TOWN OF Tecumseh
ONTARIO · CANADA

PROPOSED BUSINESS PLAN & BUDGET

As presented to Town Council January 13, 2026

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Town of Tecumseh
Ontario

For the Fiscal Year Beginning

January 01, 2025

Christopher P. Morrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Tecumseh, Ontario, for its Annual Budget for the fiscal year beginning January 1, 2025. This marks the 16th consecutive year the Town has earned this prestigious recognition.

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

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

TRANSMITTAL

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

The budget includes a 4.23% increase to the municipal tax levy and a 2.85% increase to the tax rate, generating an additional $1,295,000 over the 2025 budgeted municipal levy. This represents an increase in the municipal tax bill of approximately $69 on a property assessed at $275,000 (the average assessed value of a home in Tecumseh).

In closing, we sincerely thank the diligent Town staff for bringing forward the first Mayor's budget under the recent Strong Mayor Powers legislation. This budget preserves service levels, advances Town infrastructure, and addresses the strategic priorities of Council. Accordingly, it strives to balance providing affordable, high-quality programs and services while navigating the challenges of increasing inflation and market pressures, and facilitating sustainable growth.

We continue our commitment to work collaboratively with Council to meet the expectations of our community.

Gary McNamara

Gary McNamara
Mayor

Margaret Misek-Evans

Margaret Misek-Evans
Chief Administrative Officer

Tom Kitsos

Tom Kitsos
Director Financial Services
& Chief Financial Officer

The 2026 Operating Budget:

- Recognizes assessment growth
- Responds to inflationary and market pressures
- Reflects the Town's user fees
- Includes provisions for current contractual total compensation and pension obligations
- Continues to support capital investment strategy to advance development initiatives
- Implements regulatory framework of Strong Mayor Powers legislation

TOWN OF Tecumseh
ONTARIO · CANADA

TABLE OF CONTENTS

2026 BUSINESS PLAN & BUDGET

EXECUTIVE SUMMARY 6
- Consolidated Tax and Rate - Operating Fund 33

RECOMMENDED NEW STAFFING ENHANCEMENTS 36
- Organizational Review 40
- Financial Services 47
- Technology & Client Services 50
- Legislative & Clerk Services 52
- Community Safety 56
- Public Works & Engineering Services 58
- Community and Recreation Services 66
- Development Services 72
- Staffing Resources 73

OPERATING BUDGET 75
- Financial Services 77
- CAO & Council 90
- Technology & Client Services 100
- Legislative & Clerk Services 111
- People & Culture 122
- Community Safety 131
- Public Works & Engineering Services 140
- Water & Wastewater 156
- Community & Recreation Services 167
- Development Services 186

LIFECYCLE 203
- Lifecycle Summary 255
- Lifecycle Budget 258

RESERVES 274
- Summary of Reserves and Reserve Funds 282
- Reserve Budget 287

SUPPLEMENTARY

ABOUT TECUMSEH 291
- Population 293
- Language & Religion 295
- Education 296
- Labour/Employment 297
- Households 299
- Income 300
- Rates & Charges 302
- Infrastructure & Services 304

TOWN OF Tecumseh ONTARIO · CANADA

TABLE OF CONTENTS

BUDGET PROCESS 306
- Timelines 307
- Strategic Direction 309
- Public Engagement 309
- Budget Development – 2026 309

PREPARATION OF FINANCIAL INFORMATION 314
- Preparation of Financial Statements 314
- Basis of Accounting 314
- Basis of Budgeting 314
- Asset Management Plan 315
- Financial Information Return (FIR) 315

FISCAL POLICY 316
- Annual Budget Development 316
- Asset Management 316
- Debt Management 317
- Development Charges By-law 317
- Financial Management Policy 317
- Investment Policy 318
- Lifecycle Program 318
- Operating Budget Implementation and Reporting 318
- Post Budget Adjustments 319
- Purchasing By-law 319
- Surplus/Deficit Management 319
- Tangible Capital Asset Accounting 320
- Asset Retirement Obligations 320

ORGANIZATION CHART 321

GENERAL OPERATING BUDGET OVERVIEW 322
- Revenues 322
- Expenditures 336
- 2027 and 2028 Outlook 351

WATER AND WASTEWATER OPERATING BUDGET OVERVIEW 352
- Revenues 352
- Expenditures 357
- 2027 and 2028 Outlook 364

GLOSSARY AND ACRONYMS 365

BACK COVER - CONTACT INFORMATION 375

EXECUTIVE SUMMARY

The 2026 Proposed Business Plan and Budget outlines the Operating, Lifecycle, and Reserve Budgets for the Town of Tecumseh, as presented to Council on January 13, 2026. This is the Town's first Mayor's budget under the recent Strong Mayor Powers legislation.

Property taxes are comprised of three levies: the Municipal General Tax Levy, County Tax Levy, and Education Tax Levy. Together, these form the Consolidated Tax Levy, which totals $61,602,000, a 3.70% increase over the 2025 actual levy.

The Municipal General Tax Levy for 2026 is $31,902,000 reflecting a 4.23% increase from the previous year's budget. Assessment growth contributes $422,000 in additional revenue, resulting in a required 2.85% increase to the Municipal Tax Rate.

The 2026 budget provides for:

- Assessment growth translating into $422,000 of additional tax revenue for a 1.38% decrease to the general tax levy.
- A $200,000 increase towards the New Infrastructure Levy (NIL), representing a 0.65% increase to the general tax levy. This will bring the 2026 allocation to the Infrastructure Reserve to $2,550,000.
  - The annual NIL target was updated to $3.125M during 2025 incorporating the results of the 2024 Development Charge Background Study and Asset Management Plan (AMP) v4, both recently completed in 2024. The NIL will help fund known near-term new and/or upgraded capital investments.
  - The 2026 Budget includes several major infrastructure projects that will be funded, in whole or in part, from the Town's Infrastructure Reserve. Some projects planned for 2026 include:
    - CR42 Sidewalks (CR19 to CR43),
    - CWATS bike lanes and multi use trail,
    - St.Clair Beach Community Centre and Optimist Park Improvement,
    - Southfield Park Washroom, Splash Pad and Pathway, and
    - Urban Forestry and Naturalization Master Plan.

- A $250,000 increase towards Lifecycle Reserves, representing a 0.82% increase to the levy. This will bring the 2026 allocation to Lifecycle Reserves to $9,573,000.
  - The annual lifecycle funding target is $10,155,000.
  - A select listing of projects to be funded from Lifecycle reserves in 2026 includes:
    - P.J. Cecile Storm Pump Station improvements,
    - Banwell Road Improvements and Ancillary Works,
    - Centennial/Woodridge Watermain and Stormwater Sewer Replacement,
    - Scully/St. Mark's Storm Pump Station completion,
    - Westlake Drive Extension and Reconstruction,
    - Desro Drive Storm Sewer improvements, and
    - School Safety Zone improvements.
- A $1,245,000 transfer from the Tax Rate Stabilization Reserve to offset one-time costs associated with a:
  - OPP Labour Settlement provision for retroactive adjustments spanning 2023-2025,
  - 100% funding of the Community Improvement Plan (CIP) Building and Property Improvement Grant,
  - Provision for Legal fees related to Lottery Licensing,
  - WSIB 2025 Rebate applied against the 2026 levy,
  - Provision for Storm sewer/municipal drain environmental spill remediation costs from illegal storm sewer contaminants,
  - Local Economic Development Strategy,
  - Finance and Public Works Service Delivery Reviews,
  - IT Service Delivery Review Update,
  - Completion of a Comprehensive Zoning By-law, and
  - Other one-time items.

- Implementation of the municipal budget regulatory framework of Strong Mayor Powers legislation:
  - Effective May 1, 2025, these powers change how the Town's municipal budget is prepared, presented and approved. Greater detail of how this legislation affects the municipal budget process can be found within the 'Budget Process' chapter of this document and council report FS-2025-11 entitled '2026 Business Plan and Budget Timeline with Strong Mayor Powers Legislative Framework'.
- Provision for increases to salaries and benefits resulting from the phased-in implementation of the 2021 Organization Review, consequential process reviews, and additional resources in support of Public Works and Community and Recreation programming.
- Greater detail is included within the Requested New Staffing Enhancements (RNSE) and Lifecycle sections of this document.
- Completion of the Town's Housing Action Plan, with the support of Federal Housing Accelerator Fund (HAF) Program grant, that will fund the Town's Housing Action Plan initiatives 2-9, intended to create more housing supply at an accelerated pace.
- A $58M capital expenditure program including the advancement of a robust five-year capital plan initiated in 2023 that will include the addition of several community and recreation amenities and major infrastructure projects that will address stormwater management and flooding risks, prepare lands for significant development opportunities and continue with sanitary sewer expansion in the Oldcastle area.

MUNICIPAL TAX RATE INCREASE OF

2.85%

Which will raise an additional $1,295,000 over the 2025 budgeted municipal levy.

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

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

STRATEGIC PRIORITIES

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

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

These goals will help us turn our vision into reality:

SUSTAINABLE GROWTH

Achieve prosperity and a liveable community through sustainable growth.

COMMUNITY HEALTH & INCLUSION

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

SERVICE EXPERIENCE

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

VISION

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

MISSION

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

VALUES

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

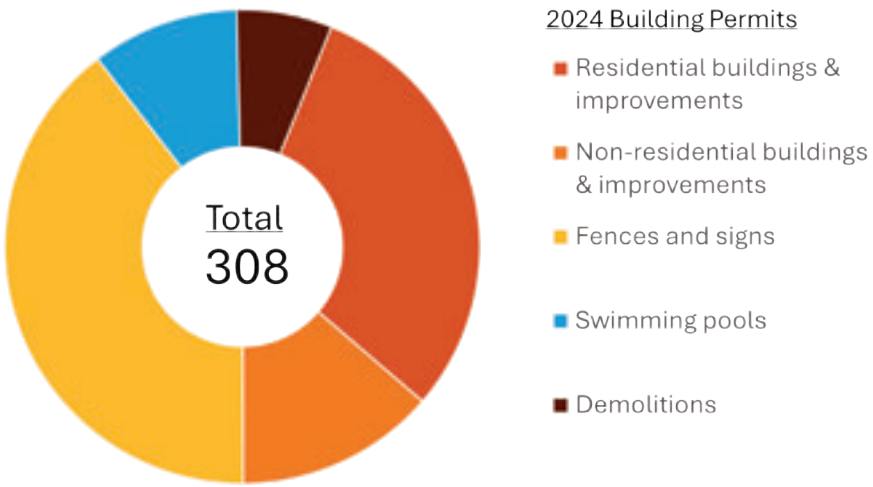
SUSTAINABLE GROWTH

Goals

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

Building Permits

In 2024, the Town issued 308 building permits = $87.1 million in construction value ($46.6M in 2023).



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

100%

Meeting Target

% of applications with decisions rendered within Planning Act timelines

100%

Meeting Target

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

Taxes Receivable

This is the amount of outstanding taxes owed to the municipality.
High outstanding taxes may reflect the inability of residents to pay their taxes, or it could indicate problems with the municipality's tax collection procedures. High outstanding taxes could also create cash flow problems or result in higher tax rates to fund uncollectable taxes. A key financial indicator of the health of property taxes receivable is the ratio of taxes outstanding as of December 31st to the annual taxes levied. The Town targets this ratio to be less than 8 %.

Roads, Bridges and Culverts

Maintaining a safe and reliable road network is critical to the Town to ensure safe and efficient movement of all forms of transportation. The Town targets an Average Pavement Condition and Average Bridge Culvert Index of 70%.

Total Taxes Receivable

as a % of Total Taxes Levied

6.0%

Meeting Target

Roads

77%

Average Pavement Condition Index

Meeting Target

Bridges/Culverts

78%

Average Bridge Culvert Index

Meeting Target

COMMUNITY HEALTH & INCLUSION

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

GOALS

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

Senior Programs Offered:

44 PROGRAMS OFFERED THROUGH THE SENIOR COMMUNITY GRANT (SCG)

7200 CLIENTS SERVED TECUMSEH SENIOR ACTIVE LIVING CENTRE (SALC)

733 REGISTERED SENIOR COMMUNITY GRANT (SCG) PARTICIPANTS

Recreation Programs Offered:

248 RECREATION PROGRAMS

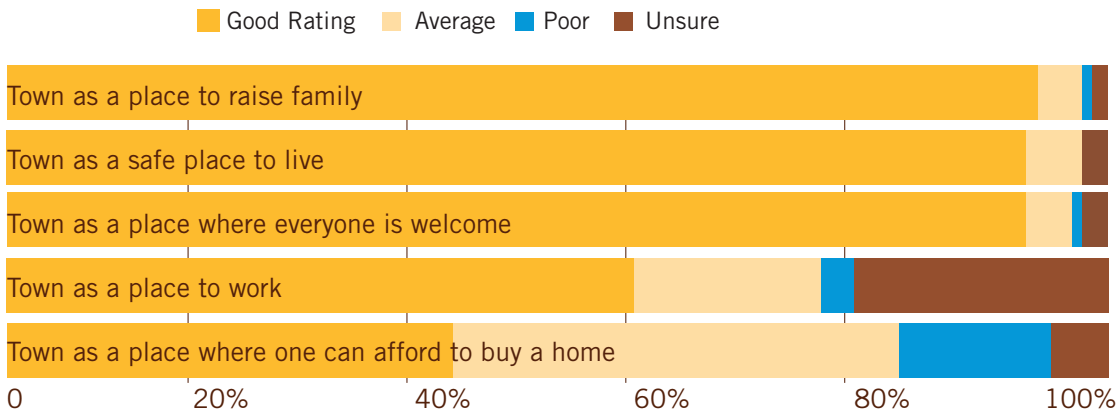
2019 PROGRAM PARTICIPANTS

655 DROP-IN CLASSES

ABOUT 1 IN 4 RESIDENTS

are very satisfied with the diversity of parks and recreation and amenities in the Town of Tecumseh for all age groups.

COMMUNITY HEALTH & INCLUSION



NEARLY 6 IN 10 RESIDENTS

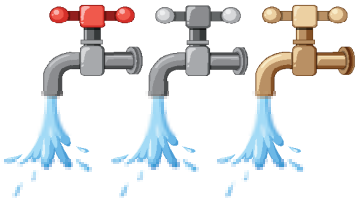
say the quality of life in Tecumseh is very good. Over four in five residents (86%) are likely to recommend the town of Tecumseh as a place to live.

What we heard

Importance of services provided by the Town of Tecumseh (Top 8):

Waste & Garbage Collection
93%

Snow Removal
90%



Drinking Water
90%

Fire Protection
90%

Parks
85%

Stormwater Drainage
84%

Police
81%

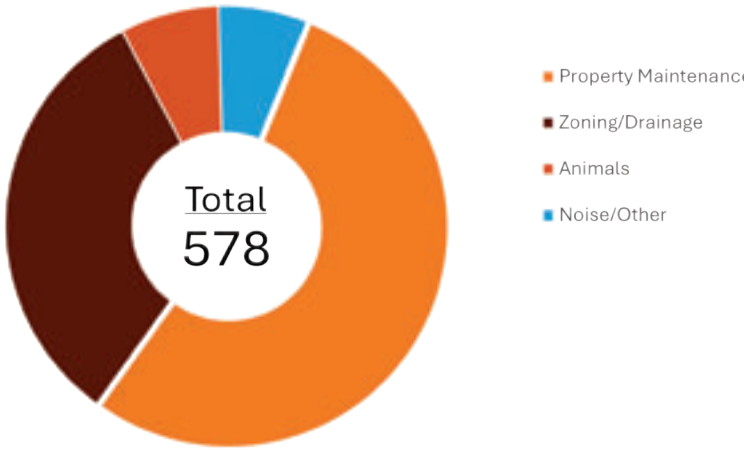
Roads
80%

Fire Services

In 2024, the Tecumseh Fire Services responded to 419 Total Emergency Calls for Service

By-Law Enforcement

In 2024, the Town's By-Law Enforcement team responded to 578 Calls for Service



Policing Services

During 2024, OPP responded to 3,573 calls for service (averaging 298 per month)

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

Most calls were for:

Alarms and Property Checks

Motor Vehicle Collisions

Traffic Complaints and Enforcement

TECUMSEH DRINKING WATER SYSTEM ACHIEVED

100% COMPLIANCE

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

SERVICE EXPERIENCE

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

GOALS

1. Provide seamless, responsive and consistent services focusing on the customer experience
2. Engage Team Tecumseh in a vibrant, healthy, and inclusive workplace
3. Sustain municipal service delivery to support an exceptional quality of life

91%
Employees completed Health & Safety Training

22
Council meeting summaries

4
PlaceSpeak consultations

100%
Council Agendas published within timelines

46
New releases

77
Live streamed meetings

Tecumseh has received the GFOA Distinguished Budget Presentation Award for 2025 budget document for the 16th consecutive year. The international award is considered the highest form of recognition in government budgeting.

Impact to Property Owners

The budget requires a municipal tax rate increase of 4.23% net of growth. The **average residential property** assessed at $275,000 will see a $69 increase to the municipal portion of their tax levy.

Future municipal levy increases forecast for 2027 and 2028 are 7.33% and 3.29% respectively.

The Ontario government has once again postponed the 2020 Assessment Update. They have indicated that property assessments for 2026 will continue to be based on the fully phased-in January 1, 2016 current values. This means that a property assessment for the 2026 property tax year will be the same as the 2025 tax year, assuming no changes to the property.

Table 2.1 details the Consolidated Tax Levy for an average residential property valued at $275,000 with no phase-in property assessment value increase for 2026.

Table 2.1	2026	2025	$ Change	% Change
Municipal	$ 2,481	$ 2,412	$ 69	2.85%
County	1,575	1,540	35	2.25%
Education	421	421	0	0.00%
Total Consolidated	**$ 4,477**	**$ 4,373**	**$ 104**	**2.36%**

Table 2.2 details the Consolidated Tax Levy per $100,000 in assessment for a commercial property with no phase-in property assessment value increase for 2026. The overall impact is a $41, or 1.67% increase per $100,000 of assessed value.

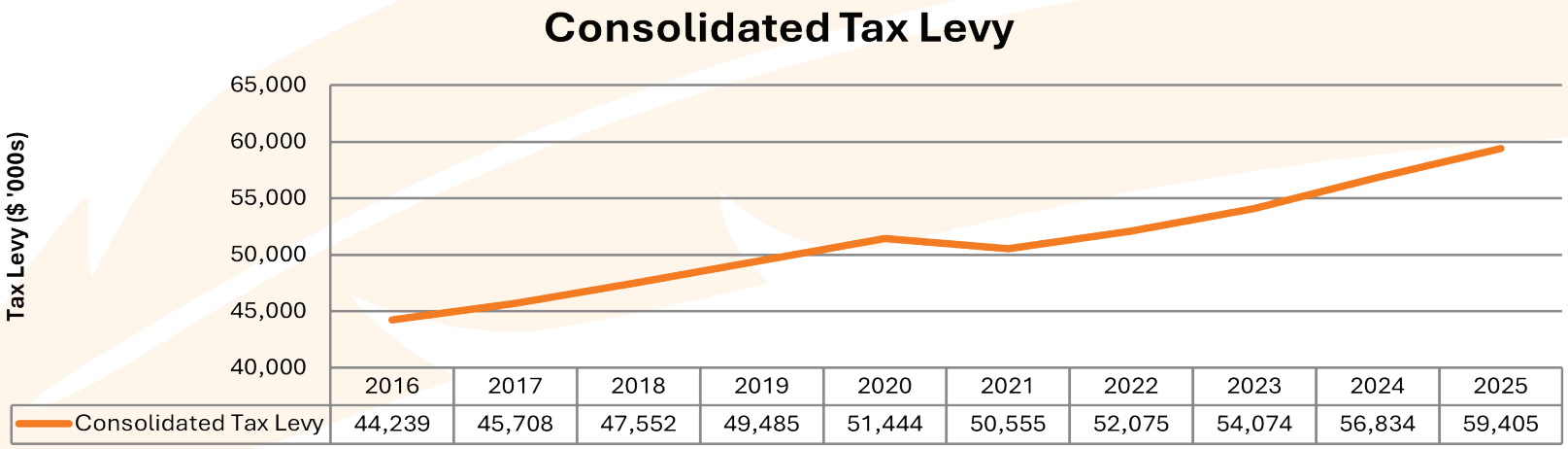
Table 2.2	2026	2025	$ Change	% Change
Municipal	$ 976	$ 949	$ 27	2.85%
County	620	606	14	2.25%
Education	880	880	0	0.00%
Total Consolidated	**$ 2,476**	**$ 2,435**	**$ 41**	**1.67%**

Table 2.3 details the Consolidated Tax Levy per $100,000 in assessment for an industrial property with no phase-in property assessment value increase for 2026. The overall impact is a $73, or 1.99% increase per $100,000 of assessed value.

Table 2.3	2026	2025	$ Change	% Change
Municipal	$ 1,753	$ 1,704	$ 49	2.85%
County	1,112	1,088	24	2.25%
Education	880	880	0	0.00%
Total Consolidated	**$ 3,745**	**$ 3,672**	**$ 73**	**1.99%**

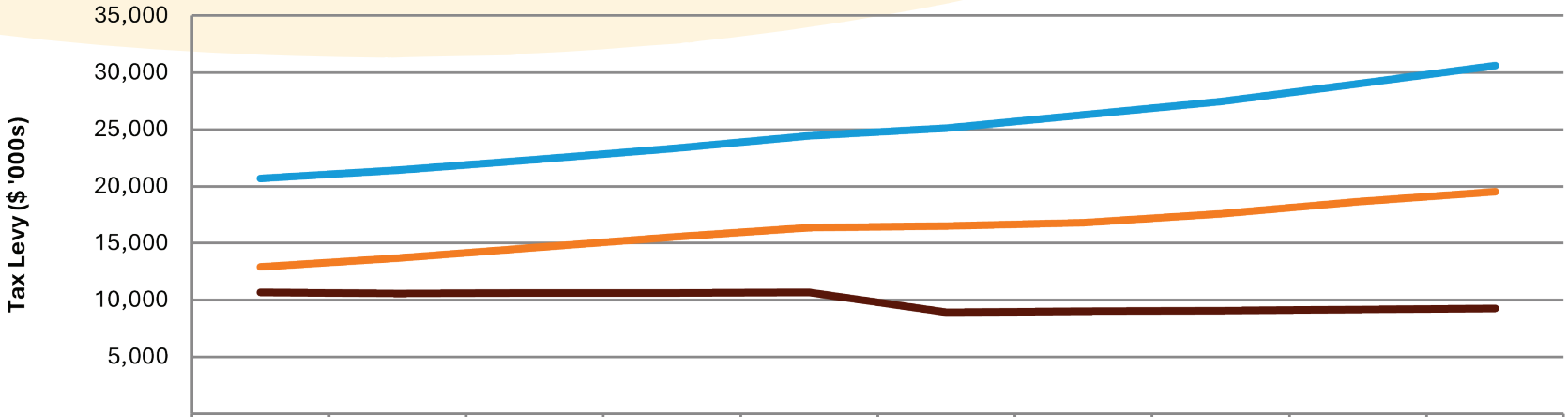
As illustrated in **Table 2.1** through **Table 2.3**, the Consolidated Tax Levy change will vary between property types. The recent historical trend has been, and continues to be, a shift of tax burden from Commercial/Industrial properties to Residential properties due to the relative impact of the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

The following graph tracks the recent trend of the Consolidated Tax Levy. Over the past 10 years the Town's consolidated tax levy increases have ranged from -1.73% to 5.1%, with an average increase of 3.09%.



Tax Burden by Levying Body and Impact of Property Value Assessment

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



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Municipal	20,678	21,414	22,326	23,320	24,406	25,116	26,254	27,434	29,020	30,610
County	12,909	13,706	14,596	15,531	16,347	16,499	16,815	17,564	18,654	19,540
Education	10,652	10,588	10,630	10,634	10,692	8,940	9,006	9,076	9,160	9,256

Municipal Property Assessment Corporation (MPAC) periodically updates the Current Value Assessments (CVA) of all properties in Ontario. The latest update occurred during 2016, valuing all properties as at January 1, 2016 and formed the basis of property assessment for taxation years 2017 to 2020. As previously mentioned, the Ontario government continues to postpone the 2020 Assessment Update. Consequently, the 2026 property assessments will continue to be based on the fully phased-in January 1, 2016 current values.

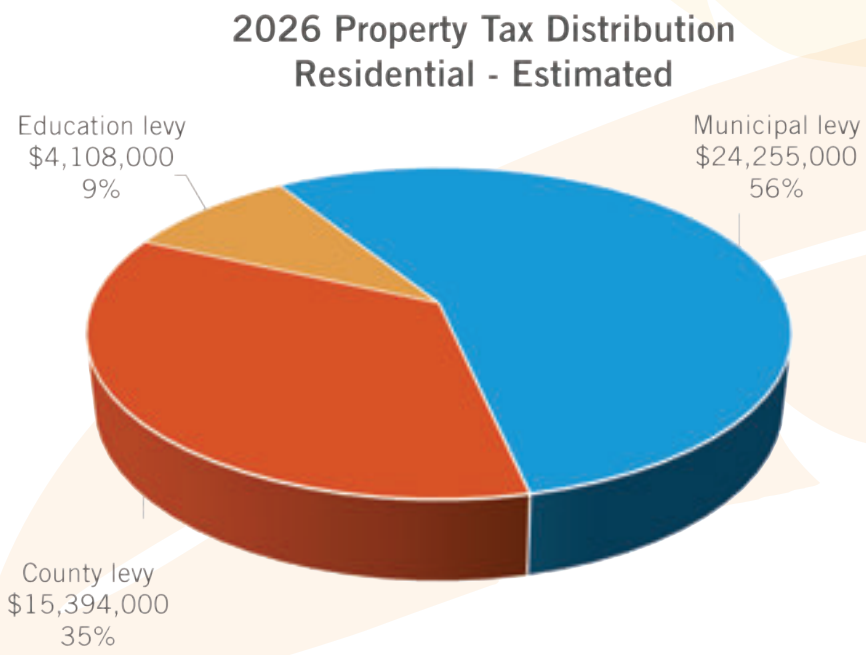
Based on figures made available by MPAC, CVA for Ontario properties, on average, increased 23% over 2012 valuation. The CVA for Tecumseh properties increased by 14% during that same re-valuation. This disparity in assessment valuation change affects the Education levy imposed on municipalities as the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

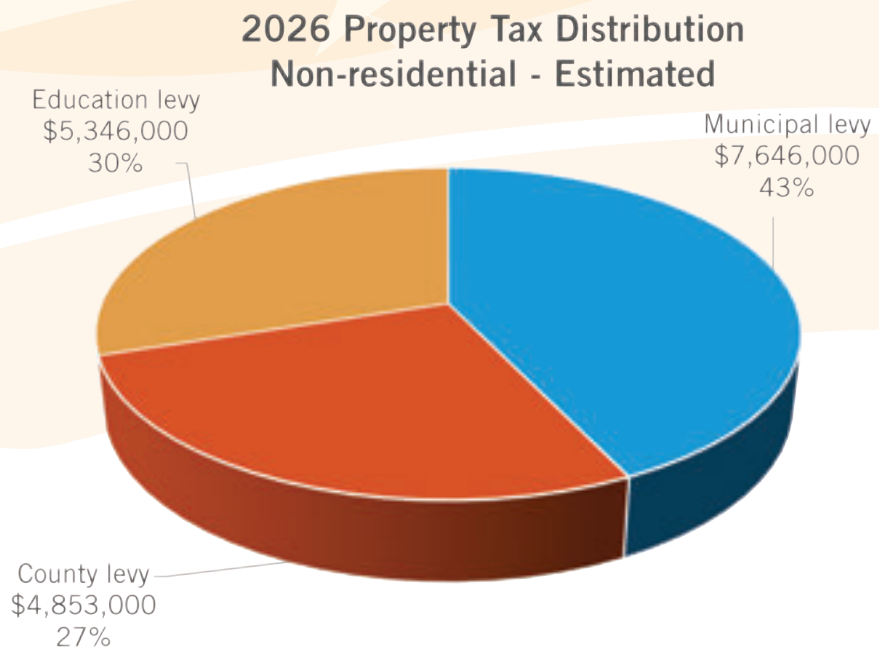
wide assessment combined with a relatively stable provincial education tax rate has resulted in declining Education levies for the Town. This trend persisted from 2017 through 2021. The provincial education tax rate has stayed unchanged since 2022.

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

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

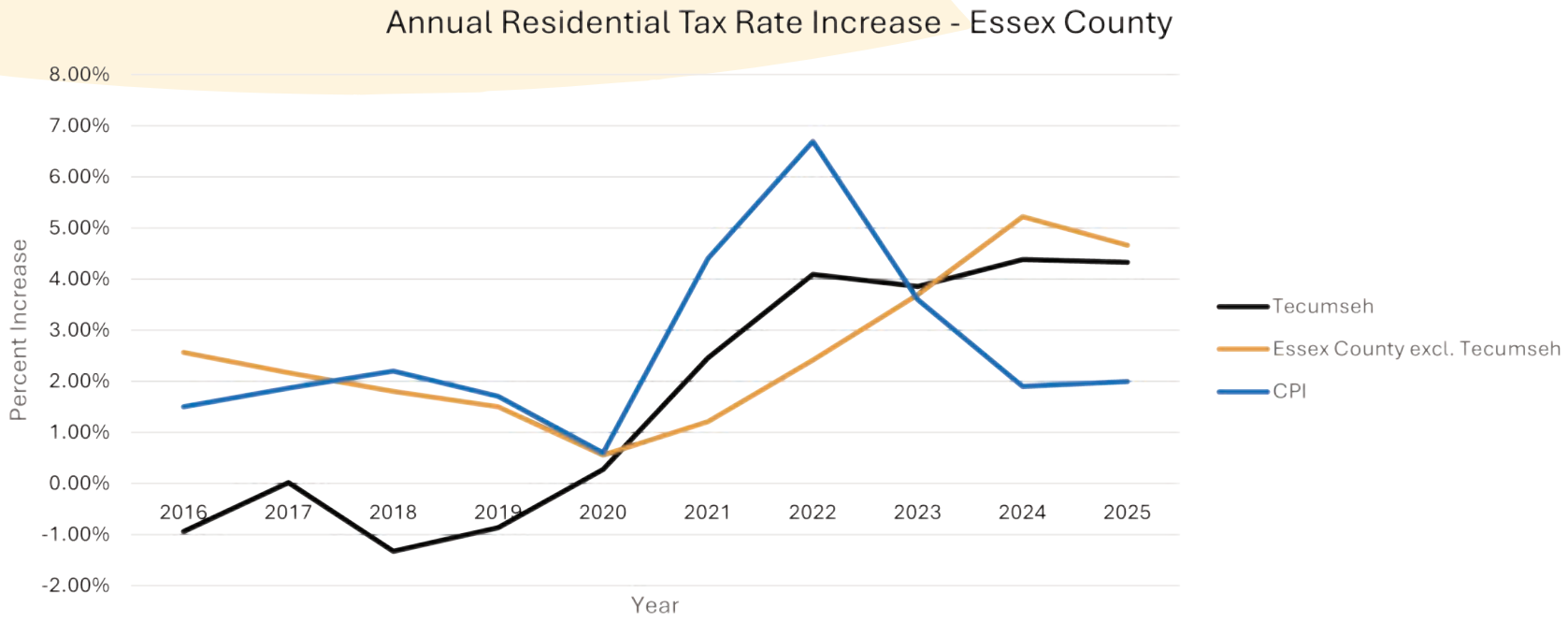
The pie graphs below illustrate the composition of the consolidated tax levy for Residential versus Non-residential properties.





Comparable Tax Rates and Assessment

The following chart illustrates the annual change to the residential tax rate for Tecumseh as compared to the Essex County lower tier average and annual CPI[1] since 2016.



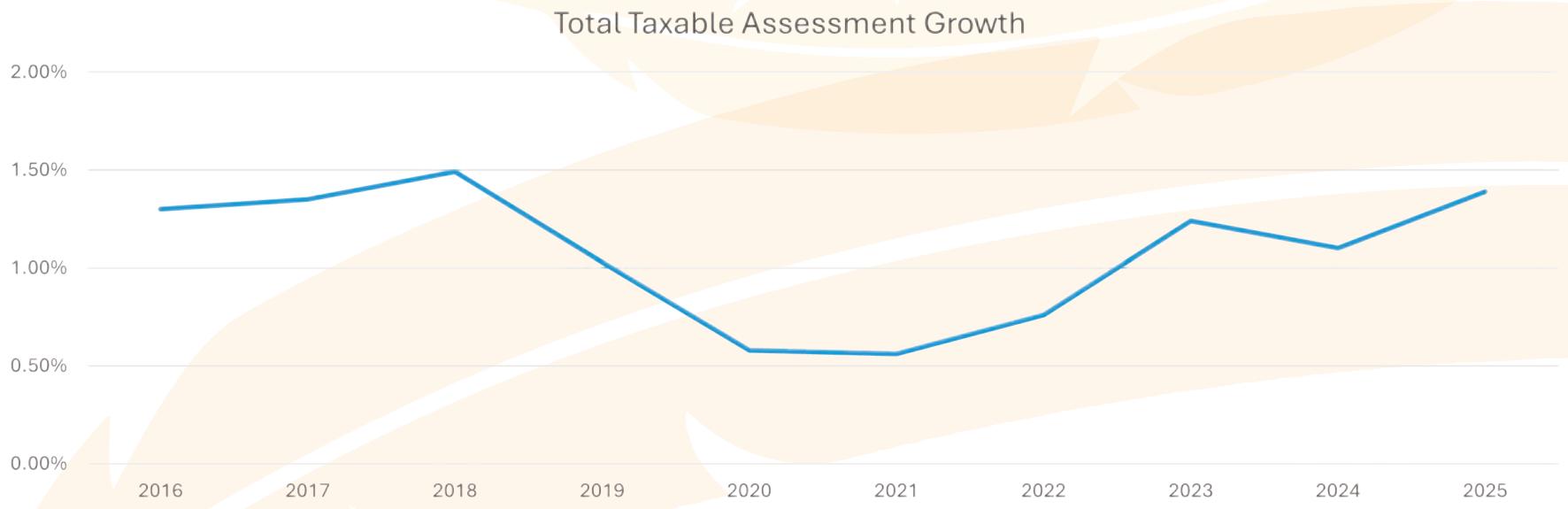
On average during the period shown above, Tecumseh's annual residential tax rate increase is 2.1%, as compared to the Essex County lower tier average of 2.6% and CPI of 2.7%. The increase in Tecumseh's annual tax rate from 2020-2025 is largely attributed to the absence of phased-in market value assessment increases. Compounding this effect for Tecumseh is the slowdown in development from 2021-2025 where in-year assessment growth was below recent experience.

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

Increases in Tecumseh rates are partially attributable to negative total assessment growth, particularly within the Industrial property classes. Tecumseh has the greatest exposure to the Industrial class with 5.9% of total taxable assessment within this category (2025). In contrast, the Industrial class category represents 2.0% of total taxable assessment for the average of Essex County lower tiers (2025). As a result, changes to the Industrial sector overall will have a magnified impact for Tecumseh tax rates as compared to tax rates of other Essex County lower tier municipalities, whether favourable or unfavourable.

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

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



Capital Programs

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

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

Amendments and/or modifications to the five-year plans adopted in principle for the period 2023-2031 can be anticipated over the course of the next several years in response to influencing factors such as inflation, construction capacity constraints, grant/partnership opportunities, borrowing rates, etc. Any recommended amendments/modifications will align with the priorities as established in 2022, will be reflected by way of annual updates to five-year capital plan council reports and will require Council approval.

The 2026-2030 five-year plans will continue with Council's strategy as developed in 2022 and as reaffirmed by way of Council's Strategic Priorities 2023-2026 and will be brought forward to Council in the form of council reports following the 2026 Budget process for consideration and potential adoption.

The capital program for the 2026 budget year however, becomes part of the Mayor's Proposed Budget within the Strong Mayor Power legislation and therefore, capital projects identified as 2026 projects within this document are subject to the legislated budget adoption process. Projects identified within the Lifecycle chapter and supporting schedules are proposed for 2026 and may be amended by Council resolution prior to budget adoption

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

March 29th, 2022 Special Council Meeting Presentation
May 5th, 2022 Special Council Meeting Presentation

Grants and Partnerships

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

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

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

- **Disaster Mitigation and Adaptation Fund (DMAF-Intake 3)**

  Federal grant program that will contribute 40% towards eligible costs up to a maximum of $10,700,000 towards the Scully and St. Mark's and PJ Cecile Storm Pump Station enhancements with $10,700,000 anticipated. This project has commenced and will take several years to complete at a total estimated cost of $34M.

- **Investing in Canada Infrastructure Program – Green Stream (ICIP-Green)**

  Federal/Provincial grant program that will contribute up to $2,550,000 towards the Town's $3.5M Centennial and Woodridge Watermain replacement project with $2,550,000 anticipated.

- **Active Transportation Fund (ATF)**

  Federal grant program that will contribute 60% towards eligible costs up to a maximum of $2,616,000 towards the Lesperance Trail (Riverside Drive to First Street), plus Little River extension. This project commenced in 2025 with completion anticipated early 2026 and includes improvements to the trail in front of Town Hall.

- **Rural Economic Development (RED)**

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

- **Housing Accelerator Fund (HAF)**

  Federal grant program that will contribute up to $1,095,000 over a three-year period (2024-2026) towards the Town's Housing Action Plan, that includes municipal initiatives intended to fast-track the creation of new homes. The objective of the program is to accelerate the supply of housing across Canada to address the recognized housing shortage.

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

  Provincial grant program that will contribute 73% towards eligible costs up to a maximum of $15,121,000 towards the Town's Tecumseh Hamlet Secondary Plan Area – Northwest Water and Wastewater Servicing project. The program is intended to assist improvement or construction of core water infrastructure that will support new housing. The Town's project includes two phases that will total approximately $21M and will facilitate the development of a combined 2,900 residential units and 437,000 square feet of commercial floor space, while the wastewater component of the project will address recommendations from the Sanitary Sewer Model Update. Construction commenced in 2025 and will be completed early 2026.

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

  Federal grant program that will contribute 40% towards eligible costs up to a maximum of $3,600,000 towards the Cedarwood Sanitary Pump Station Reconstruction project, which will mitigate the risk of sanitary backflow hazards and related basement flooding for the serviced area. Design and engineering work is to commence in 2026.

- **Canada Community-Building Fund (CCBF)**

  Federal grant program, formerly Federal Gas Tax Program, that provides municipalities with a per-capita allocation each year and allows for accumulation of funds for up to five years. The Town's funding allocation for 2026 is expected to be $1,220,000 (2025 was $1,220,000). Prior year accumulated funds will be used in 2026 towards the Centennial and Woodridge Stormwater replacement project.

- **Ontario Community Infrastructure Fund (OCIF)**

  Provincial grant program available to small, rural and northern municipalities in Ontario, provides an annual allocation based on estimated Current Replacement Values (CRV) for core infrastructure and the municipality's economic conditions, and allows for accumulation of funds for up to five years. The Town's funding allocation for 2026 is $1,969,000 (2025 was $1,790,000). Prior year accumulated funds of $6,000,000 will be used in 2026 towards the following projects:

  - Scully/St. Mark's and PJ Cecile Storm Pump Station
  - PJ Cecile Storm Pump Station
  - MRSPA Stormwater Management Infrastructure.

Economic Outlook

The **2025 Ontario Economic Outlook and Fiscal Review**, released by the Ontario Ministry of Finance in November 2025, provides insight into the province's economic conditions and expectations over the medium term. Ontario's economy is navigating a period of moderated growth, influed by global economic uncertainty, trade pressures, and the lagged effects of higher interest rates. While economic activity has slowed compared to recent years, the provincial economy remains resilient, supported by population growth, infrastructure investment, and steady consumer demand

Inflation has continued to ease and is expected to remain close to the Bank of Canada's target of 2% over the outlook period. Following interest rate reductions in 2024 and 2025, borrowing conditions have begun to stabilize, which is anticipated to gradually support household spending and business investment. As a result, economic growth is projected to strengthen modestly through 2026 and 2027 as financial conditions normalize and global demand improves.

Ontario's key economic indicators, expressed as percentages, are detailed in the table below:

Economic Indicators	2024	2025p	2026p	2027p	2028p
Real GDP Growth	1.4	0.8	0.9	1.8	1.9
Nominal GDP Growth	5.3	3.2	3.0	4.0	3.8
Employment Growth	1.7	0.9	0.4	0.8	1.0
CPI Inflation	2.4	1.9	2.0	2.0	2.0

*p = Ontario Ministry of Finance planning projection based on external sources as of September 12, 2025

Source: Ontario Ministry of Finance - 2025 Ontario Economic Outlook and Fiscal Review

Regional Economic Developments: Windsor-Essex County

The Windsor-Essex region continues to experience significant economic momentum, driven by major public and private sector investments, infrastructure expansion, and diversification across key industries. The region's strategic location, strong manufacturing base, and growing clean-technology sector position it as a major economic hub in Southwestern Ontario.

Key developments include:

- Investment: The NextStar Energy battery facility and related supplier investments are transforming the regional economy, supporting thousands of direct and indirect jobs and strengthening Windsor-Essex's role in the electric vehicle and clean technology supply chain.
- Infrastructure and Healthcare: The Gordie Howe International Bridge project and planning for a new regional hospital continue to generate construction activity, long-term employment opportunities, and broader economic spin-offs.
- Government Support: $19.8-million in funding has been allocated to four local companies through the Regional Development Program's Southwestern Ontario Development Fund

These investments are expected to support continued employment growth and attract new residents to the region. As Windsor-Essex grows, municipalities must ensure that infrastructure, services, and community amenities keep pace with development to maintain quality of life and support long-term economic sustainability.

Housing Market Outlook

Despite recent interest rate reductions, Ontario continues to face challenges with housing affordability, largely due to limited supply and ongoing demand pressures. According to the RE/MAX Windsor Housing 2026 Market Outlook Report, average residential sale prices in Windsor-Essex increased modestly by appropximately 0.2% year-over-year through mid-2025, while listings rose nearly 13% compared to the prior year. The report notes that inventory levels and a balanced sales-to-new-listings ratio suggest neither a strong sellers' nor buyers' market, allowing for more time and negotiation in the buying process.

Provincial housing market conditions are also reflected in the Canadian Real Estate Association (CREA) 2026 Quarterly Forecast. CREA projects that in Ontario, residential sales activity is expected to rise in 2026, contributing to an overall seasonal recovery following a slight decline in sales in 2025. Ontario's experience is part of a broader pattern wherein markets with higher inventory and more balanced sales-to-listings ratios are better positioned for moderate increases in home sales activity as confidence returns.

CREA forecasts that national home sales will rebound in 2026 after modest declines in 2025, with activity expected to rise by around 5–7% compared with the prior year. While Ontario is included among the provinces where sales recovery is anticipated, price gains are expected to remain moderate relative to other regions, reflecting affordability constraints and a more balanced market environment.

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

Looking ahead, residential property prices in Windsor-Essex are expected to grow at a moderate pace, while sales activity is anticipated to remain stable. This suggest that well-priced, well-presented homes will continue to attract buyer interest. These trends reflect broader economic influences, including local employment opportunities, population growth, and interest rate trends. They also underscore ongoing housing affordability considerations and highlight the importance of planning for a diverse housing supply that meets the needs of residents at different stages of life and income levels.

Inflationary Pressures and Strategic Planning

As of November 2025, Ontario's annual Consumer Price Index (CPI) increase stands at 1.9%, reflecting continued moderation in price growth. While inflation has decelerated toward the Bank of Canada's target range, cost pressures for housing, construction, utilities, and labour continue to challenge household budgets and municipal operations. These ongoing pressures underscore the importance of forward-thinking fiscal strategies that ensure the Town allocates resources effectively to support sustained growth, maintain service levels, and deliver high-quality services for residents.

Town of Tecumseh
2026 Proposed Budget
Consolidated Tax and Rate - Operating Fund

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Taxes	$ 29,020,301	$ 30,606,990	$ 30,606,983	$ 31,901,807	$ 1,294,824	4.23%	$ 34,608,805	$ 36,044,082
Supplementary Taxes	347,913	485,346	275,000	270,000	(5,000)	(1.82%)	250,000	200,000
Right of Way	15,722	15,722	15,700	15,700	-	-	15,700	15,700
Payments in Lieu	85,951	87,125	90,300	90,300	-	-	90,300	90,300
Total Taxation	**29,469,887**	**31,195,183**	**30,987,983**	**32,277,807**	**1,289,824**	**4.16%**	**34,964,805**	**36,350,082**
Taxation Allocated To Capital	(11,223,000)	(11,673,000)	(11,673,000)	(12,123,000)	(450,000)	3.86%	(12,573,000)	(13,023,000)
Net Taxation Available for Operating	**18,246,887**	**19,522,183**	**19,314,983**	**20,154,807**	**839,824**	**4.35%**	**22,391,805**	**23,327,082**
Grants	689,890	757,647	568,027	622,269	54,242	9.55%	478,019	473,019
User Charges	13,411,715	14,427,758	14,073,604	14,808,729	735,125	5.22%	15,175,566	15,559,625
User Charges Allocated to Capital	(4,299,127)	(4,353,794)	(4,280,956)	(4,167,640)	113,316	(2.65%)	(4,168,146)	(4,269,264)
Net User Charges Available for Operating	**9,112,588**	**10,073,964**	**9,792,648**	**10,641,089**	**848,441**	**8.66%**	**11,007,420**	**11,290,361**
Licences and Permits	697,889	915,857	771,150	751,900	(19,250)	(2.50%)	781,900	781,900
Fines	104,751	113,752	82,550	41,550	(41,000)	(49.67%)	41,550	41,550
Penalties and Interest	512,403	592,991	380,000	380,000	-	-	380,000	380,000
Investment Income	4,389,893	2,886,354	2,509,625	2,335,793	(173,832)	(6.93%)	2,335,793	2,335,793
Other Income	886,760	935,826	907,876	925,284	17,408	1.92%	944,418	943,836
Revenues Before Transfers	**34,641,061**	**35,798,574**	**34,326,859**	**35,852,692**	**1,525,833**	**4.45%**	**38,360,905**	**39,573,541**
Transfers from Reserves	1,711,091	1,477,428	1,708,162	2,750,460	1,042,298	61.02%	1,665,034	1,625,705
Total Revenues	**36,352,152**	**37,276,002**	**36,035,021**	**38,603,152**	**2,568,131**	**7.13%**	**40,025,939**	**41,199,246**

Town of Tecumseh
2026 Proposed Budget
Consolidated Tax and Rate - Operating Fund

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Wages	10,848,069	11,843,469	11,695,318	12,871,920	1,176,602	10.06%	13,570,311	13,948,538
Benefits	3,118,326	4,052,537	3,616,000	3,805,332	189,332	5.24%	4,080,979	4,262,060
Total Wages & Benefits	**13,966,395**	**15,896,006**	**15,311,318**	**16,677,252**	**1,365,934**	**8.92%**	**17,651,290**	**18,210,598**
Office Supplies & Equip Mtnce	556,883	739,992	738,461	839,106	100,645	13.63%	863,826	900,912
Memberships	55,922	70,774	74,949	78,889	3,940	5.26%	82,449	86,185
Professional Development	256,763	327,889	374,859	333,605	(41,254)	(11.01%)	281,520	281,520
Maintenance Materials & Supplies	1,038,604	1,356,989	1,233,975	1,307,550	73,575	5.96%	1,379,561	1,443,679
Purchases for Resale	1,718,596	1,832,417	1,675,200	1,842,285	167,085	9.97%	1,899,285	1,958,285
Maintenance Services	1,422,841	1,641,395	1,309,670	1,457,480	147,810	11.29%	1,613,493	1,726,501
Contract Services	8,382,083	8,657,560	9,083,574	9,914,613	831,039	9.15%	10,077,602	10,427,501
Professional Services	798,384	909,612	808,447	931,915	123,468	15.27%	656,115	651,115
Vehicle & Equipment Leases	2,969	2,904	2,900	2,900	-	-	2,900	2,900
Utilities	1,011,410	1,063,661	1,090,310	1,128,735	38,425	3.52%	1,181,161	1,236,211
Insurance	620,274	637,778	690,134	728,400	38,266	5.54%	765,240	802,924
Grants & Donations	266,515	114,000	215,000	185,000	(30,000)	(13.95%)	210,000	210,000
Other	262,423	337,574	311,805	342,986	31,181	10.00%	308,186	308,186
Financial Expense	248,702	211,947	269,600	241,200	(28,400)	(10.53%)	321,200	221,200
Expenditures Before Transfers	**30,608,764**	**33,800,498**	**33,190,202**	**36,011,916**	**2,821,714**	**8.50%**	**37,293,828**	**38,467,717**

Town of Tecumseh
2026 Proposed Budget
Consolidated Tax and Rate - Operating Fund

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Transfers to Reserves	5,460,133	3,600,477	2,844,819	2,591,236	(253,583)	(8.91%)	2,732,111	2,731,529
Total Expenditures	**36,068,897**	**37,400,975**	**36,035,021**	**38,603,152**	**2,568,131**	**7.13%**	**40,025,939**	**41,199,246**
Net Expenditures	**$ (283,255)**	**$ 124,973**	**$ -**	**$ -**	**$ -**	**-**	**$ -**	**$ -**

RECOMMENDED NEW STAFFING ENHANCEMENTS

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

- Recommendations from:
  - 2021 Organizational Review
  - Clerks Services Review
  - 2026 Municipal & School Board Election
- Enhanced level of service towards:
  - Foundational human resource services
  - Building permitting and inspection services
  - Maintaining safe, reliable drinking water
  - Service regarding key Town infrastructure
  - By-law compliance inspection and enforcement
  - Service regarding Town recreational facilities, festivals and events
  - Future capital projects
- Maintaining existing levels of service as the Town continues to grow

The 2025 budget partially funded the following roles, but hiring was deferred to 2026 or later:

- Senior Building Inspector
- Business Analyst
- Transportation Coordinator

The 2026 budget includes an overall net increase of

3.17 in Full-Time Equivalent (FTE).

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

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

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

The following table lists the staffing additions/(deletions) considered for the 2026 budget.

Department	FTE	Description
Financial Services	0.24	A Supervisor position, recommended to expand the capacity of the finance team, which is currently operating at its limit in meeting the growing demands from other departments, increased statutory reporting requirements and the day-to-day operational responsibilities of the division. Implementation for this position is expected Q4 2026. For 2026, this position will be funded through 'Transfers from Reserves'.
Finance	(0.17)	Reduction of temporary part-time Payroll Clerk position that was created to support the full-time Payroll Clerk position during the implementation of the HRIS/Payroll/Time and Attendance solution. This position is funded through 'Transfers from Reserves.
Council	(0.10)	Decrease Administrative Assistant to Council position from 0.40 to 0.30 FTE. This is offset by a 0.10 FTE expansion of the People & Culture Coordinator role from 0.60 to 0.70 FTE.
Technology & Client Services	0.25	A Business Analyst position, recommended in the 2021 Organizational Review, will support the Town by implementing IT solutions, providing training, and offering end-user support. While funding for this role was included in the 2025 budget with a planned Q4 2025 start, the hiring has been postponed to Q3 2026.
Customer Service	(0.25)	A Customer Service Receptionist position to assist the Communications Officer with day-to-day activities. Although funding for the role was included in the 2025 budget with a planned Q4 2024 start, the hiring has been postponed while the Town reviews alternatives.
Customer Service	0.18	Two Customer Service Intern positions (16 weeks each) to assist and implement digital content strategies across web, social media, email and other digital channels.

Department	FTE	Description
Legislative and Clerk Services	0.42	A one-time, 7-month, Voter Engagement Specialist Contract position to increase voter turnout in the 2026 Municipal & School Board Election. The Town has been awarded grant funding of $15,000 from the Windsor-Essex Community Foundation - Community Impact Grant to partially offset the cost of this position. The remaining cost is fully offset with a one-time Transfer from Lifecycle Reserve.
Legislative and Clerk Services	(0.40)	A reduction in Council & Committee Assistant as hours are shifted to Essex County OPP Detachment Board.
People & Culture	0.10	Expansion of the People & Culture Coordinator role from 0.60 to 0.70 FTE. The changes to this position are offset by a reduction in the Administrative Assistant to Council position from 0.40 to 0.30 FTE in Council budget.
People & Culture - Crossing Guards	(0.24)	Reductions in crossing guard services with the closure of DM Eagle school in 2025.
Community Safety - By-Law Enforcement	0.30	A second By-Law Enforcement Officer to support growing demands for by-law compliance inspections and enforcement, with implementation expected Q3 2026.
Public Works & Engineering Services	0.50	A Public Works Operator to ensure that the Town maintains compliance with legislation, protects public health, supports development and provides reliable service to the residents. Implementation expected Q3 2026.
Public Works & Engineering Services	(0.48)	A Transportation Supervisor position, as recommended in the 2021 Organization Review to oversee corporate fleet of vehicles and the Tecumseh Transit Services, was planned for implementation in Q3 2025. While funding for this role was included in the 2025 budget, the hiring has been deferred to 2026 and oversight has been transferred to Development Services.

Department	FTE	Description
Development Services - Transit	0.60	A Transportation Supervisor position, as recommended in the 2021 Organization Review to oversee corporate fleet of vehicles and the Tecumseh Transit Services, was planned for implementation in Q3 2025. While funding for this role was included in the 2025 budget under Public Works & Engineering Services department, the hiring has been deferred to 2026 and oversight has been transferred to Development Services.
Water & Wastewaste Services	0.50	A Water Operator position to help sustain operational efficiency, ensure regulatory compliance, and maintain the Town's ability to provide residents and businesses with safe, reliable drinking water. Implementation expected Q3 2026.
Community & Recreation Services - Arena, Pool & Recreation Facilities	0.24	A Facility Attendant position to support and perform operational and maintenance duties related to the Arena, Pool, and other recreation facilities and amenities. Implementation expected Q4 2026.
Community & Recreation Services - Community Facilities	0.30	A Summer Student position to support and perform janitorial maintenance of all outdoor public washrooms in Town parks along with the Tecumseh Leisure Pool and Lacasse Baseball Grandstand Complex. Based on 40-hour work week over 16 week period.
Development Services - Building	(0.50)	A Senior Building Inspector position as recommended in the Building Services Operational Review. While funding for the role was included in the 2025 budget with a planned Q2 2025 start, the hiring has been postponed to Q2 2027.

Organizational Review

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

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

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

Results and recommendations of the review were provided to Council in-camera and subsequently presented to Council at a Special Council Meeting on June 29, 2021. A summary of the KPMG report can be found on the Town's website. https://tecumseh-pub.escribemeetings.com/filestream.ashx?DocumentId=23532

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

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

The bulk of the financial impact was addressed with the Town's 2022 Budget. Although 2025 budget represented the fourth and final year of the phased-in implementation, some positions were deferred to 2026. The recommended staffing enhancements related to the organizational review that impact the 2026 budget include:

- Part-Time Transportation Coordinator
- Business Analyst

Development Services

Position:	Part-Time Transportation Coordinator
Service Area:	Transportation Services

Description of enhancement:

Add a permanent, part-time Transportation Coordinator within Development Services.

Justification for the request:

The KPMG review noted that the Manager Public Works & Transportation manages a large and diverse portfolio, including the operation and maintenance of sanitary and storm sewers, pump stations, roads, bridges, sidewalks and trails, road signage, street lights, traffic signals, fleet, winter control and the administration of several contracted services for sanitary pump station maintenance, garbage and yard waste.

As part of the review, KPMG recommended a revised organizational structure, including the transition of the Town's transit services from Development Services to Public Works & Engineering Services.

For the 2026 budget, Administration is proposing a phased implementation of these recommendations. While the long-term organiziational model remains under consideration, it is recommended that Transit Services remain within Development Services at this time to ensure continuity of service delivery and minimize organizational disruption.

In lieu of the recommended Transportation Supervisor, Administration is proposing a permanent, part-time Transportation Coordinator. This position represents a cost-effective alternative that addresses immediate operational and coordination needs while maintaining flexibility to revisit the organizational structure in future budget cycles.

The Transportation Coordinator would provide dedicated support for transit operations and emerging transportation initiatives, while allowing senior management to focus on core operational responsibilities.

In addition, the position would support the delivery of upcoming initiatives, including organics diversion, fleet right-sizing, green fleet initiatives, and energy demand management.

Impact to residents should the position not be approved:

If this position is not approved, the Town would be unable to advance the phased implementation of the organizational recommendations identified in the KPMG Review. As a result, Tecumseh Transit Services would remain within Development Services without dedicated coordination support, limiting the Department's ability to deliver its core services effectively.

The absence of this position would place additional pressure on the Manager of Public Works & Transportation, requiring further prioritization among a broad and competing service delivery portfolio. This would likely result in reduced service levels in operations and maintenance activities and limit the Town's capacity to advance additional initiatives.

Specifically, the implementation and coordination of initiatives such as organics diversion, fleet right-sizing, green fleet initiatives, and energy demand management may be delayed or deferred. Over time, this would affect the Town's ability to respond to service demands and maintain service levels expected by residents.

Budget impact:

The estimated annualized cost for the addition of this position is $90,000, including wages and benefits, with a proposed implementation in Q1 2026.

While funding for a Transportation Supervisor role was partially included in the 2025 budget for a mid year start, the position has been changed to a part-time Transportation Coordinator and hiring deferred to 2026. The impact to the 2026 budget is a $22,000 increase.

Technology & Client Services

Position:	Business Analyst
Service Area:	Information Technology

Description of enhancement:

This enhancement seeks to add a Business Analyst within the Technology & Client Services (TCS) division. The Business Analyst will dedicated support for technology-enabled projects across the organization, ensuring that technical solutions are aligned with business needs and corporate strategic direction.

The role will act as a strategic liaison and subject-matter expert in business process analysis, project management, and solution implementation. It will provide structure, consistency, and corporate oversight to technology projects that currently rely on decentralized, part-time, or ad hoc support.

Key responsibilities include:

- Understanding project objectives, defining requirements, developing specifications, and ensuring alignment with the desired end state.
- Coordinating with business partners and TCS staff to evaluate, acquire, and implement technology solutions consistent with corporate architecture.
- Supporting project delivery through strong communication, analytical, and problem-solving skills, including post-implementation follow-up, training, and enhancement planning.
- Staying current on emerging technologies, championing best practices, and ensuring alignment with the Town's Strategic Plan and IT Governance Committee direction.
- Supporting the Town's cybersecurity awareness, training, and policy development.
- Overseeing appropriate use of Artificial Intelligence within the organization

Project Management

- Lead smaller-scale transformational projects and define project scope, goals, and deliverables that support business goals in collaboration with senior management and stakeholders.
- Effectively communicate project expectations to team members and stakeholders in a timely and clear fashion.
- Liaise with project stakeholders on an ongoing basis.
- Set and continually manage project expectations with team members and other stakeholders.
- Plan, schedule, and track project timelines, milestones, and deliverables using appropriate tools.
- Determine the frequency and content of status reports from the project team, analyze results, and troubleshoot problem areas.
- Define project success criteria and disseminate them to involved parties throughout project life cycle.
- Conduct project postmortems and create a recommendations report to identify successful and unsuccessful project elements.
- Develop best practices and tools for project execution and management recognizing that this is not a one size fits all model and scalable project management tools and support are expected.
- Estimate the resources, participants, and change management needed to achieve project goals.
- Draft and submit budget proposals and recommend subsequent budget changes where necessary.
- Direct and manage project development from beginning to end.
- Develop full-scale project plans, foundational project documents, and associated communications documents.
- Work with clients to delegate tasks and responsibilities to appropriate personnel.
- Identify and resolve issues and conflicts within the project team.
- Identify and manage project dependencies and critical path.

Business Analysis

- Clearly identify project stakeholders and establish user classes, as well as their characteristics.
- Determine and establish the right-sized approach for the client's needs that ensures the requirements are sufficient to move the project forward. This may mean a quick assessment versus a more robust approach depending upon the project.
- Conduct interviews, workshops, questionnaires, surveys, site visits, workflow storyboards, use cases, scenarios, and other methods to gather, compile, and convey, user requirements to development teams throughout the software lifecycle.
- Identify and establish the scope and parameters of requirements analysis on a project-by-project basis to define project impact, outcome criteria, and metrics.
- Work with stakeholders and the project team to elicit, analyze, specify, prioritize, and validate the business needs and requirements of project stakeholders, whether they are customers or end users.
- Research, review, and analyze the effectiveness and efficiency of existing requirements gathering processes and develop strategies for enhancing or further leveraging these processes.
- Assist in conducting research on software and hardware products to meet agreed-upon requirements and to support purchasing efforts.
- Participate in the QA of purchased solutions to ensure that the features and functions have been enabled and optimized.

Justification for the request:

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

Impact to residents should the position not be approved:

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

Budget impact:

The estimated cost for the addition of this position is $105,000 including wages and benefits on an annualized basis.

While funding for this role was included in the 2025 budget with a planned Q4 2025 start, the hiring has been postponed to Q3 2026. The impact to the 2026 budget is a $27,000 increase.

Financial Services

Position:	Supervisor
Service Area:	Financial Services

Description of enhancement:

The proposed enhancement is the addition of one Supervisor position within the Financial Services department, reporting to the Deputy Treasurer & Manager Revenue. This role is intended to expand the capacity of the finance team, which is currently operating at its limit in meeting the growing demands from other departments, increased statutory reporting requirements and the day-to-day operational responsibilities of the division.

The new position would provide both leadership and direct operational support to the Finance team, increasing overall capacity while ensuring timely, accurate and compliant financial processes. The working supervisory role will help alleviate the day-to-day workload pressures and significant overtime requirements of non-union staff while supporting key continuous improvement projects. The position is anticipated to commence in Q4 2026, pending the completion and recommendation(s) of the department's Service Delivery Review.

Justification for the request:

- The Financial Services Division is operating beyond capacity, unable to keep pace with increasing demands from across the organization, statutory reporting obligations and day-to-day operational requirements.
- Current staffing levels prevent the Division from undertaking efficiency and modernization initiatives, including critical software upgrades and process automation projects. The Town's Enterprise Resource Planning (ERP) system, Vadim, has not undergone a major update in several years and requires a comprehensive review and refresh. Similarly, the FMW financial software is not being utilized to its full potential for financial statement preparation, statutory reporting and capital planning. Without additional capacity, these projects cannot be successfully undertaken.
- The Division will be undertaking a Service Delivery Review in the coming months. It is anticipated that this review will recommend structural changes and identify a phased staffing plan over the next five years, including additional positions to support operations.
- Current workload pressures force the Division to operate reactively, meaning day-to-day operations and improvement projects are often delayed. This impacts organization-wide efficiency, service delivery, and compliance with evolving legislative and audit requirements.

- At present, there are no available staff resources to lead these critical projects, which would otherwise strengthen the Division's ability to deliver timely and accurate financial information
- Historical under-resourcing has hindered the Division's ability to fully develop and maintain foundational financial processes, affecting productivity, internal customer services, and the Town's ability to leverage its systems optimally. The addition of a Supervisor would strengthen leadership capacity, stabilize operations, and enable the Division to deliver improvements that benefit both the organization and residents

Impact to residents should the position not be approved:

If the additional Supervisor position is not approved, the Finance Division will continue to operate in a reactive manner, limiting its ability to provide timely, comprehensive and high-quality financial analysis and reporting. This capacity constraint will hinder the Town's ability to fully assess the financial implications of decisions, increasing the risk of underestimating operational costs and other long-term impacts, particularly for capital projects. As a result, decisions may be made without a complete financial context, potentially affecting the efficiency and sustainability of Town projects and services.

The Division would also remain unable to enhance communication tools and materials for residents, including budget documents, the Town website, and online budget platforms, which would affect public engagement. Persistent capacity limitations will delay critical modernization initiatives, such as software upgrades and process automation, leading to inefficiencies and a heightened risk of reporting errors. These delays could also affect the Town's ability to meet government reporting deadlines, potentially jeopardize grant eligibility or delay reimbursements from senior levels of government.

Without additional capacity, the Division will be limited in its ability to support other departments with financial analysis, budget planning, and project costing. This will slow financial reporting on infrastructure and community projects that residents depend on, impacting both service quality and

public satisfaction. Continued reliance on outdated systems and manual processes will further challenge compliance with evolving legislative and audit standards, exposing the Town to reputational and financial risk.

Sustained workload pressures also increase the likelihood of staff burnout and turnover, leading to a loss of institutional knowledge and reduced service continuity. Over time, these challenges undermine the Town's ability to demonstrate strong financial stewardship and maintain operational stability. Without the additional position, the Division's ability to proactively manage risks, support informed decision-making, and deliver high-quality financial services will remain constrained. Ultimately, this may erode public trust, delay community investments, and limit the Town's capacity to provide efficient, accessible, and responsive service to its residents

Budget impact:

The estimated cost for the addition of this position is $145,000 including wages and benefits on an annualized basis. A Q4 2026 implement helps to reduce the first year impact to $36,000.

Technology & Client Services

Position:	Communications Intern
Service Area:	Customer Service/Communications

Description of enhancement:

- Assist and implement digital content strategies across web, social media, email, and other digital channels.
- Create, curate, and manage high-quality content (text, images, video) aligned with brand voice and objectives.
- Assist in managing social media accounts, including scheduling posts, responding to comments, and engaging with followers.
- Assist in monitoring, analyzing, and reporting on digital engagement metrics to optimize performance and inform future strategies.
- Assist internal teams in supporting campaigns, events, and initiatives through digital storytelling.
- Update website content, ensuring accuracy, accessibility, and Search Engine Optimization (SEO) best practices.
- Stay current with digital trends, tools, and best practices to continuously improve content and engagement efforts.

Justification for the request:

In today's digital-first environment, organizations must maintain a strong, consistent, and engaging online presence. Our current staffing structure does not include a dedicated role focused on digital content creation, platform management, and audience engagement. As a result, opportunities to connect with our community, promote services, and share impactful stories may be missed or under-leveraged when the Communications Officer has to prioritize workload.

The intern role will focus on digital communications, ensuring our content is current, inclusive, cohesive and aligned with organizational priorities.

Improved Community Engagement: Build interest through consistent and responsive digital communication.

Enhanced Brand Visibility: Promote programs, services, and initiatives more effectively.

Data-Driven Decision Making: Use analytics to guide communication strategies and measure impact.

Due to improved graphics and video, metrics have improved on all platforms:

Facebook

- Reach has increased 64.1% (228.4K compared to 2024, with 188.5K from May 2025 onward).
- 96.1% (11.2K) increase in content interactions compared to 2024, with 6.9K after May 2025.
- Page visits increased 38.7% (43.7K), with 33.8K of those visits since May 2025.

Instagram

- Reach has increased 352.4% (19.5K) compared to 2024, with 12.2K from May 2025 onward.
- 100% (2K) increase in content interactions compared to 2024, with 1.7K after May 2025.
- Page visits increased 50.3% (2.9K), with 2.2K of those visits since May 2025.

Overall Insights

- Facebook - significant number of top posts year-to-date have been since May 2025, which include enhanced graphics due to specific skill set for digital content.
- Instagram - highest post view in 2024 was a video with 2,258 views, whereas in 2025 year-to-date 9 posts (videos and graphics) created by Town Communications exceeded 2,400 views (8 out of 9 between May-Oct 2025).

Impact to residents should the position not be approved:

- Missed opportunities to engage and educate residents on topics that are relevant to the community.
- Behind on digital trends and tools that could improve content and engagement efforts.

Budget impact:

The estimated annualized cost of 2 interns (16 weeks @ 10/week each) is $7,300.

Legislative & Clerk Services

Position:	Voter Engagement Specialist
Service Area:	Clerk Services - Municipal Election

Description of enhancement:

The Tecumseh Votes initiative is to increase voter turnout in the 2026 Municipal & School Board Election which will be administered through the hiring of a Voter Engagement Specialist who will help design and deliver an outreach and engagement voter awareness campaign using a variety of communications strategies to promote and enhance voter turnout.

Justification for the request:

In the 2022 Municipal & School Board Election, voter turnout in Tecumseh was the lowest in the region at 28.72%. Feedback received from some residents indicated frustration in not knowing who their candidates are and/or how or when to vote. In keeping with the Town's Strategic Priority of Service Experience: Enhancing the experience of Team Tecumseh and our citizens through responsive and respectful service, the overall goal of the Tecumseh Votes initiative is to increase voter turnout and civic engagement for the 2026 Municipal & School Board Election. To achieve this overarching goal, there will be short term outcomes including collaborating with community partners to break down barriers to voting by engaging with underrepresented groups such as new voters where English is a second language, engaging youth and increasing accessibility to voting with additional voter information centres together with additional messaging on the election and "how to vote". There will also be enhanced communications on the importance of voting in local government elections. The long-term goal is not only to promote awareness for the 2026 Municipal & School Board Election but also to promote municipal government's role and impact in the community and foster a lasting culture of civic participation through education and involvement in partnership with community stakeholders such as non-profit organizations, high schools and cultural organizations.

Impact to residents should the position not be approved:

The Legislative and Clerk Services Department is at staff capacity to organize, oversee and administer the 2026 Municipal & School Board Election to meet legislative compliance. To reach notable increases in voter turnout by way of a focused communication plan and by providing additional outreach initiatives during the election period will require an additional staff support. If the position is not approved, voter engagement may remain status quo as in previous municipal elections

Budget impact:

The Voter Engagement Specialist is a seven (7) month contract position to begin in April to the end of October. The proposed one-time position is estimated at $32,000. The Town has been awarded grant funding of $15,000 from the Windsor Essex Community Foundation - Community Impact Grant to partially offset the cost of this position. Net impact is $17,000 which is fully offset with a one-time Transfer from the Town's Lifecycle Elections Reserve in 2026, with no impact on outlook years.

People & Culture

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

Description of enhancement:

The People & Culture department requires additional capacity to fulfill the required administrative functions of the department to meet the needs of the organization and the People Strategy. The enhancement requests an increase to the P&C Coordinator position to 0.70 FTE commencing January 2026. This represents a 0.10 increase from the current 0.60 FTE complement and will be offset by a 0.10 FTE reduction in the Administrative Assistant to Council position. The Administrative Assistant to Council position will therefore be reduced to a 0.30 FTE.

Justification for the request:

- Currently, the department faces a workload exceeding its capacity, leading to overtime and unimplemented priorities. A previous capacity analysis indicated an overall shortfall in the department.
- The position will provide essential administrative support to the team, fostering the progress of the People Strategy initiatives and enhancing the overall employee experience.
- Over the years, the department has not been fully functional and appropriately resourced, leading to a significant lag in developing foundational practices. This deficiency has adversely affected our most valuable asset, the Town's people, impacting business processes, efficiencies, and overall productivity

Impact to residents should the position not be approved:

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

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

Budget impact:

Addition of 0.10 FTE P&C Coordinator with a Q1 2026 implementation results in an estimated cost of $10,000, including wages and benefits. This is offset by a 0.10 FTE decrease in the Administrative Assistant to Council position ($12,000), resulting in a net savings to the Town of $2,000.

Community Safety

Position:	By-Law Enforcement Officer
Service Area:	Community Safety

Description of enhancement:

Addition of a second full-time By-Law Enforcement Officer to complete by-law compliance inspections and enforcement.

Justification for the request:

There are two primary items to support this request, namely the volume of by-law complaints and the safety of our By-Law Officer.

With respect to the volume of complaints, they have risen drastically from an average of approximately 360 each year to 578 in 2024. As of September 11, we have received 496 complaints to date in 2025, which when prorated to the end of the year forecasts approximately 715 complaints for the year. This workload is anticipated to continue to increase with further reliance on Community Safety for enforcement of items such as noise, parking etc., beyond those attended by the OPP. In addition, the introduction of the "report an issue" feature on the Town's website has made submitting by-law complaints easier for the general public, which while improving customer service by having greatly improved access for the residents and resolution of any concerns they may have, has also significantly increased the workload for enforcement staff.

Further adding to the workload for enforcement staff, is the recently updated Ministry of Environment, Conservation and Parks (MECP) Environmental Compliance Policy. This policy update now shifts the burden of enforcing "minor" environmental compliance issues to the Town. These issues were previously dealt with by MECP staff but have been downloaded to the Town as of September 2025, and include complaints for noise, dust, smoke, odours, water runoff and spills of less than 100 litres.

With respect to officer safety, there have been a number of significant safety issues experienced related to by-law enforcement leading to implemented procedural changes such as, among other things, the by-law officer no longer working alone when investigating complaints or completing enforcement.

As background information, it is the Department's standard practice to request OPP to attend locations along with the By-Law Enforcement Officer when a resident has a history of aggressive behaviour or an enforcement action would reasonably have the potential for escalating a resident's behaviour, endangering the safety of the Officer however, it should be noted that recent history has proven these situations can not be predicted with any certainty. In the interests of Officer safety, it is our intention to send two By-Law Enforcement Officers to investigate complaints where there is a need to enter property with an increased risk of the Officer

being assaulted or injured, such as congested rear yards, or dilapidated buildings etc. While the OPP are always willing to assist in these matters, it is not reasonable to request OPP attendance at every instance of this type given the limited resources of the OPP. These incidents are either posted as additional paid duties for their Officers or attended by on-duty Officers, and personnel are not always available to fulfill this role.

For comparison purposes, the number of By-Law Enforcement Officer positions in our neighbouring Municipalities is:

Amherstburg	2
Essex	3
Kingsville	2
Lakeshore	2
LaSalle	1
Leamington	5
Windsor	12

Impact to residents should the position not be approved:

The significant increase in workload for the By-Law Enforcement Officer is starting to create issues with addressing complaints in a timely manner and these issues will increase as the workload continues to rise. Failing to address complaints in a timely manner can result in liability for the Town, particularly when the complaint is related to a health and safety matter. Delays in response to complaints are compounded by the shift away from the officer working alone, a required practice to protect the safety of the officer.

It is also worth noting that while our current By-Law Enforcement Officer is diligently working to maintain the high level of service expected by the residents, there is a significant risk that this continued workload if sustained will lead to burnout in staff.

Budget Impact

The annualized cost of this additional position is approximately $115,000, including wages and benefits. A Q3 2026 implementation helps to reduce the first year impact to $35,000.

There would also be ongoing operating costs for uniforms, equipment and training of approximately $2,000 annually.

Public Works & Engineering Services

Position:	Public Works Operator
Service Area:	Public Works

Description of enhancement:

Add one Public Works Operator to the department. This position will assist to ensure that the Town maintains compliance with legislation, protects public health, supports development and provides reliable service to the residents.

Justification for the request:

Regulatory Compliance

- Public Works is required to provide inspections to all key infrastructure on an annual basis and the upkeep of that infrastructure is required throughout the year. Key infrastructure is considered, roads, sidewalks, signs, signals along with other linear assets such as storm sewers and sanitary sewers.

Broad Scope of Responsibilities

Tecumseh is different from larger municipalities who operate with specialized work crews who perform only certain tasks within different areas of the Department. Tecumseh Public Works Operators are tasked with performing all duties associated with departmental needs. These are, but not limited to:

- Ontario One Call locates
- Cityworks Service Requests
- Infrastructure repairs
- Emergency response to infrastructure failures
- Emergency response in support of EMS
- Winter control operation-roads
- Winter control operations- sidewalks and paths
- Road patrols
- Sidewalk patrols
- Sign Inspections
- Sidewalk repairs
- Catch basin repairs
- Manhole repairs
- Mainline sewer repairs-both storm and sanitary
- Sewer connection repairs to residences within the right of way
- Inspection within the Town Right of Way (ROW)

- Inspection of infrastructure install in the ROW-Development
- Support of Town initiatives such as BIA Banners, Christmas decorations etc..
- Repair of Town equipment
- Sweeping roads
- Pothole patching
- Asphalt road repairs
- Pavement markings throughout the Town
- Response to sewer backups
- Removal of downed trees within the ROW
- Roadside maintenance-weeds
- Roadside cutting
- Roadside ditch maintenance-Cutting vegetation
- Roadside ditch maintenance-excavation
- Roadside spraying for noxious and invasive weeds
- Roadside waste collection
- Roadside grading of shoulders

Staffing Pressures and Retirement Risks

- Knowledge transfer: currently more than half of the department will be eligible to retire in the next ten years and have decades of knowledge of the Towns systems both pre and post amalgamation. Without additional staff being brought on and being ready, the succession planning will have limited mentorship opportunities.
- Vacation coverage; more than half the staff receive upwards of 5 weeks of vacation and are generally taken during the spring, summer months. Having just two staff on vacation at a time limits the work that can be done at either of the two Public Works locations.
- Currently, staff have 43 weeks vacation combined and if they carry over 1 week that means 52 weeks of vacation a year. We are essentially short one FTE every week of the year due to vacations. This will only become greater as staff gain seniority.
- Currently, in comparison with our county counterparts we are staffed on the low end. Three (3) of the four (4) comparable municipalities all have at least one additional FTE and others have 2 or 3 more FTE's than we currently are staffed with.

- With different operational activities the H&S component is a major factor. There are tasks that require 2 and 3 operators to safely and effectively perform. With the breakup of staff in two locations in the Town, that means for one task in the urban area, upwards of 50% of the PW staff is working on one operational activity and that leaves 2 FTE's for the rest of the Town maintenance in the urban area; these numbers are based on all staff are at work in that week.

Increasing Operational Demand

- Development growth:
  - New subdivisions, both industrial and residential are being constructed and more planned which only serve to add more infrastructure for the Town staff to maintain
- Aging Infrastructure:
  - The Town has key infrastructure that dates to the 70's and 80's and infrastructure will be failing and require repair and or replacement
- Emergency response:
  - PW staff are frequently called upon during overnights and almost always in inclement weather to attend to service disruptions
- Regulatory oversight:
  - Soon more regulatory reporting will be forthcoming with CLI-ECA requirements and operators, as the front line, will be directly involved in that reporting.
  - Locates for Ontario One Call. On an average we are spending between 25 and 40 hrs a week performing locates across the operators. That is almost equivalent to one FTE doing only locates throughout the year. There are slower periods but there are also periods of extreme demand during project season.

All these factors put together means that currently staff is operating at or above capacity and with additional tasks forthcoming as mentioned above there is the risk or staff burnout, staff turnover and reduced levels of service.

Impact to residents should the position not be approved:

- Daily tasks and service requests will begin to fall behind as more important legislated tasks will take precedence.
- The current level of service will begin to decline over time until it is unsustainable and eventually erode.
- Reduced preventative maintenance, leading to more frequent failures and costly emergency repairs
- Greater risk of noncompliance with current legislation and if more legislation is introduced the current staffing complement will not be able to maintain.
- Currently Ontario One Call is implementing administrative penalties should the locate requested not be provided within the 5 day window. These fines would come out of the tax base.
- Broad changes will need to occur such as elimination of services or level of service reductions across the board

Budget Impact

The annualized cost of this additional position is approximately $100,000, including wages and benefits. A Q3 2026 implementation helps to reduce the first year impact to $50,000 ($40,000 in Roadways and $10,000 in Winter Control).

Public Works & Engineering Services

Position:	Water Operator
Service Area:	Water Services

Description of enhancement:

The Town of Tecumseh's Water Distribution System is unique in that Water Operators are cross-trained and perform nearly all operational functions internally resulting in significant cost savings and faster service delivery compared to neighbouring municipalities. (Comparison survey completed recently) However, the combination of increasing development, aging infrastructure, heightened regulatory oversight, and upcoming staff retirements has created a critical need for one additional Water Operator.

This new position will help sustain operational efficiency, ensure regulatory compliance under Ontario's Safe Drinking Water Act, 2002 (SDWA), and maintain the Town's ability to provide residents and businesses with safe, reliable drinking water.

Justification for the request:

Regulatory Environment and Compliance

- Under the Safe Drinking Water Act, 2002 (SDWA) and associated MECP regulations, municipalities must ensure that all aspects of drinking water system operation are conducted by, or under the supervision of, licensed operators.
- Current staffing levels make it increasingly difficult to meet these obligations while maintaining day-to-day operations, particularly during peak periods or staff absences.
- Non-compliance can result in adverse water quality incidents (AWQIs), fines, or jeopardize the Town's Municipal Drinking Water Licence and Drinking Water Works Permit.
- Adding an operator strengthens the Town's compliance position and ensures operational resilience during audits and inspections.

Broad Scope of Responsibilities

Unlike many of the regional municipalities that outsource, Tecumseh's Water Operators are highly diversified and complete almost all water-related field work internally, including:

- Watermain, service line, and hydrant repairs.
- Valve exercising, inspections, and maintenance.
- Hydrant winterization, flow testing, and painting.
- Meter changes, meter pit installations, and water usage reads.
- Ontario One Call locates (now averaging 3,200 requests per year, double the pre-2020 average).
- Regulatory sampling, flushing programs, and water quality investigations.
- Commissioning new developments and large-diameter main installations (averaging 51 projects per year, up from 12 per year prior to 2020).

This model delivers cost savings and operational flexibility but requires sufficient staffing to sustain.

Staffing Pressures and Retirement Risks

- Knowledge transfer: Many current operators hold decades of experience with the Tecumseh distribution system. Several are approaching retirement, meaning the department faces a significant loss of institutional knowledge in the near future. Without additional staff in place, succession planning and mentorship opportunities will be limited.
- Vacation coverage: Vacation entitlements are substantial, two operators receive seven weeks, four receive six weeks, and three receive four weeks annually (nearing five weeks), often concentrated in peak construction season when demand is highest.
- In addition to the 18 sick days each operator receives per year.
- This leaves limited coverage for emergency response, flushing, sampling, and commissioning activities, forcing operators to work alone or delay preventative maintenance.
- Adding an operator provides critical coverage for vacation and sick leave, supports succession planning, and allows for mentoring opportunities while senior staff remain.

Increasing Operational Demand

- The water system now includes 230,000 metres of watermain, an increase of 37,000 metres since 2008 (+19%), and over 2,975 valves and 1,313 hydrants, all requiring routine maintenance and inspection.
- Sampling and regulatory work continue to grow, E. coli and Total Coliform samples increased by 48% since 2021, and chlorine sampling has risen by over 700 additional samples annually due to new mains, repairs, and water quality follow-ups.
- Operator overtime consistently ranges from 700–800 hours per year, demonstrating the sustained workload and limited capacity for unplanned events.
- Development pressures identified in the 2024 Development Charges Background Study indicate steady population and housing growth across all sectors, ensuring this trend will continue.

Operational Efficiency and Risk Reduction

- Without additional staffing, the Town faces delays in routine maintenance, slower response to emergencies, and increased reliance on overtime.
- Workload strain has already been highlighted during internal audits, where operator burnout was identified as a key risk to ongoing performance and compliance.
- An additional Operator would stabilize workloads, ensure timely preventative maintenance, and preserve the Town's reputation for reliable, high-quality water service.

Impact to residents should the position not be approved:

Slower Response Times

- Fewer available operators means longer response times for service leaks, watermain breaks, and hydrant repairs, particularly after hours or during concurrent emergencies.
- This could result in extended water outages, property damage, or localized water quality concerns.
- Reduced Preventative Maintenance.
- Programs such as valve exercising, hydrant flushing, and sampling may be delayed or scaled back, accelerating infrastructure wear and increasing future costs.

Delayed Development Approvals

- Development inspections, commissioning, and meter installations may experience delays, slowing down occupancy permits and frustrating developers and residents.
- Higher Risk of Non- Compliance.
- Increased workload and insufficient staff coverage heighten the risk of missed sampling timelines or incomplete reporting, potentially resulting in MECP findings, enforcement actions, or AWQIs.

Decreased Service Quality and Staff Burnout

- Operators working extended hours and without adequate support are at risk of fatigue, burnout, and reduced focus on safety and accuracy.
- In the long term, this undermines morale, retention, and the Town's ability to attract and retain qualified operators.

Summary:

Without the addition of a Water Operator, Tecumseh faces slower emergency response, increased operational risk, reduced preventative maintenance, and potential regulatory non-compliance. The position is necessary to ensure sustainable service delivery, effective succession planning, and continued public confidence in the Town's drinking water system.

Budget Impact

The annualized cost of this additional position is approximately $95,000, including wages and benefits. A Q3 2026 implementation helps to reduce the first year impact to $48,000.

Community and Recreation Services

Position:	Facility Attendant
Service Area:	Arena, Pool & Recreation Facilities

Description of enhancement:

Reporting to the Manager of Facilities and Energy Management and working under the direction of the Leader, Facilities, the Facility Attendant will support and perform operational and maintenance duties related to the Arena, Pool, and other recreation facilities and amenities.

This position will be responsible for general maintenance and upkeep across key municipal facilities, including the Arena, Pool, Community Centres, Outdoor Facilities, and Splash Pads, with a strong focus on safety and security.

Core responsibilities include executing preventative maintenance programs, performing minor repairs, maintaining cleanliness, and operating specialized equipment such as the ice resurfacer. The role also supports a clean, safe, and welcoming environment for user groups, renters, and program participants.

Justification for the request:

With the growing use and demand on our municipal facilities, there is an increasing need for additional staffing to support daily operations. As new facilities and amenities are added to our inventory, the operational requirements expand accordingly. To maintain service levels, ensure safety, and support community engagement, it is essential to invest in staffing resources that can meet the evolving needs of our assets.

This position will play a critical role in supporting the integration of new municipal assets, including the all-season outdoor washrooms and splash pads at Lakewood Park South and Southfield Park. Additionally, with the forthcoming rebuild of the Maidstone Recreation Centre, the Town will assume full responsibility for rentals, programming, and site maintenance. The added operational demands of these facilities necessitate dedicated staffing to ensure effective service delivery and asset management.

Given the increased responsibility and permanence of this role, the position will help reduce operational incidents through consistent presence and situational awareness. It will also alleviate the current over-reliance on part-time staff, which has led to service gaps due to scheduling instability. Establishing this position enables more effective planning of seasonal assignments, ensuring dedicated support for both new and existing assets.

The addition of this position will drive operational efficiencies and service improvements, largely due to the accountability and consistency a full-time role provides. This enhanced presence will contribute to delivering excellent customer service and allow for increased availability, reinforcing the operation with additional hours to better meet community needs.

Operational Analysis:

The following summarizes the contents of the attached detailed spreadsheet.

In 2024, Community & Recreation Services (CRS) acquired full responsibility for all Town-owned facilities across all Departments without any changes to staffing complement. Furthermore, CRS specific facilities have increased either in number of facilities and/or increased use of facilities. All these factors have increased the need for staff support for maintenance including cleaning, set-up/tear down, garbage removal, winter controls and repairs.

The chart provides a high-level summary:

Category	2024	2025	2026	Change
Facilities	41	42	44	5
Square Footage	212,042	214,142	221,642	18,160
Facility Usage (hours per week)	404	429	456	45
Facility Support (hours per week)	397	414	457	82

Notes:

2023 – Addition of Maidstone Recreation Centre operating impact in 2024.

2024 – Addition of Lacasse Park Baseball Stadium; addition of the Senior Active Living Centre; Increased bathing loads at Pool; Increased hour of ice use; extension of Outdoor Washroom season due to increased timeline of warmer temperatures.

2025 – Full season for the Maidstone Recreation Centre Outdoor Washrooms; Full season of programming at the Senior Active Living Centre; Year- Round Use of the interior spaces at Lacasse Park Baseball Stadium; Increased bathing loads at Pool; Sustained increase hours of ice use; Extension of Outdoor Washroom season due to increased timelines of warmer temperatures.

2026 – Addition of all-season Outdoor Washrooms at Lakewood Park South and Southfield Park; Addition of new Water Features/Splash Pads at Lakewood Park South and Southfield Park;

Pending Council approval of the 2026 CRS Capital Budget, there will be the addition of new Maidstone Recreation Centre building in late 2026/early 2027.

Impact to residents should the position not be approved:

General users and the public may experience a decline in the delivery of services and perceived as unsatisfactory in lieu of staffing capacity and further responsibilities from added inventory including new facilities and amenities.

Budget Impact:

The annualized cost of this additional position is approximately $90,000, including wages and benefits. A Q4 2026 implementation helps to reduce the first year impact to $21,000.

Community and Recreation Services

Position:	Summer Student
Service Area:	Community Facilities - Outdoor Public and Recreation Facilities

Description of enhancement:

Reporting to the Manager of Facilities and Energy Management and under the direction of the Leader, Facilities, the Community Services – Summer Student will support and perform janitorial maintenance of all outdoor public washrooms in Town parks along with the Tecumseh Leisure Pool and Lacasse Baseball Grandstand Complex. The role also includes daily general observations and upkeep of splash pads to ensure they are operating as intended.

This position is responsible for ensuring the cleanliness and upkeep of public outdoor washroom facilities, which support numerous key events and activities in Town parks. The role focuses on providing general support to park users and patrons, with a strong emphasis on maintaining safe, secure, and well-kept conditions throughout these spaces.

Justification for the request:

By summer 2026, the number of outdoor public spaces serviced by this position will increase to eleven (11) sites. Given this expansion, the current staffing level of three (3) summer student positions will no longer be sufficient to meet operational needs.

To ensure proper upkeep and servicing, it is recommended to increase the staffing complement to four (4) summer student positions. This will allow for a north/south quadrant model, assigning two (2) students to the north and two (2) students to the south, improving coverage, operational efficiency, and service quality across all outdoor public washroom location

With growing use and demand for outdoor facilities, there is an increasing need for additional staffing to support daily operations and maintain satisfactory conditions. As new amenities are added to our inventory, operational requirements expand accordingly. To sustain service levels, ensure safety, and support users and events, it is essential to invest in staffing resources that can meet the evolving needs of our assets.

The addition of one (1) Community Services – Summer Student position will enhance operational efficiency and service delivery by enabling a quadrant-based approach to area responsibilities. This structure promotes accountability and effective upkeep, while supporting more frequent servicing. The added capacity will improve customer service and better meet the growing needs of the community.

Impact to residents should the position not be approved:

Due to limited staffing capacity and the addition of new facilities, general users and the public may experience a decline in service delivery and upkeep of outdoor spaces. This could lead to conditions being perceived as unsatisfactory, highlighting the need for adequate resources to maintain service standards.

Budget Impact

The estimated annualized cost of the Summer Student is $14,000. This is based on a 40-hour work week over 16 weeks.

Development Services

Position:	Senior Building Inspector
Service Area:	Building Services

Description of enhancement:

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

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

Justification for the request:

The Building Services operation must provide a legislated service to the construction and development industry. In our current form, and in anticipation of increased construction activity, Building Services is unable to ensure that our legislated obligations will be met. Consistent with the Building Services Operational Review, November 2022, this position will provide the required staffing to support the construction and development industry with the necessary qualifications and experience needed to enforce the OBC.

Impact to residents should the position not be approved:

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

Budget Impact

The estimated annualized cost of the Senior Building Inspector is $115,000. A Q2 2027 implementation helps to reduce the first year impact to $58,000.

While funding for this role was included in the 2025 budget with a planned Q2 2025 start, the hiring has been postponed to Q2 2027. The impact to the 2026 budget is savings of $58,000.

Staffing Resources

Department	2024 Budget	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Financial Services	**11.80**	**11.61**	**11.68**	**12.40**	**12.40**
CAO	2.00	2.00	2.00	2.00	2.00
Council	0.50	0.40	0.30	0.30	0.30
People & Culture	3.50	3.60	3.70	3.70	3.70
Crossing Guards	1.78	1.64	1.40	1.40	1.40
CAO	**7.78**	**7.64**	**7.40**	**7.40**	**7.40**
Technology	6.31	6.31	6.56	7.06	7.06
Customer Service	4.51	4.51	4.44	4.44	4.44
Technology & Client Services	**10.82**	**10.82**	**11.00**	**11.50**	**11.50**
Legislative Services/Clerk	**6.40**	**6.73**	**7.52**	**7.10**	**7.10**
Fire Services	12.78	12.78	12.78	12.78	12.78
By-law Enforcement	1.30	1.60	1.90	2.60	2.60
Community & Fire Services	**14.08**	**14.38**	**14.68**	**15.38**	**15.38**
Roadways	10.95	10.76	10.93	11.33	11.73
Winter Control	1.56	1.56	1.66	1.76	1.86
Agriculture & Reforestation	2.00	2.00	2.00	2.00	2.00
Storm Sewer	1.50	2.00	2.25	2.25	2.25
Public Works & Environmental Services	**16.01**	**16.32**	**16.84**	**17.34**	**17.84**

Department	2024 Budget	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Maintenance	1.67	1.67	1.67	1.67	1.67
Parks	15.29	15.29	15.82	15.82	15.82
Community Facilities	1.85	1.85	2.15	2.15	2.15
Arena Administration/Rink	12.60	13.24	12.72	13.48	13.48
Recreation Programs/Day Camp	3.73	3.66	3.81	3.81	3.81
Pool	3.59	3.59	3.59	3.59	3.59
Special Events	1.52	1.73	1.73	1.73	1.73
Parks & Recreation	**40.25**	**41.03**	**41.49**	**42.25**	**42.25**
Building Services	4.35	4.35	3.85	3.85	3.85
Planning Services	3.10	3.10	3.10	3.10	3.10
Committee of Adjustment	0.71	0.71	0.71	0.71	0.71
Transit	0.35	0.35	0.80	0.80	0.80
Economic Development	0.45	0.45	0.60	0.60	0.60
Planning & Local Economic Services	**8.96**	**8.96**	**9.06**	**9.06**	**9.06**
Sanitary Sewer	2.32	2.32	2.57	2.57	2.57
Water General	3.78	3.78	4.03	4.03	4.03
Watermain	9.62	9.62	10.12	10.62	10.62
Water & Wastewater	**15.72**	**15.72**	**16.72**	**17.22**	**17.22**
Total Corporation	**131.82**	**133.21**	**136.38**	**139.64**	**140.14**

GENERAL OPERATING SUMMARY
(excludes Water and Wastewater)
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Taxes	$ 29,020,301	$ 30,606,990	$ 30,606,983	$ 31,901,807	$ 1,294,824	4.23%	$ 34,608,805	$ 36,044,082
Supplementary Taxes	347,914	485,346	275,000	270,000	(5,000)	(1.82%)	250,000	200,000
Right of Way	15,722	15,722	15,700	15,700	-	-	15,700	15,700
Payments in Lieu	85,951	87,125	90,300	90,300	-	-	90,300	90,300
Total Taxation	**29,469,888**	**31,195,183**	**30,987,983**	**32,277,807**	**1,289,824**	**4.16%**	**34,964,805**	**36,350,082**
Taxation Allocated To Capital	(11,223,000)	(11,673,000)	(11,673,000)	(12,123,000)	(450,000)	3.86%	(12,573,000)	(13,023,000)
Net Taxation Available for Operating	**18,246,888**	**19,522,183**	**19,314,983**	**20,154,807**	**839,824**	**4.35%**	**22,391,805**	**23,327,082**
Grants	689,890	757,647	568,027	622,269	54,242	9.55%	478,019	473,019
User Charges	2,088,798	2,190,527	1,946,104	2,157,349	211,245	10.85%	2,149,161	2,144,473
Licences and Permits	697,890	915,857	771,150	751,900	(19,250)	(2.50%)	781,900	781,900
Fines	104,751	113,752	82,550	41,550	(41,000)	(49.67%)	41,550	41,550
Penalties and Interest	512,402	592,991	380,000	380,000	-	-	380,000	380,000
Investment Income	4,389,892	2,886,353	2,509,625	2,335,793	(173,832)	(6.93%)	2,335,793	2,335,793
Other Income	864,220	912,611	885,336	901,605	16,269	1.84%	920,265	919,200
Revenues Before Transfers	**27,594,731**	**27,891,921**	**26,457,775**	**27,345,273**	**887,498**	**3.35%**	**29,478,493**	**30,403,017**
Transfers from Reserves	1,232,730	1,246,912	1,477,646	2,409,833	932,187	63.09%	1,357,550	1,318,221
Total Revenues	**28,827,461**	**29,138,833**	**27,935,421**	**29,755,106**	**1,819,685**	**6.51%**	**30,836,043**	**31,721,238**

GENERAL OPERATING SUMMARY
(excludes Water and Wastewater)
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Wages	9,391,531	10,307,086	10,202,953	11,160,190	957,237	9.38%	11,769,575	12,104,059
Benefits	2,794,739	3,523,856	3,147,249	3,296,944	149,695	4.76%	3,534,589	3,690,026
Total Wages & Benefits	**12,186,270**	**13,830,942**	**13,350,202**	**14,457,134**	**1,106,932**	**8.29%**	**15,304,164**	**15,794,085**
Office Supplies & Equip Mtnce	552,631	732,584	730,886	832,211	101,325	13.86%	856,931	894,017
Memberships	53,621	68,398	71,599	75,539	3,940	5.50%	78,931	82,491
Professional Development	222,276	282,934	332,573	298,462	(34,111)	(10.26%)	249,520	249,520
Maintenance Materials & Supplies	842,653	1,092,230	975,650	1,035,950	60,300	6.18%	1,094,381	1,144,240
Purchases for Resale	12,000	15,600	7,200	10,285	3,085	42.85%	10,285	10,285
Maintenance Services	1,085,249	1,218,750	932,350	1,015,550	83,200	8.92%	1,093,233	1,162,654
Contract Services	5,989,891	6,244,125	6,470,536	7,101,575	631,039	9.75%	7,189,564	7,462,463
Professional Services	774,043	874,707	757,447	865,795	108,348	14.30%	619,995	614,995
Vehicle & Equipment Leases	2,969	2,904	2,900	2,900	-	-	2,900	2,900
Utilities	938,246	979,377	1,003,910	1,037,735	33,825	3.37%	1,085,656	1,135,976
Insurance	519,439	528,260	579,134	607,800	28,666	4.95%	638,610	669,962
Grants & Donations	262,515	110,000	140,000	110,000	(30,000)	(21.43%)	135,000	135,000
Other	197,174	270,630	244,543	271,481	26,938	11.02%	236,681	236,681
Financial Expense	213,317	209,717	269,600	239,700	(29,900)	(11.09%)	319,700	219,700
Expenditures Before Transfers	**23,852,294**	**26,461,158**	**25,868,530**	**27,962,117**	**2,093,587**	**8.09%**	**28,915,551**	**29,814,969**
Transfers to Reserves	4,691,919	2,802,641	2,066,891	1,792,989	(273,902)	(13.25%)	1,920,492	1,906,269
Total Expenditures	**28,544,213**	**29,263,799**	**27,935,421**	**29,755,106**	**1,819,685**	**6.51%**	**30,836,043**	**31,721,238**
Net Expenditures	**$ (260,951)**	**$ 124,966**	**$ -**	**$ -**	**$ -**	**-**	**$ -**	**$ -**

FINANCIAL SERVICES

2026 PROPOSED BUSINESS PLAN & BUDGET

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

Functions of the Financial Services Department include:

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

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

2026 Budget Highlights

Corporate Shared

- Increase of $1,295,000 to 'Taxes' representing a 4.23% increase to the general tax levy required to deliver Town services and programs for 2026.
- Increase of $450,000 to 'Taxation Allocated to Capital' representing a $250,000 increase to Lifecycle Reserves and a $200,000 increase to the New Infrastructure Levy (NIL). Further details can be found in the Lifecycle Budget section.
- Decrease in 'Fines' of $40,000 driven by lower revenue generated under the Provincial Offences Act, as Windsor moves Red Light Camera fines to its Administrative Monetary Penalty System.
- Decrease in 'Investment Income' of $174,000 driven by decrease in interest income ($210,000), offset by projected higher EPS dividend income ($36,000).
- Increase to 'Other Income' of $13,000 represents a provision for inflationary increases to general administrative services assessed to the Town's Water and Wastewater departments.
- Increase to 'Transfers from Reserves' of $200,000 represents a one-time use of reserves to apply the Town's 2025 WSIB rebate ($150,000) towards the 2026 budget and an additional $50,000 provision to account for temporary staffing vacancies.
- Decrease of $13,000 to 'Insurance' representing cost reallocation to designated departments.
- Decrease to 'Financial Expense' of $30,000 represents anticipated decrease in tax write-offs.
- Decrease of $18,000 to 'Benefits' representing reduction to Retiree Health Benefit costs.
- Decrease of $359,000 to 'Transfers to Reserves' represents one-time adjustment in 2026 to reverse a 2025 budget provision for estimated result of Non-union employee compensation review and reduction in amount of surplus bank interest transferred to Reserves reflective of anticipated reduction in bank interest revenue for 2026.

Financial Services

- Increase to 'Wages & Benefits' of $115,000 reflects:
  - A provision for contractual wage adjustments
  - A proposed Supervisor position to start in Q4 2026 pending results of Financial Services service delivery review. This is fully offset by a one-time increase in 'Transfer from Reserves' for 2026.
  - Partially offset by a reduction in hours for a Temporary Payroll Clerk. This position is requested to provide departmental capacity necessary to finalize the configuration and implementation of HRIS/Payroll/Time & Attendance software.
- Decrease to 'Professional Development' of $11,000 represents reversal of a one-time increase associated with local economic development initiatives done in 2025.
- Increase to 'Professional Services' of $46,000 mainly driven by Service Delivery Review for Financial Services department ($45,000). This is fully offset by an increase to 'Transfer from Reserves'.

Conservation Authority

- Net increase of $7,000 reflects an inflationary provision for the Town's share of the ERCA levy and ERCA cost apportionment agreement.
- $64,000 budget for 'Transfer to Reserve' to provide for allocation to the Town's Land Stewardship Reserve, offset by equal reduction to ERCA non-mandatory cost apportionment.

2026 Program Objectives

Strategic Priority	Description
	• Completion and implementation of Asset Management Plan enhancement to include desired levels of service measures and update plan to include balance of non-core infrastructure in compliance with O. Reg. 588/17, led by the Public Works Department.
	• Implement FMW Capital module (postponed in 2025), which requires general ledger account structure changes, during 2026 in time for 2026 year-end and 2027 budget. • Pursue GFOA Distinguished Budget Presentation Award. • Complete configuration, implementation and corporate-wide training and roll-out of new HRIS/Payroll/Time & Attendance software solution in coordination with People & Culture department. • Implementation of electronic billing structure for property taxes. • Expand budget information and communication messaging through the Town's on-line public engagement platform.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Looking Ahead

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

Staffing Resources

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	10.40	10.64	12.40	12.40
Part-Time	1.21	1.04	1.00	1.00
Total FTE	11.61	11.68	12.40	12.40
Net Change	-	0.07	0.72	-

2026 staffing complement includes:

1.00 Director Financial Services and CFO

1.00 Deputy Treasurer and Manager of Revenue

1.00 Deputy Treasurer and Manager Financial Services

1.24 Supervisor Financial Services

2.00 Financial Analyst

1.00 Procurement Officer

3.40 Full-Time Clerical

0.69 Part-Time Clerical

0.31 Finance Student

0.04 Temporary Part-Time Payroll Clerk

Performance Measures

Strategic Goal

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

	PERFORMANCE MEASURE	FY 2024 ACTUALS	FY 2025 TARGET	FY 2025 ACTUALS	FY 2025 STATUS	FY 2026 TARGET
	Receive GFOA Certificate of Achievement for Excellence in Financial Reporting	Awarded	Receive Award	Awarded		Receive Award
	Maintain minum Tax Rate Stabilization Reserve balance of 10-15% of General Fund expenditures	14%	10-15%	N/A		10-15%
	Rate of return on investment portfolio	5%	4%	N/A		4%
	SUSTAINABILITY INDICATORS					
	Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied Low: < 10% Mod: 10 – 15% High: > 15%	5.4%	< 8%	6.0%		< 8%

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

	PERFORMANCE MEASURE	FY 2024 ACTUALS	FY 2025 TARGET	FY 2025 ACTUALS	FY 2025 STATUS	FY 2026 TARGET
	Net Financial Assets or Net Debt as % of Own Source Revenues Low: > -50% Mod: -50 to -100% High: < -100%	111%	Low Risk: > -50%	N/A		Low Risk: > -50%
	Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses Low: > 20% Mod: 10 – 20% High: < 10%	161%	Low Risk: > 20%	N/A		Low Risk: > 20%
	Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities) Low: > 0.5:1 Mod: 0.5:1 to 0.25:1 High: < 0.25:1	Low Risk 3.64:1	Low Risk: > 0.5:1	N/A		Low Risk: > 0.5:1

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

	PERFORMANCE MEASURE	FY 2024 ACTUALS	FY 2025 TARGET	FY 2025 ACTUALS	FY 2025 STATUS	FY 2026 TARGET
	FLEXIBILITY INDICATORS					
	Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs) Low: < 5% Mod: 5 – 10% High: > 10%	3%	Low Risk: < 5%	N/A		Low Risk: < 5%
	Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio) Low: < 50% Mod: 50 – 75% High: > 75%	43%	Low Risk: < 50%	N/A		Low Risk: < 50%
	Annual Surplus / (Deficit) as a % of Own Source Revenues Low: > -1% Mod: -1 to -30% High: < -30%	26%	Low Risk: > -1%	N/A		Low Risk: > -1%

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

CORPORATE SHARED
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Taxes	$ 29,020,301	$ 30,606,990	$ 30,606,983	$ 31,901,807	$ 1,294,824	4.23%	$ 34,608,805	$ 36,044,082
Supplementary Taxes	347,913	485,346	275,000	270,000	(5,000)	(1.82%)	250,000	200,000
Right of Way	15,722	15,722	15,700	15,700	-	-	15,700	15,700
Payments in Lieu	85,951	87,125	90,300	90,300	-	-	90,300	90,300
Total Taxation	**29,469,887**	**31,195,183**	**30,987,983**	**32,277,807**	**1,289,824**	**4.16%**	**34,964,805**	**36,350,082**
Taxation Allocated To Capital	(11,223,000)	(11,673,000)	(11,673,000)	(12,123,000)	(450,000)	3.86%	(12,573,000)	(13,023,000)
Net Taxation Available for Operating	**18,246,887**	**19,522,183**	**19,314,983**	**20,154,807**	**839,824**	**4.35%**	**22,391,805**	**23,327,082**
Grants	19,800	19,800	16,800	15,840	(960)	(5.71%)	15,840	15,840
User Charges	341,117	83,791	80,284	79,983	(301)	(0.37%)	79,983	79,983
Fines	103,620	112,712	80,000	40,000	(40,000)	(50.00%)	40,000	40,000
Penalties and Interest	512,403	592,991	380,000	380,000	-	-	380,000	380,000
Investment Income	4,389,893	2,886,354	2,509,625	2,335,793	(173,832)	(6.93%)	2,335,793	2,335,793
Other Income	687,426	673,628	663,553	676,558	13,005	1.96%	689,415	702,530
Revenues Before Transfers	**24,301,146**	**23,891,459**	**23,045,245**	**23,682,981**	**637,736**	**2.77%**	**25,932,836**	**26,881,228**
Transfers from Reserves	60,643	120,000	220,000	420,000	200,000	90.91%	200,000	100,000
Total Revenues	**24,361,789**	**24,011,459**	**23,265,245**	**24,102,981**	**837,736**	**3.60%**	**26,132,836**	**26,981,228**
Wages	-	-	-	-	-	-	-	-
Benefits	(47,048)	336,629	242,328	223,921	(18,407)	(7.60%)	224,181	224,454
Total Wages & Benefits	**(47,048)**	**336,629**	**242,328**	**223,921**	**(18,407)**	**(7.60%)**	**224,181**	**224,454**
Office Supplies & Equip Mtnce	22,854	27,767	31,910	31,910	-	-	31,910	31,910
Memberships	2,750	2,750	2,850	2,850	-	-	2,993	3,143
Maintenance Materials & Supplies	-	-	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-	-
Professional Services	19,309	-	-	-	-	-	-	-
Vehicle & Equipment Leases	1,565	1,500	1,500	1,500	-	-	1,500	1,500
Utilities	35,114	36,621	42,700	43,900	1,200	2.81%	45,755	47,703

CORPORATE SHARED
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Insurance	142,135	120,300	162,200	149,600	(12,600)	(7.77%)	157,080	164,934
Grants & Donations	8,277	10,000	15,000	10,000	(5,000)	(33.33%)	10,000	10,000
Other	1,585	1,630	2,655	2,700	45	1.69%	2,700	2,700
Financial Expense	189,759	179,989	250,000	220,000	(30,000)	(12.00%)	300,000	200,000
Expenditures Before Transfers	**376,300**	**717,186**	**751,143**	**686,381**	**(64,762)**	**(8.62%)**	**776,119**	**686,344**
Transfers to Reserves	4,442,558	2,033,903	1,808,625	1,449,618	(359,007)	(19.85%)	1,599,618	1,599,618
Total Expenditures	**4,818,858**	**2,751,089**	**2,559,768**	**2,135,999**	**(423,769)**	**(16.55%)**	**2,375,737**	**2,285,962**
Net Expenditures	**$ (19,542,931)**	**$ (21,260,370)**	**$ (20,705,477)**	**$ (21,966,982)**	**$ (1,261,505)**	**6.09%**	**$ (23,757,099)**	**$ (24,695,266)**

FINANCIAL SERVICES
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ 35,543	$ 32,985	$ 25,000	$ 26,500	$ 1,500	6.00%	$ 26,500	$ 26,500
Other Income	21,126	26,523	24,123	26,399	2,276	9.43%	26,399	26,399
Revenues Before Transfers	**56,669**	**59,508**	**49,123**	**52,899**	**3,776**	**7.69%**	**52,899**	**52,899**
Transfers from Reserves	164,296	174,652	184,652	250,060	65,408	35.42%	150,202	150,202
Total Revenues	**220,965**	**234,160**	**233,775**	**302,959**	**69,184**	**29.59%**	**203,101**	**203,101**
Wages	1,048,293	1,104,368	1,076,047	1,175,256	99,209	9.22%	1,293,376	1,325,711
Benefits	316,920	369,667	335,112	351,062	15,950	4.76%	394,086	412,498
Total Wages & Benefits	**1,365,213**	**1,474,035**	**1,411,159**	**1,526,318**	**115,159**	**8.16%**	**1,687,462**	**1,738,209**
Office Supplies & Equip Mtnce	20,928	27,013	22,600	29,500	6,900	30.53%	29,500	29,500
Memberships	5,066	5,474	6,320	6,920	600	9.49%	7,266	7,629
Professional Development	15,058	19,024	31,678	20,942	(10,736)	(33.89%)	16,250	16,250
Contract Services	-	7,912	8,800	8,800	-	-	8,800	8,800
Professional Services	68,294	44,588	57,000	103,000	46,000	80.70%	54,000	49,000
Vehicle & Equipment Leases	1,404	1,404	1,400	1,400	-	-	1,400	1,400
Other	11,422	3,609	3,600	4,350	750	20.83%	4,350	4,350
Financial Expense	464	500	500	600	100	20.00%	600	600
Total Expenditures	**1,487,849**	**1,583,559**	**1,543,057**	**1,701,830**	**158,773**	**10.29%**	**1,809,628**	**1,855,738**
Net Expenditures	**$ 1,266,884**	**$ 1,349,399**	**$ 1,309,282**	**$ 1,398,871**	**$ 89,589**	**6.84%**	**$ 1,606,527**	**$ 1,652,637**

CONSERVATION AUTHORITY
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ -	$ -	$ -	$ -	$ -	-	$ -	$ -
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Contract Services	268,456	277,140	340,963	283,782	(57,181)	(16.77%)	297,971	312,870
Expenditures Before Transfers	**268,456**	**277,140**	**340,963**	**283,782**	**(57,181)**	**(16.77%)**	**297,971**	**312,870**
Transfers to Reserves	62,576	63,823	-	64,000	64,000	-	64,000	64,000
Total Expenditures	**331,032**	**340,963**	**340,963**	**347,782**	**6,819**	**2.00%**	**361,971**	**376,870**
Net Expenditures	**$ 331,032**	**$ 340,963**	**$ 340,963**	**$ 347,782**	**$ 6,819**	**2.00%**	**$ 361,971**	**$ 376,870**

CAO & COUNCIL

2026 PROPOSED BUSINESS PLAN & BUDGET

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

The Mayor, or Deputy Mayor in the absence of the Mayor, acts as the Head of Council. The Mayor presides over Council meetings, provides leadership to Council, represents the Town of Tecumseh, and carries out the duties as prescribed by the *Municipal Act, 2001*. Members of Council serve the community for a four-year term. The next municipal election will be held in the Fall of 2026.

Recent legislative changes in Ontario granted 'Strong Mayor' powers to all heads of Council, and effective May 1, 2025, these powers change how the Town's municipal budget is prepared, presented and approved. The Head of Council (Mayor) is now required to prepare and table a proposed budget by February 1 each year, with mandatory timelines for budget review by Council and subsequent opportunities for amendment. The Town's 2026 budget has been prepared in full compliance with these new legislative requirements.

The Chief Administrative Officer (CAO) is appointed by Council to oversee the Town's business affairs. Reporting directly to the CAO is the Senior Management Team (SMT), consisting of all the Town's Directors. The objective of the CAO is to lead, direct and coordinate the SMT in developing, implementing and administering the objectives, policies and programs as established and approved by Council in accordance with all applicable by-laws and regulations.

Police Services fall under the responsibility of the CAO. Policing in Tecumseh is provided by the Ontario Provincial Police (OPP). The Essex County OPP Detachment Board – North represents the Town of Tecumseh, Town of Essex and Municipality of Lakeshore. The Board's main responsibility is to act as an advisory body to the OPP in the provision of policing services in these three communities. The Town of Tecumseh provides the administrative support and resources necessary for the functioning of this intermunicipal board, with costs shared equally among the member municipalities.

2026 Budget Highlights

Council

- The Council budget for 2026 has no notable increases or decreases

CAO

- Increase in 'Wages & Benefits' of $19,000 attributed to a provision for contractual wage adjustments.
- Decrease in 'Professional Development' of $18,000 associated with local economic development initiatives. This decrease is fully offset by a decrease in 'Transfers from Reserve' of $18,000.
- Increase in 'Professional Services' of $15,000 reflects the cyclical transfer of budgetary funds associated with the Town's biennial Citizen Satisfaction Survey. Funds were transferred to Information and Technology budget in 2025 to conduct the survey and have returned to the CAO budget in 2026, consistent with the every-other-year schedule. This is fully offset by a $15,000 decrease in 'Transfers to Reserves' and an equivalent decrease in 'Customer Service' department's Professional Services budget.

Police

- Increase in 'Grants' revenue of $4,000 driven by:
  - A $2,000 adjustment for officers' wages associated with the Mental Health Response Unit (MHRU), Mobile Crisis Rapid Response Team (MCRRT), and Youth Crisis Response Team (YCRT) through the Community Safety and Policing Grant.
  - An increase of $2,000 in the Court Security and Prisoner Transportation Grant allocation.
- Net increase in 'User Charges' of $7,000 driven by:
  - An increase of $15,000 to False Alarm Charges, reflecting current activity levels.
  - A decrease to OPP Reports and Clearances ($4,700), due to a provincially mandated 25% reduction as this service is centralized and will be gradually phased out as a revenue source by 2028.
  - A decrease to Alarm Registrations ($3,000), reflecting current activity levels.
- Net increase in 'Contract Services' of $84,000 driven by:
  - An increase of $458,000 to OPP contract costs.
  - Partially offset by $374,500 in Transfer from Reserves. This represents one-time provincial financing discount for the associated labour cost increase ($174,500) and a $200,000 provision from the Town's Tax Rate Stabilization Reserve.

Essex County OPP Detachment Board North

- The 2026 budget remains largely unchanged from the 2025 budget.
- Increase in 'Professional Development' of $1,000 due to location of 2026 Ontario Association of Police Services Boards (OAPSB) annual conference and inflationary pressures on conference costs.
- 'Maintenance Materials and Supplies' budget of $2,400 moved to 'Transfer to Reserves' budget of $2,500 including inflationary increase.

2026 Program Objectives

Strategic Priority	Description

	• Move forward with growth-related public works capital priorities as directed by Council, including the:
	  • Tecumseh Hamlet Secondary Plan Area, and
	  • Manning Road Secondary Plan Area.
	• Continue advocacy efforts with senior governments to secure capital funding for Tecumseh's growth-related strategies.

	• Develop community amenities and facilities in partnership with community agencies and service groups to serve current and future citizens. • Provide administrative support and municipal liaison services to the new OPP Detachment Board. • Further the Town's progress on relationship building with our Indigenous Community. • Enhance voter participation in the 2026 municipal election and prepare new Council orientation.
	• Prepare annual report out of 2023-2026 Corporate Strategic Priorities. • Continue implementation of service reviews and strategies including a Financial Services Service Delivery Review (SDR), Public Works and Engineering Services SDR, records management, GIS Strategy, Fire Master Plan and Administrative Monetary Penalty Systems (AMPS).

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Looking Ahead

- Future budgets may be impacted by the elimination of the policing contract under the new Community Safety and Policing Act, 2019.
- Implementation of approved 5- to 10-year capital budgets focused on growth to support new recreational and cultural facilities, housing, and industrial development. It is anticipated that associated costs will be partially offset by grants from senior levels of government.

Staffing Resources

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	2.00	2.00	2.00	2.00
Part-Time	0.40	0.30	0.30	0.30
Total FTE	2.40	2.30	2.30	2.30
Net Change	-	(0.10)	-	-

2026 staffing complement includes:

1.00 Chief Administrative Officer (CAO)

1.00 Executive Assistant to CAO

0.30 Administrative Assistant to Council

COUNCIL
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ 9	$ 10,000	$	$	$ -	-	$ -	$ -
Total Revenues	**9**	**10,000**	**-**	**-**	**-**	**-**	**-**	**-**
Wages	293,348	287,003	288,305	289,157	852	0.30%	296,386	303,796
Benefits	106,289	107,780	101,694	96,469	(5,225)	(5.14%)	100,154	104,023
Total Wages & Benefits	**399,637**	**394,783**	**389,999**	**385,626**	**(4,373)**	**(1.12%)**	**396,540**	**407,819**
Office Supplies & Equip Mtnce	1,801	2,321	2,800	2,800	-	-	2,800	2,800
Memberships	8,103	7,063	7,755	6,955	(800)	(10.32%)	7,303	7,668
Professional Development	37,313	29,100	38,500	37,500	(1,000)	(2.60%)	37,500	37,500
Maintenance Materials & Supplies	25	-	-	-	-	-	-	-
Other	17,482	29,219	30,500	29,500	(1,000)	(3.28%)	29,500	29,500
Total Expenditures	**464,361**	**462,486**	**469,554**	**462,381**	**(7,173)**	**(1.53%)**	**473,643**	**485,287**
Net Expenditures	**$ 464,352**	**$ 452,486**	**$ 469,554**	**$ 462,381**	**$ (7,173)**	**(1.53%)**	**$ 473,643**	**$ 485,287**

CAO
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 55	$ -	$ -	$ -	$ -	-	$ -	$ -
Revenues Before Transfers	**55**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers from Reserves	(18,571)	(23,283)	(23,283)	(6,061)	17,222	(73.97%)	-	-
Total Revenues	**(18,516)**	**(23,283)**	**(23,283)**	**(6,061)**	**17,222**	**(73.97%)**	**-**	**-**
Wages	319,601	322,901	315,144	335,066	19,922	6.32%	349,655	358,396
Benefits	104,067	108,751	100,595	100,045	(550)	(0.55%)	104,494	109,166
Total Wages & Benefits	**423,668**	**431,652**	**415,739**	**435,111**	**19,372**	**4.66%**	**454,149**	**467,562**
Office Supplies & Equip Mtnce	1,799	1,619	2,600	2,600	-	-	2,600	2,600
Memberships	2,242	2,433	2,250	2,770	520	23.11%	2,909	3,054
Professional Development	26,366	36,707	34,583	16,861	(17,722)	(51.24%)	10,800	10,800
Professional Services	17,444	26,334	45,000	60,000	15,000	33.33%	45,000	60,000
Other	7,948	8,286	10,000	10,000	-	-	10,000	10,000
Expenditures Before Transfers	**479,467**	**507,031**	**510,172**	**527,342**	**17,170**	**3.37%**	**525,458**	**554,016**
Transfers to Reserves	-	13,554	15,000	-	(15,000)	(100.00%)	15,000	-
Total Expenditures	**479,467**	**520,585**	**525,172**	**527,342**	**2,170**	**0.41%**	**540,458**	**554,016**
Net Expenditures	**$ 460,951**	**$ 497,302**	**$ 501,889**	**$ 521,281**	**$ 19,392**	**3.86%**	**$ 540,458**	**$ 554,016**

POLICE
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 104,157	$ 108,473	$ 109,100	$ 113,139	$ 4,039	3.70%	$ 113,139	$ 113,139
User Charges	60,954	78,140	40,750	48,062	7,312	17.94%	43,374	38,686
Fines	1,131	1,040	2,000	1,000	(1,000)	(50.00%)	1,000	1,000
Revenues Before Transfers	**166,242**	**187,653**	**151,850**	**162,201**	**10,351**	**6.82%**	**157,513**	**152,825**
Transfers from Reserves	-	-	-	374,500	374,500	-	-	-
Total Revenues	**166,242**	**187,653**	**151,850**	**536,701**	**384,851**	**253.44%**	**157,513**	**152,825**
Office Supplies & Equip Mtnce	622	977	1,500	1,500	-	-	1,500	1,500
Contract Services	3,183,886	3,234,000	3,403,100	3,861,500	458,400	13.47%	3,961,500	4,121,500
Utilities	20,939	20,300	20,300	20,400	100	0.49%	20,400	20,400
Insurance	5,992	6,764	6,600	7,500	900	13.64%	7,500	7,500
Other	-	300	300	300	-	-	300	300
Financial Expense	291	300	300	300	-	-	300	300
Expenditures Before Transfers	**3,211,730**	**3,262,641**	**3,432,100**	**3,891,500**	**459,400**	**13.39%**	**3,991,500**	**4,151,500**
Transfers to Reserves	-	174,500	-	-	-	-	-	-
Total Expenditures	**3,211,730**	**3,437,141**	**3,432,100**	**3,891,500**	**459,400**	**13.39%**	**3,991,500**	**4,151,500**
Net Expenditures	**$ 3,045,488**	**$ 3,249,488**	**$ 3,280,250**	**$ 3,354,799**	**$ 74,549**	**2.27%**	**$ 3,833,987**	**$ 3,998,675**

ESSEX COUNTY OPP DETACHMENT BOARD NORTH
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ 42,819	$ 73,195	$ 76,220	$ 78,554	$ 2,334	3.06%	$ 78,554	$ 78,554
Total Revenues	**42,819**	**73,195**	**76,220**	**78,554**	**2,334**	**3.06%**	**78,554**	**78,554**
Wages	46,256	74,963	71,298	68,443	(2,855)	(4.00%)	68,443	68,443
Benefits	4,021	6,887	6,550	11,746	5,196	79.33%	11,746	11,746
Total Wages & Benefits	**50,277**	**81,850**	**77,848**	**80,189**	**2,341**	**3.01%**	**80,189**	**80,189**
Office Supplies & Equip Mtnce	-	616	1,000	1,000	-	-	1,000	1,000
Memberships	1,702	7,598	7,570	7,745	175	2.31%	7,745	7,745
Professional Development	12,362	9,417	15,307	16,320	1,013	6.62%	16,320	16,320
Maintenance Materials & Supplies	-	2,400	2,400	-	(2,400)	(100.00%)	-	-
Insurance	3,639	3,639	4,034	4,100	66	1.64%	4,100	4,100
Other	2,376	4,814	6,710	6,260	(450)	(6.71%)	6,260	6,260
Expenditures Before Transfers	**70,356**	**110,334**	**114,869**	**115,614**	**745**	**0.65%**	**115,614**	**115,614**
Transfers to Reserves	3,149	-	-	2,500	2,500	-	2,500	2,500
Total Expenditures	**73,505**	**110,334**	**114,869**	**118,114**	**3,245**	**2.82%**	**118,114**	**118,114**
Net Expenditures	**$ 30,686**	**$ 37,139**	**$ 38,649**	**$ 39,560**	**$ 911**	**2.36%**	**$ 39,560**	**$ 39,560**

TECHNOLOGY & CLIENT SERVICES

2026 PROPOSED
BUSINESS PLAN & BUDGET

The Technology & Client Services (TCS) Department enables the effective use of information technology and communications in all Town departments and in interactions with the public. The department works to ensure that both departmental objectives and the Town's strategic priorities are achieved. Customer service remains a priority, and TCS continues to improve how residents access services and receive support.

Business Solutions

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

Technical Services

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

Client Services

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

Customer Service & Communications

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

Geographic Information Systems (GIS)

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

2026 Budget Highlights

Information Technology

- Increase in 'Other Income' of $23,000 driven by the following adjustments to interfunctional administrative charges:
  - $13,000 increase in Cloud Permit software (Planning)
  - $10,000 Datafix candidate portal (2026 only)
  - $1,000 increase in Cloud Permit software (Building)
  - $1,500 decrease no longer using Geotab in transit buses
- Following the 2021 Organizational review recommendations, the 2026 budget includes:
  - New staffing allocation for Business Analyst (2026 Q3). This position was budgeted to start in 2025 Q4 however, was deferred to 2026
- Increase in 'Office Supplies & Equip Mtnce' of $94,000 reflects adjustments to Computer Software and Support cost, which account for ongoing improvements and updates across the Town's software systems. As software transitions to cloud-based platforms, annual subscription models are being adopted, leading to higher operating costs.
  - $25,000 for records management and protection
  - $14,000 increase for Cloud Permit (Building/Planning)
  - $13,500 increase for 2026 Election software
  - $12,000 increase for new Fire Records Management System (RMS)
  - $8,000 increase for HRIS
  - $6,000 increase for Laserfiche (no longer through County of Essex)
  - $6,000 increase for plan review software
  - $5,500 inflationary increase for Adobe subscriptions
  - $3,500 increase for Public Wifi
- Increase in 'Utilities' of $2,000 reflects device upgrades in 2025 (APN's at all SCADA nodes)

Customer Service

- As a result of the 2021 Organizational Review, the 2026 budget continues to include the following staff allocations:
  - 1.70 FTE – Customer Service representatives (30% of four FTE plus 50% of one FTE, all based in other departments).
- 2026 budget proposes an increase of 0.17 FTE for Communications Interns (2 - 16 week terms @ 10 hours/week) with increase of $7,600 to payroll budget.
- Decrease in 'Professional Services' of $7,500 due to:
  - Cyclical transfer of budgetary funds associated with the Town's biennial Citizen Satisfaction Survey ($15,000). In 2025, $15,000 was reallocated from CAO's department to TCS to support survey delivery. As the survey is not required in 2026, these funds return to the CAO budget. This adjustment reflects the planned every-other-year timing of the survey and does not represent a permanent decrease in operating costs. This decrease is fully offset by a corresponding $15,000 decrease in 'Other Income'.
  - This is partially offset by a $6,000 increase for professional video and graphic design.

2026 Program Objectives

Strategic Priority	Description
	• Replace infrastructure as needed through lifecycle. • Implement policy and oversee use of Artificial Intelligence throughout the organization.
	• Improve connectivity between municipal sites and review opportunities and implement additional public wireless hotspots. • Prepare, review and conduct a Citizen Satisfaction Survey in Q1 2027.
	• Continued updates and testing of the Business Continuity & Disaster Recovery Plan. • Continue implementation of the 2021 IT Service Delivery Review and the 2022 Digital Strategy. • Conduct a 5-year review of the 2021 IT Service Delivery Review to evaluate completion of the original recommendations and create a road map for 2026-2030. • Implementation of 2024 Cloud Strategy recommendations. • Implementation of 2025 GIS Strategy recommendations. • Review network security and continue to monitor and implement stronger network security measures to prevent unauthorized access. Reinforce the importance of Cybersecurity with all users. • Continue to develop toolsets for gathering and analyzing GIS data and enhance the Town's new Open Data Portal.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Strategic Priority	Description
	• Fully implement the Council-approved centralized customer service model to provide excellent and consistent Customer Service to all stakeholders through the Customer Service Division in addition to expanding and improving communications both internally and externally. • Ensure frontline Customer Service expectations and standards are coordinated and consistent across all Town departments. • Implement new features to the recently launched website based on recommendations from the Digital Strategy and Customer Service Study, including more e-services and user-friendly options that provide customers with quick and easy access to the information they require.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Looking Ahead

- Continue to support existing departments, associated infrastructure and complete review of corporate enterprise financial software.
- Adapt to changing technologies with focus on continued improvement to network security.
- Annual increases in the operating budget for outlook years are primarily due to inflation and the addition of new programs, which provide an enhanced level of service. The Town recognizes that the TCS Lifecycle Reserve is currently underfunded. This will be addressed through a phased approach to reach a fully funded allocation by 2027. Some of these costs may be partially offset by transferring some software expenses to the Operating budget.
- Software application migration to the Cloud is becoming the accepted solution for many applications used by the Town. This approach results in less reliance on local infrastructure and removes the burden of running updates, backups, etc., but is reliant on internet connectivity. In most instances, this change in format results in an annual subscription model that historically results in an overall increased expenditure.
- Create a culture of professional development by providing more training opportunities to all staff with addition of a Business Analyst.

Staffing Resources

INFORMATION TECHNOLOGY

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	6.00	6.25	6.75	6.75
Part-Time	0.31	0.31	0.31	0.31
Total FTE	6.31	6.56	7.06	7.06
Net Change	-	0.25	0.50	-

2026 staffing complement includes:

0.75 Director, Technology & Client Services

1.00 Manager Information Technology

0.50 Business Analyst

1.00 Systems Analyst

2.00 GIS Technicians

1.00 Helpdesk Support Technician

0.31 Summer Student (GIS)

Staffing Resources

CUSTOMER SERVICE

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	4.20	3.95	3.95	3.95
Part-Time	0.31	0.49	0.49	0.49
Total FTE	4.51	4.44	4.44	4.44
Net Change	-	(0.07)	-	-

2026 staffing complement includes:

0.25 Director, Technology & Client Services

1.00 Manager Customer Service

1.00 Communications Officer

1.70 Customer Service Representatives
(a portion of five employees)

0.31 Co-op student (GIS)

0.18 Communication Interns

Performance Measures

Strategic Goal

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

	PERFORMANCE MEASURE	FY 2024 ACTUALS	FY 2025 TARGET	FY 2025 ACTUALS	FY 2025 STATUS	FY 2026 TARGET
	TECHNOLOGY SERVICES					
	Network security breaches	0	0	0		0
	Resolution rate for IT Helpdesk Tickets	99.2%	97.0%	97.0%		97.0%
	CUSTOMER SERVICE & COMMUNICATION					
	Resolution rate of issues entered in Cityworks	86.2%	87.0%	85.0%		87.0%
	Percentage of customer service representative calls answered on the first attempt.	95.2%	90.0%	94.0%		90.0%

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

TECHNOLOGY & CLIENT SERVICES
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 4,637	$ 2,408	$ 2,300	$ 2,300	$ -	-	$ 2,300	$ 2,300
User Charges	466	8,700	6,500	8,700	2,200	33.85%	8,700	8,700
Other Income	75,457	112,910	97,240	120,440	23,200	23.86%	110,440	110,440
Revenues Before Transfers	**80,560**	**124,018**	**106,040**	**131,440**	**25,400**	**23.95%**	**121,440**	**121,440**
Transfers from Reserves	112,990	121,536	121,536	127,308	5,772	4.75%	97,308	97,308
Total Revenues	**193,550**	**245,554**	**227,576**	**258,748**	**31,172**	**13.70%**	**218,748**	**218,748**
Wages	524,446	571,046	567,830	620,846	53,016	9.34%	677,186	694,025
Benefits	182,880	200,579	182,157	190,833	8,676	4.76%	213,115	222,931
Total Wages & Benefits	**707,326**	**771,625**	**749,987**	**811,679**	**61,692**	**8.23%**	**890,301**	**916,956**
Office Supplies & Equip Mtnce	472,974	636,661	626,740	720,790	94,050	15.01%	746,110	783,196
Memberships	1,458	2,167	1,830	2,175	345	18.85%	2,284	2,398
Professional Development	5,705	6,241	8,000	8,000	-	-	8,000	8,000
Maintenance Materials & Supplies	5,832	10,863	4,500	6,000	1,500	33.33%	6,300	6,615
Maintenance Services	912	-	-	-	-	-	-	-
Professional Services	25,912	36,379	40,500	40,500	-	-	15,000	20,000
Utilities	29,325	39,014	37,640	39,640	2,000	5.31%	39,640	39,640
Other	1,506	2,193	1,250	1,750	500	40.00%	1,750	1,750
Total Expenditures	**1,250,950**	**1,505,143**	**1,470,447**	**1,630,534**	**160,087**	**10.89%**	**1,709,385**	**1,778,555**
Net Expenditures	**$ 1,057,400**	**$ 1,259,589**	**$ 1,242,871**	**$ 1,371,786**	**$ 128,915**	**10.37%**	**$ 1,490,637**	**$ 1,559,807**

CUSTOMER SERVICE
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 2,318	$ 2,408	$ 2,300	$ 2,300	$ -	-	$ 2,300	$ 2,300
Other Income	1,221	13,554	15,000	-	(15,000)	(100.00%)	15,000	-
Total Revenues	**3,539**	**15,962**	**17,300**	**2,300**	**(15,000)**	**(86.71%)**	**17,300**	**2,300**
Wages	346,666	379,190	375,047	390,548	15,501	4.13%	400,311	410,318
Benefits	113,338	121,970	113,182	114,898	1,716	1.52%	120,519	126,420
Total Wages & Benefits	**460,004**	**501,160**	**488,229**	**505,446**	**17,217**	**3.53%**	**520,830**	**536,738**
Office Supplies & Equip Mtnce	3,571	4,692	5,560	5,560	-	-	5,560	5,560
Memberships	327	494	1,000	1,000	-	-	1,050	1,103
Professional Development	5,547	5,067	6,875	7,000	125	1.82%	7,000	7,000
Professional Services	11,296	28,149	30,000	22,500	(7,500)	(25.00%)	37,500	22,500
Other	691	1,715	2,000	2,750	750	37.50%	2,750	2,750
Total Expenditures	**481,436**	**541,277**	**533,664**	**544,256**	**10,592**	**1.98%**	**574,690**	**575,651**
Net Expenditures	**$ 477,897**	**$ 525,315**	**$ 516,364**	**$ 541,956**	**$ 25,592**	**4.96%**	**$ 557,390**	**$ 573,351**

LEGISLATIVE & CLERK SERVICES

2026 PROPOSED
BUSINESS PLAN & BUDGET

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

Council and Committee

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

Elections

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

Records Management

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

Licensing

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

Vital Statistics

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

Legislative

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

Policy

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

Legal Services & Risk Management

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

Land Registry

- Manages acquisitions and dispositions of land, easements, encroachments and registrations on title to protect the interests of the Town.

Contracts and Agreements

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

2026 Budget Highlights

Legislative & Clerk

The 2026 budget includes a provision of $163,000 to coordinate and administer the 2026 Municipal and School Board elections. Costs are fully offset through a combination of Transfers from Reserves (Lifecycle Elections Reserve $148,000) and Grants ($15,000) thereby having no impact to the 2026 municipal levy. Elections related costs are primarily reflected in Wages, Professional development, Contracts and Other (advertising)

- Increase in 'User Charges' of $10,500 reflects the anticipated revenue generated through the implementation of the Administrative Monetary Penalty System (AMPS) beginning in 2025.
- Increase in 'Licenses and Permits' revenue of $11,000 driven by the Town's continuing participation in the Ministry's Marriage Licence Modernization online pilot program. This additional revenue is partially offsets by a $3,000 increase in 'Purchases for Resale' to cover the cost of additional licenses needed to meet the growing demand.
- Increase in 'Memberships' of $1,600 to reflect participation in legal and paralegal association memberships for recently onboarded Paralegal and Canadian Association of Municipal Administrators (CAMA) membership.
- Increase in 'Professional Development' of $15,500 driven by:
  - A one-time $18,000 increase to support council orientation. Fully offset by Transfers from Reserves.
  - A one-time $2,500 increase to support election training for Town staff. Fully offset by Transfers from Reserves.
  - A $6,000 decrease associated with local economic development initiatives. This decrease is fully offset by a decrease in 'Transfers from Reserves' of $6,000.
- A one-time increase in 'Contract Services' of $77,000 driven by the 2026 Municipal & School Board Elections. These costs are fully offset by a one-time increase in 'Transfer from Reserves' of $77,000:
  - A one-time $50,000 increase to support online and telephone voting.
  - A one-time $27,000 increase related to voter engagementelection training for Town staff. Fully offset by Transfers from Reserves.
- Increase in 'Professional Services' of $25,000 mainly driven:

    - Ongoing court matters arising from By-Law Enforcement and Building violations ($20,000).
    - Costs associated with a Hearing Officer as part of the Administrative Monetary Penalty System (AMPS) ($5,000).
- A one-time increase in 'Other' Expenditures of $20,000 is mainly driven by the 2026 Municipal & School Board Elections including promotional material ($15,000) and costs associated with the inaugural ceremony ($7,000). These costs are fully offset by a one-time increase in 'Transfer from Reserves' of $22,000.
- Increase in 'Wages & Benefits' of $137,000 due to:
    - A provision for contractual wage adjustments.
    - Full year cost impact of Paralegal/Prosecution Coordinator (0.77 FTE).
    - One-time cost of temporary support for election engagement. This is partially offset by 'Grant' revenue of $15,000.
    - This is partially offset by a 0.40 FTE reduction in Council & Committee Assistant as hours are shifted to Essex County OPP Detachment Board.

Animal Control

- Increase in 'Contract Services' of $500 associated with the renewal of the Animal Control Officer agreement, reflective of the rising inflationary costs.

2026 Program Objectives

Strategic Priority	Description
	• Continuation of the Policies and By-law Development Review and implementation of policies and by-laws arising from the recommendations of the 2022 Clerks Service Delivery Review and in accordance with amendments to the Municipal Act 2001, and other legislation.
	• Council meeting and delivery of Council orientation and training for the 2026-2030 term. • Advance the 'Tecumseh Votes' initiative to enhance voter turnout in the 2026 Municipal and School Board Election. • Continue implementation of the Corporate Records & Information Management Service Review, including development of updated records management policies & procedures, and initial rollout of the Electronic Document and Records Management System (EDRMS). • Continue implementation of the Administrative Monetary Penalty System (AMPS) which launched in 2025, including onboarding the Paralegal, Legal & Adjudicator Services role, establishing administrative penalties for Building Code and Fire Code violations, and deploying AMPS software to support case management and adjudication. • Advance Council Meeting Security initiatives, including development of an off-site meeting location to serve as a secure secondary venue and ensure integration with agenda management software, livestreaming, and the Town's website for consistent and accessible public participation.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Strategic Priority	Description
	• Onboard the Paralegal, Legal & Adjudicator Services position to support expansion of in-house legal services, including representation before courts and tribunals, investigation and resolution of claims, administration of the AMPS program, and advisory support to By-law Enforcement.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Looking Ahead

- Implement recommendations from the Records & Information Management Service Review and provide corporate-wide management related to the on-going transition to a corporate-wide Electronic Records Management System.
- New term of Council Orientation sessions pertaining to various municipal matters including corporate governance, introduction to Town administration and departments, Procedural By-Law, Code of conduct and social media.
- Continuing development of department-wide Standard Operating Procedures to help streamline processes and efficiencies across programs and services.

Staffing Resources

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	6.73	7.52	7.10	7.10
Part-Time	-	-	-	-
Total FTE	6.73	7.52	7.10	7.10
Net Change	-	1.12	(0.42)	-

2026 staffing complement includes:

1.00 Director Legislative Services and Clerk

1.00 Deputy Clerk and Manager Legislative Services

1.00 Deputy Clerk – Clerks Services & Policy Advisor

1.00 Paralegal/Prosecution Coordinator

1.00 Administrative Assistant

0.50 Licensing Clerk

0.60 Council & Committee Assistant

1.00 Records Manager Clerk

0.42 Voter Engagement Support

Performance Measures

Strategic Goal

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

	PERFORMANCE MEASURE	FY 2024 ACTUALS	FY 2025 TARGET	FY 2025 ACTUALS	FY 2025 STATUS	FY 2026 TARGET
	Regular Council meeting agendas completed and published within 5 calendar days prior to the meeting (as a percentage)	100%	100%	100%		100%
	Percentage of Regular Council meetings that required a Supplementary agenda	< 50%	< 50%	< 62%		< 50%
	Public and Special Council Meeting Agendas published in accordance with timelines set by the Procedural By-law	100%	100%	100%		100%
	Percentage of requests under the Municipal Freedom of Information and Protection of Privacy Act completed without an extension request	90%	90%	95%		90%
	Percentage of Municipal Freedom of Information and Protection of Privacy Act requests appealed.	0%	< 10%	0%		<10%

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

LEGISLATIVE SERVICES & CLERK
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ -	$ -	$ -	$ 15,000	$ 15,000	-	$ -	$ -
User Charges	21,771	25,812	28,400	38,900	10,500	36.97%	38,900	38,900
Licences and Permits	37,405	48,775	24,250	35,000	10,750	44.33%	35,000	35,000
Other Income	7,000	12,500	12,500	4,500	(8,000)	(64.00%)	4,500	4,500
Revenues Before Transfers	**66,176**	**87,087**	**65,150**	**93,400**	**28,250**	**43.36%**	**78,400**	**78,400**
Transfers from Reserves	63,124	42,954	167,954	310,004	142,050	84.58%	153,500	153,500
Total Revenues	**129,300**	**130,041**	**233,104**	**403,404**	**170,300**	**73.06%**	**231,900**	**231,900**
Wages	553,184	675,480	671,787	783,508	111,721	16.63%	811,756	832,050
Benefits	185,747	217,092	209,675	234,980	25,305	12.07%	246,309	258,204
Total Wages & Benefits	**738,931**	**892,572**	**881,462**	**1,018,488**	**137,026**	**15.55%**	**1,058,065**	**1,090,254**
Office Supplies & Equip Mtnce	4,023	4,877	7,681	8,281	600	7.81%	7,681	7,681
Memberships	4,107	4,064	4,488	6,138	1,650	36.76%	6,445	6,767
Professional Development	20,838	26,746	30,454	45,949	15,495	50.88%	17,000	17,000
Purchases for Resale	12,000	15,600	7,200	10,285	3,085	42.85%	10,285	10,285
Contract Services	4,665	5,300	5,300	82,300	77,000	1,452.83%	5,300	5,300
Professional Services	132,400	130,952	260,995	285,995	25,000	9.58%	304,995	304,995
Other	3,720	8,098	14,400	34,200	19,800	137.50%	10,900	10,900
Financial Expense	26	84	-	-	-	-	-	-
Expenditures Before Transfers	**920,710**	**1,088,293**	**1,211,980**	**1,491,636**	**279,656**	**23.07%**	**1,420,671**	**1,453,182**
Transfers to Reserves	2,608	-	-	13,500	13,500	-	3,500	3,500
Total Expenditures	**923,318**	**1,088,293**	**1,211,980**	**1,505,136**	**293,156**	**24.19%**	**1,424,171**	**1,456,682**
Net Expenditures	**$ 794,018**	**$ 958,252**	**$ 978,876**	**$ 1,101,732**	**$ 122,856**	**12.55%**	**$ 1,192,271**	**$ 1,224,782**

ANIMAL CONTROL
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ -	$ -	$ -	$ -	$ -	-	$ -	$ -
Licences and Permits	29,394	25,871	26,400	26,400	-	-	26,400	26,400
Fines	-	-	550	550	-	-	550	550
Revenues Before Transfers	**29,394**	**25,871**	**26,950**	**26,950**	**-**	**-**	**26,950**	**26,950**
Transfers from Reserves	3,251	-	-	-	-	-	-	-
Total Revenues	**32,645**	**25,871**	**26,950**	**26,950**	**-**	**-**	**26,950**	**26,950**
Office Supplies & Equip Mtnce	-	-	250	250	-	-	250	250
Contract Services	45,023	61,040	65,000	65,500	500	0.77%	65,500	65,500
Professional Services	559	500	500	500	-	-	500	500
Other	13,467	225	500	500	-	-	500	500
Financial Expense	10	8	-	-	-	-	-	-
Total Expenditures	**59,059**	**61,773**	**66,250**	**66,750**	**500**	**0.75%**	**66,750**	**66,750**
Net Expenditures	**$ 26,414**	**$ 35,902**	**$ 39,300**	**$ 39,800**	**$ 500**	**1.27%**	**$ 39,800**	**$ 39,800**

PEOPLE & CULTURE

2026 PROPOSED BUSINESS PLAN & BUDGET

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

The department is responsible for talent acquisition, workforce analytics, employee engagement, and compliance with legislative requirements. The People and Culture team is focused on working in partnership and collaboration to deliver high-level strategies, quality services, and projects through several primary functions, these include:

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

Our People Strategy is guided by the following principles:

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

2026 Budget Highlights

People and Culture

- Increase in 'Wages & Benefits' of $47,000 is driven by:
  - A provision for contractual wage increases, and
  - The expansion of the People & Culture Coordinator role from 0.60 to 0.70 FTE. The changes to this position are offset by a reduction in the Administrative Assistant to Council position from 0.40 to 0.30 FTE in Council budget.
- Increase in 'Professional Services' of $21,000 is a result of a one-time cost for pending legal matters anticipated in 2026 ($15,000). This is offset by a corresponding increase in 'Transfers from Reserves'.

Crossing Guards

- Decrease of $6,000 in 'Wages & Benefits' due to reductions in crossing guard services as a result of DM Eagle School closure in June 2025.

2026 Program Objectives

Strategic Goal

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

Strategic Priority	Description

	• Review and coordinate revisions of various Human Resources policies.
	• Finalize the implementation of a Human Resources Information System (HRIS) including records management, onboarding systems, and HR Metrics Dashboard.
	• Conduct CUPE job evaluation and pay equity reviews.
	• Continue positive labour relations with the Town's labour partners.
	• Development of a leadership competency framework along with succession planning.
	• Develop a centralized approach for professional development.
	• Continue to raise the profile of Health/Safety:
	  • Develop an action plan for compliance and enhancements to programming including review of technical supports and opportunities for improvement.
	  • Develop and deliver education platforms that focus on the prevention of harassment and discrimination as well as the promotion of ethical conduct and respect in the workplace.
	  • Creation of an Equity, Diversity, and Inclusion action plan to enhance the Employee Experience.
	  • Develop a comprehensive wellness program.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Looking Ahead

- Focused on the development and phased implementation of the People Strategy Plan. This will incorporate a focus on talent management, the development of a high-performance culture, and enhancing employee experience.

Staffing Resources

PEOPLE & CULTURE

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	3.00	3.00	3.00	3.00
Part-Time	0.60	0.70	0.70	0.70
Total FTE	3.60	3.70	3.70	3.70
Net Change	-	0.10	-	-

2026 staffing complement includes:

1.00 Director People & Culture

1.00 People & Culture Resource Partner

1.00 People & Culture Generalist

0.70 People & Culture Coordinator

Staffing Resources

CROSSING GUARDS

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	-	-	-	-
Part-Time	1.64	1.40	1.40	1.40
Total FTE	1.64	1.40	1.40	1.40
Net Change	-	(0.24)	-	-

2026 staffing complement includes:

1.40 Crossing Guards

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

Performance Measures

Strategic Goal

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

	PERFORMANCE MEASURE	FY 2024 ACTUALS	FY 2025 TARGET	FY 2025 ACTUALS	FY 2025 STATUS	FY 2026 TARGET
	Percentage of employees completed health and safety training.	91%	100%	91%		95%
	Percentage of recruitments successfully completed within the negotiated timeline set by the hiring department.	100%	100%	100%		100%
	Percentage of new employee orientations conducted within 7 days of hire.	100%	100%	100%		100%
	Percent of grievances that proceed to a formal hearing.	0%	0%	0%		0%

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

PEOPLE & CULTURE
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ -	$ -	$ 4,000	$ -	$ (4,000)	(100.00%)	$ -	$ -
Revenues Before Transfers	**-**	**-**	**4,000**	**-**	**(4,000)**	**(100.00%)**	**-**	**-**
Transfers from Reserves	22,741	-	-	15,000	15,000	-	-	-
Total Revenues	**22,741**	**-**	**4,000**	**15,000**	**11,000**	**275.00%**	**-**	**-**
Wages	383,546	429,031	404,853	447,114	42,261	10.44%	458,292	469,749
Benefits	126,772	145,720	119,222	124,139	4,917	4.12%	130,346	136,863
Total Wages & Benefits	**510,318**	**574,751**	**524,075**	**571,253**	**47,178**	**9.00%**	**588,638**	**606,612**
Office Supplies & Equip Mtnce	1,408	2,066	2,300	2,300	-	-	2,300	2,300
Memberships	1,476	1,667	1,800	2,650	850	47.22%	2,783	2,922
Professional Development	13,360	16,514	24,250	24,500	250	1.03%	23,500	23,500
Maintenance Materials & Supplies	-	-	-	-	-	-	-	-
Professional Services	79,923	134,199	55,800	77,000	21,200	37.99%	55,000	55,000
Other	14,678	23,223	23,900	23,900	-	-	23,900	23,900
Total Expenditures	**621,163**	**752,420**	**632,125**	**701,603**	**69,478**	**10.99%**	**696,121**	**714,234**
Net Expenditures	**$ 598,422**	**$ 752,420**	**$ 628,125**	**$ 686,603**	**$ 58,478**	**9.31%**	**$ 696,121**	**$ 714,234**

CROSSING GUARDS
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Wages	$ 56,917	$ 54,286	$ 71,231	$ 64,739	$ (6,492)	(9.11%)	$ 66,357	$ 68,016
Benefits	6,037	5,431	8,101	8,330	229	2.83%	8,746	9,184
Total Wages & Benefits	**62,954**	**59,717**	**79,332**	**73,069**	**(6,263)**	**(7.89%)**	**75,103**	**77,200**
Other	1,018	2,000	2,000	2,000	-	-	2,000	2,000
Total Expenditures	**63,972**	**61,717**	**81,332**	**75,069**	**(6,263)**	**(7.70%)**	**77,103**	**79,200**
Net Expenditures	**$ 63,972**	**$ 61,717**	**$ 81,332**	**$ 75,069**	**$ (6,263)**	**(7.70%)**	**$ 77,103**	**$ 79,200**

COMMUNITY SAFETY

2026 PROPOSED BUSINESS PLAN & BUDGET

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

The Community Safety Department primarily operates out of two fire stations (Fire Hall No. 1 at 985 Lesperance Road and Fire Hall No. 2 at 5520 Walker Road), with the Bylaw Enforcement Officer based out of Town Hall. The department is supported by a fleet of seven fire apparatus, three command vehicles, two fire prevention vehicles, and one bylaw enforcement vehicle. Each year, the Community Safety Department responds to approximately 400 emergency calls and 300 bylaw-related calls however, the number of calls has been increasing. In 2024, the Department responded to 419 emergency calls and 578 bylaw-related calls, and it is anticipated those numbers will be exceeded in 2025.

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

2026 Budget Highlights

Fire

- Increase in 'User Charges' of $7,000 driven by increase in fire service calls and false-alarm registration
- Increase in 'Wages & Benefits' of $95,000 driven by a provision for contractual wage adjustments and inflation-related increases in benefit costs.
- Decrease in 'Maintenance Materials and Supplies' of $14,000 representing reversal of a one-time increase in 2025 for hoses that failed annual testing.
- Increase in 'Contract Services' of $17,000 reflects increased costs for dispatch services and radio airtime fees.

Bylaw Enforcement

- Increase in 'User Charges' of $10,500 reflects the anticipated revenue generated through the implementation of the Administrative Monetary Penalty System (AMPS) beginning in 2025.
- Increase in Wages & Benefits' of $46,000 driven by:
  - Proposed addition of a second By-Law Enforcement Officer (0.30 FTE)
  - A provision for contractual wage adjustments and inflation-related increases in benefit costs.
- Increase in 'Maintenance Materials and Supplies' of $600 and increase in 'Professional Development' of $1,000 represents training and uniforms for the proposed additional By-Law Enforcement Officer.

Emergency Measures

- Increase in 'User Charges' of $74,000 mainly driven by participation in the province's IESO Capacity Auction program, where two of the Town's back-up generators may be called-upon to supply electricity to the grid. This is offset by increased 'Maintenance Materials & Supplies' for related fuel costs ($34,000) and 'Transfer to Reserves' ($36,000).
- Increase in 'Maintenance and Equipment' of $4,000 driven by the requirement to inspect and maintain the generator at the arena.

2026 Program Objectives

Strategic Priority	Description
	• Implementation of the revised Town of Tecumseh Emergency Response Plan.
	• Implementation of the county-wide Emergency Services radio system upgrades. • Completion of the Community Risk Assessment and Fire Master Plan.
	• A continuing proactive approach to mandatory firefighter certification and succession planning for senior positions. • A comprehensive review of Municipal By-Laws enforced by Community Safety in conjunction with the Director Legislative & Clerk Services. • Working with the Town Clerk for implementation of the AMPs program, improving the efficiency of enforcement.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Looking Ahead

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

Staffing Resources

COMMUNITY SAFETY

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	6.70	6.70	6.70	6.70
Part-Time	6.08	6.08	6.08	6.08
Total FTE	12.78	12.78	12.78	12.78
Net Change	-	-	-	-

Projections for 2027 and 2028 may change subject to recommendations of the Strategic Fire Master Plan.

2026 staffing complement includes:

1.00 Director Community Safety & Fire Chief

1.00 Deputy Fire Chief – Operations

0.70 Deputy Fire Chief – Compliance

2.00 Fire Prevention Officers

1.00 Full-Time Clerical

1.00 Padre

1.23 Firefighter Captains (8 Part-Time)

4.85 Firefighters (34 Part-Time)

Staffing Resources

BY-LAW ENFORCEMENT

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	1.60	1.90	2.60	2.60
Part-Time	-	-	-	-
Total FTE	1.60	1.90	2.60	2.60
Net Change	-	0.30	0.70	-

2026 staffing complement includes:

0.30 Deputy Fire Chief – Compliance

1.30 By-law Enforcement/Development Officer

0.30 Clerical

FIRE
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 1,097	$ -	$ 2,000	$ 2,000	$ -	-	$ 2,000	$ 2,000
User Charges	57,051	56,825	43,300	50,100	6,800	15.70%	55,100	55,100
Licences and Permits	775	500	500	500	-	-	500	500
Revenues Before Transfers	**58,923**	**57,325**	**45,800**	**52,600**	**6,800**	**14.85%**	**57,600**	**57,600**
Transfers from Reserves	-	-	-	-	-	-	-	-
Total Revenues	**58,923**	**57,325**	**45,800**	**52,600**	**6,800**	**14.85%**	**57,600**	**57,600**
Wages	1,105,596	1,166,881	1,131,025	1,210,354	79,329	7.01%	1,240,613	1,271,629
Benefits	269,848	274,275	244,599	259,921	15,322	6.26%	272,215	285,124
Total Wages & Benefits	**1,375,444**	**1,441,156**	**1,375,624**	**1,470,275**	**94,651**	**6.88%**	**1,512,828**	**1,556,753**
Office Supplies & Equip Mtnce	5,830	5,518	6,000	6,000	-	-	6,000	6,000
Memberships	4,567	3,269	3,240	3,240	-	-	3,402	3,572
Professional Development	12,121	16,934	20,800	20,800	-	-	20,800	20,800
Maintenance Materials & Supplies	81,466	105,503	104,480	90,580	(13,900)	(13.30%)	93,330	96,219
Maintenance Services	65,724	92,961	93,100	93,100	-	-	93,955	94,853
Contract Services	97,538	100,233	113,460	130,500	17,040	15.02%	130,500	130,500
Professional Services	-	-	-	-	-	-	-	-
Utilities	30,402	35,524	35,510	36,710	1,200	3.38%	38,265	39,898
Insurance	34,552	37,382	38,100	41,200	3,100	8.14%	43,260	45,423
Other	13,979	15,152	16,000	15,500	(500)	(3.13%)	15,500	15,500
Financial Expense	319	342	300	300	-	-	300	300
Total Expenditures	**1,721,942**	**1,853,974**	**1,806,614**	**1,908,205**	**101,591**	**5.62%**	**1,958,140**	**2,009,818**
Net Expenditures	**$ 1,663,019**	**$ 1,796,649**	**$ 1,760,814**	**$ 1,855,605**	**$ 94,791**	**5.38%**	**$ 1,900,540**	**$ 1,952,218**

BY-LAW
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 37,464	$ 30,427	$ 6,250	$ 16,750	$ 10,500	168.00%	$ 16,750	$ 16,750
Total Revenues	**37,464**	**30,427**	**6,250**	**16,750**	**10,500**	**168.00%**	**16,750**	**16,750**
Wages	130,536	136,547	131,645	169,696	38,051	28.90%	213,864	219,200
Benefits	43,880	50,077	41,698	49,659	7,961	19.09%	64,982	67,875
Total Wages & Benefits	**174,416**	**186,624**	**173,343**	**219,355**	**46,012**	**26.54%**	**278,846**	**287,075**
Office Supplies & Equip Mtnce	1,310	669	1,000	1,000	-	-	1,000	1,000
Memberships	174	100	100	200	100	100.00%	210	221
Professional Development	365	-	2,400	3,400	1,000	41.67%	3,400	3,400
Maintenance Materials & Supplies	1,583	1,582	2,200	2,800	600	27.27%	2,940	3,087
Maintenance Services	36,476	11,083	500	500	-	-	500	500
Professional Services	-	-	-	-	-	-	-	-
Insurance	9,404	8,995	10,400	9,900	(500)	(4.81%)	11,395	11,965
Other	293	500	1,200	1,500	300	25.00%	1,500	1,500
Total Expenditures	**224,021**	**209,553**	**191,143**	**238,655**	**47,512**	**24.86%**	**299,791**	**308,748**
Net Expenditures	**$ 186,557**	**$ 179,126**	**$ 184,893**	**$ 221,905**	**$ 37,012**	**20.02%**	**$ 283,041**	**$ 291,998**

EMERGENCY MEASURES
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ -	$ 75,758	$ 15,000	$ 89,000	$ 74,000	493.33%	$ 89,000	$ 89,000
Total Revenues	**-**	**75,758**	**15,000**	**89,000**	**74,000**	**493.33%**	**89,000**	**89,000**
Office Supplies & Equip Mtnce	190	-	300	300	-	-	300	300
Professional Development	144	300	1,000	1,000	-	-	1,000	1,000
Maintenance Materials & Supplies	132	26,303	3,000	37,000	34,000	1,133.33%	38,850	40,793
Maintenance Services	5,099	955	1,000	5,000	4,000	400.00%	5,250	5,513
Contract Services	13,031	15,000	15,000	15,000	-	-	15,000	15,000
Utilities	-	31	750	750	-	-	750	750
Insurance	964	1,152	1,000	1,000	-	-	1,050	1,103
Other	2,657	750	2,500	4,000	1,500	60.00%	2,500	2,500
Expenditures Before Transfers	**22,217**	**44,491**	**24,550**	**64,050**	**39,500**	**160.90%**	**64,700**	**66,959**
Transfers to Reserves	-	52,355	15,000	51,000	36,000	240.00%	51,000	51,000
Total Expenditures	**22,217**	**96,846**	**39,550**	**115,050**	**75,500**	**190.90%**	**115,700**	**117,959**
Net Expenditures	**$ 22,217**	**$ 21,088**	**$ 24,550**	**$ 26,050**	**$ 1,500**	**6.11%**	**$ 26,700**	**$ 28,959**

PUBLIC WORKS & ENGINEERING SERVICES

2026 PROPOSED
BUSINESS PLAN & BUDGET

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

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

Road Network

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

Storm Network

- 148 km of storm sewer pipe
- 65 km of storm service connections
- 1,462 manholes
- 4,144 catch basins
- 8 storm pump stations
- 6 storm meters
- 124 drains totalling 200 km

2026 Budget Highlights

Roadways

- Increase in 'Wages and Benefits' of $88,000 driven by:
  - Impact of a Contract Development Engineer (0.25 FTE) that was approved and hired in 2025 ($39,000). This if fully offset by an increase in 'Transfers from Reserves' of $39,000.
  - Proposed addition of a 1.0 FTE Temporary Public Works Officer starting in Q3 2026 ($40,000).
  - A provision for contractual wage adjustments.
  - Partially offset by transfer of Transportation Coordinator position to Transit department (0.48 FTE in 2025).
- Increase in 'Maintenance Materials and Supplies' of $10,000 due to additional roadside maintenance & shouldering work.
- Increase in 'Maintenance Services' of $35,000 attributable to equipment parts and services on the Town's Fleet.
- Increase in 'Contract Services' of $50,000 due to outsourcing line painting and pavement markings for the Hardtop Maintenance program
- Increase in 'Professional Services' of $20,000 driven by:
  - A one-time $15,000 increase associated with the Department Service Delivery Review. This is fully offset by an increase in 'Transfer from Reserves' of $15,000.
  - $5,000 reflects the need for consultants to support the completion of policies and by- laws
- Increase in 'Insurance' of $9,800 due to inflationary pressures.

Winter Control

- Increase in ‘Wages and Benefits’ of $21,000 due to a provision for contractual wages adjustments.

Street Lighting

- Increase in ‘Maintenance Services’ of $7,500 due to inflationary material cost adjustments, aligning the budget more closely with historical spending.
- Increase in ‘Utilities’ of $7,500 due to an increase in the number of streetlights and inflationary pressures.

Garbage Collection

- Increase in ‘Contract Services’ of $15,000 reflects inflationary and contractual adjustments, as well as provisions for new homes.

Garbage Disposal

- Increase in ‘Contract Services’ of $21,000 reflects inflationary and contractual adjustments, as well as provision for new homes.

Storm Sewer System

- Increase in 'User Charges' of $52,000 is anticipated due to a program change with Essex Energy/IESO, allowing the sale of excess electricity from our generators to the grid. This is partially offset by increased 'Maintenance Materials & Supplies' for related fuel costs ($14,000).
- Increase in 'Maintenance Services' of $20,000 and 'Maintenance Materials & Supplies' of $5,000 reflects increased costs to clean spills. This is fully funded by 'Transfers from Reserves'.
- Remaining increase in 'Maintenance Services' of $40,000 associated with an expansion to the storm sewer flushing, video inspection and repairs
- 'Professional Services' expenditure includes $15,000 for a portion of a Service Delivery Review. This is fully offset by an increase in 'Transfers from Reserves' of $15,000.
- Increase in 'Wages and Benefits' of $56,000 driven by:
  - Proposed addition of a 0.25 FTE for the Development Engineer (Contract) Position ($39,000). This if fully offset by an increase in 'Transfers from Reserves' of $39,000.
  - A provision for contractual wages adjustments.
- Increase in 'Insurance' of $13,000 for inflationary cost adjustments.

Drainage

- Increase in 'Wages and Benefits' of $14,000 due to a provision for contractual wage adjustments.
- Increase in 'Maintenance Services' and 'Maintenance Materials & Supplies' of $20,000 and $5,000 respectively associated with materials and contractor assistance to contain and cleanup environmental spills. This is fully offset by an increased in 'Transfers from Reserves' ($25,000).

2026 Program Objectives

Strategic Priority	Description

	• Complete infrastructure-related studies, by-laws, and policies such as:
	  • Asset Management Plan Update, and
	  • Growth area Functional Servicing Reports.
	• Engage in Municipal Class Environmental Assessments, including the County Road 46 EA.
	• Design & install local sanitary sewers in the Oldcastle Hamlet.
	• Develop capital projects designs aligned with Council's growth goals, such as infrastructure for Tecumseh Hamlet Northwest and the Manning Road Secondary Planning Area.
	• Design and construct capital projects with secured funding and/or partnerships:
	  • DMAF Storm and Sanitary Pumping Stations, and
	  • County Road 19 Trunk Watermain.

	• Continue to coordinate with Essex-Windsor Solid Waste Authority with the Regional Food, Organics & Biosolids Waste Management.
	• Implement and manage MECP Consolidated Linear Infrastructure Environmental Compliance Approvals.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Looking Ahead

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

Staffing Resources

PUBLIC WORKS

Permanent FTE	2024 Budget	2025 Proposed	2026 Outlook	2027 Outlook
Full-Time	15.06	15.58	16.08	16.08
Part-Time	1.26	1.26	1.26	1.26
Total FTE	16.32	16.84	17.34	17.34
Net Change	-	0.52	0.50	-

2026 staffing complement includes:

0.33 Director Public Works and Engineering Services

0.75 Manager Public Works & Transportation

0.33 Manager Engineering Services

1.00 Development Engineer (2 employees)

1.00 Engineer Project Manager (2 employees)

1.00 Full Time Drainage Superintendent

1.00 Full Time Assistant Drainage Superintendent

0.34 Project Technician

0.33 Full-Time Clerical

1.00 Full-Time Storm Sewer Operator

8.50 Full-Time Labourers

1.26 Student Labourers (4 physical employees)

Performance Measures

Strategic Goal

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

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

	PERFORMANCE MEASURE	FY 2024 ACTUALS	FY 2025 TARGET	FY 2025 ACTUALS	FY 2025 STATUS	FY 2026 TARGET
	Roads Average Pavement Condition Index throughout the Town)	74%	70%	74%		70%
	Roads Percentage of rural roadside cut twice per year	100%	100%	100%		100%
	Bridges & Culverts Average Bridge Culvert Index throughout the Town	77%	70%	77%		70%
	Sanitary Quantity of sanitary pump station failures.	0	0	0		0

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

	PERFORMANCE MEASURE	FY 2024 ACTUALS	FY 2025 TARGET	FY 2025 ACTUALS	FY 2025 STATUS	FY 2026 TARGET
	Winter Control Percentage of winter responses that meet or exceeded road maintenance standards	100%	100%	100%		100%
	Fleet Maintain minimum fleet availability rate	Met	> 95%	Met		> 95%

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

ROADWAYS
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ 74,369	$ 29,459	$ 6,000	$ 6,000	$ -	-	$ 6,000	$ 6,000
Licences and Permits	16,601	11,034	10,000	10,000	-	-	10,000	10,000
Other Income	38,465	39,395	39,395	40,183	788	2.00%	40,986	41,806
Revenues Before Transfers	**129,435**	**79,888**	**55,395**	**56,183**	**788**	**1.42%**	**56,986**	**57,806**
Transfers from Reserves	96,798	116,347	116,347	170,290	53,943	46.36%	153,742	153,742
Total Revenues	**226,233**	**196,235**	**171,742**	**226,473**	**54,731**	**31.87%**	**210,728**	**211,548**
Wages	921,706	991,418	929,441	1,014,561	85,120	9.16%	1,074,176	1,099,263
Benefits	298,670	339,826	290,200	293,541	3,341	1.15%	312,639	327,203
Total Wages & Benefits	**1,220,376**	**1,331,244**	**1,219,641**	**1,308,102**	**88,461**	**7.25%**	**1,386,815**	**1,426,466**
Office Supplies & Equip Mtnce	3,552	4,382	3,720	3,720	-	-	3,720	3,720
Memberships	10,237	17,294	16,545	16,545	-	-	17,372	18,241
Professional Development	13,655	21,307	17,642	14,048	(3,594)	(20.37%)	12,500	12,500
Maintenance Materials & Supplies	201,458	240,660	209,000	219,000	10,000	4.78%	238,550	249,079
Maintenance Services	265,807	322,554	187,550	222,950	35,400	18.87%	223,525	256,230
Contract Services	110,827	108,576	109,500	159,500	50,000	45.66%	159,500	159,500
Professional Services	51,074	90,511	22,000	42,000	20,000	90.91%	32,000	37,000
Utilities	42,449	48,280	54,200	55,400	1,200	2.21%	58,110	60,956
Insurance	78,439	80,201	86,300	96,100	9,800	11.36%	100,905	105,950
Other	17,382	74,217	28,420	28,420	-	-	28,420	28,420
Expenditures Before Transfers	**2,015,256**	**2,339,226**	**1,954,518**	**2,165,785**	**211,267**	**10.81%**	**2,261,417**	**2,358,062**
Transfers to Reserves	22,540	23,215	23,215	23,679	464	2.00%	24,153	24,636
Total Expenditures	**2,037,796**	**2,362,441**	**1,977,733**	**2,189,464**	**211,731**	**10.71%**	**2,285,570**	**2,382,698**
Net Expenditures	**$ 1,811,563**	**$ 2,166,206**	**$ 1,805,991**	**$ 1,962,991**	**$ 157,000**	**8.69%**	**$ 2,074,842**	**$ 2,171,150**

WINTER CONTROL
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Wages	$ 64,588	$ 113,767	$ 127,260	$ 146,767	$ 19,507	15.33%	$ 158,616	$ 162,153
Benefits	26,009	47,424	42,189	43,647	1,458	3.46%	47,049	49,250
Total Wages & Benefits	**90,597**	**161,191**	**169,449**	**190,414**	**20,965**	**12.37%**	**205,665**	**211,403**
Professional Development	-	6,392	6,700	6,700	-	-	6,700	6,700
Maintenance Materials & Supplies	78,509	228,109	228,140	228,140	-	-	239,547	251,525
Maintenance Services	5,113	24,614	23,000	23,000	-	-	24,150	25,358
Other	-	-	500	-	(500)	(100.00%)	-	-
Total Expenditures	**174,219**	**420,306**	**427,789**	**448,254**	**20,465**	**4.78%**	**476,062**	**494,986**
Net Expenditures	**$ 174,219**	**$ 420,306**	**$ 427,789**	**$ 448,254**	**$ 20,465**	**4.78%**	**$ 476,062**	**$ 494,986**

STREET LIGHTING
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Transfers from Reserves	$ 11,720	$ 118	$ -	$ -	$ -	-	$ -	$ -
Total Revenues	**11,720**	**118**	**-**	**-**	**-**	**-**	**-**	**-**
Maintenance Materials & Supplies	32,491	20,000	20,000	20,000	-	-	21,000	22,050
Maintenance Services	112,357	125,606	70,000	77,500	7,500	10.71%	88,875	93,319
Utilities	183,382	177,000	173,400	180,900	7,500	4.33%	189,945	199,442
Total Expenditures	**328,230**	**322,606**	**263,400**	**278,400**	**15,000**	**5.69%**	**299,820**	**314,811**
Net Expenditures	**$ 316,510**	**$ 322,488**	**$ 263,400**	**$ 278,400**	**$ 15,000**	**5.69%**	**$ 299,820**	**$ 314,811**

GARBAGE COLLECTION
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Contract Services	$ 735,074	$ 745,897	$ 745,897	$ 760,897	$ 15,000	2.01%	$ 798,897	$ 838,897
Other	2,960	3,181	3,000	3,000	-	-	3,000	3,000
Total Expenditures	**738,034**	**749,078**	**748,897**	**763,897**	**15,000**	**2.00%**	**801,897**	**841,897**
Net Expenditures	**$ 738,034**	**$ 749,078**	**$ 748,897**	**$ 763,897**	**$ 15,000**	**2.00%**	**$ 801,897**	**$ 841,897**

GARBAGE DISPOSAL
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Transfers from Reserves	$ -	$ 1,741	$ -	$ -	$ -	-	$ -	$ -
Total Revenues	**-**	**1,741**	**-**	**-**	**-**	**-**	**-**	**-**
Maintenance Services	$ 24,930	$ 29,840	$ 29,840	$ 29,840	$ -	-	$ 29,840	$ 29,840
Contract Services	927,860	941,156	941,156	962,156	21,000	2.23%	1,010,156	1,060,156
Total Expenditures	**952,790**	**970,996**	**970,996**	**991,996**	**21,000**	**2.16%**	**1,039,996**	**1,089,996**
Net Expenditures	**$ 952,790**	**$ 969,255**	**$ 970,996**	**$ 991,996**	**$ 21,000**	**2.16%**	**$ 1,039,996**	**$ 1,089,996**

STORM SEWER
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ -	$ 6,531	$ 1,440	$ 1,440	$ -	-	$ 1,440	$ 1,440
User Charges	3,513	61,652	13,500	65,500	52,000	385.19%	65,500	65,500
Revenues Before Transfers	**3,513**	**68,183**	**14,940**	**66,940**	**52,000**	**348.06%**	**66,940**	**66,940**
Transfers from Reserves	92,746	111,205	111,205	193,742	82,537	74.22%	178,742	178,742
Total Revenues	**96,259**	**179,388**	**126,145**	**260,682**	**134,537**	**106.65%**	**245,682**	**245,682**
Wages	200,726	212,024	203,305	246,942	43,637	21.46%	253,004	259,217
Benefits	65,751	72,899	61,346	73,624	12,278	20.01%	77,140	80,832
Total Wages & Benefits	**266,477**	**284,923**	**264,651**	**320,566**	**55,915**	**21.13%**	**330,144**	**340,049**
Memberships	61	75	75	75	-	-	79	83
Professional Development	2,992	3,127	5,000	5,000	-	-	5,000	5,000
Maintenance Materials & Supplies	32,394	59,322	42,000	61,000	19,000	45.24%	64,050	67,252
Maintenance Services	81,183	186,160	186,160	246,160	60,000	32.23%	295,143	309,825
Contract Services	4,200	5,000	5,000	5,000	-	-	5,000	5,000
Professional Services	20,527	23,999	25,000	25,000	-	-	10,000	10,000
Utilities	150,299	137,360	146,460	146,460	-	-	153,765	161,435
Insurance	81,252	92,899	89,400	102,200	12,800	14.32%	107,310	112,676
Other	12,701	13,275	13,950	13,950	-	-	13,950	13,950
Expenditures Before Transfers	**652,086**	**806,140**	**777,696**	**925,411**	**147,715**	**18.99%**	**984,441**	**1,025,270**
Transfers to Reserves	-	40,830	10,000	10,000	-	-	10,000	10,000
Total Expenditures	**652,086**	**846,970**	**787,696**	**935,411**	**147,715**	**18.75%**	**994,441**	**1,035,270**
Net Expenditures	**$ 555,827**	**$ 667,582**	**$ 661,551**	**$ 674,729**	**$ 13,178**	**1.99%**	**$ 748,759**	**$ 789,588**

DRAINAGE
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 62,558	$ 60,616	$ 59,000	$ 59,000	$ -	-	$ 59,000	$ 59,000
User Charges	434	1,000	1,000	1,000	-	-	1,000	1,000
Revenues Before Transfers	**62,992**	**61,616**	**60,000**	**60,000**	**-**	**-**	**60,000**	**60,000**
Transfers from Reserves	-	-	-	25,000	25,000	-	25,000	25,000
Total Revenues	**62,992**	**61,616**	**60,000**	**85,000**	**25,000**	**41.67%**	**85,000**	**85,000**
Wages	129,671	173,687	177,780	189,359	11,579	6.51%	193,700	198,150
Benefits	36,693	53,866	49,460	51,639	2,179	4.41%	54,221	56,932
Total Wages & Benefits	**166,364**	**227,553**	**227,240**	**240,998**	**13,758**	**6.05%**	**247,921**	**255,082**
Office Supplies & Equip Mtnce	73	300	300	300	-	-	300	300
Memberships	578	1,200	1,200	1,200	-	-	1,260	1,323
Professional Development	1,934	6,450	6,450	6,450	-	-	6,450	6,450
Maintenance Materials & Supplies	2,062	2,623	2,800	7,800	5,000	178.57%	8,190	8,600
Maintenance Services	148	1,000	1,000	21,000	20,000	-	22,000	23,050
Professional Services	-	3,500	3,500	3,500	-	-	3,500	3,500
Insurance	6,486	6,824	7,200	7,600	400	5.56%	7,980	8,379
Other	71	2,500	2,500	2,500	-	-	2,500	2,500
Total Expenditures	**177,716**	**251,950**	**252,190**	**291,348**	**39,158**	**15.53%**	**300,101**	**309,184**
Net Expenditures	**$ 114,724**	**$ 190,334**	**$ 192,190**	**$ 206,348**	**$ 14,158**	**7.37%**	**$ 215,101**	**$ 224,184**

WATER & WASTEWATER

2026 PROPOSED
BUSINESS PLAN & BUDGET

Water Services

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

The water system consists of

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

Wastewater Services

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

The wastewater system consists of

- 124 km of sanitary sewer pipe,
- 1,553 manholes,
- 4 pump stations and
- 5 metering stations.

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

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

2026 Budget Highlights

Sanitary Sewer System

- Increase in 'User Charges' of $228,000 reflects increase to rates of 5%, which is 2% greater than that recommended in the Town's 2023 Water and Wastewater Rate Sutdy. The greater rate increase is directly due to extraordinary increases to treatment costs as identified in 'Contract Services' below.
- Decrease in 'User Charges Allocated to Capital' of $33,000 represents reduced transfers to reserve fund accounts to support capital projects. This directly correlates to increased operating costs, and is well below the Rate Study recommendation.
- Increase in 'Wages and Benefits' of $64,000 driven by:
  - A provision for contractual wage adjustments
  - Impact of a Contract Development Engineer (0.25 FTE) that was approved and hired in 2025 ($39,000). This if fully offset by an increase in 'Transfers from Reserves' of $39,000.
- Increase in 'Maintenance Services' $40,000 associated with an expansion to the sanitary sewer flushing, video inspection and repairs.
- Increase in 'Contract Services' of $200,000 due to higher sanitary treatment costs.
- Increase in 'Insurance' of $4,700 due to inflationary pressures.
- 'Professional Services' expenditures of $25,000 includes a one-time $15,000 increase associated with the Department Service Delivery Review. This is fully offset by an increase in 'Transfer from Reserves' of $15,000.
- Increase in 'Transfers to Reserves' of $7,300 driven by inflationary increases to Interfunctional administrative charges.

Waterworks System

- Increase in 'User Charges' of $296,000 reflects projected consumption volumes and water rate increases as recommended in the 2023 Water and Wastewater Rate Study.
- Decrease in 'User Charges Allocated to Capital' of $80,000 represents a decrease in funds transferred to reserve fund accounts to support capital projects, due to higher net operating costs.
- Increase in 'Wages and Benefits' of $195,000 driven by:
  - A provision for contractual wage adjustments.
  - Impact of a Contract Development Engineer (0.25 FTE) that was approved and hired in 2025 ($39,000). This if fully offset by an increase in 'Transfers from Reserves' of $39,000.
  - The proposed addition of 1.0 Temporary FTE Water Operator starting in Q3 2026 ($48,000).
- Increase in 'Maintenance Materials and Supplies' of $13,000 due to equipment replacements for hand tool batteries, locators, generators, and commissioning units.
- Increase in 'Purchases for Resale' of $164,000 reflects inflationary increases to bulk water purchases, an allowance for growth and greater non-billable water purchases related to development construction.
- Increase in 'Maintenance Services' of $25,000 due to increase in costs for asphalt and hydro-vac trucks.
- One-time increase in 'Professional Services' of $15,000 associated with the Service Delivery Review planned for the Department in 2026. This is offset by an increase in 'Transfer to Reserves' of $15,000.
- Increase in 'Utilities' and 'Insurance' of $4,600 and $4,900 respectively to account for inflationary cost adjustments.
- Increase in 'Transfers to Reserves' of $13,000 driven by annual costs of Flowpoint Web Services for Water Oasis sales.

2026 Program Objectives

Strategic Priority	Description
	• Continuation of the installation of local sanitary sewers in the Oldcastle Hamlet Settlement Area. • Extend trunk watermain on County Road 19. • Participate in the City of Windsor's Municipal Class Environmental Assessment for the Little River Pollution Control Plant Expansion. • Engage in Enwin Utilities Ltd. Municipal Class Environmental Assessment for the Elevated Water Tower.
	• Implement mandated MECP Consolidated Linear Infrastructure Environmental Compliance Approvals.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Looking Ahead

- Annual maintenance and repair work of sanitary pump stations and metering stations.
- Subsidies for homeowner flood protection to continue with the promotion of ways to protect basements from flooding.
- Sanitary trunk sewer extensions to developable lands as Secondary Plans evolve, and new development proposals come forward.
- Updates to the Town's Water & Wastewater Master Plan to commence in 2027.
- Coordinating the installation of water and wastewater infrastructure with the County of Essex's road expansion projects.
- Reconstruction of the Cedarwood Sanitary Pump Station.
- Little River Pollution Control Plant Expansion, phasing of works and associated costs to the Town in accordance with the wastewater agreement.

Staffing Resources

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	15.10	16.10	16.10	16.10
Part-Time	0.62	0.62	0.62	0.62
Total FTE	15.72	16.72	16.72	16.72
Net Change	-	1.00	-	-

2026 staffing complement includes:

0.66 Director Public Works and Engineering Services

0.66 Manager Engineering Services

0.50 Manager Public Works and Transportation

1.00 Manager Water Services

1.00 Engineering Project Manager (2 employees)

0.25 Development Engineer

0.50 Development Engineer (Contract)

0.66 Full-Time Project Technician

1.37 Full-Time Clerical

9.00 Full-Time Licensed Water Operators

0.50 Temporary Full-Time Licensed Water Operators (starting Q3 2026)

0.62 Part-Time Student Labourers (2 employees)

WATER & WASTEWATER SUMMARY
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ 6,135,409	$ 6,615,193	$ 6,522,500	$ 6,818,380	$ 295,880	4.54%	$ 7,019,405	$ 7,227,152
User Charges Allocated to Capital	(1,893,984)	(2,043,158)	(2,256,159)	(2,176,107)	80,052	(3.55%)	(2,153,507)	(2,191,527)
Net User Charges Available for Operating	**4,241,425**	**4,572,035**	**4,266,341**	**4,642,273**	**375,932**	**8.81%**	**4,865,898**	**5,035,625**
Other Income	22,540	23,215	22,540	23,679	1,139	5.05%	24,153	24,636
Revenues Before Transfers	**4,263,965**	**-**	**4,288,881**	**4,665,952**	**377,071**	**8.79%**	**4,890,051**	**5,060,261**
Transfers from Reserves	135,203	114,169	114,169	170,337	56,168	49.20%	153,742	153,742
Total Revenues	**4,399,168**	**-**	**4,403,050**	**4,836,289**	**433,239**	**9.84%**	**5,043,793**	**5,214,003**
Wages	1,191,514	1,258,482	1,224,580	1,392,961	168,381	13.75%	1,472,411	1,507,946
Benefits	398,479	433,630	385,763	412,634	26,871	6.97%	446,227	467,242
Total Wages & Benefits	**1,589,993**	**1,692,112**	**1,610,343**	**1,805,595**	**195,252**	**12.12%**	**1,918,638**	**1,975,188**
Office Supplies & Equip Mtnce	4,165	6,865	7,075	6,395	(680)	(9.61%)	6,395	6,395
Memberships	2,076	2,126	3,100	3,100	-	-	3,255	3,418
Professional Development	30,435	39,457	32,144	28,595	(3,549)	(11.04%)	27,000	27,000
Maintenance Materials & Supplies	192,095	228,759	224,325	237,600	13,275	5.92%	249,480	261,954
Purchases for Resale	1,706,596	1,816,817	1,668,000	1,832,000	164,000	9.83%	1,889,000	1,948,000
Maintenance Services	209,444	226,145	180,820	205,430	24,610	13.61%	235,185	264,518
Contract Services	98,524	100,582	100,414	100,414	-	-	100,414	100,414
Professional Services	10,967	24,905	26,000	41,120	15,120	58.15%	26,120	26,120
Utilities	44,397	52,784	52,000	56,600	4,600	8.85%	59,385	62,309
Insurance	52,894	57,292	58,200	63,100	4,900	8.42%	66,255	69,568
Other	14,228	14,415	15,246	16,406	1,160	7.61%	16,406	16,406
Financial Expense	18,234	2,232	-	1,500	1,500	-	1,500	1,500
Expenditures Before Transfers	**3,974,048**	**4,264,491**	**3,977,667**	**4,397,855**	**420,188**	**10.56%**	**4,599,033**	**4,762,790**

WATER & WASTEWATER SUMMARY
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Transfers to Reserves	425,120	444,931	425,383	438,434	13,051	3.07%	444,760	451,213
Total Expenditures	**4,399,168**	**4,709,422**	**4,403,050**	**4,836,289**	**433,239**	**9.84%**	**5,043,793**	**5,214,003**
Net Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**	**$ -**	**$ -**

SANITARY SEWER SYSTEM
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ 5,347,495	$ 5,622,042	$ 5,605,000	$ 5,833,000	$ 228,000	4.07%	$ 6,007,000	$ 6,188,000
User Charges Allocated to Capital	(2,405,143)	(2,310,636)	(2,024,797)	(1,991,533)	33,264	(1.64%)	(2,014,639)	(2,077,737)
Revenues Before Transfers	**2,942,352**	**3,311,406**	**3,580,203**	**3,841,467**	**261,264**	**7.30%**	**3,992,361**	**4,110,263**
Transfers from Reserves	343,159	116,347	116,347	170,290	53,943	46.36%	153,742	153,742
Total Revenues	**3,285,511**	**3,427,753**	**3,696,550**	**4,011,757**	**315,207**	**8.53%**	**4,146,103**	**4,264,005**
Wages	265,024	277,901	267,784	318,768	50,984	19.04%	328,324	336,532
Benefits	85,098	95,050	82,986	95,753	12,767	15.38%	100,162	104,791
Total Wages & Benefits	**350,122**	**372,951**	**350,770**	**414,521**	**63,751**	**18.17%**	**428,486**	**441,323**
Office Supplies & Equip Mtnce	87	542	500	500	-	-	500	500
Memberships	225	250	250	250	-	-	263	276
Professional Development	4,052	5,497	10,142	6,548	(3,594)	(35.44%)	5,000	5,000
Maintenance Materials & Supplies	3,855	36,000	34,000	34,000	-	-	35,700	37,485
Maintenance Services	128,149	196,499	196,500	236,500	40,000	20.36%	285,075	299,329
Contract Services	2,293,669	2,312,853	2,512,624	2,712,624	200,000	7.96%	2,787,624	2,864,624
Professional Services	13,375	10,000	25,000	25,000	-	-	10,000	10,000
Utilities	28,767	31,500	34,400	34,400	-	-	36,120	37,926
Insurance	47,941	52,226	52,800	57,500	4,700	8.90%	60,375	63,394
Grants & Donations	4,000	4,000	75,000	75,000	-	-	75,000	75,000
Other	51,023	52,530	52,019	55,101	3,082	5.92%	55,101	55,101
Financial Expense	17,151	-	-	-	-	-	-	-
Expenditures Before Transfers	**2,942,416**	**3,074,848**	**3,344,005**	**3,651,944**	**307,939**	**9.21%**	**3,779,244**	**3,889,958**
Transfers to Reserves	343,095	352,905	352,545	359,813	7,268	2.06%	366,859	374,047
Total Expenditures	**3,285,511**	**3,427,753**	**3,696,550**	**4,011,757**	**315,207**	**8.53%**	**4,146,103**	**4,264,005**
Net Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**	**$ -**	**$ -**

WATERWORKS SYSTEM
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ 6,135,410	$ 6,615,193	$ 6,522,500	$ 6,818,380	$ 295,880	4.54%	$ 7,019,405	$ 7,227,152
User Charges Allocated to Capital	(1,893,984)	(2,043,158)	(2,256,159)	(2,176,107)	80,052	(3.55%)	(2,153,507)	(2,191,527)
Net User Charges Available for Operating	**4,241,426**	**4,572,035**	**4,266,341**	**4,642,273**	**375,932**	**8.81%**	**4,865,898**	**5,035,625**
Other Income	22,540	23,215	22,540	23,679	1,139	5.05%	24,153	24,636
Revenues Before Transfers	**4,263,966**	**4,595,250**	**4,288,881**	**4,665,952**	**377,071**	**8.79%**	**4,890,051**	**5,060,261**
Transfers from Reserves	135,203	114,169	114,169	170,337	56,168	49.20%	153,742	153,742
Total Revenues	**4,399,169**	**4,709,419**	**4,403,050**	**4,836,289**	**433,239**	**9.84%**	**5,043,793**	**5,214,003**
Wages	1,191,514	1,258,482	1,224,580	1,392,961	168,381	13.75%	1,472,411	1,507,946
Benefits	398,479	433,630	385,763	412,635	26,872	6.97%	446,228	467,243
Total Wages & Benefits	**1,589,993**	**1,692,112**	**1,610,343**	**1,805,596**	**195,253**	**12.12%**	**1,918,639**	**1,975,189**
Office Supplies & Equip Mtnce	4,165	6,865	7,075	6,395	(680)	(9.61%)	6,395	6,395
Memberships	2,076	2,126	3,100	3,100	-	-	3,255	3,418
Professional Development	30,435	39,458	32,144	28,595	(3,549)	(11.04%)	27,000	27,000
Maintenance Materials & Supplies	192,094	228,759	224,325	237,600	13,275	5.92%	249,480	261,954
Purchases for Resale	1,706,596	1,816,817	1,668,000	1,832,000	164,000	9.83%	1,889,000	1,948,000
Maintenance Services	209,443	226,146	180,820	205,430	24,610	13.61%	235,185	264,518
Contract Services	98,524	100,582	100,414	100,414	-	-	100,414	100,414
Professional Services	10,966	24,906	26,000	41,120	15,120	58.15%	26,120	26,120
Utilities	44,397	52,783	52,000	56,600	4,600	8.85%	59,385	62,309
Insurance	52,894	57,292	58,200	63,100	4,900	8.42%	66,255	69,568
Other	14,232	14,411	15,246	16,405	1,159	7.60%	16,405	16,405
Financial Expense	18,234	2,231	-	1,500	1,500	-	1,500	1,500
Expenditures Before Transfers	**3,974,049**	**4,264,488**	**3,977,667**	**4,397,855**	**420,188**	**10.56%**	**4,599,033**	**4,762,790**

WATERWORKS SYSTEM
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Transfers to Reserves	425,120	444,931	425,383	438,434	13,051	3.07%	444,760	451,213
Total Expenditures	**4,399,169**	**4,709,419**	**4,403,050**	**4,836,289**	**433,239**	**9.84%**	**5,043,793**	**5,214,003**
Net Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**	**$ -**	**$ -**

COMMUNITY & RECREATION SERVICES

2026 PROPOSED
BUSINESS PLAN & BUDGET

The Community and Recreation Services Department manages the following work:

- Maintenance of Town buildings / facilities,
- Energy management,
- Planning and maintenance of parks,
- Recreation programming and activities,
- Supervision, concessions and programming at the Arena,
- Supervision and programming at the Pool,
- Annual special events,
- Community event coordination,
- Marketing and promotions for recreational programs and events,
- Administer funding programs for low-income families, and
- Support for the Essex County Library operation in Tecumseh.

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

2026 Budget Highlights

Maintenance

- Increase in 'Grant' revenue of $34,000 attributed to FCM Grant for 75% of associated costs for completing both the Climate Risk Assessment and Climate Adaptation Plan.
- Net decrease in 'Maintenance Services' and 'Contract Services' of $12,000 mainly driven by savings in two service agreements as contracts are being reviewed and consolidated.
- Increase in 'Maintenance Materials & Supplies' of $7,500 driven by the inflationary impacts on materials and supplies essential for facility upkeep.
- Increase in 'Wages & Benefits' of $15,000 due to a provision for contractual wage adjustments.

Parks

- Increase in 'Wages and Benefits' of $152,000 attributed to:
  - A provision for contractual wage adjustments.
  - Reclassification of PT Clerk hours from Arena to Parks (0.69 FTE)
- Increase in 'Utilities' of $11,000 reflecting inflationary pressures as well as the addition of new washrooms at Lakewood South and water features at Southfield park.
- Increase in 'Insurance' of $5,500 to account for estimated inflationary pressures.

Community Facilities

- Increase in 'Wages & Benefits' of $16,000 attributed to:
  - A provision for contractual wage adjustments.
  - Additional 0.30 FTE Summer Student to support and perform janitorial maintenance of all outdoor public washrooms in Town parks along with the Tecumseh Leisure Pool and Lacasse Baseball Grandstand Complex.

Arena

- Increase in 'User Charges' of $9,000 attributed to additional rentals and advertising as well as updates to Fees and Charges.
- Increase in 'Wages & Benefits' of $66,000 attributed to:
  - A provision for contractual wage adjustments
  - Additional 0.24 FTE Facility Attendant position to support and perform operational and maintenance duties related to the Arena, Pool and other recreation facilities and amenities. Implement expected Q4 2026.
  - Reclassification of PT Clerk hours from Arena to Parks.
- Net increase in 'Maintenance Services' and 'Contract Services' of $4,000 due to inflationary impacts, including higher costs for janitorial supplies.

Cultural Other

- Costs in this department are associated with the Indigenous Relations and Education Program. No changes are proposed for the 2026 budget.

Pool

- Decrease in 'Grants' revenue of $5,000 due to a reduction in funding from the Canada Summer Jobs wage subsidy program.
- Increase in 'User Charges' of $7,500 driven by higher demand for learn-to-swim programs, partially offset by a $2,000 decrease in 'Pool Rental' revenue due to scheduling limitations and observed trends.
- Increase in 'Wages & Benefits' of $5,000 attributed to a provision for contractual wage adjustments.
- Increase in 'Maintenance Materials & Supplies' of $2,000 accounts for inflationary cost pressures on necessary pool chemical supplies.

Recreation Programs

- Increase in 'Grants' revenue of $5,500 due to an increase in funding from the Canada Summer Jobs wage subsidy program.
- Increase in 'User Charges' of $13,500 due to updates to Fees and Charges as well as there being one additional week of summer programming (this is partially offset by additional wages and benefits).
- Increase in 'Wages & Benefits' of $23,000 due to a provision for contractual wage adjustments and one additional summer camp week for Camp Coordinators.

Special Events

- Decrease in 'Grants' revenue of $19,000 driven by removal of one-time funding secured through the Tourism Growth Program for 2025. This is offset by a decrease 'Professional Services' of $19,000 of additional one-time costs for external services supported by the Tourism Growth Program in 2025.
- Increase in 'User Charges' of $20,000 attributed to anticipated growth in program registrations and increased donations.

2026 Program Objectives

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

Strategic Priority	Description
	• Continue work on the Climate Change Mitigation Strategy for sustainable operations and energy management opportunities. • Continue work on the next phase of the Asset Management plan for all Town facilities, amenities, and buildings.
	• Issue a Request for Proposals to support an update to the Parks and Recreation Master Plan. • Complete approved Capital projects including Lakewood Park South, Southfield Park, Rocheleau Park and Optimist Park/St. Clair Beach Community Centre pavilion. • Complete Urban Forestry and Naturalization Plan. • Complete implementation for Phase 1: Fairplay Woods Natural Park. • Implement next phase of approved Capital Project Sport Fields Rehabilitation. • Design new community facility at Maidstone Recreation Centre site. • Commence implementation of the Tourism and Destination Marketing Plan.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Looking Ahead

- Continue accessibility audits for all Town facilities to ensure compliance with Accessibility for Ontarians with Disabilities Act (AODA) regulations.
- Continue to use best practice in energy management when planning renovations, equipment replacement or new facility construction.
- Continue to expand active and passive recreation programs and activities for seniors
- Continue to provide quality facilities, park amenities, programs, and events to enhance the town and make it the best place to live, work and play.
- Continue to work with community partners to renew and revise use agreements.

Staffing Resources

COMMUNITY & RECREATION

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	18.00	18.24	19.00	19.00
Part-Time	23.03	23.25	23.25	23.25
Total FTE	41.03	41.49	42.25	42.25
Net Change	-	0.46	0.76	-

2026 staffing complement includes:

Full Time

1.00 Director Community and Recreation

4.00 Managers Facilities, Parks, Recreation Programs, Capital Projects

1.00 Full-Time Maintenance Labourer

1.00 FT Supervisor Recreation Program and Events Supervisor

1.00 Parks Leader

3.00 Parks Labourers

1.00 Full-Time Clerical

1.00 Full-Time Facility Attendant Leader

4.00 Full-Time Facility Attendants

1.00 Program and Events Leader

Part-time:

1.38 Part-Time Clerical (3 Employees)

3.61 Seasonal Labourers (5 Employees)

8.26 Student Labourers (17 Employees)

2.99 Part-Time Facility Attendants (7 Employees)

0.35 Student Intern

0.33 Pool Coordinators (1 Employees)

0.54 Pool Associate Coordinator (2 Employees)

2.44 Lifeguards (18 Employees)

0.02 Pool Facilities Attendant

0.35 Camp Coordinator (1 Employee)

0.38 Camp Coordinator Associate (1 Employee)

1.04 Camp Counselors (6 Employees)

0.23 Coop Student Programs & Events (2 Employees)

0.50 Student Programs & Events

0.80 Public Skating Program staff (5 Employees)

0.27 Student Intern Energy Management & Asset Management

Performance Measures

Strategic Goal

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

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

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

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

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

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

MAINTENANCE
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Other Income	$ 29,100	$ 29,100	$ 29,100	$ 29,100	$ -	-	$ 29,100	$ 29,100
Revenues Before Transfers	**29,100**	**59,100**	**29,100**	**62,850**	**33,750**	**115.98%**	**29,100**	**29,100**
Transfers from Reserves	15,516	52,000	52,000	-	(52,000)	(100.00%)	-	-
Total Revenues	**44,616**	**111,100**	**81,100**	**62,850**	**(18,250)**	**(22.50%)**	**29,100**	**29,100**
Wages	146,374	150,003	148,306	159,792	11,486	7.74%	163,628	167,560
Benefits	46,335	47,591	42,355	46,307	3,952	9.33%	48,509	50,820
Total Wages & Benefits	**192,709**	**197,594**	**190,661**	**206,099**	**15,438**	**8.10%**	**212,137**	**218,380**
Professional Development	-	77	-	-	-	-	-	-
Maintenance Materials & Supplies	92,032	76,566	68,200	75,700	7,500	11.00%	80,985	85,035
Maintenance Services	186,442	166,000	132,400	100,400	(32,000)	(24.17%)	105,370	110,589
Contract Services	100,411	212,000	212,000	232,000	20,000	9.43%	187,000	187,000
Professional Services	-	3,562	-	-	-	-	-	-
Other	-	433	500	500	-	-	500	500
Total Expenditures	**571,594**	**656,232**	**603,761**	**614,699**	**10,938**	**1.81%**	**585,992**	**601,504**
Net Expenditures	**$ 526,978**	**$ 545,132**	**$ 522,661**	**$ 551,849**	**$ 29,188**	**5.58%**	**$ 556,892**	**$ 572,404**

PARKS
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 11,593	$ 2,400	$ 12,000	$ 10,000	$ (2,000)	(16.67%)	$ 10,000	$ 10,000
User Charges	71,102	115,052	95,000	97,000	2,000	2.11%	97,000	97,000
Revenues Before Transfers	**82,695**	**117,452**	**107,000**	**107,000**	**-**	**-**	**107,000**	**107,000**
Transfers from Reserves	8,728	5,353	5,353	-	(5,353)	(100.00%)	-	-
Total Revenues	**91,423**	**122,805**	**112,353**	**107,000**	**(5,353)**	**(4.76%)**	**107,000**	**107,000**
Wages	824,085	922,246	928,576	1,056,700	128,124	13.80%	1,083,117	1,110,195
Benefits	229,109	253,686	240,893	265,059	24,166	10.03%	278,042	291,674
Total Wages & Benefits	**1,053,194**	**1,175,932**	**1,169,469**	**1,321,759**	**152,290**	**13.02%**	**1,361,159**	**1,401,869**
Office Supplies & Equip Mtnce	1,849	650	900	900	-	-	900	900
Memberships	662	493	1,806	1,806	-	-	1,896	1,991
Professional Development	10,192	12,921	13,453	8,100	(5,353)	(39.79%)	8,100	8,100
Maintenance Materials & Supplies	180,119	199,142	179,680	175,080	(4,600)	(2.56%)	183,709	192,770
Maintenance Services	147,582	127,159	119,100	124,100	5,000	4.20%	129,650	135,478
Contract Services	84,294	94,401	94,400	94,400	-	-	94,400	94,400
Utilities	123,984	120,155	120,300	131,025	10,725	8.92%	137,551	144,404
Insurance	47,520	52,492	52,300	57,800	5,500	10.52%	60,690	63,725
Other	17,429	13,814	9,550	9,550	-	-	9,550	9,550
Expenditures Before Transfers	**1,666,825**	**1,797,159**	**1,760,958**	**1,924,520**	**163,562**	**9.29%**	**1,987,605**	**2,053,187**
Transfers to Reserves	7,522	8,500	8,500	8,500	-	-	8,500	8,500
Total Expenditures	**1,674,347**	**1,805,659**	**1,769,458**	**1,933,020**	**163,562**	**9.24%**	**1,996,105**	**2,061,687**
Net Expenditures	**$ 1,582,924**	**$ 1,682,854**	**$ 1,657,105**	**$ 1,826,020**	**$ 168,915**	**10.19%**	**$ 1,889,105**	**$ 1,954,687**

COMMUNITY FACILITIES
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 4,637	$ -	$ 4,200	$ 3,000	$ (1,200)	(28.57%)	$ 3,000	$ 3,000
User Charges	40,239	47,381	59,600	61,000	1,400	2.35%	61,000	61,000
Total Revenues	**44,876**	**47,381**	**63,800**	**64,000**	**200**	**0.31%**	**64,000**	**64,000**
Wages	65,867	67,233	81,433	96,366	14,933	18.34%	98,775	101,244
Benefits	8,357	9,272	9,899	10,656	757	7.65%	11,189	11,748
Total Wages & Benefits	**74,224**	**76,505**	**91,332**	**107,022**	**15,690**	**17.18%**	**109,964**	**112,992**
Maintenance Materials & Supplies	112	-	-	-	-	-	-	-
Utilities	20,531	31,537	31,600	31,800	200	0.63%	33,340	34,957
Insurance	9,395	17,220	17,200	19,000	1,800	10.47%	19,950	20,948
Other	-	-	-	-	-	-	-	-
Total Expenditures	**104,262**	**125,262**	**140,132**	**157,822**	**17,690**	**12.62%**	**163,254**	**168,897**
Net Expenditures	**$ 59,386**	**$ 77,881**	**$ 76,332**	**$ 93,822**	**$ 17,490**	**22.91%**	**$ 99,254**	**$ 104,897**

ARENA
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ 871,867	$ 984,597	$ 979,500	$ 988,500	$ 9,000	0.92%	$ 988,500	$ 988,500
Other Income	4,425	5,000	4,425	4,425	-	-	4,425	4,425
Revenues Before Transfers	**876,292**	**989,597**	**983,925**	**992,925**	**9,000**	**0.91%**	**992,925**	**992,925**
Transfers from Reserves	40,467	158,220	158,220	150,375	(7,845)	(4.96%)	150,375	150,375
Total Revenues	**916,759**	**1,147,817**	**1,142,145**	**1,143,300**	**1,155**	**0.10%**	**1,143,300**	**1,143,300**
Wages	922,756	1,047,090	1,071,664	1,125,738	54,074	5.05%	1,211,044	1,241,135
Benefits	287,034	324,400	302,274	313,962	11,688	3.87%	347,269	363,538
Total Wages & Benefits	**1,209,790**	**1,371,490**	**1,373,938**	**1,439,700**	**65,762**	**4.79%**	**1,558,313**	**1,604,673**
Office Supplies & Equip Mtnce	4,125	5,450	5,900	5,900	-	-	5,900	5,900
Memberships	3,307	3,900	3,900	3,900	-	-	4,095	4,300
Professional Development	768	14,353	14,353	9,000	(5,353)	(37.30%)	9,000	9,000
Maintenance Materials & Supplies	83,399	63,893	57,500	59,400	1,900	3.30%	62,345	65,438
Maintenance Services	142,084	125,318	81,700	65,500	(16,200)	(19.83%)	68,475	71,599
Contract Services	1,268	1,137	1,740	21,740	20,000	1,149.43%	21,740	21,740
Utilities	273,712	297,100	311,100	312,400	1,300	0.42%	327,980	344,340
Insurance	53,567	56,374	59,000	62,100	3,100	5.25%	65,205	68,465
Other	19,564	20,824	20,650	20,900	250	1.21%	20,900	20,900
Financial Expense	15,949	23,000	18,500	18,000	(500)	(2.70%)	18,000	18,000
Expenditures Before Transfers	**1,807,533**	**1,982,839**	**1,948,281**	**2,018,540**	**70,259**	**3.61%**	**2,161,953**	**2,234,355**
Transfers to Reserves	46,959	59,000	59,000	59,000	-	-	59,000	59,000
Total Expenditures	**1,854,492**	**2,041,839**	**2,007,281**	**2,077,540**	**70,259**	**3.50%**	**2,220,953**	**2,293,355**
Net Expenditures	**$ 937,733**	**$ 894,022**	**$ 865,136**	**$ 934,240**	**$ 69,104**	**7.99%**	**$ 1,077,653**	**$ 1,150,055**

LIBRARY
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Maintenance Services	$ -	$ -	$ -	$ -	$ -	-	$ -	$ -
Insurance	6,128	-	-	-	-	-	-	-
Total Expenditures	**6,128**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Expenditures	**$ 6,128**	**$ -**	**$ -**	**$ -**	**$ -**	**-**	**$ -**	**$ -**

CULTURAL OTHER
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ 3,000	$ -	$ -	$ -	$ -	-	$ -	$ -
Other Income	-	-	-	-	-	-	-	-
Revenues Before Transfers	**3,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers from Reserves	39,509	-	-	-	-	-	-	-
Total Revenues	**42,509**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Maintenance Materials & Supplies	241	-	-	-	-	-	-	-
Maintenance Services	-	-	-	-	-	-	-	-
Contract Services	42,268	50,000	50,000	50,000	-	-	50,000	50,000
Total Expenditures	**42,509**	**50,000**	**50,000**	**50,000**	**-**	**-**	**50,000**	**50,000**
Net Expenditures	**$ -**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ -**	**-**	**$ 50,000**	**$ 50,000**

POOL
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 13,910	$ 9,600	$ 15,000	$ 10,000	$ (5,000)	(33.33%)	$ 10,000	$ 10,000
User Charges	138,066	146,581	141,500	149,000	7,500	5.30%	149,000	149,000
Total Revenues	**151,976**	**156,181**	**156,500**	**159,000**	**2,500**	**1.60%**	**159,000**	**159,000**
Wages	169,362	188,354	174,986	179,256	4,270	2.44%	183,725	188,306
Benefits	29,553	38,769	35,179	36,275	1,096	3.12%	38,088	39,992
Total Wages & Benefits	**198,915**	**227,123**	**210,165**	**215,531**	**5,366**	**2.55%**	**221,813**	**228,298**
Office Supplies & Equip Mtnce	1,020	708	825	600	(225)	(27.27%)	600	600
Memberships	529	325	550	550	-	-	578	607
Professional Development	1,704	1,404	4,000	4,000	-	-	2,000	2,000
Maintenance Materials & Supplies	29,758	32,715	30,750	32,750	2,000	6.50%	32,925	33,109
Maintenance Services	-	-	-	-	-	-	-	-
Professional Services	3,587	2,184	4,500	4,500	-	-	4,500	4,500
Utilities	28,109	36,456	29,100	37,500	8,400	28.87%	39,305	41,201
Insurance	11,770	13,307	13,000	14,700	1,700	13.08%	15,435	16,207
Other	5,704	5,561	6,100	6,100	-	-	6,100	6,100
Total Expenditures	**281,096**	**319,783**	**298,990**	**316,231**	**17,241**	**5.77%**	**323,256**	**332,622**
Net Expenditures	**$ 129,120**	**$ 163,602**	**$ 142,490**	**$ 157,231**	**$ 14,741**	**10.35%**	**$ 164,256**	**$ 173,622**

RECREATION PROGRAMS
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 76,899	$ 82,856	$ 69,500	$ 75,000	$ 5,500	7.91%	$ 75,000	$ 75,000
User Charges	103,735	136,590	140,000	153,500	13,500	9.64%	145,000	145,000
Total Revenues	**180,634**	**219,446**	**209,500**	**228,500**	**19,000**	**9.07%**	**220,000**	**220,000**
Wages	180,576	206,903	203,664	223,357	19,693	9.67%	228,941	234,665
Benefits	45,498	53,398	42,382	45,731	3,349	7.90%	48,018	50,419
Total Wages & Benefits	**226,074**	**260,301**	**246,046**	**269,088**	**23,042**	**9.36%**	**276,959**	**285,084**
Office Supplies & Equip Mtnce	281	200	200	200	-	-	200	200
Memberships	200	450	200	200	-	-	210	221
Professional Development	1,587	1,317	1,800	1,800	-	-	1,800	1,800
Maintenance Materials & Supplies	8,837	10,424	8,500	8,500	-	-	8,900	9,320
Contract Services	2,309	43,368	43,300	43,300	-	-	43,300	43,300
Professional Services	18,212	17,374	16,000	16,000	-	-	16,000	16,000
Grants & Donations	52,239	-	-	-	-	-	-	-
Other	9,074	12,631	13,000	13,000	-	-	13,000	13,000
Total Expenditures	**318,813**	**346,065**	**329,046**	**352,088**	**23,042**	**7.00%**	**360,369**	**368,925**
Net Expenditures	**$ 138,179**	**$ 126,619**	**$ 119,546**	**$ 123,588**	**$ 4,042**	**3.38%**	**$ 140,369**	**$ 148,925**

SPECIAL EVENTS
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 10,685	$ 31,563	$ 22,250	$ 3,000	$ (19,250)	(86.52%)	$ 3,000	$ 3,000
User Charges	40,210	52,866	41,500	61,500	20,000	48.19%	61,500	61,500
Total Revenues	**50,895**	**84,429**	**63,750**	**64,500**	**750**	**1.18%**	**64,500**	**64,500**
Wages	86,774	91,563	85,180	89,531	4,351	5.11%	91,769	94,063
Benefits	19,843	28,234	23,423	23,996	573	2.45%	25,194	26,453
Total Wages & Benefits	**106,617**	**119,797**	**108,603**	**113,527**	**4,924**	**4.53%**	**116,963**	**120,516**
Memberships	482	500	500	500	-	-	525	551
Professional Development	3,288	3,518	3,000	3,000	-	-	3,000	3,000
Maintenance Materials & Supplies	9,897	8,000	6,200	6,200	-	-	6,485	6,784
Contract Services	48,155	36,000	36,000	36,000	-	-	36,000	36,000
Professional Services	33,995	48,250	48,250	29,000	(19,250)	(39.90%)	29,000	29,000
Other	12,667	12,079	12,000	12,000	-	-	12,000	12,000
Financial Expense	-	550	-	500	500	-	500	500
Total Expenditures	**215,101**	**228,694**	**214,553**	**200,727**	**(13,826)**	**(6.44%)**	**204,473**	**208,351**
Net Expenditures	**$ 164,206**	**$ 144,265**	**$ 150,803**	**$ 136,227**	**$ (14,576)**	**(9.67%)**	**$ 139,973**	**$ 143,851**

DEVELOPMENT SERVICES

2026 PROPOSED BUSINESS PLAN & BUDGET

Development Services is a multi-disciplinary team of Planners, Building Officials, and support staff responsible for:

- Providing land use planning advice,
- Developing and implementing land use policies, regulations, and approvals,
- Reviewing and making recommendations on new development proposals,
- Enforcing the Ontario Building Code, and
- Engaging in local economic development initiatives and overseeing the Town's public transit system.

The Development Services Department participates in the County-Wide Active Transportation System (CWATS) Implementation Committee, Inter-municipal Planning Consultation Committee, the Ontario Building Officials Association (Sun Parlour Chapter) and the Windsor-Essex Business Support Network.

2026 Budget Highlights

Building

- Decrease in ‘Licences and Permits’ of $30,000 due to uncertain economic conditions.
- Increase in ‘Wages & Benefits’ resulting from a provision for contractual wage adjustments.
  - While funding for a Senior Building Inspector was included in the 2025 budget with a planned Q3 2025 start, the hiring has been postponed to Q2 2027.
- Decrease in ‘Transfer to Reserves’ (interfunctional costs) of $28,000 driven by:
  - $17,000 decrease in costs for Cloud Permit software.
  - $8,000 decrease in legal support.
- Increase in ‘Insurance’ of $1,600 due to inflationary pressures.

Transit

- Maintain the current fixed-route transit service from Monday to Friday, with on-demand service offered on Saturdays, as alternative service delivery models are explored.
- Increase of $40,000 in 'Grants' revenue reflecting Provincial support towards increased municipal program costs.
- Status quo in 'User Charges' revenue as there is an ongoing recovery in ridership post-COVID-19.
- Increase in 'Wages & Benefits' of $79,000 due to:
  - A provision for contractual wage adjustments
  - Reclass of a Transportation Supervisor position, that was approved in the 2025 budget, from Public Works & Engineering Services to Development Services. This position was requested following the recommendation of the 2021 Organizational Review to oversee the Tecumseh Transit Services. In 2026, it is proposed to change this position to a part-time Transit Coordinator (0.6 FTE) to better align with operational needs and service requirements.
  - Offset by a reduction in wages resulting from reallocation of Development Services Clerk and Planner hours to Local Economic Development department.
- Increase in 'Contract Services' of $9,000 reflective of updated pricing for transit delivery, maintenance service and on-demand service provider contract after RFP process in later 2025.

Planning and Zoning

- 'Grants' revenue of $55,000 from the Federal Housing Accelerator Fund, providing for the ongoing implementation of initiative nine (Housing Advisory Panel), including $12,300 in 'Professional Services' for consultants to assist with this initiative, $10,2000 in 'Wages & Benefits' off-setting the cost of Town staff working on the initiative, and $33,000 in 'Inter-functional Administrative Charge' for the annual 'Cloud Permit' planning application software fee (Initiative 8).
- Status quo in 'User Charges' revenue for 2026.
- Increase in 'Wages & Benefits' of $34,000 due to a provision for contractual wage adjustments and a reallocation of Clerical hours.
- Three major studies continuing from 2025 for completion in early 2026, comprising the new Comprehensive Zoning By-Law ($36,000) and the Oldcastle Hamlet Special Planning Study for Future Development Lands ($15,000). Both of the preceding are funded by 'Transfer from Reserves'.
- Reduction to 'Professional Services' of $52,000 reflecting completion of the Tecumseh Hamlet Secondary Plan study completed in 2025 and reduced services needed during final stages of the Tecumseh Housing Action Plan in 2026. Fully offset with reductions to 'Grants' (HAP) or 'Transfers from Reserves' (THSP).
- Reduction to 'Grants & Donations' expense of $25,000 as a one-time budget reduction to the CIP Mainstreet incentive program for 2026 reflective of recent activity and reserve balance.

Committee of Adjustment

- Increase in 'Wages & Benefits' of $4,700 due to a provision for contractual wage adjustments.
- Status quo in 'User Charges' revenue for 2026.

Local Economic Development

- Increase in 'Professional Services' of $10,000 for the completion of distinct branding study for four commercial districts as part of the implementation of the 'Tecumseh-Lakeshore Shared Commercial Economic Development Strategy'.
- Increase in 'Wages & Benefits' of $21,000 driven by a provision for contractual wage adjustments and reallocation of Development Services Clerk and Planner hours from Transit to Local Economic Development department.

- ‘Grant’ of $45,000 for an Economic Development Strategy, subject to the approval of the Town’s Rural Ontario Development grant application. The grant will partially fund $60,000 increase in ‘Professional Services’ for consultants to assist with the preparation of the Strategy and a $10,000 increase in ‘Other’ for meeting and meals expenditures for an Economic Development Summit. The remaining $45,000 to be funded by increase in ‘Transfer from Reserves’.

2026 Program Objectives

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

Strategic Priority	Description
	• Finalize the 'Oldcastle Hamlet Special Planning Study for Future Development Lands', with the findings incorporated into the Official Plan by way of amendment. • Finalize the distinct branding study for the four commercial districts with the participation of the Municipality of Lakeshore and the Tecumseh BIA.
	• Finalize the new Comprehensive Zoning By-law as one of the key methods of implementing the new approved Official Plan and provide consistent regulations town-wide.
	• Finalize the new Comprehensive Zoning By-Law as one of the key methods of implementing the new approved Officia Plan and provide consistent regulations town-wide • Implement necessary actions to facilitate development in the Tecumseh Hamlet Secondary Plan Area and the Manning Road Secondary Plan Area and in Oldcastle Hamlet. • Continue to implement Initiative 9 (Housing Advisory Panel) of the Fderal Housing Accelerator Fund, which corresponds to Initiative 10 of the Tecumseh Housing Action Plan. • Continue to promote financial incentive programs under the Tecumseh Road Community Improvement Plan and the Industrial Community Improvement Plan. • Foster the Local Economic Development division through improved liaison with key regional partners (Invest Windsor-Essex, Tourism Windsor Essex Pelee Island) and assist with the implementation of the five-year capital works plan intended to advance residential, commercial and industrial development.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Strategic Priority	Description
	• Prepare an Economic Development Strategy, subject to the approval of the Town's Rural Ontario Development Funding Application. The preparation of a strategy will consider how best to support the broader community's future growth, economic prosperity and diversification, job creation and overall vitality. The process will be built on a partnership with key regional partners (Invest Windsor-Essex, the Windsor Essex Chamber of Commerce, Tourism Windsor Essex Pelee Island and Workforce Windsor-Essex). • Maintain the hybrid transit system with a fixed route Monday to Friday with On-Demand on Saturday only and evaluate alternative transit service delivery options for consideration by Council, having regard to potential service adjustments and alignment with neighbouring municipalities while undertaking a process to select a transit delivery and maintenance service provider.

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

Looking Ahead

- Future budgets may be impacted by “next steps” in Tecumseh Hamlet Secondary Plan Area considering lessons learned from Manning Road Secondary Plan decisions and ongoing implementation.
- Senior Building Inspector (1.0 FTE) proposed in Building Services beginning in 2027.
- Clerical support (0.3 FTE) to By-law Enforcement may end as of 2027, with the associated Clerical support then returning to Development Services.
- Transit division to be moved to Public Works & Engineering Services in 2027 pending a Service Delivery Review for the Public Works and Engineering Services department in 2026. If this move occurs, it will provide for a reallocation of staffing capacity to other areas of Development Services.

Staffing Resources

DEVELOPMENT SERVICES

Permanent FTE	2025 Budget	2026 Proposed	2027 Outlook	2028 Outlook
Full-Time	8.90	8.40	8.40	8.40
Part-Time	0.06	0.66	0.66	0.66
Total FTE	8.96	9.06	9.06	9.06
Net Change	-	0.10	-	-

2026 staffing complement includes:

1.00 Director Development Services

1.00 Manager Planning Services & Local Economic Development

1.00 Manager Building Services/CBO

1.00 Deputy CBO

1.00 Senior Planner

1.00 Planner

1.00 Building Officer

1.46 Clerical

0.60 Transit Coordinator

Performance Measures

Strategic Goal

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

	PERFORMANCE MEASURE	FY 2024 ACTUALS	FY 2025 TARGET	FY 2025 ACTUALS	FY 2025 STATUS	FY 2026 TARGET
	BUILDING					
	Percentage of permits received and issued that met Building Code Act timelines					
	1) Housing permits (10 days)	100%	100%	100%		100%
	2) Small Building permits (15 days)	100%	100%	100%		100%
	3) Large Building permits (20 days)	100%	100%	100%		100%
	4) Complex Building permits (30 days)	100%	100%	100%		100%

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

	PERFORMANCE MEASURE	FY 2024 ACTUALS	FY 2025 TARGET	FY 2025 ACTUALS	FY 2025 STATUS	FY 2026 TARGET
	PLANNING					
	Percentage of applications received and decisions rendered that met Planning Act timelines					
	1) Official Plan Amendment application	100%	100%	100%		100%
	2) Zoning by-law application	100%	100%	100%		100%
	3) Site Plan Control applications	100%	100%	100%		100%
	4) Consent applications	100%	100%	100%		100%
	5) Minor Variance applications	100%	100%	100%		100%

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

	PERFORMANCE MEASURE	FY 2024 ACTUALS	FY 2025 TARGET	FY 2025 ACTUALS	FY 2025 STATUS	FY 2026 TARGET
	TRANSIT					
	Total Ridership	18,588	25,000	N/A		25,000
	Ridership per capita of total service population.	1.3	1.8	N/A		1.8

TARGET MET TARGET NOT MET N/A – NEW MEASURE/INFO NOT YET AVAILABLE

Strategic Priorities: Sustainable Growth Community Health & Inclusion Service Experience

BUILDING
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ 12,864	$ 11,266	$ 5,000	$ 5,000	$ -	-	$ 5,000	$ 5,000
Licences and Permits	613,340	829,427	710,000	680,000	(30,000)	(4.23%)	710,000	710,000
Revenues Before Transfers	**626,204**	**840,693**	**715,000**	**685,000**	**(30,000)**	**(4.20%)**	**715,000**	**715,000**
Transfers from Reserves	11,667	2,313	2,314	703	**(1,611)**	**(69.62%)**	19,516	85,187
Total Revenues	**637,871**	**843,006**	**717,314**	**685,703**	**(31,611)**	**(4.41%)**	**734,516**	**800,187**
Wages	375,760	402,048	435,977	436,209	232	0.05%	491,867	549,297
Benefits	125,678	129,055	133,957	129,061	(4,896)	(3.65%)	149,833	156,661
Total Wages & Benefits	**501,438**	**531,103**	**569,934**	**565,270**	**(4,664)**	**(0.82%)**	**641,700**	**705,958**
Office Supplies & Equip Mtnce	2,861	2,098	2,050	2,050	-	-	2,050	2,050
Memberships	1,164	2,920	2,920	2,920	-	-	3,066	3,219
Professional Development	18,593	16,314	16,314	16,704	390	2.39%	16,000	16,000
Maintenance Materials & Supplies	2,152	3,625	5,800	5,500	(300)	(5.17%)	5,775	6,064
Maintenance Services	444	500	2,000	1,500	(500)	(25.00%)	1,500	1,500
Professional Services	-	2,036	3,000	3,000	-	-	3,000	3,000
Insurance	14,105	15,774	16,900	18,500	1,600	9.47%	19,425	20,396
Other	2,582	6,500	6,500	6,500	-	-	6,500	6,500
Financial Expense	6,486	4,933	-	-	-	-	-	-
Expenditures Before Transfers	**549,825**	**585,803**	**625,418**	**621,944**	**(3,474)**	**(0.56%)**	**699,016**	**764,687**
Transfers to Reserves	88,046	257,203	91,896	63,759	(28,137)	(30.62%)	35,500	35,500
Total Expenditures	**637,871**	**843,006**	**717,314**	**685,703**	**(31,611)**	**(4.41%)**	**734,516**	**800,187**
Net Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**	**$ -**	**$ -**

TRANSIT
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 176,470	$ 176,000	$ 136,000	$ 176,000	$ 40,000	29.41%	$ 176,000	$ 176,000
User Charges	20,472	18,820	26,500	26,500	-	-	26,500	26,500
Revenues Before Transfers	**196,942**	**194,820**	**162,500**	**202,500**	**40,000**	**24.62%**	**202,500**	**202,500**
Transfers from Reserves	102,925	86,945	93,771	135,872	42,101	44.90%	93,000	93,000
Total Revenues	**299,867**	**281,765**	**256,271**	**338,372**	**82,101**	**32.04%**	**295,500**	**295,500**
Wages	37,473	41,397	39,619	98,938	59,319	149.72%	101,652	104,193
Benefits	12,075	13,939	12,849	32,131	19,282	150.07%	33,683	35,312
Total Wages & Benefits	**49,548**	**55,336**	**52,468**	**131,069**	**78,601**	**149.81%**	**135,335**	**139,505**
Office Supplies & Equip Mtnce	-	-	500	500	-	-	500	500
Professional Development	614	771	771	235	(536)	(69.52%)	-	-
Maintenance Materials & Supplies	154	500	500	500	-	-	500	500
Maintenance Services	10,951	5,000	5,000	5,000	-	-	5,000	5,000
Contract Services	320,625	305,965	279,920	289,200	9,280	3.32%	299,000	307,000
Utilities	-	-	850	850	-	-	850	850
Insurance	14,090	14,935	15,500	16,500	1,000	6.45%	17,325	18,191
Other	-	1,000	2,500	1,000	(1,500)	(60.00%)	1,000	1,000
Expenditures Before Transfers	**395,982**	**383,507**	**358,009**	**444,854**	**86,845**	**24.26%**	**459,510**	**472,546**
Transfers to Reserves	15,961	15,650	15,655	14,433	(1,222)	(7.81%)	14,721	15,015
Total Expenditures	**411,943**	**399,157**	**373,664**	**459,287**	**85,623**	**22.91%**	**474,231**	**487,561**
Net Expenditures	**$ 112,076**	**$ 117,392**	**$ 117,393**	**$ 120,915**	**$ 3,522**	**3.00%**	**$ 178,731**	**$ 192,061**

PLANNING & ZONING
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Grants	$ 201,184	$ 239,992	$ 101,137	$ 55,500	$ (45,637)	(45.12%)	$ -	$ -
User Charges	55,614	41,425	65,000	65,000	-	-	65,000	65,000
Licences and Permits	375	250	-	-	-	-	-	-
Revenues Before Transfers	**257,173**	**281,667**	**166,137**	**120,500**	**(45,637)**	**(27.47%)**	**65,000**	**65,000**
Transfers from Reserves	377,531	230,560	219,468	185,448	(34,020)	(15.50%)	131,164	131,164
Total Revenues	**634,704**	**512,227**	**385,605**	**305,948**	**(79,657)**	**(20.66%)**	**196,164**	**196,164**
Wages	346,052	379,221	365,342	395,484	30,142	8.25%	408,734	418,949
Benefits	114,297	127,877	118,655	122,759	4,104	3.46%	128,325	134,168
Total Wages & Benefits	**460,349**	**507,098**	**483,997**	**518,243**	**34,246**	**7.08%**	**537,059**	**553,117**
Office Supplies & Equip Mtnce	1,561	3,400	3,550	3,550	-	-	3,550	3,550
Memberships	3,829	3,637	3,500	4,000	500	14.29%	4,200	4,410
Professional Development	12,963	21,914	21,400	13,884	(7,516)	(35.12%)	10,600	10,600
Professional Services	291,512	252,192	115,402	63,300	(52,102)	(45.15%)	-	-
Grants & Donations	201,999	100,000	125,000	100,000	(25,000)	(20.00%)	125,000	125,000
Other	4,076	2,051	5,000	2,000	(3,000)	(60.00%)	2,000	2,000
Financial Expense	14	9	-	-	-	-	-	-
Expenditures Before Transfers	**976,303**	**890,301**	**757,849**	**704,977**	**(52,872)**	**(6.98%)**	**682,409**	**698,677**
Transfers to Reserves	-	60,107	20,000	33,000	13,000	65.00%	33,000	33,000
Total Expenditures	**976,303**	**950,408**	**777,849**	**737,977**	**(39,872)**	**(5.13%)**	**715,409**	**731,677**
Net Expenditures	**$ 341,599**	**$ 438,181**	**$ 392,244**	**$ 432,029**	**$ 39,785**	**10.14%**	**$ 519,245**	**$ 535,513**

COMMITTEE OF ADJUSTMENT
2026 Proposed Budget

Budget Line Item	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
User Charges	$ 44,400	$ 31,345	$ 41,300	$ 41,300	$ -	-	$ 41,300	$ 41,300
Total Revenues	**44,400**	**31,345**	**41,300**	**41,300**	**-**	**-**	**41,300**	**41,300**
Wages	58,238	60,743	71,075	75,017	3,942	5.55%	76,879	78,788
Benefits	19,698	19,365	19,495	20,244	749	3.84%	21,168	22,137
Total Wages & Benefits	**77,936**	**80,108**	**90,570**	**95,261**	**4,691**	**5.18%**	**98,047**	**100,925**
Office Supplies & Equip Mtnce	-	100	150	150	-	-	150	150
Memberships	600	525	1,200	1,200	-	-	1,260	1,323
Professional Development	3,580	5,476	6,300	6,800	500	7.94%	6,800	6,800
Professional Services	-	-	-	-	-	-	-	-
Other	87	150	150	150	-	-	150	150
Total Expenditures	**82,203**	**86,359**	**98,370**	**103,561**	**5,191**	**5.28%**	**106,407**	**109,348**
Net Expenditures	**$ 37,803**	**$ 55,014**	**$ 57,070**	**$ 62,261**	**$ 5,191**	**9.10%**	**$ 65,107**	**$ 68,048**

LOCAL ECONOMIC DEVELOPMENT
2026 Proposed Budget

	2024 Actuals	2025 Forecast	2025 Budget	2026 Budget	$ Change	% Change	2027 Forecast	2028 Forecast
Wages	$ -	$ 15,000	$ 15,000	$ 45,000	$ 30,000	200.00%	$ 5,000	$ -
Benefits	$ -	$ 5,000	$ 5,000	$ -	(5,000)	(100.00%)	-	-
Revenues Before Transfers	**-**	**20,000**	**20,000**	**45,000**	**25,000**	**125.00%**	**5,000**	**-**
Transfers from Reserves	1,228	1,543	1,543	45,469	43,926	2,846.79%	5,000	-
Total Revenues	**1,228**	**21,543**	**21,543**	**90,469**	**68,926**	**319.95%**	**10,000**	**-**
Wages	53,133	57,691	55,134	71,447	16,313	29.59%	73,710	75,549
Benefits	17,386	19,396	17,780	22,310	4,530	25.48%	23,330	24,400
Total Wages & Benefits	**70,519**	**77,087**	**72,914**	**93,757**	**20,843**	**28.59%**	**97,040**	**99,949**
Office Supplies & Equip Mtnce	-	500	550	550	-	-	550	550
Professional Development	1,228	1,543	1,543	469	(1,074)	(69.60%)	-	-
Professional Services	-	30,000	30,000	90,000	60,000	200.00%	10,000	-
Other	56	700	2,700	12,700	10,000	370.37%	2,700	2,700
Total Expenditures	**71,803**	**109,830**	**107,707**	**197,476**	**89,769**	**83.35%**	**110,290**	**103,199**
Net Expenditures	**$ 70,575**	**$ 88,287**	**$ 86,164**	**$ 107,007**	**$ 20,843**	**24.19%**	**$ 100,290**	**$ 103,199**

Definition of Capital

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

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

Capital Planning

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

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

term debt financing will be required to some extent.

Amendments and/or modifications to the plans adopted in principle for the period 2023-2031 can be anticipated over the course of the next several years in response to influencing factors such as inflation, construction capacity constraints, grant/partnership opportunities, borrowing rates, etc. Any recommended amendments/modifications will align with the priorities as established in 2022, will be reflected by way of annual updates to five-year capital plan council reports and will require Council approval.

The 2026-2030 five-year plans will continue with Council's strategy as developed in 2022 and as reaffirmed by way of Council's Strategic Priorities 2023-2026 and will be brought forward to Council in the form of council reports following the 2026 Budget process for consideration and potential adoption.

The capital program for the 2026 budget year, however becomes part of the Mayor's Proposed Budget within the Strong Mayor Power legislation (new for Tecumseh beginning in 2026) and therefore, capital projects identified as 2026 projects within this document are subject to the legislated budget adoption process. Projects identified within this chapter and supporting schedules are proposed for 2026 and may be amended by Council resolution prior to budget adoption.

Community and Recreation amenities contemplated within this budget include: Southfield Park washroom, splash pad and pathway, Optimist Park/St. Clair Beach Community Centre interior renovation, pavilion, playset addition and sanitary line replacement, the continuation of Sports Fields rehabilitation efforts and the launch of the next Parks and Recreation Master Plan Update. While the Public Works and Engineering Services projects include continuation of two major storm pump station improvements in the Scully and St. Mark's Storm Pump Station/Riverside Drive Improvements and the P.J. Cecile Storm Pump Station Improvement. Other significant projects include the Cedarwood Sanitary Pump Station reconstruction, Manning Road Secondary Plan Area stormwater management, Westlake Drive Extension and Reconstruction, Desro Drive Storm Sewer and School Safety Zone Improvements, among many others. Select project descriptions are provided in the Capital Projects section of this chapter.

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

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

Asset Management Plan (AMP)

- A long-range, holistic planning tool for the care of existing and new infrastructure.
- Considers strategic priorities, expected levels of service, risk, maintenance strategies, integration and funding.
- A capital works planning tool to assist decision-making with respect to infrastructure investments and is a component of a Long-Term Financial Plan.
- The Town's AMP 4.0 was adopted by Council on December 10, 2024 as required by O. Reg. 588/17 and amending regulation O. Reg. 193/21. AMP 4.0 is slated for an additional update in 2026 to include proposed levels of service and inclusion of all infrastructure assets in compliance with the Regulation.

Road and Bridge and Culvert Needs Studies

- Provide information on construction needs and cost estimates.
- Identify critical deficiencies and list structures in order of a priority rating with respect to reconstruction and/or upgrades.
- These studies are used as a tool for support of the Town's Asset Management and Lifecycle Plans and in the preparation of Capital Work Plans.
- **Road Needs**:
  - Updated every five years, with the next update anticipated in 2029.
- **Bridget and Culvert Needs** (for spans greater than 3-metres)
  - Updated every two years, with the next update scheduled for 2026.

Bridge Signage and Roadside Safety Review

- Was completed in 2015 and again in 2018.
- Potential roadside safety deficiencies were identified, along with potential and preferred solutions at each bridge structure using Ministry of Transportation Ontario (MTO) guidelines.
- Field reviews were used to document existing conditions and potential hazards.
- Clear zone widths and guide rail warrants were evaluated according to the 2017 MTO Roadside Design Manual.
- Majority of the recommended works consist of the addition or extension of Steel Beam Guide Rails (SBGR) and Steel Beam Energy Attenuating Terminals (SBEAT).
- The probable cost of construction estimates for the roadside safety improvements were also developed.
- The review is used in the preparation of Capital Work Plans.

Culvert Need Study

- Was completed in 2016 with an update proposed in 2026.
- Used to identify all the existing culverts with spans less than three metres, conduct a condition assessment, and prepare a comprehensive plan for improving and maintaining these structures for the next ten-year period.
- There are a total of seventy-one existing culverts with a span of less than three metres that were inspected in accordance with the latest version of the Ontario Structure Inspection Manual (OSIM) published by the Ministry of Transportation of Ontario (MTO).
- Assessment is used in the preparation of Capital Work Plans.

Development Charge (DC) Study

- A 5-year review was completed in 2024 pursuant to the requirements of the Development Charges Act, 1997.
- Details capital service needs that will arise due to future residential and non-residential growth and imposes a charge against new development to cover the cost of those future capital services.
- Recent changes to the DC Act establish that a DC By-law expires 10 years after the day it comes into force, which had previously been five years.
- The next full review will take place in 2034, unless the Town decides to undertake a review at an earlier date.

Town's Official Plan

- A statutory document that sets out the land use policy directions and growth management strategies for long-term growth and development in the municipality.
- A new Official Plan was adopted by Council and approved by the County of Essex in 2021 in accordance with the provisions of the Planning Act.

Fire Master Plan

- Will be completed late in 2025 and brought forward for Council's consideration in early 2026.
- Will address the Fire Department's service delivery model and include discussion on the capital requirements necessary to support recommended service improvements.
- A Community Risk Assessment was also conducted as part of this exercise, in accordance with O. Reg. 378/18.
- A Community Risk Assessment is a process of identifying, analyzing, evaluating and prioritizing risks to public safety to inform decisions about the provision of fire protection services.

Water and Wastewater Rate Study

- Addresses operating costs, identifies all current and future water systems capital needs and reviews potential methods of cost recovery.
- A full Water and Wastewater Rate Study was completed by in-house staff in the fall of 2015 and was due for an update in 2020, however due to COVID-19 this study was postponed and ultimately completed in the spring of 2023.
- The 2023 Water and Wastewater Rate Study will be used as a guide during annual rate setting and budget processes for 2023-2027.

Water and Wastewater Master Plan Update

- Was initiated in 2016 and was completed in early 2020 in accordance with the Class Environmental Assessment (EA) process for water and wastewater projects. The next update is anticipated in 2027.
- Considers the additional planning studies and discussion papers related to the preparation of a new Official Plan that have been prepared since the completion of the previous 2008 Water and Wastewater Master Plan Update.
- Ensures that the Town implements the most cost-effective infrastructure servicing strategies required to support new growth and to maintain a high level of service.
- A critical component in the Town's committed approach to providing sustainable services and it provides the new framework and vision for the water and wastewater servicing needs of the Town to 2038 and beyond.

Sanitary Sewer Model Update

- Completed in early 2024.
- Provides insight into the existing flow characteristics of the Town sanitary sewer system and on available sanitary sewer capacity to accommodate infill development within the Town.
- Used to assess alternative mitigation measures to reduce the threat of basement flooding in identified areas of concern.

Pump and Metering Station Condition Assessment

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

Traffic Signal Infrastructure Assessment

- Was completed in 2025.
- The condition assessment was conducted for all traffic signal infrastructures owned and maintained by the Town, including 12 intersections and one signalized pedestrian crossing.
- 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.
- Assessment is used in the preparation of Capital Work Plans.

(Tecumseh) Storm Drainage Master Plan

- Was completed in 2019 with an update anticipated in 2027.
- Aimed at addressing the impacts of surface flooding on the mainly urbanized residential areas of the Town located along the northern and eastern limits. This included the assessment of storm pump stations, gravity outfalls and their respective service areas minor and major system discharging to Lake St. Clair and Pike Creek.
- The recommended surface flooding solutions outlined within the study totaled $107M (2019 dollars).

(Oldcastle Hamlet) Storm Drainage Master Plan

- Was completed in 2022.
- The stormwater infrastructure network located within the Oldcastle Hamlet area is comprised of a combination of roadside ditches, Municipal Drains, storm sewers, swales/sub-drains, as well as County and Provincial storm infrastructure.
- There are three distinct watershed areas within the Oldcastle Hamlet which include Little River, Turkey Creek, and River Canard.
- Study focused on an analysis of the stormwater infrastructure within these watersheds and will set the framework for how stormwater is addressed for new and re-developments.
- Property acquisition for implementation of the recommended solution is proposed to commence in 2026.
- The recommended solutions outlined within the study totaled $32M (2021 dollars), excluding any property or easement acquisitions.

Drinking Water Quality Management Standard (DWQMS) Financial Plan

- Was updated in-house in late 2023 to forecast capital requirements and ensure sustainability of the system.
- Is required to apply for and renew a Municipal Drinking Water License as per the Safe Water Drinking Act (O. Reg 453/07).
- License renewal occurs every five years.

DWQMS Operational Plan

- Was updated and presented to Council on February 25, 2025.
- As mandated by the MECP, the next Annual DWQMS Operational Plan Report is anticipated to be presented to Council in February 2026.

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

- 2024 annual performance reports for sewage collection and stormwater management systems were completed and presented to Council on March 25, 2025.
- Is a modernized environmental framework that retains municipal responsibility for storm and sanitary systems while broadening review, approval, and operational requirements for alterations.
- Includes a pre-authorization tool, eliminating the need for separate ECA applications for system changes, such as extensions or replacements, as long as works comply with MECP Design Criteria.

Manning Road Secondary Plan Area (MRSPA), Stormwater Management (SWM) Facilities Cost Sharing Agreement

- Updated technical analysis supported a revised stormwater management solution for the Manning Road Secondary Plan Area (MRSPA) that involved the use of multiple stormwater management facilities.
- After two years of negotiations between the Town, the County of Essex and the primary landowners in the development area, a cost-share agreement between these parties was executed that facilitates the construction of the agreed regional stormwater management solution.
- The regional stormwater management solution project cost, including engineering, construction, property, historical costs, etc. is $32M, with the Town's share being approximately $9.6M (2025 dollars).

Parks and Recreation Master Plan (Master Plan)

- Was completed in 2010.
- The plan, developed with input by Council, residents, community agencies, and volunteer sports groups, identifies park development and outdoor and indoor recreation facilities needs for the next twenty years.
- This plan was augmented by a Lakewood Park South Master Plan (LPSMP) process that was completed in 2013. The LPSMP identified the elements, and where they should go, for the development of the park. Discussion concerning funding and long-term implementation can be found under New Infrastructure Funding later in this section. Funding will be requested to support an update to the Parks and Recreation Master Plan (launch Q4 2026-Q4 2027) referenced in council report CRS-2025-01 Section 2: 2026-2029 Capital Projects.
- A component of the Master Plan references the provision of playset equipment and, as part of the next phase implementation of the Asset Management Plan (AMP), CRS will be developing a playset equipment replacement plan.
- A review of all Outdoor Active Play Areas will be referred to the Parks and Recreation Master Plan update. This review will inform playset replacement schedules and other active play components in parks with a view towards differentiation, diversity and inclusion.

Transportation Master Plan

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

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

- Was adopted by Council on January 12, 2016.
- Sets forth a cohesive vision for this area by establishing design guidelines, identifying redevelopment opportunities and various implementation schemes including financial incentives for a range of private-property initiatives.
- Was amended in 2025 to increase the project area and to include grants to incentivize the construction of affordable housing.
- Contemplates the completion of a Streetscape Plan and Final Design (Streetscape Plan), which will direct the future construction of public capital infrastructure projects in the road allowances of Tecumseh and Lesperance Roads in the Main Street CIP area.
- The Town retained the services of Dillon Consulting Limited and Dialog to assist in the completion of the Streetscape Plan. A detailed design for Phase 1 was substantially completed in 2022.
- The Streetscape Plan establishes hard landscape elements and design specifications, sidewalk improvements and the introduction of curb extensions, street furnishing, soft landscaping elements and design specifications.
- In 2021, on-street parking was implemented on both sides of Tecumseh Road from Shawnee Road to Bedell Street within the Main Street CIP area.
- In 2023, a Streetscape Plan was constructed on Lesperance Road between the VIA Rail property and First Street, including a multi-use path, decorative streetlights, tree planting, planter boxes, benches and tables.
- In 2025, the 2023 Lesperance Road Streetscape Plan was extended northerly to include the area between First Street and McNorton Street, including a multi-use path, decorative streetlights, tree planting, parking lot improvements and improvements to the Town Hall/OPP Campus.

Industrial Community Improvement Plan (Industrial CIP)

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

Tecumseh Hamlet Secondary Plan (THSP)

- Council adopted Official Plan Amendment Number 5 on January 28, 2025, which had the effect of incorporating the Tecumseh Hamlet Secondary Plan (THSP) into the Official Plan.
- Purpose of the THSP is to establish a detailed planning framework for the urban development of the lands that were previously designated Future Development in the Tecumseh North Settlement Area of the Official Plan.
- THSP policies and land use designations address the integration of existing and new development, land use distribution and related infrastructure requirements.
- One of its main goals is to deliver a complete, walkable and diverse community, comprising sustainable neighbourhoods through the provision of a wide variety of land uses and a diversity of housing types, supported and enhanced by quality public spaces and amenities.

Tecumseh Hamlet Secondary Plan Area, Northwest Water & Wastewater

- The project includes the installation of trunk water and wastewater infrastructure from County Road 22 to south of the CP Rail and Hydro One Corridor in the Tecumseh Hamlet Secondary Plan Area.
- This project is within the area highlighted as the top priority by Council at the May 5, 2022, Special Meeting of Council on Capital Priorities related to growth and development.
- Engineering design commenced in 2023 with the trunk watermain and sanitary sewer being constructed in 2025 from County Road 22 to Intersection Road and along Intersection Road.
- The projected cost for the 2025 works is $10.2M.
- The Town was successful in receiving up to $15.1M (or 73% of eligible costs) from the Housing Enabling Water Systems Fund in mid-2024.

Oldcastle Hamlet Special Planning Study for Future Development Lands

- A planning process that will determine the preferred land uses for lands currently designated "Future Development" in the Official Plan.
- Includes a rigorous and thorough public consultation component that engages with a range of stakeholders.
- Commenced in the 4th quarter of 2023 and will be concluded by the 1st quarter of 2026.
- Adoption of the preferred land use designations and associated policies flowing from the study is anticipated by way of an amendment to the Town's Official Plan also by the 1st quarter of 2026.

Tecumseh Housing Action Plan

- Was adopted by Council on August 8, 2023.
- Includes 10 Initiatives that are intended to accelerate the delivery of housing and contribute to systemic long-term positive changes in the housing supply conditions affecting Tecumseh.
- Council approval of the Plan allowed the Town to apply for funding under the Federal Housing Accelerator Fund (HAF) program. The Town's application was approved in February 2024, providing $4.38M in funding that supports nine of the Town Initiatives, thereby removing municipal financial implications with the implementation of those initiatives.
- With the approval of the application, the Town proceeded to approve and implement 8 of 9 HAF Initiatives.
- Given that HAF Initiative 1 was not approved, the Town continues to work with the Federal government regarding the status of the HAF funding and potential actions required to ensure the Town continues to benefit from the approximate $3.2M identified for a capital project that would support the accelerated provision of housing over the next 2 years.

County Wide Active Transportation Study (CWATS)

- A comprehensive strategy to promote and increase awareness regarding active transportation within the County of Essex as well as guide the construction of new active transportation facilities.
- Proposes a set of policies and a detailed network on both local and county roads that facilitate both recreational and utilitarian transportation as well as increased connectivity and partnerships among the local municipalities.
- The Town's estimated share of costs over the 20-year planning horizon is $1,600,000 which equates to $80,000 per year. Discussion concerning funding can be found under New Infrastructure Funding.
- The County, with participation from lower-tier municipalities, is currently undergoing an update to CWATS, with an anticipated completion in the 1st quarter of 2026.

County Road Rationalization Study

- A comprehensive study toward developing a transparent, rational, and equitable framework for updating the existing County Road network.
- Consists of three phases:
  - Phase 1 – Define the Transportation Network
  - Phase 2 – Examine Recommendations/Jurisdictional Impacts
  - Phase 3 – Implementation Action Plan
- The Study was placed on hold by the County. It is considering initiating an update to the County Transportation Master Plan so that it will run concurrently with the Road Rationalization Study in 2024/2025.
- There is a potential for roads to be uploaded or downloaded upon completion of this study, which would have impacts across multiple sectors such as: CWATS, roads, storm drainage, municipal drains, bridges and culverts, and operations (i.e. road patrol, shoulder and ditch maintenance, winter control, etc.).
- Further updates will be brought before Council as the County's Transportation Master Plan starts and the Road Rationalization Study recommences, and they progress through their various phases.

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

Definition of Lifecycle

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

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

Category Classifications are:

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

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

Lifecycle Budget Highlights

2026 Lifecycle Budget highlights include:

- Expenditures of $30M (excluding debt), of which much is associated with multi-year projects whose costs will be spread over multiple years.
- Major projects, to be funded in whole or in part through Lifecycle Reserves, anticipated for 2026 include:
  - Scully and St. Mark's Storm Pump Stations (Engineering & Construction total cost of $23.3M) with $10.11M planned for 2026.
  - P.J. Cecile Storm Pump Station (Engineering & Construction total cost of $11.64M) with $5.33M planned for construction in 2026 and $5.66M in 2027.
  - Desro Drive Storm Sewer with $3.98M planned for engineering and construction in 2026.
  - Westlake Drive Extension and Reconstruction with $1.03M planned for engineering and construction in 2026.
  - MRSPA Stormwater Infrastructure Cost Share with $5.59M planned for engineering and construction for 2026 and $5.59M for 2027.
  - School Safety Zone Improvements with $0.71M improvements planned for 2026.
  - Oldcastle Stormwater Master Plan Property Acquisition with $2.50M allowance planned for 2026 and $2.50M for 2027.
  - Banwell Road Improvements – Tecumseh Ancillary Works with $1.88M planned for construction in 2026 and $0.85M in 2027.
  - Fleet replacement of several vehicles with estimated cost of $1.6M.
  - Centennial and Woodridge Watermain and Stormwater with $1.67M planned for construction in 2026.
  - Southfield Park washroom, splash pad and trail with $1.6M planned for construction in 2026.

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 2026 forward are:

- Annual net requirement is $10.2M with 2026 budget allocation of $9.3M.
- The $9.3M is funded by taxation $8.0M, Canada Community-Building Fund (CCBF – formerly Federal Gas Tax) revenue $1.2M, and $0.1M from Water/ Wastewater rates.
- CCBF revenues remain allocated on an 80/20 split with the County. The Town revenue from this fund is determined by a province-wide census-based allocation. Funding is administered through AMO by way of Funding Agreements. The latest funding agreement was executed in 2024 for a 10-year period, effective April 2024 to March 2034. The Town's 2026 allocation will be $1.2M.
- Annual Debt payments of $1.5M supporting the LC program are funded from taxation. Debt payments start to expire beginning in 2026.

Although most Lifecycle categories have been well-funded the past several years, requiring periodic inflationary increases, recently completed studies, including the (Tecumseh) Storm Drainage Master Plan (2019), (Oldcastle Hamlet) Storm Drainage Master Plan (2021) and the Town's Asset Management Plan (AMP) v4 highlighted areas that may require significant costly remedies (Stormwater, Fleet and Building LC Reserves). In addition, the Drain LC Reserve is under considerable pressure as a result of the increase in drain activity continuing over the next number of years.

The Town's Asset Management Plan (AMP) v4, completed in 2024, included cost updates for all core infrastructure along with the inclusion of most non-core infrastructure. The outcome of this update revealed dramatic inflationary increases across all asset types, ranging from 40% to over 100% for particular asset types. As a result, the Town's annual funding adequacy for the 2024-2033 timeframe dropped to 74% from that of AMP v3 of 83%. This equates to an annual funding shortfall of $9.2M ($3.1M related to tax supported infrastructure (lifecycle) and $6.1M related to rate supported infrastructure (water and wastewater)). AMP v5 will be completed in 2026 and will include the balance of non-core infrastructure assets.

Annual Allocation

Lifecycle Reserve Name	Notes	2026	2025	Change
Arenas		$ 260,000	$ 220,000	$ 40,000
Bridges and culverts		440,000	440,000	-
Buildings		250,000	230,000	20,000
Community trails		100,000	100,000	-
Drains		100,000	100,000	-
Election		25,000	18,000	7,000
Fire apparatus		350,000	307,000	43,000
Fire equipment		105,000	105,000	-
Fleet		700,000	660,000	40,000
ITS infrastructures		180,000	180,000	-
New lifecycle issues		100,000	100,000	-
Outdoor pool		80,000	80,000	-
Park development and Play equipment		425,000	425,000	-
Reforestation		30,000	30,000	-
Roads		4,254,025	4,254,025	-
Sidewalks		74,000	74,000	-
Storm sewers		1,635,000	1,535,000	100,000
Strategic issues - one time		50,000	50,000	-
Transit		100,000	100,000	-
Total	**1)**	**$ 9,258,025**	**$ 9,008,025**	**$ 250,000**

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

TARGET LIFECYCLE ALLOCATION

$10.2 Million

The short-term plan is to continue with gradual increases to the annual Lifecycle allocation to reach the updated target of $10.2M, however knowing that this target will increase. An increase of $250,000 towards the annual Lifecycle allocation is included for 2026 with further annual increases of $250,000 in each of the outlook years suggested for this budget process, pending factoring the results of AMP version 4.

Lifecycle Annual Requirement

Lifecycle Reserve Name	Notes	2026 Alocation	Annual Requirement	Deficiency
Arenas	1)	$ 260,000	$ 300,000	$ (40,000)
Bridges and culverts		440,000	450,000	(10,000)
Buildings	2)	250,000	300,000	(50,000)
Community trails		100,000	120,000	(20,000)
Drains		100,000	100,000	-
Election	3)	25,000	25,000	-
Fire apparatus		350,000	500,000	(150,000)
Fire equipment		105,000	125,000	(20,000)
Fleet	4)	700,000	951,000	(251,000)
ITS infrastructures		180,000	190,000	(10,000)
New lifecycle issues		100,000	100,000	-
Outdoor pool		80,000	80,000	-
Park development and Play equipment		425,000	500,000	(75,000)
Reforestation		30,000	30,000	-
Roads		4,254,025	4,160,000	94,025
Sidewalks		74,000	74,000	-
Storm sewers		1,635,000	2,000,000	(365,000)
Strategic issues - one time		50,000	50,000	-
Transit		100,000	100,000	-
Total		**$ 9,258,025**	**$ 10,155,000**	**$ (896,975)**

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

Annual Requirement Notes:

1) Arenas Annual Requirement increased by $80,000; interim measure until AMP v5 is complete 2026 Q1.

2) Buildings Annual Requirement increased by $70,000; interim measure until AMP v5 is complete 2026 Q1.

3) Election Annual Requirement increased by $7,000; inflationary increases experienced in recent tendering.

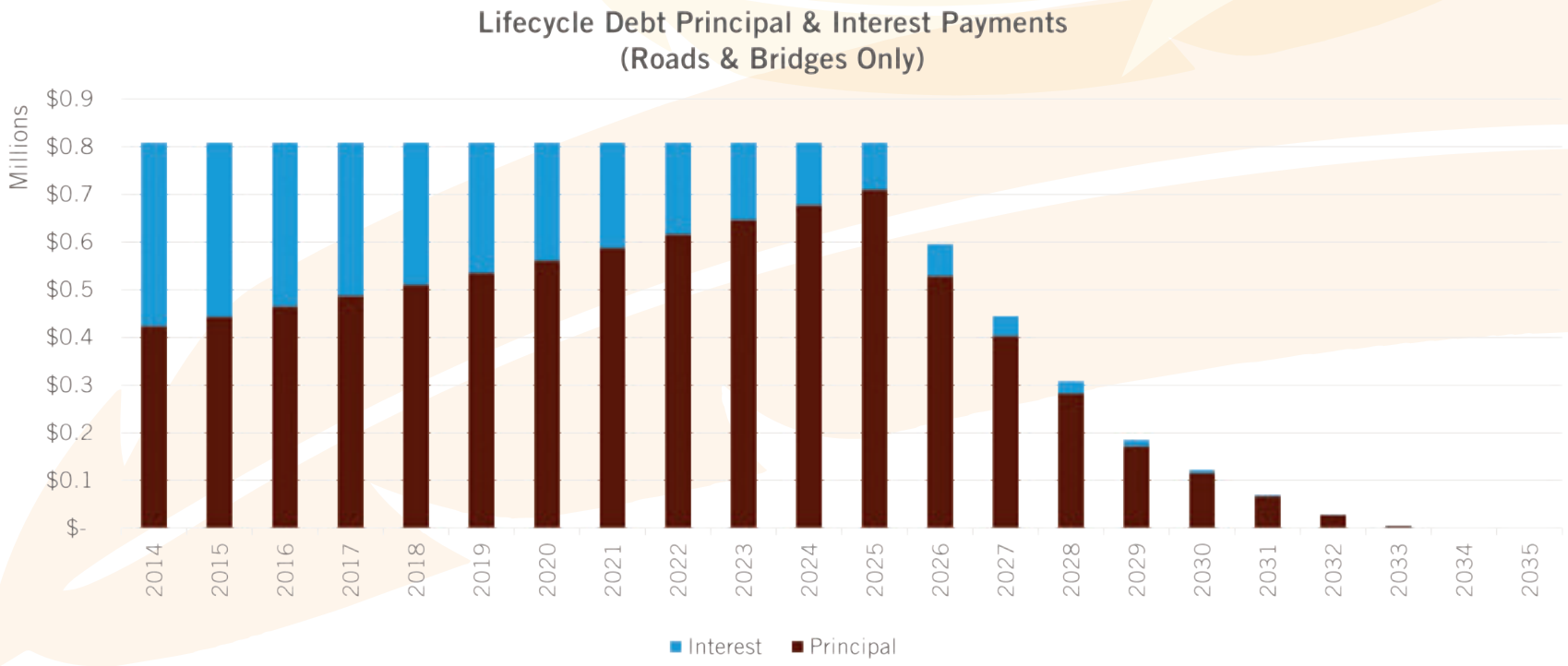
4) Fleet Annual Requirement increased by $126,000 per PWES-2025-36 addition to fleet for Development Services pick-up truck, Public Works Trackless, Community Safety EV SUV and Transit EV Bus, plus additional $74,000 for inflationary increases to heavy-duty vehicles based on recent tendering (plows, backhoes, large area mowers).

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

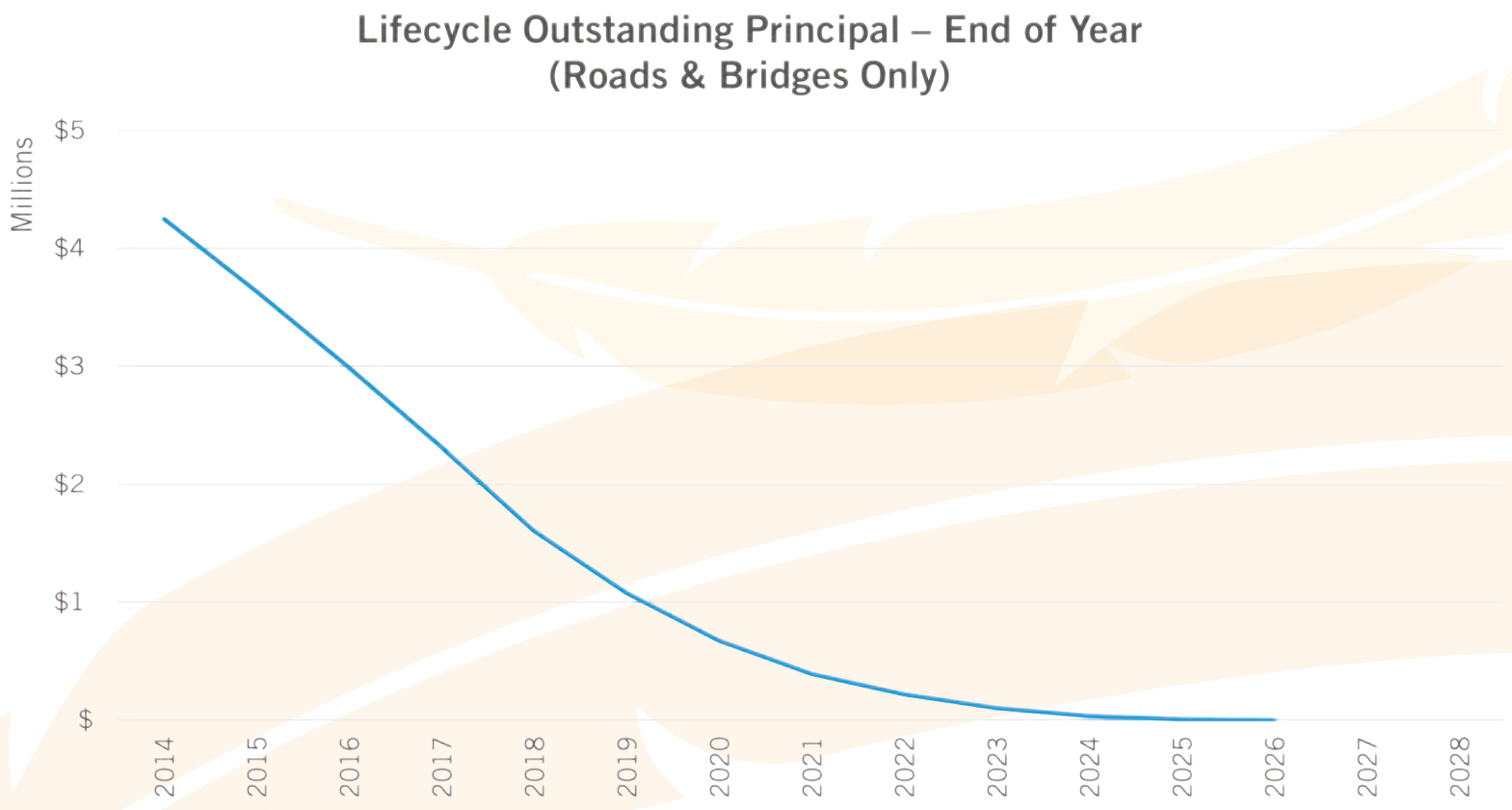
Having a Lifecycle Plan provides the Town with the ability and resources to respond to capital infrastructure needs and ensure prudent capital asset management.

ROADS AND BRIDGES

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



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



New Infrastructure Funding

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

1. Special Council Meetings were held in March and May of 2022 to consider optional five-year capital plan scenarios intended to shape and prioritize the five-year capital plans for the Community Recreation Services and Public Works and Engineering Services departments respectively. Council adopted plans, in principle, that include significant investment in community recreation amenities and infrastructure works to promote development. The recreation amenity projects are largely new and/or enhanced projects that are beyond the funding capacity of existing Lifecycle Reserves, and so will rely on the Infrastructure Reserve for an estimated **$9.8M** within the first two years of the plan while the infrastructure projects will call for **$1.5M** from the Infrastructure Reserve for that same period (2023 and 2024). Actual funding from the Infrastructure Reserve for years 2023-2025 totals $8.2M and $5.6M for recreation amenities and development infrastructure respectively.

2. The 2024 Development Charges Study (DC Study) highlighted expected growth-related new infrastructure costs of $178M to be incurred over the duration of the By-law (ten years). Development Charges were to recover $118M with **$31M to be borne by the general tax levy and user rates** and the balance of $29M either coming from grants/other sources or collected through DCs/general tax levy beyond the 10-year timeframe. The estimated amount to be borne by the general tax levy alone equates to $2.0M per year. Contributing towards a New Infrastructure reserve early will ease upcoming levy requirements.

3. The County Wide Active Transportation System (CWATS) is a county wide master plan that guides the County and the lower-tier municipalities in the development of an integrated and coordinated transportation network dedicated to pedestrian and bicycle traffic. The plan, adopted in 2012, looked at a 20-year planning horizon and identified the Town of Tecumseh's share of projects costs as $1.6M or $80,000 annually for 20 years. Recent actual costs incurred for construction indicates the original cost estimates were low. The County, with participation from lower-tier municipalities, is currently undergoing an update to CWATS, with an anticipated completion in the 1st quarter of 2026..

4. There has been an emphasis placed on enhancing trails and pathways in the Town. These facilities were identified in the Town's Transportation Master Plan (2017) and further detailed within the Parks and Recreation Strategic Master Plan 5-Year Review, which was completed in late 2021. Currently trails and pathways constructed within the right-of- way are managed by PWES and funded through the Infrastructure Reserve Fund. Recommendations within the Parks and Recreation Strategic Master Plan 5-Year Review include enhancing park pathways for the 2023-2027 capital planning period.

5. The Parks Master Plan identified a number of improvements classified as High, Medium and Low Priority. Total funding required of all recommendations would exceed $7M. Over 20- and 40-year horizons this would amount to $350,000 and $175,000 per year respectively. The 2021 Parks and Recreation Strategic Master Plan 5-Year Review includes Parks and Trail Inventory and Asset Valuation as well as an Implementation plan for park amenities over a ten-year planning period. The Review also recommends that a new Parks Master Plan be undertaken for the municipality in 2025.

6. The Main Street CIP implementation project is ongoing. In 2015 Council approved the establishment of a Main Street CIP reserve for the purpose of managing Main Street CIP funding. The 2026 budget includes an annual grant allocation of $100,000. The original Main Street CIP Study suggests the annual allocation should be $417,000.

7. The Main Street CIP Streetscape Plan was approved by Council in principle. The approved Plan carries a price tag in excess of $30M. Administration is currently overseeing engineering design of the Plan as well as options for phasing in construction. Detailed design for Phase 1 was substantially completed in 2022. Streetscape improvements were completed in 2023 on the west side of Lesperance Road from VIA Rail to First Street and in 2025 from First Street to McNorton Street. It is expected that updated financial impacts will be provided as the project progresses..

8. The (Tecumseh) Storm Drainage Master Plan completed in 2019 and the Oldcastle Stormwater Master Plan completed in 2022, recommended over $140 million in capital projects. The Lifecycle Storm Reserve is intended to replace existing storm infrastructure. The recommendations propose enhanced replacements whose costs far exceed the Lifecycle Storm purpose and capability.

9. The Industrial CIP implementation project is ongoing. The Industrial CIP establishes that for each of the three available financial incentive programs, Council may establish a maximum total rebate that can be paid under these programs, based on negotiated agreement terms, per application, property or project. Accordingly, implementation of the Industrial CIP financial incentive program is subject to appropriate budget allocation by Council, on the recommendation of Town Administration.

Administration updated the NIL annual target level to $3.125M in 2025 following the 2024 DC Background Study Update. The 2025 allocation is $2.35M with an increase of $200,000 budgeted for 2026 to bring the annual allocation to $2.55M. The annual NIL target allocation is updated regularly, generally in conjunction with the Town's Development Charge Background Study Update.

The Infrastructure Reserve has a projected 2026 year-end balance $6.0M, assuming the projects included within this budget are adopted by Council and all expenditures are incurred in 2026. Council consideration for 2026 Capital projects will occur during the 2026 budget deliberation process, unlike years past where capital projects would be considered after the budget approval process with the delivery of department five-year capital plans generally occurring in the first quarter of the year. Several proposed projects, if approved, will likely span multiple years to complete allowing for deferral of payments and additional reserve contributions. Other funding sources, such as Grants, Partnerships and Debt, will need to be secured to move major projects such as the CIP Streetscape Plan forward in the near term.

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

- Federal Disaster Mitigation and Adaptation Fund (DMAF) – Intake 3, will provide the Town with up to $10.7M to put towards two major storm pump station replacements carrying an estimated total cost of $34M. The grant funding is a welcome announcement however, commits the Town to fund just over $23M during 2023-2027.
- Federal Active Transportation Fund (ATF) will provide up to $2.6M towards the Lesperance Road Multi-use Trail from Riverside Drive to First Street, with requirement to complete by 2026.
- Federal Disaster Mitigation and Adaptation Fund (DMAF) – Intake 5, will provide the Town with up to $3.6M to put towards one wastewater pump station replacement carrying an estimated total cost of $9M. This Intake requires that the project be complete by 2032, with Town current plans to complete by 2028.
- Provincial Housing Enabling Water Systems Fund (HEWSF) will provide funding for 73% of eligible costs up to $15.1M towards new water and wastewater infrastructure in the Tecumseh Hamlet Secondary Plan Area – Northwest quadrant. Total project cost is estimated at $14.86M with construction commencing in 2025 and completion planned in 2026.
- Federal Housing Accelerator Fund (HAF) will provide up to $4.3M towards Tecumseh's Action Plan to create more supply of housing at an accelerated pace. Funding is eligible during 2024-2027 and could allow for $3.2M to be invested in core infrastructure projects.

Capital Projects

For budget purposes, we have included committed projects as well as estimates for proposed projects. Approval for 2026 capital projects will be sought through the adoption of the 2026 Budget, while council approval in principle of five-year capital plans is sought following the budget process through department five-year capital plans.

The following highlights some of the significant capital investments and initiatives included in the 2026 Capital/Lifecycle Budget:

Recurring projects:

- **Tar and Chip, Asphalting, and Crack Sealing**

  In keeping with the Town's Asset Management Plan (version 4), the Town undertakes a yearly paving program to maintain an overall Pavement Condition Index (PCI) of at least 70 for Town roads. The PCI rating combines the effects of both surface distresses (i.e. deformation and cracking) and ride quality to converge on an overall score for each roadway segment. To meet this objective, the 2024 Road Needs Study recommended a 5-year $6.5M pavement management program for roads with PCIs ranging from less than 50 to 70. This corresponds to an annual expenditure of approximately $1.3M. Anticipated improvements in 2026 include milling and paving, tar and chip and potential crack sealing.

- **Sidewalk Repair Program**

  In accordance with minimum maintenance standards legislation, and as a risk management measure, Public Works inspects all Town sidewalks annually for trip hazards. Based on the results of these inspections, along with input from Council and residents, an annual sidewalk repair program is developed and implemented. As per previous years, an allowance of $69,000 is requested to complete the 2026 Sidewalk Repair Program.

- **Annual Project Contingency**

  Administration recommends carrying an Annual Project Contingency for Public Works & Engineering Services and Community Recreation Services. This allocation has been approved for the past 4 years and is used to efficiently address issues that arise from time to time that cannot be anticipated during the preparation of Five-Year Capital Works Plans. The allocation will be used in accordance with the Town Purchasing and Procurement Policies. As per previous years, the requested allowance is $0.25M for PWES and $0.20M for CRS (allocated between Parks, Buildings, Arena and Pool). Use of these funds is communicated through quarterly budget variance reports to Council.

- **Parks Annual Recurring**

  Community and Recreation Services maintains an annual budget allocation for regular maintenance, replacement and/or refurbishment of basic parks amenities such as garbage cans, benches, playground surfaces, sports field top dressing and over seeding and baseball infields.

- **Technology Hardware**

  Items such as computers, network equipment, video surveillance equipment, audio/visual systems and network upgrades are replaced regularly. The Technology and Client Services department maintains an annual budget allocation for the regular recurring replacement of these items based on estimated useful life and/or changes in technology.

- **Fire Equipment**

  Items such as pagers, firefighter protective equipment (helmets, boots, bunker gear) are replaced regularly. The Community Safety Services department maintains an annual budget allocation for the regular recurring replacement of these items.

Non-Recurring projects:

Public Works and Engineering Services:

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

  The City of Windsor is proceeding with the detailed design (2023/2024) and construction (2025/2026/2027) of the Banwell Road Corridor improvements. Through meetings with the City of Windsor, ancillary works where existing and future road and watermain infrastructure are to be integrated were identified. The Town has allocated $2.9M in funding, with anticipated recoveries from landowners ($0.45M) and Development Charges ($0.95M).

- **Cedarwood Sanitary Pump Station Reconstruction Project**

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

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

  Construction commenced in Fall 2023 and is anticipated to last until summer 2026. The estimated cost, including storm pump stations, trunk storm sewers and road is $23.30M. Recently awarded DMAF grant funding of up to 40% of eligible costs will require the Town to complete this project no later than December 2027.

- **P.J. Cecile Storm Pump Stations**

  This project proposes to commence engineering in 2023 with construction in 2026/2027. The estimated cost is

  $11.64M. Recently awarded DMAF grant funding of up to 40% of eligible costs will require the Town to complete this project by December 2027.

- **Lesperance Road (Riverside Drive to First Street) & Little River Boulevard (Lesperance Road to Gauthier Street) Multi-Use Pathways**

  The expansion of the Active Transportation Network is a municipal focus because it promotes Environmental Sustainability, it promotes personal health and it promotes equity in transportation services. The Lesperance Road (Riverside Drive to First Street) & Little River Boulevard (Lesperance Road to Gauthier Street) Multi-Use Pathways will be a minimum of 2.4m wide with a length of approximately 2.5km. Design is scheduled for 2023/2024 with construction in 2025/2026. The total project cost estimate is $6.52M. Grant funding of approximately $2.616M is available through the Active Transportation Fund (ATF), and $0.24M through the Rural Economic Development (RED) Program towards this project.

- **Centennial Drive & Woodridge Drive Watermain Replacement Project**

  Includes the watermain replacement on Centennial Drive (Riverside Drive to St. Thomas Street) and Woodridge Drive (Dillon Drive to St. Thomas Street). Engineering design commenced in Q4 of 2022, with construction anticipated in 2025/2026. The total project cost estimate is $4.52M. Grant funding of approximately $2.57M ($1.4M Federal and $1.17M Provincial) is available through the Investing in Canada Infrastructure Program (ICIP) Green Stream Stage II 2021 Intake towards this project.

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

  Includes the installation of a trunk watermain from County Road 22 to the Baillargeon Drain (just south of Sylvestre Drive) as part of the County of Essex's larger infrastructure project. Engineering design commenced in 2020, and it is anticipated construction will commence in 2026. The total watermain costs are estimated at $2.3M.

- **School Safety Zone Improvements**

  In 2025, a comprehensive review of 12 school sites (both elementary and secondary) was completed throughout the Town. Through this review, recommended on-site and off-site improvements and related cost estimates were prepared for each school. The Town will be responsible for off-site improvements which are estimated to cost approximately $1.42M (including engineering, construction and contingency) of which $0.1M was approved in 2025. To minimize disruption to school activities, improvements are being planned over a two-year period (2026-2027) with summer construction being prioritized were possible.

- **Traffic Calming**

  The Town receives numerous concerns regarding speeding every year. PWES staff review these traffic complaints in accordance with Town Policy 126 to determine if traffic calming is warranted. Based on the traffic calming works completed in 2025, it is recommended that an allowance of $0.1M be carried in the 2026 Capital Works Plan to account for potential traffic calming improvements (subject to future Council approval).

- **Jamsyl Drive Extension (MRSPA)**

  A Cost Share Agreement between the Town of Tecumseh, County of Essex and Trinity Gardens for a regional stormwater management solution in the Manning Road Secondary Planning Area (MRSPA) was finalized in 2025 and development plans are now progressing. External road connections are required to provide access into the MRSPA. Based on the currently proposed development schedule, Jamsyl Drive must be extended approximately 90 meters west of Sylvestre Drive at an approximate cost of $0.6M. This cost is 100% recoverable through Development Charges. Design and construction are planned for 2026.

- **Westlake Drive Extension and Reconstruction**

  To facilitate development within the Manning Road Secondary Plan Area (MRSPA) and to improve existing and future traffic conditions in the area, Westlake Drive must be extended easterly from the existing cul-de-sac (located east of Lesperance Road) to the existing Sylvestre Drive cul-de-sac. To address future traffic needs, Westlake Drive is required to be a three-lane cross-section (two west bound lanes and one east bound lane) from Lesperance Road to the CR22 east bound off-ramp which is located approximately 550 m east of Lesperance Road. In addition to the Westlake Road Extension, the existing section of Westlake Drive (located east of Lesperance Road) and an existing portion of Sylvestre Drive (located west of the CR22 off-ramp) must also be upgraded to a three-lane cross-section. These works will be cost shared between the Town, the County of Essex and the benefiting MRSPA Developer. In 2025, Council approved the anticipated expenditure of $1.075M for the Town's portion of the cost share. The Westlake Drive improvements are proposed to be included in the drawings and contract for the adjacent subdivision development with design tender and construction planned for 2026.

- **County Road 22 Fly-off and Extension**

  Development within the MRSPA will require improvements to the existing CR22 Fly-Off to Sylvestre Drive. These improvements will connect to the new roadwork being proposed for the Westlake Drive Extension (to the west) and the Sylvestre Drive/Desro Drive storm sewer and road works (to the east). Engineering for this project is expected to cost approximately $0.42M. Other project costs will include property acquisition and construction (to be determined). The project schedule includes engineering design 2026, property acquisition 2026 and construction 2027-2028. Costs will be shared between the Town and County. Town costs are 100% recoverable through Development Charges.

- **Traffic Signal Upgrades (2026-2035)**

  In 2025, an assessment of the Town's existing traffic signals was completed. This project included site visits to each location to access the condition of the infrastructure. Through this review, recommended improvements and related cost estimates were provided for each site over the next 10 years. Expected improvement costs for the 5-year period from 2026 to 2030 are approximately $1.95M with approximately $0.94M being required in 2026 for proposed design and/or improvements at six locations.

- **St. Clair Beach Area - Streetlight Maintenance**

  In 2025, the Town commenced a streetlight maintenance program in the St. Clair Beach area which included the replacement of aging poles. With an estimated $20,000 carry forward from 2025, an additional $40,000 is required to continue the streetlight pole replacements in 2026. Total project expenditures for 2025-2026 are estimated to be approximately $0.1M.

- **Boulevard Street Trees (multi-year)**

  In 2024, Council approved Administration's recommendation to move forward with a Boulevard Street Tree enhancement program to improve the tree canopy within Town road right of ways. At that time, it was proposed that, in addition to the approximately 100 trees that are planted by CRS annually, an additional 250 boulevard trees would be planted annually. 2026 is the third year for this multi-year program. The estimated cost of the 2026 Boulevard Street Tree program is $0.125M.

- **Tecumseh Hamlet SPA EA FSR**

  The Tecumseh Hamlet Secondary Plan Area Infrastructure Improvements Municipal Class Environmental Assessment Schedule 'C' Notice of Completion was issued on June 27, 2025 which commenced the 30-day review period. The 30-day review period closed on August 8, 2025. During this time no appeals were received, however, comments/questions were received from residents generally related to road network, traffic, project communications, land use/density, emergency preparedness related to the battery plant and environmental impacts. In addition to comments received from residents, the Ontario Ministry of Environment, Conservation and Parks (MECP) requested that an additional study be undertaken. In 2025, significant effort was expended to respond to residents' comments/questions, and the additional study requested by the MECP commenced. The MECP study is expected to be completed in 2026. An additional 2026 budget request of $70,000 is required to address the additional works. As a result, the total project budget has increased to approximately $1.31M.

- **O'Neil Street Sanitary Sewer**

  O'Neil Street Sanitary Sewer extension is a continuation of the sanitary sewer servicing within the 8th Concession Road sanitary service area in the Oldcastle Hamlet. The project generally includes the installation of a new sanitary sewer system along the full length of the road including storm sewer improvements, watermain improvements (as needed) and full road reconstruction. It is planned to complete engineering design and utility relocations (if needed) in 2026-2027 with construction in 2028. The estimated project cost is approximately $6.23M with approximately $1.03M being recoverable from properties that will be serviced by the new sanitary sewer. The 2026 budget requested of $0.68M will allow the Town to complete an RFP process for the full project engineering plus a contingency for potential utility investigations/relocations.

- **CR42 Sidewalks (CR19 to CR43)**

  Phases 3 and 4 of the County's multi-year CR42 Improvements Project will continue in 2026. Town sidewalks are being installed on CR42 as part of this project from CR19 to CR43. In 2025, sidewalks were constructed from CR19 to just east of Lesperance Road. It is planned to construct the remainder of the sidewalks from Lesperance Road to CR43 in 2026. The estimated cost for the sidewalks is approximately $0.96M and the County will invoice the Town for this work in accordance with a cost share agreement and actual as-constructed costs.

- **2026 Bridge & Culvert Needs Study (>3m Span)**

  The Town is required to inspect its 16 bridges and culverts that have spans greater than 3.0 metres every two years as legislated by Section 2(3) of the Public Transportation and Highway Act. Previous studies were completed in 2003, 2008, 2014, 2016, 2018, 2020, 2022 and 2024. It is recommended that this study be completed in 2026 to comply with the related legislation. The study will determine and prioritize the short, medium and long term recommended works. Based on current market trends, the cost of this assessment is estimated to be approximately $55,000.

- **Bridge & Culvert Condition Assessment (<3m Span)**

  A condition assessment was completed in 2016 on the Town's 72 bridges and culverts with spans less than 3.0 metres. It is recommended that an update to this study be completed in 2026 to determine and prioritize the short, medium and long term recommended works. Based on current market trends, the cost of this assessment is estimated to be approximately $0.1M.

- **Lakewood Park Pedestrian Bridge #1 – Inspection**

  Due to observed corrosion on Lakewood Park Pedestrian Bridge #1, the 2024 Bridge & Culvert Needs Study (>3m Spans) recommended yearly inspections of this structure to document the bridge condition and to confirm that it remains suitable for public use. An allowance of $2,000/year was previously considered for annual inspections. Based on current market trends, this allowance has been increased to $3,250/year for the required 2026 inspection.

- **Watermain Sample Station Replacements (Lifecycle Replacement)**

  The Town has 50 water sample stations of various ages. The life expectancy of these stations is approximately 10 years. It is recommended that a lifecycle replacement program be implemented to replace 5 stations per year at an approximate cost of $50,000/year.

- **Sandblaster**

  Town Water Services currently has an old sandblaster that is used to remove paint and debris from existing watermain components that are being rebuilt. The existing sandblaster is over 10 years old and is reaching the end of its design life resulting in more frequent maintenance. Replacement of the aging equipment will reduce maintenance needs and allow Water Operators to complete work more efficiently. The lifecycle replacement of the sandblaster is estimated to cost approximately $60,000.

- **County Road 22 Trunk Watermain – Valve Replacements**

  In 2025, emergency repairs were required to address a watermain leak on a 600mm diameter trunk watermain on Mulberry Drive. While attempting to isolate the leak, Water Staff encountered inoperable mainline gate valves on the 600mm diameter trunk watermain which complicated their ability to conduct the repairs. The trunk watermain on Mulberry Drive continues easterly on County Road 22 to Manning Road and includes the same type of mainline gate valves that were found to be inoperable during the Mulberry emergency repairs. This watermain is a critical component of Tecumseh's water distribution system and the inability to properly isolate this trunk watermain poses a major risk to Tecumseh Water Services' control of the water distribution system, maintenance activities, and emergency response. This project involves the lifecycle replacement of 9 watermain gate valves on the 600mm diameter trunk watermain along CR22 at an estimated cost of approximately $0.7M.

- **Water Meter Chamber Upgrades**

  The Town has 11 active water meter stations that record flows to and from the City of Windsor water distribution system and 1 elevated water tower. In 2025, the Town's current SCADA/process service provider, Onyx Engineering (Onyx), undertook a complete review of the Town's water meter stations and water tower and developed a list of lifecycle equipment replacement needs. Based on Onyx's review, numerous items were found to need replacement and/or upgrades including, but not limited to, software updates, new uninterruptible power supplies (UPS), new pressure transmitters, outdoor enclosure replacements, etc. To maintain the integrity of the Town's water distribution system, this project includes improvements/upgrades at the Town's 11 water meter stations and the elevated water tower as recommended by Onyx. These improvements are to be completed in 2026 for an approximate cost of $0.42M.

- **Watermain Auto Flusher Replacements (Lifecycle Replacements)**

  The Town has 25 watermain auto flushers of various ages. The life expectancy of these stations is approximately 10 years. In 2024, a lifecycle replacement program was initiated with the goal of replacing 3 stations per year. It is recommended to continue this program and to replace 3 stations in 2026 at an approximate cost of $45,000.

- **Little River Pollution Control Plant EA**

  The City of Windsor (City) is nearing completion of their Schedule 'C' Municipal Class Environmental Assessment (Class EA) for the Little River Pollution Control Plant (LRPCP). A significant portion of the Town settlement areas, including areas north of CR42 and a significant part of Oldcastle, are within the service area of the LRPCP. Based on the November 2004 Amending Wastewater Servicing Agreement between the Town and City, the Town is responsible for 25% of the costs related to future incremental plant expansions. To ensure the Town's interests are protected, subject experts have been retained to provide Advisory Services related to the City's LRPCP Class EA. PIC No.3 was held in late 2025 with the draft Environmental Study Report (ESR) expected in December 2025. It is anticipated that the Class EA will be finalized in 2026. The 2026 budget request of $0.15M includes an estimated cost of the Town's portion of the City's Class EA and an allowance for additional Advisory Services that will be required to review and comment on the draft ESR.

- **Sanitary Pump Station and Meter Improvements**

  The Town owns and operates 4 sanitary pump stations and 5 sanitary flow meter stations. The 2016 Pump & Metering Station Condition Assessment identified 'Immediate Repairs' and '10 Year Repairs' for this infrastructure. In addition, the Town contracts the Ontario Clean Water Agency (OCWA) as the Overall Responsible Operator for the Town's pump stations and flow meter stations. OCWA provides annual recommendations regarding on-going maintenance and upgrade needs for this infrastructure. In 2025, the Town's current SCADA/process service provider, Onyx Engineering (Onyx), also undertook a complete review of the Town's sanitary pump stations and flow meter stations and developed a list of lifecycle equipment replacement needs. Recommended works in 2026 generally include SCADA PLC upgrades, equipment inspections, wet well cleaning, spare equipment, pump rebuilds, new pumps, flow meter verifications, new flow meters, etc. The estimated cost for these works is approximately $0.19M.

- **Desro Drive Storm Sewer**

  Development within the northern portion of the Manning Road Secondary Plan Area (MRSPA) is reliant on three stormwater components identified in the February 13, 2025 "East Townline Drain Stormwater Management Report – Amendment No.2 prepared by Landmark Engineers Inc. These components include the MRSPA North Pond (which will be constructed by a developer as part of a future Plan of Subdivision), the Cyr Pond (which is being undertaken by the County of Essex) and the Desro/Sylvestre Drive Trunk Storm Sewer. To ensure that all stormwater components are available for development to proceed, Administration obtained Council approval in 2025 for the design and construction of the Desro/Sylvestre Drive Trunk Storm Sewer. Cost sharing for the MRSPA stormwater components will be in accordance with the Council approved 2025 MRSPA Cost Sharing Agreement (CS Agreement) between the Town, County and MRSPA Developer Group. Design commenced in 2025 with construction planned for 2026. The estimated cost for engineering, construction and contingency is $3.98M with approximately 0.63M being recovered as part of the CS Agreement.

- **MRSPA Stormwater Infrastructure Cost Share**

  In 2023, Landmark Engineers Inc. was retained to develop a regional stormwater management solution for development and road improvement projects in, and adjacent to the Manning Road Secondary Plan Area (MRSPA). Based on this analysis, a three-pond solution was developed that would provide for proposed development within the MRSPA and the County of Essex planned CR19 and CR22 road improvements. Required works also included a large drain enclosure on CR19 and a new trunk storm sewer on Desro/Sylvestre Drive. The total estimated cost for these stormwater works is approximately $32.52M. In 2025, the Town, County of Essex and the MRSPA Developer Group entered into the MRSPA Cost Sharing Agreement (CS Agreement) to share these stormwater servicing costs based on the benefit received by each party. Based on the CS Agreement, the Town's estimated cost share is $11.17M with approximately $1.29M being a future recovery from MRSPA landowners not included in the current MRSPA Development Group. Design commenced in 2025 with construction planned for 2026 and 2027.

- **Oldcastle Storm Master Plan – Property/Easements**

  The Oldcastle Stormwater Master Plan (OSMP) was completed and adopted by Council in June 2022. The Master Plan recommended stormwater solutions across the various watershed areas. Implementation of these recommended solutions requires the acquisition of lands and easements within the study area. As development proceeds in the Oldcastle area, the challenges and costs related to land and easement acquisition increases. As a result, it is beneficial to commence the land and easement acquisition processes as soon as possible to ensure that the recommended stormwater solutions remain viable strategies. This project is intended to start the land and easement acquisition processes as recommended in the OSMP. Based on the number of land and easement acquisitions required, it is anticipated that this will be a multi-year undertaking with an allowance of $2,500,000 being requested in 2026 and an additional $2,500,000 allowance anticipated in 2027. Ultimate acquisition costs are subject to negotiations with property owners, potential expropriation processes, and future Council approvals.

- **Carry-forward Projects:**

  Several capital projects previously approved, however incomplete at 2025 year-end, will have works carried forward into 2026. These projects will appear in the Requested 2026 Lifecycle Budget table within this chapter along with estimated expenditures to occur for 2026, however will not include a description within this section if tendering is complete, work/construction has already commenced, and the project is within Council's approved budget. Examples include Tecumseh Secondary Plan Area (TSPA) Northwest Infrastructure Phase 1 and Phase 2, Urban Forestry and Naturalization Management Plan, Lesperance Road Rehabilitation (McNorton to First), etc.

Community and Recreation Services:

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

  This project started in 2025 with the engagement of a landscape architect to design the park and the completion of a storm water management plan both of which were completed in 2025. In 2026, the project will be tendered for construction to include a new outdoor washroom, a splash pad/water feature and a pathway through the park. Total project costs are estimated at $2M.

- **St. Clair Beach Community Centre and Optimist Park**

  With the facility having been identified as the Town's Senior Active Living Centre, upgrades to the facility are required to meet accessibility requirements for older adults. In 2025, architectural design work started to direct the interior upgrades including new accessible washrooms, window coverings, lighting, flooring and storage for specialty equipment. Exterior work will include relocation and installation of a new pavilion and a new concrete pad with direct connection to the facility, lighting upgrades and refreshed landscaping. In 2025, a failure of the sanitary line was identified and will also be repaired as part of this project. Total project costs in 2026 are estimated at $1,525,000, which includes $150,000 for a new addition to the playset area in the park.

- **Sports Fields Rehabilitation**

  Natural turf sports fields for baseball and soccer will be improved through a comprehensive 5-year turf management program. Start-up costs include specialized equipment (mower), drainage and contractor costs. Specific parks include baseball and soccer fields at Tecumseh Soccer, Buster Reaume, McAuliffe and Lacasse. Total project cost is estimat$100K for 2026 with projected forecast of $100K per year for the remaining years of the program.

- **Maidstone Recreation Centre Replacement**

  The main assembly hall was demolished in 2025 due to the identification of significant structural issues. In 2026, an architect will be contracted to undertake the design of a new facility, including all civil engineering requirements. Total design and engineering costs are estimated at $220,000. Construction of the new main assembly hall will be referred to a future budget year.

- **Parks Building Staffing Improvements**

  To ensure compliance with health and safety standards for workplaces, it is necessary to modify current kitchen facilities and to install new shower and washroom facilities to ensure equitable gender-based access. The total project costs are estimated at $500,000 and the entire project will be completed in 2026.

- **Fire Hall #1 Expansion**

  An architect will be engaged to provide facility and civic design to support facility changes at this station to support the implementation of the forthcoming Fire Master Plan. The design costs are estimated at $150,000 and will be completed in 2026.

- **Parks and Recreation Master Plan**

  Previously, this item has been identified for 2025 and was deferred to 2026. The project will feature the development of a renewed Parks Master Plan to review parks classifications, outdoor active play areas, passive and active recreation requirements and capital forecasts based on the Asset Management Plan and to align with the forthcoming Urban Forestry and Naturalization Master Plan (2026). The project costs are estimated at $150,000.

- **Project Management/Planning**

  Engagement of contract project management to oversee the implementation of several capital projects including the new amenities planned for Southfield Park, St. Clair Beach Community Centre and Optimist Park improvements, the completion of Lakewood Park South new amenities and an expansion to the Parks storage building with an annual cost of up to $150,000.

- **Tennis/Pickleball Court Refurbishing**

  Ongoing implementation of a multi-year refurbishing of all courts including repairs and resurfacing to maintain safe playing conditions. The annual allocation in 2026 is $60,000.

- **Arena HVAC Unit Replacement**

  Ongoing implementation of a multi-year replacement of all HVAC units at the arena for improved energy efficiency and building management. The annual allocation in 2026 is $75,000.

- **Arena Roof Restoration**

  During the Arena Refresh project in 2025, it was discovered that water had been migrating into a portion of the arena building from the roof. To ensure that the building envelope remains watertight and structural degradation does not occur, a portion of the arena roof will need to be replaced. Project costs are estimated at $350,000.

- **Pool Building – Exterior Restoration**

  This is Phase 2 of a project to restore the pool building and includes a range of exterior repairs to ensure a sound building envelope. Interior repairs were completed in 2025. The project costs are estimated at $75,000.

- **Replacement of fabric covering of PW South End Salt Shed**

  This is a Lifecycle replacement item and is required due to wear and tear on the fabric covering of the Salt Shed. Project costs are estimated at $61,000.

- **Repairs to PW Shop Overhead Doors**

  This is a Lifecycle repair to the 8 overhead doors at the Lacasse Public Works facility. Project costs are estimated at $35,000.

- **PW South Storage Area Improvements**

  To ensure compliance with health and safety standards for workplaces, there is a requirement to repair and replace washrooms, showers and kitchen area. The project costs are estimated at $50,000.

- **Fire Training Tower – Concrete Replacement**

  This is a Lifecyle item and requires the replacement of the concrete base to ensure that the Tower meets structural safety requirements Project costs are estimated at $35,000.

- **Arena Safety and Security Upgrades**

  There is a requirement to replace the interior fire alarms to comply with requirements of Tecumseh Fire Department and to replace exterior doors based on security recommendations from the Ontario Provincial Police. Project costs are estimated at $50,000.

- **Wayfinding/Gateway Signage Program**

  Several new wayfinding signs will be commissioned for placement along several trails including Riverside Drive, Little River and Lesperance Road to improve pedestrian and cycling navigation. This is Phase 1 of a recommendation to procure and install new wayfinding signage as per the Tourism and Destination Marketing Plan which was approved in 2025. Project costs are estimated at $75,000.

- **Fairplay Woods Restoration/Naturalization Park**

  Fairplay Woods will be designated as a naturalized park with a new trail network, public access and significantly, habitat restoration. This is Phase 1 of a multi-year plan and will be conducted in alignment with the forthcoming Urban Forestry and Naturalization Master Plan (2026). This project will be completed in collaboration with the Ontario Conservation Accelerator, the local Conservation Authority, the Ministry of Natural Resources and local community organizations. In-kind contributions have been made by the Ontario Conservation Accelerator to design the trail network, and the Conservation Authority will provide seedlings to support a portion of the habitat restoration. Project costs are estimated at $100,000.

- **Electrical Modernization and Energy Conservation Initiatives**

  As part of the commitment to support energy efficiency and conservation, this is an ongoing initiative to modernize electrical infrastructure in all facilities, parks, pathways and trails. The allocation for 2026 is estimated at $75,000.

- **Lakewood Park South Storage Building Expansion**

  With the expansion of parks amenities and improvements to sports fields, there is a requirement to provide a new storage building for the secure interior storage of park maintenance equipment. Project costs are estimated at $300,000.

- **Rink A and Rink B Dehumidifier Unit Replacement**

  This is a Lifecycle replacement of units to ensure adequate cooling of the rinks to support safe ice conditions. Project costs are estimated at $484,000.

- **Chippewa Park Improvements**

  This project is the renewal of the park entryway and refreshed interior landscaping to support the connections to the Riverside Drive and Lesperance Road trails. Project costs are estimated at $100,000.

- **Security Protection**

  Updates to remote control access control mechanisms at various recreation locations. Project costs are estimated at $7,500

- **Rocheleau Park**

  This project commenced in 2025 and will be completed in 2026 with a new trail network, an expanded naturalized area, a new greenspace general play area, court improvements and additional seating. Project costs are estimated at $75,000.

- **McAuliffe Park Electrical Infrastructure**

  This is the completion of the final phase to install new electrical infrastructure that will support increased hydro requirements of events and sport user groups. Project costs are estimated at $65,000.

Community Safety Services:

- **Radio System Upgrade**

  The funding requested for 2026 represents the cost of replacing all portable and mobile (truck mounted) radios used by Community Safety as well as two in-vehicle signal repeaters to improve in-building radio communications as an interim measure to improve system reliability and safety due to the delayed radio system changeover to the preferred P-25 standard. The delay rests with the intended service provider and is outside of Town control. While a P-25 standard radio system remains the intended solution for the County-wide radio system, the proposed upgrade to the existing system, which is beyond its intended service life and is no longer supported by the manufacturer, provides some of the same features required for safe operations and communications, allowing the changeover to be delayed significantly without reducing the safety provided to our firefighters.

Technology and Client Services:

- **Lifecycle replacement of Technology Hardware**

  Based on estimated useful life under the Town's Lifecycle Program, there are a number of hardware items due for replacement in 2026 including photocopiers (6 years), plotter (10 years) and a GPS data collection survey unit (5 years). Replacement of these items is included within the 2026 capital budget. Additionally, FMW (the Town's budgeting software) will be expanded to include the Capital Budget planning module.

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 2026 budget continues to enhance the Town's financial strength with increases to our Lifecycle and New Infrastructure Levy.**

Debt

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

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

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

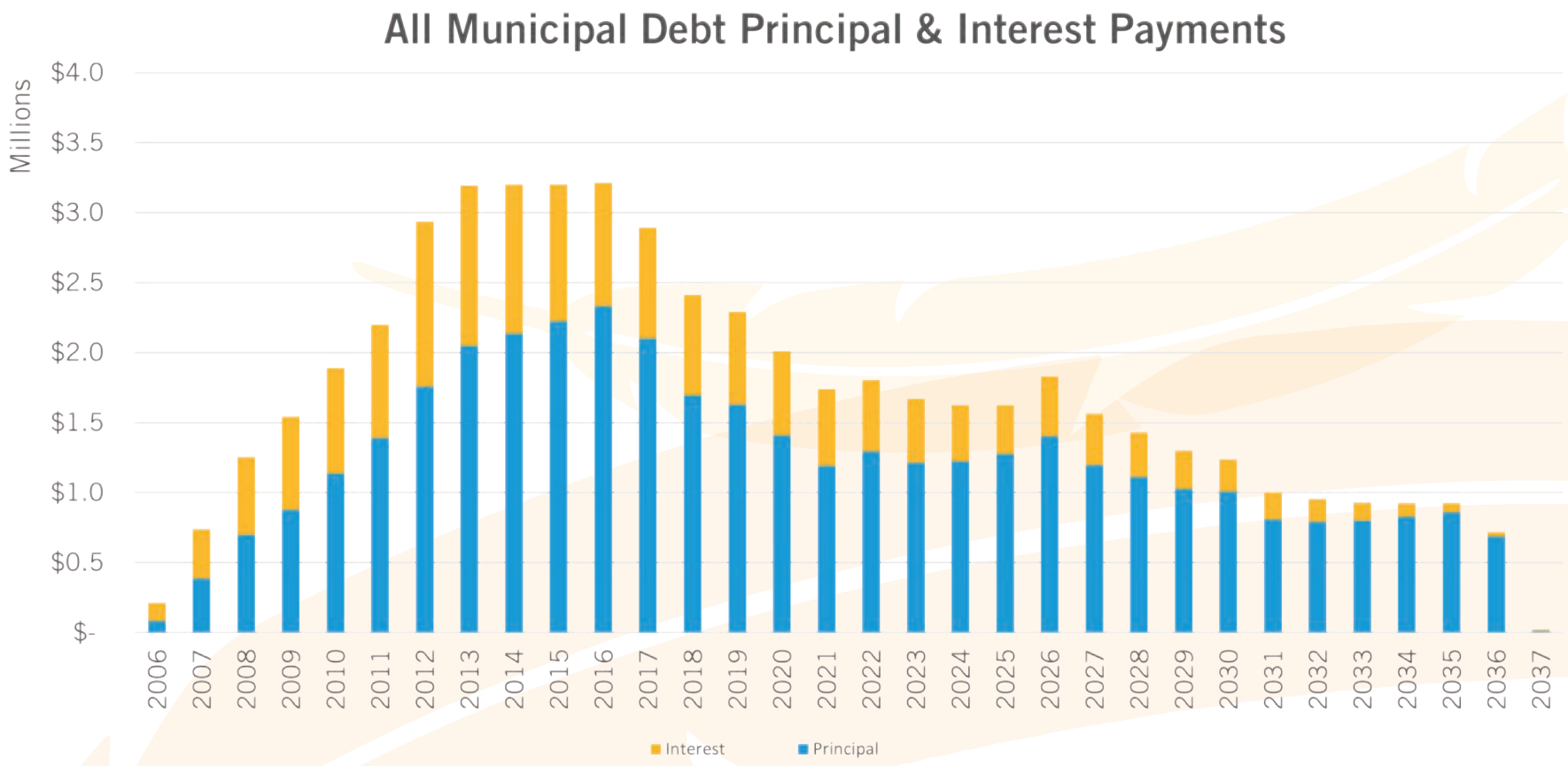
In 2012, the Town completed sewage works to service parts of the North Talbot Road Sanitary Sewer Area. As part of the program, it was agreed that property owners could repay their share of the connection charge over a five-year period, or over ten years in hardship cases. To date, the Town has borrowed $2.3M with an additional $2.7M expected in early 2026. The amount 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 has finalized the program and cost recovery By-law for servicing the 8th Concession Road Sanitary Sewer Outlet area. The Town's share of the total cost of the program is estimated to be $27.0M over a 30-year period. Almost $9.8M was constructed between 2009 and 2012 utilizing grants under the Infrastructure Stimulus Fund (ISF). The nature of this project is that the Town has to make a substantial upfront investment in infrastructure with landowner recoveries occurring as connections are made. In order to fund this initial investment, the Town will need to borrow an as yet undetermined amount of funds.

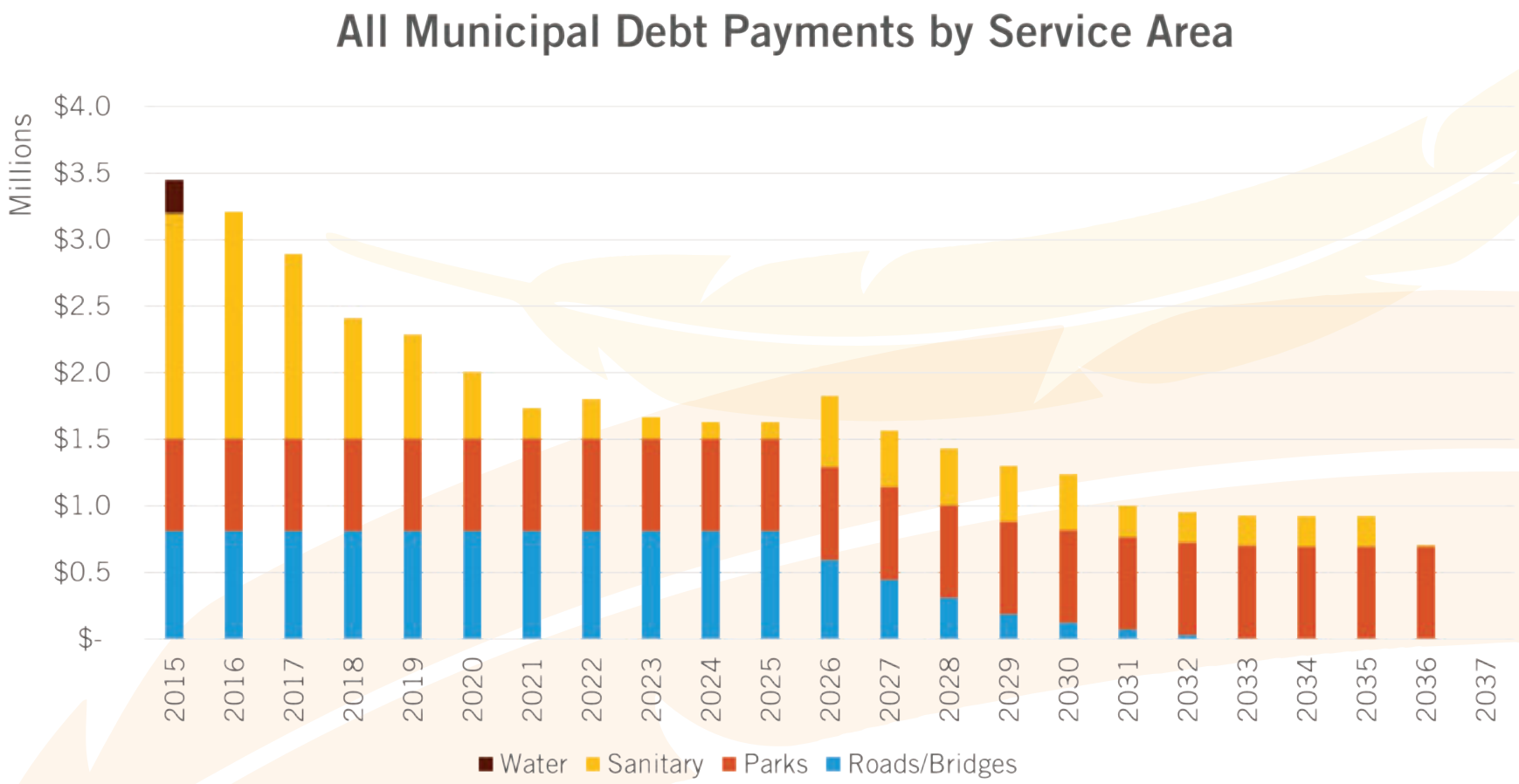
Outstanding debt balances and principal and interest payments expected, for selected years, are outlined in the table below.

	2004	2024	2025	2026	2033
Debt	$ 1,633,734	$ 10,505,000	$ 12,030,000	$ 10,751,000	$ 3,368,000
Principal and Interest	$ 570,593	$ 1,631,000	$ 1,631,000	$ 1,832,000	$ 932,000

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



The chart below shows annual debt payments by service area.



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

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

The Town's Debt to Reserves Ratio has ranged from 0.16 to 0.40 over the course of the past five years (2023 – 16%). The general benchmark for this ratio is 1.00. A measure of 0.16 or 16% suggests that the Town is not over-leveraged.

Additional debt expected over the next few years will generally be related to infrastructure improvements required for sanitary sewer purposes in the North Talbot Road Sanitary Sewer Area and then in the 8th Concession Road Sanitary Sewer Area. The (Tecumseh) Storm Drainage Master Plan and (Oldcastle Hamlet) Storm Drainage Master Plan identify capital projects in excess of $140M, including the Scully & St. Mark's Storm Pump Station and PJ Cecile Storm Pump Station projects identified in Public Works 5-year capital plan in excess of $34M. With a current annual allocation to Lifecycle Storm Reserve of approximately $1.6M, it is likely that debt will be necessary in the coming years. The 2023 Water/Wastewater Rate Study contemplates little debt being required. The 2019 update to the Water/Wastewater Master Plan suggests significant capital funding may be required within five years. The Town's 2024 DC Background Study Update and AMP v4 update, both completed in 2024 and incorporated within department five-year capital plans, suggest significant borrowing will be necessary for both Stormwater and Wastewater.

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

Annual Repayment Limit

The annual repayment limit is a Ministry formula that limits the amount of debt repayment a Municipality can commit to without requiring OMB approval. The limit is based on a maximum of 25% of municipal (own purposes) revenues based on the Financial Information Return and as adjusted by the Treasurer. The Town's current ratio of Net Debt Charges to Own Purposes Revenue is 3.1% (2023 FIR). The limit as of January 1, 2025 is $9,934,000. The following table illustrates the potential debt that could be issued within the ARL at current Infrastructure Ontario lending rates.

Term	Interest Rate	Principal
5	5%	$ 43,000,000
10	5%	$ 77,000,000
15	5%	$ 103,000,000
20	5%	$ 124,000,000

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 $217,000 has been allocated for Information and Communications capital initiatives. Computer replacements, network upgrades, video surveillance and AV systems hardware, and street photo purchases have no impact. However, software investments tend to carry operating impacts as the trend has moved from a purchase-model to an annual subscription-model.

Protection to Persons and Property

1. Fire

The annual allocation of $31,000 for the replacement of Firefighter PPE and additional $32,000 of PPE for new hires has no bearing on operating costs.

The replacement of the Town's Aerial Truck 1 and Squad 2 apparatus, combined value of $2,800,000 and Fire Radio System at $120,000 should have no impact to operating costs.

2. Transportation Services

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

3. Roads

An amount of $1,300,000 has been allocated for the annual asphalting program. There is no direct operating budget impact as this budget is for the paving of existing roads.

The 2026 construction of the Westlake Drive extension and Jamsyl Drive extension will be included in the network of roads to be cleared of snow (as required) and will have a minor impact on the road operating budget when completed.

Servicing of existing debt has been provided for in the base budget. No additional debt is planned for Roads for 2026.

4. Bridges

Servicing of existing debt has been provided for in the base budget. No additional debt is planned for Bridges for 2026.

5. Sidewalk

A new trail is proposed for Lesperance Road from Riverside Drive to First Street and on Little River Boulevard from Lesperance Road to the City Limits. The trail will be included in the network of roads to be cleared of snow as required. It is estimated that winter control will cost about $20,000 every year starting in 2026.

Environmental Services

1. Storm Sewer

The following projects and studies are (or will be) in the design phase and would not have any impact on operations:

- P.J. Cecile Storm pump station project
- Gouin Stormwater Pond
- O'Neil Street Sanitary Sewer (storm sewer components)

Construction projects with Storm component planned for 2026 are expected to have an impact on operations. These projects include the Westlake Drive extension, Desro Drive Extension, MRSPA Stormwater Infrastructure and the Scully St. Mark's Pump Station. With regard to the Scully St. Mark's Pump Station, once operational, hydro and generator operating costs are expected to increase by $10,000 - $15,000 annually as the enhanced storm water capacity will demand greater energy consumption.

2. Sanitary Sewers

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

- O'Neil Street Sanitary Sewer

Sanitary sewer extension and improvement projects (such as the O'Neil Street Sanitary Sewer Extension) will impact operations as they add new sanitary sewer length when constructed. Operational costs will be borne by users and paid for through user rates. The 2023 Water and Wastewater Rate Study suggests annual rate increases of 3% will be necessary to sustain operations.

3. Water

The watermain improvements as part of the County Road 19 Trunk Watermain and the Banwell Road Improvements – Tecumseh Ancillary Works Projects will impact operations as it adds new watermain length. Similarly to Sanitary Sewers, annual user rate increases of 3% are expected to sustain operations.

4. Buildings

Phased in between 2025 and 2026, the Town will have increased staffing, utilities, and maintenance costs due to: the addition of new washroom facilities at Maidstone Recreation Centre and Lakewood Park; increased use at St. Clair Beach Community Centre; a new all- ages water feature at Lakewood Park; chemical cost increases for the arena and pool and maintenance costs for Maidstone Recreation Centre. The total annual impact to operations is $75,000.

5. Parks

The majority of the non-Building capital projects in Community and Recreation Services will be in the construction phase in 2026. Operating impacts for these projects will be realized in the 2027 budget.

6. 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.

2026 Budget
Lifecycle Summary
with Annual Requirements

	Tax & Revenues	Annual Requirement	Deficiency
Lifecycle - Replace Existing Capital Assets			
Arenas	260,000	300,000	40,000
Bridges and culverts	440,000	450,000	10,000
Buildings	250,000	300,000	50,000
Drains	100,000	100,000	-
Fire apparatus	350,000	500,000	150,000
Fire equipment	105,000	125,000	20,000
Fleet (1)	700,000	951,000	251,000
ITS infrastructures	180,000	190,000	10,000
Outdoor pool	80,000	80,000	-
Roads	4,254,025	4,160,000	(94,025)
Sidewalks	74,000	74,000	-
Storm sewers	1,635,000	2,000,000	365,000
	8,428,025	**9,230,000**	**801,975**
Lifecycle - Replace Existing Capital and Provision for New Assets			
Park development & play equipment	425,000	500,000	75,000
Reforestation	30,000	30,000	-
Community trails	100,000	120,000	20,000
	555,000	**650,000**	**95,000**

2026 Budget
Lifecycle Summary
with Annual Requirements

	Tax & Revenues	Annual Requirement	Deficiency
Lifecycle - Operating Cyclical Expenditures			
Election	25,000	25,000	-
Transit	100,000	100,000	-
	125,000	125,000	-
Lifecycle - Other			
New lifecycle issues	100,000	100,000	-
Strategic issues - one time	50,000	50,000	-
	150,000	150,000	-
Lifecyle Total	**9,258,025**	**10,155,000**	**896,975**
Debt payments	**1,505,900**	**1,505,900**	**-**
Miscellaneous			
Small equipment	150,000	150,000	-
Rehabilitation/Renewal	1,969,000	1,969,000	-
New Infrastructure Levy	2,550,000	3,125,000	575,000
Miscellaneous Total	**4,669,000**	**5,244,000**	**575,000**
Total	**15,432,925**	**16,904,900**	**1,471,975**

2026 Budget
Lifecycle Summary
with Annual Requirements

Reconciliation	2026	2025	2024
Lifecycle - prior year	9,323,000	9,073,000	8,873,000
Lifecycle - increase	250,000	250,000	200,000
	9,573,000	**9,323,000**	**9,073,000**
New Infrastructure Levy - prior year	2,350,000	2,150,000	1,950,000
New Infrastructure Levy - increase	200,000	200,000	200,000
	2,550,000	**2,350,000**	**2,150,000**
Total Lifecycle and New Infrastructure Levy	**12,123,000**	**11,673,000**	**11,223,000**
Water/Sanitary rates	120,000	120,000	120,000
Share of gas tax	1,220,925	1,220,925	1,127,500
OCIF Grant	1,969,000	1,790,000	2,300,000
Total	**15,432,925**	**14,803,925**	**14,770,500**

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Tax-Supported														
General Government														
Lifecycle														
Arena	-	-	260,000	-	-	-	-	-	-	-	-	260,000	260,000	-
Bridges	-	-	440,000	-	-	-	-	-	-	-	-	440,000	440,000	-
Buildings	-	-	250,000	-	-	-	-	-	-	-	-	250,000	250,000	-
Community Trails	-	-	100,000	-	-	-	-	-	-	-	-	100,000	100,000	-
Drains	-	-	100,000	-	-	-	-	-	-	-	-	100,000	100,000	-
Elections	-	-	25,000	-	-	-	-	-	-	-	-	25,000	25,000	-
Fire Apparatus	-	-	350,000	-	-	-	-	-	-	-	-	350,000	350,000	-
Fire Equipment	-	-	105,000	-	-	-	-	-	-	-	-	105,000	105,000	-
Fleet	-	-	700,000	-	-	-	-	-	-	-	-	700,000	700,000	-
ITS	-	-	180,000	-	-	-	-	-	-	-	-	180,000	180,000	-
New issues	-	-	100,000	-	-	-	-	-	-	-	-	100,000	100,000	-
Outdoor Pool	-	-	80,000	-	-	-	-	-	-	-	-	80,000	80,000	-
Park Development	-	-	425,000	-	-	-	-	-	-	-	-	425,000	425,000	-
Reforestation	-	-	30,000	-	-	-	-	-	-	-	-	30,000	30,000	-
Roads	-	-	4,254,025	1,235,715	-	-	1,235,715	-	-	-	-	3,018,310	4,254,025	-
Sidewalks	-	-	74,000	-	-	-	-	-	-	-	-	74,000	74,000	-
Storm Sewers	-	-	1,635,000	-	-	-	-	-	-	-	-	1,635,000	1,635,000	-
Strategic Issues - one time	-	-	50,000	-	-	-	-	-	-	-	-	50,000	50,000	-
Transit	-	-	100,000	-	-	-	-	-	-	-	-	100,000	100,000	-
Total Lifecycle	-	-	9,258,025	1,235,715	-	-	1,235,715	-	-	-	-	8,022,310	9,258,025	-

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Administration														
TCS - PC Replacements		30,000	-	-	-	-	-	-	30,000	30,000	-	-	30,000	-
TCS - Network Upgrades	-	10,000	-	-	-	-	-	-	10,000	10,000	-	-	10,000	-
TCS - Network Security	-	5,000	-	-	-	-	-	-	5,000	5,000	-	-	5,000	-
TCS - Copiers	-	50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	-
TCS - Video Surveillance	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
TCS - A/V Systems	-	15,000	-	-	-	-	-	-	15,000	15,000	-	-	15,000	-
TCS - Miscellaneous Software	-	3,000	-	-	-	-	-	-	3,000	3,000	-	-	3,000	-
TCS - GPS Unit $15,000 cfwd + $5000 new	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
TCS - FMW Capital Module CFWD	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
TCS - Data Backup upgrades CFWD	-	15,000	-	-	-	-	-	-	15,000	15,000	-	-	15,000	-
TCS - Spreadsheet migration tool	-	6,000	-	-	-	-	-	-	6,000	6,000	-	-	6,000	-
TCS - Plotter	-	9,000	-	-	-	-	-	-	9,000	9,000	-	-	9,000	-
TCS / FIRE - AMP software (implementation fee & equipment)	-	13,652	-	-	-	-	-	-	-	-	-	13,652	13,652	-
New Infrastructure Levy	-	-	2,550,000	-	-	-	-	-	-	-	-	2,550,000	2,550,000	-
Total Administration	**-**	**216,652**	**2,550,000**	**-**	**-**	**-**	**-**	**-**	**203,000**	**203,000**	**-**	**2,563,652**	**2,766,652**	**-**
Total General Government	**-**	**216,652**	**11,808,025**	**1,235,715**	**-**	**-**	**1,235,715**	**-**	**203,000**	**203,000**	**-**	**10,585,962**	**12,024,677**	**-**

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Protection To Persons & Property Fire														
Pagers	-	3,000	-	-	-	-	-	-	3,000	3,000	-	-	3,000	-
Firefighter Helmets	-	4,000	-	-	-	-	-	-	4,000	4,000	-	-	4,000	-
Firefighter Boots	-	3,000	-	-	-	-	-	-	3,000	3,000	-	-	3,000	-
Bunker Gear	-	21,000	-	-	-	-	-	-	21,000	21,000	-	-	21,000	-
Additional Bynker Gear (only if grant funding received)	-	32,000	-	-	-	-	-	-	32,000	32,000	-	-	32,000	-
Radio System Replacement CFWD	-	120,000	-	-	-	-	-	-	120,000	120,000	-	-	120,000	-
Total Fire	**-**	**183,000**	**-**	**-**	**-**	**-**	**-**	**-**	**183,000**	**183,000**	**-**	**-**	**183,000**	**-**
Building														
Maidstone Recreation Centre Replacement	-	220,000	-	-	-	-	-	-	220,000	220,000	-	-	220,000	-
SCBCC / Optimist Park Improvement	-	1,235,000	-	-	-	-	-	-	1,235,000	1,235,000	-		1,235,000	
SCBCC / Optimist Park Improvement CFWD	-	140,000	-	-	-	-	-	-	140,000	140,000	-	-	140,000	
Parks Building Staffing Area Improvements	-	500,000	-	-	-	-	-	-	500,000	500,000	-	-	500,000	
Fire Hall #1 Expansion - Architect Design Services	-	150,000	-	-	-	-	-	-	150,000	150,000	-	-	150,000	
Replacement of fabric covering of PW South End Salt Shed **	-	61,000	-	-	-	-	-	-	61,000	61,000	-	-	61,000	
Repairs to PW Shop Overhead Door **	-	35,000	-	-	-	-	-	-	35,000	35,000	-	-	35,000	
PW South Storage Area Improvements	-	50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	
Fire Training Tower - Concrete Replacement	-	35,000	-	-	-	-	-	-	35,000	35,000	-	-	35,000	
Electrical Modernization and Energy Conservation Initiatives	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	
Security Protection CFWD	-	7,500	-	-	-	-	-	-	7,500	7,500	-	-	7,500	

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Annual General Building Repairs	-	60,000	-	-	-	-	-	-	60,000	60,000			60,000	
Project Management/ Planning	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
Total Building	**-**	**2,643,500**	**-**	**-**	**-**	**-**	**-**	**-**	**2,643,500**	**2,643,500**	**-**	**-**	**2,643,500**	**-**
Total Protection To Persons & Property	**-**	**2,826,500**	**-**	**-**	**-**	**-**	**-**	**-**	**2,826,500**	**2,826,500**	**-**	**-**	**2,826,500**	**-**

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Transportation Services Roads														
Paving	-	1,300,000	-	-	-	-	-	-	1,300,000	1,300,000	-	-	1,300,000	-
School Safety Zone Improvements CFWD+	-	709,958	-	-	-	-	-	-	709,958	709,958	-	-	709,958	-
Traffic Calming	-	100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	-
Traffic Signal Upgrades (2026-2035)	-	701,600	-	-	-	-	-	-	701,600	701,600	-	-	701,600	-
Jamsyl Drive Extension (MRSPA)	-	600,000	-	-	-	-	-	-	600,000	600,000	-	-	600,000	-
CR22 Fly-off and Extension (Engineering)	-	420,000	-	-	-	-	-	-	420,000	420,000	-	-	420,000	-
Urban Forestry and Naturalization Management Plan CFWD	-	148,408	-	-	-	-	-	-	148,408	148,408	-	-	148,408	-
St. Clair Beach Area - Streetlight Maintenance CFWD+	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Boulevard Street Trees (multi-year)	-	125,000	-	-	-	-	-	-	125,000	125,000	-	-	125,000	-
Lesperance Road Rehabilitation (McNorton to First) CFWD	-	49,300	-	-	-	-	-	-	49,300	49,300	-	-	49,300	-
Tecumseh Hamlet SPA EA FSR CFWD+	-	4,500	-	-	-	-	-	-	4,500	4,500	-	-	4,500	-
Scully & St Mark's Storm PS/Riverside Drive CFWD	-	2,134,092	-	-	-	-	-	-	2,134,092	2,134,092	-	-	2,134,092	-
O'Neil Street Sanitary Sewer (LRPCP)	-	165,500	-	-	-	-	-	-	165,500	165,500	-	-	165,500	-
TSPA NW Infra-Ph1 and Ph2 (W-1, WW-1, WW-2) CFWD	-	7,746	-	-	-	-	-	-	7,746	7,746	-	-	7,746	-
County Road 46 Municipal Class EA CFWD	-	5,000	-	-	-	-	-	-	5,000	5,000	-	-	5,000	-
Westlake Drive Extension CFWD	-	782,000	-	-	-	-	-	-	782,000	782,000	-	-	782,000	-
Desro Drive Storm Sewer CFWD	-	2,782,000	-	-	-	-	-	-	2,782,000	2,782,000	-	-	2,782,000	-
Annual Project Contingency	-	250,000	-	-	-	-	-	-	250,000	250,000	-	-	250,000	-

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Total Road Construction	**-**	**10,345,104**	**-**	**-**	**-**	**-**	**-**	**-**	**10,345,104**	**10,345,104**	**-**	**-**	**10,345,104**	**-**
Debt payment - re 2005 debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Debt payment - re 2006 debt	-	144,700	-	-	-	-	-	-	144,700	144,700	-	-	144,700	-
Debt payment - re 2007 debt	-	128,900	-	-	-	-	-	-	128,900	128,900	-	-	128,900	-
Debt payment - re 2008 debt	-	116,300	-	-	-	-	-	-	116,300	116,300	-	-	116,300	-
Debt payment - re 2009 debt	-	59,500	-	-	-	-	-	-	59,500	59,500	-	-	59,500	-
Debt payment - re 2010 debt	-	49,400	-	-	-	-	-	-	49,400	49,400	-	-	49,400	-
Debt payment - re 2011 debt	-	38,900	-	-	-	-	-	-	38,900	38,900	-	-	38,900	-
Debt payment - re 2012 debt	-	22,400	-	-	-	-	-	-	22,400	22,400	-	-	22,400	-
Debt payment - re 2013 debt	-	4,900	-	-	-	-	-	-	4,900	4,900	-	-	4,900	-
Total Road Debt	**-**	**565,000**	**-**	**-**	**-**	**-**	**-**	**-**	**565,000**	**565,000**	**-**	**-**	**565,000**	**-**
Total Road Construction & Debt	**-**	**10,910,104**	**-**	**-**	**-**	**-**	**-**	**-**	**10,910,104**	**10,910,104**	**-**	**-**	**10,910,104**	**-**

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Bridges														
2026-2028-2030 Bridge & Culvert Needs Studies (>3m Span)	-	55,000	-	-	-	-	-	-	55,000	55,000	-	-	55,000	-
Bridge & Culvert Condition Assessment (<3m Span)	-	100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	
Lakewood Park Pedestrian Bridge #1 - Inspection	-	3,250	-	-	-	-	-	-	3,250	3,250	-	-	3,250	
Pike Creek Drain at Baseline Road (1005) CFWD	-	250,000	-	-	-	-	-	-	250,000	250,000	-	-	250,000	
Roadside Safety Improvements - Bridge #1005 CFWD		100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	
Headwall Repairs - Bridge #2001 CFWD	-	115,000	-	-	-	-	-	-	115,000	115,000	-	-	115,000	-
Total Bridge Construction	**-**	**623,250**	**-**	**-**	**-**	**-**	**-**	**-**	**623,250**	**623,250**	**-**	**-**	**623,250**	**-**
Debt payment - re 2005 debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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	**-**	**30,900**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**30,900**	**30,900**	**-**
Total Bridge Construction & Debt	**-**	**654,150**	**-**	**-**	**-**	**-**	**-**	**-**	**623,250**	**623,250**	**-**	**30,900**	**654,150**	**-**

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Sidewalk / Trail														
Sidewalk Repair Program	-	69,000	-	-	-	-	-	-	69,000	69,000	-	-	69,000	-
CR42 Sidewalks (CR19 to CR43)	-	960,000	-	-	-	-	-	-	960,000	960,000	-	-	960,000	-
Lesperance Road Trail (CR22 to CR42) CFWD	-	400,000	-	-	-	-	-	-	400,000	400,000	-	-	400,000	-
Lesperance Road Trail (Riverside to First) & Little River CFWD	-	570,700	-	342,420	-	-	342,420	-	228,280	228,280	-	-	570,700	-
CR42 Bike Lanes - Lesperance to CR43 CFWD	-	738,000	-	-	-	-	-	-	738,000	738,000	-	-	738,000	-
CR42 Bike Lanes - CR19 to Lesperance CFWD	-	97,000	-	-	-	-	-	-	97,000	97,000	-	-	97,000	-
Railway Crossing	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Sidewalk/Railway Crossing	**-**	**2,834,700**	**-**	**342,420**	**-**	**-**	**342,420**	**-**	**2,492,280**	**2,492,280**	**-**	**-**	**2,834,700**	**-**
Transit														
Automated Annoucement Systems	-	30,000	-	-	-	-	-	30,000		30,000		-	30,000	-
Total Transit	**-**	**30,000**	**-**	**-**	**-**	**-**	**-**	**30,000**	**-**	**30,000**	**-**	**-**	**30,000**	**-**
Total Transportation Services	**-**	**14,428,954**	**-**	**342,420**	**-**	**-**	**342,420**	**30,000**	**14,025,634**	**14,055,634**	**-**	**30,900**	**14,428,954**	**-**

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Environmental Services														
Storm Sewer														
Gouin Stormwater Pond - Tecumseh Hamlet CFWD	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Centennial and Woodridge Watermain CFWD	-	346,800	-	160,000	-	-	160,000	-	186,800	186,800	-	-	346,800	-
Oldcastle Storm Master Plan - Property/Easements	-	2,500,000	-	-	-	-	-	-	2,500,000	2,500,000	-	-	2,500,000	-
Tecumseh Hamlet SPA EA FSR CFWD+	-	23,000	-	-	-	-	-	-	23,000	23,000	-	-	23,000	-
Scully & St Mark's Storm PS/Riverside Drive CFWD	-	7,507,237	-	3,000,000	-	-	3,000,000	-	4,507,237	4,507,237	-	-	7,507,237	-
P.J. Cecile Storm PS * CFWD	-	5,328,000	-	-	-	-	-	-	5,328,000	5,328,000	-	-	5,328,000	-
O'Neil Street Sanitary Sewer (LRPCP)	-	122,000	-	-	-	-	-	-	122,000	122,000	-	-	122,000	-
TSPA NW Infra-Ph1 and Ph2 (W-1, WW-1, WW-2) CFWD	-	355,061	-	-	-	-	-	-	355,061	355,061	-	-	355,061	-
MRSPA SWM Infrastructure Cost Share CFWD	-	5,586,337	-	-	-	-	-	-	5,586,337	5,586,337	-	-	5,586,337	-
Westlake Drive Extension CFWD	-	243,000	-	-	-	-	-	-	243,000	243,000	-	-	243,000	-
Desro Drive Storm Sewer CFWD	-	1,198,000	-	-	-	-	-	-	1,198,000	1,198,000	-	-	1,198,000	-
Total Storm Sewer	**-**	**23,269,435**	**-**	**3,160,000**	**-**	**-**	**3,160,000**	**-**	**20,109,435**	**20,109,435**	**-**	**-**	**23,269,435**	**-**
Total Environmental Services	**-**	**23,269,435**	**-**	**3,160,000**	**-**	**-**	**3,160,000**	**-**	**20,109,435**	**20,109,435**	**-**	**-**	**23,269,435**	**-**

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Recreation and Culture														
Parks														
Southfield Park Splash Pad & Washrooms CFWD	-	1,500,000	-	-	-	-	-	-	1,500,000	1,500,000	-	-	1,500,000	-
SCBCC / Optimist Park Improvement (Playset Addition) CFWD (Parks portion)	-	150,000	-	-	-	-	-	-	150,000	150,000	-	-	150,000	-
Chippewa Park - Courtyard Refurbishing CFWD	-	52,000	-	-	-	-	-	-	52,000	52,000	-	-	52,000	-
Lakewood Park South Storage Building Expansion CFWD	-	300,000	-	-	-	-	-	-	300,000	300,000	-	-	300,000	-
Rochleau Park - Trail, Naturalized Area and Outdoor Active Play Area CFWD (Parks portion)	-	25,000	-	-	-	-	-	-	25,000	25,000	-	-	25,000	-
McAuliffe Park Electrical Infrastructure Additions CFWD	-	65,000	-	-	-	-	-	-	65,000	65,000	-	-	65,000	-
Parks Master Plan	-	150,000	-	-	-	-	-	-	150,000	150,000	-	-	150,000	-
Sport Field Turf Rehabilitation	-	100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	-
Capital Project Management	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
Tennis / Pickleball / Basketball Courts - Refurbishing	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Fairplay Woods Restoration / Naturalization	-	100,000	-	-	-	-	-	-	100,000	100,000	-	-	100,000	-
Wayfinding / Gateway Signage Program	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
Park Annual Recurring	-	59,000	-	-	-	-	-	-	59,000	59,000	-	-	59,000	-
General Project Allocations & Lifecycle Repairs	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Rocheleau Park trail and court improvement CFWD (Trails portion)	-	50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	-

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Southfield Park Splash Pad & Washrooms CFWD (Trails portion)	-	150,000	-	-	-	-	-	-	150,000	150,000	-	-	150,000	-
Chippewa Park Improvement additional (Trails portion)	-	48,000	-	-	-	-	-	-	48,000	48,000	-	-	48,000	-
Total Parks Construction	**-**	**3,019,000**	**-**	**-**	**-**	**-**	**-**	**-**	**3,019,000**	**3,019,000**	**-**	**-**	**3,019,000**	**-**
Lakewood Park - debt payment	-	696,500	-	-	-	-	-	-	-	-	-	696,500	696,500	-
Total Parks Construction & Debt	**-**	**3,715,500**	**-**	**-**	**-**	**-**	**-**	**-**	**3,019,000**	**3,019,000**	**-**	**696,500**	**3,715,500**	**-**
Arena														
Rink A and Rink B Dehumidifier Unit Replacement CFWD	-	483,898	-	-	-	-	-	-	483,898	483,898	-	-	483,898	-
Arena Roof Restoration CFWD	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
HVAC Unit Replacement (1 of 10)	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
Arena Roof Restoration	-	275,000	-	-	-	-	-	-	275,000	275,000	-	-	275,000	-
Annual General Lifecycle Repairs	-	60,000	-	-	-	-	-	-	60,000	60,000	-	-	60,000	-
Arena Safety and Security Upgrades	-	50,000	-	-	-	-	-	-	50,000	50,000	-	-	50,000	-
Total Arena	**-**	**1,018,898**	**-**	**-**	**-**	**-**	**-**	**-**	**1,018,898**	**1,018,898**	**-**	**-**	**1,018,898**	**-**
Pool														
Pool Facility Exterior Upgrades	-	75,000	-	-	-	-	-	-	75,000	75,000	-	-	75,000	-
Annual General Lifecycle Repairs	-	20,000	-	-	-	-	-	-	20,000	20,000	-	-	20,000	-
Total Pool	**-**	**95,000**	**-**	**-**	**-**	**-**	**-**	**-**	**95,000**	**95,000**	**-**	**-**	**95,000**	**-**
Total Recreation and Culture	**-**	**4,829,398**	**-**	**-**	**-**	**-**	**-**	**-**	**4,132,898**	**4,132,898**	**-**	**696,500**	**4,829,398**	**-**

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Building Cultural Services														
Library														
Total Library	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cultural Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Planning & Development														
Planning														
Total Planning	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agriculture & Reforestation (Drains)														
Summarized (approx. 50 drains)	4,831,580	900,000	-	100,000	-	700,000	800,000	-	100,000	100,000	-	-	900,000	4,831,580
Total Drains	**4,831,580**	**900,000**	**-**	**100,000**	**-**	**700,000**	**800,000**	**-**	**100,000**	**100,000**	**-**	**-**	**900,000**	**4,831,580**
Total Planning & Development	**4,831,580**	**900,000**	**-**	**100,000**	**-**	**700,000**	**800,000**	**-**	**100,000**	**100,000**	**-**	**-**	**900,000**	**4,831,580**
Total Tax Supported	**4,831,580**	**46,470,939**	**11,808,025**	**4,838,135**	**-**	**700,000**	**5,538,135**	**30,000**	**41,397,467**	**41,427,467**	**-**	**11,313,362**	**58,278,964**	**4,831,580**

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Rate-Supported														
Sanitary Sewers														
Sanitary I&I Monitoring Program - Lanoue-Lemire CFWD	-	140,000	-	-	-	-	-	140,000	-	140,000	-	-	140,000	-
Little River Pollution Control Plant EA CFWD+	-	150,000	-	-	-	-	-	150,000	-	150,000	-	-	150,000	-
Cedarwood Sanitary PS Replacement CFWD	-	400,000	-	-	-	-	-	400,000	-	400,000	-	-	400,000	-
Sanitary Pump Station and Meter Improvements	-	192,500	-	-	-	-	-	192,500	-	192,500	-	-	192,500	-
Tecumseh Hamlet SPA EA FSR CFWD+	-	5,100	-	-	-	-	-	5,100	-	5,100	-	-	5,100	-
Scully & St Mark's Storm PS/Riverside Drive CFWD	-	266,017	-	-	-	-	-	266,017	-	266,017	-	-	266,017	-
O'Neil Street Sanitary Sewer (LRPCP)	-	114,000	-	-	-	-	-	114,000	-	114,000	-	-	114,000	-
TSPA NW Infra-Ph1 and Ph2 (W-1, WW-1, WW-2) CFWD	-	2,988,190	-	2,181,379	-	-	2,181,379	806,811	-	806,811	-	-	2,988,190	-
Total Sanitary Sewer Construction	**-**	**4,255,807**	**-**	**2,181,379**	**-**	**-**	**2,181,379**	**2,074,428**	**-**	**2,074,428**	**-**	**-**	**4,255,807**	**-**
Sanitary Sewers	-	-	1,456,533	-	-	-	-	-	-	-	-	1,456,533	1,456,533	-
Facilities	-	-	450,000	-	-	-	-	-	-	-	-	450,000	450,000	-
Fleet	-	-	60,000	-	-	-	-	-	-	-	-	60,000	60,000	-
Rate Stabilization	-	-	25,000	-	-	-	-	-	-	-	-	25,000	25,000	-
Total Lifecycle/Capital	**-**	**-**	**1,991,533**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,991,533**	**1,991,533**	**-**
Debt payment - re 2018 debt NTR Rossi-10 Yr	-	4,960	-	-	-	4,960	4,960	-	-	-	-	-	4,960	-
Debt payment - re 2021 debt County Rd- 5 Yr	-	111,870	-	-	-	111,870	111,870	-	-	-	-	-	111,870	-

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Debt payment - re 2021 debt County Rd- 10 Yr	-	8,730	-	-	-	8,730	8,730	-	-	-	-	-	8,730	-
Debt payment – re 2025 8th Conc – 5-yr	-	110,400	-	-	-	110,400	110,400	-	-	-	-	-	110,400	-
Debt payment – re 2025 8th Conc – 10-yr	-	21,200	-	-	-	21,200	21,200	-	-	-	-	-	21,200	-
Debt payment – re 2025 County Rd 46/Webster/Laval - 5-yr	-	62,200	-	-	-	62,200	62,200	-	-	-	-	-	62,200	-
Debt payment – re 2025 County Rd 46/Webster/Laval – 10-yr	-	122,900	-	-	-	122,900	122,900	-	-	-	-	-	122,900	-
Debt payment – re 2025 County Rd 46/Webster/Laval – 20-yr	-	18,900	-	-	-	18,900	18,900	-	-	-	-	-	18,900	-
Debt payment – re 2025 Delduca – 5-yr	-	11,100	-	-	-	11,100	11,100	-	-	-	-	-	11,100	-
Debt payment – re 2025 Delduca – 10-yr	-	61,500				61,500	61,500	-	-	-	-	-	61,500	-
Debt payment – re 2025 Delduca – 20-yr	-	5,900				5,900	5,900	-	-	-	-	-	5,900	-
Total Sanitary Sewer Debt	**-**	**539,660**	**-**	**-**	**-**	**539,660**	**539,660**	**-**	**-**	**-**	**-**	**-**	**539,660**	**-**
Total Sanitary Sewers	**-**	**4,795,467**	**1,991,533**	**2,181,379**	**-**	**539,660**	**2,721,039**	**2,074,428**	**-**	**2,074,428**	**-**	**1,991,533**	**6,787,000**	**-**

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Water														
Watermain Sample Station Replacements (Lifecycle Replacement)	-	50,000	-	-	-	-	-	50,000	-	50,000	-	-	50,000	-
Sandblaster	-	60,000	-	-	-	-	-	60,000	-	60,000	-	-	60,000	-
CR22 Trunk Watermain - valve replacements	-	702,000	-	-	-	-	-	702,000	-	702,000	-	-	702,000	-
Water Meter Chambers and Water Tower Upgrades	-	423,300	-	-	-	-	-	423,300	-	423,300	-	-	423,300	-
Watermain Vulnerability Study CFWD	-	50,000	-	-	-	-	-	50,000	-	50,000	-	-	50,000	-
Banwell Road Improvements - Tecumseh Ancillary Works CFWD	-	1,877,090	-	-	-	-	-	1,877,090	-	1,877,090	-	-	1,877,090	-
Fire Hydrant Upgrades (multi-year) CFWD	-	40,000	-	-	-	-	-	40,000	-	40,000	-	-	40,000	-
Watermain Auto Flusher Replacements (Lifecycle Replacement)	-	45,000	-	-	-	-	-	45,000	-	45,000	-	-	45,000	-
Scully & St Mark's Storm PS/Riverside Drive CFWD	-	199,555	-	-	-	-	-	199,555	-	199,555	-	-	199,555	-
Hwy3-CR34 Water Valve Replacement CFWD	-	87,000	-	-	-	-	-	87,000	-	87,000	-	-	87,000	-
Tecumseh Hamlet SPA EA FSR CFWD+	-	4,500	-	-	-	-	-	4,500	-	4,500	-	-	4,500	-
O'Neil Street Sanitary Sewer (LRPCP)	-	4,500	-	-	-	-	-	4,500	-	4,500	-	-	4,500	-
TSPA NW Infra-Ph1 and Ph2 (W-1, WW-1, WW-2) CFWD	-	1,307,472	-	954,455	-	-	954,455	353,017	-	353,017	-	-	1,307,472	-
CR19 Improvements Ph1: CR22 to Baillargeon (W-2B) CFWD	-	2,275,000	-	-	-	-	-	2,275,000	-	2,275,000	-	-	2,275,000	-

Town of Tecumseh
Proposed 2026 Lifecycle Budget

		Uses of Funds		Sources of Funds										
	Unfinanced Capital Dec 31/25 (Estimated)	Expenditures	Transfer to Reserve/ Reserve Fund	Grants	Sale of Property	Owners/ Other Munic.	Total Other Revenues	Reserve Funds	Reserves	Total Reserve & Reverse Funds	Long Term Debt	From Taxation/ Rates	Revenues	Unfinanced Capital Dec. 31/26
Centennial & Woodridge Watermain Replacements CFWD	-	1,320,300	-	920,000	-	-	920,000	400,300	-	400,300	-	-	1,320,300	-
Total Water Construction	**-**	**8,445,717**	**-**	**1,874,455**	**-**	**-**	**1,874,455**	**6,571,262**	**-**	**6,571,262**	**-**	**-**	**8,445,717**	**-**
Water Surplus	-	-	2,001,107	-	-	-	-	-	-	-	-	2,001,107	2,001,107	-
Facilities	-	-	85,000	-	-	-	-	-	-	-	-	85,000	85,000	-
Fleet	-	-	60,000	-	-	-	-	-	-	-	-	60,000	60,000	-
Rate Stabilization	-	-	30,000	-	-	-	-	-	-	-	-	30,000	30,000	-
Total Lifecycle/Capital	**-**	**-**	**2,176,107**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,176,107**	**2,176,107**	**-**
Total Water	**-**	**8,445,717**	**2,176,107**	**1,874,455**	**-**	**-**	**1,874,455**	**6,571,262**	**-**	**6,571,262**	**-**	**2,176,107**	**10,621,824**	**-**
Total Rate Supported	**-**	**13,241,184**	**4,167,640**	**4,055,834**	**-**	**539,660**	**4,595,494**	**8,645,690**	**-**	**8,645,690**	**-**	**4,167,640**	**17,408,824**	**-**
Total Tax and Rate Supported	**4,831,580**	**59,712,123**	**15,975,665**	**8,893,969**	**-**	**1,239,660**	**10,133,629**	**8,675,690**	**41,397,467**	**50,073,157**	**-**	**15,481,002**	**75,687,788**	**4,831,580**

Frequently Used Terms:

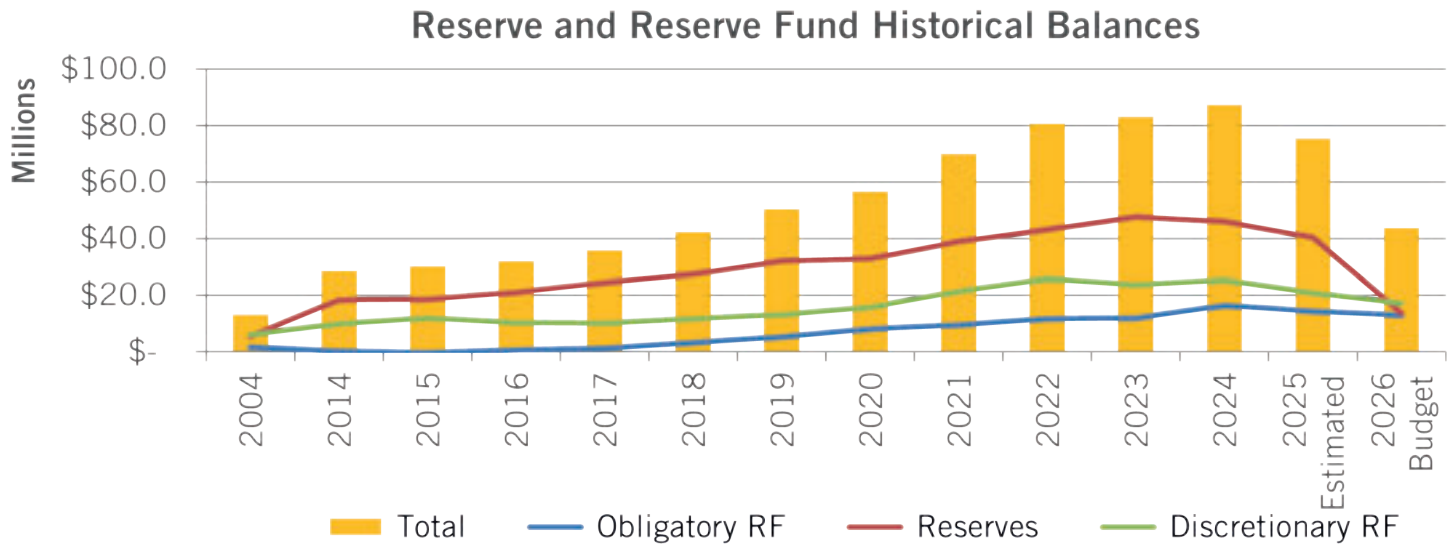
- **Reserve:** A reserve is an allocation of accumulated net revenues. Reserves can be established for any predetermined purpose and applied for that purpose at the discretion of Council.
- **Reserve Fund:** A reserve fund is established to account for assets that have been segregated for a specific purpose, either voluntarily or because of legal or contractual reasons.
- **Discretionary Reserve Fund:** These are established whenever Council wishes to earmark funds to finance a future project for which it has the authority to spend money. A municipality may, by by-law, provide that the money raised for a reserve fund be applied to another purpose.
- **Obligatory Reserve Fund:** These must be created whenever a statute requires revenues received for special purposes to be segregated from the general revenues of the municipality.

2026 Budget Estimated Balances

- Funding included in budget estimates is based on normal annual projected works and pre-approved projects. As per policy, any allocation of new funds for specific projects will be first brought before Council for approval.
- Budgeted reserve and reserve fund (reserves) balances at the end of 2026 are projected to be $44M, which compares to $75M for 2025 (estimate), $87M for 2024, and $83M for 2023.

Projected Balance to December 31, 2026	Amount ($ Millions)
Wastewater (Sanitary)	$ 8.8
Infrastructure (NIL)	6.0
Canada Community-Building Fund	5.5
Water	5.4
Tax Rate Stabilization	4.4
Ontario Community Infrastructure Fund	4.1
Post Employment Benefits	2.9
Development Charges	2.3
Parkland Development	1.1
Remainder	3.2
	$ 43.7

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.



2026 Budget Highlights

The budget anticipates funding $54M for operating and capital purposes in 2026. For comparative purposes, Reserve funding use is estimated to be $35M for 2025 and was $22M in 2024.

Administration has targeted a Tax Rate Stabilization reserve balance of 15% of the municipal tax levy, or approximately $4.8M. The 2026 year-end reserve balance is estimated to be $4.4M. Contributions to the reserve are made annually from bank interest and dividend income over base budget amounts. (Base budgets are used for those sources of revenue that are subject to significant fluctuation due to factors outside the Town's control).

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

Items Requiring Funding	Amount Funded From Reserves ($ Millions)
Scully & St. Mark's Storm Pump Station/ Riverside Drive	$ 5.5
PJ Cecile Storm Pump Station	3.3
Manning Road Secondary Plan Area (MRSPA) – stormwater infrastructure	2.5
Oldcastle Storm Master Plan – property/ easements	2.5
Desro Drive Storm Sewer, East Townline Drain and MRSPA stormwater facilities	4.0
CR19 Improvements (watermain)	2.3
Centennial/Woodridge Watermain and Storm	1.6
Southfield Park Splashpad, Washroom and Trail	1.5

In 2026 transfers out of the Tax Rate Stabilization reserve include an estimated $1,245,000 to Operating for:

- Ongoing legal matters ($150,000),
- Budgeting entry to incorporate Payroll savings related to temporary staffing vacancies ($150,000),
- Mainstreet CIP BPIG program ($120,000),
- Finance and Public Works Service Delivery Review ($75,000),
- IT Service Delivery Review update ($30,000),
- OPP Labour Settlement provision for retroactive adjustments 2023-2025 ($374,000),
- WSIB 2025 Rebate ($150,000),
- Provision for storm sewer/drain environmental spill remediation due to illegal storm sewer contaminants ($50,000),
- Comprehensive zoning by-law ($36,000),
- Local Economic Development Strategy ($45,000) and
- For various one-time operating expenditures ($30,000).

The 2015 budget implemented a special New Infrastructure Levy (NIL). The NIL is contributed to the Infrastructure (Capital) reserve to partially address funding shortfalls required for constructing new and/or enhanced infrastructure. The target annual levy for the NIL is $3.12M. The 2025 NIL was $2.35M with a $200,000 increase budgeted in 2026. The annual target is updated periodically, typically in-step with the Town's Development Charge Background Study, which was completed in 2024. A review will be conducted in 2026 to incorporate the results of the Town's latest Asset Management Plan v5.

Reserves in Deficit Positions

Development Charge Reserve Funds: Development Charge (DC) funds have historically been the main category making up Obligatory Reserve Fund (RF) balances. For those projects where available DC funds are insufficient to fund projects, temporary funding has been provided from other reserves. As DC revenue is received, funds are transferred to reduce the unfinanced DC balances.

Unfinanced balances, as reported in Financial Services Report FS-2025-14 "2024 Development Charge Reserve Fund Statement", are shown in the table below.

Unfinanced Balance	Amount
Wastewater	$ 10,241,000
Watermain	385,000
Recreation	3,414,000
Studies	953,000
Total	**$ 14,993,000**

The Wastewater DC Reserve Fund has a significant deficit; this has typically been funded by the Sanitary Sewers RF. The accumulated deficit position in the Sanitary Sewers RF has improved significantly, benefitting from light capital works programs during 2021-2024, some maturing debt and improving development conditions. The 2024 Development Charge Study increased the Wastewater component of the town-wide development charge by 97%, due to severe inflationary increases to construction costs and partly due to accumulated debt obligations. The calculated DC rate charge is based on a population increase of 5,940 residents and 2,660 households by 2033 (an average of 266 household additions per year).

Storm Sewer Lifecyle Reserve:

The Storm Sewer Lifecycle Reserve is expected to be in a deficit position of $11.7M by the end of 2026. This is due to the funding of major stormwater projects that will increase system capacity and improve resiliency against flooding; Scully & St. Mark's Storm Pump Station/Riverside Drive Improvements and P.J. Cecile Storm Pump Station Improvement, both of which are recommended projects in the (Tecumseh) Storm Drainage Master Plan, and major stormwater projects necessary for housing development; Manning Road Secondary Plan Area (MRSPA) stormwater infrastructure, Desro Drive Trunk Storm Sewer, East Townline Drain and MRSPA stormwater facilities and Oldcastle property/easements.

A major contributor to the accumulated deficit is that the Town has significantly enhanced storm infrastructure with funding coming from the Storm Sewer LC Reserve 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, Manning Road, Scully/St. Mark's and PJ Cecile 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, additional funding provided by the Road LC Reserve and minimal funding from the Infrastructure Reserve, which has kept the Storm Sewer LC Reserve out of a deficit position. For 2026 however, funding towards these major stormwater projects is estimated to cost $23M, of which $13M will come from the Storm Sewer LC Reserve, $9M from grants (DMAF, OCIF and CCBF) and the balance from the Town's Infrastructure Reserve. Another $14M is projected for 2027 to bring these five major initiatives to completion (Scully/St. Marks PS, PJ Cecile PS, MRSPA stormwater infrastructure, Desro Storm and Oldcastle property/easements).

The Town was awarded DMAF grant funding of up to $10.7M towards the Scully & St. Mark's Storm Pump Station Improvements and the P. J. Cecile Storm Pump Station Improvement. DMAF program requirements call for these projects to be completed by March 2028. Total combined project costs are estimated at $34M, which notwithstanding grant funding, would put the reserve in a significant deficit position. The 2026 capital budget includes $12.8M for construction, with $3M to come from the DMAF program, $3M to come from accumulated OCIF funds and the remaining $6.8M to come from the Reserve.

The Town has designated use of OCIF grant funding to be used towards storm-related capital projects, which will help offset some of the financial pressures. 2018-2020 accumulated OCIF grant funding, totaling $3.03M, was used in 2021 towards the Manning Road Phase 2 project. $1.85M of accumulated 2020-2021 OCIF funding was used towards the Tecumseh Road Storm and Road Improvements project in 2022. $11M of accumulated OCIF funding is planned to be used towards the Scully & St. Mark's and PJ Cecile Storm Pump Station Improvement projects and the MRSPA stormwater infrastructure projects between

2025 and 2026, which will exhaust all accumulated OCIF funds.

The need for Long-term debt and/or internal borrowing was identified during the 2022-2023 Capital Priorities Planning exercises and will be required in 2026-2027 should projects proceed as planned. The timing and pace of development will be a significant factor with regard to the extent of external borrowing required.

Buildings Lifecycle Reserve:

The Buildings Lifecycle Reserve is expected to be in a deficit position of $1.2M by the end of 2026. This is primarily driven by the St. Clair Beach Community Centre Upgrade project, estimated at $1.5M (although $0.9M will come from the Town's Infrastructure Reserve) and the Parks Building staffing area improvements project estimated at $500,000. Other notable projects for 2026 include Maidstone Recreation Centre replacement (design - $220,000) and Fire Hall #1 expansion (design - $150,000).

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

Fire Apparatus and Fire Equipment Lifecycle Reserves:

The Fire Equipment Lifecycle Reserve fell into a small deficit position in 2024 and is expected to continue to be in small deficit position through to the end of 2027. This is due to the replacement of the Town's Self Contained Breathing Apparatus (SCBA) Cylinders and Radio system during years 2023-2026. These are two of the three major items funded from the Fire Equipment LC Reserve and their latest replacements occurring within a short timeframe of each other has temporarily strained the reserve. The third major item funded from this reserve is the SCBA themselves, which were replaced in 2020 and not due for their next replacement until 2035.

The Fire Apparatus Reserve is expected to be in a surplus position of $420,000 at the end of 2026, however will be pushed into a deficit position within the next 2-3 years with the upcoming replacement of three major pieces of apparatus totalling an estimated $3M planned between 2026-2029. Expenditures for this reserve tend to be few, but at high dollar levels.

Updated Lifecycle Annual Requirements for these reserves, once reached, should sustain them for the immediate 10-year timeframe. The 2026 Budget includes proposal to increase the annual allocation to the Fire Apparatus LC Reserve by $43,000, with future gradual annual increases necessary to reach the Annual Requirement amounts.

Administration recommends gradual annual increases to the annual allocations for these reserves to reach their annual requirements within the next five years. Both reserves are expected to be in deficit positions for the next few years, however expected to recover gradually with the planned annual increases and achievement of Annual Requirement allocations. Temporary deficit positions are essentially covered by the overall surplus position of the Town's suite of Lifecycle Reserves.

Watermain Reserve Fund:

The Watermain Reserve Fund is expected to fall into a deficit position during 2026 due to several large capital projects, including County Road 19 Improvements Phase 1, the completion of the Tecumseh Hamlet Secondary Plan Area Northwest Quadrant servicing, the completion of the Centennial and Woodridge watermain replacement, Banwell Road Improvements and County Road 22 Trunk Watermain Valve replacement.

Grant funding from the Housing Enabling Water Systems Fund (HEWSF) and the Investing in Canada Infrastructure Plan (ICIP) – Green Stream program will contribute approximately $17M towards these multi-year projects.

This Reserve Fund should return to a surplus position by 2028.

The Watermain Facilities Reserve Fund and the Watermain Rate Stabilization Reserve Fund are both expected to be in surplus positions for the most recent five-year capital planning periods and more than offset the short-term deficit position of the Watermain Reserve Fund.

Summary of Reserves and Reserve Funds

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

Fund	Actual Balance 12/31/24	Projected Balance 12/31/25	Estimated Net Activity 2026	Projected Balance 12/31/26
Reserves	$ 45,856,500	$ 40,156,500	$ (26,392,000)	$ 13,764,500
Discretionary Reserve Funds	25,225,000	20,903,000	(3,809,000)	17,094,000
Obligatory Reserve Funds	16,314,000	14,301,000	(1,438,000)	12,863,000
	$ 87,395,500	**$ 75,360,500**	**$ (31,639,000)**	**$ 43,721,500**

Reserves

Reserves	Purpose	Source of Funding	Actual Balance 12/31/24	Projected Balance 12/31/25	Estimated Net Activity 2026	Projected Balance 12/31/26
Lifecycle [1]	Long-term funding for Lifecycle costs	Budget allocation and proceeds from disposal of assets	$ 23,009,000	$ 22,472,000	$ (21,856,000)	$ 616,000
Tax Rate Stabilization	Smoothing tax rate impacts due to unusual/unexpected requirements	Budget allocations of excess interest and dividend income above base levels	4,810,000	5,105,000	(675,000)	4,430,000
Infrastructure (Capital)	Long-term funding for capital projects	Budget allocation and proceeds from disposal of assets	15,284,000	9,738,000	(3,775,000)	5,963,000
Sick/Vacation Pay	Fund payout of sick leave and vacation pay on retirement	Contribution from operating surplus	590,000	690,000	-	690,000
ASO Benefits	Offset possible increase in employee health benefit costs	Surplus funds from Administrative Services Only benefits program	702,000	702,000	-	702,000
Community Improvement Plan	Encourage development in the downtown	Budget allocation	648,000	573,000	(100,000)	473,000
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	191,000	191,000	-	191,000

Notes:

1. Lifecycle reserves include individual reserves for the following categories: Arenas; Bridges & Culverts; Buildings; Community Trails; Drains; Elections; Fire Apparatus; Fire Equipment; Fleet; Information Technology; New Lifecycle Issues; Outdoor Pool; Park Development; Reforestation; Roads; Sidewalks; Storm Sewers; One Time Strategic Issues; Transit

Reserves	Purpose	Source of Funding	Actual Balance 12/31/24	Projected Balance 12/31/25	Estimated Net Activity 2026	Projected Balance 12/31/26
Meeting Investigator/ Integrity Commissioner	Fund costs of investigation/ commissioner	Unspent operating budget funds	35,000	35,000	-	35,000
General Purpose	Art work and environment protection	Budget allocation	17,000	17,000	-	17,000
Land Stewardship (ERCA)			63,000	126,000	14,000	140,000
Fire Education & Awareness	Special publication education and promotion	Firefighter fundraising events	7,500	7,500	-	7,500
Total			**$ 45,856,500**	**$ 40,156,500**	**$ (26,392,000)**	**$ 13,764,500**

Discretionary Reserve Funds

Discretionary Reserve Funds	Purpose	Source of Funding	Actual Balance 12/31/24	Projected Balance 12/31/25	Estimated Net Activity 2026	Projected Balance 12/31/26
Water	Capital purchases, fleet replacement and Lifecycle	Annual budget transfer. Based on rate study	$ 15,909,000	$ 9,671,000	$ (4,262,000)	$ 5,409,000
Post Employment Benefits	Partial funding post retirement benefits	Annual budget transfer	2,798,000	2,903,000	11,000	2,914,000
Sanitary Sewer	Capital purchases	Annual budget transfer. Based on rate study	6,518,000	8,329,000	442,000	8,771,000
Total			**$ 25,225,000**	**$ 20,903,000**	**$ (3,809,000)**	**$ 17,094,000**

Obligatory Reserve Funds

Obligatory Reserve Funds	Purpose	Source of Funding	Actual Balance 12/31/24	Projected Balance 12/31/25	Estimated Net Activity 2026	Projected Balance 12/31/26
Development Charges	Growth-related capital requirements for water, sewer, police, fire, studies, recreation	Developer contributions	$ 853,000	$ 1,578,000	$ 702,000	$ 2,280,000
Parkland Development	Park improvements and expansions	Developer contributions	1,089,000	1,105,000	34,000	1,139,000
Building Code Permit Fees	Building Code permit fee surplus/ (deficit)	Building permit fees	(379,000)	(171,000)	28,000	(143,000)
Canada Community-Building Fund	Environmentally sustainable infrastructure	Federal gas tax contribution	8,000,000	4,018,000	1,445,000	5,463,000
Storm OCIF	Infrastructure needs of small communities	Ontario Community Infrastructure Fund	6,751,000	7,771,000	(3,647,000)	4,124,000
Total			**$ 16,314,000**	**$ 14,301,000**	**$ (1,438,000)**	**$ 12,863,000**

Town of Tecumseh
Proposed 2026 Reserve and Reserve Fund Budget

CC2 #	Reserves	Est Balance at Dec 31/25	Transfer (To) From Other Reserve	From Current Operations	From Capital Operations	From Developers	Interest Earned	2026 Revenues	To Current	To Capital	2026 Expenditures	Est. Balance at Dec 31/26
	General Reserves											
1000	Sick/Vacation Pay	690,401	-	-	-	-	-	-	-	-	-	**690,401**
1025	Working Fund	216,300	-	-	-	-	-	-	-	-	-	**216,300**
1030	Tax Rate Stabilization	5,105,148	-	570,000	-	-	-	570,000	1,245,666	-	1,245,666	**4,429,482**
1031	ASO Benefits	701,820	-	-	-	-	-	-	-	-	-	**701,820**
1056	Meeting Investigator	34,587	-	-	-	-	-	-	-	-	-	**34,587**
1060	Fire Education and awareness	7,500	-	-	-	-	-	-	-	-	-	**7,500**
1065	Insurance	191,000	-	-	-	-	-	-	-	-	-	**191,000**
1085	Infrastructure	9,737,464	41,484	939,118	2,550,000	-	-	3,489,118	431,741	6,872,948	7,304,689	**5,963,376**
1105	Cada Complex Art Work	17,435	-	-	-	-	-	-	-	-	-	**17,435**
1115	West St. Louis Pump	284,345	-	-	-	-	-	-	-	-	-	**284,345**
1120	Community Improvement Plan(CIP)	572,783	-	-	-	-	-	-	100,000	-	100,000	**472,783**
1125	Land Stewardship (ERCA)	126,399	-	64,000	-	-	-	64,000	-	50,000	50,000	**140,399**
	General Reserves	**17,685,182**	**41,484**	**1,573,118**	**2,550,000**	**-**	**-**	**4,123,118**	**1,777,407**	**6,922,948**	**8,700,355**	**13,149,429**
	Lifecycle Reserves											
1500	Roads	12,369,723	-	10,000	3,032,500	-	-	3,042,500	186,178	10,147,396	10,333,574	**5,078,649**
1510	Outdoor Pool	388,190	-	-	80,000	-	-	80,000	-	95,000	95,000	**373,190**
1530	Fleet	691,000	-	-	700,000	-	-	700,000	-	1,574,000	1,574,000	**(183,000)**
1540	Buildings	(188,410)	-	-	250,000	-	-	250,000	-	1,222,250	1,222,250	**(1,160,660)**
1550	Sidewalks	221,751	-	-	74,000	-	-	74,000	-	69,000	69,000	**226,751**
1560	Reforestation	151,711	-	-	30,000	-	-	30,000	-	30,000	30,000	**151,711**
1570	ITS infrastructures	455,618	-	-	180,000	-	-	180,000	-	158,000	158,000	**477,618**
1580	Arenas	715,131	-	59,000	260,000	-	-	319,000	-	1,018,898	1,018,898	**15,233**
1600	Park development	2,054,955	143,917	-	425,000	-	-	425,000	-	620,500	620,500	**2,003,373**
1610	Election	36,103	-	-	25,000	-	-	25,000	151,555	-	151,555	**(90,452)**
1620	Strategic issues - one time	155,577	-	-	50,000	-	-	50,000	28,585	-	28,585	**176,992**

Town of Tecumseh
Proposed 2026 Reserve and Reserve Fund Budget

CC2 #	Reserves	Est Balance at Dec 31/25	Transfer (To) From Other Reserve	From Current Operations	From Capital Operations	From Developers	Interest Earned	2026 Revenues	To Current	To Capital	2026 Expenditures	Est. Balance at Dec 31/26
1640	Community trails	544,824	-	-	100,000	-	-	100,000	-	248,000	248,000	**396,824**
1650	Storm sewers	237,265	-	-	1,635,000	-	-	1,635,000	153,742	13,459,435	13,613,177	**(11,740,912)**
1660	Bridges and culverts	2,140,506	-	-	440,000	-	-	440,000	-	623,250	623,250	**1,957,256**
1670	Drains	445,023	-	-	100,000	-	-	100,000	-	-	-	**545,023**
1680	New lifecycle issues	1,375,589	-	-	100,000	-	-	100,000	-	-	-	**1,475,589**
1690	Fire Apparatus	71,592	-	-	350,000	-	-	350,000	-	-	-	**421,592**
1700	Fire equipment	(72,424)	-	-	105,000	-	-	105,000	-	151,000	151,000	**(118,424)**
1710	Transit	678,043	-	-	100,000	-	-	100,000	135,637	33,000	168,637	**609,406**
	Lifecycle Reserves	**22,471,764**	**143,917**	**69,000**	**8,036,500**	**-**	**-**	**8,105,500**	**655,697**	**29,449,729**	**30,105,426**	**615,755**
	Grand Total Reserves	**40,156,946**	**185,401**	**1,642,118**	**10,586,500**	**-**	**-**	**12,228,618**	**2,433,104**	**36,372,677**	**38,805,781**	**13,765,184**
	Reserve Funds											
	Development Charges											
2000	Studies	(112,665)	(41,484)	-	-	157,552	(3,403)	154,149	15,000	-	15,000	**(15,000)**
2010	Fire	296,461	-	-	-	43,852	8,954	52,806	-	-	-	**349,267**
2020	Police	149,881	-	-	-	12,571	4,527	17,097	-	-	-	**166,978**
2030	Roads	1,106,869	-	-	-	493,195	33,429	526,624	-	-	-	**1,633,493**
2040	Wastewater	(1)	(382,047)	-	-	382,047	-	382,047	-	-	-	**-**
2050	Water	1	(123,648)	-	-	123,648	-	123,648	-	-	-	**-**
2060	Library	137,262	-	-	-	3,818	4,146	7,964	-	-	-	**145,226**
2080	Recreation	(1)	(143,917)	-	-	143,919	-	143,919	-	-	-	**-**
	Discretionary Reserve Funds	**1,577,807**	**(691,096)**	**-**	**-**	**1,360,601**	**47,652**	**1,408,253**	**15,000**	**-**	**15,000**	**2,279,964**

Town of Tecumseh
Proposed 2026 Reserve and Reserve Fund Budget

CC2 #	Reserves	Est Balance at Dec 31/25	Transfer (To) From Other Reserve	From Current Operations	From Capital Operations	From Developers	Interest Earned	2026 Revenues	To Current	To Capital	2026 Expenditures	Est. Balance at Dec 31/26
	Other Reserve Funds											
2520	Water - Watermains	(535,153)	123,648	-	1,977,448	-	(16,162)	1,961,286	186,178	4,722,763	4,908,941	**(3,359,160)**
2530	Water - Facilities	8,596,627		-	85,000	-	259,630	344,630	-	1,869,499	1,869,499	**7,071,757**
2550	Wastewater Sewers	3,711,184	382,047	-	2,233,961	-	112,083	2,346,044	186,178	1,488,928	1,675,106	**4,764,168**
2560	Wastewater - LC Facilities	4,208,566	-	-	450,000	-	127,104	577,104	-	432,500	432,500	**4,353,171**
2580	Gas Tax	4,018,463	-	-	-	1,220,925	383,732	1,604,657	-	160,000	160,000	**5,463,120**
2600	Parkland	1,105,141	-	-	-	-	33,377	33,377	-	-	-	**1,138,517**
2620	Water rate stabilization	1,609,075	-	23,659	30,000	-	48,597	102,256	15,000	-	15,000	**1,696,330**
2630	Post retirement benefits	2,903,104	-	-		-	10,437	10,437	-	-	-	**2,913,541**
2640	Wastewater Rate Stabilization	408,636	-	(777,429)	25,000	-	12,341	(740,088)	15,000	-	15,000	**(346,452)**
2650	Storm Sewer (OCIF)	7,770,889	-	-	-	1,968,740	384,344	2,353,084		6,000,000	6,000,000	**4,123,973**
2660	Building Code	(170,970)	-	28,259	-	-	-	28,259	-	-	-	**(142,711)**
	Total Other Reserve Funds	**33,625,561**	**505,695**	**(725,511)**	**4,801,409**	**3,189,665**	**1,355,483**	**8,621,046**	**402,356**	**14,673,690**	**15,076,046**	**27,676,256**
	Grand Total Reserve Funds	**35,203,368**	**(185,401)**	**(725,511)**	**4,801,409**	**4,550,266**	**1,403,135**	**10,029,299**	**417,356**	**14,673,690**	**15,091,046**	**29,956,220**
	Grand Total Reserve & Reserve Funds	**75,360,314**	**-**	**916,607**	**15,387,909**	**4,550,266**	**1,403,135**	**22,257,917**	**2,850,460**	**51,046,367**	**53,896,827**	**43,721,404**

2026

PROPOSED BUSINESS PLAN & BUDGET

SUPPLEMENTARY BUDGET INFORMATION

ABOUT TECUMSEH

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

Since 2011, Tecumseh has been guided by a forward-thinking strategic plan designed to enhance the community's quality of life. This commitment is reflected in the consistently high level of resident satisfaction, with approval ratings of 93% or higher over the past decade. Nearly seven in ten respondents (68%) say Tecumseh is moving in the right direction, highlighting strong governance, community engagement, and continuous improvement.

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

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

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

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

Tecumseh was the first local community to introduce a transit system connecting to the City of Windsor, providing residents with access to the broader regional transportation network. Additionally, the Town promotes active transportation, with sidewalks, bike lanes and multi-purpose trails serving much of the urbanized area.

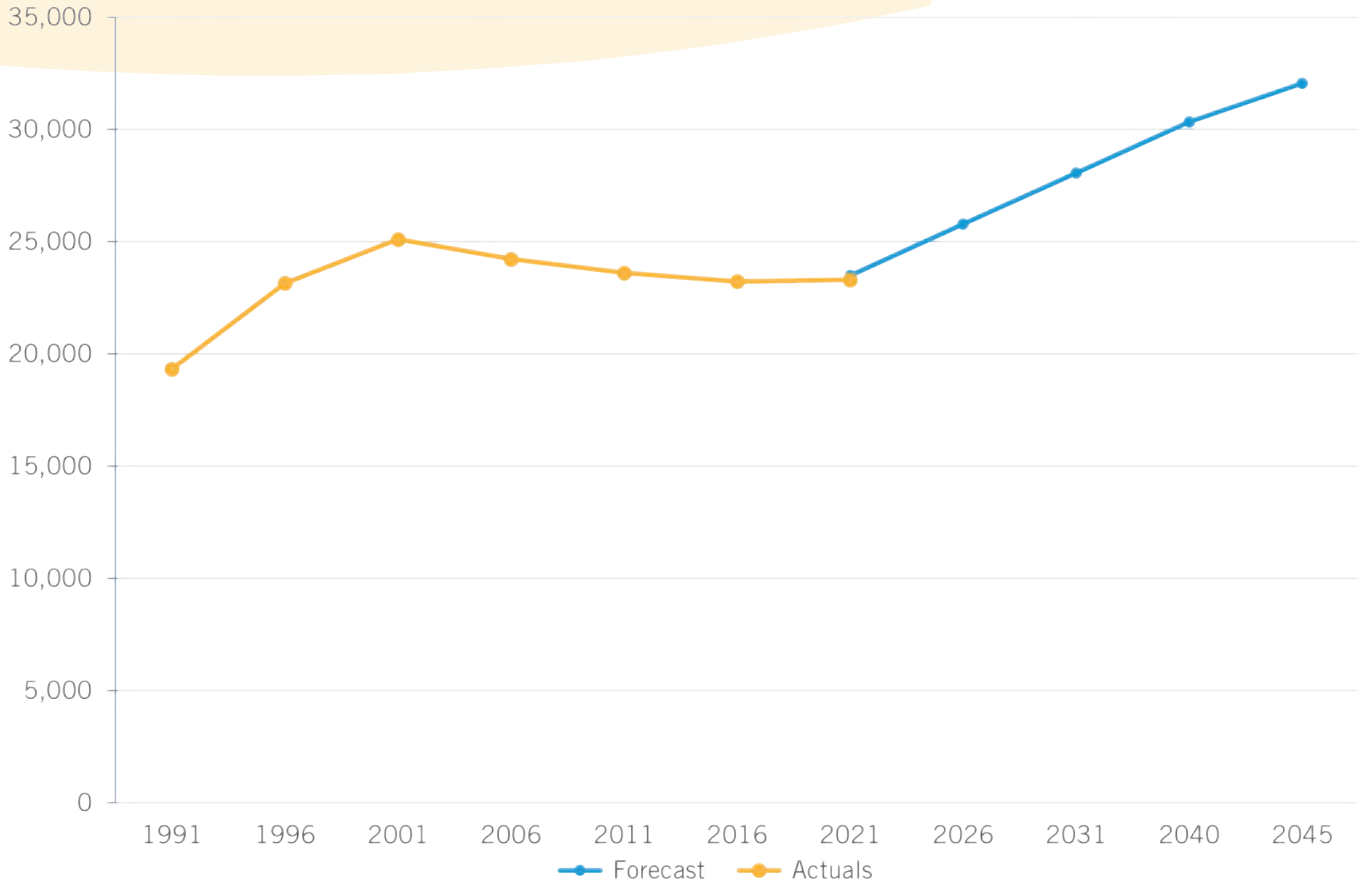
In collaboration with the County of Essex through the County Wide Active Transportation System, Tecumseh continues to expand and enhance trail and cycling connections. In 2025, construction progressed on active transportation improvements along Road, including sidewalk and multi-use trail segments between County Road 22 and County Road 42, as well as between Riverside Drive and First Street. Ongoing initiatives also include the County Road 19 (Manning Road) active transportation extension from County Road 22 to Jamsyl Drive, with a further extension to Baillargeon Road scheduled to commence in 2026.

Tecumseh Demographics & Statistics

Population

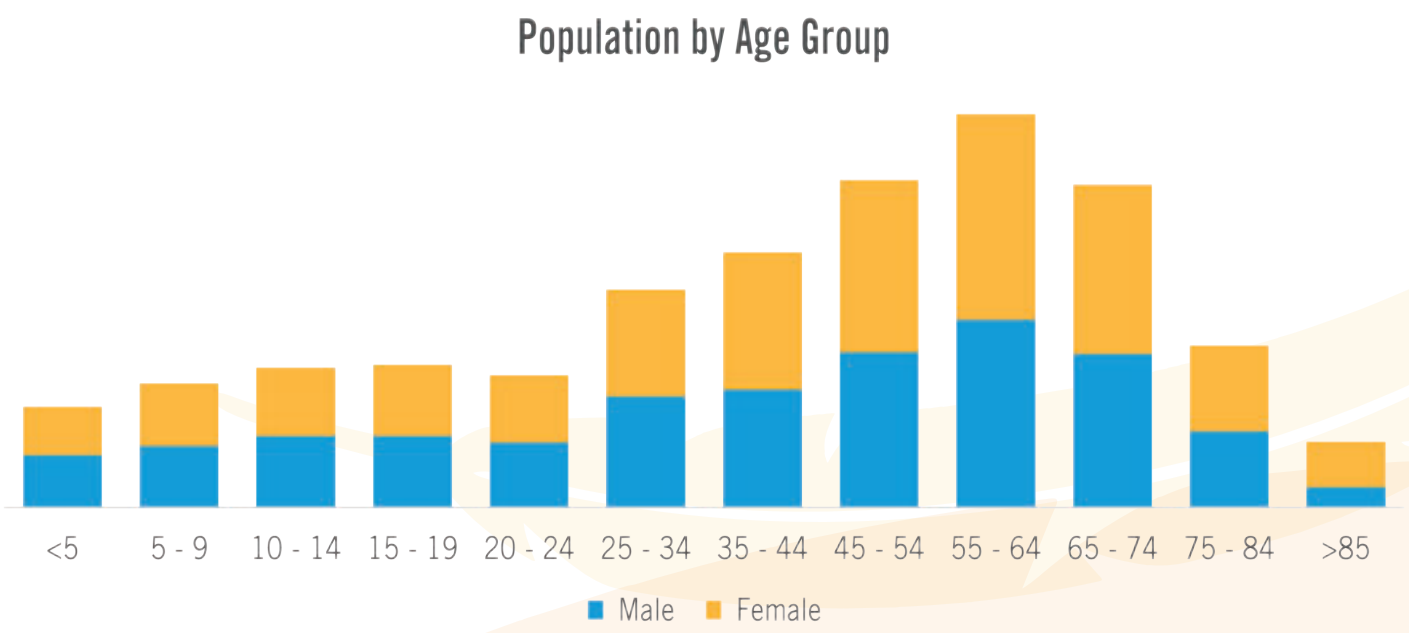
Total Population

23,300



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

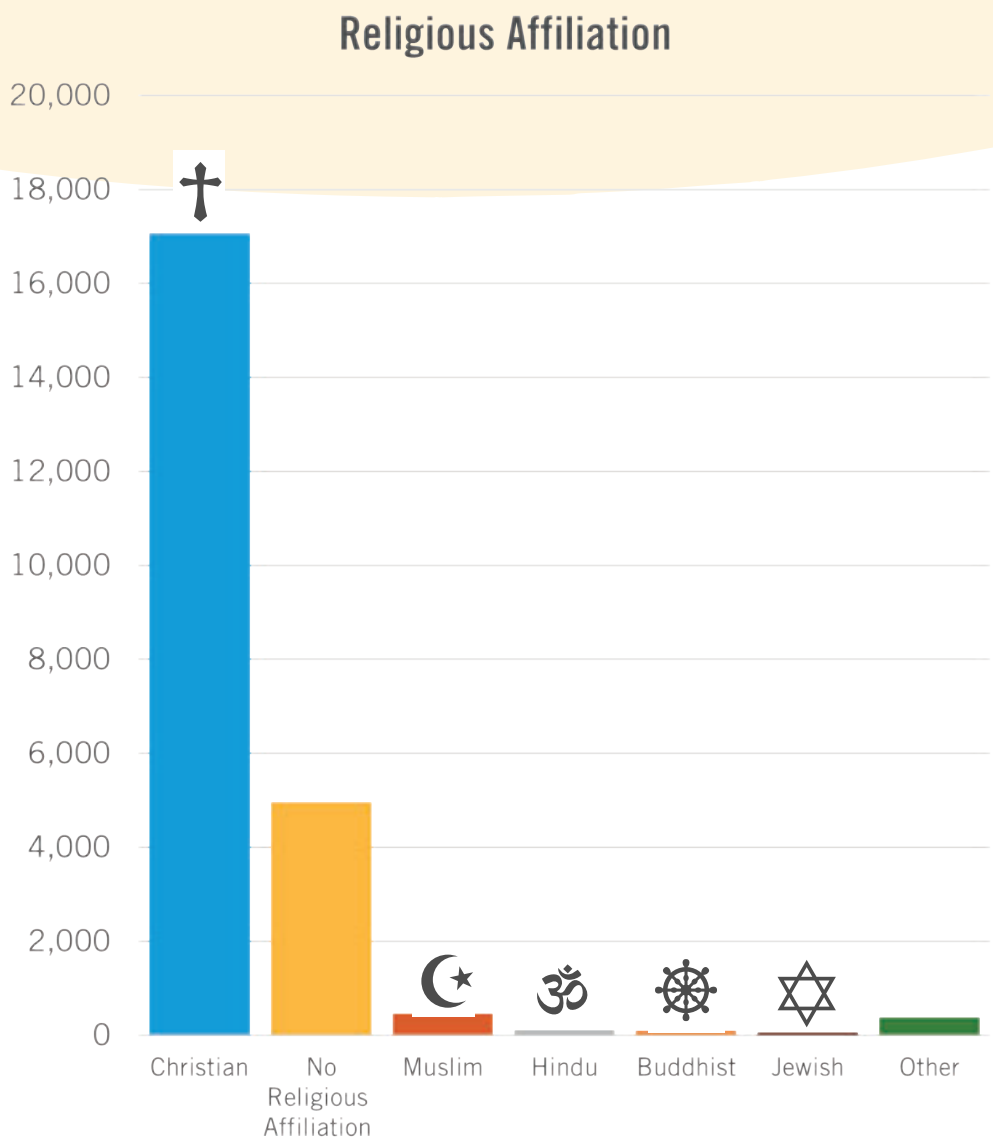
Town of Tecumseh's Official Plan, 2021



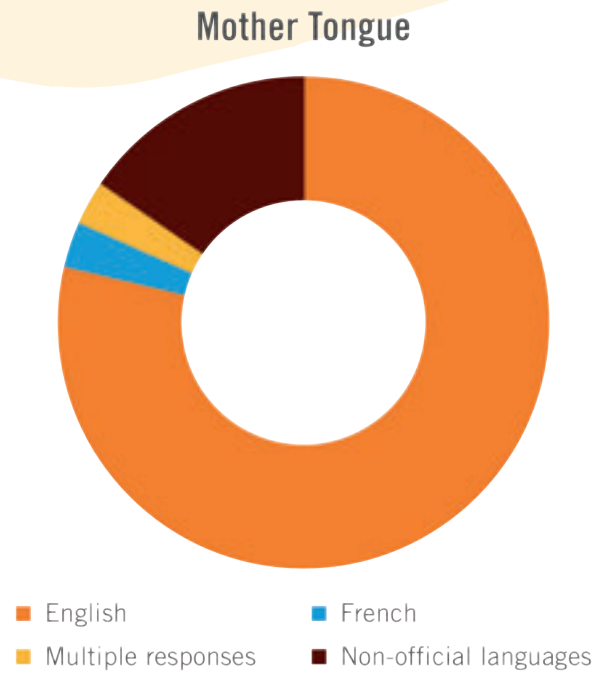
Data Source: Statistics Canada, 2021

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

Language & Religion



Data Source: Statistics Canada, 2021



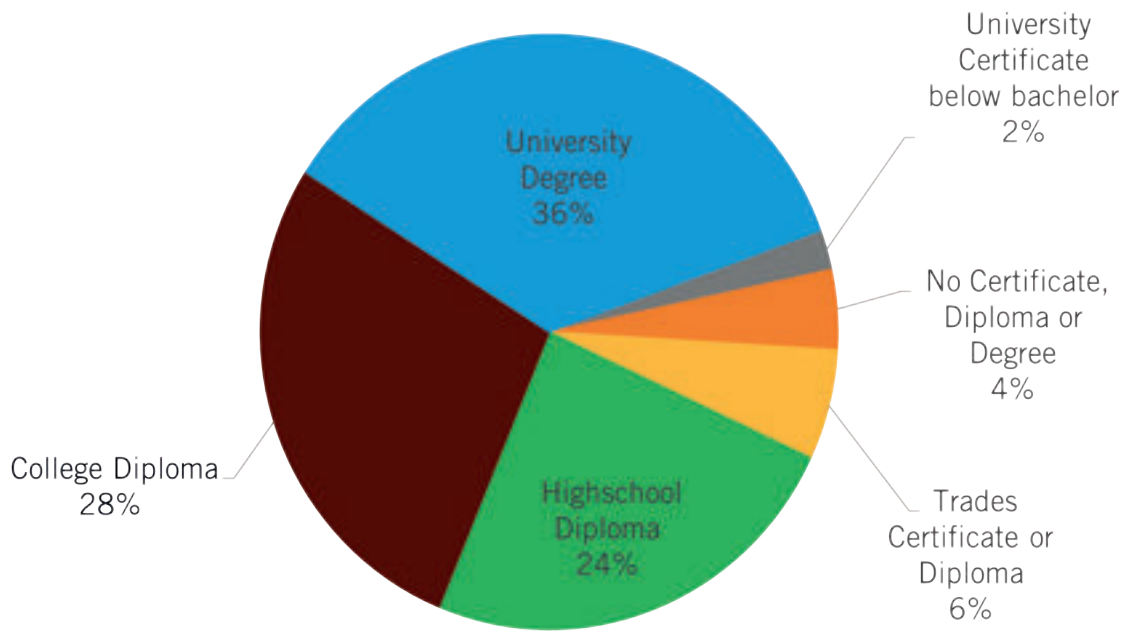
Data Source: Statistics Canada, 2021

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

Education

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

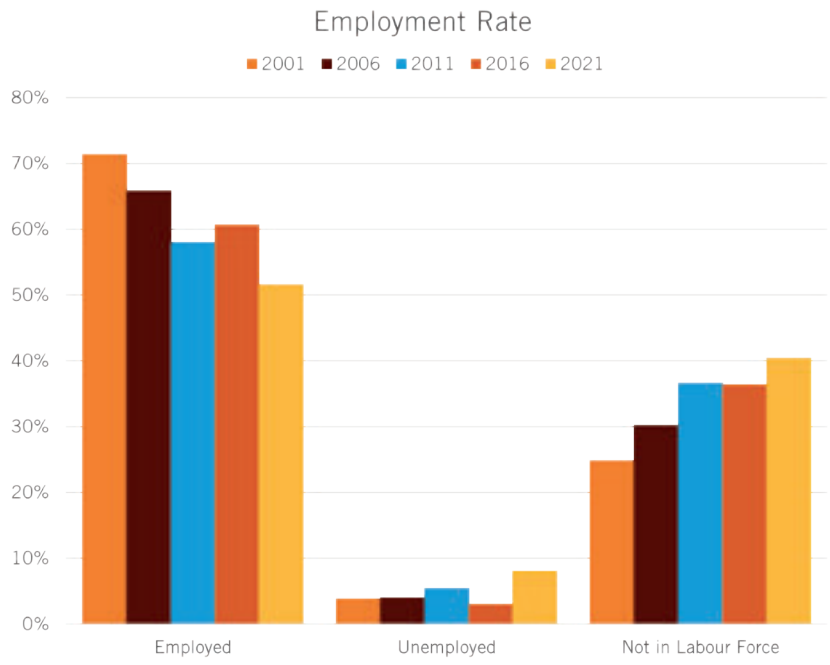
Highest Level of Education for Population over 25

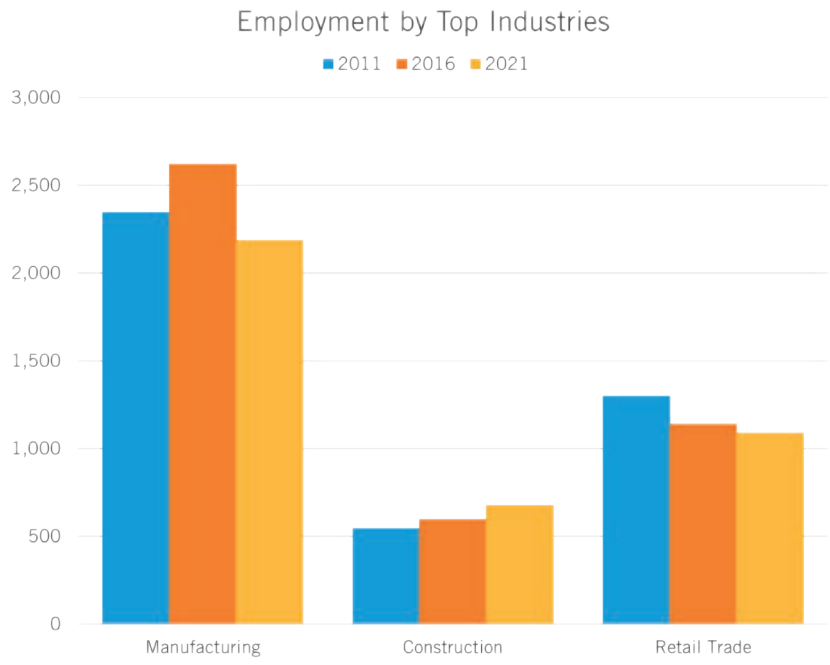


Data Source: Statistics Canada, 2021

Labour/Employment

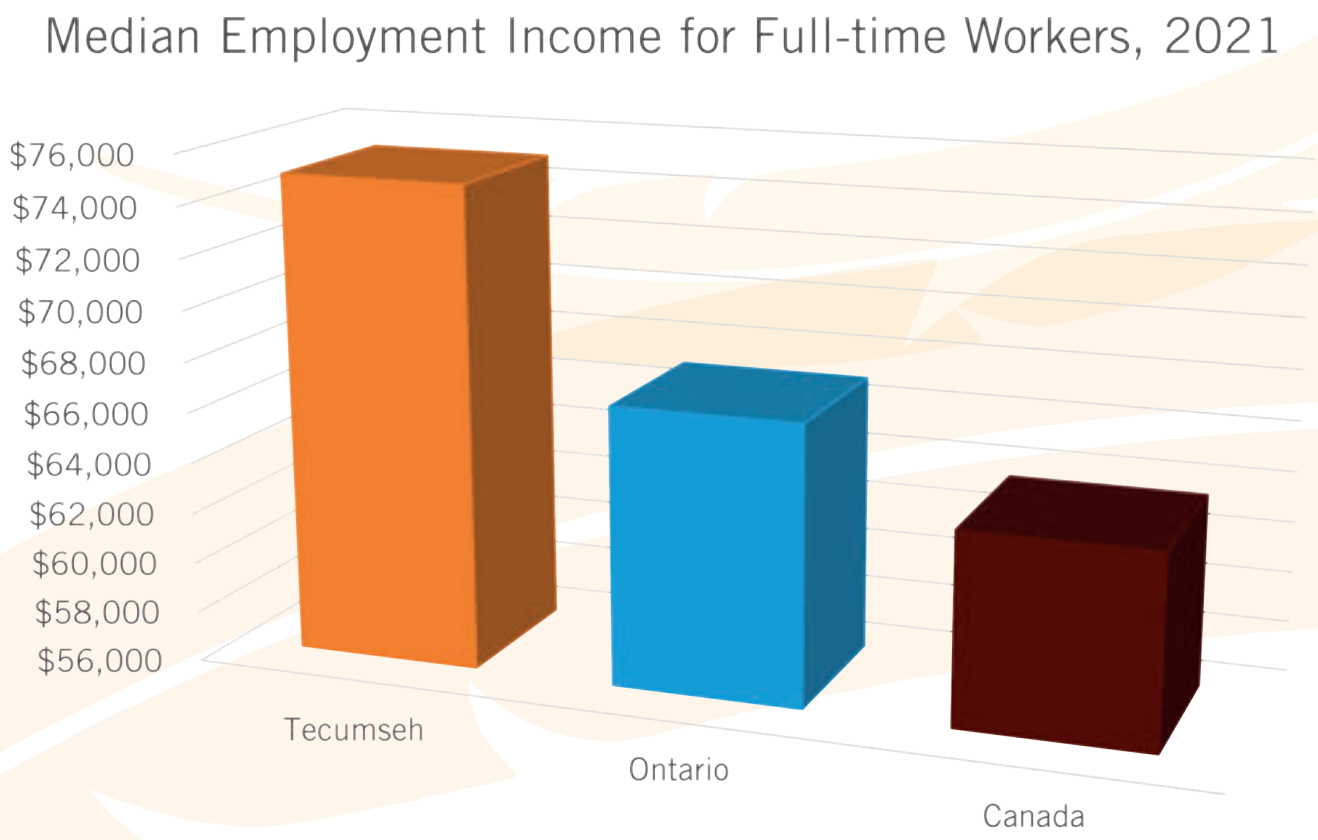
Employment data, including rates and key industries, is essential for shaping the Town's budget and economic planning. By analyzing employment trends and top sectors, we can better allocate resources to support workforce development, strengthen partnerships with key industries, and address community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





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

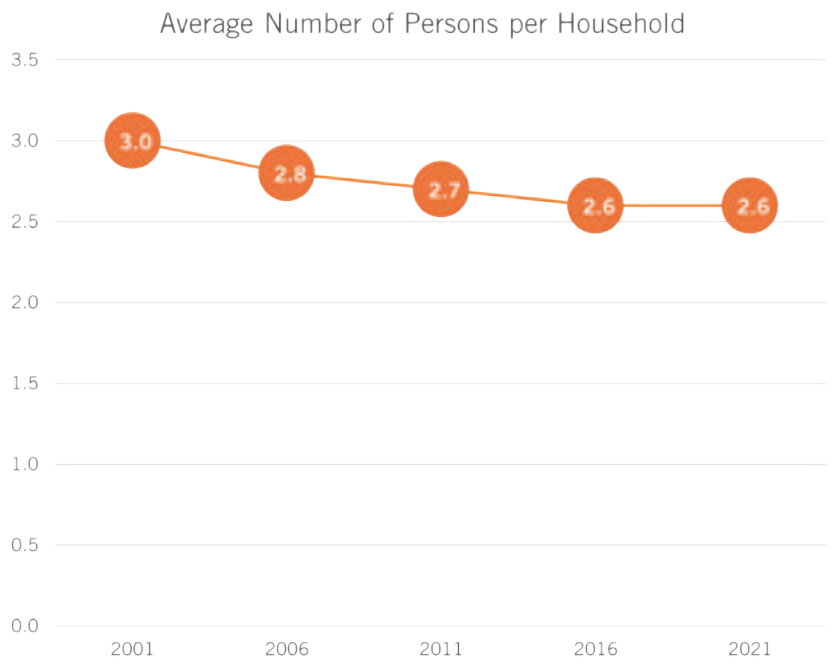
The median after-tax income for workers offers valuable insight into the Town's economic landscape and residents' purchasing power. This information helps us plan the budget by aligning public services, housing initiatives, and community programs with residents' financial realities. By understanding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

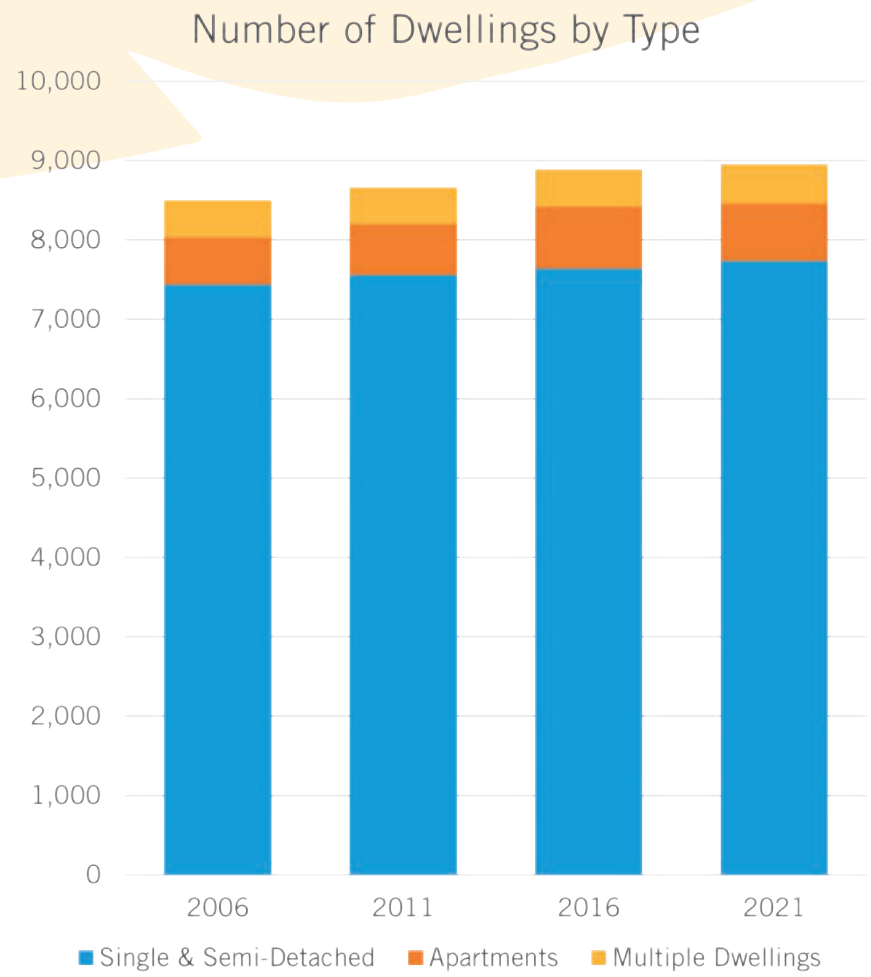


Data Source: Statistics Canada, 2021

Households

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

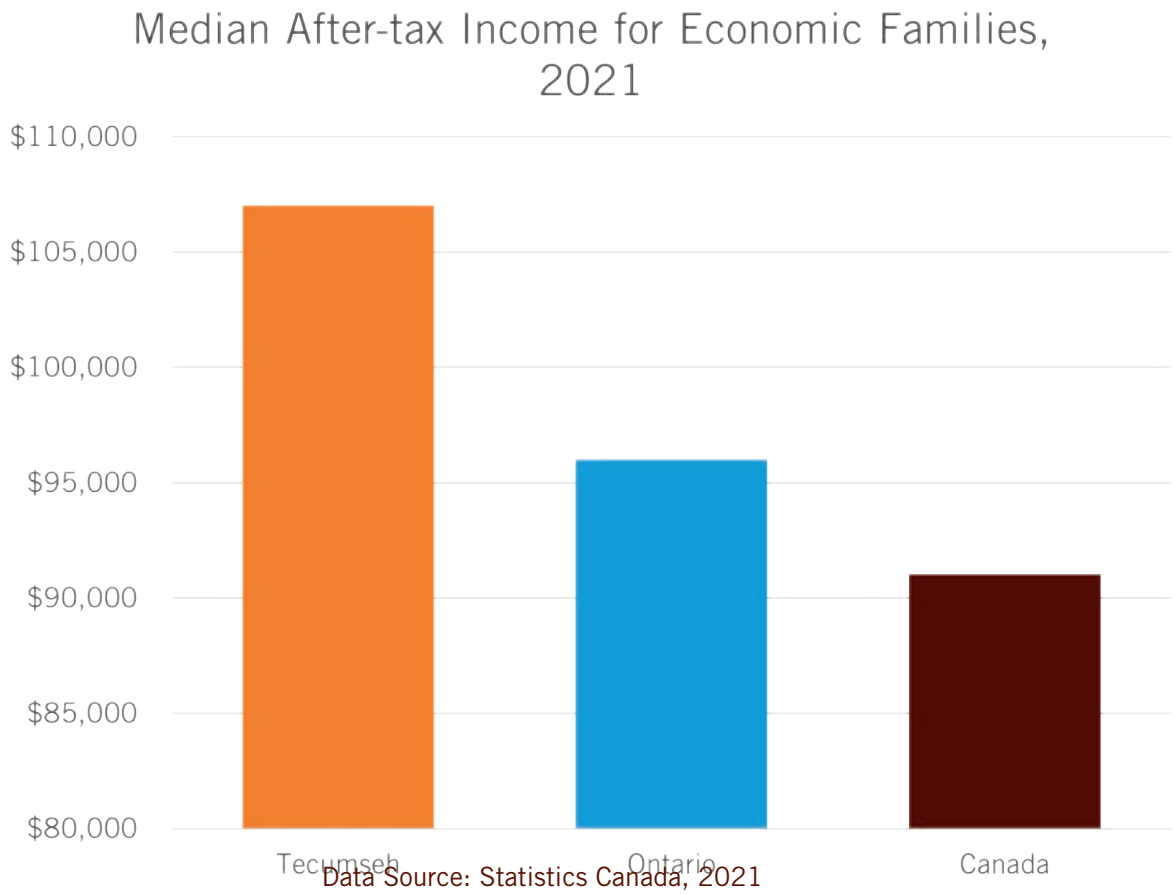


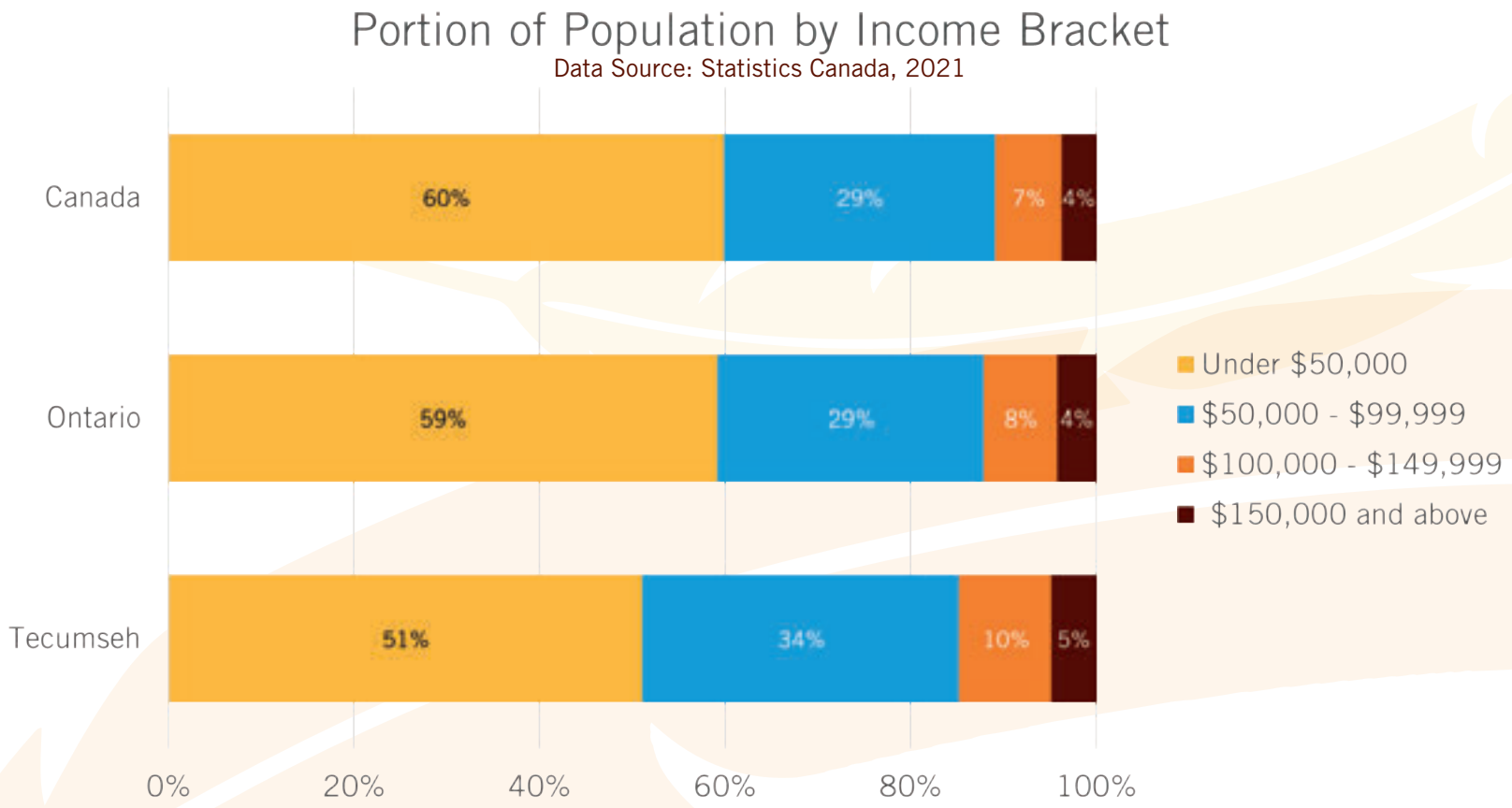


Data Source: Statistics Canada, 2021, 2016, 2011, 2006 and 2001

Income

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




Portion of Population by Income Bracket
Data Source: Statistics Canada, 2021
Canada
60%
29%
7%
4%
Ontario
59%
29%
8%
4%
Tecumseh
51%
34%
10%
5%
0%
20%
40%
60%
80%
100%
Under $50,000
$50,000 - $99,999
$100,000 - $149,999
$150,000 and above

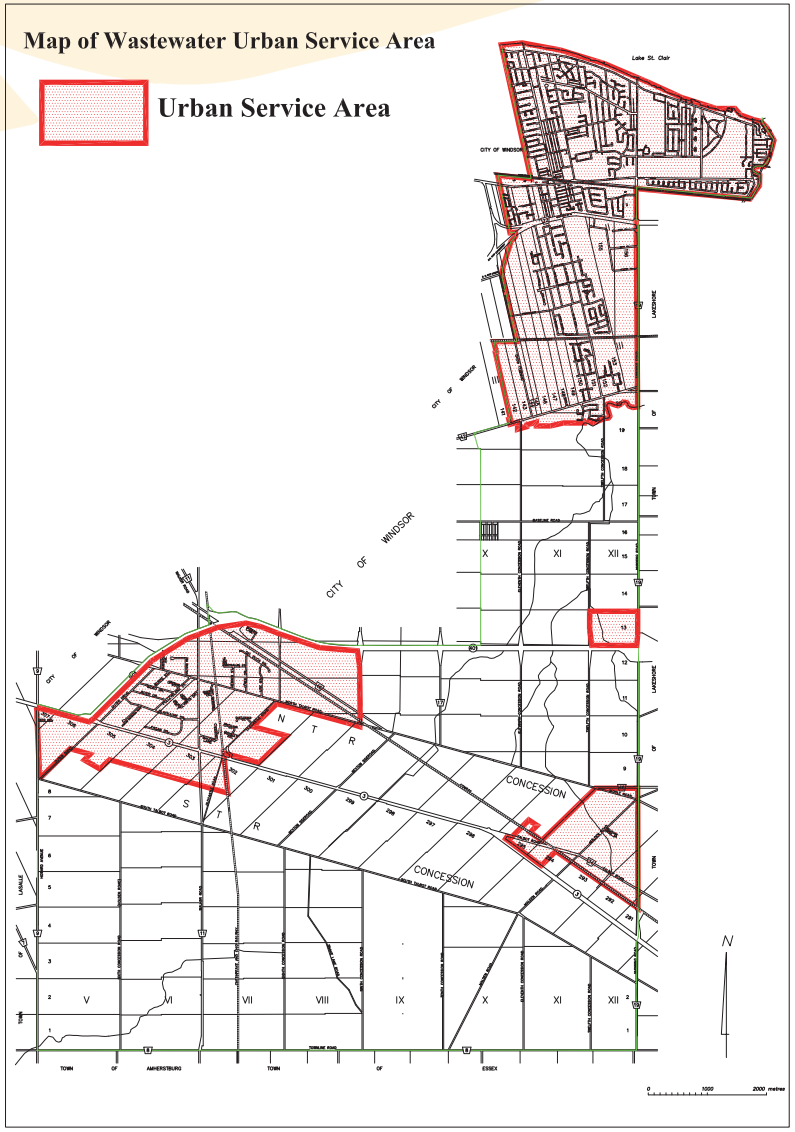
Rates & Charges

2025 Tax Rates

	Municipal	County	Education	Total
Residential	0.00877190	0.00560001	0.00153000	0.01590191
Multi-Residental	0.00964909	0.00616001	0.00153000	0.01733910
Farmland	0.00219298	0.00140000	0.00038250	0.00397548
Commercial	0.00949158	0.00605946	0.00880000	0.02435104
Shopping Centre	0.00949158	0.00605946	0.00880000	0.02435104
Office Building	0.00949158	0.00605946	0.00880000	0.02435104
Industrial	0.01703942	0.01087802	0.00880000	0.03671744
Large Industrial	0.02356220	0.01504219	0.00880000	0.04740439

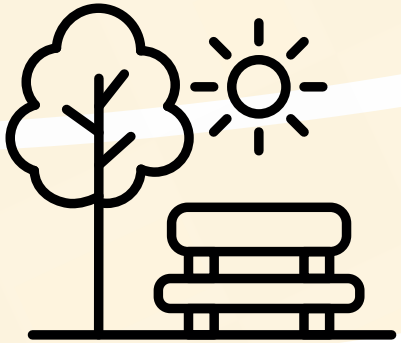
2025 Business Utility Rates

Water Rate / m^3	$1.3523
Wastewater Rate / m^3	$1.4444
Electricity Distribution Rate / kWh	
< 50kW	$0.0163
> 50kW	$2.5108
Electricity Monthly Fixed Charge	
< 50kW	$41.82
> 50kW	$259.03



Development Charges - Effective September 1, 2025 to August 31, 2026						
	Residential					Non-residential
	Single-Detached & Semi-detached Dwelling	Apartments (2+Bedrooms)	Apartments (Bachelor & 1 Bedroom)	Multiple Dwellings	Special Care Dwellings and Senior's Homes	Per ft² of Gross Floor Area
Total Municipal Wide (Urban and Rural) Development Charges	$ 22,767	$ 15,125	$ 10,647	$ 16,270	$ 8,455	$ 6.09
Additional Charge Affecting Urban Service Area	$ 13,389	$ 8,896	$ 6,261	$ 9,563	$ 4,972	$ 5.23
Total	$ 36,156	$ 24,021	$ 16,908	$ 25,839	$ 13,427	$ 11.32

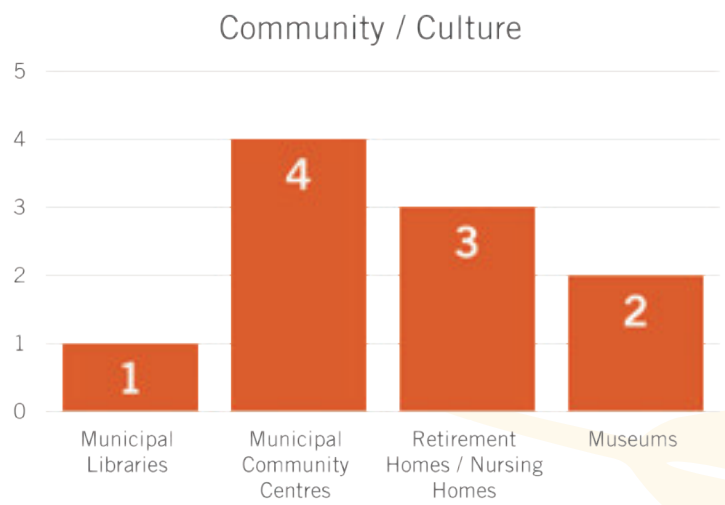
Infrastructure & Services

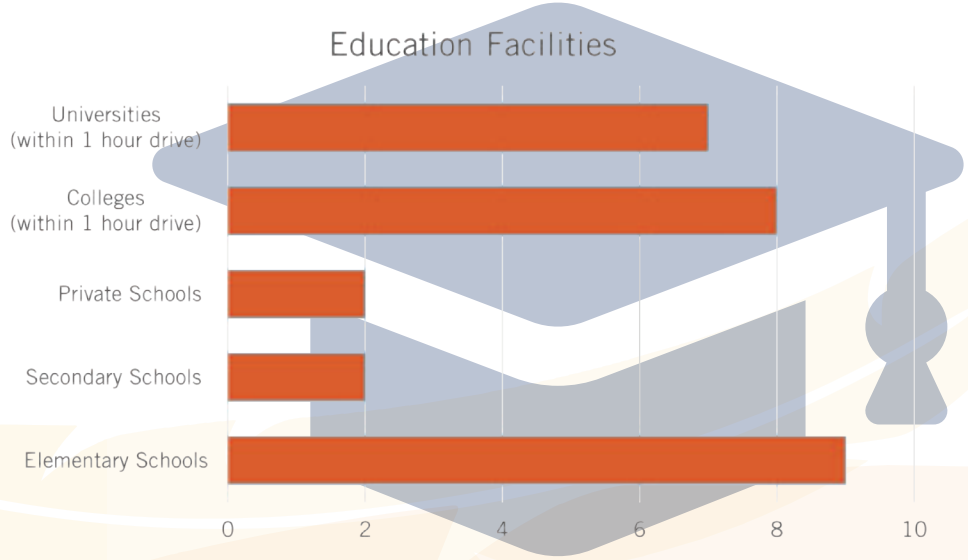


Recreation 2025	
Parks	40
Dog Owner Parks	1
Parks Area	147 hectares
Length of Trails/Pathways	32.5 km
Length of Sidewalks	62.5 km
Golf Courses	2
Soccer Fields	23
Baseball Diamonds	18
Basketball Courts	11
Tennis Courts	7
Hockey Rinks	2
Swimming Pools	1
Pickleball Courts	14

Municipal Services 2025	
Total Sanitary Infrastructure	127 km
Total Stormwater Infrastructure	154 km
Total Watermain Infrastructure	225 km
Total Municipal Roadways	180 km
Total County Roadways	72 km
Total Provincial Roadways	41 km

Public Transportation 2025 (Tecumseh Transit Service)	
Hours of Operation	Mon - Sat. (6a.m. - 6 p.m.)
Service Area Population	14,099
Transit Route Length	25 km
2024 Total Annual Ridership	18,588
2024 Average Daily Ridership	61 passengers per day


Community / Culture
5
4
3
2
1
0
1
4
3
2
Municipal Libraries
Municipal Community Centres
Retirement Homes / Nursing Homes
Museums


Education Facilities
Universities (within 1 hour drive)
Colleges (within 1 hour drive)
Private Schools
Secondary Schools
Elementary Schools
0
2
4
6
8
10

CADA MUNICIPAL LIBRARY

Overview

The Town of Tecumseh's annual budget process establishes the planning, review and, adoption of the Operating, Lifecycle, and Reserve budgets each year. The process aligns with Council's Strategic Priorities, Town policies, and provicinial legislative requirements to ensure sound financial stewardship and alignment with community needs.

Effective May 1, 2025, the province granted Strong Mayor powers under Part VI.1 (Special Powers and Duties of the Head of Council) of the Municipal Act, 2001 to the Town's head of council. These powers change how the budget is tabled and approved.

The intent of these legislated changes is to provide heads of council with enhanced authority to advance provincial priorities of:

- Building 1.5 million new residential units by December 31, 2031, and
- Constructing and maintaining infrastructure to support housing, including:
    - Transit
    - Roads
    - Utilities
    - Servicing

Timelines

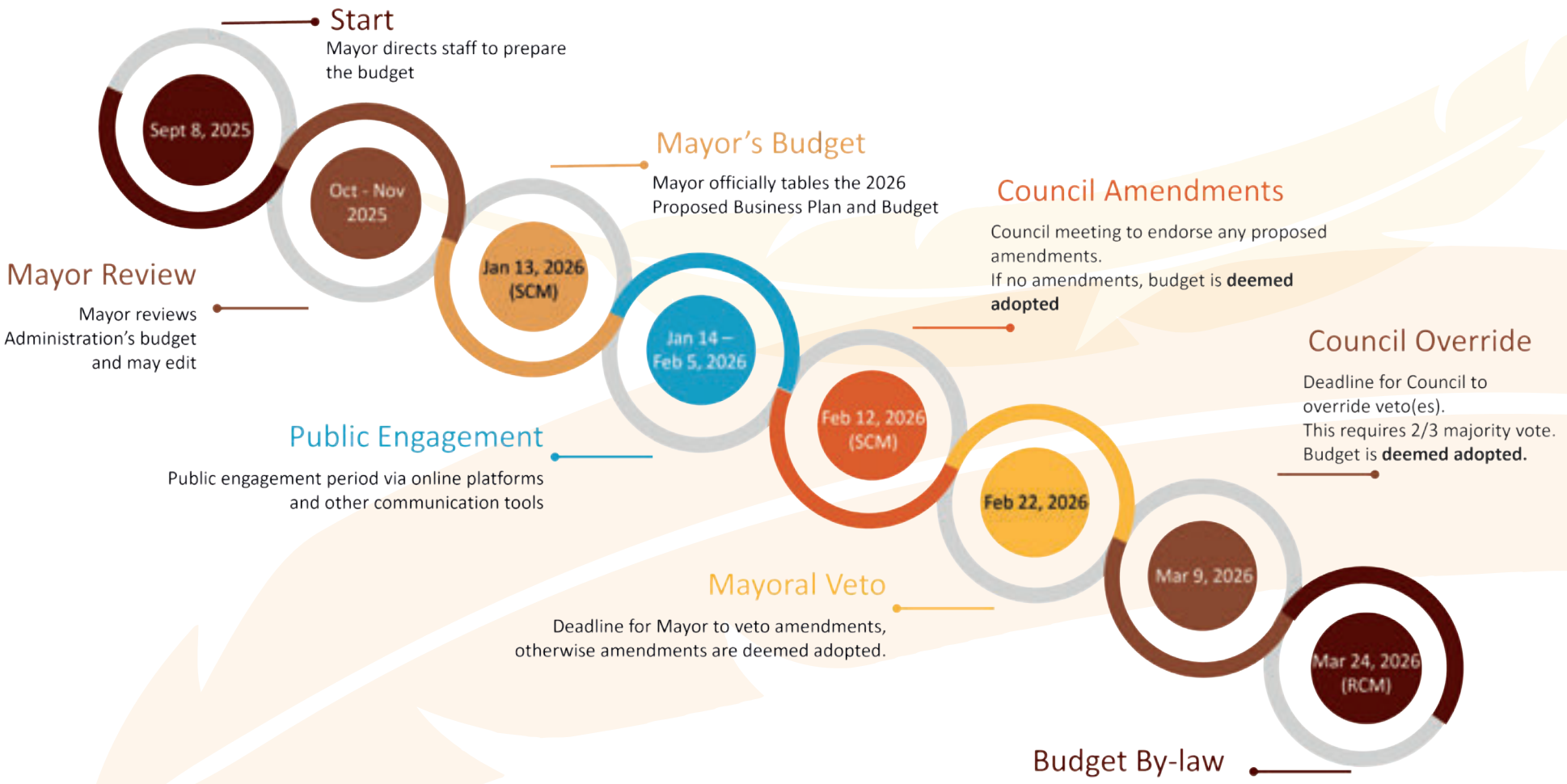
Section 284.16 of the Act requires a head of council granted the Strong Mayor powers to prepare a proposed budget and provide it to council for council's consideration in accordance with the regulations. Under section 284.3 of the Act, the head of council can direct staff to take certain actions, such as to direct staff to prepare the proposed budget. Section 7 of O. Reg. 530/22 sets out rules regarding the new budget process, which includes an amendment period, veto period, and override period.

Under the Strong Mayor framework:

- The Mayor is required to prepare and table the proposed municipal budget to Council and the public by February 1 each year.
- Following tabling of the Mayor's proposed budget, Council has 30 days in which to propose amendments.
- The Mayor retains the authority to veto Council's budget amendments, and Council may override that veto with a two-thirds majority vote.
- If the process concludes without a final adopted resolution, the legislation provides that the budget is deemed adopted.

The planned 2026 Business Plan and Budget timelines incorporate legislative changes while preserving the overall structure of the Town's historical budget cycle.

The following info-graphic outlines the key steps in the 2026 Operating, Lifecycle and Reserve budget process and the proposed timelines associated with the revised process.



Strategic Direction

At the onset of their four-year term, Council establishes Strategic Priorities that guide decision-making across all departments. Council was elected in the fall of 2022 and formally adopted the 2023–2026 Strategic Priorities on July 25, 2023. These priorities inform budget planning by framing key service and infrastructure areas that require funding and attention in 2026 and beyond.

Public Engagement

Residents are encouraged to participate in the budget process through various channels. Notice of Council's intention to adopt budgets is published on the Town's website and social media platforms. Community members may attend public meetings where budget deliberations occur and present their views as delegations. Contact information for the Mayor and Members of Council is readily available on the Town's website for written or electronic input.

In addition, the Town's online engagement platform will be open from January 14, 2026 through to February 5, 2026 to collect public commentary on the budget during a defined input period.

Comments received from residents are shared with Council and Town Administration and are considered at key points throughout the budget approval process.

Budget Development – 2026

Both Council and Administration underscore the significance of long-term planning, integrating this perspective into the operating budget process through the inclusion of two forecast years. While the primary focus is on adopting the 2026 budget, it is imperative to recognize and consider the projected budget demands for the forecasted years when making decisions for the current budget year.

Department Requested Budget

The development of Tecumseh's 2026 budget involved a thorough and collaborative approach, recognizing early on the financial challenges ahead. Initially, the Department Requested Budget proposed an increase of $2,365,639 in Operating Net Expenditures, equivalent to a 6.30% rise net of growth.

Administration's Proposed Budget

During Senior Management review sessions, Administration was able to reduce the increase by $1,000,815. The result is a budget calling for a proposed municipal levy increase of $1,364,824 or 3.08%, after accounting for $423,000 in assessment growth.

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

- Wages & Benefits: $250,000 decrease resulting from the deferral of implementation and/or elimination of staffing positions.
- Tax Write-Offs: $100,000 decrease in estimated assessment appeals.
- Increased Transfers from Reserves:
  - $60,000 for one-time offset of CIP BPIG in full.
  - $150,000 for one-time WSIB rebate.
  - One-time $50,000 to account for anticipated vacancies.
  - $131,000 for one-time adjustment to Transit's net expenditure (per Building and Planning's Council Report #23/12).
- Maintenance Services & Materials/Supplies: Reduction of cost by $95,000.

Mayor's Proposed Budget

During the Mayor's review of Administration's Proposed Budget, the Mayor was able to reduce the increase by an additional $70,000. The result is a proposed budget with a municipal levy increase of $1,294,824 or 2.85%, after accounting for $422,000 in assessment growth.

The Mayor's adjustments include:

- $35,000 increase in Supplemental Tax Revenue, driven by the new hotel.
- $10,000 decrease in Contract Services, driven by savings in two service agreements as contracts are being reviewed and consolidated.
- One-time $25,000 decrease to 'Grants & Donations' in Planning department, related to CIP incentives as current reserve balances are anticipated to be able to cover any charges in 2026.

The 2026 budget proposes an **increase to Lifecycle of $250,000** to bring the allocation to $9.26 million for 2026 (target allocation is $10.16 million).

The 2026 budget proposes an **increase to the New Infrastructure Levy (NIL) of $200,000** to bring the allocation to $2.55 million for 2026 (target allocation is $3.13 million).

The key drivers of the 2026 budget increase include:

Description	Department Requested Budget	Impact	Administration's Requested Budget	Impact	Mayor's Budget	Impact
Salaries and Benefits	$ 1,353,979	4.42%	$ 1,106,925	3.62%	$ 1,106,925	3.62%
Contracted Services	641,039	2.09%	641,039	2.09%	631,039	2.06%
Contribution to Capital (Lifecycle/NIL)	450,000	1.47%	450,000	1.47%	450,000	1.47%
Maintenance Services & Materials/Supplies	239,150	0.78%	143,500	0.47%	143,500	0.47%
Professional Services	123,348	0.40%	108,348	0.35%	108,348	0.35%
Office Supplies & Equip Mtnce	101,325	0.33%	101,325	0.33%	101,325	0.33%
Insurance & Utilities	62,491	0.20%	62,491	0.20%	62,491	0.20%
Other	39,190	0.13%	38,940	0.13%	13,940	0.05%
Tax Write-Offs	70,000	0.23%	(30,000)	(0.10%)	(30,000)	(0.10%)
Net Transfers from Reserves	(64,877)	(0.21%)	(184,730)	(0.60%)	(184,730)	(0.60%)
Various Revenue (Grants, User Charges, etc.)	(265,615)	(0.87%)	(261,655)	(0.85%)	(296,655)	(0.97%)
Transfers from Reserves from One-Time Items	(384,391)	(1.26%)	(811,359)	(2.65%)	(811,359)	(2.65%)
Sub-total	**$ 2,365,639**	**7.73%**	**$ 1,364,824**	**4.46%**	**$ 1,294,824**	**4.23%**
Growth	(436,667)	(1.43%)	(423,413)	(1.38%)	(422,486)	(1.38%)
Total	**$ 1,965,639**	**6.30%**	**$ 964,824**	**3.08%**	**$ 894,824**	**2.85%**

The table below illustrates the proposed municipal levy increase for 2026 with forecast increases for the years 2027 and 2028. This multiple-year forecasting has assisted in long-range financial planning and strategic priority development.

Budget Drivers	2025	**2026 Proposed**	2027	2028
Base Department Operations (excl Pay/Ben)	1.73%	0.92%	3.71%	1.41%
Service Level Enhancements	1.03%	0.41%	1.49%	0.00%
Payroll/Benefits	1.19%	1.41%	1.91%	1.56%
Sub-total - Operating	**3.95%**	**2.74%**	**7.11%**	**2.97%**
Lifecycle	0.86%	0.82%	0.79%	0.79%
New Infrastructure Levy	0.69%	0.65%	0.64%	0.64%
Sub-total - Capital	**1.55%**	**1.47%**	**1.43%**	**1.43%**
Total	**5.51%**	**4.21%**	**8.54%**	**4.40%**
Assessment (Growth)/Loss	-1.41%	-1.36%	-1.21%	-1.11%
Total w/ Growth factor	**4.10%**	**2.85%**	**7.33%**	**3.29%**

Preparation of Financial Statements

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

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

Basis of Accounting

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

Basis of Budgeting

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

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

Asset Management Plan

The Town's investment in tangible capital assets is significant, with the current replacement cost of infrastructure totaling over one billion dollars. This underscores the need for long-term financial planning for the eventual replacement of these assets. Tecumseh's initial Asset Management Plan was completed in 2013 and later updated on May 8, 2018 (RCM-157/18). On October 27, 2022, an updated Asset Management Plan (Version 3.0) and amended Strategic Asset Management Policy, Policy 85 were presented and adopted by Council (RCM-25/22).

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

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

Financial Information Return (FIR)

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

Purpose of the FIR - Data from the FIR is stored in the Municipal Analysis and Retrieval System (MARS) database. The data is available to ministries, municipalities, other local government agencies and municipal associations for:

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

FISCAL POLICY

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

Annual Budget Development

(Policy 19-2002)

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

Asset Management

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

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

Effective asset management is foundational to the Town's long-term infrastructure strategy and ensures that critical assets like roads, bridges, and sewers are maintained to serve residents effectively. With the provincial '**Building Together**' initiative introduced in 2011, the Province mandated municipalities to develop and maintain detailed Asset Management Plans (AMPs) to qualify for provincial funding. The Town's AMP, initially adopted in 2013 and updated in 2018, 2022 and again in 2024, covers a 10-year period, balances immediate needs and future demands. These updates ensure compliance with **Ontario Regulation 588/17**, which requires municipalities to maintain a current AMP that reflects the condition, service levels, and financing needs of assets. AMP v5 will be completed in 2026 and will include the balance of non-core infrastructure assets.

Debt Management

(Long-standing practice)

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

Development Charges By-law

(By-law 2024-063)

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

Financial Management Policy

(Policy 102-2020)

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

Investment Policy

(Policy 87-2016)

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

Lifecycle Program

(Long-standing practice)

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

Operating Budget Implementation and Reporting

(Policy 21-2002)

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

Post Budget Adjustments

(Policy 22-2002)

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

Purchasing By-law

(By-law 2025-080)

The Town's Purchasing Policy establishes clear guidelines for the procurement of goods and services. The policy outlines responsibilities and authorities, and details the various purchasing standards sanctioned for the procurement of goods and services at all monetary levels. The guiding principle is that procurement decisions will be made using a competitive process that is open, transparent and fair, and in accordance with applicable regulatory Trade Agreements. This by-law replaces By-law 2021-60.

Surplus/Deficit Management

(Long-standing practice)

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

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

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

Tangible Capital Asset Accounting

(Policy 83-2014)

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

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

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

Asset Retirement Obligations

(Policy # 134)

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

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

ORGANIZATION CHART

Mayor and Council

Chief Administrative Officer

Director Financial Services & CFO

- Financial management & planning
- Budget
- Financial reporting
- Taxation, user fees, rates & charges
- Procurement
- Payroll
- Accounts payable & receivable
- Risk management & insurance

Director Public Works & Engineering Services

- Enginnering services
- Infrastructure & capital planning
- Municipal drainage
- Water services
- Transportation
- Garbage, recycling, yard waste, white goods collection
- Fleet & equipment maintenance
- Master plans, environment assessments, special studies
- Maintain water distribution system

Director People & Culture

- Labour & employee relations
- Workplace health, wellness & safety
- Legislative compliance/ethics
- Talent acquisitions & retention
- Organizational & employee development
- Compensation & benefits
- Performance management
- Adult school crossing guards

Director Technology & Client Services

- Technical services
- Network administration
- Cyber security
- Customer service
- Business solutions
- GIS
- Communications

Director Development Services

- Planning & zoning
- Committee of Adjustments
- Subdivision & condo agreements
- Site plan control
- Community improvement plans
- Development Charges
- Building services
- Local economic development
- Transit

Director Community Safety & Fire Chief

- Fire & rescue operations
- Compliance & by-law enforcement
- Emergency management plan & operation
- Fire prevention & education

Director Community & Recreation Services

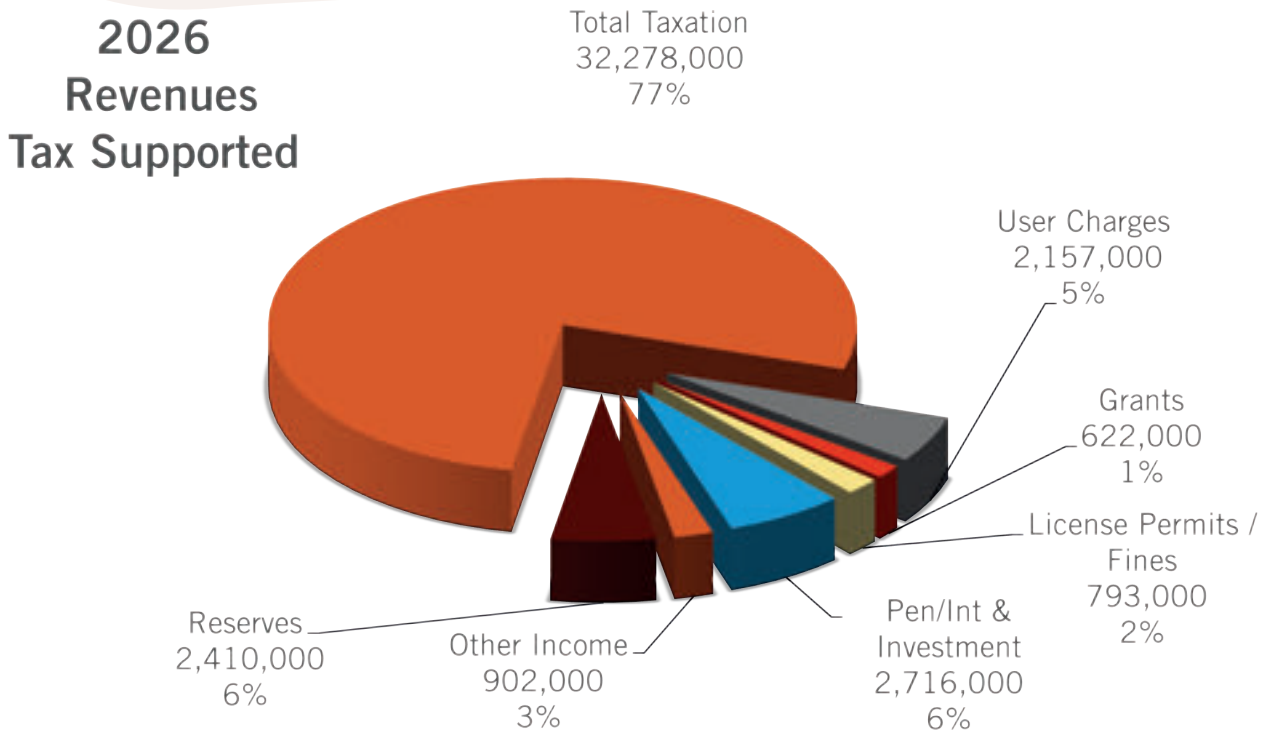
- Parks and open space planning & maintenance
- Horticulture & forestry
- Recreation services & programming
- Energy management
- Facility management & capital planning
- Special Events
- Community partnership & sponsorships

Director Legislative Services & Clerk

- Clerk serivces
- Council & committee support
- Council Code of Conduct
- Freedom of Information
- Licensing
- Records management
- Elections
- Legal services
- Liaison with Closed Meeting Investigator, Information & Privacy Commissioner, & Integrity Commissioner

Revenues

The 2026 Operating and Lifecycle Budgets include $41.9 million in revenues, which is a $2,269,000 or 5.73% increase over the 2025 Operating and Lifecycle Budgets. The primary source of revenue is Taxation, which accounts for 77% of all revenue. Revenue by major category is depicted below.



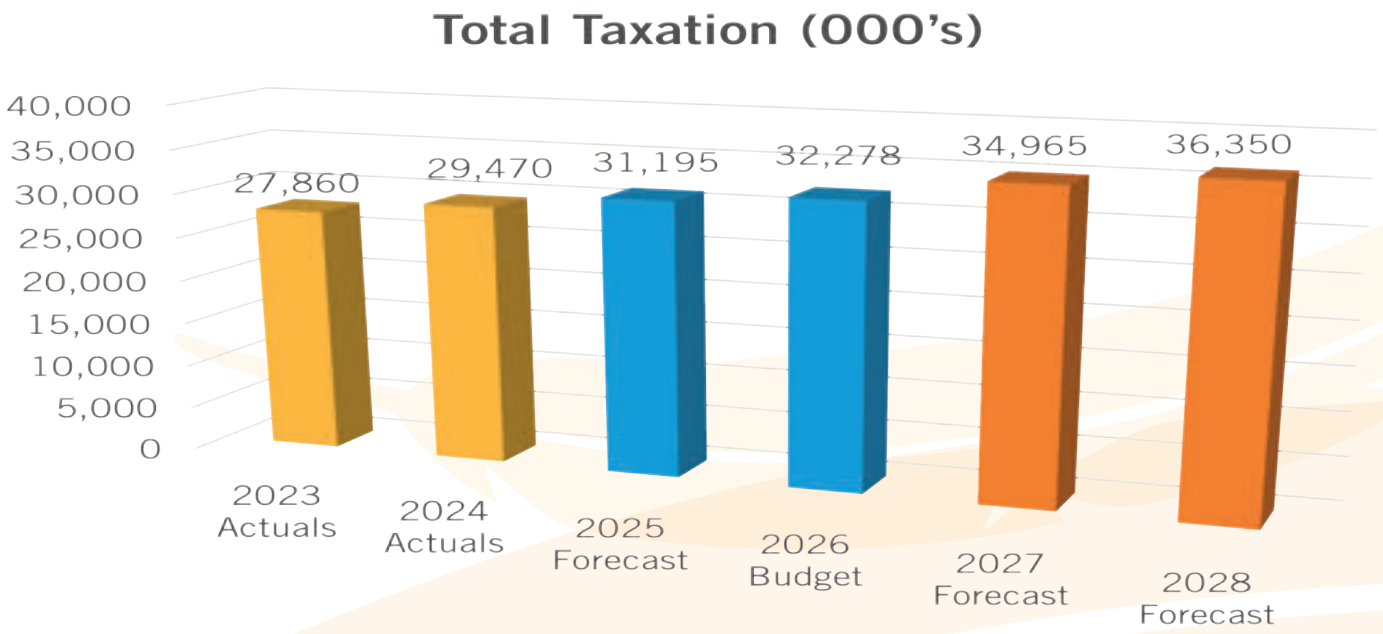
Total Taxation - $32,278,000

Total Taxation revenue is comprised of general levy taxes, supplementary taxes, right of way taxation, special charges and payments in lieu. General levy taxation accounts for $31,902,000 or 99% of Total Taxation. General tax levy revenues increased by $1,295,000 or 4.23%.

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

Levying Authority	2026	2025	$ Change	% Change
Town	$ 2,481	$ 2,412	$ 69	$ 2.85%
County	1,575	1,540	35	2.25%
Education	421	421	0	0.00%
Total	**$ 4,477**	**$ 4,373**	**$ 104**	**$ 2.36%**

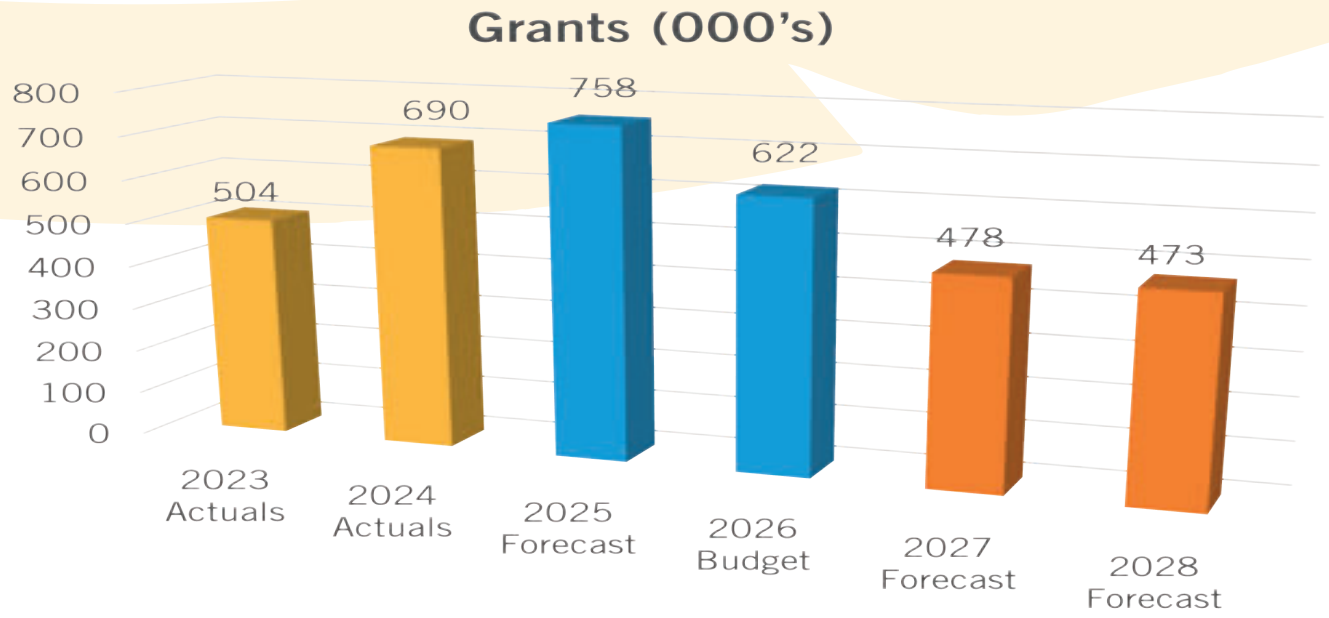
Average residential property assessments increased by 14% during the last assessment revaluation (2016 CVA vs. 2012 CVA) based on data provided by MPAC. The 2020 revaluation that was to be effective for taxation years 2021-2024 was postponed due to COVID-19 and has subsequently been postponed by the Province pending Provincial review of the property assessment and taxation system in Ontario. Therefore, property valuations will remain unchanged from the 2025 assessment (based on fully phased in Jan 1, 2016 CVA).



The 2026 budget includes a provision for an increase to the New Infrastructure Levy allocation of $200,000 and an increase to the Lifecycle allocation of $250,000. Further details can be found in the Lifecycle section of this document.

Projected Municipal Taxation requirements for 2027 and 2028 call for general levy increases of 8.49% and 4.15% respectively, of which approximately 1.41% for 2027 & 1.30% for 2028 is Lifecycle/Capital related. Some of the increase in the outlook years is expected to be generated from assessment growth, so that increases to the tax levy, net of growth, should be closer to 6.60% and 2.41% for the outlook years.

Grants - $622,000



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

Ontario Municipal Partnership Fund (OMPF) grant revenue is estimated at $16,000 in 2026. Tecumseh's share of this grant has generally declined as the program was re-designed so that northern and rural municipalities would gain a greater proportion of the available funding.

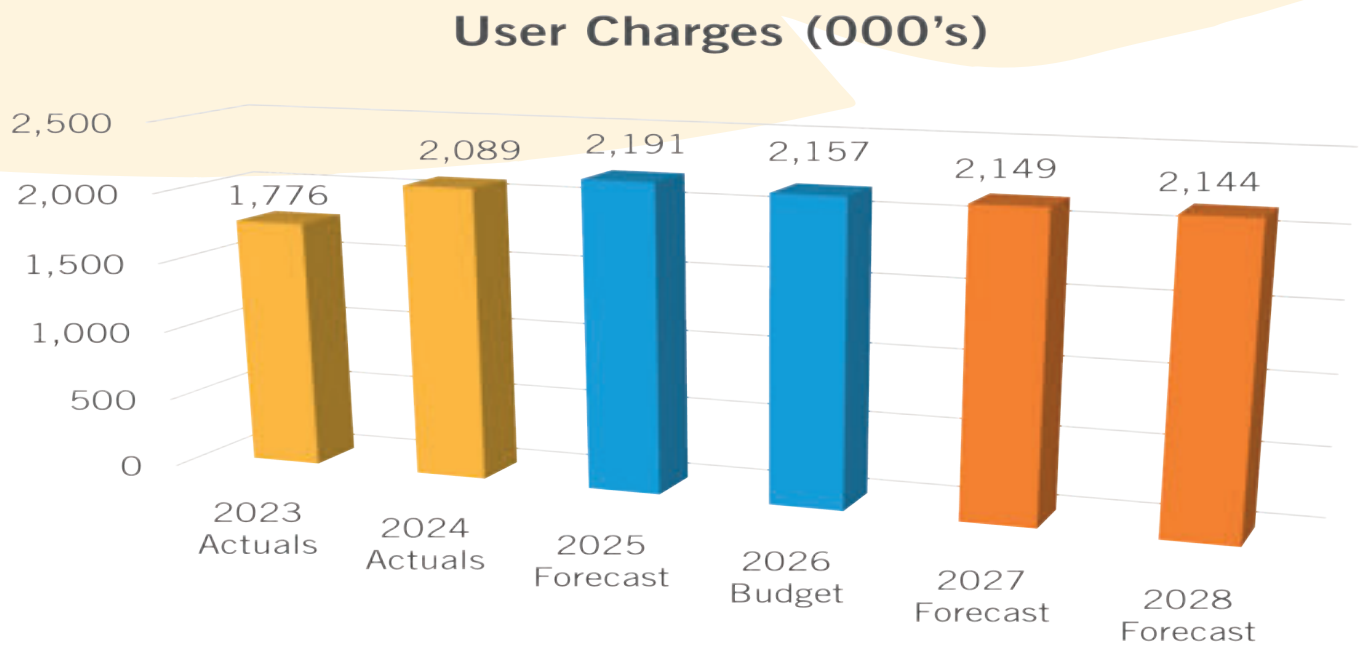
Ontario Specific Grants are expected to increase by $120,000 primarily due to additional funding:

- FCM Grant to support the Climate Risk Assessment and Climate Adaptation Plan $34,000
- The Windsor Essex Community Foundation Impact Grant to support the cost towards the 2026 Municipal Election $15,000
- The Rural Ontario Development Grant to support the Local Economic Development Strategy $31,000
- Provincial Support towards increased municipal transit program costs $40,000

Canada Specific Grants are expected to decrease by $65,000 primarily due to the following:

- Housing Accelerator Funding support towards the Town's Housing Accelerator Program initatives reduces in 2026. ($46,000). Additional HAF funding may be available towards capital program initiatives during 2025-2027. The bulk of the funding that was for studies related to the initiatives is expended in the first two years.
- One-time funding through the Tourism Growth Program for 2025 is removed from 2026 budget. ($19,000)

User Charges - $2,157,000



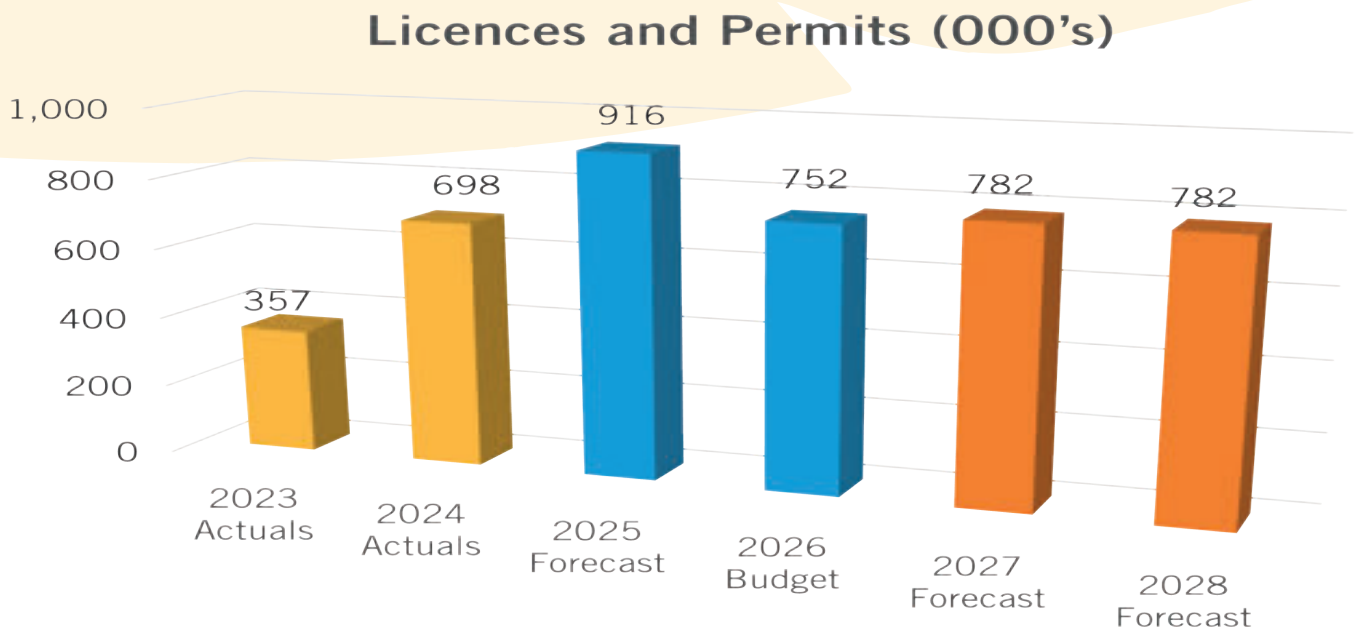
User Charges are fees imposed for a variety of municipal services such as arena ice rental, land lease and pool programs. The three largest generators of User Charges are:

- Arena Ice Rentals $880,000
- Registration/Entry Fee $160,000
- Land Lease $149,000

The 2025 year end forecast will be $57,000 or 2.93% higher than budget primarily due to false alarm charges per updated by-law and higher than budgeted Fire Service Calls. The 2026 User Charges are expected to increase by $211,000 or 10.85% from 2025 budgeted revenue, benefiting from electricity sales through the provincial Electricity Capacity Auction program, various land lease agreements, and the implementation of Administrative Monetary Penalty System (AMPS) program.

User Charges revenues (excluding Water and Sanitary) are reviewed annually and are generally adjusted by the Consumer Price Index (CPI) at July. The CPI at July 2025 was 1.5%. Departments will generally increase User Charges by CPI where market conditions allow

Licenses and Permits - $752,000

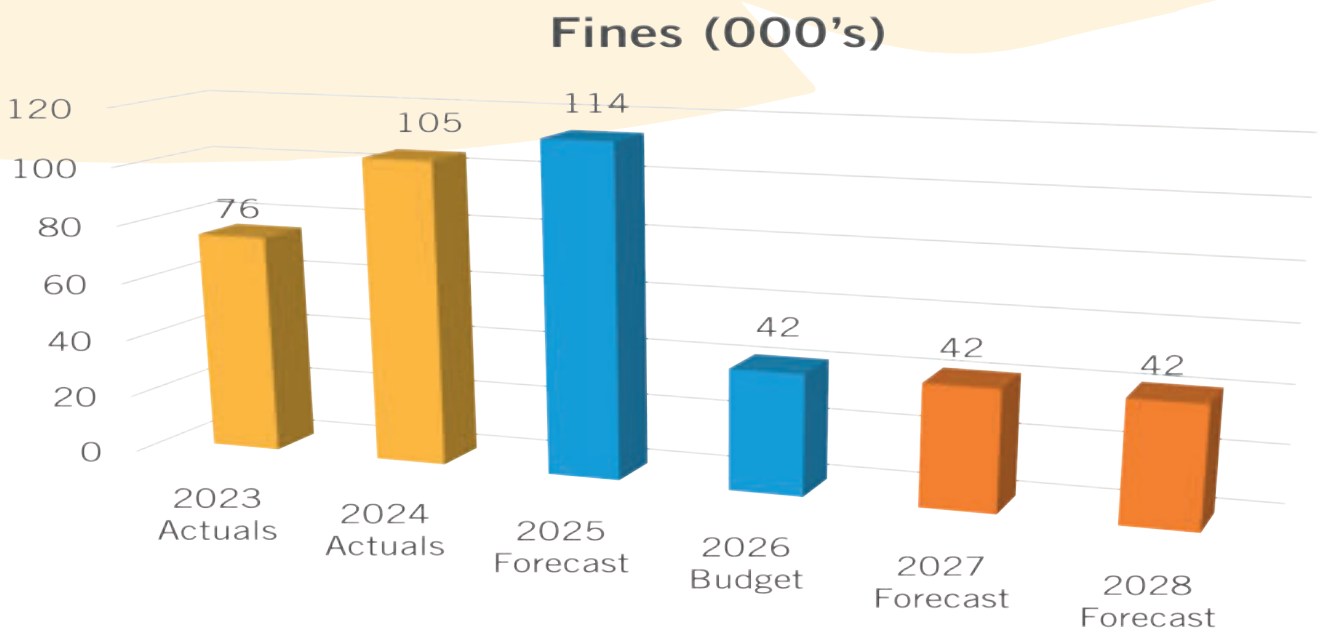


The Town generates revenue through the issuance of licenses (dog and lottery) and permits (building, culvert/driveway). The three largest sources of revenue under this grouping are:

- Building Permits $680,000
- Marriage Licences $ 30,000
- Dog Licences $ 26,000

License and Permit revenues are expected to decrease from 2025 budget levels by $19,000, primarily due to lower building permit fees ($30,000) as a result of the downturn in economic conditions, offset by higher marriage licences ($11,000) benefiting from the Ministry's Marriage Licence Modernization online pilot program.

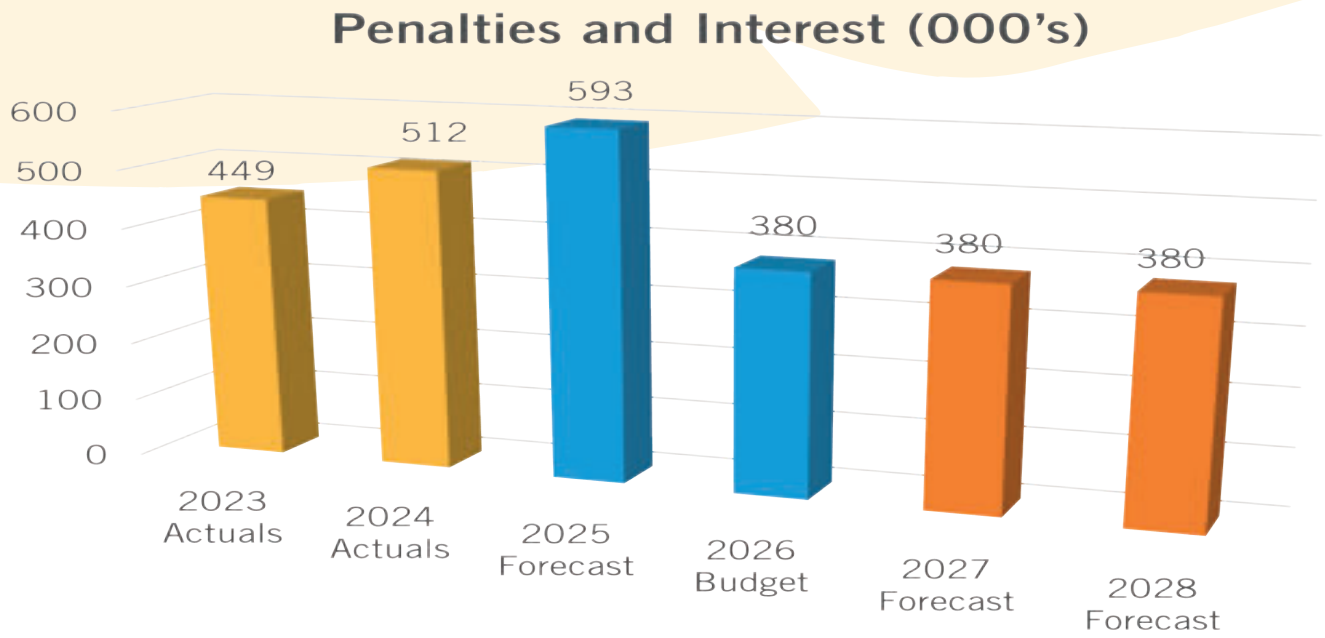
Fines - $42,000



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

Fines revenues are expected to decrease by $41,000 or 49.67% from 2025 budgeted revenue levels, primarily resulting from lower revenue generated under the Provincial Offences Act, as the City of Windsor moves Red Light Camera fines out of the POA program and into its Administrative Monetary Penalty System.

Penalties and Interest - $380,000

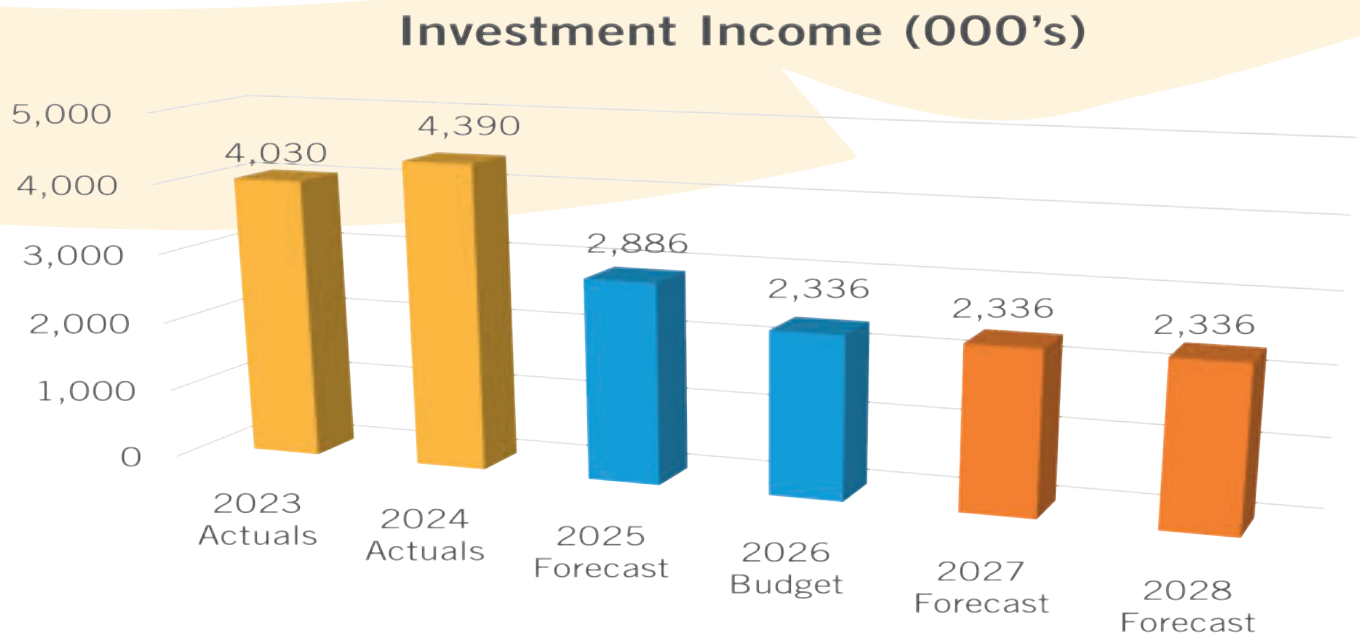


Penalties and Interest are charges for the late payment of property tax bills. The 2026 budget for penalties and interest on outstanding taxes remains consistent with 2025.

2025 Forecast is anticipated to be higher than budgeted levels due to increased property tax arrears throughout the full year.

Actual penalties and interest charges increased to $512,000 in 2024 as Taxes Receivable increased to 6.0% of Taxes Levied. Taxes Receivable as a percentage of Taxes Levied has been stable for the past ten years, ranging between 4% to 6%, comparable to that of the region and below the 8% industry threshold considered to be a negative financial factor. Forecast charges for the outlook years are maintained at $380,000; fees equivalent to arrears of 4% of levies.

Investment Income - $2,336,000



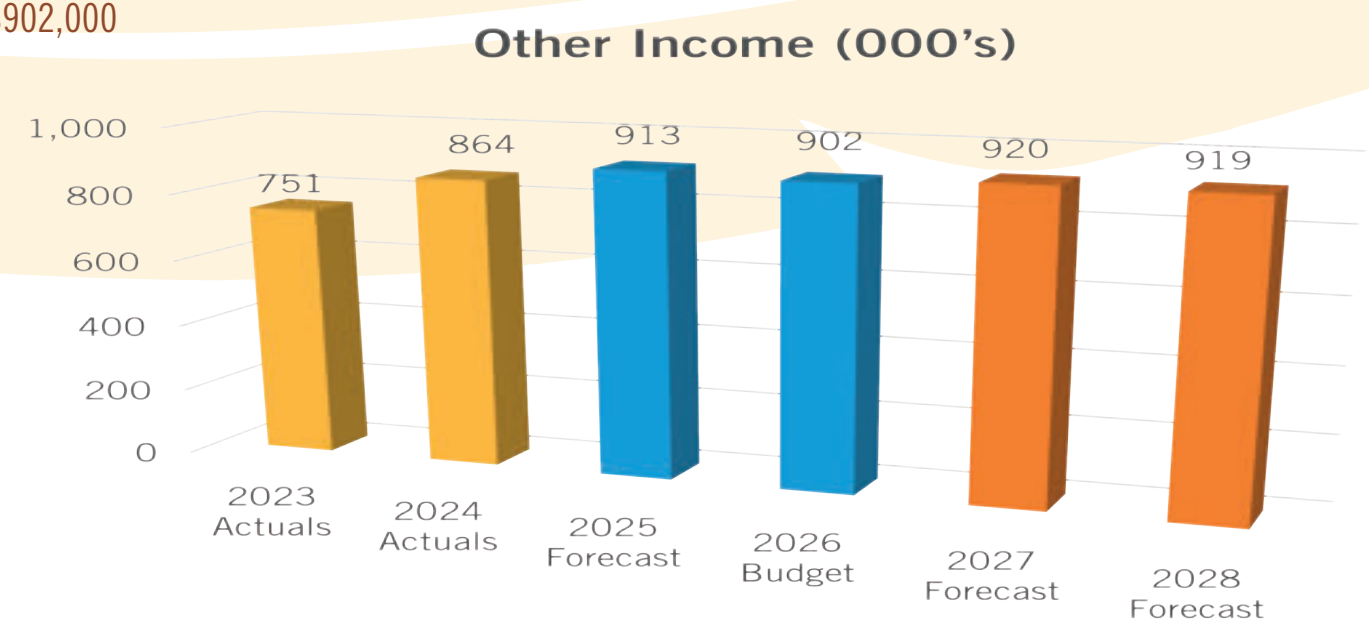
Investment income summarizes revenues generated through interest and dividends. Bank interest of $1,790,000 and dividends of $536,000 comprise the majority of the total budgeted amount.

Actual income exceeded budgets in 2016 through 2025 due to greater bank interest income coming from higher rates and bank balances and increases to dividend income. Bank interest rates in 2025 have been reduced compared to prior years, with the central bank's key policy rate being held at its current level. It is forecast that 2025 investment income revenue will be $377,000 or 15% greater than budget.

The 2026 budget for dividends increased by 36,000 to recognize increased dividend income from shares in Essex Power. Bank interest income is reduced by $210,000 or 10.50% from 2025 budgeted level in anticipation of declining interest rates and declining reserve balances in support of 2026 capital expenditures.

Amounts exceeding base budget, $1,450,000 of the category total of $2,336,000, is to be transferred to reserve for 2026.

Other Income - $902,000



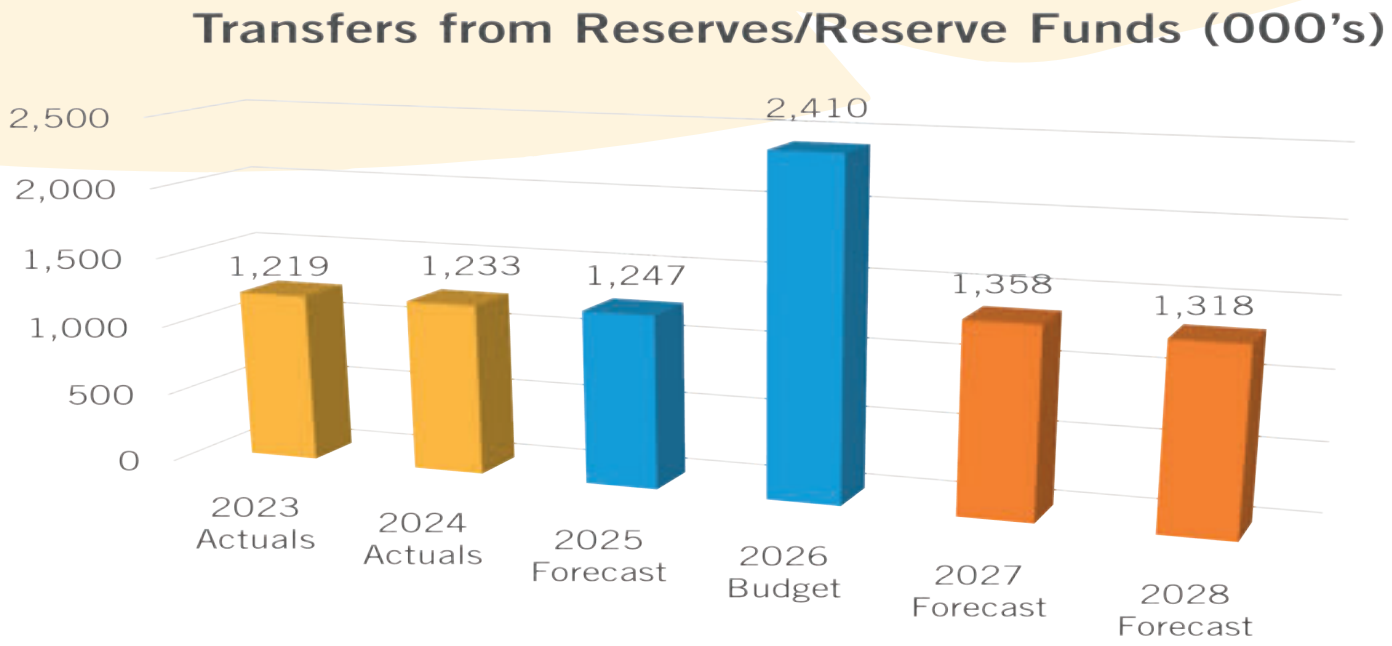
The Other Income category is comprised of royalties and interfunctional charges. Interfunctional - Administration charges comprise 95% of the total budgeted amount.

Interfunctional charges mainly include Town General Administrative cost recoveries of $798,000 for support provided to the Sanitary and Water divisions as part of the program to have Sanitary and Water services on a full cost recovery basis. The balance includes cost recoveries from Building and Transit services. General Administrative costs are recoverable from Building services as Building services are supported through Building permit charges and recoverable from Transit as Transit services are supported through provincial grants.

The 2026 budget for interfunctional charges has been increased by 2% due to inflationary increases.

Outlook years' budgets also include a 2% inflationary provision.

Transfers from Reserves - $2,410,000



Reserves, which include reserve and reserve fund transfers to the Operating Budget, are $2,410,000, which represents an increase of $932,000, or 63% from 2025 budget levels. Transfers from Reserves/Reserve Funds in support of the Operating budget are typically used in cases where expenditures are uncommon, or one-time in nature or in cases where the expenditure is in support of the Town's capital/lifecycle program, and so more appropriately funded from capital/lifecycle reserves. 2026 transfers are as follows:

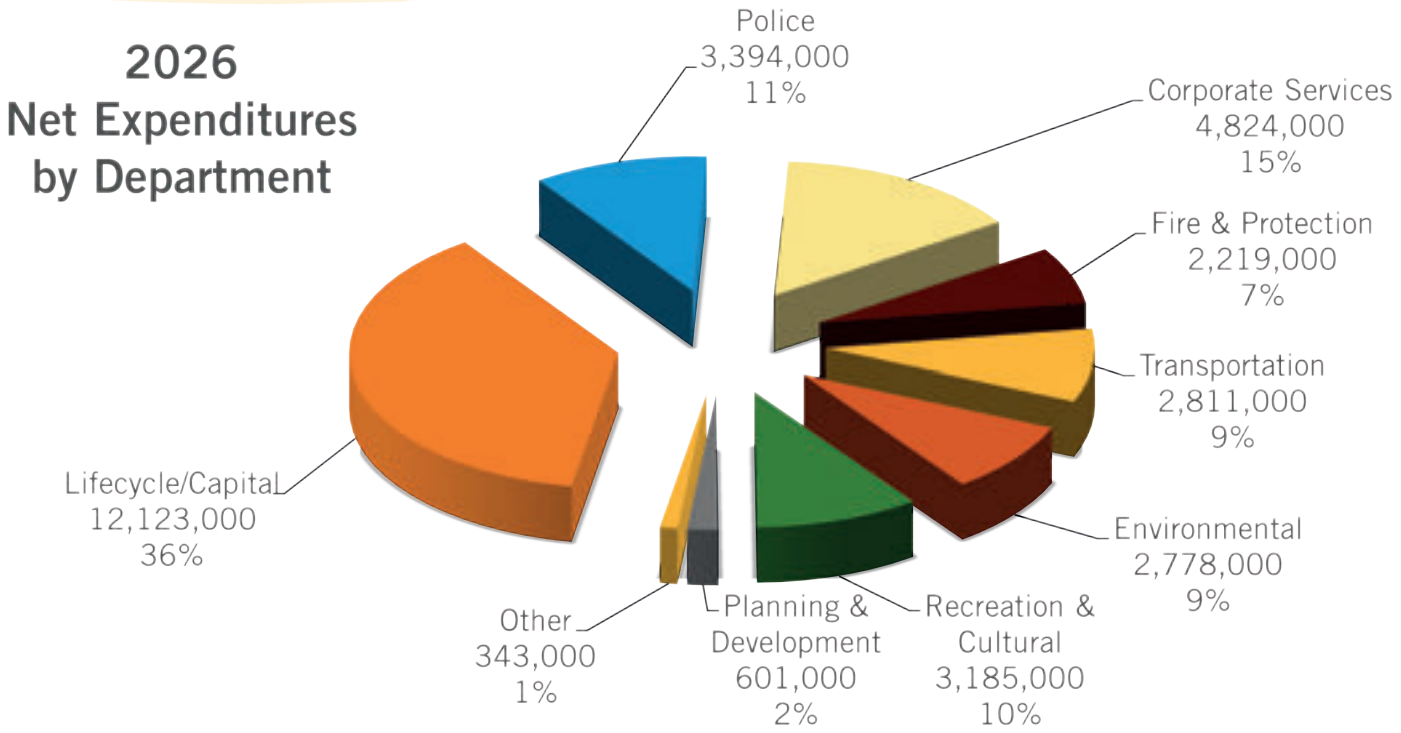
- Reserves $1,677,000
- Lifecycle Reserves $653,000
- Reserve Funds $ 80,000

Some of the more significant items include:

- $150,000 **Transfer from Reserves – Corporate Shared** – budgetary tool to account for temporary staffing vacancies.
- $120,000 **Transfer from Reserves – Corporate Shared** – one-time funding allocation for CIP-BPIG incentive program.
- $150,000 **Transfer from Reserves – Corporate Shared** – 2025 WSIB rebate announced Q4 2025 to be applied to the 2026 operating budget.
- $374,500 **Transfer from Reserves – Police** – to partially offset OPP contract cost. This includes 50% ($174,500) of the OPP Discount provided in 2025 to offset 2023-2025 retroactive wage settlements.
- $150,000 **Transfer from Reserves – CAO** – funding allocation for ongoing legal costs surrounding the Lottery Licensing lawsuit.
- $30,000 **Transfer from Reserves – Technology & Client Services** – funding allocation for IT service delivery review (5 year milestone).
- $150,000 **Transfer from Reserves – Finance** – funding allocation to offset department payroll and benefits costs related to Financial Services Supervisor – Capital projects.
- $45,000 **Transfer from Reserves – Finance** – to fund Financial Service delivery review.
- $36,000 **Transfer from Reserves – Finance** – one time funding placeholder related to RNSE for Financial Services Supervisor and Q4 2026 implementation, pending the results of the Finance service delivery review.
- $25,000 **Transfer from Reserves – Storm** – to fund Maintenance Materials & Supplies costs related to storm sewer/ municipal drain rehabilitation from spills.
- $150,000 **Transfer from Reserves – Arena** – to offset department costs related to Community Recreation capital project management.
- $131,000 **Transfer from Reserves – Planning** – to offset department payroll and benefits costs related to the Senior Planner – Capital projects.
- $45,000 **Transfer from Reserves – Local Economic Development** – to partially offset professional services cost associated with preparation of the Economic Development Strategy and general expenditures related to Economic Development Summit.

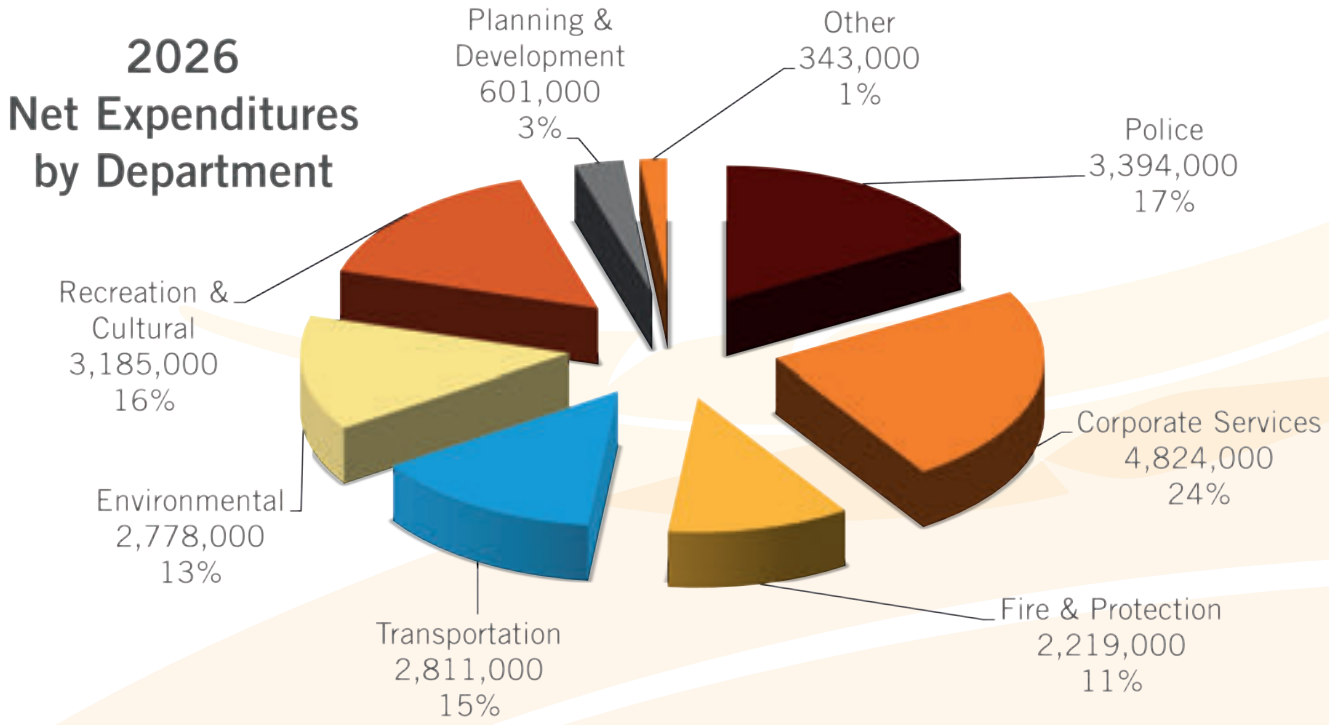
Expenditures

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



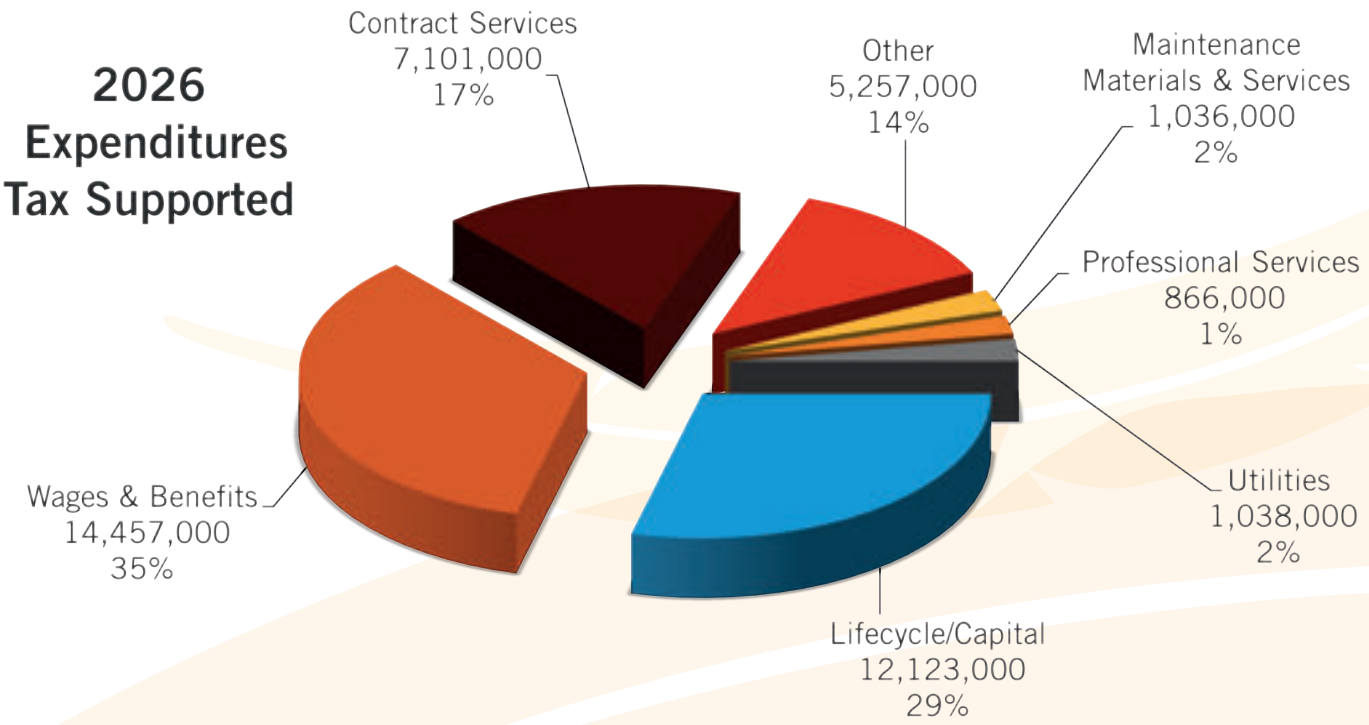
The Lifecycle (LC and NIL) contribution is greater than one third of the Operating Budget at 36%. The Lifecycle contribution is part of a plan adopted by Council in 2005 to address Lifecycle funding requirements. Infrastructure replacement costs in excess of one billion dollars identified through tangible capital asset valuation and Asset Management Plan v4 underscore the importance of this program.

The chart below depicts 2026 Net Expenditure without Lifecycle/Capital allocation.



The 2026 Operating and Lifecycle Budget for Town services is $41.9 million, which represents a $2,269,000 or 5.73% increase from the 2025 Operating and Lifecycle Budgets.

The 2026 Budget by major expenditure type is shown below.

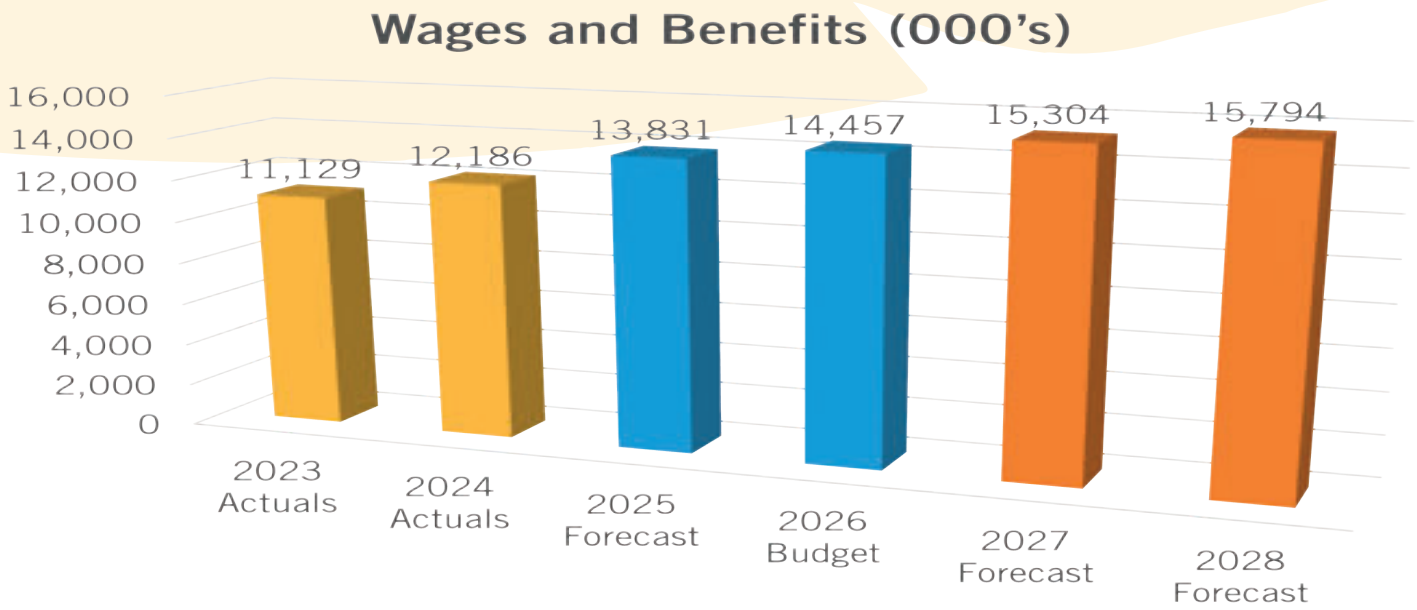


Lifecycle - New Infrastructure Levy and Lifecycle allocations increase a combined $450,000.

Net Operating expenditures, excluding Lifecycle, increased by $1,820,000. Significant factors include:

- **Wages & Benefits** - $1,107,000 increase – primarily due to new positions added for service level enhancements as part of the Organizational Review, Capital Projects and Maintaining existing levels of service as the Town continues to grow, as well as contractual increases for both non-union and union staff.
- **Office Supplies & Equipment Maintenance** - $101,000 increase – primarily due to adjustments to Computer Software and Support cost, which account for ongoing improvements and updates across the Town's software systems. As software transitions to cloud-based platforms, annual subscription models are being adopted, leading to higher operating costs.
- **Professional Development** - ($34,000) decrease – primarily due to one time decrease of $57,000 associated with local economic development initiatives, resulting in a lower 'Transfer from Reserves' of $57,000.
- **Contract Services** - $631,000 increase – primarily due to Police contract, 2026 Municipal & School Board Elections contract service cost and Hardtop Maintenance for line painting and pavement markings contract.
- **Professional Services** - $108,000 increase – primarily due to Service Delivery Reviews for Financial Services and Public Works and Engineering Services departments and consultant services for Economic Development Summit. These are fully offset by an increase to "Transfer from Reserves".
- **Maintenance Services** - $83,000 increase - primarily due to expansion to the storm sewer flushing, video inspection and repairs, and increased costs to clean storm sewer/municipal drain spills.
- **Maintenance Materials & Supplies** - $60,000 increase – Town-wide cost increase primarily due to inflationary increase.
- **Transfers to Reserves** - ($274,000) decrease – primarily due to a decrease in transfers for excess bank interest income above base budget ($360,000), offset by an increase in transfers of ERCA budget net surplus to the Land Stewardship Reserves ($64,000) and the transfers of electricity sale revenue net surplus to reserves ($36,000).

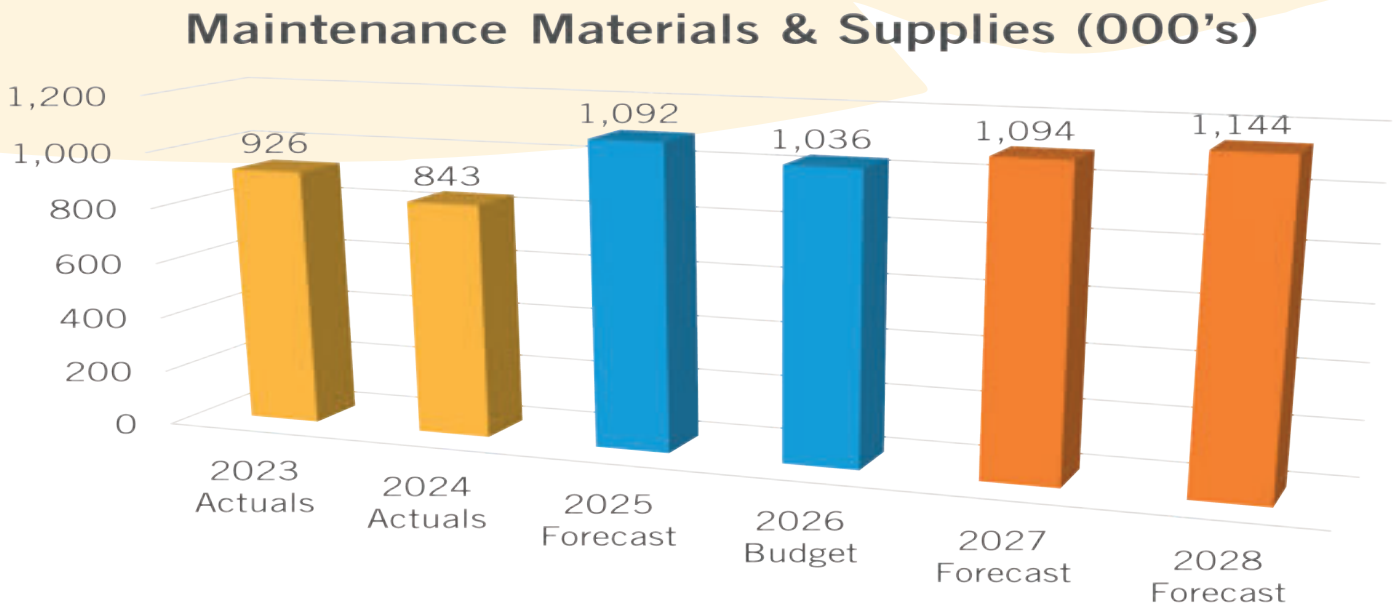
Wages and Benefits - $14,457,000



Wages and Benefits are expected to total $14.46 million (2025 budget - $13.35 million) or 49% (2025 – 48%) of expenditures before transfers. The $1,107,000 increase to the budget takes into account service level changes arising out of the Organizational Review recommendations, Capital Projects and Maintaining existing levels of service as the Town continues to grow, as well as contractual increases and wage adjustments. Staffing enhancements are detailed within the RNSE section of the budget.

Outlook year projections include placeholders for the balance of several part-year 2026 FTE implementations (Proposed Financial Supervisor, Facility Attendant, By-Law Officer, Business Analyst, Senior Building Inspector and Public Works Labourer) totalling approximately $401,000, and a provision for contractual wage increases.

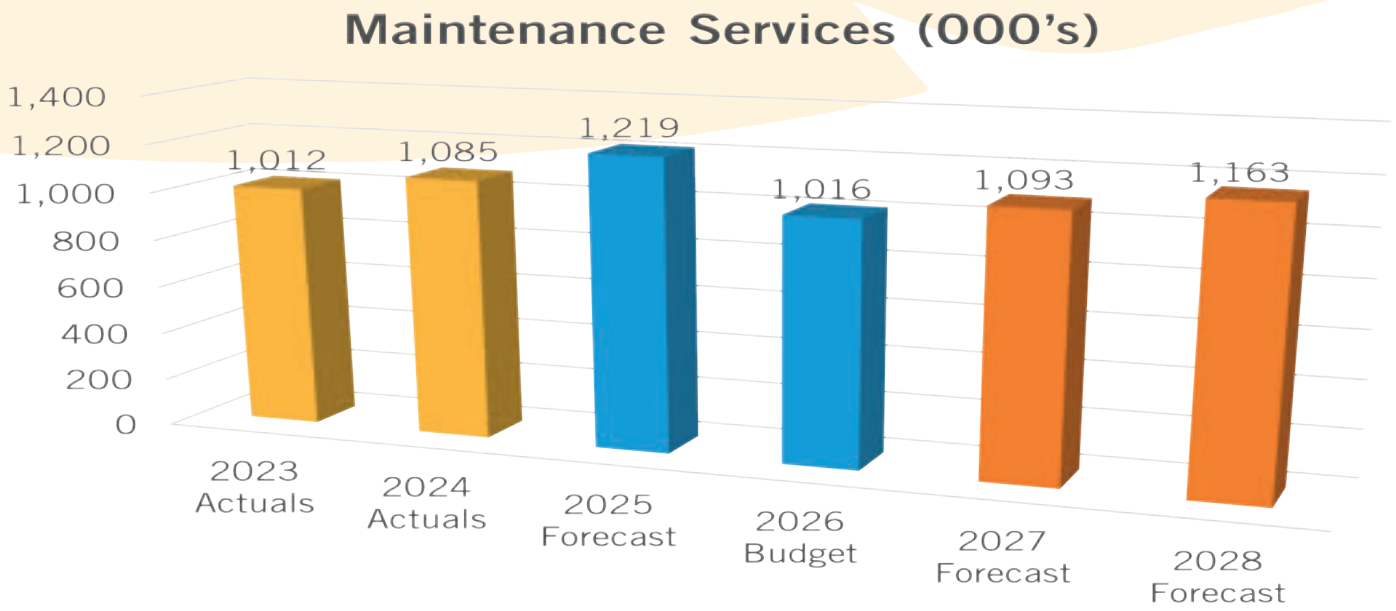
Maintenance Materials and Supplies - $1,036,000



The Maintenance Materials and Supplies category includes costs such as general materials and supplies, chemicals, salt, street signs, gas, equipment purchases, building repairs and maintenance purchases. The 2026 budget is increased by $60,300, or 6.18% from the 2025 budget. The largest expenditure categories are:

- Gas $276,000
- Salt $223,000
- Materials and supplies $216,000

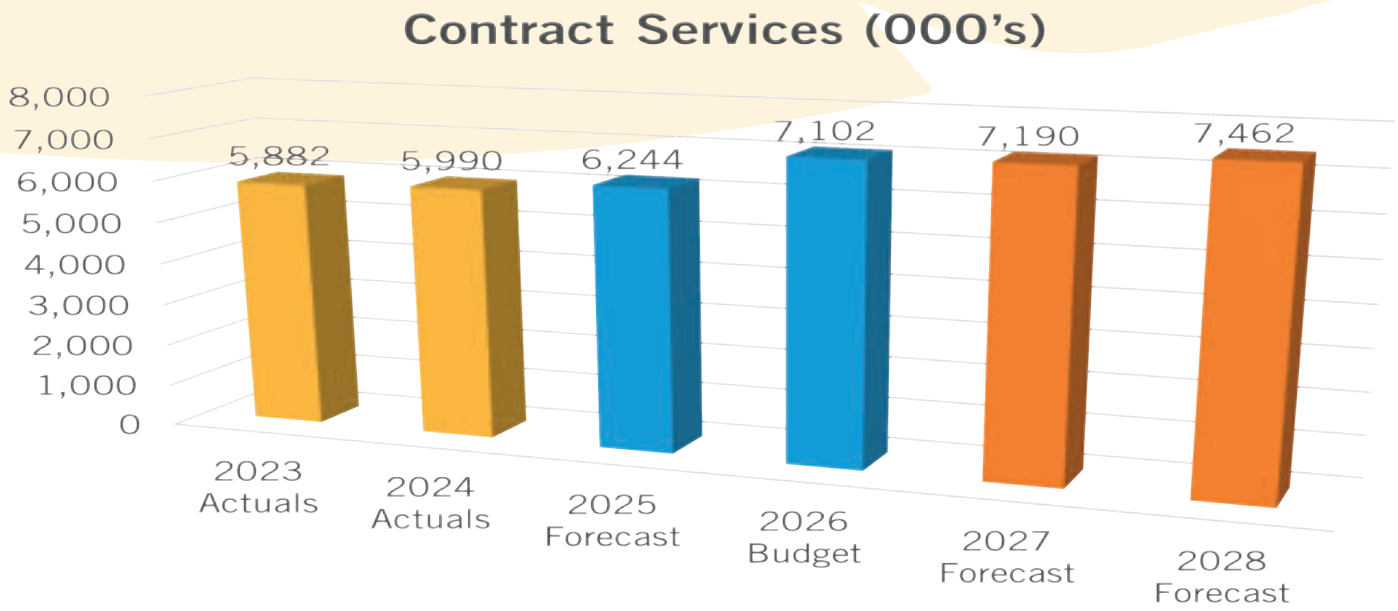
Maintenance Services - $1,016,000



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

- Maintenance Service (Street Lighting/Storm Sewer/Roadways) $379,000
- Vehicle Parts and Service $251,000
- Building Maintenance $151,000

Contract Services - $7,102,000



Major services contracted by the Town include:

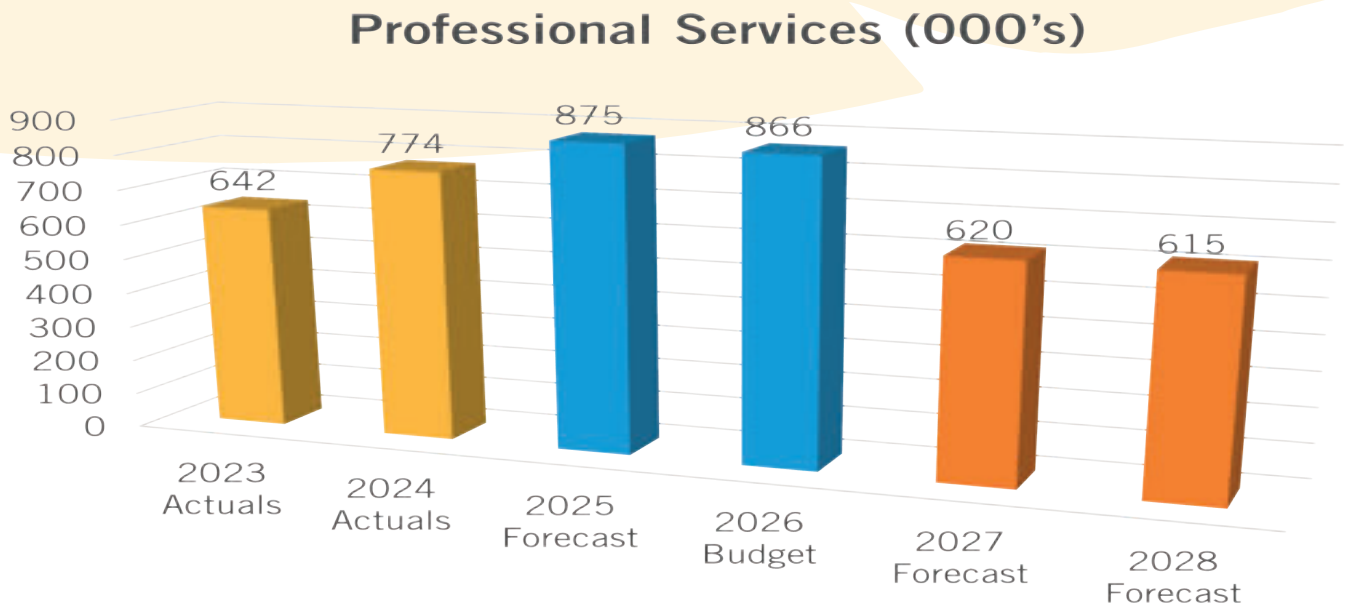
- OPP police service $3,853,000
- Garbage collection/disposal $1,723,000
- Transit $ 289,000
- Conservation requisition $ 284,000

The overall category increase is $631,000 or 9.75% when compared to the 2025 Budget. Some of the increases/decreases include:

- **OPP Contract** - $458,000 increase - primarily due to OPP labour settlements.
- **Contracts** - $77,000 - increase reflective of contract services for the 2026 Municipal & School Board Elections. These costs are fully offset by a one-time increase in 'Transfer from Reserves'.
- **Contracts** - $50,000 – increase reflective of Hardtop Maintenance for line painting and pavement markings.
- **Garbage collection/disposal** - $36,000 – increase reflective of contractual/inflationary costs, in addition to modest housing growth.

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

Professional Services - $866,000



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

Other fees (strategic, marketing, human resource etc.) - $456,000

- Legal fees $286,000
- Planning fees $ 51,000
- Engineering fees $ 38,000
- Audit fees $ 35,000

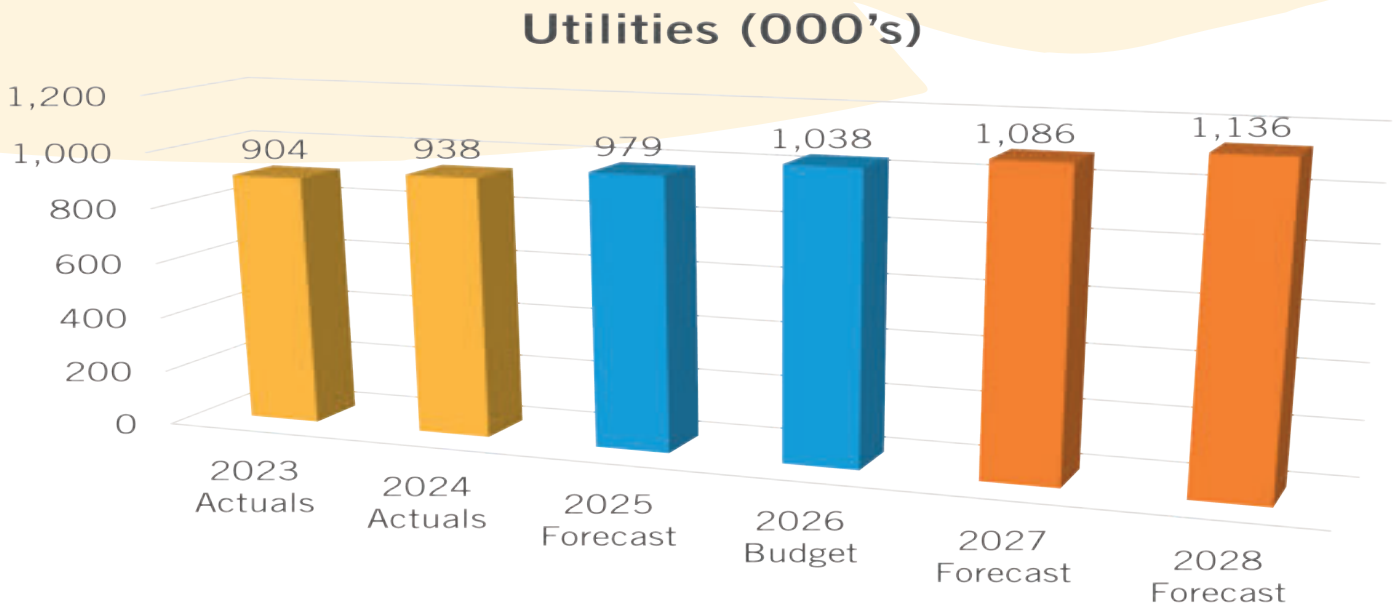
The majority of legal fees are funded through reserves as the majority of costs pertain to specific one-time items. Other professional fees include amounts for economist fees regarding Planning studies, corporate strategic services and health and safety consultant services.

The overall category increase is $108,000, or 14.30% above the 2025 budget, with the largest dollar increases/decreases attributable to:

- **Professional Fees – Other** - $102,000 – Net increase is primarily due to service delivery review for Financial Services and Public Works & Engineering Services department and consultant services for Economic Development Summit. These are fully offset by an increase to 'Transfer from Reserves'.
- **Professional Fees – Engineer** - 5,000 – increase reflective of the need for consultants to support the completion of policies, by-laws and request for quotations.
- **Professional Fees – Audit** - $1,000 – increase is for inflationary/contractual increases for the year-end financial statement audit.

It is expected that Professional Services will decrease in the forecast years with the resolution of outstanding legal issues, the completion of the Housing Action Plan and other on-going Planning Department projects and studies.

Utilities - $1,038,000



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

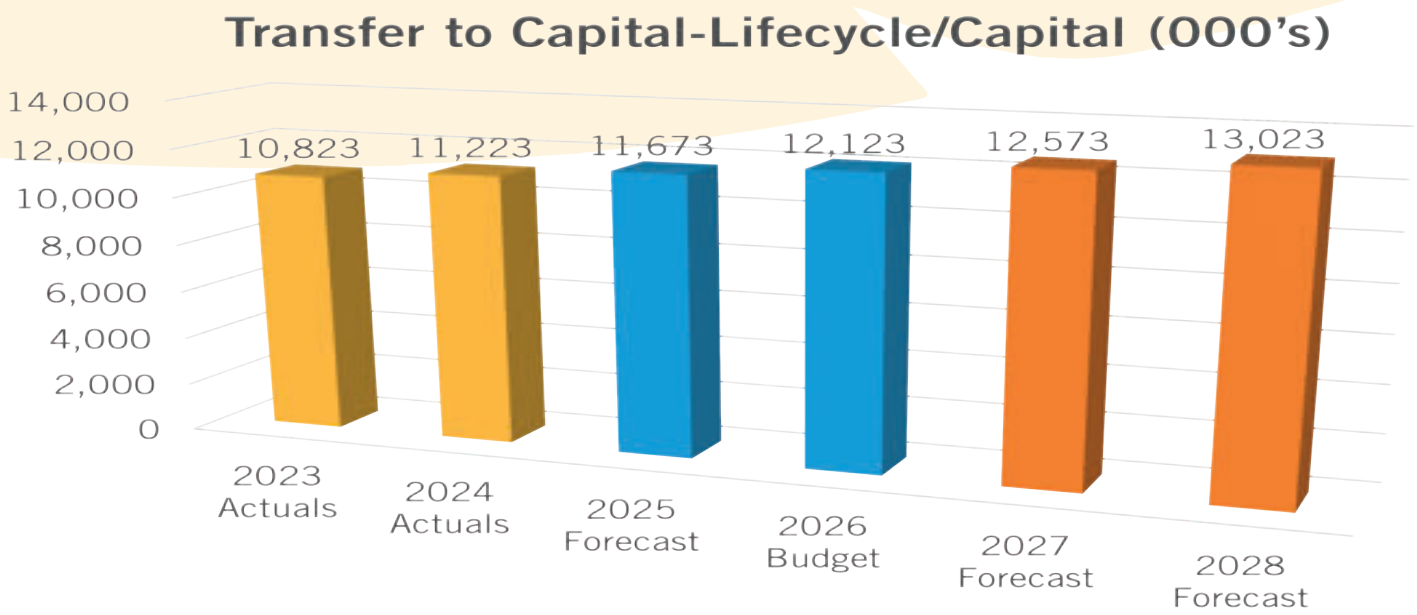
Utilities are expected to increase by $34,000 or 3.37% over 2025 budget levels. This is primarily driven by higher anticipated consumption with the planned installation of new water features at Southfield Park and Lakewood Park, as well as a new bathroom facility at the Maidstone Recreation Centre.

The Town remains committed to reducing energy consumption and greenhouse gas emissions through its Energy Conservation and Demand Management (ECDM) plan. This initiative includes regular facility audits designed to identify opportunities for improvement and enhance operational efficiency.

Over the past several years, numerous recommendations from energy audits and condition assessments have been successfully implemented. These efforts have resulted in Town facilities becoming more energy efficient and sustainable, aligning with our long-term environmental goals.

Looking ahead, the Town recognizes that the greatest opportunity to further reduce energy costs and emissions lies in lowering fuel consumption, such as gasoline and diesel, across municipal operations.

Transfer to Capital (Lifecycle/Capital) - $12,123,000



Transfer to Capital includes the following items:

- Lifecycle $9,573,000
- Lifecycle New Infrastructure $2,550,000

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

The 2026 budget includes an increase to Lifecycle Reserves of $250,000. The $250,000 increase is distributed among several Lifecycle Reserve categories whose annual budgetary allocations are less than the current Required Allocation as detailed within the Lifecycle section of this document.

The 2026 budget includes an increase to the New Infrastructure Levy (NIL) of $200,000, with additional annual increases of $200,000 in each of the outlook years. Continued increases in outlook years is in anticipation of an adjustment to the annual target based on the Development Charge Study in 2024. The necessity for this consideration is explained in detail in the Lifecycle section, however in brief, addresses the lack of capital funding for new infrastructure absent in the Lifecycle Plan.

The outlook years also include a Lifecycle increase of $250,000 in each of 2027 & 2028 as placeholders for contributions towards deficient categories such as Storm, Fire Apparatus, Fleet and Parks Development discussed in more detail in the Lifecycle Plan.

2027 and 2028 Outlook

The 2026 Operating, Lifecycle and Reserve Budget is developed with a two-year outlook or forecast years. The forecast years include known revenue and expenditure increases for those two years. Inflationary increases of 3% were built into outlook years' revenues and expenditures for select revenue and expenditure types.

The preliminary two-year outlook calls for tax levy increases net of growth of 6.60% in 2027 and 2.41% in 2028.

Some of the notable budget pressures identified for 2027 and 2028 include:

- Transfer to Capital (i.e. contributions to New Infrastructure Levy Reserve and Lifecycle Reserves) of $450,000 in 2027 & $450,000 in 2028 (1.41% & 1.30% combined).
- Wages and Benefit increases of $847,000 or 5.86% (2027); $490,000 or 3.20% (2028). This includes service level enhancements as a result of the balance of 2026 part-year FTE implementations and provisions for inflationary increases.

The noted outlook year pressures are expected to be offset by additional revenues and/or reduced expenses including:

- Tax revenue expected to increase by about $600,000 in both 2027 and 2028 due to assessment growth.

WATER AND WASTEWATER OPERATING BUDGET OVERVIEW

The population of the Town of Tecumseh is largely serviced by municipal water and wastewater. There are currently 9,993 metered customers receiving water services and 8,900 customers receiving wastewater services.

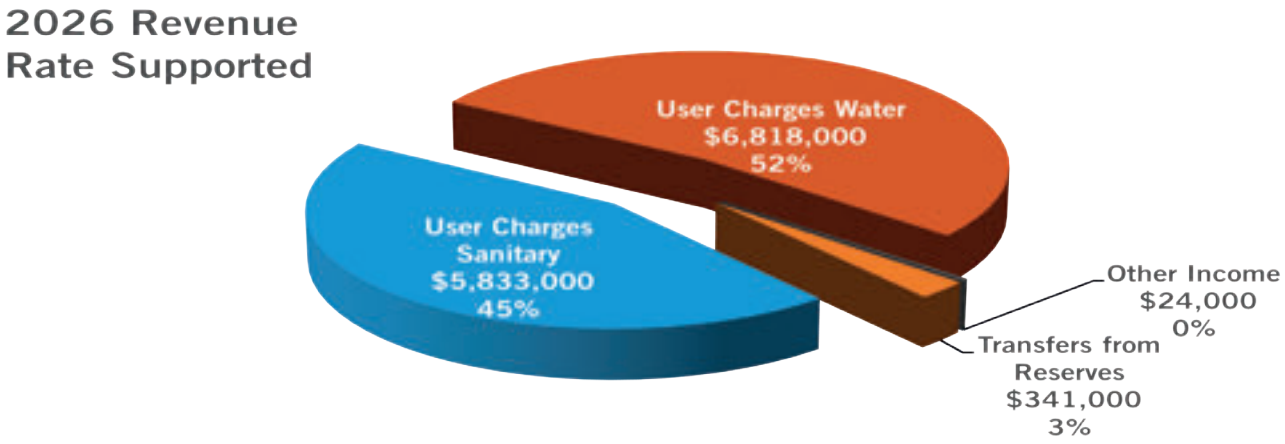
Municipal water and wastewater services are provided to Tecumseh residents based on a user-pay structure based on a monthly fixed charge and on a volume consumption basis. Water and wastewater rates are established through the Town's Water and Wastewater Rate Study and annual rate-setting process and are intended to generate revenues sufficient for the self-sustenance of each service.

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

For transparency, the rate-supported Water and Wastewater Budget is shown separately from the tax-supported General Operating Budget.

Revenues

Revenues for the most part are generated through water and wastewater billings.



2023 Water and Wastewater Rate Study

The Town undertakes a periodic review of water and wastewater services, by way of a Water and Wastewater Rate Study, to:

- Determine the funds required to sustain the Town's water and wastewater infrastructure over the next 10 years using existing capital and operating plans, and
- Determine how to best recover those costs, including re-evaluating the fairness of the current rate structure and charge to the end user as well as identifying other potential revenue sources.

Reviews are generally undertaken every five years or on an as-needed basis to ensure the existing rate structure continues to be the most appropriate. Over time, regulations, legislation, budgets, capital requirements, consumption trends and projections, and the goals and objectives of the municipality may change, which may trigger a rate structure review in advance of a general review.

The Town's existing rate structure is a combination of a fixed charge rate and a volumetric charge rate for both water and wastewater. This is the rate structure used by the vast majority of municipalities. Rate increases per the 2015 Study were designed to bring fixed charge revenue to 40% of total user charges.

Council adopted the Town's 2023 Water and Wastewater Rate Study (Rate Study) on May 23, 2023. It supersedes the Town's 2015 study.

The rate structure maintains the combination of fixed and variable charges, including decreasing block rate for large users, and maintains a total charge ratio of 60/40 for variable charges to fixed charges, as per the strategy adopted in the 2015 Study. The 2023 Study calls for annual rate increases of 3% for both fixed and variable charges.

Two key cost factors that will impact the amount of charges that can be transferred to reserve funds are water purchase and wastewater treatment costs.

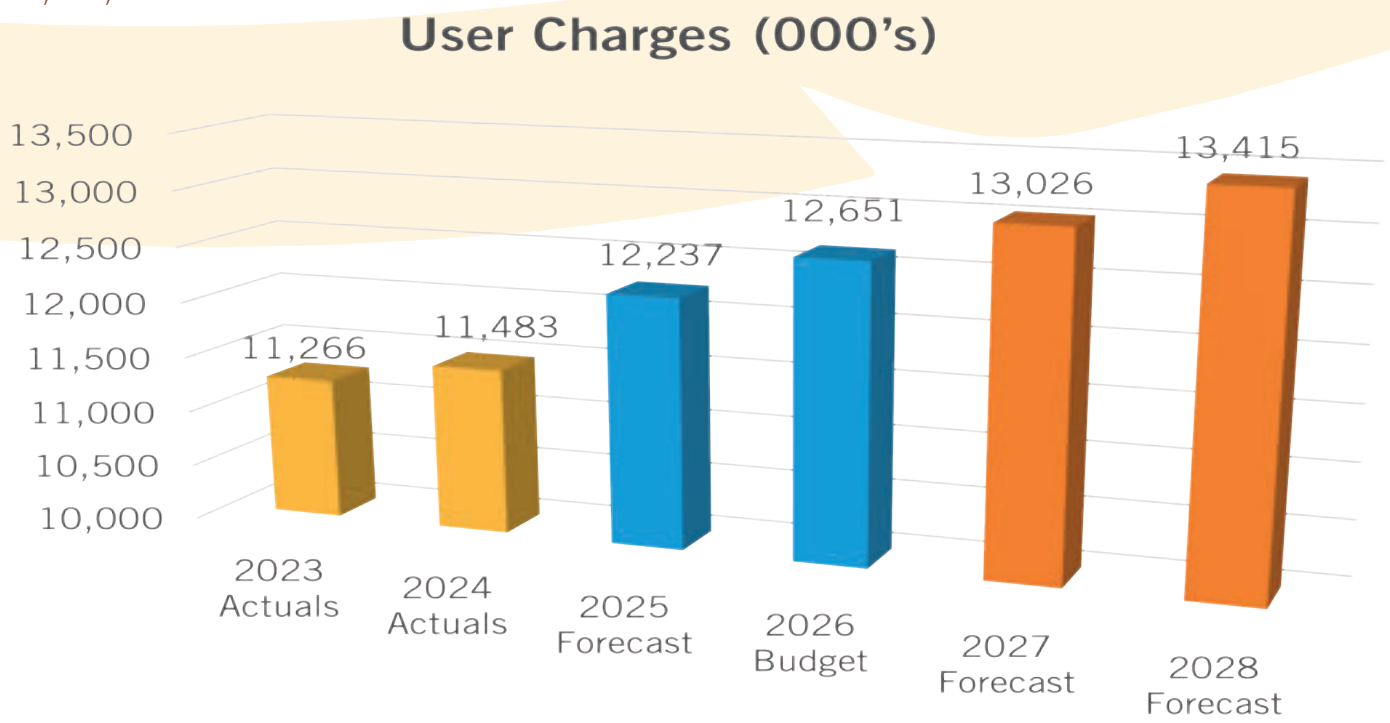
Water is purchased in bulk from Windsor Utilities Commission (WUC) based on a 50-year Water Servicing Agreement effective March 31, 2006 that includes annual rate increases equivalent to annual Consumer Price Index (CPI) and an opportunity for rate adjustments at 10-year anniversary intervals.

The Town owns and operates the distribution system within the Town, including metering facilities at the Town boundary.

Wastewater treatment services are provided by the City of Windsor based on a perpetual Wastewater Service Agreement established March 3, 1970 and since amended on several occasions to either account for Tecumseh wastewater service expansion and/or adjust the proportionate payment for treatment plant costs borne by both Tecumseh and the City.

The Town owns and operates the wastewater collection system within the Town's boundaries, which provide conveyance of the Town's wastewater to the outlets and into the City of Windsor.

User Charges - $12,651,000



User charges are revenues generated from the sale of water, sewer charges, hydrant rentals, work orders etc. The most notable budget items under User Charges include:

- Water Sales $ 6,744,000
- Sewer Charges $ 5,828,000

Based on recommendations included in the Town's Approved 2023 Water and Wastewater Rate Study, the proportionate amount of fixed fees will maintain the 40% ratio achieved through the 2015 Study.

User Charges are necessary to address funding requirements for new capital, lifecycle and operating costs.

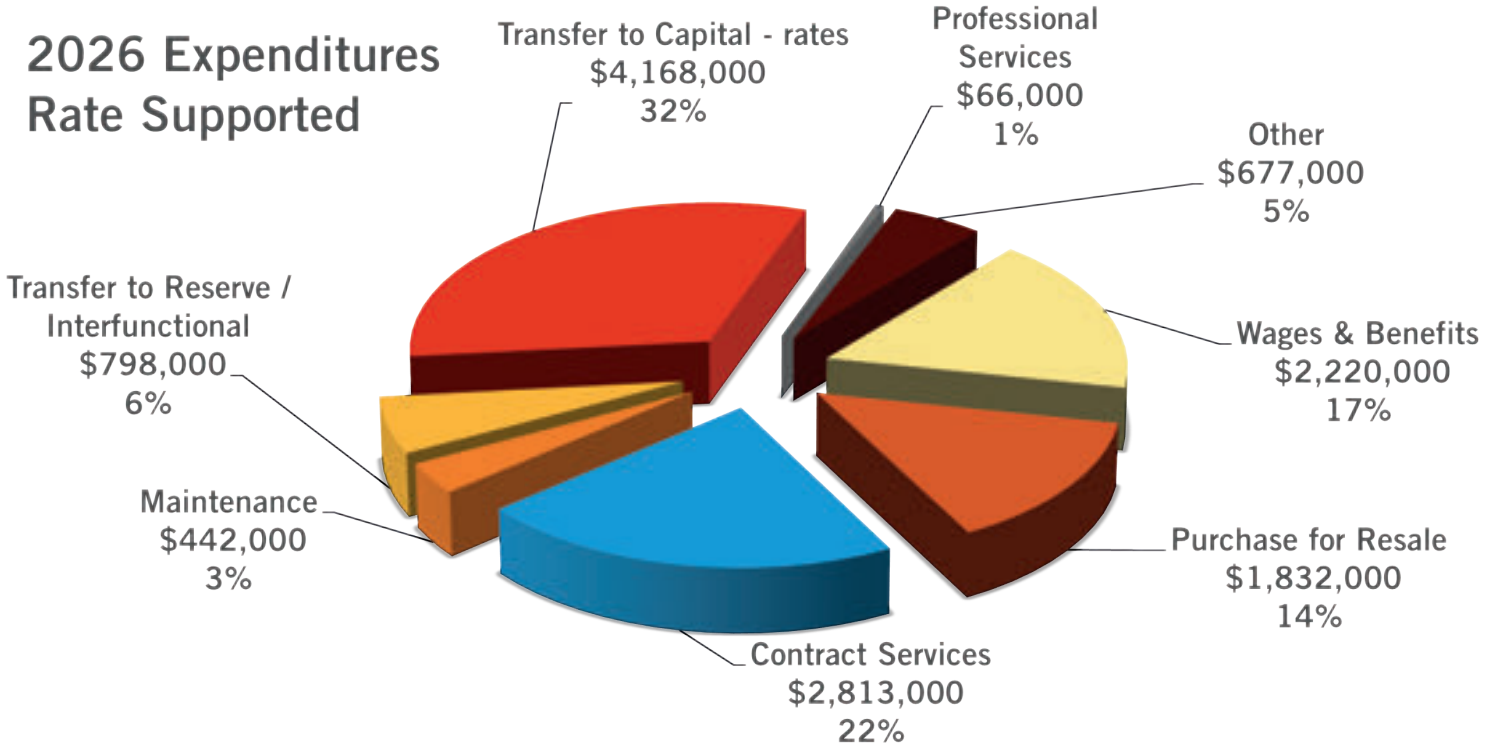
The Rate Study recommends fixed & variable rate increases to both water and sanitary of 3.0% per annum for the duration of study. The 2026 budget includes an additional 2% increase to sanitary user rates in response to capital investment at the City's Little River Plant, which has led to extraordinary annual treatment cost rate increases imposed by the City of Windsor.

2025 Year End Forecast of $12,237,000 is over budget by $110,000. Estimated year-end water consumption volume is approximately 27,000 m^3 greater than budget, with favourable consumption from non-residential users being the main driver of the positive variance.

Expenditures

The 2026 Water and Wastewater Operating Budget totals $13,016,000 ($8,050,000 before transfers). This marks a $728,000 increase from the prior year budgeted amount (before transfers).

As shown in the following graph, Transfer to Capital - Rates is the largest budgeted expenditure item. The transfer provides the ability to sustain future rehabilitation, replacement and growth requirements. Transfer to Capital - Rates represents 32% of the total expenditures and is $113,000 less than 2025, primarily due to increased water and wastewater user fees more than offset by significant expenditure items such as Contract Services for the cost of wastewater treatment; Purchases for Resale for the cost of water purchased from WUC; and Wages and Benefits.

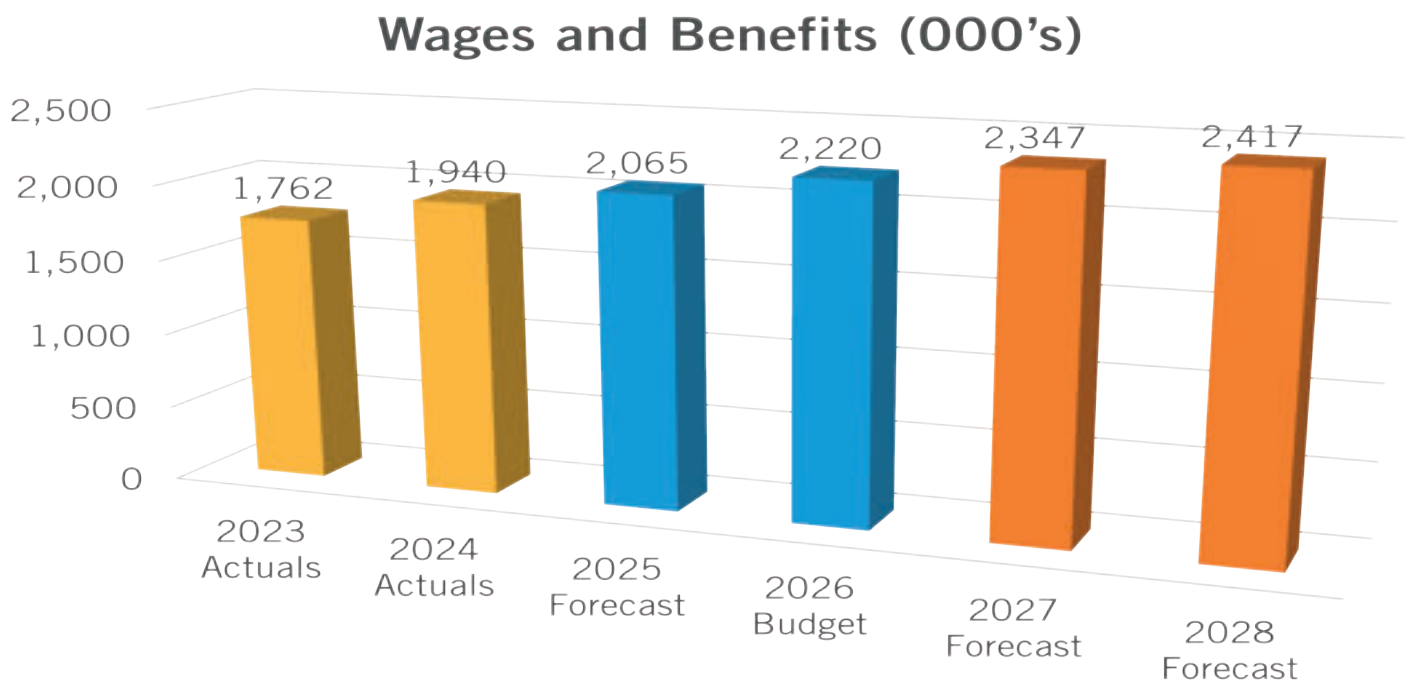


Wages and Benefits - $2,220,000

Wages and Benefits are expected to total $2.22 million (2025 budget $1.96 million).

Budgeted wages and benefits increased by 13.21% from 2025 driven by new positions added for service level enhancements as part of Organizational Review, Capital Projects and Maintaining existing levels of service as the Town continues to grow, as well as a provision for contractual wage adjustments. Actual 2025 wages and benefits are forecast to be greater than the budget allocation primarily due to impact of a Contract Development Engineer (0.25 FTE) that was approved and hired in 2025 and contractual wage adjustments for both non-union and union staff.

Outlook year projections include the placeholder for the balance of part-year 2026 FTE implementation (Water Labourer) and a provision for contractual wage adjustments.

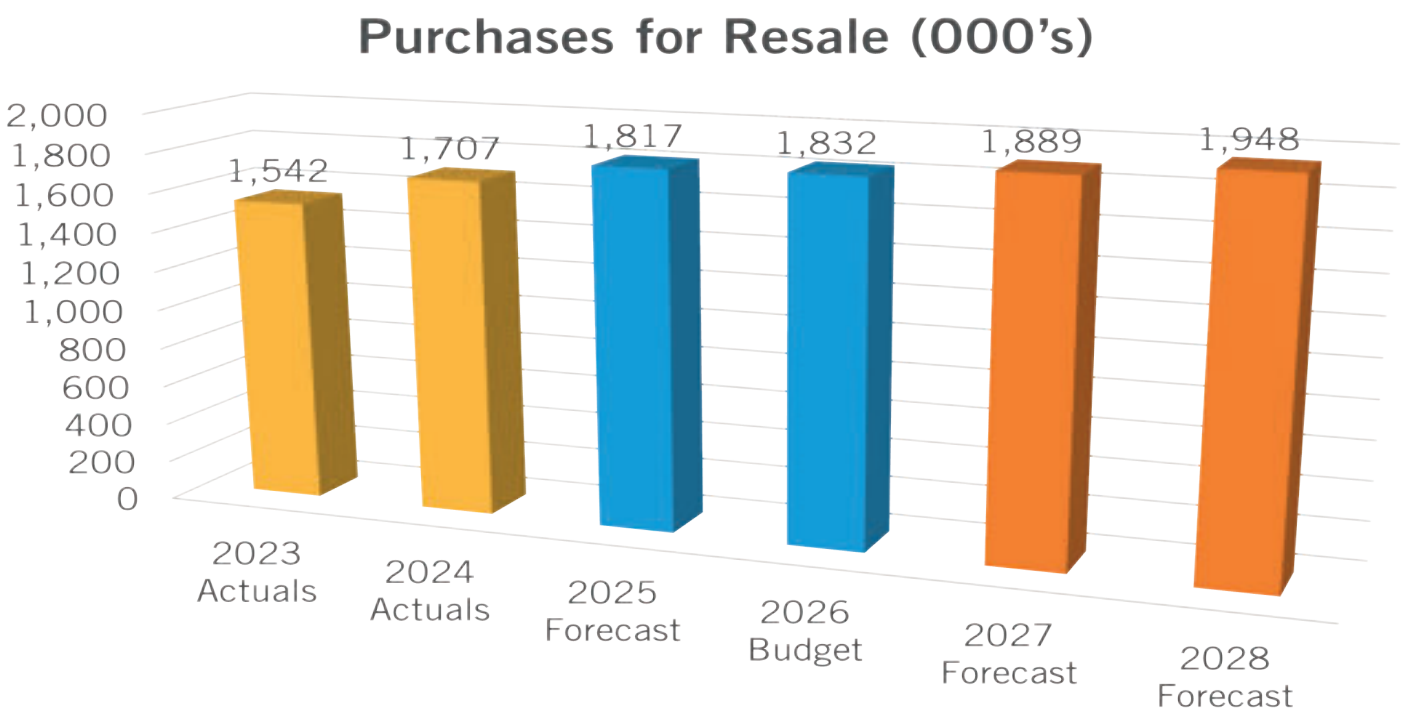


Purchase for Resale - $1,832,000

Purchases for Resale represents the cost of water purchased from WUC. The budgeted amount for this category increased from 2025 as volume purchased is expected to increase somewhat as residential growth occurs in 2026, along with an estimated inflationary increase of 3.0% to bulk water purchase rates.

The outlook years include inflationary increases to purchase rates along with modest consumption increases spurred from residential growth. The Town's Bulk Water Supply agreement with WUC calls for annual inflationary increases to the purchase rate for the next several years, with the next opportunity for a rate adjustment to occur in 2026.

2025 Forecast Year End Actuals are expected to be above budget by 8.92% due to both, higher than estimated consumption by both residential and non-residential customers. The purchase rate came in line with the budgeted rate.

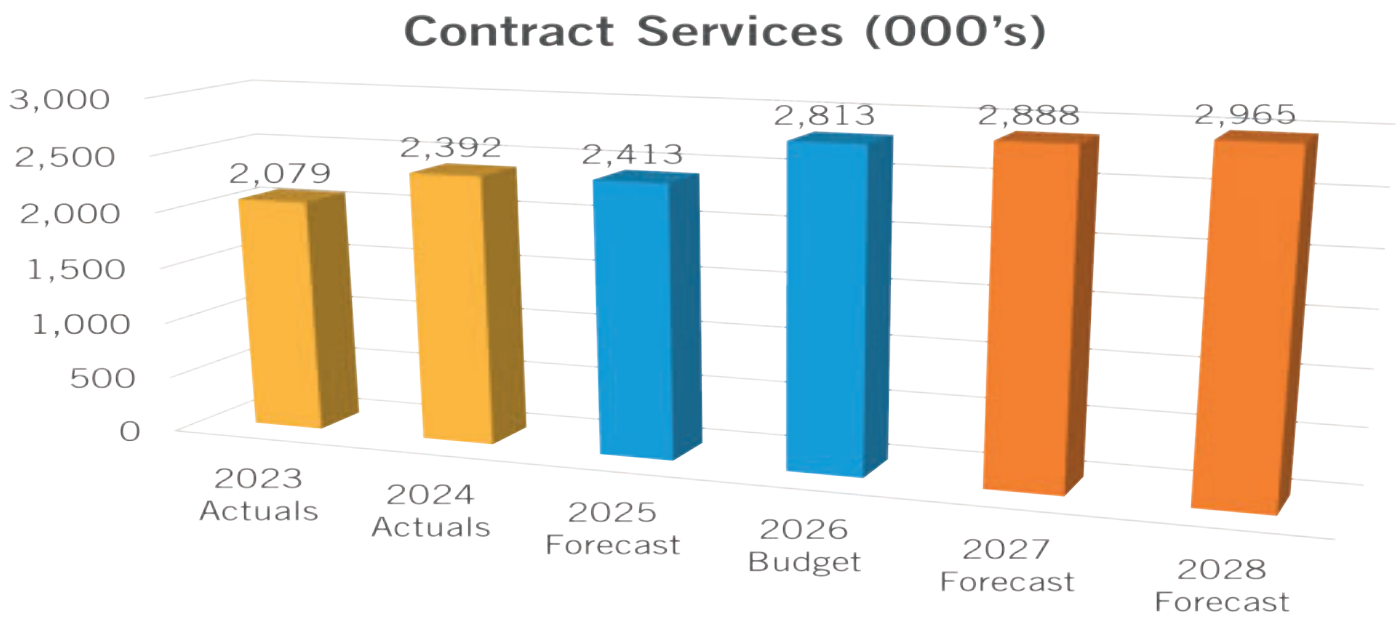


Contract Services - $2,813,000

This category covers all services contracted by the Town as related to water and wastewater operations, which includes Sewage Treatment, Sewer Maintenance and Billing and Collection fees.

Fees of $165,000 for billing and collection services contracted to Essex Power are budgeted unchanged pending service agreement renewal with Essex Power.

Sanitary treatment costs contracted to the City of Windsor are budgeted to increased by $200,000 based on estimated 5% increase to sanitary treatment rates. (The 2025 year end forecast is 9% less than budgeted amount mainly due to lower volume than anticipated). Sanitary treatment rates imposed by the City have increased 112% at the Little River Plant since 2021. This is directly related to significant capital investment to the plant during that period of time. The City has advised that capital investments for the near future should return to more normal levels. Approximately 95% of the Town's wastewater is treated at the Little River Plant, with the balance treated at the City's Lou Romano Plant. The outlook years include increases of approximately 3.0% for both 2027 and 2028. This assumes increases to sanitary treatment costs will be in-line with inflation, along with marginal increases to volumes treated due to new sanitary sewer connections.

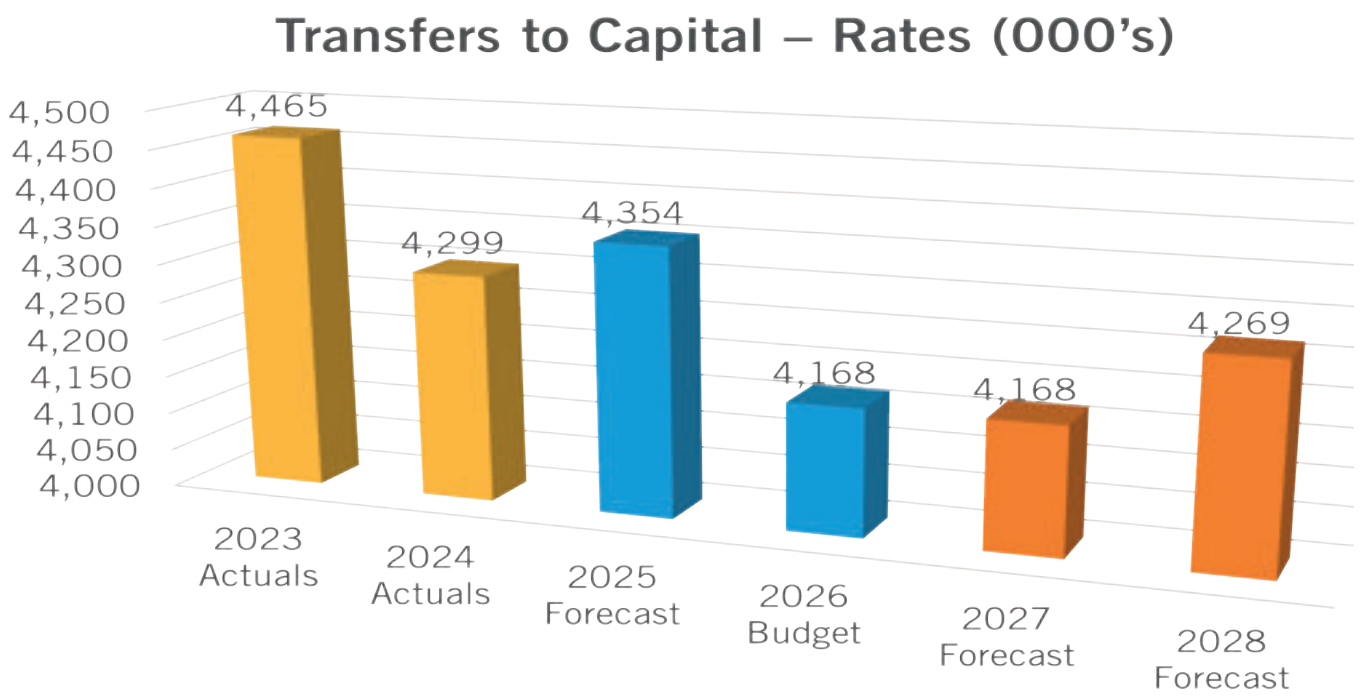


Transfer to Capital - Rates - $4,168,000

Transfers to Capital – Rates, includes sanitary and water funding for lifecycle purposes of $1,992,000 and $2,176,000 respectively.

Preliminary 2025 August variance projects a $12,183 surplus from water and wastewater operations, which will ultimately increase the amount transferred to reserves.

Favourable results are primarily attributed to a lower than anticipated sanitary treatment cost, resulting from lower volumes treated and declining participation in the sanitary backwater valve grant program, offset by an increase in water purchases due to greater than anticipated water consumption.



Transfers to Capital for the forecast years are as per the Rate Study with adjustments made, +/-, to balance the fund. For sanitary, deficits of $892,000 and $996,000 are expected for 2027 and 2028 which results in lower transfer to Capital. For water, deficits of $117,000 and $238,000 are expected for 2027 and 2028 which results in lower Transfer to Capital.

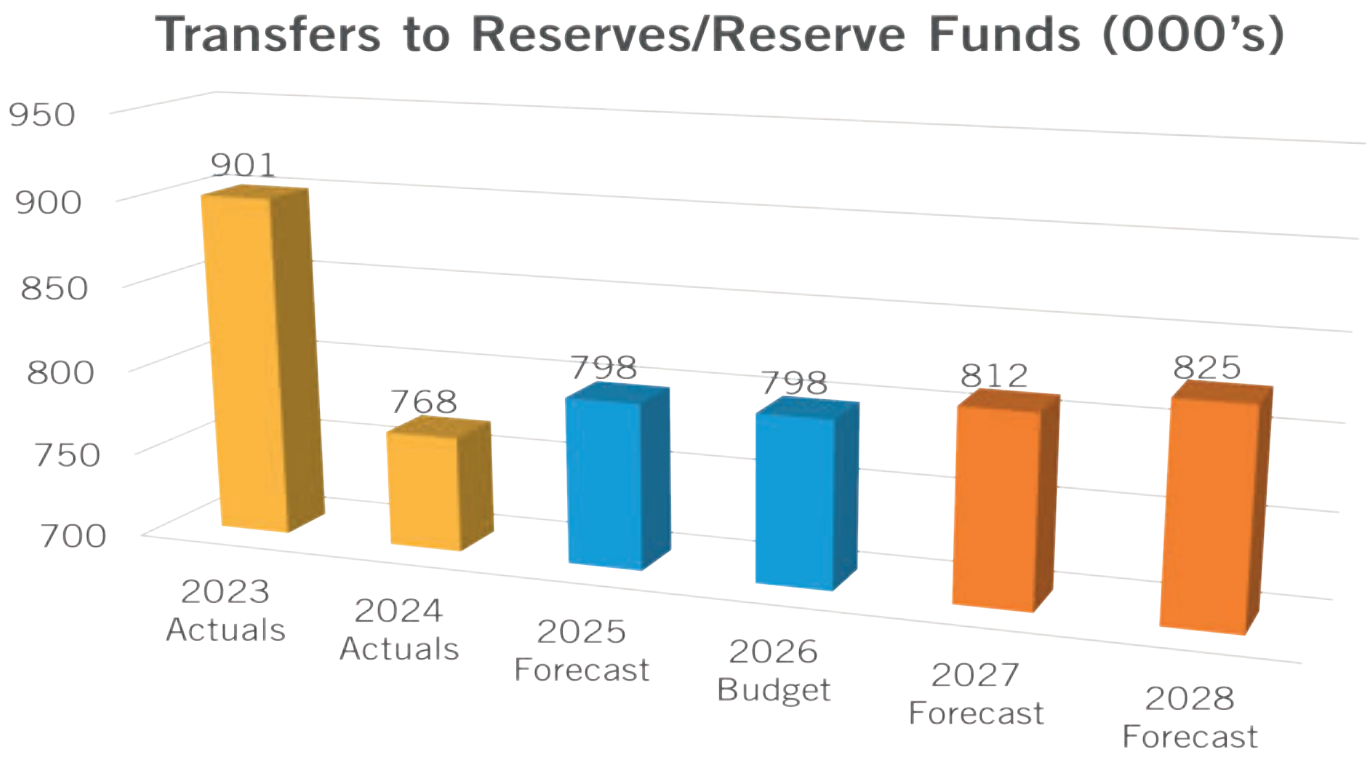
Major drivers for the unfavourable variances can be attributed to sanitary treatment costs much greater than anticipated in the 2023 Rate Study as well as higher maintenance service costs for sewer video inspection and flushing, higher vacuum truck disposal services for excess soil removal and dumping. Greater rate increases for wastewater rates in future budgets may be required.

Transfer to Reserves - $798,000

Transfers to Reserves consists of Inter-functional Administrative charges, which are paid to the Town's general tax levy for support services. The amount for administrative support is increased annually by inflation. An inflation factor of 2.0% was used for 2026.

Direct charges, such as Public Works labour hours towards wastewater services and labour hours for One-Call services are based on actual hours worked.

The 2026 budget increased by $20,000 or 2.61% from 2025 attributed to the net of inflationary increases mentioned above. Inflationary increases of 2% have also been applied to outlook years.



2027 and 2028 Outlook

Water and wastewater rates are forecast to increase by 3% for both fixed and variable as per the Approved 2023 Rate Study recommendation for 2027/2028. Extraordinary sanitary treatment rate increases experienced during 2022-2025 may require annual wastewater rate increases greater than 3% in 2027/2028.

Administration will monitor and review actual financial results against the Town's Water and Wastewater Rate Study annually to ensure the recommended rates for the period of 2023-2027 are sustainable to meet the Town's future funding needs.

Expansion of the Town's wastewater system will continue in a phased-approach in the Town's Oldcastle industrial area.

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

Glossary

Accrual Basis of Accounting	A method of accounting that recognizes revenue as earned and expenditures as incurred rather than waiting until cash is exchanged.
Actual	Actual (as opposed to budget) revenues and expenditures for the fiscal year indicated.
Amortization	The gradual reduction of the value of an asset or liability by some periodic amount. In the case of an asset, it involves expensing the cost of the item over its useful "life" – the time period over which it can be used.
Assessment	The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario. In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of Current Value Assessment (CVA). The CVA of a property represents its estimated market value, or the amount the property would sell for in an arm's length, open market sale between a willing buyer and a willing seller.
Base Budget	In simple terms, a reflection of the budget resources (financial, human, and other) that are required to maintain service levels at the level provided in the previous year.
Budget	A financial plan for a given fiscal year showing revenues and expenditures for different funds of the Town.
Budgetary Basis	This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: accrual, cash, or modified accrual.
Business Improvement Area	An association of business people within a specified district, who join together with official approval of the Town, in a self-help program aimed at stimulating business.

Business Plan	This refers to a document that summarizes the operational and financial objectives of a business and contains the detailed plans and budgets showing how the objectives are to be realized.
Canada Community Building Fund (CCBF)	A federal funding program for municipal infrastructure, originally established as the Gas Tax Fund under the Keeping Canada's Economy and Jobs Growing Act, 2011 and renamed the Canada Community-Building Fund in 2021. The program was introduced as part of the Government of Canada's New Deal for Cities and Communities and is based on a long-term vision of sustainability for Canadian communities, including economic, environmental, social, and cultural well-being. The CCBF provides predictable, long-term funding to municipalities to support local infrastructure priorities such as roads, bridges, water and wastewater systems, public transit, and community facilities, and is intended to contribute to cleaner air, cleaner water, and reduced greenhouse gas emissions
Canadian Union of Public Employees (CUPE)	An association formed for protecting the rights of its members, usually employees in the public sector.
Capital Budget	The budget that provides for the funding of the Town's expenditures on capital assets, i.e. assets which provide benefits to the Town over several years.
Consumer Price Index (CPI)	A statistical description of price levels provided by Statistics Canada. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).
Cost Centre	An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.
Current Value Assessment (CVA)	Property value set upon real estate under direction of the Province as a basis for levying property taxes.
Debenture	A formal written obligation to repay specific sums on certain dates. In the case of a

	municipality, debentures are typically unsecured.
Debt	Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions but could also include loans from reserves.
Deferral	The act of putting off until another time, or postponing.
Deficit	The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.
Development Charges Act (DCA)	Provincial legislation that provides guidelines on funding of identified growth-related projects in the Town from developers.
Expenditure	The disbursement of appropriated funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.
Fiscal Year	Any period of 12 consecutive months designated as the budget year. The Town's budget year begins January 1st and ends December 31st.
Fleet	The vehicles owned and operated in the Town.
Forecast	The projection of revenues and expenditures for future years.
Full-Time Equivalent (FTE)	A measure of effective authorized positions, indicating the percentage of time a position or group of positions is funded. This considers the number of hours per week and the portion of the year the position is funded. FTE = (hours worked per week/total weekly hours) x (months funded/12). A year-round full-time position has an FTE of 1.00. A full-time position funded for six months (1/2 year) has

	an FTE of 0.5.
Fund	A set of interrelated accounts to record revenues, and expenditures associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities, and equity (fund balance).
Fund Balance	A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds over cumulative expenditures and other uses of funds.
Generally Accepted Accounting Principles (GAAP)	Nationally-recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures.
Grant	A monetary contribution, typically from one level of government to another, as a means to lend support to a specific service, program, or function.
Inflation	A rise in price levels caused by general economic activity and growth.
Infrastructure	The system of public works in the Town, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, and lighting).
Interest Income	Revenue associated with the Town's cash management activities of investing cash balances.
Levy	The amount of property tax, in dollars, which is paid by the Town's taxpayers. To determine the tax levy for a particular property, the property's assessed value is multiplied by the appropriate rate for the property's tax class.
Liability	A financial obligation of the Town to others.

Lifecycle	Encompasses the Town's plan to provide funding for expenditure items that are cyclical in nature.
Local Authority Services (LAS)	Local Authority Services is mandated to work with municipalities to assist them in reducing the cost of their expenditures and to increase their revenues through the principles of economies-of-scale and co-operative procurement efforts.
Long-term Debt	Debt that matures more than one year after it is issued.
Municipal Act	Passed by the legislature in December 2001, the Act is designed to allow municipal leaders the autonomy, power, and flexibility they need to chart their community's future in a meaningful way and react quickly to change.
Objective	A desired specific output-oriented accomplishment that can be achieved within a given time frame. Its achievement advances both the activity and organization toward a corresponding goal.
Official Plan	A document adopted by a municipal council pursuant to the Planning Act that contains goals, objectives and policies to manage and direct physical change in the Municipality. Official Plans are generally set for a planning period of 20 years and must be renewed and updated every five years.
One-Time Item	An item only approved for the current budget year that is not part of the base budget.
Ontario Municipal Board	A provincial board that provides a forum to appeal planning and assessment decisions made by the Town.
Ontario Municipal Employees Retirement System	A defined benefit plan that provides pension benefits for the Town's full-time employees. Employees and employers normally make equal contributions to the plan.

Operating Budget	The budget that provides the various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.
Per Capita	A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.
Property Tax	An ad valorem (value-based) tax levied on real and personal property according to the property's assessed valuation and the tax rate.
Provincial Dedicated Gas Tax	Provincial gas tax funding that is provided to municipalities for public transportation expenditures.
Public Sector Accounting Board (PSAB)	The body of the Chartered Professional Accountants (CPA) that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the financial and performance information reported by governments and other public sector entities for the benefit of decision-makers and other users of the information.
Reserve	An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.
Reserve Fund	An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council for a specified future use.
Revenue	Monies received from all sources (with exception of fund balances) that will be used to fund expenditures in a fiscal year.

Stakeholders	A person, group, or organization that has an interest in the Town and may be affected by, or may affect, the Town's actions, objectives, and policies.
Surplus	The excess of actual revenue over operating expenditures incurred during a budget period.
Tangible Capital Asset (TCA)	Non-financial assets that have a lifespan that extends beyond an accounting period. Also known as a 'Fixed Asset'.
Tax Rate	A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the Town. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Rates are established by Council by-law.
User Fees & Service Charges	Fees paid by individuals or organizations to the Town for the use of Town facilities (e.g. recreation fees) or for provision of municipal services (e.g. planning).
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
AMPS	Administrative Monetary Penalty System
ARL	Annual Repayment Limit
BGAN	Broadband Global Area Network
BIA	Business Improvement Area
CAO	Chief Administration Officer
CCBF	Canada Community-Building Fund
CIP	Community Improvement Plan
CPA	Chartered Professional Accountants Canada
CPI	Consumer Price Index
CWATS	County Wide Active Transportation System
CWWF	Clean Water and Wastewater Fund
CUPE	Canadian Union of Public Employees
DC	Development Charge
DCA	Development Charges Act
DMAF	Disaster Mitigation and Adaptation Fund
DRIC	Detroit River International Crossing
DWQMS	Drinking Water Quality Management Standard
EA	Environmental Assessment
EPC	Essex Power Corporation
EPS	Earnings Per Share
ERCA	Essex Region Conservation Authority
ERTs	Electronic Radio Transmitters
EWSWA	Essex Windsor Solid Waste Authority
FCM	Federation of Canadian Municipalities
FIR	Financial Information Return
FKPI	Financial Key Performance Indicators
FTE	Full-Time Equivalent
GAC	Golden Age Club
GAAP	Generally Accepted Accounting Principles
GDP	Gross Domestic Product

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

RFP	Request for Proposal
RinC	Recreation Infrastructure Canada Program
RSIP	Rail Safety Improvement Program
SCBA	Self-Contained Breathing Apparatus
TAAC	Tecumseh Accessibility Advisory Committee
TFRS	Tecumseh Fire Rescue Service
TSMHA	Tecumseh-Shoreline Minor Hockey Association
WDS	Windsor Disposal Service
WSO	Windsor Symphony Orchestra
WTP	Water Treatment Plant
WUC	Windsor Utilities Commission

2026

PROPOSED BUSINESS PLAN & BUDGET

THE TOWN OF TECUMSEH

917 Lesperance Road

Tecumseh, ON N8N 1W9

519-735-2184

www.tecumseh.ca
www.instagram.com/TownOfTecumseh
www.facebook.com/TownOfTecumseh