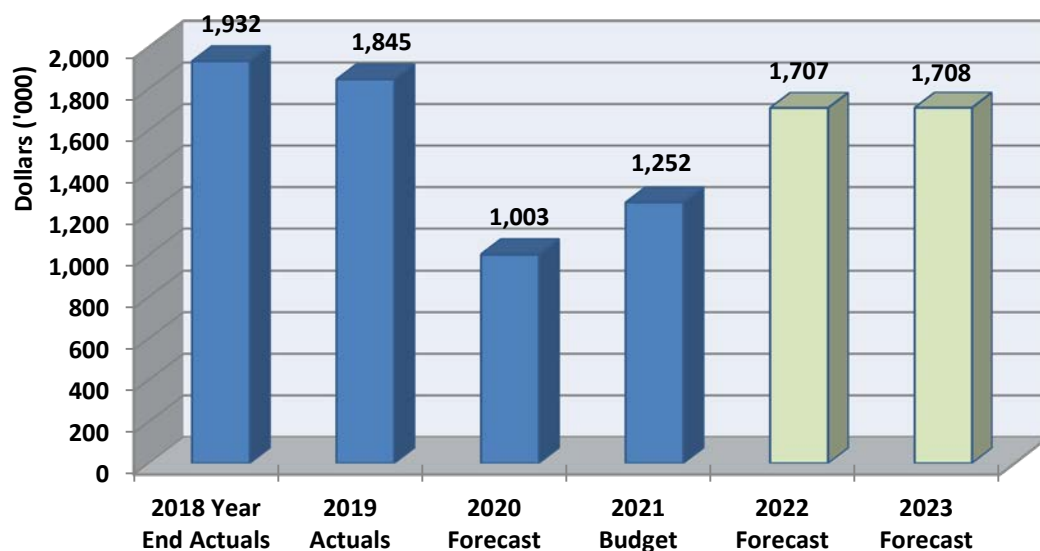
The significant increase in 2020 forecasted grant revenue can be attributed to the one-time receipt of the Safe Restart Grant Phase 1 funding of \$587,994. This funding was provided by the federal/provincial government to help municipalities continue to deliver critical public services during the pandemic. The Town is not anticipating to receive additional funding.

Ontario Municipal Partnership Fund (OMPF) grant revenue is estimated at \$31,900 in 2021. 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 decrease by \$18,000 primarily due provincial Gas Tax – Transit funding. This grant funding varies from year to year based on actual expenditures incurred in the previous year.

User Charges - \$1,252,000

User Charges



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 - \$690,000
- Land Lease - \$88,000
- Pool swim programs - \$71,000

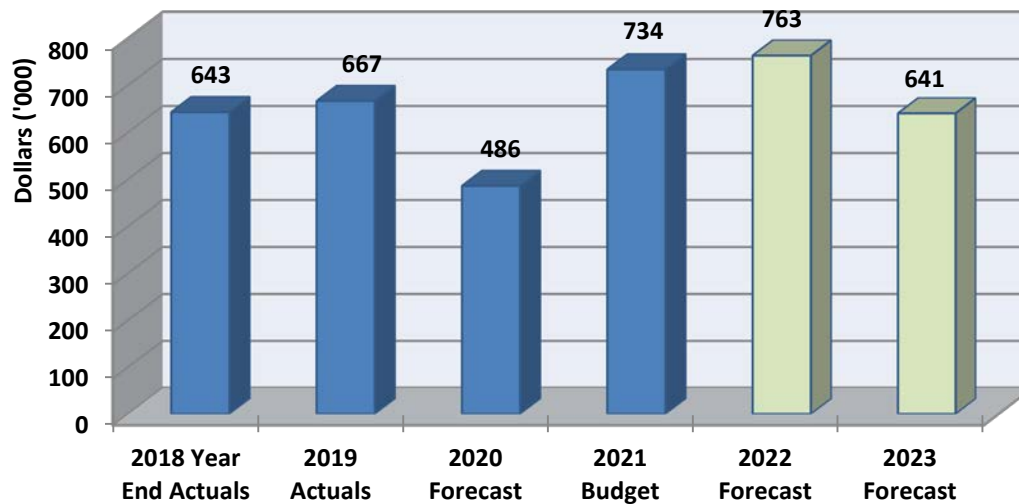
COVID-19 has had a significant impact on 2020 revenues, due to the Arena closure during Stage 1 & 2, and lower traffic upon reopening. Current conditions are expected to continue to negatively impact operations and revenue into 2021. The 2020 Forecast is projected to be \$757,000, or 43% under budget.

Total 2021 User Charges are expected to decrease by \$508,000, or 28.85% from 2020 budgeted revenues.

User Charges revenues (excluding Water and Sanitary) are reviewed annually and are generally adjusted by the Consumer Price Index (CPI) at September. The CPI at September 2020 was 0.5%. Departments will generally increase User Charges by CPI where market conditions allow.

Licenses and Permits - \$734,000

Licences and Permits

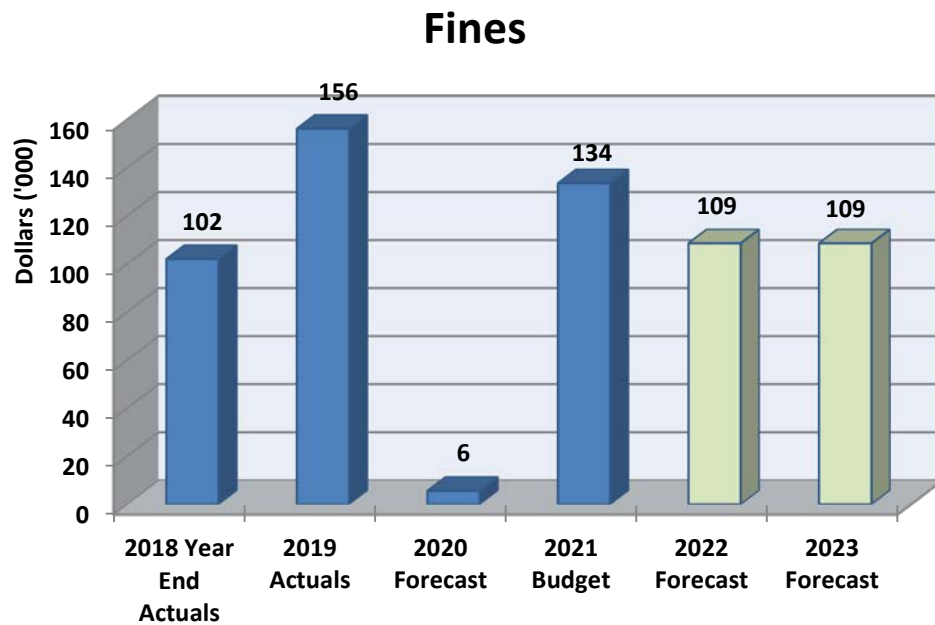


The Town generates revenue through the issuance of licenses (dog, taxi and lottery) and permits (building, culvert/driveway). The two largest sources of revenue under this grouping are:

- Building Permits \$563,000
- Lottery Licenses \$100,000

License and Permit revenues are expected to increase from 2020 budget levels by \$98,000 primarily due to higher building permit fees (\$183,000) as a result of the expected commencement of various housing developments, offset by an anticipated decrease in lottery license revenue as a result of the impacts of COVID-19.

Fines - \$134,000



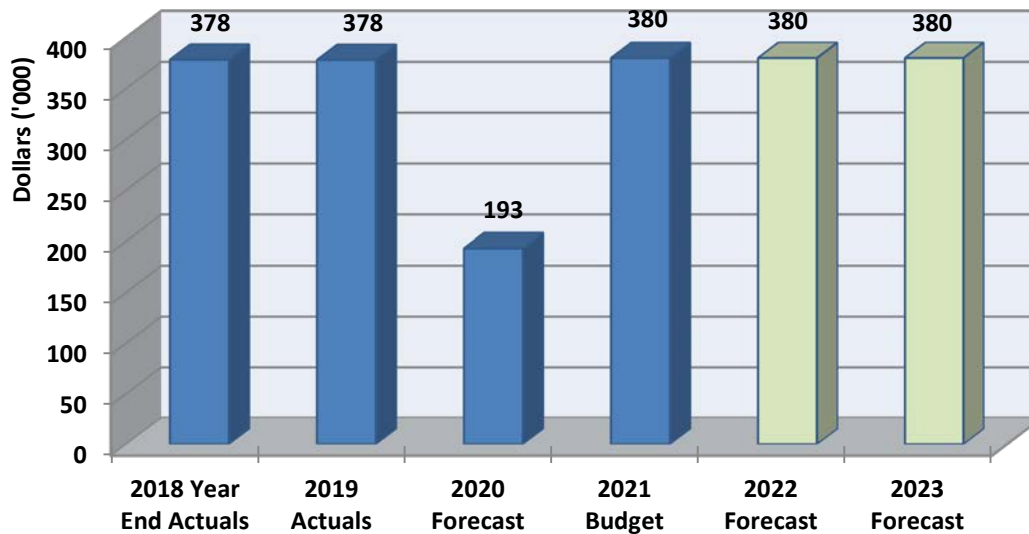
The municipality receives revenue for provincial offences, parking and dog fines. Provincial offences are non-criminal charges committed under the Highway Traffic Act, Compulsory Automobile Insurance Act, Liquor License Act, Trespass to Property Act or Town By-laws. Provincial offences fines are allocated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

As a result of COVID-19, 2020 Forecast revenue is anticipated to be minimal, but return to normal levels in 2021.

The 2021 budget has been increased by \$25,000 as a one-time catchup to fines revenue that was partially suspended due to the pandemic. Budgets for the outlook years are reduced slightly for parking fines.

Penalties and Interest - \$380,000

Penalties and Interest



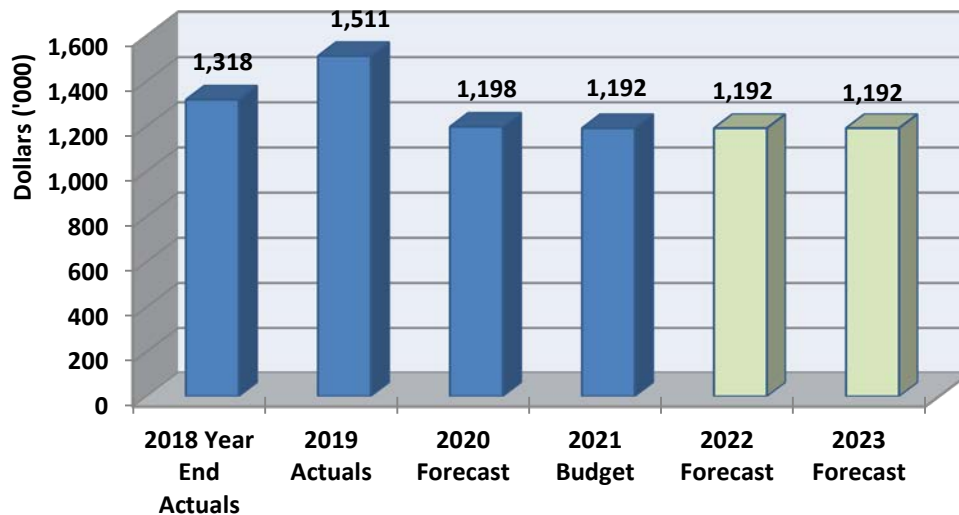
Penalties and Interest are charges for the late payment of property tax bills. The 2021 budget for penalties and interest on outstanding taxes remained consistent with 2020.

2020 Forecast is anticipated to be \$187,000, or 49% under budget due to the Town waiving interest and penalties between the months of April to September as a result of COVID-19.

Notwithstanding 2020, actual penalties and interest charges have remained relatively steady the past few years as Taxes Receivable balances have returned to historical norms following a period of difficult economic times. Forecasted charges for the outlook years are expected to remain at around \$380,000 per year.

Investment Income - \$1,192,000

Investment Income

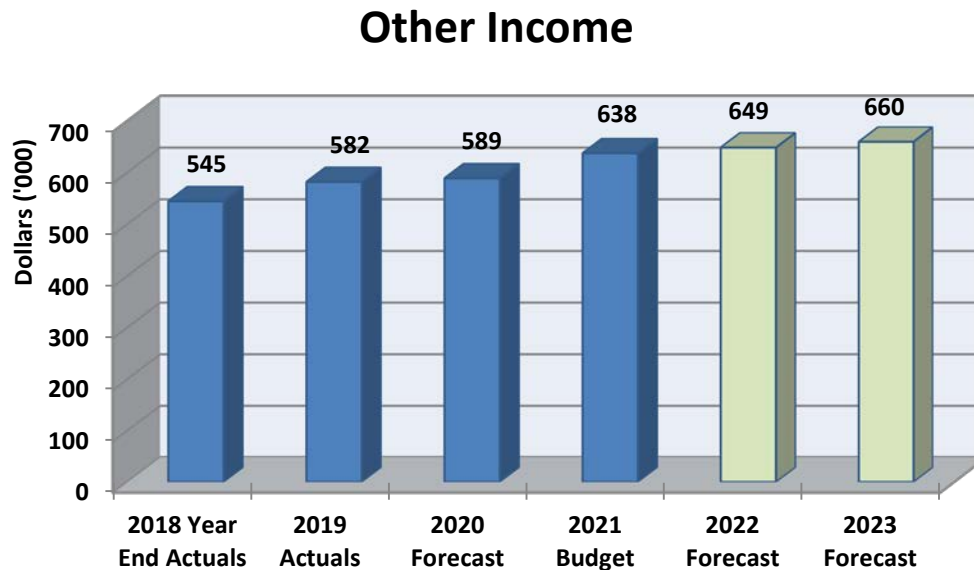


Investment income summarizes revenues generated through interest and dividends. Bank interest of \$700,000 and dividends of \$486,000 comprise the majority of the total budgeted amount.

Actual income exceeded budgets in 2016 through 2019 due to greater bank interest income coming from higher rates and bank balances and significant increases to dividend income. Due to COVID-19, bank interest rates in 2020 have seen a sharp decline compared to prior years. It is forecast that 2020 investment income revenue will be slightly above the 2020 budget, but significantly lower than in recent years.

The 2021 budget for bank interest and dividends remains unchanged from 2020. Amount exceeding base budget, \$457,000 of the category total of \$1,192,000, is to be transferred to reserve for 2021.

Other Income - \$638,000



The Other Income category is comprised of royalties and interfunctional charges. Interfunctional - Administration charges comprise 93% of the total budgeted amount.

Interfunctional charges include Town General Administrative cost recoveries of \$597,000 that are charged to Sanitary and Water as part of the program to have Sanitary and Water services on a full cost recovery basis.

The 2021 budget for interfunctional charges has been increased by 8.21% largely as a result of consolidating software & cellphone budget line items from the Sanitary and Water department budget to the ICS budget.

The 2021 and outlook years' budgets have also been increased by inflation.

Transfers from Reserves - \$1,386,000



Reserves, which include reserve and reserve fund transfers to the Operating Budget, are \$1,386,000, which represents an increase of \$510,000, or 58% from 2020 budget levels. 2021 transfers are as follows:

- Reserves - \$984,000
- Lifecycle Reserves - \$293,000
- Reserve Funds - \$109,000

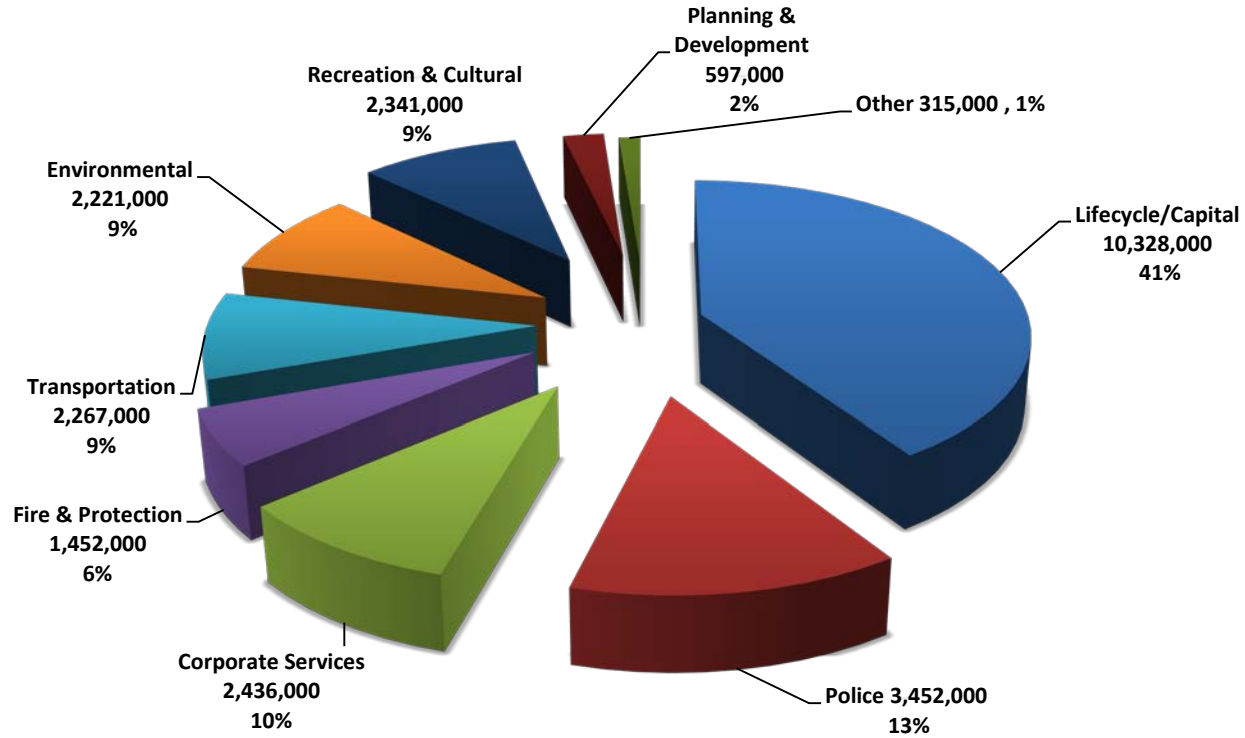
Some of the more significant items include:

- \$200,000 transfer from Reserves – CAO – funding allocation for ongoing legal costs surrounding the Lottery Licensing lawsuit.
- \$85,000 transfer from Reserves – Corporate Services & Clerks – to offset COVID-19 impact to lottery license revenue.
- \$100,000 transfer from Reserves – Storm Sewer System – one-time costs for flood mitigation.
- \$61,000 transfer from Reserves and \$53,000 transfer from Reserve Funds to offset 2020 Planning studies.
- \$85,000 transfer from Lifecycle – Information Technology - to offset costs related to ICS Service Delivery Review (\$40,000) and addition of GIS easement layer (\$45,000), both of which are expected to take place in 2021.
- \$31,000 transfer from Reserves – Parks Buildings – to offset one-time decreases to rental revenue and one-time custodian costs to be incurred as a result of COVID-19.
- \$202,000 transfer from Reserves – Arena – to offset one-time decreases to revenue and one-time custodian cost to be incurred as a result of COVID-19.

Expenditures

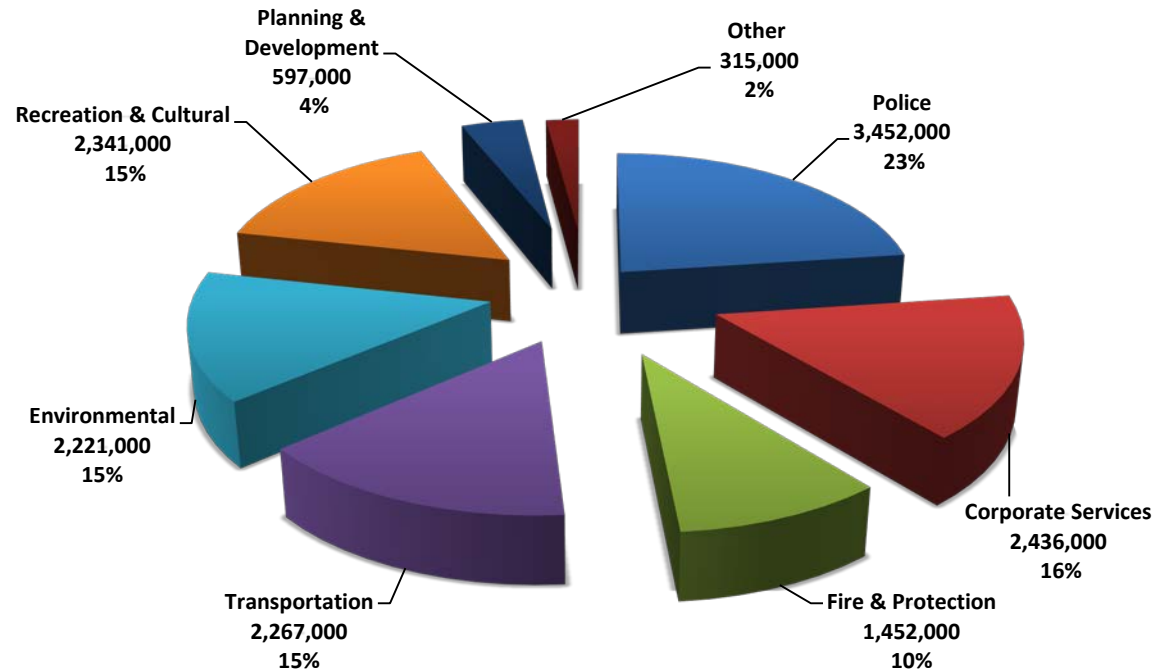
The Operating Budget including allocation to Lifecycle/Capital is illustrated below as net expenditure by service category. Net expenditure of a service is the total cost less revenues, such as User Charges, License fees, Permit fees etc. It can be described as the net cost of that service to property taxpayers.

2021 Net Expenditures by Department



The chart below depicts 2021 Net Expenditure without Lifecycle/Capital allocation.

2021 Net Expenditures by Department

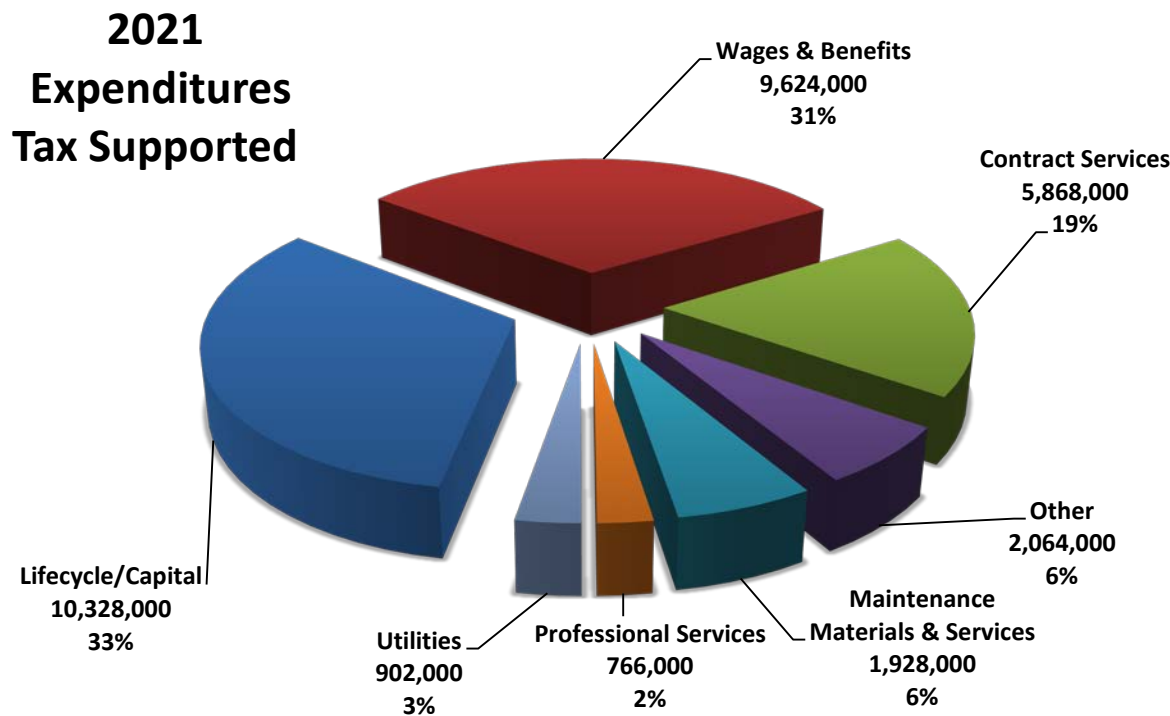


The Lifecycle (LC and NIL) contribution is greater than one third of the Operating Budget at 41%. The Lifecycle contribution is part of a plan adopted by Council in 2005 to address Lifecycle funding requirements. Infrastructure replacement costs of hundreds of millions of dollars identified through the tangible capital asset valuation project underscore the importance of this program.

Policing costs make up the second largest portion of the budget at 13%. In 2019 the impact of the OPP New Billing Model was fully phased-in and accordingly, policing costs should remain around 15% of overall net expenditures going forward.

The 2021 Operating and Lifecycle Budgets for Town services, excluding Water and Sanitary, is \$31.5 million, which represents a \$1,124,000 or 3.7% increase from the 2020 Operating and Lifecycle Budgets.

The 2021 Budget by major expenditure type is shown below.



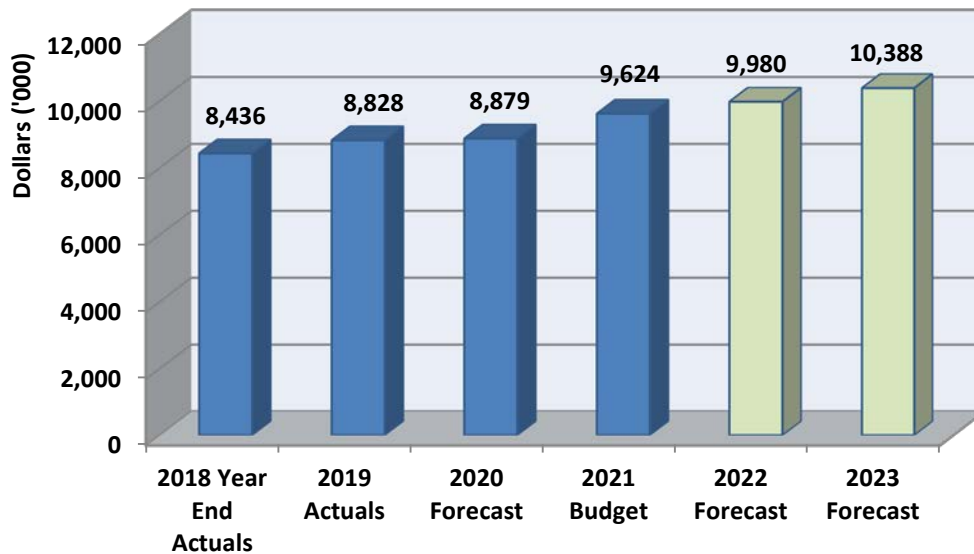
Lifecycle – New Infrastructure Levy and Lifecycle allocations increase a combined \$566,000.

Net Operating expenditures, excluding Lifecycle, increased by \$558,000. Significant factors include:

- Transfers to Reserves - \$200,000 increase – includes provision for salaries/benefits and insurance.
- Professional Services - \$216,000 increase – includes costs to engage third-party services for various projects including ICS Service Delivery Review, addition of GIS easement layer, records management contract and building contract inspections for 2021. Also includes \$66,000 one-time increase for non-routine legal fees.
- Contract Services - \$80,500 – of which \$33,500 is for an estimated increase in the OPP contract, \$29,000 related to garbage collection & Disposal and \$11,000 for the Conservation authority.

Wages and Benefits - \$9,624,000

Wages and Benefits

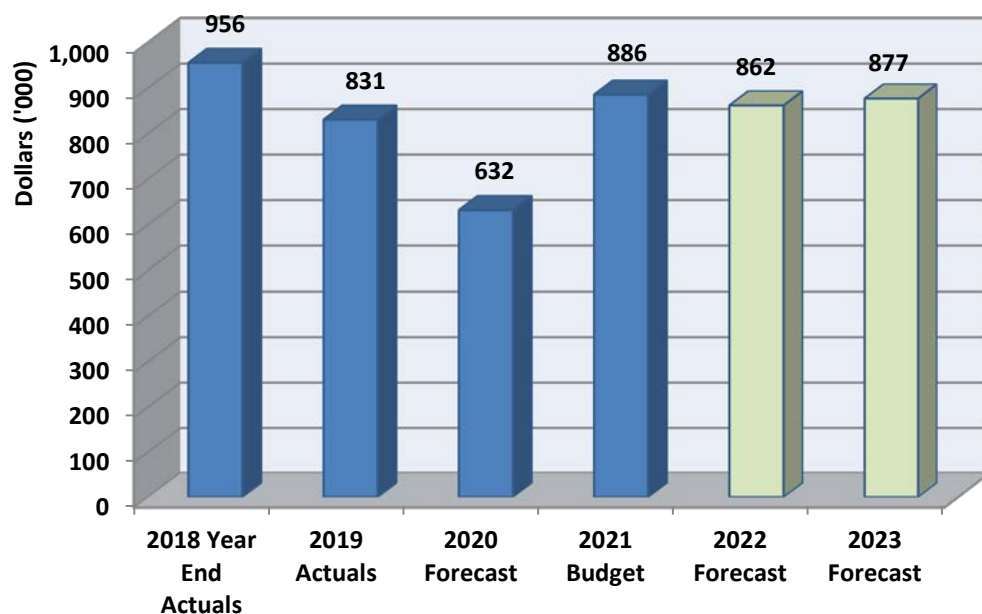


Wages and Benefits are expected to total \$9.62 million (2020 budget - \$9.60 million) or 47.3% (2020 – 47.9%) of expenditures before transfers. The \$29,000 increase to the budget takes into account service level changes, both additions and deletions, some of which are temporary due to the COVID-19 impact.

The forecast for 2020 is \$8.88 million, significantly lower than budget, due to the impact of COVID-19 on program offerings, primarily affecting student and part-time positions.

Maintenance Materials and Supplies – \$886,000

Maintenance Materials & Supplies



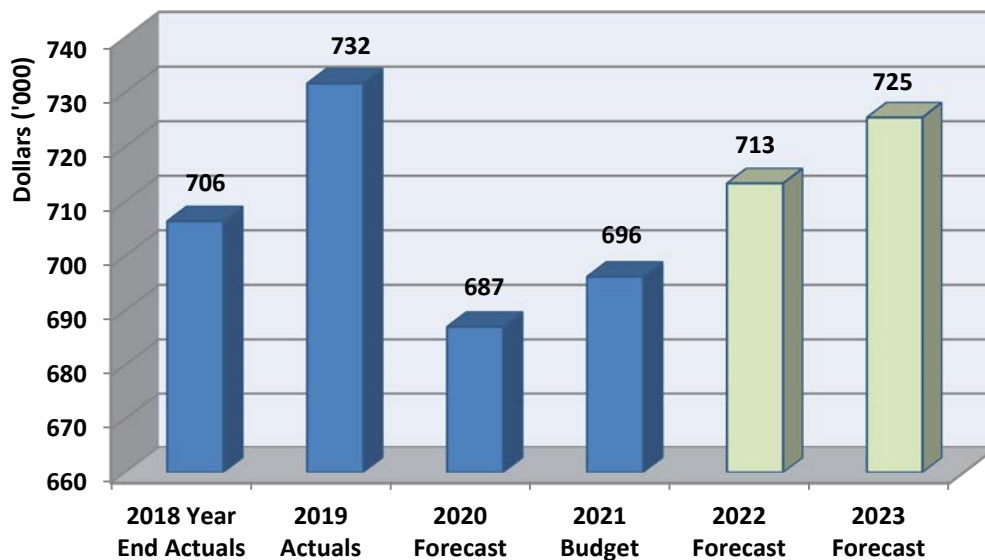
The Maintenance Materials and Supplies category includes costs such as general materials and supplies, trees, salt, street signs, gas, equipment purchases, building repairs and maintenance purchases. The 2021 budget remains relatively unchanged from 2020. The largest expenditure categories are:

- Materials and supplies - \$246,000
- Salt - \$208,000

2020 expenditures are forecast to be \$256,000 under budget, primarily due to \$68,000 decrease in salt expenditures as a result of sufficient inventory and favorable variances in Gas (\$42,000) and Equipment Rental (\$42,000).

Maintenance Services - \$696,000

Maintenance Services



This category includes repairs on vehicles and equipment, building and grounds maintenance, tree trimming, and train crossing protection. Major expenditures in this category include:

- Vehicle Parts and Service - \$205,000
- Building Maintenance - \$154,000
- Maintenance Service (Street Lighting/Storm Sewer/Roadways) - \$145,000

The overall category remained consistent with the 2020 budget, having a net decrease of \$4,000, or 0.51%. Some increases/decreases include:

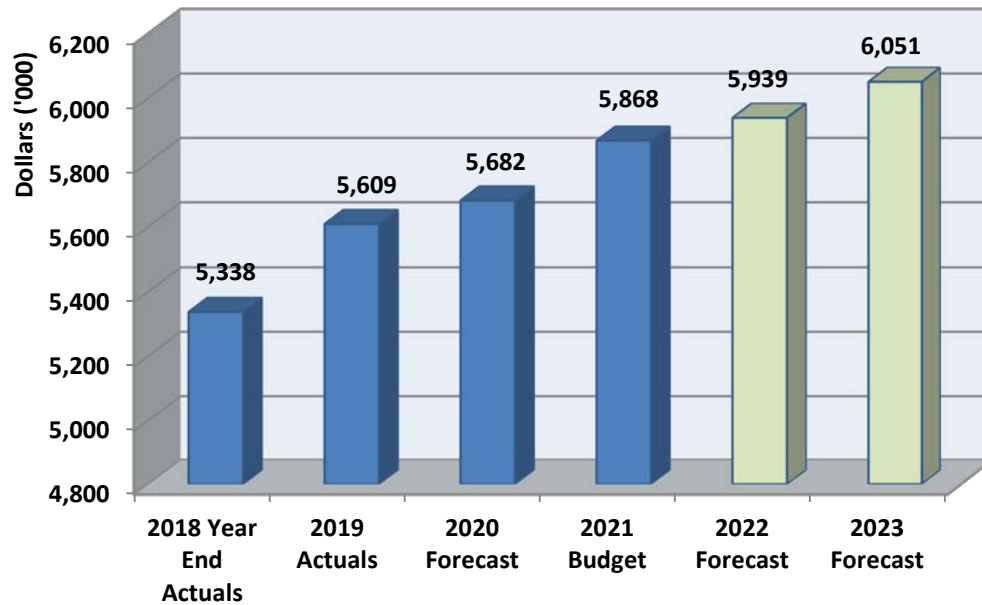
- Vehicle Parts and Service - \$16,000 – increased to reflect actual costs incurred for vehicle parts & service
- Tree trimming - \$5,000 – increase to reflect anticipated higher demand, based on recent trends.
- Grounds Maintenance – (\$29,000) – one-time decrease to Corn Festival costs due to impacts of COVID-19.

Forecast 2020 expenditures are \$12,000 under budget due to variances in Vehicle Parts and Service, Grounds Maintenance and Building Maintenance.

Outlook year budgets for 2022 and 2023 forecast a modest increase to 2021 levels attributable to inflationary increases.

Contract Services - \$5,868,000

Contract Services

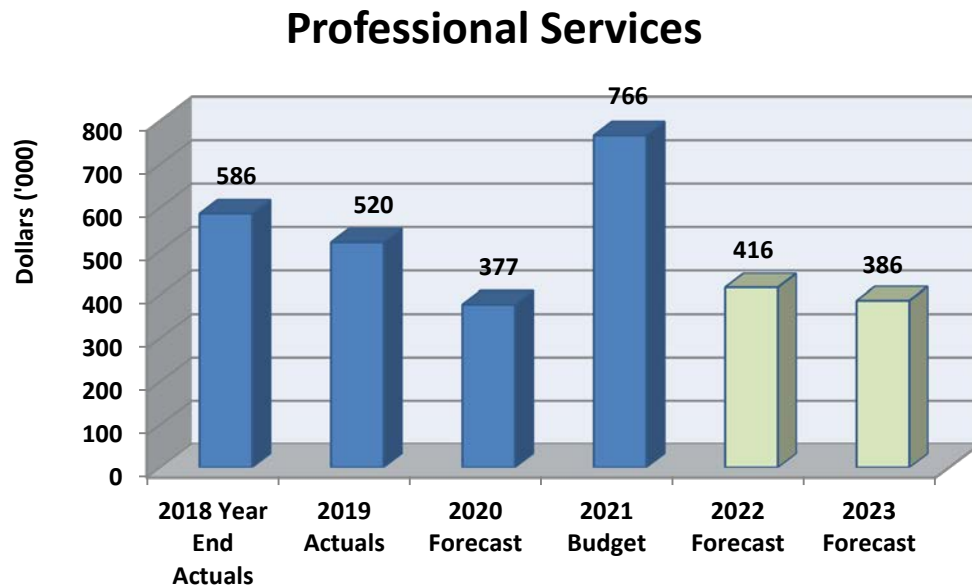


Major services contracted by the Town include:

- OPP police service - \$3,524,000
- Garbage collection/disposal - \$1,469,000
- Conservation requisition - \$294,000
- Transit - \$235,000

The overall category increase is \$81,000 or 1.4% primarily due to OPP contract services & garbage collection/disposal. The outlook years include an inflationary increase of approximately 2% for the major components in this area.

Professional Services - \$766,000



Professional Services primarily include legal, engineering, planning and audit services, with the largest being:

- Legal fees - \$325,000
- Other fees (planning, strategic, human resource etc.) - \$379,000
- Engineering fees - \$38,000
- Audit fees - \$24,000

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

The overall category increase is \$216,000, or 39% over the 2020 budget, with the largest dollar increases attributable to:

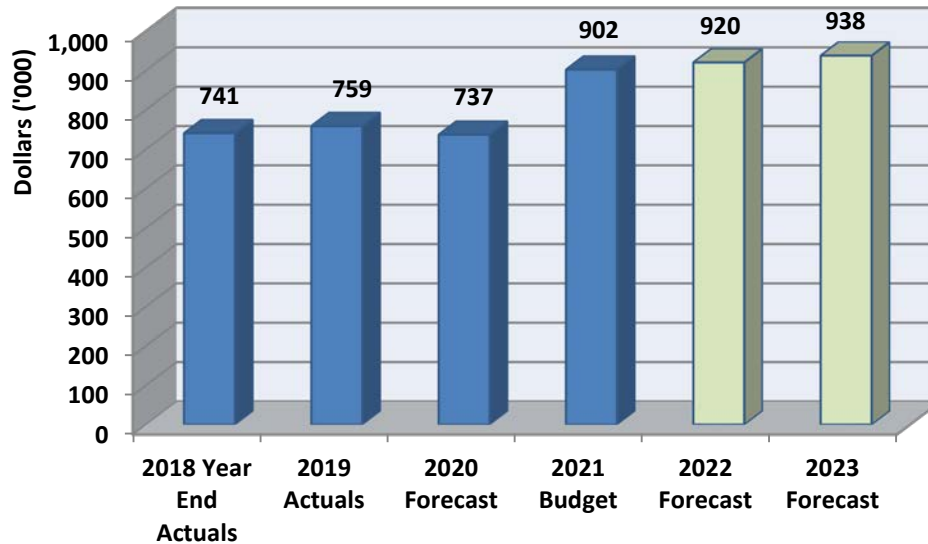
- Professional Fees – Legal \$66,000 – Due to one-time increase in legal fees.
- Professional Fees – Other - \$150,000 – Increase is primarily due to one-time costs to complete service delivery reviews within various departments.

It is expected that Professional Services will decrease in the forecast years with the resolution of outstanding legal issues and the completion of other on-going Planning Department projects and studies.

Utilities - \$902,000

The utilities category includes gas, hydro and water, telephone and cell phone expenses. Utilities are expected to increase by \$48,000 or 5.61% over 2020 budget levels in part due to the new carbon tax. Additionally, a portion of the increase in Utilities can be attributed to the increase in water & electricity costs to operate the St. Mary's & McAuliffe splash pads based on 2019 & 2020 trends.

Utilities

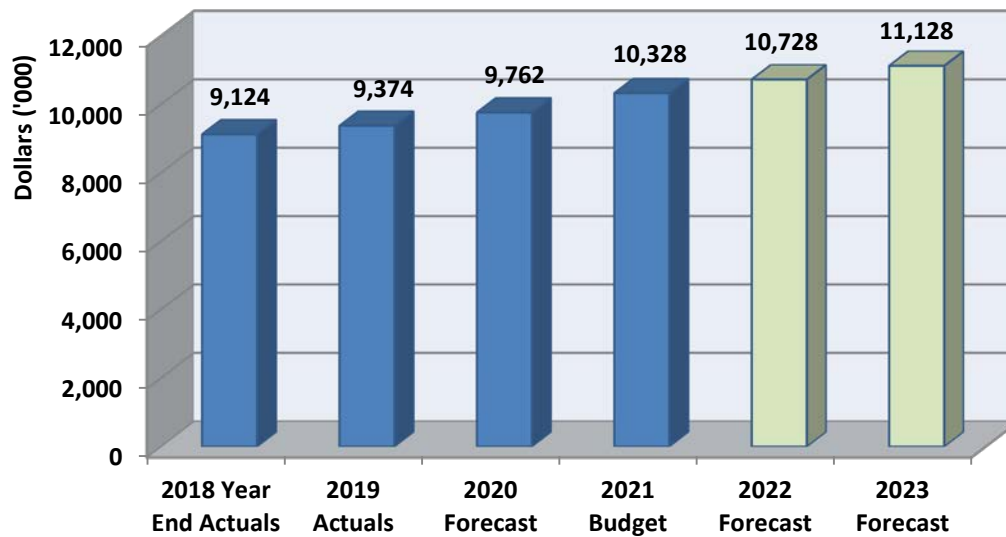


The Town conducts facility walk-through audits on a rotational basis under the Energy Conservation and Demand Management (ECDM) plan for opportunities to reduce energy consumption and greenhouse gas emissions.

Energy audits have been performed on largest energy consumers with many recommendations implemented and the 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) - \$10,328,000

Transfer to Capital (Lifecycle/Capital)



Transfer to Capital includes the following items:

- Lifecycle - \$8,578,000
- Lifecycle New Infrastructure - \$1,750,000

The Lifecycle amount represents the annual allocation of funds to Lifecycle reserves, which are used as the source of funding for capital replacements. The 2014 budget represented the final year of the Town's ten-year plan of annual increases in order to achieve full-funding of the Lifecycle program based on Lifecycle requirements established in 2005.

The 2021 budget includes an increase to the general Lifecycle reserve of \$366,000. Of this increase, \$250,000 is for Lifecycle – Storm to address projected future shortfalls identified in the next five years due to pump station rehabilitation and reconstruction works. The balance is to address funding shortfalls in Fire Equipment, Parks Development and Arena.

The 2021 budget also proposes an increase in the New Infrastructure Levy (NIL) of \$200,000 in each year from 2020 through 2024 to reach a revised annual target amount of \$2,350,000. 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. Note that \$550,000 of the NIL has been earmarked for the Multi-Use Sportsplex.

The outlook years also include a Lifecycle increase of \$200,000 in 2022 and \$200,000 in 2023 as placeholders for contributions towards deficient categories such as Storm, Bridges/Culverts, Drains and Parks Development discussed in more detail in the Lifecycle Plan.

2022 and 2023 Outlook

The 2021 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. The Consumer Price Index for September 2020 was 0.5%. Inflationary increases of 2% were built into outlook years' revenues and expenditures for select revenue and expenditure types.

The preliminary two-year outlook calls for tax increases of 2.4% in 2022 and 2.3% in 2023.

Some of the notable budget pressures identified for 2022 and 2023 include:

- Transfer to Capital, i.e. contributions to New Infrastructure Levy Reserve and Lifecycle Reserves of \$200,000 each in 2022 & 2023 (1.59% & 1.54% combined).
- Wages and Benefit increases of \$356,000 or 3.7% (2022); \$308,000 or 3.1% (2023). This includes negotiated and inflationary increases as well as a provision for an additional position in ICS and Public Works – one each year.
- Policing costs expected to increase by \$70,000 or 2.0% (2022) and \$71,000 or 2.0% (2023).
- Building Permit revenue expected to decrease \$56,000 in 2022 and by another \$159,000 in 2023 as development is expected to gradually decline following the completion of current projects.
- There is a strong likelihood that significant funding will be required for rehabilitation and maintenance arising out of the (Tecumseh) and (Oldcastle Hamlet) Storm Drainage Master Plans that are currently being undertaken. Administration has saved 2018, 2019 and 2020 OCIF Formula Based Component funding to support storm related works required over the next five years.

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 \$300,000 in 2022 and \$400,000 in 2023 due to assessment growth.
- Professional Services anticipated to decrease by \$350,000 in 2022 upon completion of the various Service Delivery Reviews and due to the reversal of one-time legal fees.

Water and Wastewater Operating Budget Overview

The population of the Town of Tecumseh is largely serviced by municipal water and wastewater. The Town purchases water from Windsor Utilities Commission (WUC) to service our water customers. The Town owns and operates the distribution system, an elevated storage facility and metering facilities at the Town boundary. Tecumseh also purchases wastewater treatment through the City of Windsor at its Little River and Lou Romano Plants.

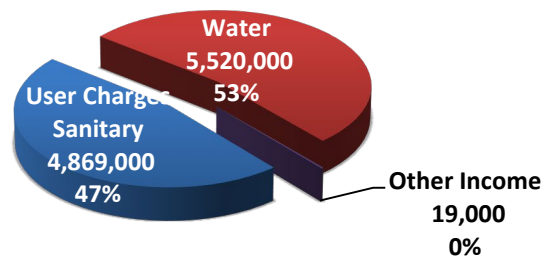
There are currently 9,450 metered customers receiving water services and 8,500 customers receiving wastewater services. Water and wastewater are billed based on a monthly charge and on a volume consumption basis. These charges provide funding for new capital, lifecycle and operating costs.

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. Water and wastewater rates are reviewed and set on an annual basis.

2021 Revenue Rate Supported



Council adopted the 2015 Water and Wastewater Rate Study (Rate Study) on November 24, 2015. The purpose of the document was to update the water and wastewater rates and charges to ensure a full cost recovery of water and wastewater services and to guide rate setting for the years 2016-2020. The Rate Study noted that the former rate structure had resulted in an unreliable revenue stream. Generally, consumption continues to decrease while a large portion of costs are fixed. The Rate Study recommended increasing the fixed rate revenue in order to secure a larger portion of the revenue stream which is not dependent on volume. Annual increases were estimated at less than 3% for all stakeholders.

During 2018, the Town was advised by WUC that WUC would pursue an increase to the bulk water rate charged to the Town. The bulk water purchase agreement between the Town and WUC allows for rate adjustments, where warranted, at 10-year intervals of the 50-year agreement. Through a mediation process, it was agreed that a rate adjustment of 9% would be applied to the 2017 rate and would be effective January 1, 2017 through to December 31, 2026.

This increase was not anticipated during the preparation of the 2015 Water and Wastewater Rate Study. A financial analysis was subsequently performed and Administration recommended that the increased costs going forward necessitated a deviation from the Rate Study with respect to the metered water consumption charge and that retroactive costs be funded by the Water Rate Stabilization Reserve.

Specifically, the Rate Study recommends a 1% increase to the metered water consumption charge. Administration recommended a 3% increase to the metered water consumption charge for years 2019 and 2020 to cover this increased cost of bulk water supply. Having completed the two-years of greater rate increases, the 2021 Budget includes increases in line with the recommendation from the 2015 Rate Study.

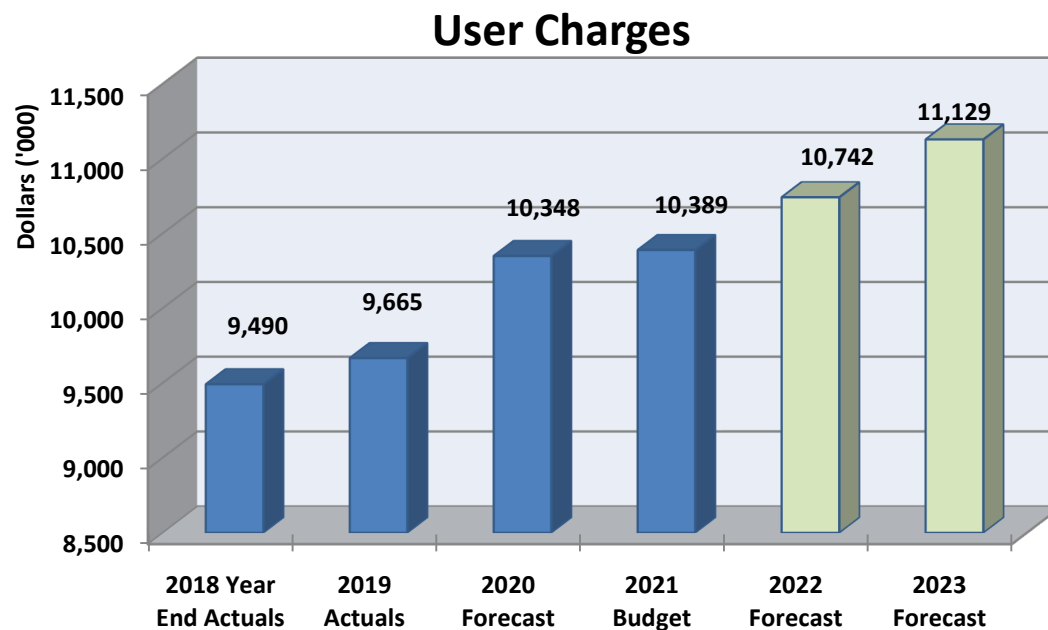
The Town's Water and Wastewater Rate Study is reviewed every five years following which a rate schedule will be recommended for the next five-year period. The Study was due for review in 2020 and would have provided a rate schedule for years 2021-2025, however due to COVID-19, the review was deferred and will take place in 2021.

User Charges - \$10,389,000

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 - \$ 5,520,000
- Sewer Charges - \$ 4,869,000

Based on recommendations included in the Town's 2015 Water and Wastewater Rate Study, the proportionate amount of fixed fees will increase year-over-year so that fixed revenue will make up a greater amount of total sales. In 2015, the water and sewer revenue mix was split 70/30 between variable and fixed fees. This ratio will gradually change to 60/40 by 2024.



User Charges are necessary to address funding requirements for new capital, lifecycle and operating costs.

The Rate Study recommends fixed rate increases of 6.0% per annum along with 1.0% and 2.0% annual increases to the water and sanitary variable rates respectively.

2020 Year End Forecast of \$10,348,000 is under budget by \$49,000 due to lower consumption. Estimated year end volume is approximately 39,500 m³ less than what was budgeted with lower volumes primarily from non-residential customers.

Expenditures

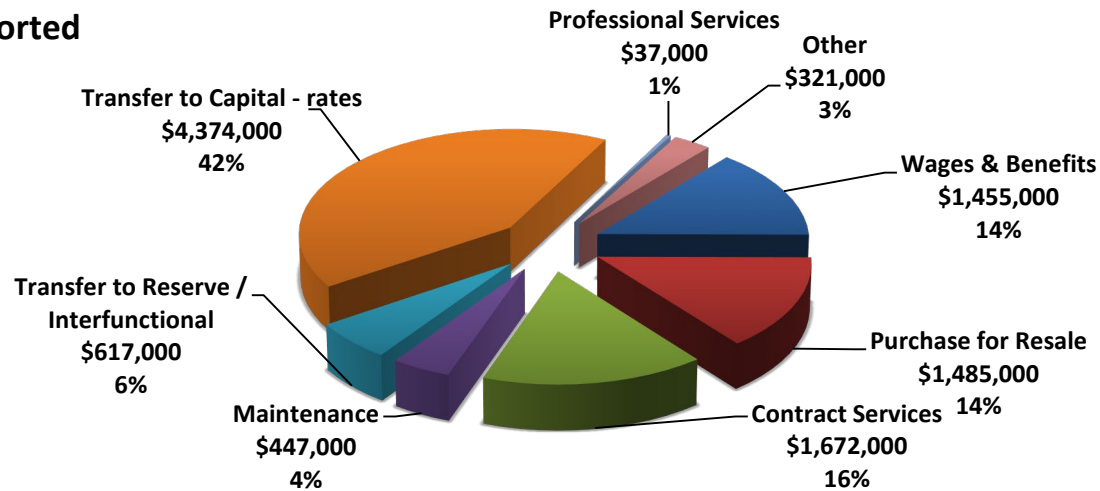
The 2021 Water and Wastewater Operating Budget totals \$10,408,000 (\$5,417,000 before transfers). This marks a \$64,000 decrease from the prior year budgeted amount (before transfers). It is important to note that this does not include a provision for an increase to salaries and benefits. Collective bargaining agreements (CBA) with unionized employees expire at December 2020 and negotiations have yet to commence for the next agreement.

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 42% of the total expenditures and is \$40,000 greater than 2020, primarily due to increased water and wastewater fixed fees.

Other significant items are Contract Services for the cost of wastewater treatment; Purchases for Resale for the cost of water purchased from WUC; and Wages and Benefits.

2021 Expenditures

Rate Supported



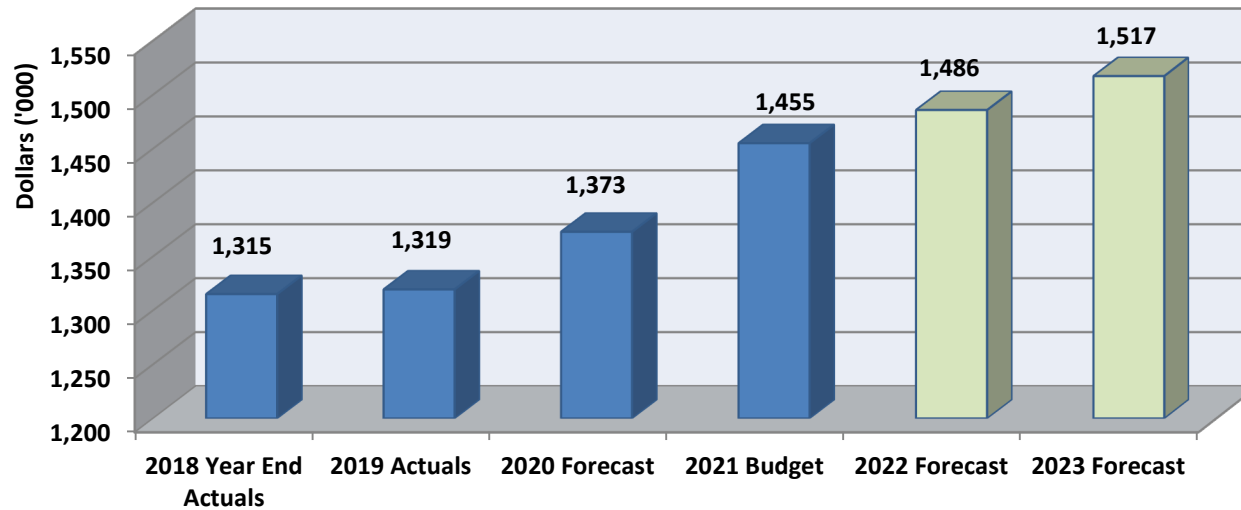
Wages and Benefits - \$ 1,455,000

Wages and Benefits are expected to total \$1.46 million (2020 budget \$1.49 million) prior to negotiated 2021 CBA increases.

Budgeted wages and benefits decrease by 2.59% from 2020 due to the elimination of the 2020 one-time increase to reflect the 53rd pay week. Actual 2020 wages and benefits are forecast to be close to \$75,000 below budget due primarily to temporary vacancies, salary gapping for non-unionized employees and reduced part-time student staffing as a COVID cost containment measure.

A placeholder for an increase to wages and benefits is included in the outlook years pending the outcome of CBA renewals.

Wages and Benefits



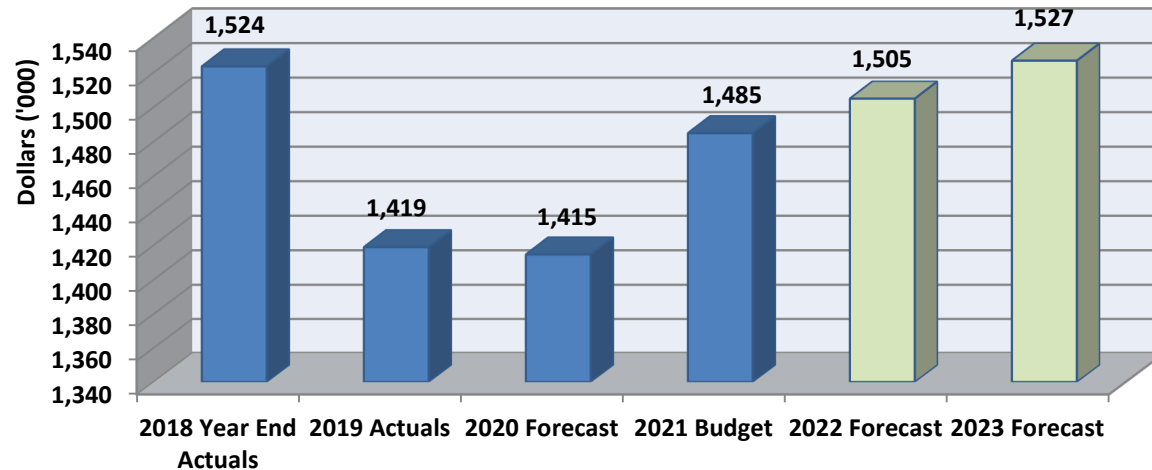
Purchases for Resale - \$1,485,000

Purchases for Resale represent the cost of water purchased from WUC. The budgeted amount for this category decreases from 2020 as actual inflation rates in 2020 were below budget. Volume purchased is expected to increase somewhat as residential growth occurs in 2021; however, volume per household is expected to continue to decline.

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.

2020 Forecast Year End Actuals are expected to be below budget by 5% due to lower than estimated volumes purchased due to decreases in non-residential consumption.

Purchases for Resale



Contract Services - \$ 1,672,000

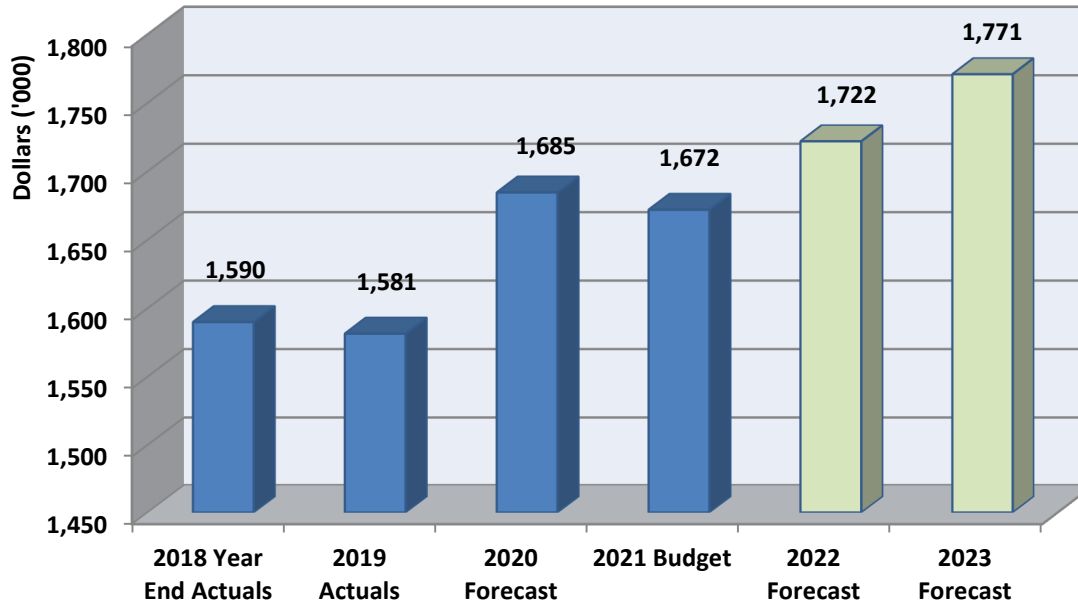
This category covers all services contracted by the Town as related to water and wastewater operations, which includes Sewage Treatment, Sewer Maintenance and Billing and Collection fees.

The overall category budget increased slightly over the prior year budgeted amount. Fees of \$160,000 for billing and collection services contracted to Essex Power are expected to remain unchanged from prior year.

Sanitary treatment costs contracted to the City of Windsor have increased by \$4,000 due to a provisional inflationary increase to the rate charged per m³ offset by projected declining volumes. Early indications suggest the improvements to the Town's wastewater collection system through the Inflow and Infiltration programs implemented during the course of the past several years have been successful in reducing the amount of rainwater entering the system. The outlook years include increases of approximately 3.0% for 2022 and 2.8% for 2023. This includes estimated inflationary increases to

sanitary treatment costs along with marginal increases to volumes treated due to new sanitary sewer connections.

Contract Services



Transfers to Capital - Rates – \$4,374,000

Transfers to Capital – Rates, includes sanitary and water funding for lifecycle purposes of \$2,393,000 and \$1,981,000 respectively.

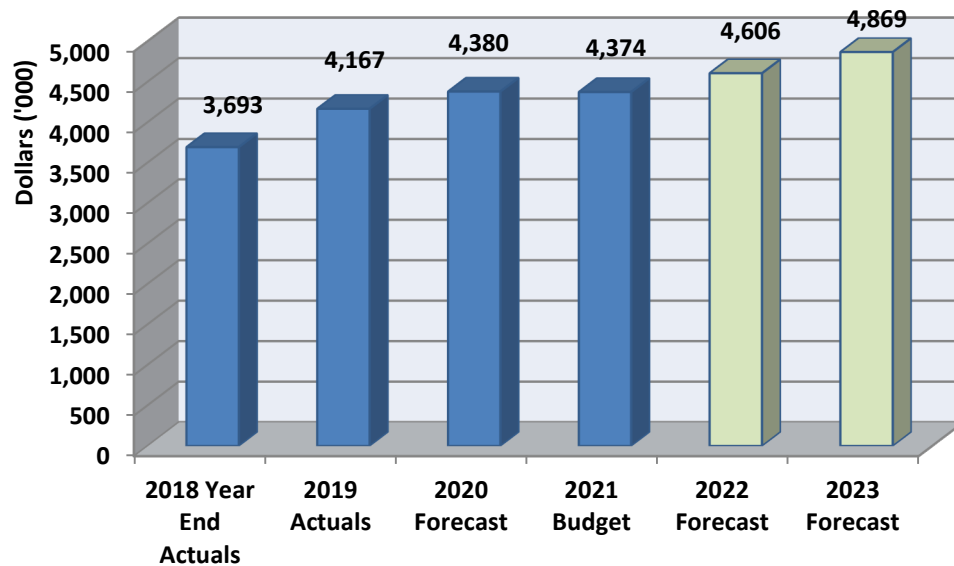
2020 August variance projects a \$227,000 surplus from water and wastewater operations, which will ultimately increase the amount transferred to reserves.

Favourable results can be attributed to lower bulk water purchases than anticipated, employee vacancies during the year and declining participation in the sanitary backwater valve grant program, offset by a reduction in user fee revenues from reduced water consumption volumes.

Transfers to Capital for the forecast years are as per the Rate Study with adjustments made, +/-, to balance the fund. For sanitary, surpluses of \$63,000 and \$16,000 are expected for 2022 and 2023 which increases the Transfer to Capital.

Conversely, deficits of \$351,000 and \$386,000 are expected for Water which results in a lower Transfer to Capital. Higher bulk water purchase costs are the primary cause for this deficit.

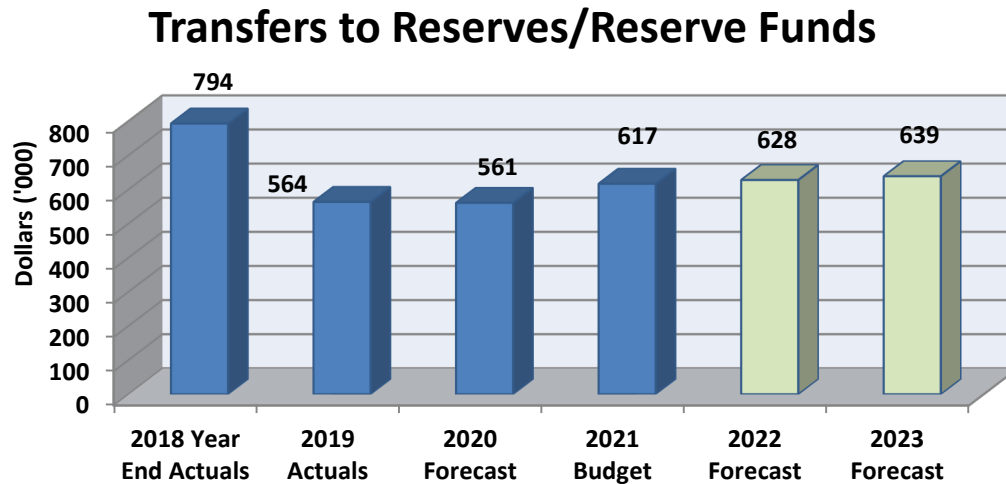
Transfer to Capital - Rates



Transfers to Reserves - \$ 617,000

Transfers to Reserves consists of Interfunctional 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 2.0% was used for 2021.

Direct charges, such as Public Works labour hours towards wastewater services and labour hours for One-Call services are based on actual hours worked. 2021 budget increases by \$46,000, or 8.06% from 2020 as a result of moving the Sanitary and Water department software & cellphone budgetary line items to the ICS budget. This is essentially a reporting exercise and the increase to 'Transfer to Reserves' is equally offset by a decrease to the 'Office Supplies' budget line item, which included these items. Inflationary increases of 2% have been applied to outlook year amounts.



2022 and 2023 Outlook

Water and wastewater rates are forecast to increase as per the 2015 Rate Study recommendation for 2022/2023 as a placeholder, pending the completion of the Study update.

Administration will update the Town's Water and Wastewater Rate Study during 2021, which will recommend rates for the next five-year period 2022-2026.

Expansion of the Town's wastewater system will continue in a phased-approach in the Town's Oldcastle industrial area.

Administration will negotiate a new billing & collection service agreement with Essex Power.



2021 Proposed Business Plan & Budget

Presentation to Town Council

December 8, 2020

2021 Proposed Budget

- Overview – Chief Administrative Officer
- Budget – Treasurer & Deputy Treasurer
 - Budget Document
 - Operations
 - General
 - Water & Wastewater
- Lifecycle
- Reserves
- Conclusion
- Q & A



Budget: As a Strategy

The budget is our plan to manage our citizens' money and other funding we receive to deliver services important to our community.

Our goal is to align the budget with the Mission, Vision & Values and 5 Strategic Priorities within the Council-approved Corporate Strategic Plan, 2019-2022:

Mission:

We will work together strategically to accomplish sustainable growth that integrates the principles of health and wellness in everything we do.

Vision:

The Tecumseh of tomorrow will be a community of economic vitality, environmental leadership and a high quality of life for all of our citizens.

Values:

Fiscal responsibility
Service Excellence
Accessibility

Community Involvement
Inclusion & Equitable Treatment
Leadership



Strategic Priorities 2019-2022

Smart Growth

Goal: Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.

Sustainable Infrastructure

Goal: Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision making.

Community Health and Wellness

Goal: Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.

Continuous Improvement

Goal: Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.

Good Governance

Goal: Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.



Budget Process

Tecumseh's proposed budget is developed by Town staff to deliver the services and programs directed by Council that our community values.

A community survey is conducted to inform the draft budget of citizen priorities.

Once a recommended budget has been set by Town staff, it is presented to Council and made public. A period of review follows.

A special Council meeting is held for budget deliberation with presentations of department business plans. Council considers all aspects of the budget and aims to finalize a budget aligned with the Town's strategic priorities and operational needs.

On Budget Adoption Day, Council is requested to approve the finalized budget.

Town staff drafts
proposed budget

Public survey done to
inform draft budget

Town staff presents recommended
budget & business plans

Town Council deliberates
& adopts budget



2021 Town Budget & Fees Presentation &
Deliberations
Tuesday, Dec. 8, 2020 @ 7 pm
Wednesday, Jan. 13, 2021 @ 4 pm
Thursday, Jan. 14, 2021 @ 4 pm (if req'd.)

Council
Chambers

2021 Town Budget & Fees Adoption Day
Tuesday, Jan. 26, 2021 @ 7 pm



Budget: As an Instrument

The Town budget is the basis for determining the amount of taxation levy.

It links Council's priorities and operational needs to the financial resources required to implement Council-approved:

- Departmental business plans and strategic priorities
- Programs and services
- Master plans, Official Plan and studies
- Capital projects

Quarterly variance reports are prepared to monitor progress. The budget is a key instrument of financial management & control.

Annual reporting out on Council's strategic priorities demonstrates progress and alignment with approved budgets.



2021 Budget Internal Forces

- Finding efficiencies:
 - Organizational review, enhancing on-line service delivery, implementing HR Service Review, IT Service Review
- Town Hall Expansion:
 - Concluding Town Hall renovation; improved facility with protections for COVID-19; new retrofits for enhanced air quality; e-vehicle charging stations
- Customer Service:
 - Enhanced technology to facilitate remote customer service delivery; installation of physical barriers for public and worker safety
- Shovel-Ready Projects:
 - Commence Pump Station projects under DMAF, development readiness projects, asset management/lifecycle: water, wastewater, roads
- Emergency Preparedness:
 - Flood response policy, inter-jurisdictional working group and detailed operational plans in place; shoreline analysis underway
 - Pandemic response – changes to operations, capital projects, enforcement activities
- Plans, Studies & Pilots:
 - Community Safety & Wellbeing Plan; New Official Plan; Storm water master plans; Parks & Recreation Master Plan; Community Benefit Charges; Storm water rate study; Oldcastle Hamlet Special Planning Study for Future Development Lands
- Operations & Interfaces:
 - Maintaining programs & services; staff retirements & recruitments; regional collaboration; project advocacy with senior governments



2021 Budget External Forces

- Municipal Landscape
 - COVID-19 – affects operations/capital projects; public and worker safety
 - Frequently changing Provincial Legislation, Regulations & Orders
 - Infrastructure Grant Programs – economic recovery initiatives
 - Federal & Provincial Budget Uncertainty
 - Climate Change – continued threat of flooding



Development Readiness

- Ryegate Condos – commenced 2020
- Skyline Apartments – commencing 2021
- Harbour Club Condos – commenced 2020
- Gateway Towers – commenced 2020
- Oldcastle Heights (Del Duca) – commencing 2021



Budget: Value for Money

- Manage services and service levels efficiently
- Respond to program & service inquiries, concerns
- Risk & issues management
- Optimize technology
- Project management
- Fiscal responsibility
- Transparency & Accountability
- Regional, provincial & national engagement



2021 Proposed Business Plan and Budget



2021 Business Plan and Budget Overview

Electronic Document Overview

1. Transmittal
2. Executive Summary
3. Budget Reconciliation – PSAB Adjustments
4. Recommended New Staffing Enhancements
5. Operating Budget
6. Lifecycle
7. Reserves
8. Supplementary Information
 - Budget Process
 - Revenue and Expenditure Analysis



Council Consideration

- Municipal tax levy increase net of growth 3.39%
 - \$968K increase to \$25.1M

- Tax rate increase 3.05%
 - \$55 Town increase on \$250K home

Operations	1.50 %	\$ 27
Capital	2.11 %	\$ 38
Growth	-0.56 %	-\$ 10
Total	3.05 %	\$ 55

- Consolidated levy increase ~ 1.5% expected
 - \$61 consolidated increase on \$250K home
- Province postponed the 2020 Assessment Update
 - 2021 property assessments based on fully phased-in January 1, 2016 values



Budget Process

- Department budgets formulated
 - **6.1%**
- Administration review
 - **3.39% - Net of growth = 3.05% tax rate increase**
- Table budget with Council **December 8**
- Council Review **January 13 and
January 14 (if necessary)**
- Council budget by-law approval **January 26**



2021 Proposed Levy Summary

Budget Drivers	2021					
	2020	Proposed	2022	2023	2024	2025
Base Department Operations (excl Pay/Ben)	-0.38%	0.31%	0.29%	0.81%	1.16%	1.11%
Service Level Enhancements	1.19%	0.39%	0.42%	0.38%	0.37%	0.36%
Payroll/Benefits	0.92%	0.83%	1.02%	0.80%	0.78%	0.78%
Police Services	0.31%	0.14%	0.28%	0.27%	0.30%	0.32%
Sub-total - Operating	2.03%	1.67%	2.00%	2.27%	2.60%	2.57%
Lifecycle	0.81%	1.52%	0.80%	0.77%	0.93%	0.89%
New Infrastructure Levy	0.86%	0.83%	0.80%	0.77%	0.74%	0.71%
Sub-total - Capital	1.66%	2.34%	1.59%	1.54%	1.67%	1.60%
Total	3.70%	4.01%	3.59%	3.81%	4.27%	4.17%
Assessment (Growth)/Loss	-0.43%	-0.62%	-1.19%	-1.54%	-0.93%	-0.89%
Total w/ Growth factor	3.27%	3.39%	2.40%	2.27%	3.34%	3.28%



Comparative Levy Forecasts

	2018	2019	2020	2021	2022	2023	2024	2025
2016 Municipal Budget and projected future levy increases	0.75%	1.96%	2.03%	N/A	N/A	N/A	N/A	N/A
2017 Municipal Budget and projected future levy increases	3.10%	2.50%	3.06%	2.84%	N/A	N/A	N/A	N/A
2018 Municipal Budget and projected future levy increases	2.14%	2.63%	3.01%	2.61%	2.21%	N/A	N/A	N/A
2019 Municipal Budget and projected future levy increases	N/A	2.70%	3.14%	2.29%	2.10%	1.66%	N/A	N/A
2020 Municipal Budget and projected future levy increases	N/A	N/A	3.27%	2.70%	2.30%	1.96%	1.96%	N/A
2021 Proposed Municipal Budget and projected future levy increases	N/A	N/A	N/A	3.39%	2.40%	2.27%	3.34%	3.28%



Tax Rate Increase – Essex County



Key Expenditure Impacts

- New Infrastructure Reserve \$ 200,000
- Lifecycle \$ 366,000
- Salaries/Benefits \$ 230,000
- CIP grant – one-time \$ 75,000
- Operations – other \$ 97,000
- Storm (\$100k offset by reserve transfer)



Note: Does not include COVID-19 impacts which are discussed on subsequent slides

Key Revenue Impacts

- Assessment Growth \$ 150,000
- Building Permits \$ 183,000



Note: Does not include COVID-19 impacts, which are discussed on subsequent slides

COVID-19 Impacts

- Revenue reductions \$ 389,000
 - Arena, Rec Programs, Pool, lottery licences
- Expenditure increases \$ 106,000
 - Temp staff, supplies, janitorial
- Program changes \$ (99,000)
 - Parks and Recreation – staffing, other expenses
- Reserve transfers \$ (396,000)



COVID-19 Impacts

- Cost containment measures \$ (97,000)
 - Professional development, education, travel
- Safe Restart Agreement Phase 1 \$ (587,994)
 - To address COVID-19 2020 financial pressures
 - Can be applied to 2021 COVID-19 pressures

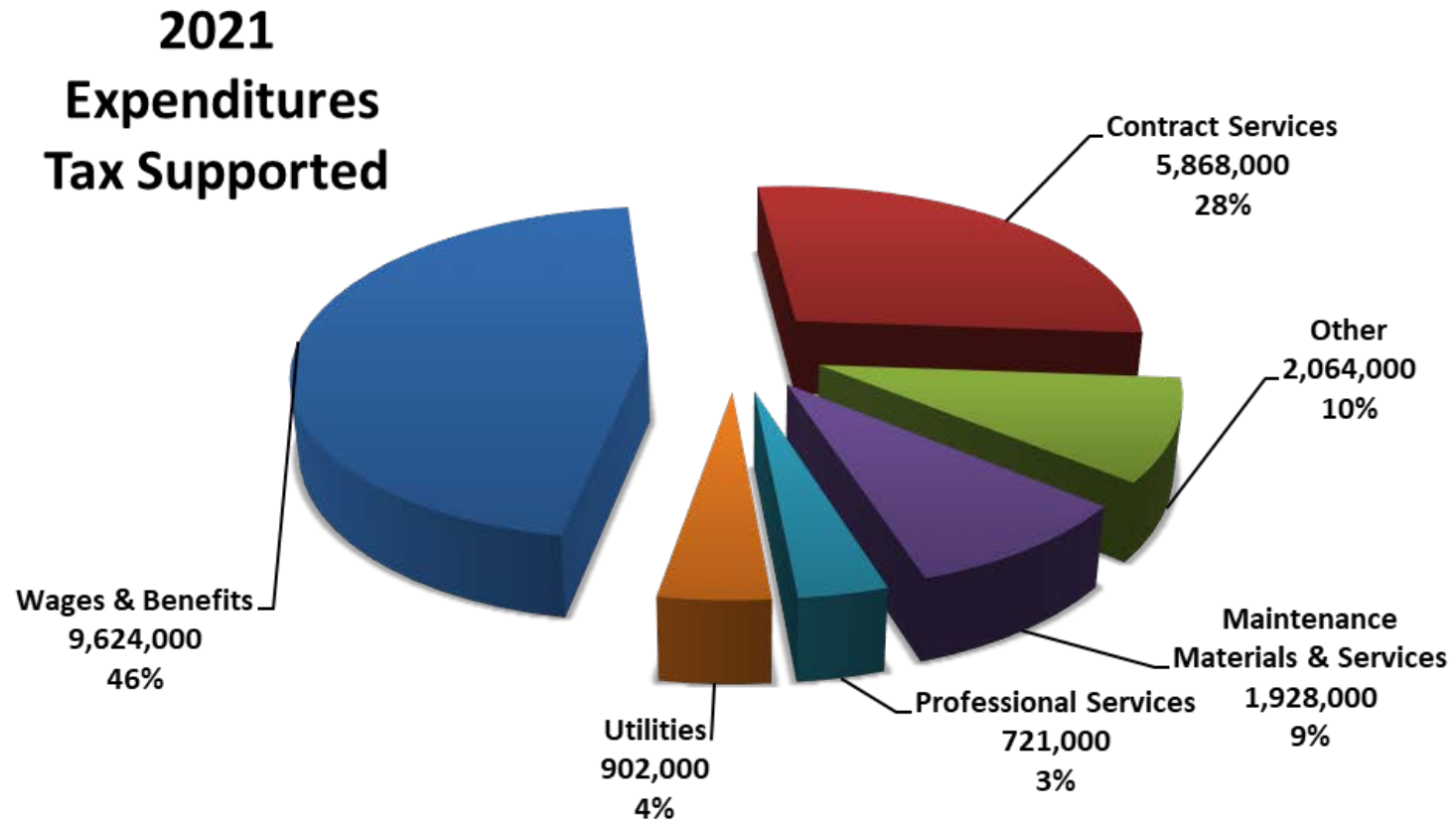


What's Not in the Budget

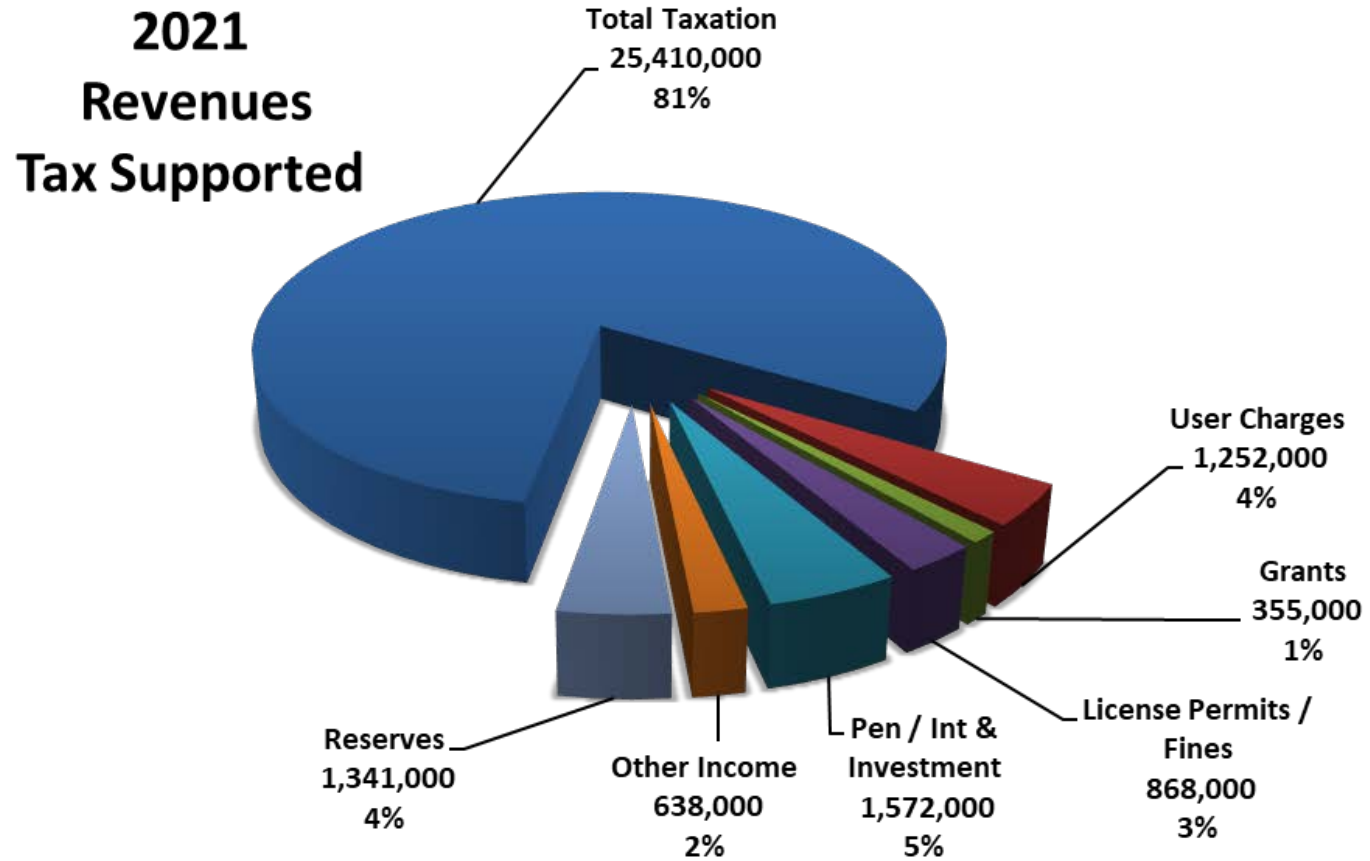
- Collective Bargaining Agreements (CUPE & Fire)
 - Provision included in 2021 budget – actual outcome TBD
- Organizational Review
- Lottery License Litigation
 - up to \$7M
- Storm Drainage Master Plans Implementation
- Multi-Use Sportsplex - Operating Budget
 - Provision in place for debt financing
 - No provision in place for operating costs



Operating Budget Expenditures



Operating Budget Revenues



2021 Tax Levy Change -- \$250K Home

Levying Authority	2021 Levy	2020 Levy	Dollar Difference	Percent Difference
Municipal	\$1,873	\$1,818	\$55	3.05%
County	\$1,224	\$1,218	\$6	0.49%
Education	\$383	\$383	\$0	0.00%
Total	\$3,480	\$3,419	\$61	1.80%

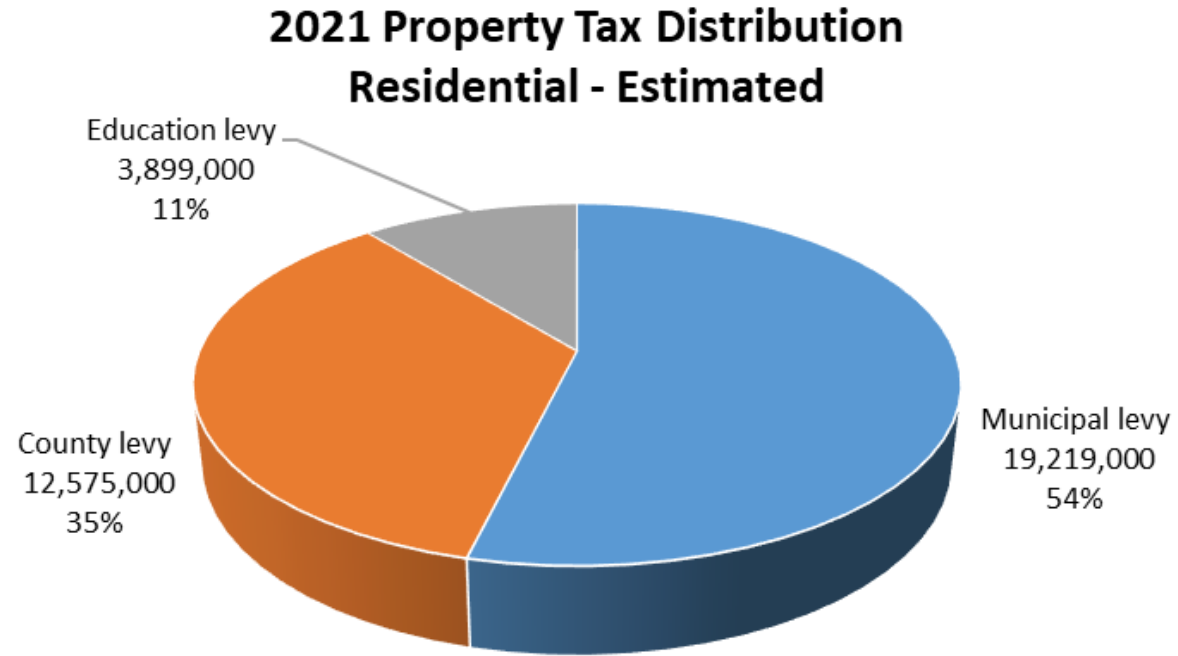
- Property Assessment update postponed by Province due to COVID-19
 - Property valuations unchanged from 2020, i.e. 2020 CVA of \$250,000 becomes 2021 CVA of \$250,000.



Assessment Mix

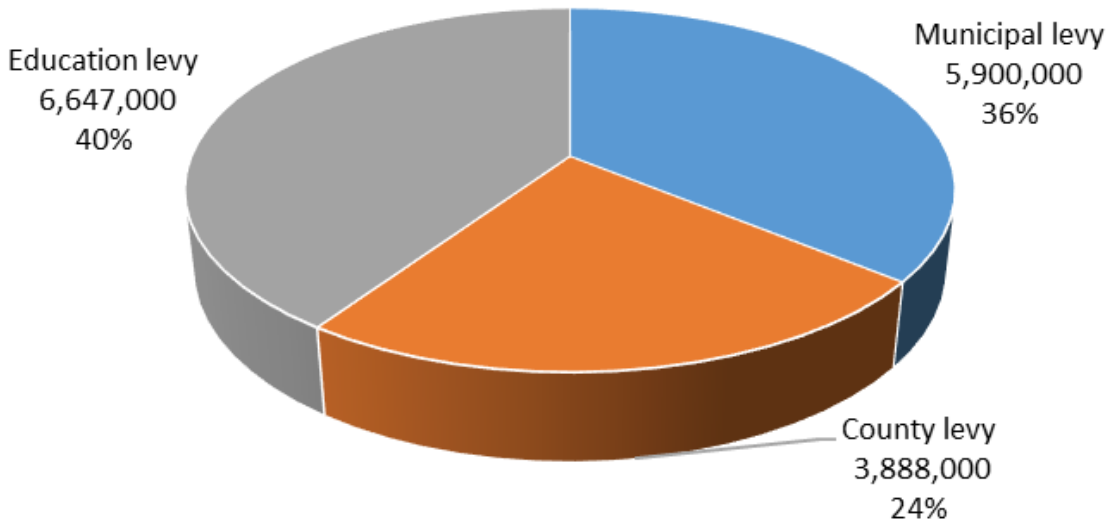


Tax Distribution – Residential

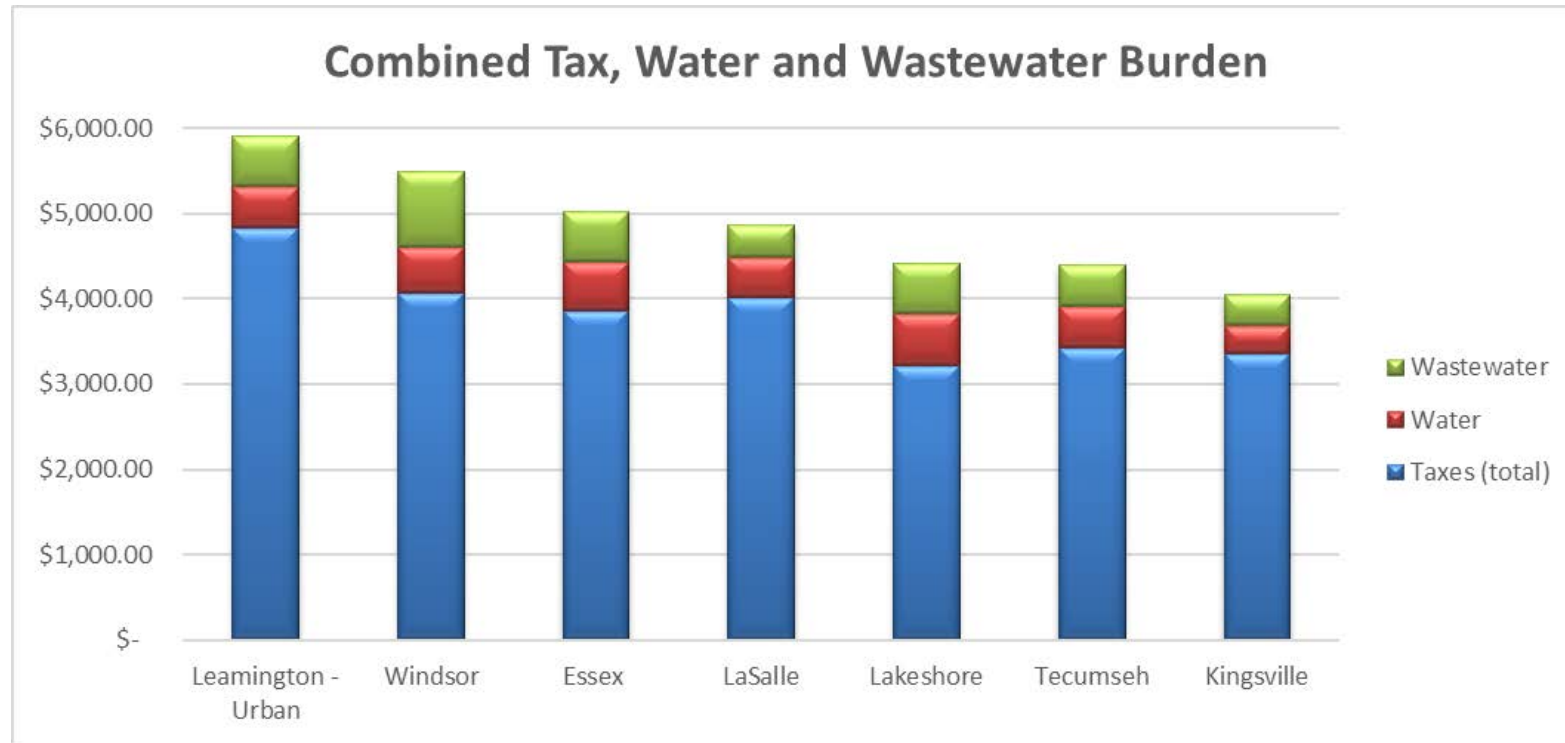


Tax Distribution – Non-Residential

**2021 Property Tax Distribution
Non-residential - Estimated**



2020 Comparative – Essex County



* Property Taxes calculated based on home with an assessed value of \$250,000. Water and Wastewater Fees based on monthly consumption of 20 cubic meters.



Rate Supported – Water and Wastewater

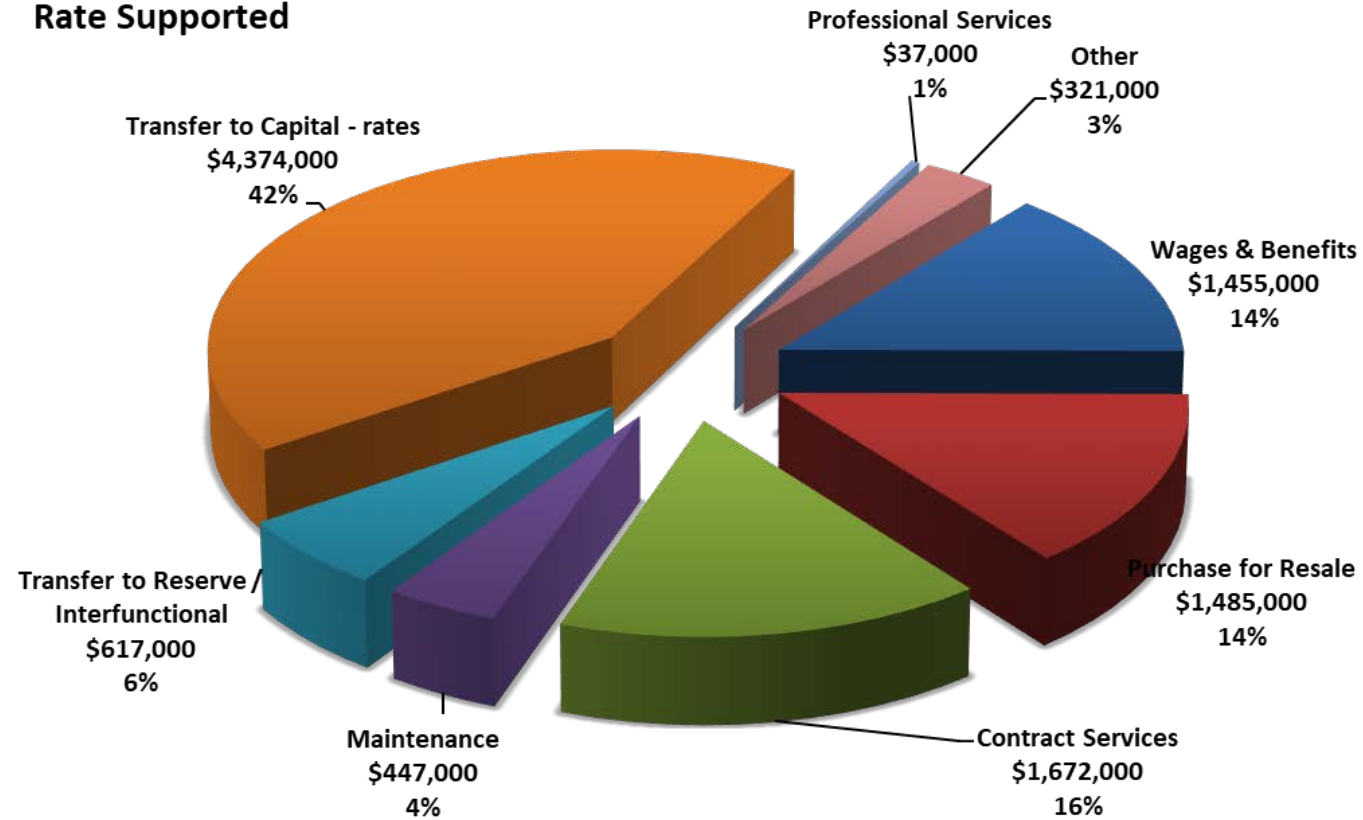
- Full Cost Recovery Rates - 2015 Rate Study (2020 Study update postponed to 2021)
- Rate increase average residential user
 - 2021 \$32 or 3.3% (\$979 to \$1,011)*
- Rate revenue
 - Wastewater \$4.9M
 - Water \$5.5M
- Annual target capital funding 4.4M

*Based on monthly consumption of 20m³.



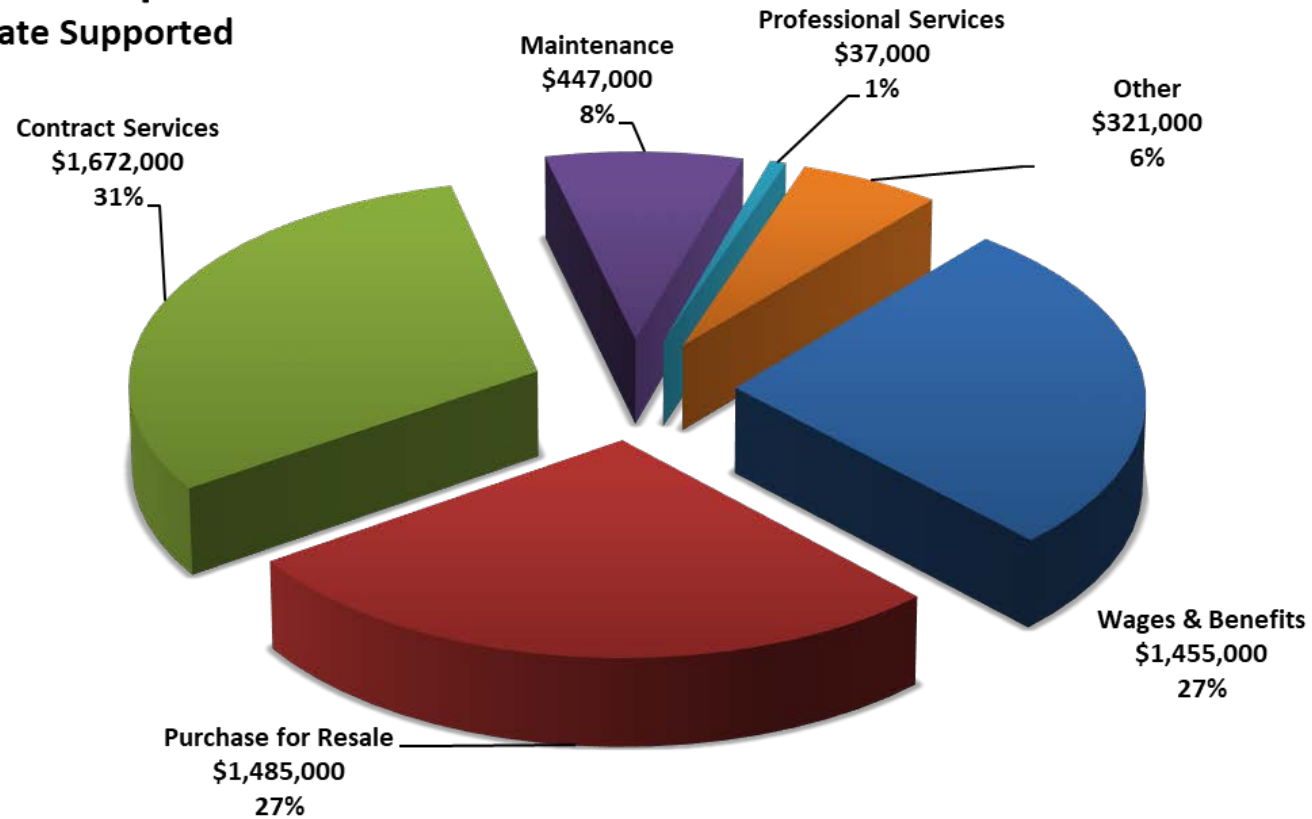
Rate Supported Operating Expenditures

2021 Expenditures Rate Supported



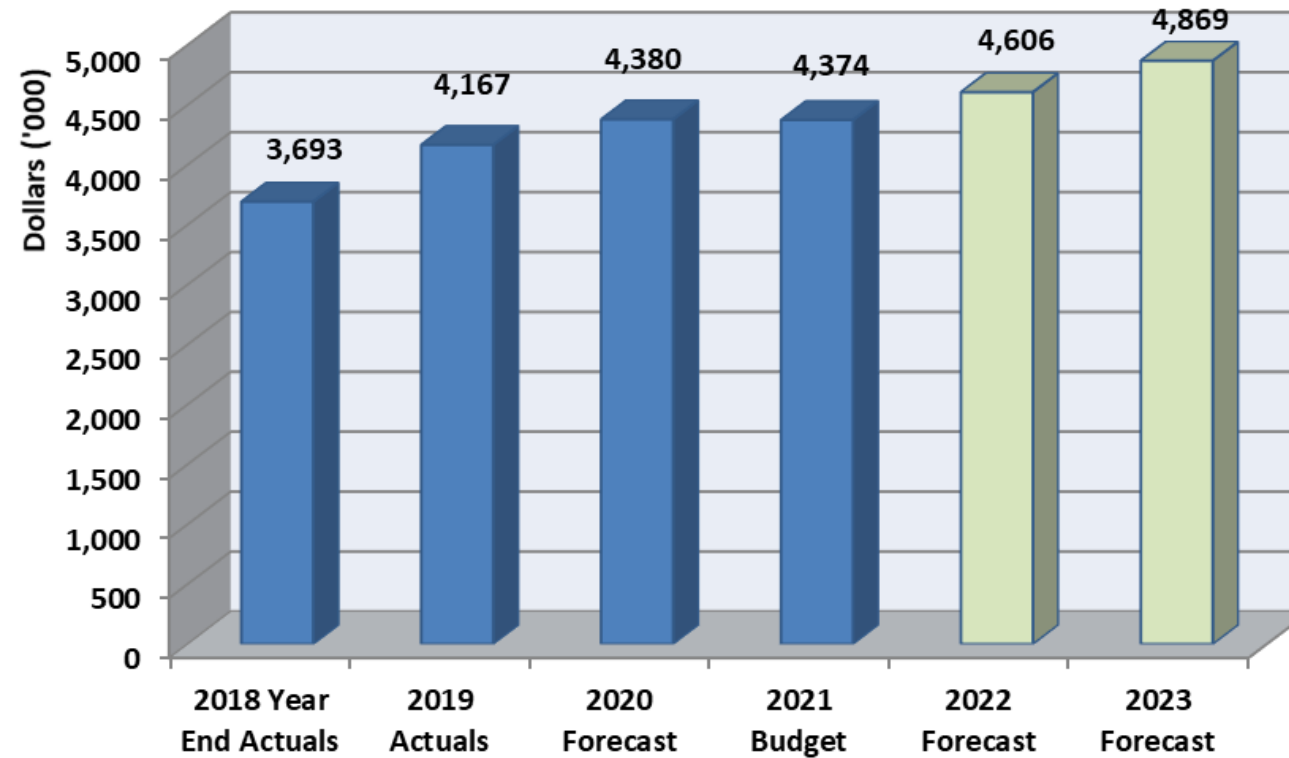
Rate Supported Operating Expenditures

2021 Expenditures Rate Supported



Rate Supported Transfer to Capital

Transfer to Capital - Rates



Wastewater – Key Items

- 8th Concession sewer area
 - Cost recovery by-law to be created in 2021
 - Next phases County Road 46/Webster/Laval and Del Duca Drive extensions in 2022 combined \$9.3M
- Flood mitigation measures
 - Sanitary sewer rehab, Phases 1 and 2 complete
 - Sanitary sewer model update for 2020/2021
 - These projects aimed at municipal infrastructure – concern with private property I & I
 - Phase 3 postponed - lack of grant funding to assist
- Water/Wastewater Master Plan update



Water Key Items

- WUC Bulk Water Supply Agreement
 - Mediation/Arbitration process closure
 - Annual rate increase at CPI
 - Next rate adjustment opportunity in 2026
- Watermain breaks
 - Cast iron & ductile watermain replacement program - \$1.1M
 - Anode installation program
 - (80% reduction in breaks)
- Water/Wastewater Master Plan update



Capital Program and Funding Strategy

- Lifecycle Funding
- NIL
- Pay as you go Policy vs Debt
 - Annual interest on debt payments \$0.7M
 - Interest on \$11.2M Lakewood acquisition debt over 25 years \$6.2M
 - Current debt balance \$15M (\$1M rate supported)
- Grant Funding
 - Impact on priorities
 - Stability/Predictability
- Projects shovel-ready



Capital Works Plans

- Approval for 2021 with forecasts 2022-2025
 - Recommendations for proposed projects follow budget process
- Estimated \$26.3M expenditures
 - Manning Rd ETLD Relocation Phase 2 \$7.1M
 - Lesperance/VIA Rail Improvements \$1.6M
 - Scully and St. Mark's Storm Pump Station \$1.1M
 - MRSPA Pond Design and Construction \$1.0M
 - Riverside Dr. Trail \$1.0M
 - Pickleball Complex \$0.6M
- Debt Payments \$1.8M

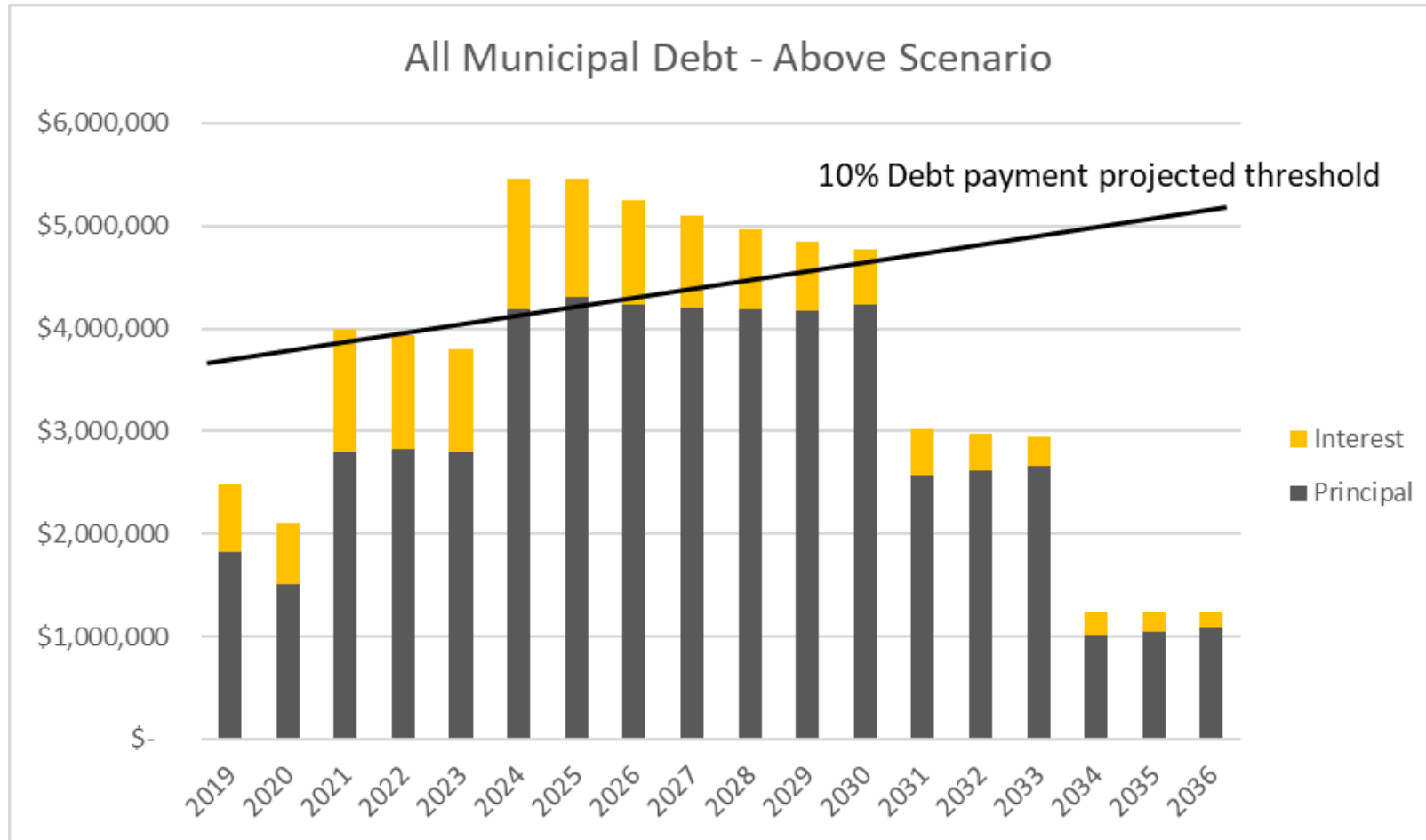


Lifecycle/Capital Demands

Without additional borrowing						
Expenditures based on 2018 AMP 2.0 plus Development Financing and DMAF Storm Project						
	2020	2021	2022	2023	2024	2025
Lifecycle Reserves - Start	17,500,000	10,495,000	7,070,000	3,828,600	774,472	(2,088,639)
Lifecycle Funding	9,000,000	9,180,000	9,363,600	9,550,872	9,741,889	9,936,727
Lifecycle Expenditures	(14,500,000)	(11,100,000)	(11,100,000)	(11,100,000)	(11,100,000)	(11,100,000)
Debt Expenditures	(1,505,000)	(1,505,000)	(1,505,000)	(1,505,000)	(1,505,000)	(1,505,000)
Lifecycle Reserves - End	10,495,000	7,070,000	3,828,600	774,472	(2,088,639)	(4,756,911)
Infrastructure Reserve - Start	6,000,000	3,450,000	(11,300,000)	(9,600,000)	(9,350,000)	(7,880,000)
NIL Funding	1,550,000	1,750,000	1,950,000	2,150,000	2,350,000	2,350,000
NIL Expenditures	(4,100,000)	(1,500,000)	(1,250,000)	(2,900,000)	(1,880,000)	(2,050,000)
Development Financing	-	(15,000,000)	-	-	-	-
Development Financing repay	-	-	1,000,000	1,000,000	1,000,000	1,000,000
Debt Expenditures	-	-	-	-	-	-
Infrastructure Reserve - End	3,450,000	(11,300,000)	(9,600,000)	(9,350,000)	(7,880,000)	(6,580,000)
Rate Reserve Funds - Start	8,000,000	5,394,000	2,411,000	(366,000)	(2,861,000)	(5,166,000)
Rate Funding	4,200,000	4,350,000	4,500,000	4,650,000	4,800,000	4,950,000
Rate Expenditures	(6,200,000)	(7,100,000)	(7,100,000)	(7,100,000)	(7,100,000)	(7,100,000)
Debt Expenditures	(606,000)	(233,000)	(177,000)	(45,000)	(5,000)	-
Rate Reserve Funds - End	5,394,000	2,411,000	(366,000)	(2,861,000)	(5,166,000)	(7,316,000)
Total	19,339,000	(1,819,000)	(6,137,400)	(11,436,528)	(15,134,639)	(18,652,911)



Potential Long-Term Debt



Lifecycle/New Infrastructure Key Items

- LC Annual requirement \$9.4M (2020 allocation is \$7.8M)
 - Storm Drainage Master Plans impact
 - Sportsplex & CIP Streetscape
 - Parks, Recreation and Trail enhancements
- New Infrastructure Levy (NIL) Target \$2.35M
- NIL includes \$0.55M for Sportsplex debt
- Availability of grants



Reserves Summary

	Actual Balance 12/31/19	Projected Balance 12/31/20	Estimated Activity 2021	Projected Balance 12/31/21
Reserves	\$31,961,000	\$32,621,000	\$(8,503,000)	\$24,118,000
Discretionary Reserves	\$13,037,000	\$14,223,000	\$(308,000)	\$13,915,000
Obligatory Reserve Funds	\$5,342,000	\$7,790,000	\$(642,000)	\$7,148,000
Total	\$50,340,000	\$54,634,000	\$(9,453,000)	\$45,181,000

Major Balances End of 2020	
Lifecycle	\$19,428,000
Water	\$13,135,000
Infrastructure	\$8,369,000
Tax Rate Stabilization	\$2,815,000
Sanitary Sewer	\$(702,000)



Reserves Key Impacts

- \$24.3M to be used for operations & capital in 2021
- Tax Rate Stabilization Reserve
 - Funding source for ongoing lottery litigation
 - Operating support for COVID-19 revenue and expenditure impacts
 - Operating support for flood preparedness planning
- Stormwater Lifecycle Reserve
 - Storm drainage Master Plans
 - Stormwater Rate Study
 - DMAF grant funding
- Sanitary sewer DC balances are insufficient
 - 2019 DC Report shows an \$12.1M deficit



Conclusion

- Budget Deliberations
 - SCM – January 13 – 4:00pm – 8:00pm
 - SCM – January 14 – 4:00pm – 8:00pm (if necessary)
- Budget Approval
 - RCM – January 26



Discussion





CORN MAZE

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 willing seller.

Base Budget – In simple terms, a reflection of the budget resources (financial, human and other) that are required

to maintain service levels at the level provided in the previous year.

Budget – A financial plan for a given fiscal year showing revenues and expenditures for different funds of the Town.

Budgetary Basis – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: accrual, cash or modified accrual.

Business Improvement Area (BIA) – A Business Improvement Area (BIA) is an association of business people within a specified district, who join together with official approval of the Town, in a self-help program aimed at stimulating business.

Business Plan – This refers to a document that summarizes the operational and financial objectives of a business and contains the detailed plans and budgets showing how the objectives are to be realized.

Canadian Union of Public Employees (CUPE) – An association formed for protecting the rights of its members, usually employees in the public sector.

Capital Budget – The budget that provides for the funding of the Town’s expenditures on capital assets, i.e. assets which provide benefits to the Town over several years.

Consumer Price Index (CPI) – A statistical description of price levels provided by Statistics Canada. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

Cost Centre – An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.

COVID-19 – is a contagious disease caused by a new strain of coronavirus. ‘CO’ stands for corona, ‘VI’ for virus and ‘D’ for disease. Most people infected with the COVID - 19 virus will experience mild to moderate respiratory illness and recover without requiring special treatment. The COVID-19 virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneeze.

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.

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.

Expenditure – The disbursement of appropriated funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.

Fiscal Year – Any period of 12 consecutive months designated as the budget year. The Town’s budget year begins January 1st and ends December 31st.

Fleet – The vehicles owned and operated in the Town.

Forecast – The projection of revenues and expenditures for future years.

Full-Time Equivalent Position (FTE) – A measure of effective authorized positions, indicating the percentage of time a position or group of positions is funded. FTE takes into account the number of hours per week and portion of the year the position is funded. $FTE = (\text{hours worked per week} / \text{total weekly hours}) \times (\text{months funded} / 12)$. A year-around full-time position has an FTE of 1.00. A full-time position funded for six months (1/2 year) has an FTE of 0.5.

Fund – A set of interrelated accounts to record revenues, and expenditures associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities, and equity (fund balance).

Fund Balance – A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds over cumulative expenditures and other uses of funds.

Gas Tax – Funding provided by the Government of Canada as part of the New Deal for Cities and Communities. This Federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions: economic, environmental, social and cultural. The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions.

Generally Accepted Accounting Principles (GAAP) –

Nationally-recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures.

Grant – A monetary contribution, typically from one level of government to another, as a means to lend support to a specific service, program or function.

Inflation – A rise in price levels caused by general economic activity and growth.

Infrastructure – The system of public works in the Town, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, and lighting).

Interest Income – Revenue associated with the Town's cash management activities of investing cash balances.

Levy – The amount of property tax, in dollars, which is paid by the Town's taxpayers. To determine the tax levy for a particular property, the property's assessment 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.

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.

Official Plan – A document adopted by a municipal council pursuant to the *Planning Act* that contains goals, objectives and policies to manage and direct physical change in the Municipality. Official Plans are generally set for a planning period of 20 years and must be renewed and updated every five years.

One-Time Item – An item only approved for the current budget year that is not part of the base budget.

Ontario Municipal Board (OMB) – A provincial board that provides a forum to appeal planning and assessment decisions made by the Town.

Ontario Municipal Employees Retirement System (OMERS) – OMERS is a defined benefit plan that provides pension benefits for the Town's full-time employees. Employees and employers normally make equal contributions to the plan.

Operating Budget – The budget that provides the various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.

Per Capita – A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

Property Tax – An ad valorem (value-based) tax levied on real and personal property according to the property's assessed valuation and the tax rate.

Provincial Dedicated Gas Tax – Provincial gas tax funding that is provided to municipalities for public transportation expenditures.

Public Sector Accounting Board (PSAB) – The body of the Chartered Professional Accountants (CPA) that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the

financial and performance information reported by governments and other public sector entities for the benefit of decision makers and other users of the information.

Reserve – An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.

Reserve Fund – An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council for a specified future use.

Revenue – Monies received from all sources (with exception of fund balances) that will be used to fund expenditures in a fiscal year.

Stakeholders – The person, group or organization that has direct or indirect stake in the Town because it can affect or be affected by the Town's actions, objectives and policies.

Surplus – The excess of actual revenue over operating expenditures incurred during a budget period.

Tangible Capital Asset (TCA) – Non-financial assets that have a lifespan that extends beyond an accounting period. Also known as 'fixed asset'.

Tax Rate – A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the Town. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Rates are established by Council by-law.

User Fees and Service Charges – Fees paid by individuals or organizations to the Town for the use of Town facilities (e.g. recreation fees) or for provision of municipal services (e.g. planning).

Vacancy Rebate Program – Provides tax relief to owners of vacant commercial and industrial buildings through rebates issued by a municipality.

Vital Statistics Act – Responsible for matters such as maintenance of the municipal birth and death registry and issuance of death and burial certificates.

Acronyms

AGCO – Alcohol and Gaming Commission of Ontario

AMCTO – The Association of Municipal Managers, Clerks and Treasurers of Ontario

AMO – Association of Municipalities of Ontario

AMP – Asset Management Plan

ARL – Annual Repayment Limit

BGAN – Broadband Global Area Network

CAO – Chief Administration Officer

CBC – Community Benefits Charge

CIP – Community Improvement Plan

COMRIF – Canada-Ontario Municipal Rural Infrastructure Fund

CPA – Chartered Professional Accountants Canada

CPI – Consumer Price Index

CWATS – County Wide Active Transportation System

CWWF – Clean Water and Wastewater Fund

DC – Development Charge

DRIC – Detroit River International Crossing

DWQMS – Drinking Water Quality Management Standard

EA – Environmental Assessment

EPC – Essex Power Corporation

EPS – Earnings Per Share

ERCA – Essex Region Conservation Authority

ERTs – Electronic Radio Transmitters

EWSWA – Essex Windsor Solid Waste Authority

FIR – Financial Information Return

FKPI – Financial Key Performance Indicators

GAC – Golden Age Club

GDP – Gross Domestic Product

GFOA – Government Finance Officers Association of the United States and Canada

GIS – Geographic Information Systems

HR – Human Resources

HVAC – Heating, Ventilating and Air Conditioning

ICS – Information & Communication Services

ISF – Infrastructure Stimulus Fund

LC – Lifecycle

LED – Light-Emitting Diode

LTFP – Long Term Financial Plan

MMS – Minimum Maintenance Standards

MPAC – Municipal Property Assessment Corporation

MPMP – Municipal Performance Measurement Program

MTO – Ministry of Transportation
NIL – New Infrastructure Levy
NFPA – National Fire Protection Association
OCIF – Ontario Community Infrastructure Fund
OCWA – Ontario Clean Water Agency
ODSP – Ontario Disability Support Program
OFM – Ontario Fire Marshal
OILC – Ontario Infrastructure and Lands Corporation
OMB – Ontario Municipal Board
OMPF – Ontario Municipal Partnership Fund
OPP – Ontario Provincial Police
OReg – Ontario Regulation
ORFA – Ontario Recreation Facilities Association
PSAB – Public Sector Accounting Board
PWES – Public Works & Environmental Services
RCM – Regular Council Meeting
RF – Reserve Fund
RFP – Request for Proposal
RinC – Recreation Infrastructure Canada Program
SBEAT – Steel Beam Energy Attenuating Terminals
SBGR – Steel Beam Guide Rails
SCBA – Self-Contained Breathing Apparatus

SRA – Safe Restart Agreement
TAAC – Tecumseh Accessibility Advisory Committee
TFRS – Tecumseh Fire Rescue Service
TSMHA – Tecumseh-Shoreline Minor Hockey Association
WDS – Windsor Disposal Service
WSO – Windsor Symphony Orchestra
WTP – Water Treatment Plant
WUC – Windsor Utilities Commission



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