



**1st Draft 2023 budget &
2024 – 2026 Forecasts
By Programs and Accounts**

Appendix A



1st Draft 2023 Budget

Description	2022	2022	2022	2023	2023	2023	Net Variance
	Budget Expense	Budget Revenues	Net Budget	Budget Expense	Budget Revenues	Net Budget	
Programs							
Council	194,082		194,082	199,445		199,445	5,363
Corporate Services	2,234,618	524,200	1,710,418	2,360,959	553,000	1,807,959	97,541
Economic Development	297,426	35,000	262,426	300,330	35,000	265,330	2,904
Modernization Grant	121,169	121,169		121,169	121,169		
Advisory Committees	98,888	31,058	67,830	99,434	31,604	67,830	
Building	422,592	422,592		788,090	438,494	349,596	349,596
Planning	660,472	660,472		550,080	673,681	(123,601)	(123,601)
By-Law Enfor/Crossing Grds	220,712	23,100	197,612	224,490	23,562	200,928	3,316
Conservation Authorities	173,808		173,808	186,322		186,322	12,514
Fire	973,717	211,897	761,820	997,756	218,991	778,765	16,945
Emergency Planning	1,020		1,020	1,020		1,020	
Roads	3,064,114	214,000	2,850,114	3,155,620	214,450	2,941,170	91,056
Streetlights	118,789	118,789		138,708	138,708		
Water	1,317,150	1,336,528	(19,378)	1,381,202	1,381,202		19,378
Wastewater	7,830		7,830				(7,830)
Parks & Recreation	1,413,446	687,130	726,316	1,457,636	707,379	750,257	23,941
Cemeteries	14,080	10,000	4,080	10,000	10,000		(4,080)
BIA	17,200	17,200					
Subtotal Programs	11,351,113	4,413,135	6,937,978	11,972,261	4,547,240	7,425,021	487,043
Non-Program							
Transfer for Capital Projects	1,038,500		1,038,500	1,036,000		1,036,000	(2,500)
Resource Requests							
Assessment Growth							
Transfer from Tax Rate Stabilization		196,463	(196,463)		202,357	(202,357)	(5,894)
Infrastructure Renewal Trf	761,354		761,354	761,354		761,354	
Tax Levy		7,912,752	(7,912,752)		8,268,518	(8,268,518)	(355,766)
PILS and Supplementary Taxes		125,317	(125,317)		211,700	(211,700)	(86,383)
OMPF		593,300	(593,300)		594,800	(594,800)	(1,500)
Tax Write Offs	90,000		90,000	55,000		55,000	(35,000)
Subtotal Corporate	1,889,854	8,827,832	(6,937,978)	1,852,354	9,277,375	(7,425,021)	(487,043)
Net Total (Surplus)	13,240,967	13,240,967		13,824,615	13,824,615		

Tax Rate Change

4.5%



**2024 - 2026 Forecasts
Schedule A**

	2024	2024	2024	2025	2025	2025	2026	2026	2026
	Forecast	Forecast	Net	Forecast	Forecast	Net	Forecast	Forecast	Net
	Expense	Revenues	Forecast	Expense	Revenues	Forecast	Expense	Revenues	Forecast
Programs									
Council	202,943		202,943	206,511		206,511	210,161		210,161
Corporate Services	2,424,400	563,360	1,861,040	2,489,651	573,927	1,915,724	2,556,767	669,705	1,887,062
Economic Development	308,524	35,200	273,324	316,957	35,404	281,553	325,633	35,612	290,021
Modernization Grant	121,169	121,169		121,169	121,169		121,169	121,169	
Advisory Committees	99,434	31,604	67,830	99,434	31,604	67,830	99,434	31,604	67,830
Building	807,538	447,264	360,274	827,443	456,210	371,233	847,862	465,334	382,528
Planning	564,204	687,154	(122,950)	578,704	700,896	(122,192)	593,590	714,914	(121,324)
By-Law Enfor/Crossing Grds	229,989	24,033	205,956	235,631	24,514	211,117	241,420	25,004	216,416
Conservation Authorities	187,951		187,951	191,710		191,710	195,544		195,544
Fire	1,016,997	223,890	793,107	1,041,071	228,369	812,702	1,065,729	232,936	832,793
Emergency Planning	1,040		1,040	1,061		1,061	1,082		1,082
Roads	3,227,176	214,914	3,012,262	3,299,332	215,391	3,083,941	3,362,369	215,883	3,146,486
Streetlights	141,482	141,482		144,312	144,312		147,198	147,198	
Water	1,449,511	1,449,511		1,521,215	1,521,215		1,596,482	1,596,482	
Wastewater									
Parks & Recreation	1,499,980	727,543	772,437	1,543,606	748,299	795,307	1,588,647	769,664	818,983
Cemeteries	10,000	10,000		10,000	10,000		10,000	10,000	
BIA									
Subtotal Programs	12,292,338	4,677,124	7,615,214	12,627,807	4,811,310	7,816,497	12,963,087	5,035,505	7,927,582
Non-Program									
Transfer for Capital Projects	1,036,000		1,036,000	1,036,000		1,036,000	1,036,000		1,036,000
Resource Requests									
Assesment Growth									
Transfer from Tax Rate Stabilization		206,404	(206,404)		210,532	(210,532)		214,743	(214,743)
Infrastructure Renewal Trf	776,581		776,581	792,113		792,113	807,955		807,955
Tax Levy		8,469,891	(8,469,891)		8,682,578	(8,682,578)		8,805,294	(8,805,294)
PILS and Supplementary Taxes		211,700	(211,700)		211,700	(211,700)		211,700	(211,700)
OMPF		594,800	(594,800)		594,800	(594,800)		594,800	(594,800)
Tax Write Offs	55,000		55,000	55,000		55,000	55,000		55,000
Subtotal Corporate	1,867,581	9,482,795	(7,615,214)	1,883,113	9,699,610	(7,816,497)	1,898,955	9,826,537	(7,927,582)
Net Total (Surplus)	14,159,919	14,159,919		14,510,920	14,510,920		14,862,042	14,862,042	

1st Draft Budget by Accounts



Town of Erin Approved 2022 Budget by GL Account

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	% Variance	Variance Greater Than 5% Explanation
Revenue					
Penalties & Interest	357,600	441,218	83,618	(23%)	Increase due to late payments with incurred interest charges.
Tax Levy	7,912,752	8,268,518	355,766	4.5%	Proposed 2023 Tax increase.
PILS and Supplementary Taxes	125,317	211,700	86,383	(69%)	New bldgs sb increasing ea year - ie Ospringe
Streetlights	135,989	138,708	2,719		
Other Revenue	290,877	339,404	48,527	(17%)	Increase due to post COVID Parks and Recreation fees.
Parks & Recreation Fees	591,825	606,545	14,720		
Fire & Emergency Fees	26,000	26,520	520		
Lease Revenue	28,200	28,764	564		
Water Revenues	1,308,306	1,347,555	39,249		
OMPF	593,300	594,800	1,500		
Grants	158,169	158,169			
Gravel Levy	160,000	160,000			
Building Permits	353,500	360,570	7,070		
Interest Income	46,000	46,000			
Cost Recovery	560,564	571,775	11,211		
Inter Dept Revenue	9,000	9,140	140		
Other Agreements	70,000	71,400	1,400		
Trf from Reserves and Res Funds	513,568	443,829	(69,739)	14%	Transfers represent adjustments and 2022 projects removed.
Total Revenue	13,240,967	13,824,615	583,648	(4%)	
Expenses					
Labour Costs	5,055,412	5,310,810	255,398		
Supplies & Materials	246,102	259,335	13,233	5%	Increase due to significant rise in supplies and materials..
Equipment	67,932	79,586	11,654	17%	Increase due to significant rise in equipment costs.

Gravel Resurface	433,500	442,170	8,670		
Sanding	183,600	187,272	3,672		
Calcium	163,200	166,464	3,264		
Consulting	733,769	703,316	(30,453)		
Roads Maintenance	236,640	241,373	4,733		
Resealing	86,700	88,434	1,734		
Service Agreements	988,682	1,026,217	37,535		
Winter Control	40,800	76,903	36,103	88%	Variance is due to an increase in salt, sand and fuel.
General Maintenance & Repairs	174,696	206,413	31,717	18%	Increase due to significant price increases.
Sidewalk Maintenance	45,900	46,818	918		
IT Services	165,342	180,968	15,626	9%	Increase due to software licensing and support contracts.
Postage & Courier	20,286	20,148	(138)	(1%)	
Telephone	50,482	51,286	804	2%	
Hydro	404,685	424,775	20,090	5%	
Natural Gas	73,134	75,491	2,357	3%	
Fuel	141,372	195,251	53,879	38%	Increase due to significant rise in fuel costs.
Water & Sewage	53,540	54,621	1,081	2%	
Vehicle Maintenance	226,644	251,540	24,896	11%	Increase due to rising cost of parts and aging fleet maintenance.
Economic Development Activities	78,846	81,171	2,325	3%	
Advertising & Promo	46,702	51,427	4,725	10%	Increase due to rising costs
Emergency Declaration Expenses		2,215	2,215		Increase due to ongoing efforts to prepare for emergencies.
Tax Write Offs	90,000	55,000	(35,000)	(39%)	Decrease due to assessments not changing since 2016
Conservation Authorities	173,808	186,322	12,514		
Community Grants	30,960	31,000	40		
Other Expenses	253,399	258,257	4,858		
Contingency	8,262	8,510	248		
Audit, Insurance & Legal	290,394	423,804	133,410	46%	Increase due to significant rise in Insurance costs plus the addition of Cyber insurance. Legal and Audit
Debt Servicing	95,045	72,470	(22,575)	(24%)	Decrease due to lower interest and higher principal payments as loans mature.
Transfer to Capital	1,038,500	1,036,000	(2,500)	-	
Trf to Res. and Res. Funds	1,495,305	1,493,623	(1,682)	-	
Inter Org Transfers	47,328	35,625	(11,703)	(25%)	This is adjusted based on actual trends.
Total Expenses	13,240,967	13,824,615	583,648	4%	

Net Change (Increase)

583,648



**2023 - 2026
Resource Requests
Summary**

Appendix B

**Town of Erin
Plan Requests**

Budget Year	2023
Version	Department Submission
Forecast Periods	2023

Request Id	Description	Department	Priority	Amount	Taxation	Res. & Res. Funds	Grants
RQ-CRP-0001	eScribe Closed captioning	Corporate Services	30	11,000	11,000		
RQ-CRP-0002	Cybersecurity Assessment	Corporate Services	50	8,500		8,500	
RQ-ECO-0001	Temporary Washrooms at Events	Economic	35	5,000	5,000		
RQ-ECO-0002	Community Improvement Plan	Economic	20	40,000	40,000		
RQ-FIR-0001	Recruit Training	Fire	50	60,000	60,000		
RQ-FIR-0002	Fire Building Improvements	Fire	30	100,000		100,000	
RQ-PLN-0001	Application Fees Review	Development Planning &	20	40,000		40,000	
RQ-PLN-0002	Septic Inspections	Development	40	40,000	40,000		
RQ-RDS-0001	Roads Maintenance	Roads	40	50,000	50,000		
RQ-RDS-0002	Summer Student	Roads	40	12,000			12,000
				366,500	206,000	148,500	12,000

Town of Erin
Plan Requests

Budget Year	2023
Version	Department Submission
Forecast Periods	2024

Request Id	Description	Department	Priority	Amount	Taxation	Res. & Res. Grants Funds
RQ-CRP-0001	eScribe Closed captioning	Corporate Services	30	11,000	11,000	
RQ-ECO-0001	Temporary Washrooms at Events	Economic	35	5,000	5,000	
RQ-ECO-0002	Community Improvement Plan	Economic	20	40,000	40,000	
RQ-FIR-0001	Fire Building Improvements	Fire	30	100,000		100,000
RQ-FIR-0003	Station 10 Study	Fire	30	50,000		50,000
RQ-RDS-0001	Roads Maintenance	Roads	40	50,000	50,000	
				256,000	106,000	150,000

Town of Erin

Plan Requests

Budget Year 2023

Version Department Submission

Forecast Periods 2025

Request Id	Description	Department	Priority	Expenditure	Taxation	Res. & Res. Funds	Grant
RQ-CRP-0001	eScribe Closed captioning	Corporate Servi	30	11,000.00	11,000.00		
RQ-ECO-0001	Temporary Washrooms- Events	Economic	35	5,000.00	5,000.00		
RQ-ECO-0002	Community Improvement Plan	Economic	20	40,000.00	40,000.00		
RQ-FIR-0001	Fire building improvements	Fire	30	100,000		100,000	
RQ-FIR-0002	Fire Station 10 paving	Fire	30	35,000		35,000	
		Planning &					
RQ-PLN-0001	Town of Erin Green Standards	Development	20	40,000		40,000	
RQ-RDS-0001	Roads Maintenance	Roads	40	50,000	50,000		
				281,000.00	106,000.00	175,000.00	-

Town of Erin

Plan Requests

Budget Year	2023
Version	Department Submission
Forecast Periods	2026

Request Id	Description	Department	Priority	Expenditure	Taxation	Res. & Res. Funds	Grant
RQ-CRP-0001	eScribe Closed captioning	Corporate	30	11,000	11,000		
RQ-ECO-0001	Temporary Washrooms - Events	Economic	35	5,000	5,000		
RQ-ECO-0002	Community Improvement Plan	Economic	20	40,000	40,000		
RQ-FIR-0001	Fire Building Improvements	Fire	30	158,500	0	158,500	
RQ-RDS-0001	Roads Maintenance	Roads	40	50,000	50,000		
				264,500	106,000	158,500	



**2023 - 2026
Capital Requests**

Appendix C

Town of Erin
Capital Projects by Global Rank

Budget Year		2023										
Version		Department Submission										
Forecast Periods		2023										
Project Id	Description	Department	Priority	Expenditures	Res. & Res. Funds	DCs	Debt	CCBF Grant	Other Grants	Taxation	Cost Recovery	
RDS0017	Culvert 2053 (27th Sideroad	Roads	80	675,000				675,000				
RDS0020	Surface Treatment Program	Roads	80	300,000		300,000						
WST0002	Wastewater Treatment Plant	Wastewater System	80	20,401,700							20,401,700	
WTR0001	Water Service for New	Water System	80	8,507,077		8,507,077						
WTR0010	Water System Existing	Water System	80	263,106	263,106							
WST0003	Wastewater Collection System	Wastewater System	75	7,469,000							7,469,000	
FIR0011	Tanker 58	Fire	70	450,000		250,000				200,000		
CRP0008	Townhall Repairs	Corporate Services	60	25,200						25,200		
CRP0009	HVAC System	Corporate Services	60	25,300						25,300		
PKR0009	Ballinafad BCA	Parks & Recreation	60	15,000					5,000	10,000		
RDS0013	Trackless Sidewalk Plow	Roads	60	205,000		100,000				105,000		
RDS0022	Tandem Axle Snow Plow	Roads	55	500,000	150,000					350,000		
RDS0024	Tractor (2008 Unit 41)	Roads	55	170,000						170,000		
PKR0011	Parks Improvements	Parks & Recreation	50	40,500						40,500		
PKR0013	Replace Kubota Tractor (F3680)	Parks & Recreation	50	75,000						75,000		
PKR0014	Replace Driveprod Plow Blade	Parks & Recreation	50	10,000						10,000		
RDS0019	Energy Conervation Projects	Roads	50	5,000						5,000		
WTR0009	Water Equipment to Extend Life	Water System	50	45,000	45,000							
WTR0004	Meter Replacement	Water System	40	30,000	30,000							
WTR0005	Water Capital Equipment	Water System	40	22,500	22,500							
WTR0006	Water Building and minor	Water System	40	15,000	15,000							
FIR0012	Fire Hose Cache	Fire	40	20,000						20,000		
BLDG0012	EV for By-Law	By-law	40	100,000	-	100,000	-	-	-	-		
CRP0010	IT - System Upgrades- Software/Hardware	Corporate Services	80	117,000	117,000	-	-	-	-	-		
BLDG0013	Cloudpermit building Application Portal	Building & Planning	80	25,000		25,000						
PRKR0021	Fundraising Feasibility study -benchmark Multi-Use Recreational Centre	Parks & Recreation	70	50,000		50,000						
				39,561,383	642,606	9,332,077	0	675,000	5,000	1,036,000	27,870,700	

Town of Erin
Capital Projects by Global Rank

Budget Year		2023										
Version		Department Submission										
Forecast Periods		2024										
Project Id	Description	Department	Priority	Expenditures	Res. & Res. Funds	DCs	Debt	CCBF Grant	Other Grants	Taxation	Cost Recovery	
RDS0018	Culvert 2027 (Sideroad 32 West	Roads	80	613,500	-	-	-	613,500	-	-	-	
RDS0020	Surface Treatment Program	Roads	80	300,000	-	300,000	-	-	-	-	-	
RDS0021	Winston Churchill Blvd with Caledon (50%)	Roads	80	3,155,000	-	-	3,155,000	-	-	-	-	
WST0002	Wastewater Treatment Plant	Wastewater System	80	14,538,800	-	-	-	-	-	-	14,538,800	
WTR0001	Water Service for New	Water System	80	8,507,077	-	8,507,078	-	-	-	-	-	
WTR0010	Water System Existing	Water System	80	263,106	263,106	-	-	-	-	-	-	
WST0003	Wastewater Collection System	Wastewater System	75	2,187,300	-	-	-	-	-	-	2,187,300	
RDS0022	Tandem Axle Snow Plow - Roll off with	Roads	55	500,000	300,000	-	-	-	-	200,000	-	
RDS0026	Steamer Replacement (Unit 52)	Roads	55	50,000	-	-	-	-	-	50,000	-	
RDS0027	Cube Van Replacement (Unit 25	Roads	55	100,000	-	-	-	-	-	100,000	-	
PKR0015	Replace Dodge 2017 Ram 1500	Parks & Recreation	50	100,000	-	-	-	-	-	100,000	-	
PKR0016	Replace 2017 GMC Sierra	Parks & Recreation	50	100,000	-	-	-	-	-	100,000	-	
RDS0019	Energy Conervation Projects	Roads	50	5,000	-	-	-	-	-	5,000	-	
WTR0009	Water Equipment to Extend Life	Water System	50	45,000	45,000	-	-	-	-	-	-	
WTR0004	Meter Replacement	Water System	40	30,000	30,000	-	-	-	-	-	-	
WTR0005	Water Capital Equipment	Water System	40	5,000	5,000	-	-	-	-	-	-	
WTR0006	Water Building and minor	Water System	40	15,000	15,000	-	-	-	-	-	-	
RDS0025	Wood Chipper Replacement	Roads	40	100,000	-	-	-	-	-	100,000	-	
RDS0028	Roads Shop BCA	Roads	50	5,000	-	-	-	-	-	5,000	-	
RDS0028	Roads Patrol EV Vehicle	Roads	50	100,000	-	-	-	-	-	100,000	-	
PRKR0020	Parks & Recreation EV Vehicle	Parks & Recreation	50	100,000	-	-	-	-	-	100,000	-	
PRKR0022	Recreation -Utility Vehicle with attachments	Parks & Recreation	50	30,000	-	-	-	-	-	30,000	-	
FIR0012	Hose Cache	Fire	40	20,000	-	-	-	-	-	20,000	-	
FIR0013	Station 10 Feasibility Study	Fire	40	50,000	-	-	-	-	-	50,000	-	
BLDG0013	Cloudpermit building Application Portal	Building& Planning	80	25,000	-	25,000	-	-	-	-	-	
FIR0014	Station 50 Floor Renovations	Fire	40	100,000	100,000	-	-	-	-	-	-	
PKR0017	Architectural design, cost estimate Multi-Use Recreation Complex	Parks & Recreation	50	150,000	-	-	-	-	-	150,000	-	
				31,194,783	758,106	8,832,078	3,155,000	613,500	0	1,110,000	16,726,100	

Town of Erin
Capital Projects by Global Rank

Budget Year		2023									
Version		Department Submission									
Forecast Periods		2025									
Project Id	Description	Department	Priority	Expenditures	Res. & Res. Funds	DCs	Debt	CCBF Grant	Other Grants	Taxation	Cost Recovery
RDS0030	Culvert 2051 (8th line)	Roads	80	126,000				126,000			
RDS0031	Culvert 10 (17th Sideroad West	Roads	80	675,500				675,500			
RDS0021	Winston Churchill Blvd with Caledon (50%)	Roads	80	3,155,000			3,155,000				
FIR0015	Pumper 52 Replacement	Fire	80	1,600,000		800,000				800,000	
RDS0020	Surface Treatment Program	Roads	80	300,000		300,000					
WST0002	Wastewater Treatment Plant	Wastewater System	80	5,000,000		0					5,000,000
WTR0001	Water Service for new	Water System	80	5,000,000		5,000,000					
WTR0010	Water Service Existing	Water System	80	263,106	263,106						
WST0003	Wastewater Collection System	Wastewater System	75	2,500,000		0					2,500,000
PKR0011	Parks	Parks & Recreation	50	11,000						11,000	
RDS0019	Energy Conservation projects	Roads	50	5,000						5,000	
WTR0009	Water Equipment to Extend Life	Water System	50	45,000	45,000						
WTR0004	Meter Replacement	Water System	40	30,000	30,000						
WTR0005	Water Capital Equipment	Water System	40	5,000	5,000						
WTR0006	Water Building and minor	Water System	40	15,000	15,000						
BLDG0014	EV for Building	Building	40	100,000	0	0	0	0	0	100,000	
BLDG0013	Cloudpermit building Application Portal	Building & Planning	80	25,000		25,000	0				
RDS0028	Roads Shop BCA	Roads	40	5,000						5,000	
PKR0017	Architectural design, cost estimate for Multi-Use Recreation Complex (2)	Parks & Recreation	50	150,000	100,000	0	0	0		50,000	
RDS0022	Tandem Axle Snow Plow	Roads	55	500,000	150,000					350,000	
FIR016	Fire Station 10 - Asphalt paving	Fire	50	35,000	35,000						
				19,545,606	643,106	6,125,000	3,155,000	801,500	0	1,321,000	7,500,000

Town of Erin
Capital Projects by Global Rank

Budget Year		2023									
Version		Department Submission									
Forecast Periods		2026									
Project Id	Description	Department	erin	Expenditures	Res. & Res. Funds	DCs	Debt	CCBF Grant	Other Grants	Taxation	Cost Recovery
RDS0023	Bridge 9 (8th Line)	Roads	80	410,000						0	410,000
RDS0024	Culvert 2060	Roads	80	553,500				553,500			
RDS0020	Surface Treatment Program	Roads	80	300,000		300,000	0	0	0	0	
WST0002	Wastewater Treatment Plant	Wastewater System	80	5,000,000			0	0			5,000,000
WTR0001	Water Service for New	Water System	80	5,000,000		5,000,000	0	0	0		
WTR0010	Water System Existing	Water System	80	263,106	263,106		0	0	0		
WST0003	Wastewater Collection System	Wastewater System	75	2,500,000			0	0			2,500,000
RDS0022	Replace 2005 Cat 314CR	Roads	55	650,000	150,000		0	0	0	500,000	
RDS0027	Construction of Multi-Use Recreation	Parks & Recreation	50	30,000,000		30,000,000	0	0	0		
PKR0011	Parks	Parks & Recreation	50	239,000			0	0	0	239,000	
RDS0019	Energy Conservation Projects	Roads	50	5,000			0	0	0	5,000	
WTR0009	Water Equipment to Extend Life	Water System	50	45,000	45,000		0	0	0	0	
WTR0004	Meter Replacement	Water System	40	30,000	30,000		0	0	0	0	
WTR0005	Water Capital Equipment	Water System	40	5,000	5,000		0	0	0	0	
WTR0006	Water Building and minor	Water System	40	15,000	15,000		0	0	0	0	
FIR0016	Fire Chiefs Command Vehicle	Fire	60	100,000	50,000	50,000	0		0		
BLG 003	Cloudpermit building Application Portal	Building& Planning	80	25,000		25,000	0		0		
FIR0017	Fire Station 10 and 50 building upgrades	Fire	60	158,500	158,500						
				45,299,106	716,606	35,375,000	-	553,500	-	744,000	7,910,000



**Reserve and Reserve Funds
Forecast 2022 - 2026**

Appendix D



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	BALANCE @ DEC 31 2020	2021 TRANSACTIONS		Projected BALANCE @ DEC 31 2021	
			ADDITIONS	DISBURSEMENTS		
Unallocated	RESERVES	TAX STABILIZATION RESERVE	1,192,101	166,497		1,358,598
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	3,907,834	761,354	55,000	4,614,189
Unallocated	RESERVE FUND	Gas Tax Grant	813,334	483,248	11,940	1,284,642
Unallocated	RESERVE FUND	Modernization Grant	303,542	2,843	124,995	181,390
Unallocated	RESERVE FUND	Nestle Community Grant	22,549	25,211	7,500	40,260
Unallocated	RESERVE FUND	Safe Restart - Covid Grant	111,222	45,544		156,766
Unallocated	RESERVE FUND	OCIF Top Up Grant	-			-
Unallocated	RESERVE FUND	OCIF FORMULA	333,762	219,403	294,685	258,480
TOTAL Unallocated			6,684,344			7,894,324
Admin	RESERVES	ELECTION EXPENSE	58,097	20,000		78,097
Admin	RESERVES	COMPUTER UPGRADES	64,865	15,000		79,865
Admin	RESERVES	ADMIN FILE MANAGEMENT	87,571	57,270	-	144,841
Admin	RESERVES	ADMIN OFFICE RENO RESERVES	34,761		29,743	5,018
Admin	RESERVES	ADMIN-PHONE RESERVE	891			891
Admin	RESERVES	INSURANCE CONTINGENCY	15,573			15,573
Admin	RESERVE FUND	Retirement Benefits	1,838	17		1,855
Admin	RESERVE FUND	ADMINISTRATION DC	(793,786)	54,930		\$ (738,856)
TOTAL Admin			(530,190)			\$ (412,716)
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	146,647	31,074		177,721
Building	RESERVES	BUILDING DEPT CAPITAL	-			-
TOTAL Building			146,647			177,721
Econ Dev	RESERVES	ECONOMIC DEVELOPMENT RESE	41,644			41,644
Econ Dev	RESERVE FUND	Main St Revitalization Grant	-			-
TOTAL Econ Dev			41,644			41,644
Enviro	RESERVE FUND	Water EA STUDY	37,784	354		38,138
TOTAL Enviro			37,784			38,138
Fire	RESERVE FUND	FIRE SERVICES DC	123,471	96,755	61,200	159,026
Fire	RESERVES	FIRE CAPITAL	95,083	19,471	8,022	106,532
Fire	RESERVES	FIREHALL RESERVE	6,704			6,704
Fire	RESERVES	FIRE WAGE CONTINGENCY	121,584			121,584
Fire	RESERVES	FIRE VEHICLE RESERVE	414,276	155,000	372,150	197,126
TOTAL Fire			761,118			590,972



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	BALANCE @ DEC 31 2020	2021 TRANSACTIONS		Projected BALANCE @ DEC 31 2021
			ADDITIONS	DISBURSEMENTS	
Recreation	RESERVES CENTRE 2000 CAPITAL	735,291	12,000	131,830	615,461
Recreation	RESERVES Barbour Field	241,341	77,957	136,952	182,345
Recreation	RESERVES HILLSBURGH ARENA CAPITAL	52,096	9,000	134,576	73,480
Recreation	RESERVES BALLINAFAD COMM CENTRE	27,355	49,000		76,355
Recreation	RESERVES ERIN TENNIS CLUB	11,384	1		11,385
Recreation	RESERVES EMERGENCY RESPONSE CENTRE	200,000			200,000
Recreation	RESERVE FUND CASH IN LIEU OF PARKLAND FUND	1,101,658	122,821	62,148	1,162,331
Recreation	RESERVE FUND PARKS & RECREATION SERVICES	389,691	149,395	-	539,086
TOTAL Recreation		2,758,817			2,713,485
TOTAL Rental	RESERVES RENTAL FACILITIES RESERVES (E)	-			-
Roads	RESERVES ROADS CAPITAL	503,814	90,000	-	593,814
Roads	RESERVES ROADS Streetscape	5,066			5,066
Roads	RESERVES SIDEWALK REPLACEMENTS	122,227			122,227
Roads	RESERVES STREETLIGHTS	171,631	71,643		243,274
Roads	RESERVES ROADS Fleet Reserve	100,000	319,964		419,964
Roads	RESERVE FUND SIDEWALK RESERVE Tim Hortons	136,387	1,278		137,665
Roads	RESERVE FUND CASH IN LIEU OF PARKING FUND	11,427	107		11,534
Roads	RESERVE FUND DRAINAGE LEVY FUND	17,160	161		17,321
Roads	RESERVE FUND TRANSPORTATION SERVICES DC	1,451,382	290,268	718,214	1,023,437
TOTAL Roads		2,519,095			2,574,302
Water	RESERVES WATER LIFECYCLE	2,651,497	427,100	275,071	2,803,526
Water	RESERVE FUND Water EA STUDY	37,784	354		38,138
Water	RESERVE FUND TOWN WATER RESERVE FUND	134,387	1,259		135,646
Water	RESERVE FUND WATER DC	(36,979)	17,895		(19,084)
TOTAL Water		2,786,690			2,958,227
WW	RESERVE FUND WWTP Front Ended Agreement	13,051,919	29,160,221	20,937,949	21,274,191
WW	RESERVE FUND Solmar WWTP Working Capital	(9,974)	-		(9,974)
WW	RESERVE FUND Solmar WWTP Security Deposits	50,000			50,000
WW	RESERVE FUND Wastewater DCs	(30,387)	136,576		106,189
TOTAL Wastewater		13,061,558			21,420,406
Committee	RESERVES CEMETERY CAPITAL	92,455			92,455
Committee	RESERVE FUND ERIN PIONEER CEMETERY RESERVE	8,805	82		8,887
Committee	RESERVES HERITAGE RESERVES	13,448	925		14,373
Committee	RESERVES LGHG COMMITTEE	18,248		1,316	16,932
Committee	RESERVES ESAC	1,761			1,761
Committee	RESERVE FUND CELEBRATE ERIN RESERVE FUND	7,794	73		7,867
Committee	RESERVE FUND BIA IMPROVEMENT	33,818	317	4,812	29,323
TOTAL Committee		176,328			171,598
		28,443,835	33,092,369	23,368,103	38,168,101



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	BALANCE @ DEC 31 2021	2022 TRANSACTIONS		Projected BALANCE @ DEC 31 2022
			ADDITIONS	DISBURSEMENTS	
Unallocated	RESERVES	TAX STABILIZATION RESERVE	1,358,598	-	1,358,598
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	4,614,189	761,354	5,375,543
Unallocated	RESERVE FUND	Gas Tax Grant	1,284,642	725,000	2,009,642
Unallocated	RESERVE FUND	Modernization Grant	181,390	-	181,390
Unallocated	RESERVE FUND	Nestle Community Grant	40,260	300	7,500
Unallocated	RESERVE FUND	Safe Restart - Covid Grant	156,766	-	-
Unallocated	RESERVE FUND	OCIF Top Up Grant	-	-	-
Unallocated	RESERVE FUND	OCIF FORMULA	258,480	3,140	-
TOTAL Unallocated			7,894,324		9,195,229
Admin	RESERVES	ELECTION EXPENSE	78,097	20,000	78,000
Admin	RESERVES	COMPUTER UPGRADES	79,865	15,000	48,000
Admin	RESERVES	ADMIN FILE MANAGEMENT	144,841	-	80,000
Admin	RESERVES	ADMIN OFFICE RENO RESERVES	5,018	-	-
Admin	RESERVES	ADMIN-PHONE RESERVE	891	-	-
Admin	RESERVES	INSURANCE CONTINGENCY	15,573	-	-
Admin	RESERVE FUND	Retirement Benefits	1,855	-	1,855
Admin	RESERVE FUND	ADMINISTRATION DC	\$ (738,856)	50,834	152,000
TOTAL Admin			\$ (412,716)		- 686,737
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	177,721	30,294	-
Building	RESERVES	BUILDING DEPT CAPITAL	-	-	-
TOTAL Building			177,721		208,015
Econ Dev	RESERVES	ECONOMIC DEVELOPMENT RESE	41,644	-	-
Econ Dev	RESERVE FUND	Main St Revitalization Grant	-	-	-
TOTAL Econ Dev			41,644		41,644
Enviro	RESERVE FUND	Water EA STUDY	38,138	-	-
TOTAL Enviro			38,138		38,138
Fire	RESERVE FUND	FIRE SERVICES DC	159,026	91,204	-
Fire	RESERVES	FIRE CAPITAL	106,532	-	40,000
Fire	RESERVES	FIREHALL RESERVE	6,704	-	-
Fire	RESERVES	FIRE WAGE CONTINGENCY	121,584	-	-
Fire	RESERVES	FIRE VEHICLE RESERVE	197,126	100,000	-
TOTAL Fire			590,972		742,176



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	BALANCE @ DEC 31 2021	2022 TRANSACTIONS		Projected BALANCE @ DEC 31 2022	
			ADDITIONS	DISBURSEMENTS		
Recreation	RESERVES	CENTRE 2000 CAPITAL	615,461	100,000	178,900	536,561
Recreation	RESERVES	Barbour Field	182,345		30,000	152,345
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	73,480	11,000	-	62,480
Recreation	RESERVES	BALLINAFAD COMM CENTRE	76,355			76,355
Recreation	RESERVES	ERIN TENNIS CLUB	11,385			11,385
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	200,000	50,000		250,000
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUN	1,162,331	75,000	600,000	637,331
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES	539,086	172,797	-	711,884
TOTAL Recreation			2,713,485			2,313,382
TOTAL Rental	RESERVES	RENTAL FACILITIES RESERVES (E	-			-
Roads	RESERVES	ROADS CAPITAL	593,814		81,000	512,814
Roads	RESERVES	ROADS Streetscape	5,066			5,066
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227			122,227
Roads	RESERVES	STREETLIGHTS	243,274	35,100		278,374
Roads	RESERVES	ROADS Fleet Reserve	419,964	50,000	30,000	439,964
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Horto	137,665			137,665
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUNI	11,534			11,534
Roads	RESERVE FUND	DRAINAGE LEVY FUND	17,321			17,321
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	1,023,437	319,565	300,000	1,043,001
TOTAL Roads			2,574,302			2,567,967
Water	RESERVES	WATER LIFECYCLE	2,803,526	468,200	388,106	2,883,620
Water	RESERVE FUND	Water EA STUDY	38,138	460		
Water	RESERVE FUND	TOWN WATER RESERVE FUND	135,646	1,640		137,286
Water	RESERVE FUND	WATER DC	(19,084)	7,992		11,091
TOTAL Water			2,958,227			3,009,815
WW	RESERVE FUND	WWTP Front Ended Agreemen	21,274,191	1,328,882	4,707,631	17,895,442
WW	RESERVE FUND	Solmar WWTP Working Capita	(9,974)			9,974
WW	RESERVE FUND	Solmar WWTP Security Deposi	50,000			50,000
WW	RESERVE FUND	Wasterwater DCs	106,189			106,189
TOTAL Wastewater			21,420,406			18,041,656
Committee	RESERVES	CEMETERY CAPITAL	92,455		10,000	82,455
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESE	8,887	108		8,995
Committee	RESERVES	HERITAGE RESERVES	14,373			14,373
Committee	RESERVES	LGHG COMMITTEE	16,932			16,932
Committee	RESERVES	ESAC	1,761			1,761
Committee	RESERVE FUND	CELEBRATE ERIN RESERVE FUNI	7,867	100	1,000	6,967
Committee	RESERVE FUND	BIA IMPROVEMENT	29,323		29,323	0
TOTAL Committee			171,598			129,722
			38,168,101	4,417,970	6,944,705	35,601,007



RESERVES & RESERVE FUNDS

DEPARTMENT			Description	Projected BALANCE @ DEC 31 2022	2023 TRANSACTIONS		Projected BALANCE @ DEC 31 2023
					ADDITIONS	DISBURSEMENTS	
Unallocated	RESERVES	TAX STABILIZATION RESERVE		1,358,598		234,408	1,124,190
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL		5,375,543	776,581	150,000	6,002,124
Unallocated	RESERVE FUND	Gas Tax Grant		2,009,642	725,000	675,000	2,059,642
Unallocated	RESERVE FUND	Modernization Grant		-	0	Balance of Grant	
Unallocated	RESERVE FUND	Nestle Community Grant		33,060		Orton \$7.5k	33,060
Unallocated	RESERVE FUND	Safe Restart - Covid Grant		156,766			
Unallocated	RESERVE FUND	OCIF Top Up Grant		-			-
Unallocated	RESERVE FUND	OCIF FORMULA		261,620			261,620
TOTAL Unallocated				9,195,229			9,480,636
Admin	RESERVES	ELECTION EXPENSE		20,097	20,000		40,097
Admin	RESERVES	COMPUTER UPGRADES		46,865	15,000	-	61,865
Admin	RESERVES	ADMIN FILE MANAGEMENT		64,841			64,841
Admin	RESERVES	ADMIN OFFICE RENO RESERVES		5,018			5,018
Admin	RESERVES	ADMIN-PHONE RESERVE		891			891
Admin	RESERVES	INSURANCE CONTINGENCY		15,573			15,573
Admin	RESERVE FUND	Retirement Benefits		-	0	Retirement Benefits expired	-
Admin	RESERVE FUND	ADMINISTRATION DC		-	840,022	50,834 40,000	-
TOTAL Admin				-	686,737		-
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND		208,015	30,900		238,915
Building	RESERVES	BUILDING DEPT CAPITAL		-			-
TOTAL Building				208,015			238,915
Econ Dev	RESERVES	ECONOMIC DEVELOPMENT RESE		41,644		10,000	31,644
Econ Dev	RESERVE FUND	Main St Revitalization Grant		-			-
TOTAL Econ Dev				41,644			31,644
Enviro	RESERVE FUND	Water EA STUDY		38,138			38,138
TOTAL Enviro				38,138			38,138
Fire	RESERVE FUND	FIRE SERVICES DC		250,230	91,204	87,600	253,833
Fire	RESERVES	FIRE CAPITAL		66,532			66,532
Fire	RESERVES	FIREHALL RESERVE		6,704			6,704
Fire	RESERVES	FIRE WAGE CONTINGENCY		121,584			121,584
Fire	RESERVES	FIRE VEHICLE RESERVE		297,126	100,000	180,000	217,126
TOTAL Fire				742,176			665,779



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	Projected BALANCE @ DEC 31 2022	2023 TRANSACTIONS		Projected BALANCE @ DEC 31 2023	
			ADDITIONS	DISBURSEMENTS		
Recreation	RESERVES	CENTRE 2000 CAPITAL	536,561		536,561	
Recreation	RESERVES	Barbour Field	152,345	Barbour Field dog park / fence	152,345	
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	62,480	11,000	51,480	
Recreation	RESERVES	BALLINAFAD COMM CENTRE	76,355		76,355	
Recreation	RESERVES	ERIN TENNIS CLUB	11,385		11,385	
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	250,000	50,000	300,000	
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND	637,331	75,000	712,331	
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES	711,884	172,797	65,790	818,891
TOTAL Recreation			2,313,382		2,556,389	
TOTAL Rental	RESERVES	RENTAL FACILITIES RESERVES (E)	-		-	
Roads	RESERVES	ROADS CAPITAL	512,814	Roads Shop Reno / Shed	512,814	
Roads	RESERVES	ROADS Streetscape	5,066		5,066	
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227		122,227	
Roads	RESERVES	STREETLIGHTS	278,374	30,900	309,274	
Roads	RESERVES	ROADS Fleet Reserve	439,964	50,000	489,964	
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Horton	137,665		137,665	
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUND	11,534		11,534	
Roads	RESERVE FUND	DRAINAGE LEVY FUND	17,321		17,321	
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	1,043,001	319,565	300,000	1,062,566
TOTAL Roads			2,567,967		2,668,431	
Water	RESERVES	WATER LIFECYCLE	2,883,620	491,400	375,606	2,999,414
Water	RESERVE FUND	Water EA STUDY				
Water	RESERVE FUND	TOWN WATER RESERVE FUND	137,286			137,286
Water	RESERVE FUND	WATER DC	11,091	7,992		3,099
TOTAL Water			3,009,815			3,133,601
WW	RESERVE FUND	WWTP Front Ended Agreement	17,895,442	17,829,111	22,772,110	12,952,443
WW	RESERVE FUND	Solmar WWTP Working Capital	9,974			9,974
WW	RESERVE FUND	Solmar WWTP Security Deposits	50,000			50,000
WW	RESERVE FUND	Wasterwater DCs	106,189			106,189
TOTAL Wastewater			18,041,656			13,098,657
Committee	RESERVES	CEMETERY CAPITAL	82,455	10,000		72,455
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESERVE	8,995			8,995
Committee	RESERVES	HERITAGE RESERVES	14,373			14,373
Committee	RESERVES	LGHG COMMITTEE	16,932			16,932
Committee	RESERVES	ESAC				
Committee	RESERVE FUND	CELEBRATE ERIN RESERVE FUND	6,967	RCMP Musical Ride Fund		6,967
Committee	RESERVE FUND	BIA IMPROVEMENT	0	BIA dissolved		0
TOTAL Committee			129,722			119,722
			35,601,007	20,847,284	24,900,514	31,391,011



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	Projected BALANCE @ DEC 31 2023	2024 TRANSACTIONS		Projected BALANCE @ DEC 31 2024		
			ADDITIONS	DISBURSEMENTS			
Unallocated	RESERVES	TAX STABILIZATION RESERVE	1,124,190	207,354	916,836		
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	6,002,124	792,113	330,000	6,464,237	
Unallocated	RESERVE FUND	Gas Tax Grant	2,059,642	725,000	2,784,642		
Unallocated	RESERVE FUND	Modernization Grant					
Unallocated	RESERVE FUND	Nestle Community Grant	33,060		33,060		
Unallocated	RESERVE FUND	Safe Restart - Covid Grant					
Unallocated	RESERVE FUND	OCIF Top Up Grant	-		-		
Unallocated	RESERVE FUND	OCIF FORMULA	261,620		261,620		
TOTAL Unallocated			9,480,636		10,460,395		
Admin	RESERVES	ELECTION EXPENSE	40,097	20,000	60,097		
Admin	RESERVES	COMPUTER UPGRADES	61,865	15,000	-	76,865	
Admin	RESERVES	ADMIN FILE MANAGEMENT	64,841		64,841		
Admin	RESERVES	ADMIN OFFICE RENO RESERVES	5,018		5,018		
Admin	RESERVES	ADMIN-PHONE RESERVE	891		891		
Admin	RESERVES	INSURANCE CONTINGENCY	15,573		15,573		
Admin	RESERVE FUND	Retirement Benefits	-	0	-	0	
Admin	RESERVE FUND	ADMINISTRATION DC	-	829,188	50,834	-	778,354
TOTAL Admin			-	640,903	-	555,068	
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	238,915	31,518	270,433		
Building	RESERVES	BUILDING DEPT CAPITAL	-		-		
TOTAL Building			238,915		270,433		
Econ Dev	RESERVES	ECONOMIC DEVELOPMENT RESE	31,644		10,000	21,644	
Econ Dev	RESERVE FUND	Main St Revitalization Grant	-		-		
TOTAL Econ Dev			31,644		21,644		
Enviro	RESERVE FUND	Water EA STUDY	38,138		38,138		
TOTAL Enviro			38,138		38,138		
Fire	RESERVE FUND	FIRE SERVICES DC	253,833	91,204	18,400	326,637	
Fire	RESERVES	FIRE CAPITAL	66,532		66,532		
Fire	RESERVES	FIREHALL RESERVE	6,704		6,704		
Fire	RESERVES	FIRE WAGE CONTINGENCY	121,584		121,584		
Fire	RESERVES	FIRE VEHICLE RESERVE	217,126	100,000	317,126		
TOTAL Fire			665,779		838,583		



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	Projected	2024 TRANSACTIONS		Projected	
		BALANCE @ DEC 31 2023	ADDITIONS	DISBURSEMENTS	BALANCE @ DEC 31 2024	
Recreation	RESERVES	CENTRE 2000 CAPITAL	536,561		536,561	
Recreation	RESERVES	Barbour Field	152,345		152,345	
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	51,480	11,000	40,480	
Recreation	RESERVES	BALLINAFAD COMM CENTRE	76,355		76,355	
Recreation	RESERVES	ERIN TENNIS CLUB	11,385		11,385	
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	300,000	50,000	350,000	
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUN	712,331	75,000	787,331	
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES	818,891	172,797	67,106	924,582
TOTAL Recreation			2,556,389		2,798,080	
TOTAL Rental	RESERVES	RENTAL FACILITIES RESERVES (E	-		-	
Roads	RESERVES	ROADS CAPITAL	512,814		512,814	
Roads	RESERVES	ROADS Streetscape	5,066		5,066	
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227		122,227	
Roads	RESERVES	STREETLIGHTS	309,274	30,900	340,174	
Roads	RESERVES	ROADS Fleet Reserve	489,964	50,000	150,000	389,964
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Horto	137,665		137,665	
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUN	11,534		11,534	
Roads	RESERVE FUND	DRAINAGE LEVY FUND	17,321		17,321	
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	1,062,566	319,565	300,000	1,082,131
TOTAL Roads			2,668,431		2,618,896	
Water	RESERVES	WATER LIFECYCLE	2,999,414	516,900	358,106	3,158,208
Water	RESERVE FUND	Water EA STUDY				
Water	RESERVE FUND	TOWN WATER RESERVE FUND	137,286			137,286
Water	RESERVE FUND	WATER DC	3,099	7,992		4,893
TOTAL Water			3,133,601		3,300,387	
WW	RESERVE FUND	WWTP Front Ended Agreemen	12,952,443	25,000,000	27,573,949	10,378,494
WW	RESERVE FUND	Solmar WWTP Working Capita	9,974			9,974
WW	RESERVE FUND	Solmar WWTP Security Deposi	50,000			50,000
WW	RESERVE FUND	Wasterwater DCs	106,189			106,189
TOTAL Wastewater			13,098,657			10,524,708
Committee	RESERVES	CEMETERY CAPITAL	72,455		10,000	62,455
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESEP	8,995			8,995
Committee	RESERVES	HERITAGE RESERVES	14,373			14,373
Committee	RESERVES	LGHG COMMITTEE	16,932			16,932
Committee	RESERVES	ESAC				
Committee	RESERVE FUND	CELEBRATE ERIN RESERVE FUND	6,967			6,967
Committee	RESERVE FUND	BIA IMPROVEMENT	0			0
TOTAL Committee			119,722			109,722
			31,391,011	28,059,823	29,024,915	30,425,919



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	Projected	2025 TRANSACTIONS		Projected	
		BALANCE @ DEC 31 2024	ADDITIONS	DISBURSEMENTS	BALANCE @ DEC 31 2025	
Unallocated	RESERVES	TAX STABILIZATION RESERVE	916,836		145,855	770,981
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	6,464,237	807,955		7,272,192
Unallocated	RESERVE FUND	Gas Tax Grant	2,784,642	725,000	800,500	2,709,142
Unallocated	RESERVE FUND	Modernization Grant				
Unallocated	RESERVE FUND	Nestle Community Grant	33,060			33,060
Unallocated	RESERVE FUND	Safe Restart - Covid Grant				
Unallocated	RESERVE FUND	OCIF Top Up Grant	-			-
Unallocated	RESERVE FUND	OCIF FORMULA	261,620			261,620
TOTAL Unallocated			10,460,395			11,046,995
Admin	RESERVES	ELECTION EXPENSE	60,097	32,700		92,797
Admin	RESERVES	COMPUTER UPGRADES	76,865	15,000	-	91,865
Admin	RESERVES	ADMIN FILE MANAGEMENT	64,841			64,841
Admin	RESERVES	ADMIN OFFICE RENO RESERVES	5,018			5,018
Admin	RESERVES	ADMIN-PHONE RESERVE	891			891
Admin	RESERVES	INSURANCE CONTINGENCY	15,573			15,573
Admin	RESERVE FUND	Retirement Benefits	-	0		-
Admin	RESERVE FUND	ADMINISTRATION DC	-	778,354	50,834	-
TOTAL Admin			-	555,068		-
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	270,433	32,148		302,581
Building	RESERVES	BUILDING DEPT CAPITAL	-			-
TOTAL Building			270,433			302,581
Econ Dev	RESERVES	ECONOMIC DEVELOPMENT RESE	21,644		10,000	11,644
Econ Dev	RESERVE FUND	Main St Revitalization Grant	-			-
TOTAL Econ Dev			21,644			11,644
Enviro	RESERVE FUND	Water EA STUDY	38,138			38,138
TOTAL Enviro			38,138			38,138
Fire	RESERVE FUND	FIRE SERVICES DC	326,637	91,204	218,400	199,440
Fire	RESERVES	FIRE CAPITAL	66,532			66,532
Fire	RESERVES	FIREHALL RESERVE	6,704			6,704
Fire	RESERVES	FIRE WAGE CONTINGENCY	121,584			121,584
Fire	RESERVES	FIRE VEHICLE RESERVE	317,126	100,000	200,000	217,126
TOTAL Fire			838,583			611,386



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	Projected		Projected		
		BALANCE	2025 TRANSACTIONS		BALANCE	
		@ DEC 31 2024	ADDITIONS	DISBURSEMENTS	@ DEC 31 2025	
Recreation	RESERVES	CENTRE 2000 CAPITAL	536,561			536,561
Recreation	RESERVES	Barbour Field	152,345			152,345
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	40,480	11,000		29,480
Recreation	RESERVES	BALLINAFAD COMM CENTRE	76,355			76,355
Recreation	RESERVES	ERIN TENNIS CLUB	11,385			11,385
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	350,000	50,000		400,000
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND	787,331	75,000		862,331
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES	924,582	172,797	68,448	1,028,931
TOTAL Recreation			2,798,080			3,038,430
TOTAL Rental	RESERVES	RENTAL FACILITIES RESERVES (E)	-			-
Roads	RESERVES	ROADS CAPITAL	512,814			512,814
Roads	RESERVES	ROADS Streetscape	5,066			5,066
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227			122,227
Roads	RESERVES	STREETLIGHTS	340,174	30,900		371,074
Roads	RESERVES	ROADS Fleet Reserve	389,964	50,000	150,000	289,964
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Hortons	137,665			137,665
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUND	11,534			11,534
Roads	RESERVE FUND	DRAINAGE LEVY FUND	17,321			17,321
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	1,082,131	319,565	300,000	1,101,695
TOTAL Roads			2,618,896			2,569,361
Water	RESERVES	WATER LIFECYCLE	3,158,208	516,900	358,106	3,317,002
Water	RESERVE FUND	Water EA STUDY				
Water	RESERVE FUND	TOWN WATER RESERVE FUND	137,286			137,286
Water	RESERVE FUND	WATER DC	4,893	7,992		12,885
TOTAL Water			3,300,387			3,467,173
WW	RESERVE FUND	WWTP Front Ended Agreement	10,378,494	19,000,000	19,743,161	9,635,333
WW	RESERVE FUND	Solmar WWTP Working Capital	9,974			9,974
WW	RESERVE FUND	Solmar WWTP Security Deposits	50,000			50,000
WW	RESERVE FUND	Wastewater DCs	106,189			106,189
TOTAL Wastewater			10,524,708			9,781,547
Committee	RESERVES	CEMETERY CAPITAL	62,455		10,000	52,455
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESERVE	8,995			8,995
Committee	RESERVES	HERITAGE RESERVES	14,373			14,373
Committee	RESERVES	LGHG COMMITTEE	16,932			16,932
Committee	RESERVES	ESAC				
Committee	RESERVE FUND	CELEBRATE ERIN RESERVE FUND	6,967			6,967
Committee	RESERVE FUND	BIA IMPROVEMENT	0			0
TOTAL Committee			109,722			99,722
			30,425,919	22,088,995	22,004,470	30,510,444



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	Projected	2026 TRANSACTIONS		Projected	
		BALANCE	ADDITIONS	DISBURSEMENTS	BALANCE	
		@ DEC 31 2025			@ DEC 31 2026	
Unallocated	RESERVES	TAX STABILIZATION RESERVE	770,981		64,100	706,881
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	7,272,192	807,955		8,080,147
Unallocated	RESERVE FUND	Gas Tax Grant	2,709,142	694,032	800,500	2,602,674
Unallocated	RESERVE FUND	Modernization Grant				
Unallocated	RESERVE FUND	Nestle Community Grant	33,060			33,060
Unallocated	RESERVE FUND	Safe Restart - Covid Grant				
Unallocated	RESERVE FUND	OCIF Top Up Grant	-			-
Unallocated	RESERVE FUND	OCIF FORMULA	261,620			261,620
TOTAL Unallocated			11,046,995			11,684,382
Admin	RESERVES	ELECTION EXPENSE	92,797	20,000	80,000	32,797
Admin	RESERVES	COMPUTER UPGRADES	91,865	15,000	-	106,865
Admin	RESERVES	ADMIN FILE MANAGEMENT	64,841			64,841
Admin	RESERVES	ADMIN OFFICE RENO RESERVES	5,018			5,018
Admin	RESERVES	ADMIN-PHONE RESERVE	891			891
Admin	RESERVES	INSURANCE CONTINGENCY	15,573			15,573
Admin	RESERVE FUND	Retirement Benefits	- 0			- 0
Admin	RESERVE FUND	ADMINISTRATION DC	- 727,519	50,834		- 676,685
TOTAL Admin			- 456,534			- 450,700
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	302,581	32,148		334,729
Building	RESERVES	BUILDING DEPT CAPITAL	-			-
TOTAL Building			302,581			334,729
Econ Dev	RESERVES	ECONOMIC DEVELOPMENT RESE	11,644		10,000	1,644
Econ Dev	RESERVE FUND	Main St Revitalization Grant	-			-
TOTAL Econ Dev			11,644			1,644
Enviro	RESERVE FUND	Water EA STUDY	38,138			38,138
TOTAL Enviro			38,138			38,138
Fire	RESERVE FUND	FIRE SERVICES DC	199,440	91,204	218,400	72,244
Fire	RESERVES	FIRE CAPITAL	66,532			66,532
Fire	RESERVES	FIREHALL RESERVE	6,704			6,704
Fire	RESERVES	FIRE WAGE CONTINGENCY	121,584			121,584
Fire	RESERVES	FIRE VEHICLE RESERVE	217,126	100,000	200,000	117,126
TOTAL Fire			611,386			384,190



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	Projected	2026 TRANSACTIONS		Projected	
		BALANCE	ADDITIONS	DISBURSEMENTS	BALANCE	
		@ DEC 31 2025			@ DEC 31 2026	
Recreation	RESERVES	CENTRE 2000 CAPITAL	536,561			536,561
Recreation	RESERVES	Barbour Field	152,345			152,345
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	29,480	11,000		18,480
Recreation	RESERVES	BALLINAFAD COMM CENTRE	76,355			76,355
Recreation	RESERVES	ERIN TENNIS CLUB	11,385			11,385
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	400,000	50,000		450,000
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND	862,331	75,000		937,331
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES	1,028,931	172,797	68,448	1,133,281
TOTAL Recreation			3,038,430			3,278,779
TOTAL Rental	RESERVES	RENTAL FACILITIES RESERVES (E)	-			-
Roads	RESERVES	ROADS CAPITAL	512,814			512,814
Roads	RESERVES	ROADS Streetscape	5,066			5,066
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227			122,227
Roads	RESERVES	STREETLIGHTS	371,074	30,900		401,974
Roads	RESERVES	ROADS Fleet Reserve	289,964	50,000	150,000	189,964
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Horton	137,665			137,665
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUN	11,534			11,534
Roads	RESERVE FUND	DRAINAGE LEVY FUND	17,321			17,321
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	1,101,695	319,565	300,000	1,121,260
TOTAL Roads			2,569,361			2,519,825
Water	RESERVES	WATER LIFECYCLE	3,317,002	516,900	358,106	3,475,796
Water	RESERVE FUND	Water EA STUDY				
Water	RESERVE FUND	TOWN WATER RESERVE FUND	137,286			137,286
Water	RESERVE FUND	WATER DC	12,885	7,992		20,877
TOTAL Water			3,467,173			3,633,959
WW	RESERVE FUND	WWTP Front Ended Agreement	9,635,333	19,000,000	19,743,161	8,892,172
WW	RESERVE FUND	Solmar WWTP Working Capital	9,974			9,974
WW	RESERVE FUND	Solmar WWTP Security Depos	50,000			50,000
WW	RESERVE FUND	Wasterwater DCs	106,189			106,189
TOTAL Wastewater			9,781,547			9,038,386
Committee	RESERVES	CEMETERY CAPITAL	52,455		10,000	42,455
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESE	8,995			8,995
Committee	RESERVES	HERITAGE RESERVES	14,373			14,373
Committee	RESERVES	LGHG COMMITTEE	16,932			16,932
Committee	RESERVES	ESAC				
Committee	RESERVE FUND	CELEBRATE ERIN RESERVE FUND	6,967			6,967
TOTAL Committee			99,722			89,722
			30,510,444	22,045,327	22,002,715	30,553,056



**Principal & Interest
Debt Summary**

Appendix E



Debt Summary

Year	Opening Balance	Principal	Interest	Payment	Ending Balance
2022	2,931,938	351,268	85,045	436,313	2,580,670
2023	2,580,670	300,182	62,470	362,652	2,280,488
2024	2,280,488	306,132	56,269	362,401	1,974,356
2025	1,974,356	285,356	49,423	334,779	1,689,000
2026	1,689,000	272,000	42,471	314,471	1,417,000
2027	1,417,000	164,000	37,035	201,035	1,253,000
2028	1,253,000	168,000	33,297	201,297	1,085,000
2029	1,085,000	172,000	85,045	257,045	913,000
2030	913,000	176,000	24,916	200,916	737,000
2031	737,000	181,000	20,318	201,318	556,000
2032	556,000	185,000	15,476	200,476	371,000
2033	371,000	89,000	11,645	100,645	282,000
2034	282,000	91,000	8,886	99,886	191,000
2035	191,000	94,000	6,065	100,065	97,000
2036	97,000	97,000	3,639	100,639	0

COUNTY OF WELLINGTON

\$907,000

Instalment Debentures for Refinance of Balance of Hillsburgh Firehall Loan

Dated March 7, 2022

Maturing March 7, 2023-2032

Year	Maturity	Principal	Coupon	Interest		Annual
		07-Mar	Rate %	07-Mar	07-Sep	Payments
2022		-		-	8,834.58	8,834.58
2023	03-07-23	84,000.00	1.050	8,834.57	8,393.57	101,228.14
2024	03-07-24	85,000.00	1.385	8,393.58	7,804.95	101,198.53
2025	03-07-25	86,000.00	1.625	7,804.95	7,106.20	100,911.15
2026	03-07-26	88,000.00	1.820	7,106.20	6,305.40	101,411.60
2027	03-07-27	89,000.00	1.965	6,305.40	5,430.98	100,736.38
2028	03-07-28	91,000.00	2.090	5,430.97	4,480.02	100,910.99
2029	03-07-29	93,000.00	2.200	4,480.03	3,457.03	100,937.06
2030	03-07-30	95,000.00	2.300	3,457.02	2,364.52	100,821.54
2031	03-07-31	97,000.00	2.385	2,364.53	1,207.80	100,572.33
2032	03-07-32	<u>99,000.00</u>	2.440	<u>1,207.80</u>	<u>-</u>	<u>100,207.80</u>
Total		<u>907,000.00</u>		<u>55,385.05</u>	<u>55,385.05</u>	<u>1,017,770.10</u>

Price per Debenture: \$100.00

Net proceeds to Town: \$907,000.00

Net Cost of Borrowing: 2.152%

2022 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	75405		
MUNID:	23015		
MUNICIPALITY:	Erin T		
UPPER TIER:	Wellington Co		
REPAYMENT LIMIT:		\$	2,161,262

The repayment limit has been calculated based on data contained in the 2020 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2020 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2022.

FOR ILLUSTRATION PURPOSES ONLY,

The additional long-term borrowing which a municipality could undertake over a 5-year, a 10-year, a 15-year and a 20-year period is shown.

If the municipalities could borrow at 5% or 7% annually, the annual repayment limits shown above would allow it to undertake additional long-term borrowing as follows:

5% Interest Rate			
(a)	20 years @ 5% p.a.	\$	26,934,099
(a)	15 years @ 5% p.a.	\$	22,433,158
(a)	10 years @ 5% p.a.	\$	16,688,690
(a)	5 years @ 5% p.a.	\$	9,357,132
7% Interest Rate			
(a)	20 years @ 7% p.a.	\$	22,896,438
(a)	15 years @ 7% p.a.	\$	19,684,586
(a)	10 years @ 7% p.a.	\$	15,179,798
(a)	5 years @ 7% p.a.	\$	8,861,600

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT (UNDER ONTARIO REGULATION 403/02)

MUNICIPALITY:

Erin T

MMAH CODE:

75405

		1 \$
Debt Charges for the Current Year		
0210	Principal (SLC 74 3099 01)	332,032
0220	Interest (SLC 74 3099 02)	101,189
0299	Subtotal	433,221
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910	Total Debt Charges	433,221
<hr/>		
Amounts Recovered from Unconsolidated Entities		
1010	Electricity - Principal (SLC 74 3030 01)	0
1020	Electricity - Interest (SLC 74 3030 02)	0
1030	Gas - Principal (SLC 74 3040 01)	0
1040	Gas - Interest (SLC 74 3040 02)	0
1050	Telephone - Principal (SLC 74 3050 01)	0
1060	Telephone - Interest (SLC 74 3050 02)	0
1099	Subtotal	0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02)	0
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02)	0
1420	Total Debt Charges to be Excluded	0
9920	Net Debt Charges	433,221
<hr/>		
1610 Total Revenue (SLC 10 9910 01)		15,504,695
Excluded Revenue Amounts		
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04)	0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01)	2,278,083
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	0
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)	0
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)	330,038
2230	Revenue from other municipalities including revenue for Tangible Capital Assets (SLC 10 1098 01 + SLC 10 1099 01)	31,960
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	0
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	588,726
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	1,669
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	0
2253	Other Deferred revenue earned (SLC 10 1814 01)	0
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	0
2255	Other Revenue (SLC 10 1890 01 + SLC 10 1891 01 + SLC 10 1892 01 + SLC 10 1893 01 + SLC 10 1894 01 + SLC 10 1895 01 + SLC 10 1896 01 + SLC 10 1897 01 + SLC 10 1898 01)	1,896,288
2299	Subtotal	5,126,764
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610	Net Revenues	10,377,931
2620	25% of Net Revenues	2,594,483
9930	ESTIMATED ANNUAL REPAYMENT LIMIT (25% of Net Revenues less Net Debt Charges)	2,161,262

* SLC denotes Schedule, Line Column.



**2023 BUDGET and
2024 - 2026 FORECASTS
Submissions by Program**

Appendix F



COUNCIL



Council
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Expenses						
Labour Costs	164,502	169,437	4,935	172,825	176,281	179,816
Other Expenses	24,990	24,500	(490)	24,500	24,500	24,500
Audit, Insurance & Legal	4,590	5,508	918	5,618	5,730	5,845
Total Expenses	194,082	199,445	5,363	202,943	206,511	210,161
Net Total	194,082	199,445	5,363	202,943	206,511	210,161

2023 - 2026 Variances

Adjustments to Labour Cost net result changes were due to health benefit costs.

Increases in Insurance were based on actual trends.

Other expenses include council meetings, training, conference.

By-Law No. 17-64 expires at the end of 2022.



CORPORATE SERVICES



Corporate Services
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Revenue						
Penalties & Interest	337,000	420,000	83,000	428,400	436,968	445,707
Other Revenue	50,700	74,500	23,800	75,290	76,096	76,918
Rental Fees	12,500	12,500		12,750	13,005	13,265
Interest Income	46,000	46,000		46,920	47,858	48,815
Trf from Reserves and Res Funds	78,000		(78,000)			85,000
Total Revenue	524,200	553,000	28,800	563,360	573,927	669,705
Expenses						
Labour Costs	1,561,328	1,638,109	76,781	1,687,149	1,737,662	1,789,689
Supplies & Materials	55,488	78,032	22,544	79,893	81,800	83,756
Consulting	25,500	26,214	714	26,718	27,232	27,757
Service Agreements	156,872	158,355	1,483	159,896	161,481	163,112
General Maintenance & Repairs	15,300	15,759	459	16,074	16,395	16,723
IT Services	127,194	139,800	12,606	143,646	147,601	151,667
Postage & Courier	15,300	18,000	2,700	18,540	19,096	19,669
Telephone	11,926	12,272	346	12,509	12,751	12,998
Hydro	13,566	13,973	407	14,252	14,537	14,828
Natural Gas	4,386	4,518	132	4,608	4,700	4,794
Advertising & Promo	16,830	20,487	3,657	20,897	21,315	21,741
Other Expenses	60,486	62,250	1,764	63,475	64,723	65,998
Contingency	8,262	8,510	248	8,680	8,854	9,031
Audit, Insurance & Legal	119,850	128,430	8,580	130,998	133,618	136,290
Trf to Res. and Res. Funds	35,700	36,250	550	37,065	37,886	38,714
Inter Org Transfers	6,630		(6,630)			
Total Expenses	2,234,618	2,360,959	126,341	2,424,400	2,489,651	2,556,767
Net Total	1,710,418	1,807,959	97,541	1,861,040	1,915,724	1,887,062

Budget variances 2023 and Forecast variances 2024 - 2026

Supplies and materials increased due to significant rise in prices.

Transfer from Reserves and Reserve Funds decreased in 2023 as not an election year.

IT Services increased due to protection against increasing potential CYBER security risks.

Audit, Insurance & Legal increased due to higher cost trends.



Business Plan – Corporate Services

Summary of Services

Corporate Services incorporates the activities under the direction of the Chief Administrative Officer, the Clerk and the Director of Finance.

The Clerk is responsible for coordinating and supporting various statutory responsibilities provided by the Municipal Act, Vital Statistics Act, Municipal Freedom of Information and Protection of Privacy Act, the Planning Act, Line Fences Act, the Livestock Poultry and Honeybee Protection Act, the Accessibility for Ontarians with Disabilities Act, and the Municipal Elections Act. In accordance with these statutes as well as municipal policies and best practices, the Clerk supports the following:

- legislative processes for Council through the provision of Corporate Secretariat Services, documents the official record of the actions of Council and its Committees
- fulfills the mandate to manage the Town's records
- manages notice provisions related to public meetings and in response to other legislative requirements
- issues licenses and permits
- processes Freedom of Information requests
- serves as the returning office with respect to the administration of Municipal Elections
- provides various other internal and public support services.

Finance provides services to internal and external stakeholders in addition to providing support and advice to Council with the Town's financial management and planning. The Finance Department is responsible in establishing processes and delivering services for the following:

- property tax billing and collections
- water tax billing and collections
- accounts payable
- payroll and benefits administration
- financial reporting and monitoring financial performance
- develop and implement budget process
- develop operating and capital budgets
- collecting and tracking development charges and other fees
- coordinating user rates

- developing financial policies
- administrating investment in accordance to the Municipal Act 2001
- coordinating asset management plan
- research and coordinate grant funding applications
- issuing debt and cash flow management as per Council direction
- implement Procurement Policy By-law and goods and services
- risk management and insurance administration

Strategic Initiatives (with no \$)

2022 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Review the options and develop a plan to secure financing	Growth Management	Complete	1
Conclude a financing agreement for the waste water servicing project	Growth Management	Complete	1
Undertake a Development Charges By-law update incorporating the cost of waste water and water environmental assessments	Growth Management	Ongoing	1
Records Management: Policy review, New Retention By-law and Records Management Policy Manual, Migration of Electronic Records into proper classifications.	Good Governance	Complete	1
Completion of a Growth Management Strategy to inform Council decisions on the population growth targets for Erin and Hillsburgh and the residential, commercial and industrial properties to be given priority for waste water and water allocations.	Growth Management	Complete	1
Develop and implement a comprehensive communications plan to engage the community in discussing the parameters and benefits of well-managed growth, while respecting the environment and the Town's unique character	Growth Management	Complete	1
Electronic Data Records Management System	Good Governance	Ongoing	1
Docupet Licensing Agreement	Service Excellence	Ongoing	1
AODA Multi-Year Plan	Good Governance	Complete	1
FOI Training for Staff	Good Governance	Complete	1
Records Management Training for Staff	Good Governance	Complete	1
Fortinet IT Intrusion prevention optimization (funding from Modernization grant)	Service Excellence and Good Governance	Complete	1

2022 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Develop a Conservation Demand Management Plan and subsequent implementation plan	Investment in Community Assets	Complete	1
Develop performance measures for the 2023 Budget process	Service Excellence and Good Governance	Complete	3
Marriage Officiating	Service Excellence	Ongoing	1

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
EDRMS- staff implementation	Good Governance		1
Audit of Physical Records and prepare for integration into EDRMS	Good Governance		1
Open Government Initiatives	Good Governance		1
Implementation of HRIS	Good Governance		2
Ecommerce for Legislative Services where legislation permits- Commissioning etc.	Service Excellence		1
Conduct a series of service delivery reviews	Service Excellence and Good Governance		2
Publish an annual update that reports on the Strategic Plan progress and accomplishments	Service Excellence and Good Governance		1
Continue to allocate budget to establish financial reserves which are adequate to fund anticipated infrastructure requirements and major projects	Service Excellence and Good Governance		1

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Departmental Fees and Charges Review	Good Governance		2
FOI/Records Training for Staff - Update	Good Governance/Service Excellence		1

2025 Strategic Initiatives	Strategic Pillar	Status	Priority
Review of Committee Orientation Material	Good Governance		2
Preparation for 2026 Municipal Election. Procedures, Council Orientation Packages.	Good Governance		1

2026 Strategic Initiatives	Strategic Pillar	Status	Priority
Preparation for 2026 Municipal Election	Good Governance		2
Completion of Municipal Election Legislative Requirements	Good Governance		1
AODA Multi-Year Plan	Good Governance		1
Procedural By-law passed by new Council	Good Governance		1

**Town of Erin
Plan Requests**

Department	Admin/ IT
Budget Year	2023
Request	Cybersecurity Assessment
Description	
Request for a third party professional security simulation of a cyberattack on the Town's Infrastructure. This will include but will not be limited to email phishing attacks, login <u>account</u> hacking and vulnerability scan and exploitation.	
Service Impact	
No service impact nor a regulatory requirement. A Cybersecurity Assessment is however, best <u>practice</u> to be performed to test existing infrastructure security.	
Implication of not getting resource	
While the Town employs multiple layers of security as a defense against cyberattacks, no network is impenetrable and multiple layers of security comes with a more complex <u>configuration</u> . The assessment will identify vulnerabilities and holes in the Town's security <u>fabric</u> in a controlled test.	
Financial Impact	
Funding Source	IT Reserves
Cost Estimate	\$8,500

**Town of Erin
Capital Requests**

Department	Admin/ Legislative Services
Budget Year	2024
Request	Records Storage
Description	
Records Storage - new shelving and drawers.	
Service Impact	
New records storage will result in more efficient record retrieval by staff and protect the integrity of the Town's physical records.	
Implication of not getting resource	
The records room is currently comprised of wooden shelving and bankers boxes. This method results in increased search times as records are not easily accessible, results in compromising the integrity of records i.e. not fire proof, water proof, and the current shelving is less than 3 feet (not aligned with best practice as records could be damaged by flooding).	
Financial Impact	
Funding Source	Reserves
Cost Estimate	\$25,000

Department	Admin/ Legislative Services	
Budget Year	2024	
Request	Marriage license portal	
Description		
Marriage license services portal		
Service Impact		
Currently marriage application forms are submitted via e-mail resulting in a lot of back and forth with applicants with respect to information that needs to be corrected, included, and in some instances sending ID's over our non-secure E-mail servers. This portal will act as a one stop shop - applicants are able to log in, work on applications, revise as needed and upload additional documentation for review by staff. Notification of applications is via E-mail.		
Implication of not getting resource		
Loss of staff time, poor customer service and potential personal information compromised with confidential information sent by E-mail. If services are not modernized, and requests increase, staff time will be dedicated to back and forth discussion with our residents. There may be an opportunity to incorporate our other licenses processing into this platform.		
Financial Impact		
Funding Source	Reserves	Based on one quote form
Cost Estimate	\$15,000	RKD

Department	Corporate Services
Budget Year	2023
Request	Server Hardware upgrade
Description	
<p>Existing servers and storage device was purchased and deployed in 2016. Original warranty expired in 2019.</p> <p>To include two physical servers and one data storage (Hard Drives)</p>	
Service Impact	
<p>Service levels will not change with this hardware replacement</p>	
Implication of not getting resource	
<p>As computer hardware ages, spare part availability becomes less reliable. In the server hardware space, it is common for replacements to occur every 3 to 5 years. Although warranty extension can be purchased beyond the 5th year, manufacturers will move from a guaranteed level of availability of spare parts to 'best effort'.</p>	
Financial Impact	
Funding Source	Reserves
Cost Estimate	\$50,000

Department	Corporate Services
Budget Year	2023
Request	Laptop replacement
Description	
The town is continually tracking and practicing for evaluating a laptop's lifespan: based on Product age, Hardware repair history, Past extended warranty and Hardware failure/ cost to repair.	
Service Impact	
Faster more reliable systems.	
Implication of not getting resource	
As computer hardware ages, spare part availability becomes less reliable. In the computer hardware space, it is common for replacements to occur every 5 - 6 years. Normally, we only buy one year warrantied laptops. Although warranty extensions can be purchased beyond 5 years, manufacturers availability of parts is on a 'best effort' basis.	
Financial Impact	
Funding Source	Reserves
Cost Estimate	\$15,000
Based on past replacement and one current quote.	

Department	Admin/IT
Budget Year	2023
Request	Microsoft Office Upgrade
Description	
<p>Upgrade Microsoft office across network 5 year cost; \$38,400 (16 user/month times 40 users times 60 months) Office 2021 one-time; \$300 license/user times 40 users = \$12,000</p>	
<p>Microsoft continues to introduce new features to Office products. No significant service level changes are anticipated.</p>	
Implication of not getting resource	
<p>Microsoft will cease support and patch development of Office 2013 products (version currently in production) in 2023. Without upgrading, existing software version will place the Town in a vulnerable position in terms of cyber security and new vulnerabilities designed to attack and take advantage of older software.</p>	
Financial Impact	
Funding Source	Taxation
Cost Estimate	\$12,000

Department	Corporate Services	
Budget Year	2023	
Request	Network equipment upgrade	
Description		
<p>Network equipment upgrade. Upgrade would take place over the course of 2 to 3 weeks.</p>		
Service Impact		
<p>Internet/internal network connection will not be affected with this hardware replacement.</p>		
Implication of not getting resource		
<p>The degree of risk increases without this upgrade.</p>		
Financial Impact		
Funding Source	Reserves	Based on past replacement and one current quote
Cost Estimate	\$20,000	

Department	Corporate Services
Budget Year	2023
Request	Audio/Video system upgrade
Description	
Existing TOA A/V equipment is discontinued. Current TS conference systems is not compatible with the old one.	
Service Impact	
Service levels will not change with this system. New versions also bring current supportability from supplier.	
Implication of not getting resource	
Currently A/V system has some issues on voice or display.	
Financial Impact	
Funding Source	Reserves
Cost Estimate	\$10,000

Department	Corporate Services
Budget Year	2023
Request	Server software upgrade
Description	
<p>Server software, Operating Systems upgrade, Existing server operating systems (2012 version) we installed in 2014. Microsoft states Windows Server 2012 end of life to be January 2023 at which point security patches will cease to be developed.</p>	
Service Impact	
<p>Service levels will not change with this hardware replacement. It may bring additional security features to the Town network, and increased support from Microsoft.</p>	
Implication of not getting resource	
<p>Hackers continue to seek out flaws and vulnerabilities in Microsoft programming. It is increasingly risky to not upgrade.</p>	
Financial Impact	
Funding Source	Reserves
Cost Estimate	\$20,000



ECONOMIC DEVELOPMENT



Economic Development
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Revenue						
Grants	25,000	25,000		25,000	25,000	25,000
Trf from Reserves and Res Funds	10,000	10,000		10,200	10,404	10,612
Total Revenue	35,000	35,000		35,200	35,404	35,612
Expenses						
Labour and Consulting	151,142	155,676	4,534	160,347	165,157	170,111
Supplies & Materials	3,570	3,677	107	3,787	3,901	4,018
Service Agreements	5,100		(5,100)			
Economic Development Activities	71,706	73,817	2,111	75,616	77,470	79,379
Advertising & Promo	17,442	18,325	883	18,875	19,441	20,024
Other Expenses	45,712	45,863	151	46,838	47,835	48,853
Audit, Insurance & Legal	2,754	2,972	218	3,061	3,153	3,248
Total Expenses	297,426	300,330	2,904	308,524	316,957	325,633
Net Total	262,426	265,330	2,904	273,324	281,553	290,021

2023 Variances

Economic Development Activities increased due to a significant rise in costs.

Service agreements decreased by \$5,100 as this was related to a one time request for a public washroom at McMillan Park.

Other Expense includes conference, memberships, special event costs, repairs.



ADVISORY COMMITTEES

	2022	2023	2023	2024	2025	2026
	Total	Total	vs 2022	Forecast	Forecast	Forecast
	Budget	Budget	Variance			
Revenue						
Other Revenue	7,250	7,395	145	7,395	7,395	7,395
Inter Dept Revenue	9,000	9,140	140	10,901	10,901	10,901
Trf from Reserves and Res Funds	14,808	15,069	261	13,308	13,308	13,308
Total Revenue	31,058	31,604	546	31,604	31,604	31,604
Expenses						
Supplies & Materials	16,211	16,472	261	16,472	16,472	16,472
General Maintenance & Repairs	1,700	1,734	34	1,734	1,734	1,734
Postage & Courier	600	612	12	612	612	612
Advertising & Promo	700	702	2	702	702	702
Community Grants	20,400	20,500	100	20,500	20,500	20,500
Other Expenses	22,251	22,453	202	22,453	22,453	22,453
Trf to Res. and Res. Funds	2,754	2,689	(65)	2,689	2,689	2,689
Inter Org Transfers	34,272	34,272		34,272	34,272	34,272
Total Expenses	98,888	99,434	546	99,434	99,434	99,434
Net Total	67,830	67,830		67,830	67,830	67,830

2023 - 2026 variances

Reallocation between accounts with a no change to net results.



BUILDING



Building
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Revenue						
Other Revenue	9,500	17,140	7,640	17,483	17,833	18,190
Building Permits	350,000	357,000	7,000	364,140	371,423	378,851
Cost Recovery	63,092	64,354	1,262	65,641	66,954	68,293
Total Revenue	422,592	438,494	15,902	447,264	456,210	465,334
Expenses						
Labour Costs	357,720	368,694	10,974	379,755	391,105	402,796
Supplies & Materials	4,692	4,785	93	4,879	4,977	5,077
Consulting	11,220	361,040	349,820	368,261	375,626	383,139
Service Agreements	918	936	18	955	974	993
IT Services	3,060	3,121	61	3,184	3,247	3,312
Telephone	1,530	1,560	30	1,591	1,623	1,656
Vehicle Maintenance	2,040	3,000	960	3,060	3,121	3,183
Advertising & Promo	510	520	10	530	541	552
Other Expenses	5,916	6,034	118	6,155	6,278	6,404
Audit, Insurance & Legal	4,692	7,500	2,808	7,650	7,803	7,959
Trf to Res. and Res. Funds	30,294	30,900	606	31,518	32,148	32,791
Total Expenses	422,592	788,090	365,498	807,538	827,443	847,862
Net Total		349,596	349,596	360,274	371,233	382,528

2023 Variances and 2024 to 2026 Forecasts

Building permits and Revenue are expected to continue increasing with the new planned residential developments. Consulting costs have increased due to the ongoing search for a CBO and Building Inspector. Vehicle maintenance was increased to reflect added repairs required for the 2013 vehicle. Audit Insurance and Legal was increase is based on actual spending. The cost of insurance has increased significantly.



Business Plan - Building/Planning/By-law and Crossing Guards

The Town of Erin Planning & Development business unit contains the Building and Planning departments who's responsibilities are to ensure that development in the Town meet the requirements of the Building Code Act, the Ontario Building Code (OBC), Zoning By-law, Planning Act and all other applicable legislature.

The Planning & Development business unit also contains the By-Law Enforcement department and Crossing Guards. These are responsible for enforcing compliance of property standards and other applicable Town by-laws approved by Council and to ensure the safe crossing of persons at school crossing locations in the villages of Erin and Hillsburgh.

This business unit also contains the Economic Development department, whose business plan will be presented under separate cover.

Services Provided to the Town

Planning Department:

- Planning Inquiries - provide general information related to Planning & land use;
- Planning Information Report (PIR) – service planning information report requests directed to the Town. These are typically tied to the sale of land;
- Planning Applications – manage all aspects of a planning application process (Pre-consultations, Draft Plan of Subdivision, Plan of Condominium, Zoning By-law Amendment, Site Plan Control, Minor Variance, Consent);
- Zoning Review - review building permit applications for compliance with the zoning By-law;
- Circulations – manage all circulations required under the Planning Act related to deem complete/incomplete application notice, internal & agency circulation letters, public meeting notice, notice of adoption, notice of draft approval etc.;

- Reports & Direction – provide reports and presentations to Council on Planning related matters;
- Miscellaneous – coordination and administration of planning applications;
- Plans Examination – the review of drawings/documents submitted with building permit applications to verify OBC requirements and to issue building permits;
- Inspections - perform prescribed inspections of building permits throughout the various prescribed stages of construction. This includes enforcement for building without a permit;
- Miscellaneous - review and comment on OBC & permit related matters for planning applications.

Building Department:

- Plans Examination – the review of drawings/documents submitted with building permit applications to verify OBC requirements and to issue building permits;
- Inspections - perform prescribed inspections of building permits throughout the various prescribed stages of construction. This includes enforcement for building without a permit;
- Miscellaneous - review and comment on OBC & permit related matters for planning applications.

By-law Enforcement:

- Enforcement - respond to inquiries from residents and investigate potential property standard and other by-law violations
- Prosecution - prepare and issue orders for properties not in compliance with property standards or other pertinent by-laws and prepare evidence for court cases related to non-compliance;
- Contribute – create new and/or amend existing by-laws

Crossing Guards:

- Direct and supervise the safe movement of persons across a public road.

Strategic Initiatives

2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Develop a Parkland Dedication and Cash-in-Lieu Parkland Dedication By-law to guide the future acquisition of new parkland, as well as the design and development of existing park facilities.	Growth Management	Complete	1
OPA 13 – Growth Allocation	Growth Management	Complete	1
OPA 14 – Bill 109	Growth Management	Complete	1
Site Plan Control Delegation Authority By-law	Growth Management	Complete	1
Technical Amendment	Growth Management	Complete	1
Subdivisions: <u>Solmar</u> , Briarwood, Empire, <u>Mattamy/Coscorp</u>	Growth Management	Complete	1
Assess By-law Enforcement responsibilities, capabilities and requirements due to population growth & service needs	Service Excellence & Good Governance	In progress	1

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Review and Amend the Site Plan Control By-law	Service Excellence & Good Governance	Forthcoming	2
Erin Green Standard	Healthy Lifestyle and Vibrant Community	Forthcoming	1
Retail Cannabis Policy	Healthy Lifestyle and Vibrant Community	In Progress	3

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
MOU for Conservation Authorities	Healthy Lifestyle and Vibrant Community	Forthcoming	2
Town of Erin By-law Updates	Service Excellence & Good Governance	Forthcoming	1
Creation of Terms of Reference for Planning Applications	Service Excellence & Good Governance	In Progress	2
Building & Planning Fees Review	Service Excellence & Good Governance	Forthcoming	1
Building & Crossing Guards Staffing Initiative	Service Excellence & Good Governance	In Progress	2
Implement Mandatory Septic Maintenance Inspection Program	Healthy Lifestyle and Vibrant Community	Forthcoming	1
Review & Implement Amendments in Response to the More Homes Built Faster Act, 2022	Growth Management	Forthcoming	1
Subdivisions: Solmar , Briarwood, Empire, Mattamy/Coscorp , Ballantry	Growth Management	In Progress	1

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Town of Erin By-law Updates	Service Excellence & Good Governance	Forthcoming	1

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Official Plan – Municipal Comprehensive Review	Economic Prosperity	Forthcoming	1
Erin Green Standard	Healthy Lifestyle and Vibrant Community	Forthcoming	1
Heritage Preservation Studies to Determine Heritage Designations	Healthy Lifestyle and Vibrant Community	Forthcoming	1
Subdivisions: <u>Solmar</u> , Briarwood, Empire, <u>Mattamy/Coscorp</u> , <u>Ballantry & Others</u>	Growth Management	Forthcoming	1

2025 Strategic Initiatives	Strategic Pillar	Status	Priority
Official Plan – Municipal Comprehensive Review	Economic Prosperity	Forthcoming	1
Comprehensive By-law Review	Economic Prosperity	Forthcoming	1
Subdivisions: <u>Solmar</u> , Briarwood, Empire, <u>Mattamy/Coscorp</u> , <u>Ballantry & Others</u>	Growth Management	Forthcoming	1

2026 Strategic Initiatives	Strategic Pillar	Status	Priority
Official Plan – Municipal Comprehensive Review	Growth Management	Forthcoming	1
Comprehensive By-law Review	Growth Management	Forthcoming	1
Subdivisions: <u>Solmar</u> , Briarwood, Empire, <u>Mattamy/Coscorp</u> , <u>Ballantry & Others</u>	Growth Management	Forthcoming	1

**Town of Erin
Plan Requests**

Department	Building, Planning & Development
Budget Year	2023
Request	Cloudpermit Building Application Portal
Description	
Cloudpermit Annual License Fee	
Service Impact	
New cloud based building application portal to provide a more efficient building application process. This will result in a simpler application process, improve the timing of application processing and reduce staff administrative functions.	
Implication of not getting resource	
The existing building permit process was an administratively heavy process, which resulted in time delays for application processing and complex records management, including communication management on each file. Staff recommends Cloudpermit to resolve these issues which will provide an improved service level to our residents.	
Financial Impact	
Funding Source	Development Charges
Cost Estimate	\$25,000 annually (relates to building application volume.)

Department	Building, Planning & Development
Budget Year	2023
Request	Septic Inspections
Description	
Town of Erin Septic inspections	
Service Impact	
Wellington Source Water Protection is charged with ensuring that every five (5) years, <u>county</u> septic tanks are inspected to ensure their proper function. Due to the <u>Covid-19 pandemic</u> , these inspections have been deferred two (2) years. They will be delivering a <u>multi-year</u> request for proposal (RFP) within each Town/Township in Wellington County. 130 septic inspections are anticipated at an estimated cost of \$250.00 + HST per inspection.	
Implication of not getting resource	
The proposed septic inspections are provincially mandated for completion. Furthermore, the Town of Erin and its residents consider the quality of our drinking water of <u>critical importance</u> to the proper functioning of the Town.	
Financial Impact	
Funding Source	Taxes
Cost Estimate	\$40,000

Department	Building, Planning & Development	
Budget Year	2023	
Request	Application Fees Review	
Description		
Building and Planning application fees review.		
Service Impact		
With the growth that is anticipated within the Town of Erin, it is expected that the demand for building permits will also grow. The town also foresees that Planning application volumes will also increase. As both the Building and Planning business units are significantly funded through application fees, it is necessary to ensure cost recovery for the town.		
Implication of not getting resource		
With the growth that is anticipated within the Town of Erin, without a review of the building and planning fees, the Town risks these business units not recovering enough funding to cover staffing and overhead of these business unit. This is critical to not relying on tax increases to cover funding gaps.		
Financial Impact		
Funding Source	Reserves	
Cost Estimate	\$40,000	

Department	Building, Planning & Development	
Budget Year	2025	
Request	Consultant to develop Green Standards	
Description		
To retain a consultant to partner with the Town of Erin for the creation of municipal <u>green standards</u> .		
Service Impact		
The Town of Erin would like to create its first Green Development Standards (GDS) program to improve the sustainability and livability of existing and new communities. A GDS program will outline climate-friendly design standards that all new residential, commercial and <u>industrial</u> development must comply with. Focus is on minimizing energy use and <u>greenhouse gas emissions</u> , climate change adaptation, protect and enhance environment.		
Implication of not getting resource		
Erin's population is expected to double by 2041 and these standards will be a critical tool to ensure growth does not jeopardize the ability to address climate change and that <u>new development</u> benefits current and future residents.		
Financial Impact		
Funding Source	Reserves	
Cost Estimate	\$40,000	

Town of Erin
Capital Request

Department/Program:	By-law / Planning & Development
Budget Year:	2023

Description	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
Electric Vehicle	No financial impact.	Service Excellence & Good Governance
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
New vehicle to provide the Town’s newly funded Municipal By-law Enforcement Officer with a dedicated vehicle for municipal by-law enforcement and property standards enforcement during all hours of the persons work week. This will provide uninterrupted by-law service to respond to Town needs as they arise.		
Implications of not getting request		
A dedicated vehicle is required to make the most effective use of the duties provided by a full-time By-law Enforcement Officer. Without this vehicle by-law enforcement by the Town’s full-time By-law Enforcement Officer remains limited to part-time hours (Tuesdays & Thursdays).		
Revenues	To be funded from surplus in the existing reserves.	<i>Description</i>
Expense	\$100,000k	<i>This is an approximate figure based on availability of current electric vehicle models.</i>



PLANNING



Planning
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Revenue						
Other Revenue	107,000	109,140	2,140	111,323	113,549	115,820
Cost Recovery	497,472	507,421	9,949	517,569	527,920	538,478
Trf from Reserves and Res	56,000	57,120	1,120	58,262	59,427	60,616
Funds						
Total Revenue	660,472	673,681	13,209	687,154	700,896	714,914
Expenses						
Labour Costs	241,060	312,250	71,190	321,618	331,267	341,205
Supplies & Materials	816	832	16	848	864	880
Consulting	398,910	107,000	(291,910)	109,140	111,323	113,550
Service Agreements	8,874	7,011	(1,863)	7,151	7,294	7,440
IT Services		2,040	2,040	2,081	2,123	2,165
Advertising & Promo	4,080	4,080		4,162	4,245	4,330
Other Expenses	2,550	2,601	51	2,653	2,706	2,760
Audit, Insurance & Legal	2,856	112,913	110,057	115,171	117,474	119,824
Inter Org Transfers	1,326	1,353	27	1,380	1,408	1,436
Total Expenses	660,472	550,080	(110,392)	564,204	578,704	593,590
Net Total		(123,601)	(123,601)	(122,950)	(122,192)	(121,324)

2023 Variances and 2024 - 2026 Forecasts

Consulting costs decreased significantly as a full time senior planner was hired, in preparation for activities related to residential growth.

Legal Fees increased due to growth management related costs.



BY-LAW



By-Law Enfor/Crossing Grds
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Revenue						
Other Revenue	19,600	19,992	392	20,391	20,799	21,215
Building Permits	3,500	3,570	70	3,642	3,715	3,789
Total Revenue	23,100	23,562	462	24,033	24,514	25,004
Expenses						
Labour Costs	164,102	166,750	2,648	171,098	175,563	180,150
Supplies & Materials	1,224	1,248	24	1,272	1,297	1,322
Consulting	510	520	10	530	541	552
Service Agreements	40,800	41,616	816	42,448	43,297	44,163
Telephone	612	624	12	636	648	661
Vehicle Maintenance	510	520	10	530	541	552
Other Expenses	1,938	1,976	38	2,015	2,055	2,097
Audit, Insurance & Legal	11,016	11,236	220	11,460	11,689	11,923
Total Expenses	220,712	224,490	3,778	229,989	235,631	241,420
Net Total	197,612	200,928	3,316	205,956	211,117	216,416

2022 Variances and 2023 - 2026 Forecast

Revenues increased slightly based on actual trends.

Service agreements increased slightly based on Animal control contract trends.



CONSERVATION AUTHORITIES



Conservation Authorities
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Expenses						
Conservation Authorities						
2300 Conservation Authorities						
10-2300-5785 CVCA	79,866	81,463	1,597	83,092	84,754	86,449
10-2300-5786 GRCA	93,942	104,859	10,917	104,859	106,956	109,095
Total 2300 Conservation Authorities	173,808	186,322	12,514	187,951	191,710	195,544
Total Conservation Authorities	173,808	186,322	12,514	187,951	191,710	195,544
Total Expenses	173,808	186,322	12,514	187,951	191,710	195,544
Net Total	173,808	186,322	12,514	187,951	191,710	195,544

2023 - 2026 Variance increases are based on actual results.



FIRE AND EMERGENCY SERVICES



Fire
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Revenue						
Other Revenue	38,400	42,024	3,624	42,864	43,721	44,595
Fire & Emergency Fees	26,000	26,520	520	27,570	28,122	28,684
Lease Revenue	28,200	28,764	564	29,339	29,926	30,525
Other Agreements	70,000	71,400	1,400	72,828	74,285	75,771
Trf from Reserves and Res Func	49,297	50,283	986	51,289	52,315	53,361
Total Revenue	211,897	218,991	7,094	223,890	228,369	232,936
Expenses						
Labour Costs	515,318	539,010	23,692	552,734	571,432	590,783
Supplies & Materials	41,718	42,450	732	43,298	44,153	45,037
Equipment	13,260	13,525	265	13,795	14,071	14,352
Service Agreements	54,876	55,141	265	56,244	57,369	58,516
Winter Control	4,590	12,240	7,650	12,484	12,734	12,988
General Maintenance & Repair	15,300	15,606	306	15,919	16,236	16,560
IT Services	2,040	2,081	41	2,123	2,165	2,208
Postage & Courier	306	312	6	318	324	330
Telephone	6,324	8,286	1,962	8,451	8,620	8,791
Hydro	18,360	18,727	367	19,102	19,484	19,874
Natural Gas	10,200	10,404	204	10,612	10,824	11,041
Fuel	5,100	5,202	102	5,306	5,412	5,520
Vehicle Maintenance	42,330	43,177	847	44,041	44,920	45,816
Advertising & Promo	3,060	3,121	61	3,183	3,247	3,312
Community Grants	3,060	3,000	(60)	3,030	3,061	3,092
Other Expenses	51,000	52,020	1,020	53,061	54,121	55,203
Audit, Insurance & Legal	35,598	43,574	7,976	44,446	45,335	46,242
Debt Servicing	49,277	29,880	(19,397)	28,850	27,563	26,064
Trf to Res. and Res. Funds	102,000	100,000	(2,000)	100,000	100,000	100,000
Total Expenses	973,717	997,756	24,039	1,016,997	1,041,071	1,065,729
Net Total	761,820	778,765	16,945	793,107	812,702	832,793

2023 Variances and 2024 - 2026 Forecasts

Revenues have increased based on expected due to inflation.

Additionally, there was an increase in revenues associated to a service contract renewal with East Garafraxa.

Audit, insurance & Legal expense increased significantly due to higher than expected insurance rates.

Winter Control has increased based on actual increases due to salt, sand and fuel.

Debt Servicing has decreased due to the refinancing of the Hillsburgh Fire Station Debenture.



Business Plan – Town of Erin Fire & Emergency Services

Summary of Services

Erin Fire and Emergency Services serves a population of 11,439 with a total land area of 360 square km, with 3,900 dwellings out of 2 stations. In 2020, there were 225 emergency calls, 192 emergency calls in 2021, and as of October 31st we have responded to 230 calls for 2022 which currently includes 5 Fires with a total damage loss set at approximately 1.2 million dollars. Emergency call volumes are hard to predict and it is important that the Town Fire and Emergency Services department has adequate equipment and personnel.

The following services are provided to the Town.

- Fire Suppression and rescue
- Fire prevention and public education
- Training of fire fighters
- Vehicle and equipment maintenance

Resources

- Fire Chief
- 2 Deputy Fire Chiefs
- 6 captains
- Chief Fire Chief Prevention Officer
- Chief Training Officer
- 54 on-call Fire Fighters

Fleet

Station 10 - Erin and Station 50 - Hillsburgh have a total fleet of:

- 4 pumpers
- 3 Tankers
- 2 rescue trucks

- 1 Kubota Wildland & Rescue Vehicle

Operational Initiatives completed

- Policy and Procedures continued to evolve as we worked through the Covid-19 Pandemic.
- Recommendations from the Master Fire Plan are currently being implemented (i.e. committees struck to review the running areas).
- A new Chief Training Officer was hired and began work on May 2nd. New training initiatives to enhance our operational capabilities were implemented.
- Recruiting Drive commenced in October and will be completed in December. Funding for the new recruits was pushed from 2022 to 2023 when they will commence training.
- Full implementation of the new Emergency Reporting management software.
- First Annual Fire Chief’s Operational Evaluation was conducted and took the form of a multi station structural fire response.
- A large number of Fire Department Operating Guidelines were created and presented to staff. This is an ongoing commitment.

Capital Initiatives completed

- New digital signage was designed and will be installed in December.
- A firefighting gear washer/extractor was purchased and installed at Station 50. 2 special firefighter gear dryers were purchased and installed at both stations.
- The confidence maze was put on hold so that the training area committee could develop an overall plan for the firefighter training area. The Director will provide recommendations at a 2023 Council meeting.
- As part of the building condition audit, the metal roof was to be painted at Station 10; costs came in over the budgeted amount and the project has been deferred to 2023 so that additional funding may be allocated.
- The hose cache project continued with the purchase of 45mm and 65 mm fire hose.

Strategic Initiatives (with no \$)

2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Implement those recommendations stemming from the Master Fire Plan that were approved by Council.	Growth Management & Service Excellence	Completed	1
Create, review, and update Fire Department Operating Guidelines.	Investment in Community Assets & Service Excellence	Completed	1

2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Recruit, Hire, and Train additional firefighters to fill vacancies created through attrition. Maintaining service staffing levels will assist us in meeting our operational commitments	Growth Management & Service Excellence	Ongoing	1
Enhance our Fire Inspection program by implanting new initiatives such as a self-audit program. Meeting our obligations under the FPPA and supporting Regulations.	Investment in Community Assets & Service Excellence	Ongoing	1
Continue enhancing our Fire and Life Safety program as well as our fire inspection initiative by implementing new programs geared to youth, elders, and our vulnerable population. Meeting our obligations under the FPPA and supporting Regulations.	Investment in Community Assets & Service Excellence	Ongoing	1

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Implement those recommendations stemming from the Master Fire Plan that were approved by Council.	Growth Management & Service Excellence		1
Draft a new Fire Department Establishing & Regulating By-law to include approved services to be delivered.	Investment in Community Assets & Service Excellence		1
Create, review, and update Fire Department Operating Guidelines.	Investment in Community Assets & Service Excellence		1
Draft new Fire Protection Agreements with Halton Hills and Guelph/Eramosa	Investment in Community Assets & Service Excellence		1
Negotiate new Lease Agreement with Guelph Paramedic Services	Investment in Community Assets & Service Excellence		1

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Create a Fire Prevention Policy and present to Council. Meeting our obligations under the FPPA and supporting Regulations.	Investment in Community Assets & Service Excellence		1
Continue enhancing our Fire and Life Safety program as well as our fire inspection initiative by implementing new programs geared to youth, elders, and our vulnerable population. Meeting our obligations under the FPPA and supporting Regulations.	Investment in Community Assets & Service Excellence		1
Train staff in preparation for our Superior Tanker Shuttle Certification	Investment in Community Assets & Service Excellence		1
Continue with Emergency Management Development through training mitigation measures and Emergency Plan updates	Investment in Community Assets & Service Excellence		1

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Implement those recommendations stemming from the Master Fire Plan that were approved by Council.	Growth Management & Service Excellence		1
Create, review, and update Fire Department Operating Guidelines.	Investment in Community Assets & Service Excellence		1
Recruit, Hire, and Train additional firefighters to fill vacancies created through attrition. Maintaining service staffing levels will assist us in meeting our operational commitments	Growth Management & Service Excellence		1
Review and redraft the burning By-Law and the Fireworks By-Law.	Investment in Community Assets & Service Excellence		1
Re-certify our Superior Tanker Shuttle Accreditation.	Investment in Community Assets & Service Excellence		1

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Continue enhancing our Fire and Life Safety program as well as our fire inspection initiative by implementing new programs geared to youth, elders, and our vulnerable population. Meeting our obligations under the FPPA and	Investment in Community Assets & Service Excellence		1
Continue with Emergency Management Development through training mitigation measures and Emergency Plan updates	Investment in Community Assets & Service Excellence		1

2025 Strategic Initiatives	Strategic Pillar	Status	Priority
Implement those recommendations stemming from the Master Fire Plan that were approved by Council.	Growth Management & Service Excellence		1
Create, review, and update Fire Department Operating Guidelines.	Investment in Community Assets & Service Excellence		1
Continue enhancing our Fire and Life Safety program as well as our fire inspection initiative by implementing new programs geared to youth, elders, and our vulnerable population. Meeting our obligations under the FPPA and	Investment in Community Assets & Service Excellence		1
Continue with Emergency Management Development through training mitigation measures and Emergency Plan updates	Investment in Community Assets & Service Excellence		1

2026 Strategic Initiatives	Strategic Pillar	Status	Priority
Implement those recommendations stemming from the Master Fire Plan that were approved by Council.	Growth Management & Service Excellence		1

2026 Strategic Initiatives	Strategic Pillar	Status	Priority
Create, review, and update Fire Department Operating Guidelines.	Investment in Community Assets & Service Excellence		1
Continue enhancing our Fire and Life Safety program as well as our fire inspection initiative by implementing new programs geared to youth, elders, and our vulnerable population. Meeting our obligations under the FPPA and supporting Regulations..	Investment in Community Assets & Service Excellence		1
Recruit, Hire, and Train additional firefighters to fill vacancies created through attrition. Maintaining service staffing levels will assist us in meeting our operational commitments	Growth Management & Service Excellence		1
Re-negotiate the East Garafraxa Automatic Aid Agreement	Investment in Community Assets & Service Excellence		1
Continue with Emergency Management Development through training mitigation measures and Emergency Plan updates	Investment in Community Assets & Service Excellence		1

**Town of Erin
Plan Requests**

Department	Fire and Emergency Services	
Budget Year	2023	
Request	Building Condition Project - 2023	
Description		
<p>Complete the following for Erin Station 10: 1. Recoat Metal Roofing, 2. Electrical panels <u>partial</u> replacement, 3. Window replacement, 4. Main exterior door replacement.</p> <p>Complete the following for Hillsburgh Station 50: 1. Roof inspection and repairs.</p>		
Service Impact		
<p>The project will allow us to implement some of the recommendations made in the <u>Pinchin - 2019 Building condition Assessment</u>.</p> <p>No direct operational or service impact, as this is classified as ongoing preventive maintenance <u>and will extend the life of the buildings</u>.</p>		
Implication of not getting resource		
Building wear and tear and shortened lifespan.		
Financial Impact		
Funding Source	Reserves	
Cost Estimate	\$100,000	

Department	Fire and Emergency Services
Budget Year	2025
Request	Building Condition Project - 2025
Description	
Complete the following for Erin Station 10: Asphalt paving - Repairs	
Service Impact	
<p>The project will allow us to implement some of the recommendations made in the Pinchin - 2019 Building condition Assessment.</p> <p>No direct operational or service impact, as this is classified as ongoing preventive maintenance and will extend the life of the buildings.</p>	
Implication of not getting resource	
Building wear and tear and shortened lifespan.	
Financial Impact	
Funding Source	Reserves
Cost Estimate	\$35,000

Department	Fire and Emergency Services
Budget Year	2026
Request	Building Condition Project - 2026
Description	
<p>Complete the following for Erin Station 10: 1. Re-coat metal rood, 2. Replace Water Softener, 3. Replace Hot water Heater, 4. Replace HVAC system.</p> <p>Complete the following for Hillsburgh Station 50: 1. Overhead door replacement</p>	
Service Impact	
<p>The project will allow us to implement some of the recommendations made in the Pinchin - 2019 Building condition Assessment.</p> <p>No direct operational or service impact, as this is classified as ongoing preventive maintenance and will extend the life of the buildings.</p>	
Implication of not getting resource	
Building wear and tear and shortened lifespan.	
Financial Impact	
Funding Source	Reserves
Cost Estimate	\$158,500

**Town of Erin
Capital Requests**

Department	Fire and Emergency Services		
Budget Year	2023 and 2024		
Request	Hose Cache		
Description			
Acquire additional hose to include 1 3/4 ' attack line, 2 1/2" supply hose and 4 " supply hose.			
Service Impact			
Currently we do not hold a cache of in-service hose; the norm for holding a reserve cache is 10% of all hose that is deployed on fire apparatus.			
Implication of not getting resource			
Without a hose cache we would limit our ability to operate due to hose breakage. It is common for hose to experience cuts, tears, and pin holes while deployed.			
Financial Impact			
Funding Source	Taxes	Per	
Cost Estimate	\$20,000	year	

Department	Fire and Emergency Services	
Budget Year	2023	
Request	Replace Tanker 58	
Description		
<p>Replace Tanker 58 with a new tanker capable of carrying 2,500 - 3,000 gallons of water. Single purpose vehicle (tanker) versus dual/multi-purpose (pumper/tanker). This direction will allow us to increase our current water delivery capacity, given the increased development in rural areas (i.e. Ospringe).</p>		
Service Impact		
<p>This acquisition will actually lower current maintenance costs attached to the operating budget. Fire underwriters Survey sets out a life cycle for all fire apparatus and assigns insurance ratings consistent with fire department resources. Replacement program will double our water supply delivery.</p>		
Implication of not getting resource		
<p>Current Tanker 58 is 29 years old, 9 years beyond recommended lifecycle of a first line apparatus and 4 year beyond a second due in apparatus. Current maintenance costs for this vehicle are excessive, with expensive aging parts, some of which are no longer available. A new tanker will avoid a major breakdown that would restrict operations.</p>		
Financial Impact		
Funding Source	Reserve	
Cost Estimate	\$450,000	

Department	Fire and Emergency Services	
Budget Year	2024	
Request	Station 10 Study	
Description		
Hire a consultant to review and present options for a new or renovated Erin Station 10. This review will also provide a budget for the selected option so that we can plan accordingly for <u>future budget programs</u> .		
Service Impact		
Station 10 is 38 years old and does not meet many of the current Health & Safety requirements <u>put in place</u> to safeguard the firefighters. The current station also lack storage space, currently <u>leaving</u> the apparatus bays as an alternative. This also poses a Health & Safety concern as the <u>storage</u> affects the safety zones required around the fire apparatus.		
Implication of not getting resource		
Due to age, annual maintenance costs are excessive. The health and wellbeing of the <u>firefighters</u> is paramount and a new facility would include those considerations. With development expected in the Town, an updated fire hall is essential, for multipurpose <u>apparatus</u> and bays to house larger vehicles.		
Financial Impact		
Funding Source	Reserve	
Cost Estimate	\$50,000	

Department	Fire and Emergency Services	
Budget Year	2024	
Request	Fire Station 50 Floor Renovations	
Description		
Complete the development of the second floor at Station 50.		
Service Impact		
A second floor will provide 3 additional offices and 2 washrooms to support personnel and those using the back-up Emergency Operations Center (EOC). The second floor was included as part of the initial construction and designated as future use. With development over the next 5 to 10 years, the space at Town Office will be required by Full time staff. With the addition of Back-up EOC the offices would also be utilized during emergencies.		
Implication of not getting resource		
It is inevitable that both part-time employees will have to vacate their cubicles at Town Hall and will require space at an alternate location so that they can carry out their assigned duties.		
Financial Impact		
Funding Source	Reserve	
Cost Estimate	\$100,000	

Department	Fire and Emergency Services
Budget Year	2025
Request	Replace Pumper 52
Description	
<p>Replace Pumper 52 with a new pumper equipped with an elevating device (Aerial apparatus). Given the current risks associated in the Town's industrial park and the projected growth a single axel vehicle with a 50 - 75 foot elevating device would be recommended.</p>	
Service Impact	
<p>This acquisition will actually lower current maintenance costs attached to the operating budget. Fire suppression and rescue operations on large buildings will be enhanced. The old pumper 52 will be re-designated as Pumper 12. This rotation of apparatus will allow us to meet the time lines presented in the 2020 Master Fire Plan and will coincide with the projected growth.</p>	
Implication of not getting resource	
<p>If not approved, current Pumper 52 will be 26 years old, 6 years beyond the recommended lifecycle of first line apparatus. Current maintenance costs are excessive, with expensive aging parts, some of which are no longer available. A new tanker will avoid a major breakdown that would restrict operations.</p>	
Financial Impact	
Funding Source	Reserves and Development charges (50/50)
Cost Estimate	\$1,600,000

Department	Fire and Emergency Services
Budget Year	2026
Request	Fire Chief's Command Vehicle
Description	
Acquire a Fire Department Command vehicle that's conducive to requirements (i.e. Command platform, storage capability for investigations and fire and life Safety inspections). It's envisioned that the vehicle will be an E-Vehicle and 4 wheel-drive capable and be equipped with a NFPA lighting and siren package.	
Service Impact	
This acquisition will actually lower current maintenance costs attached to the operating budget. Fire suppression and rescue operations on large buildings will be enhanced. The old pumper 52 will be re-designated as Pumper 12. This rotation of apparatus will allow us to meet the time lines presented in the 2020 Master Fire Plan and will coincide with the projected growth.	
Implication of not getting resource	
Use of a personal vehicle for firefighting operations, potentially exposes family members to products of fire (carcinogens). Impede ability to respond in timely manner to emergencies.	
Financial Impact	
Funding Source	Reserves and Development charges (50/50)
Cost Estimate	\$100,000



ROADS



Roads
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Revenue						
Other Revenue	15,000	15,450	450	15,914	16,391	16,883
Grants	12,000	12,000		12,000	12,000	12,000
Gravel Levy	160,000	160,000		160,000	160,000	160,000
Trf from Reserves and Res Func	27,000	27,000		27,000	27,000	27,000
Total Revenue	214,000	214,450	450	214,914	215,391	215,883
Expenses						
Labour Costs	1,191,938	1,252,789	60,851	1,228,310	1,265,158	1,303,113
Supplies & Materials	45,186	46,089	903	47,010	47,950	48,910
Equipment	4,080	14,362	10,282	14,649	14,942	15,241
Gravel Resurface	433,500	442,170	8,670	451,013	460,033	469,234
Sanding	183,600	187,272	3,672	191,017	194,837	198,734
Calcium	163,200	166,464	3,264	169,793	173,189	176,653
Consulting	135,660	87,373	(48,287)	89,121	90,904	92,722
Roads Maintenance	236,640	241,373	4,733	246,201	251,124	256,146
Resealing	86,700	88,434	1,734	90,203	92,007	93,847
Service Agreements	2,040	20,400	18,360	20,808	21,224	21,648
Winter Control	21,420	27,968	6,548	28,527	29,098	29,680
General Maintenance & Repair		8,160	8,160	8,323	8,489	8,659
Sidewalk Maintenance	45,900	46,818	918	47,754	48,709	49,683
IT Services	7,650	7,803	153	7,959	8,118	8,280
Telephone	9,180	9,364	184	9,551	9,742	9,937
Hydro	9,180	9,364	184	9,551	9,742	9,937
Natural Gas	8,568	8,739	171	8,914	9,092	9,274
Fuel	133,824	187,500	53,676	191,250	195,075	198,977
Vehicle Maintenance	179,214	192,998	13,784	196,858	200,796	204,812
Advertising & Promo	1,020	1,040	20	1,061	1,082	1,104
Other Expenses	23,460	23,929	469	24,407	24,894	25,390
Audit, Insurance & Legal	48,348	55,031	6,683	55,932	56,851	57,788
Debt Servicing	42,806	40,435	(2,371)	38,964	36,276	22,600
Trf to Res. and Res. Funds	51,000	50,000	(1,000)	50,000	50,000	50,000
Total Expenses	3,064,114	3,215,875	151,761	3,227,176	3,299,332	3,362,369
Net Total	2,850,114	3,001,425	151,311	3,012,262	3,083,941	3,146,486

2023 Variances and 2024 - 2026 Forecasts

Revenue increases due to an increase in the price of Gravel

Consulting decreased due to in-house support.

Expenses increased across the board most notably the cost of fuel due to rising prices and inflation.



Business Plan – Infrastructure Services / Roads

Summary of Services

The Town of Erin Roads Department manages the day to day operations of the Town's right of ways and associated infrastructure. Their activities include:

- Snow clearing operations (town roads)
- Gravel road maintenance including annual maintenance gravel installation
- Roadside ditching
- Catch basin cleaning/ Sewer maintenance
- Curb and sidewalk repairs
- Road sign maintenance and installation
- Road Occupancy and Access permit issuance and inspection
- Street light management
- Guide Rail Maintenance
- Bridge and Culvert Repair
- Bridge cleaning
- Project management of capital road improvements
- Fleet Management
- Contractor supervision (such as spring street sweeping, brushing and forestry work)

Resources

- 4 tandem axle trucks
- 1 single axle truck
- 3 motor graders
- 1 wheel loader
- 1 tractor
- 1 brush chipper
- 1 sidewalk plow

Strategic Initiatives (with no \$)

2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Review and update Standard Operating Procedures for Roads	Investment in Community Assets	In Progress	1
Implement appropriate performance measures - Roads Operational Review (funded from Modernization Grant)	Service Excellence and Good Governance	In Progress	1
Review winter level of service to Minimum Maintenance Standards (MMS) - Roads Operational Review	Service Excellence and Good Governance	In progress	1
Redeploy available staff hours to offset outsources services - Roads Operational Review	Service Excellence and Good Governance	In Progress	1

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Review and update Standard Operating Procedures for Roads	Investment in Community Assets	In Progress	1
Implement appropriate performance measures - Roads Operational Review (funded from Modernization Grant)	Service Excellence and Good Governance	In progress	1
Review winter level of service to Minimum Maintenance Standards (MMS) - Roads Operational Review	Service Excellence and Good Governance	In progress	1
Redeploy available staff hours to offset outsources services - Roads Operational Review	Service Excellence and Good Governance	In progress	1

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Review and update Standard Operating Procedures for Roads	Investment in Community Assets	In Progress	1
Implement appropriate performance measures - Roads Operational Review (funded from Modernization Grant)	Service Excellence and Good Governance	In Progress	1
Review winter level of service to Minimum Maintenance Standards (MMS) - Roads Operational Review	Service Excellence and Good Governance	In progress	1

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Redeploy available staff hours to offset outsources services - Roads Operational Review	Service Excellence and Good Governance	In Progress	1

2025 Strategic Initiatives	Strategic Pillar	Status	Priority
Review and update Standard Operating Procedures for Roads	Investment in Community Assets	In Progress	1
Implement appropriate performance measures - Roads Operational Review (funded from Modernization Grant)	Service Excellence and Good Governance	In Progress	1
Review winter level of service to Minimum Maintenance Standards (MMS) - Roads Operational Review	Service Excellence and Good Governance	In progress	1
Redeploy available staff hours to offset outsources services - Roads Operational Review	Service Excellence and Good Governance	In Progress	1

2026 Strategic Initiatives	Strategic Pillar	Status	Priority
Review and update Standard Operating Procedures for Roads	Investment in Community Assets	In Progress	1
Implement appropriate performance measures - Roads Operational Review (funded from Modernization Grant)	Service Excellence and Good Governance	In Progress	1
Review winter level of service to Minimum Maintenance Standards (MMS) - Roads Operational Review	Service Excellence and Good Governance	In progress	1
Redeploy available staff hours to offset outsources services - Roads Operational Review	Service Excellence and Good Governance	In Progress	1

Town of Erin
Plan Requests

Department	Roads
Budget Year	2023 - 2026 - Continuous
Request	Additional Gravel Levy
Description	
Investment of the additional gravel levy to provide much needed maintenance to the road network to enhance the condition of the pavement surface as well as increase the life of the asset. Projects would include HL2 ultrathin resurfacing, crack sealing, slurry seal, micro-surfacing and spot asphalt repairs.	
Service Impact	
Increased condition of the overall road network and an enhanced user experience for road users. Implementation of these much needed maintenance repairs would also increase the life of the asset.	
Implication of not getting resource	
Further reductions in the overall pavement condition of the road network.	
Financial Impact	
Funding Source	Funded by the Gravel Levy
Cost Estimate	\$50,000

Town of Erin
Capital Requests

Department	Roads
Budget Year	2023
Request	Trackless Sidewalk Plow
Description	
New Trackless Sidewalk Plow - extended use to new development.	
Service Impact	
The purchase of a new Trackless sidewalk plow will increase the overall efficiency of the sidewalk plowing operation and address the increased sidewalk network expected as development occurs. The new equipment will also provide redundancy for the existing sidewalk plow.	
Implication of not getting resource	
Reduced efficiencies in the operation and possible increased use of sub-contracted services.	
Financial Impact	
Funding Source	\$105,000 Taxation, \$100,000 Development Charges
Cost Estimate	\$205,000

Department	Roads
Budget Year	2023
Request	Tandem Axle Snow Plow
Description	
New Tandem Axle Snow Plow	
Service Impact	
To continue replacement of aging fleet.	
Implication of not getting resource	
Increased breakdowns along with maintenance and repairs.	
Financial Impact	
Funding Source	\$350,000 Taxation, \$150,000 Reserves
Cost Estimate	\$500,000

Department	Roads
Budget Year	2023
Request	Tractor

Description

Tractor - replace 2008 unit 41

Service Impact

To continue replacement of aging equipment.

Implication of not getting resource

Increased breakdowns along with maintenance and repairs.

Financial Impact

Funding Source	Taxation
Cost Estimate	\$170,000

Department	Roads
Budget Year	2023 - 2026
Request	Energy Conservation Projects
Description	
This is a continuous request to continue updating buildings to reduce energy use.	
Service Impact	
Greater efficiencies with reduced energy use.	
Implication of not getting resource	
High costs with aging overhead.	
Financial Impact	
Funding Source	Taxation
Cost Estimate	\$5,000

Department	Roads
Budget Year	2023
Request	Culvert 2053
Description	
Structure Rehabilitation based on 10 year capital plan proposed in the OSIM report. replacement of culvert 2053, 27th sideroad 1.2 km east of Ninth Line. (2019 BCI = 52.5)	
Service Impact	
Structure 2053 is generally in fair to poor confition and is demonstrating sign of severe concrete deterioration, and moisture penetration through the culvert barrel as well as cracking and displacement of the curbs.	
Implication of not getting resource	
If replacement is not completed a detailed deck condition survey should be completed to determine the extent of removals and rehabilitation as well as the installation of a steel beam guide rail system. Further deterioration could result in load limits or closure of the road.	
Financial Impact	
Funding Source	CCBF Grant
Cost Estimate	\$675,000

Department	Roads
Budget Year	2024
Request	Replacement of Culvert 2027
Description	
Structure Rehabilitation based on 10 year Capital plan proposed in the OSIM report. Replacement of culvert 2027, Sideroad 32 0.4 km west of Sixth line. (2019 BCI was 53.50)	
Service Impact	
Structure 2027 is generally in fair to poor condition and is demonstrating signs of severe concrete deterioration throughout, and moisture penetration on the barrel. It is noted that there is a sag in the soffit and wide crack in the foundation both of which should be monitored during future biennial inspections.	
Implication of not getting resource	
The severe deterioration of the structure will continue and reduced load limits or possible closure or failure of the bridge is possible.	
Financial Impact	
Funding Source	CCBF Grant
Cost Estimate	\$613,500

Department	Roads
Budget Year	2023 - 2026
Request	Surface Treatment Program
Description	
Ongoing upgrade of roads.	
Service Impact	
Improved maintenance, less pot holes, greater reliability of road condition.	
Implication of not getting resource	
Further deterioration of roads in need of repair.	
Financial Impact	
Funding Source	Development Charges
Cost Estimate	\$300,000



STREETLIGHTS



Streetlights
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Revenue						
Streetlights	118,789	138,708	19,919	141,482	144,312	147,198
Total Revenue	118,789	138,708	19,919	141,482	144,312	147,198
Expenses						
General Maintenance & Repairs	20,400	20,400		21,224	21,648	22,081
Hydro	46,920	47,858	938	48,814	49,791	50,787
Audit, Insurance & Legal	408	416	8	426	435	443
Trf to Res. and Res. Funds	51,061	70,034	18,973	71,018	72,438	73,887
Total Expenses	118,789	138,708	19,919	141,482	144,312	147,198
Net Total						

2023 Variances and 2024 to 2026 Forecasts

Revenues are based on per household in areas that have streetlights.

The rate pays for hydro, repairs and transfer to reserves for future replacements in 10 years.

Changes in hydro, insurance and repairs will be met by maintaining rates.



**WATER
&
WASTEWATER**



Water
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Revenue						
Penalties & Interest	20,600	21,218	618	21,855	22,511	23,186
Other Revenue	7,622	12,429	4,807	12,723	13,024	13,332
Water Revenues	1,308,306	1,347,555	39,249	1,414,933	1,485,680	1,559,964
Total Revenue	1,336,528	1,381,202	44,674	1,449,511	1,521,215	1,596,482
Expenses						
Labour Costs	54,288	60,255	5,967	124,125	127,849	131,685
Service Agreements	658,614	676,127	17,513	689,650	703,443	717,512
General Maintenance & Repairs	15,504	15,814	310	16,130	16,453	16,782
IT Services	3,774	3,850	76	3,927	4,006	4,086
Postage & Courier	4,080	1,224	(2,856)	1,248	1,273	1,298
Telephone	4,896	2,705	(2,191)	2,759	2,814	2,870
Hydro	117,912	132,600	14,688	135,252	137,957	140,716
Other Expenses	510		(510)			
Audit, Insurance & Legal	16,830	12,240	(4,590)	12,485	12,735	12,990
Trf to Res. and Res. Funds	435,642	416,132	(19,510)	463,935	514,685	568,543
Inter Org Transfers	5,100		(5,100)			
Total Expenses	1,317,150	1,320,947	3,797	1,449,511	1,521,215	1,596,482
Net Total	(19,378)	-60,255	(40,877)			

2023 Variances and 2024 - 2026 variances

Revenue has increased based on the Water Rate By-Law

Service agreements are contractual with Ontario Clean Water Agency

Hydro Expense has increased based on actual trends.

Insurance has decreased based on actual .



Business Plan – Infrastructure Services / Water & Wastewater

Summary of Services

The Town is responsible for ensuring a consistent supply of safe drinking water to the two urban communities and meeting all relevant legislation and regulatory requirements such as:

- Safe Drinking Water Act, 2002
- Clean Water Act, 2006
- Ontario Water Resources Act, 1990

OCWA Responsibilities :

- Maintain the Town's distribution system which entails 33 km of watermain, 194 hydrants, 1346 services and 295 main valves with a historical cost of \$10m and net book value of \$6.7m which began being built in 1960's for Erin and 1970's in Hillsburgh
- To maintain the Town of Erin's two large residential drinking water systems, the Erin Municipal Water System and the Hillsburgh Municipal Water System.
- 24/7 operational coverage for the Town's municipal water systems, 365 days a year including emergency response.
- The Hillsburgh Wireless communications and the (SCADA) Supervisory Control and Data Acquisitions was completed in 2017. This system aids our operators with real time information and easier alarm identifications. Each Well house has over 35 alarms. The new communication system
- Locates for Water – approx. 250 per year

Town responsibilities:

- Coordinate maintenance of fire hydrants
- Coordinate Disconnect/Reconnect of Water Services, Water Valve Inspections, Water Meter Inspections
- Coordinate New Service Installation Inspections
- Coordinate quarterly meter readings for billing purposes
- Customer service calls regarding billings and disputes regarding meter reads
- Process quarterly water billings, payments and collections calls
- Many watermain replacements are currently on hold and patched up and waiting for wastewater installations.

Strategic Initiatives (with no \$)

2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Manage the timely construction of the waste water servicing project	Growth Management	In Progress	1
Acquire land and make planning amendments for the waste water treatment plant site	Growth Management	Ongoing	1
Design, tender and build the waste water treatment plant	Growth Management	Ongoing	1
Solicit required revisions to previously submitted developers' subdivision plans to reflect their potential ability to access to the waste water system	Growth Management	In Progress	1

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Manage the timely construction of the waste water servicing project.	Growth Management	In Progress	1
Solicit required revisions to previously submitted developers' subdivision plans to reflect their potential ability to access to the waste water system	Growth Management	In Progress	1

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Solicit required revisions to previously submitted developers' subdivision plans to reflect their potential ability to access to the waste water system	Growth Management	In Progress	1
Waste Water Connection of Existing Community	Growth Management	In Progress	1

2025 Strategic Initiatives	Strategic Pillar	Status	Priority
Solicit required revisions to previously submitted developers' subdivision plans to reflect their potential ability to access to the waste water system	Growth Management	In Progress	1
Waste Water Connection of Existing Community	Growth Management	In Progress	1

2026 Strategic Initiatives	Strategic Pillar	Status	Priority
Solicit required revisions to previously submitted developers' subdivision plans to reflect their potential ability to access to the waste water system	Growth Management	In Progress	1
Waste Water Connection of Existing Community	Growth Management	In Progress	1



PARKS AND RECREATION



Parks & Recreation
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Revenue						
Other Revenue	35,805	41,334	5,529	42,393	43,485	44,610
Parks & Recreation Fees	579,325	594,045	14,720	611,860	630,208	649,106
Trf from Reserves and Res Func	72,000	72,000		73,290	74,606	75,948
Total Revenue	687,130	707,379	20,249	727,543	748,299	769,664
Expenses						
Labour Costs	646,184	647,840	1,656	667,278	687,297	707,916
Supplies & Materials	59,997	65,750	5,753	67,724	69,755	71,516
Equipment	50,592	51,699	1,107	53,250	54,848	56,494
Consulting	40,800		(40,800)			
Service Agreements	60,588	66,631	6,043	68,305	70,023	71,783
Winter Control	14,790	36,695	21,905	37,796	38,929	40,097
General Maintenance & Repair	92,412	118,940	26,528	122,508	126,184	129,968
IT Services	21,624	22,273	649	22,941	23,629	24,338
Telephone	16,014	16,475	461	16,970	17,478	18,002
Hydro	198,747	202,253	3,506	208,321	214,571	221,009
Natural Gas	49,980	51,830	1,850	53,386	54,988	56,638
Fuel	2,448	2,549	101	2,626	2,705	2,786
Water & Sewage	53,540	54,621	1,081	56,260	57,949	59,687
Vehicle Maintenance	2,550	11,845	9,295	12,200	12,566	12,943
Economic Development Activities	7,140	7,354	214	7,575	7,802	8,036
Advertising & Promo	3,060	3,152	92	3,247	3,344	3,444
Emergency Declaration Expense		2,215	2,215	2,281	2,349	2,419
Community Grants	7,500	7,500		7,500	7,500	7,500
Other Expenses	13,566	15,611	2,045	16,081	16,562	17,059
Audit, Insurance & Legal	43,452	43,984	532	45,304	46,663	48,062
Debt Servicing	2,962	2,155	(807)	1,375	600	250
Trf to Res. and Res. Funds	25,500	26,264	764	27,052	27,864	28,700
Total Expenses	1,413,446	1,457,636	44,190	1,499,980	1,543,606	1,588,647
Net Total	726,316	750,257	23,941	772,437	795,307	818,983

2023 Variances and 2024 - 2026 Variances

Revenues are forecasted to increase as more recreation is added after the COVID related closures.

Budgeted consulting fees will be part of the planned recreation centre.

Expenditures related to Winter Control, Vehicle and General Maintenance have increased due to inflationary pressures.

Expenditures related to Utilities have all increased due to higher than average market prices.

Business Plan – Infrastructure Services / Parks Recreation and Culture

The Recreation Department offers a diverse range of leisure and recreation facilities including winter drop in ice programs while operating and maintaining its physical and natural assets. The 2023 Operating Budget will enable the department to continue:

- Winter recreation programs for all ages and families including public skating, adult skating, Parents and Tots skating, Shiny and ticket ice for figure skating
- Delivery of specialty events for Family Day, Christmas Holiday, March Break, New Year's Day and PD day programming
- Provide self-directed recreational opportunities through permits for recreational facilities such as arenas, skate park, multi-purpose rooms, parks and sports fields to individuals and community groups
- Provide clean, safe and well-maintained facilities, parks, playgrounds and sports fields
- Continue to develop more community partnership opportunities to leverage additional funding and grants
- Central Facility Registration/Booking Program providing patrons on-line facility booking requests
- Organize staff, Recreation department and Recreation facilities to operate as one entity enabling the department to operate more efficiently during busy and demanding times
- Promote teamwork with all Town of Erin Departments working in conjunction to increase levels of service and decrease complaints
- Continue to partner with the Erin Tennis Club and East Wellington Community Services and several service clubs to assist with Facility and community needs

Services Provided to the Town

Activities Provided:

- Ice sports, public skating, shiny, summer camps, birthday parties, dance recitals, public meetings, concerts, box lacrosse, ball hockey, field lacrosse, sports tournaments, baseball, soccer, family picnics, hockey schools, live theatre, seniors programs, daycare, dance & karate classes, family reunions, skateboarding & BMX park, celebrations of life, family fun days, church services, community fundraisers, awards ceremonies, public elections, community special events and banquets

Facilities provided:

- Centre 2000 – Arena floor & ice surface, banquet room, theatre, meeting rooms, Erin skate park, EWCS Foodbank/ Adult day program, nursery school, office space, soccer pitch, lit ball diamond, OPP Office and concession
- Hillsburgh Community Centre - arena floor/ice surface, banquet room, and concession
- Ballinafad Community Centre – Banquet room, ball diamond and leased space
- Hillsburgh Sports Fields – 3 ball diamonds (2 lit diamonds), 8 soccer pitches (1 lit pitch), playground at Victoria Park, playground at Barbour Field, concession booth at Barbour Field
- McMillan Park - Erin

- Historic Park – Hillsburgh
- Riverside Park – Erin
- Playgrounds – Athenwood Park - Orton, Carberry Park – Barbour - Erin and Erin Lions Park - Ballinafad
- Erin Tennis Courts – 5 Lit Tennis courts and clubhouse at Centre 2000
- Ballinafad Community Centre – Banquet Room, kitchen, meeting room, playground, ball diamond, and soccer pitch

Strategic Initiatives

2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Maintain the existing community halls and other community rental spaces in good condition, undertaking general improvements as per the requirements of the Building Condition Assessments and through asset management planning.	Investment in Community Assets	In Progress	2
Support a program to attract sporting events and tournaments	Tourism	In Progress	3
Assess the potential for additional revenue opportunities through enhanced programming of the spaces (i.e. low-impact exercise classes, specialized camps, etc.) that are suitable for such locations.	Healthy Lifestyle and Vibrant Community	In Progress	3
Target the acquisition of 22.1 hectares of parkland by the year 2029, to address growth related needs, where warranted, with a priority for larger Neighbourhood or Community Parks.	Growth Management	In Progress	3
Pursue a parkland provision standard of 3.5 hectares (minimum) per 1,000 residents over the course of the Plan period. Consideration should be had to include a suitable mix of both active and passive lands.	Growth Management	In Progress	3
Ensure that new parks and trails are designed with the user's comfort, safety and accessibility in mind, through use of CPTED (or similar) principles as well as adhering to AODA Design Standards.	Service Excellence and Good Governance	In progress	3
Continue to maintain the Town's existing ball diamonds in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the diamonds are suitable for use. (Operating and Capital Budget)	Investment in Community Assets	In progress	2
Continue to maintain the Towns existing soccer fields in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the fields are suitable for use.	Investment in Community Assets	In progress	2
Work with local stakeholders, parks, trail groups and the community to establish and identify required improvements and barrier free access opportunities, as well as to determine important future connections within the local / broader trail network as well as additional locations for trail-related amenity development (e.g. parking, signage, washrooms, etc.).	Service Excellence and Good Governance	In progress	2
Continue to partner with the Erin Tennis Club for the operation and management of the tennis courts at the Erin Community Centre	Healthy Lifestyle and Vibrant Community	In progress	2

2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Adopt a service-level target of 1 playground location accessible within a 400m to 800m walking distance of residential dwellings in new residential development areas, to ensure convenient access for residents and, in particular, households with children.	Healthy Lifestyle and Vibrant Community	In progress	5
Continue to plan for the development of a new splash pad in the short-term by initiating a concept plan and costing exercise. The analysis should evaluate the benefits, costs and risks of alternative options and provide a rationale for a preferred solution. (Capital Budget)	Investment in Community Assets	In progress	2
Explore partnership opportunities to enhance service levels and leverage public funds (e.g. facility naming / sponsorship, operation of spaces, program delivery, etc.).	Service Excellence and Good Governance	In progress	3
Undertake regular resident surveys to assess resident/user needs and required improvements to the Town's recreation service delivery model.	Service Excellence and Good Governance	In progress	3
Develop a methodology to track, on an annual basis, program registrations and assess the rate of take-up for individual programs offered by the Town.	Service Excellence and Good Governance	In progress	1
Develop and implement key resources (policies, forms, toolkits, etc.) to support enhanced community capacity for event planning and delivery.	Service Excellence and Good Governance	In progress	4
Develop an inter-departmental working group comprising senior management from relevant municipal departments to regularly review (recommended every 2 years) and evaluate the progress of the recommendations included in the Master Plan.	Service Excellence and Good Governance	In progress	5
Promote the development of cultural events (i.e. performing arts, fine arts, etc.) in Erin by working with local event organizers to evolve the range of events to better include cultural themes. This could include art in the park events, studio tours, weekly summer concert series, indoor and outdoor movie screenings, among others.	Healthy Lifestyle and Vibrant Community	In progress	2
Work with the local arts and cultural community to develop, over time, a signature event for the Town. The event should specifically profile local talent, creative spaces and build on Erin's unique heritage and brand.	Healthy Lifestyle and Vibrant Community	In progress	4
Undertake a review of current user fees and pricing schedule as it relates to facility, sports field, and parks rentals. This review should also determine appropriate cost recovery ratios and rates for future programming opportunities.	Service Excellence and Good Governance	In progress	3

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Hillsburgh Community Centre and evaluate the feasibility and cost-benefits (Feasibility Study) of repurposing the existing facility for other indoor recreation uses.	Service Excellence and Good		1
Develop a new full-size ice pad to replace the Hillsburgh Arena. The facility should be designed and sited with the ability to accommodate a second ice pad as an auditioning (twin pad facility) in the future, as required. (Depend on recommendations of multi-use feasibility study)	Investment in Community Assets		5
Maintain the existing community halls and other community rental spaces in good condition, undertaking general improvements as per the requirements of the Building Condition Assessments and through asset management planning.	Investment in Community Assets		2
Support a program to attract sporting events and tournaments	Tourism		3
Assess the potential for additional revenue opportunities through enhanced programming of the spaces (i.e. low-impact exercise classes, specialized camps, etc.) that are suitable for such locations.	Investment in Community Assets		3
Target the acquisition of 22.1 hectares of parkland by the year 2029, to address growth related needs, where warranted, with a priority for larger Neighborhood or Community Parks.	Growth Management		3
Pursue a parkland provision standard of 3.5 hectares (minimum) per 1,000 residents over the course of the Plan period. Consideration should be had to include a suitable mix of both active and passive lands.	Growth Management		3
Ensure that new parks and trails are designed with the user's comfort, safety and accessibility in mind, through use of CPTED (or similar) principles as well as adhering to AODA Design Standards.	Service Excellence and Good Governance		3
Continue to maintain the Town's existing ball diamonds in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the diamonds are suitable for use. (Operating and Capital Budget)	Investment in Community Assets		2
Continue to maintain the Towns existing soccer fields in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the fields are suitable for use.	Investment in Community Assets		2
Work with local stakeholders, parks, trail groups and the community to establish and identify required improvements and barrier free access opportunities, as well as to determine important future connections within the local / broader trail network as well as additional locations for trail-related amenity development (e.g. parking, signage, washrooms, etc.).	Service Excellence and Good Governance		2
Continue to partner with the Erin Tennis Club for the operation and management of the tennis courts at the Erin Community Centre	Healthy Lifestyle and Vibrant Community		2

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Adopt a service-level target of 1 playground location accessible within a 400m to 800m walking distance of residential dwellings in new residential development areas, to ensure convenient access for residents and, in particular, households with children.	Healthy Lifestyle and Vibrant Community		5
Undertake regular resident surveys to assess resident/user needs and required improvements to the Town's recreation service delivery model.	Service Excellence and Good Governance		3
Host a collaborative Recreation Forum with local organizations on recreation program delivery (sports groups) as a means to address stakeholder plans to develop and pursue new/additional programs.	Service Excellence and Good Governance		3
Develop a methodology to track, on an annual basis, program registrations and assess the rate of take-up for individual programs offered by the Town.	Service Excellence and Good Governance		1
Develop an inter-departmental working group comprising senior management from relevant municipal departments to regularly review (recommended every 2 years) and evaluate the progress of the recommendations included in the Master Plan.	Service Excellence and Good Governance		5
Promote the development of cultural events (i.e. performing arts, fine arts, etc.) in Erin by working with local event organizers to evolve the range of events to better include cultural themes. This could include art in the park events, studio tours, weekly summer concert series, indoor and outdoor movie screenings, among others.	Healthy Lifestyle and Vibrant Community		2
Work with the local arts and cultural community to develop, over time, a signature event for the Town. The event should specifically profile local talent, creative spaces and build on Erin's unique heritage and brand.	Healthy Lifestyle and Vibrant Community		4

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Invest in a multi-use / multi-sport recreational hub in Hillsburgh. Co-location of services and the delivery of supporting amenities which allow for a broad range of programming should be a focus of the design	Investment in Community Assets		5
Develop a methodology to track, on an annual basis, program registrations and assess the rate of take-up for individual programs offered by the Town.	Service Excellence and good Governance		1

2025 Strategic Initiatives	Strategic Pillar	Status	Priority
Invest in a multi-use / multi-sport recreational hub in Hillsburgh. Co-location of services and the delivery of supporting amenities which allow for a broad range of programming should be a focus of the design	Investment in Community Assets		5

2025 Strategic Initiatives	Strategic Pillar	Status	Priority
Develop a methodology to track, on an annual basis, program registrations and assess the rate of take-up for individual programs offered by the Town.	Service Excellence and good Governance		1

2026 Strategic Initiatives	Strategic Pillar	Status	Priority
Invest in a multi-use / multi-sport recreational hub in Hillsburgh. Co-location of services and the delivery of supporting amenities which allow for a broad range of programming should be a focus of the design. Project is multi-year	Investment in Community Assets		5
Continue to Develop a methodology to track, on an annual basis, program registrations and assess the rate of take-up for individual programs offered by the Town.	Service Excellence and good Governance		1

Town of Erin
Capital Requests

Department	Parks and Recreation
Budget Year	2023
Request	Ballinafad Building Condition Assessment
Description	
Building Condition Assessment will determine needed upgrades and determine timeline of repairs/construction.	
Service Impact	
Maintain a healthy safe environment for residents to use facility.	
Implication of not getting resource	
Unable to provide current level of service or in some areas regulatory and public safety requirements.	
Financial Impact	
Funding Source	Grant \$5,000, Taxation \$10,000
Cost Estimate	\$15,000

Department	Parks and Recreation
Budget Year	2023
Request	Kubota Tractor (F3680)
Description	
<p>Replace Kubota Tractor with new. There will be a slight increase in service levels due to a less maintenance and breakdowns as is the case with the older vehicle. This is the replacement of a vehicle at the end of its useful life.</p>	
Service Impact	
<p>Residents will benefit from well maintained, and usable outdoor recreation areas.</p>	
Implication of not getting resource	
<p>The current Recreation fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the Tractor go out of service.</p>	
Financial Impact	
Funding Source	
Cost Estimate	

Department	Parks and Recreation	
Budget Year	2023	
Request	Parks Improvements.	
Description		
Parks Improvements to equipment, fencing, bleachers, ground preparation for leisure and sports.		
Service Impact		
Residents will be encouraged to use parks that include safe equipment and are well maintained.		
Implication of not getting resource		
Safety and regulatory issues with old out of date equipment, broken fencing and unsafe park bleachers or seating.		
Financial Impact		
Funding Source	Taxation	
Cost Estimate	\$40,500	

Department	Parks and Recreation	
Budget Year	2024	
Request	Vehicle Replacement	
Description		
Replace 2017 Dodge Ram and GMC Sierra.		
Service Impact		
New Vehicle will have a slight increase in service levels with safe reliable vehicles, with less maintenance and breakdown costs.		
Implication of not getting resource		
The current Recreation fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the trucks go out of service.		
Financial Impact		
Funding Source	Taxation	
Cost Estimate	\$100,000 Each	

Department	Parks and Recreation	
Budget Year	2024	
Request	EV Vehicle	
Description		
New EV vehicle purchase timeline with installation of EV charging stations.		
Service Impact		
Service Excellence and Good Governance.		
Implication of not getting resource		
Continued high fuel and maintenance costs with an older gas powered vehicle.		
Financial Impact		
Funding Source	Taxation	
Cost Estimate	\$100,000	

Department	Parks and Recreation	
Budget Year	2024	
Request	Design Multi-use facility Barbour Field	
Description		
Architectural design, and cost estimate of the Multi-use facility.		
Service Impact		
This step is recommended in the Parks, Recreation and Culture Master Plan. This work is important to set future budgets and develop a funding strategy of new development		
Implication of not getting resource		
Possible delay in the construction of the new facility and a delay in the implementation of a funding strategy.		
Financial Impact		
Funding Source	Taxation	
Cost Estimate	\$150,000	



CEMETERIES



Cemeteries
1st Draft 2023 Budget and 2024 - 2026 Forecasts

	2022 Total Budget	2023 Total Budget	2023 vs 2022 Variance	2024 Forecast	2025 Forecast	2026 Forecast
Revenue						
Trf from Reserves and Res Funds	10,000	10,000		10,000	10,000	10,000
Total Revenue	10,000	10,000		10,000	10,000	10,000
Expenses						
General Maintenance & Repairs	14,080	10,000	(4,080)	10,000	10,000	10,000
Total Expenses	14,080	10,000	(4,080)	10,000	10,000	10,000
Net Total	4,080		(4,080)			

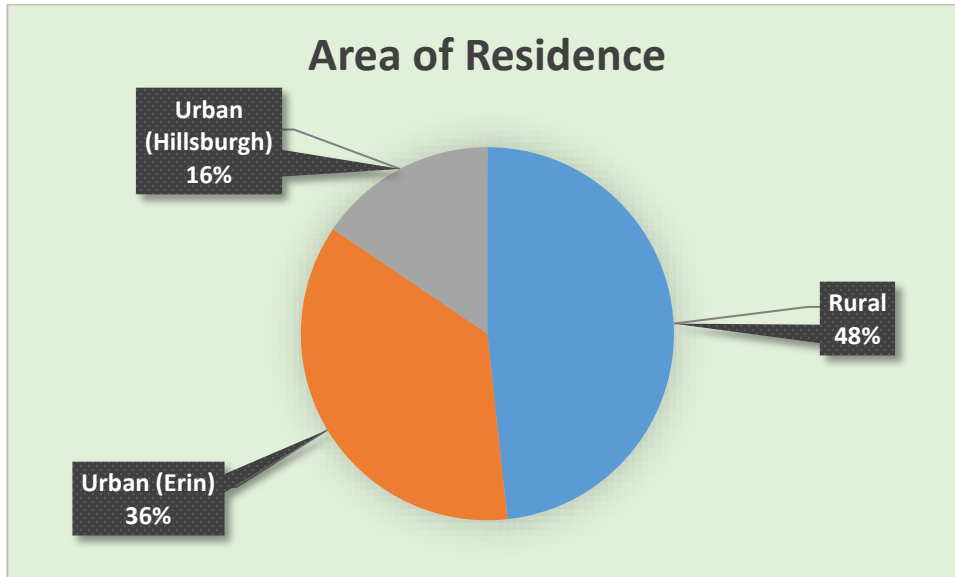
General Maintenance and Repairs Budget reduced to reflect actual expense, not expected to change significantly over the 5 years.



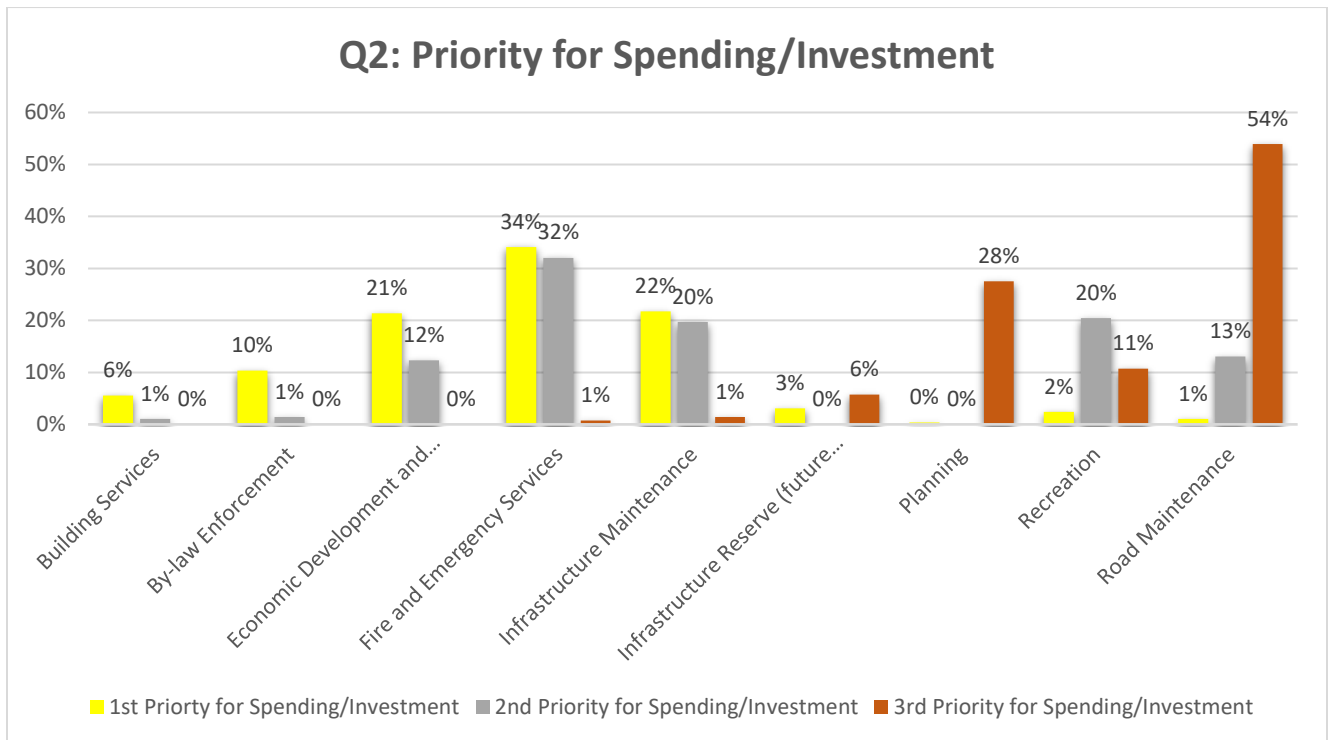
COMMUNITY ENGAGEMENT

Appendix G

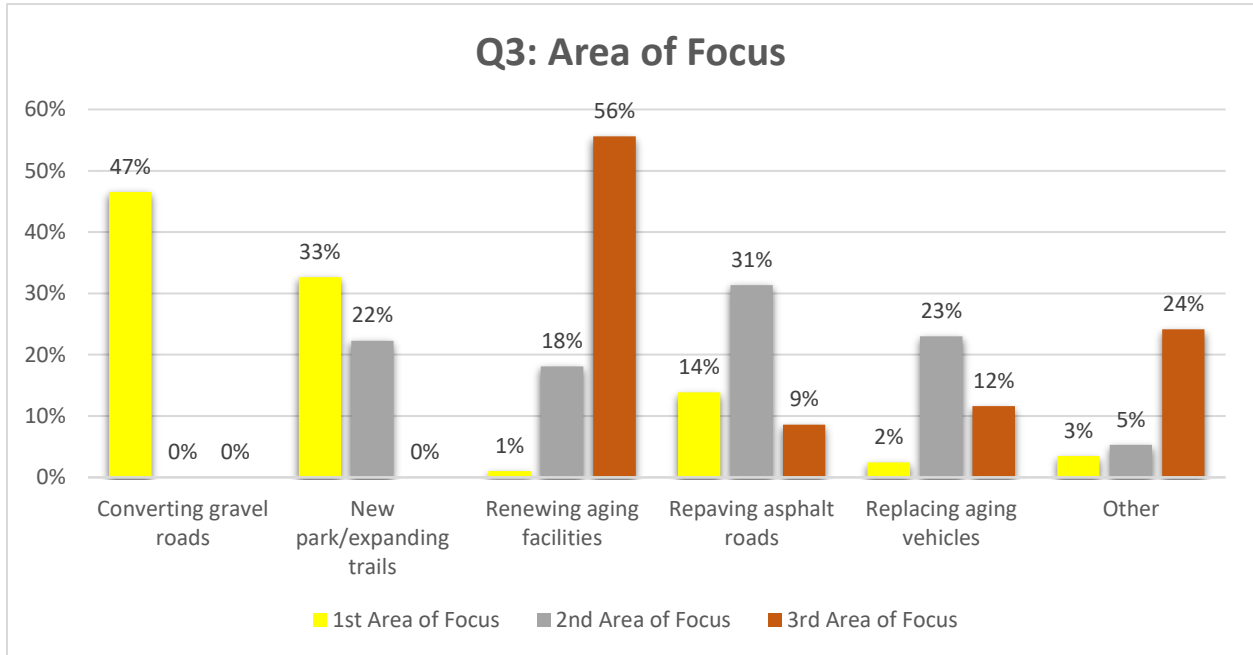
Question 1: As an Erin resident choose your area of residence: Rural, Urban – Erin, Erin – Hillsburgh



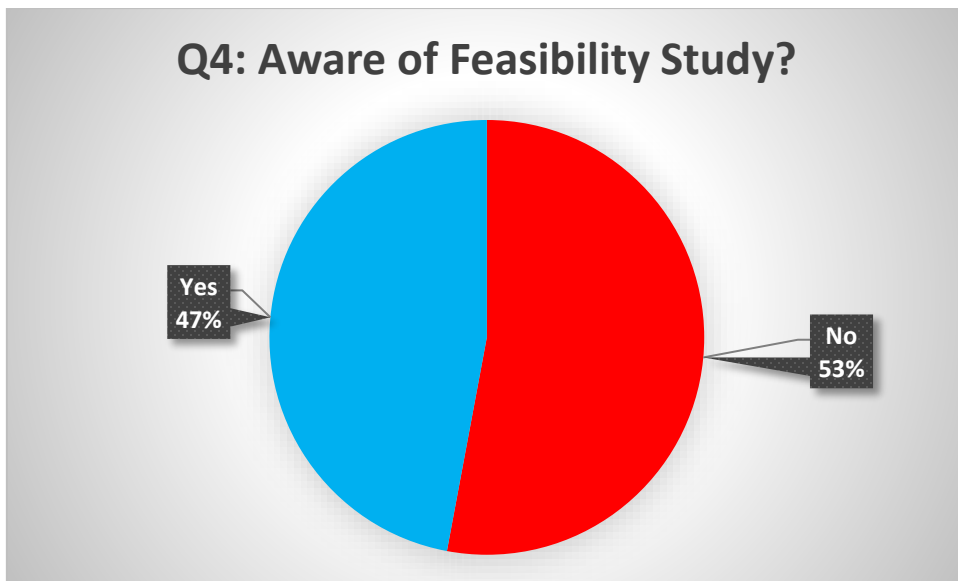
Question 2: What should be our top three priorities for spending of investments? Building Services, By-Law Enforcement, Economic Development and Corporate Services, Fire and Emergency Services, Infrastructure Maintenance, Infrastructure Reserve, Recreation, Road Maintenance, Planning.



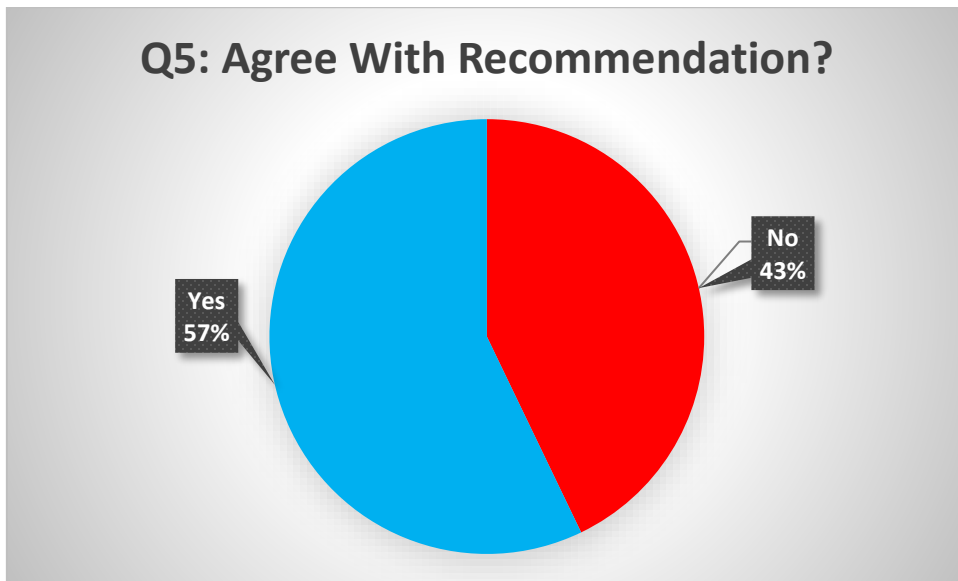
Question 3: What should be the top three areas of focus for 2023 from the following?
 Converting gravel roads, New park/expanding trails, Repaving asphalt roads,
 Replacing aging vehicles, Renewing aging facilities?



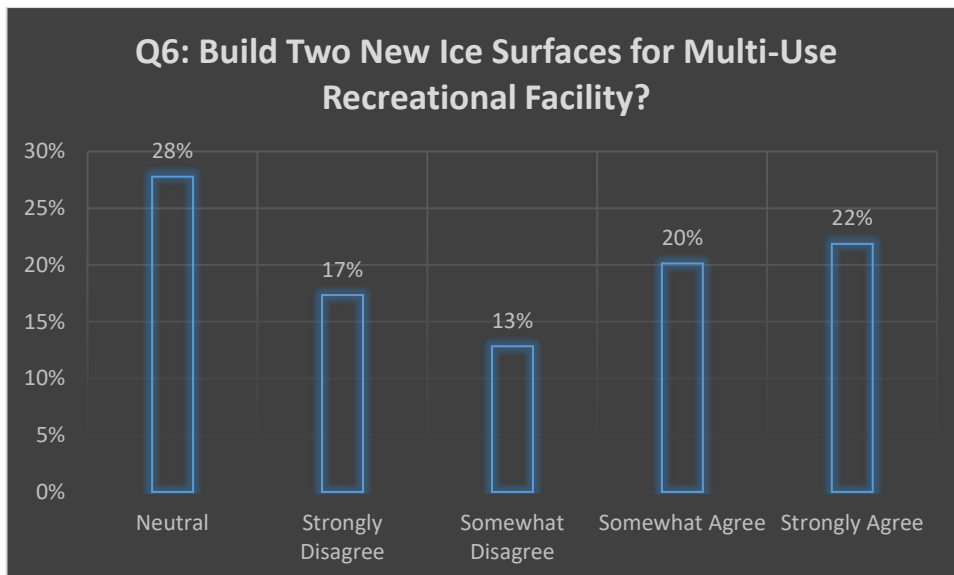
Question 4: Are you aware of the Feasibility Study for a new Multi-Use Recreational Facility?



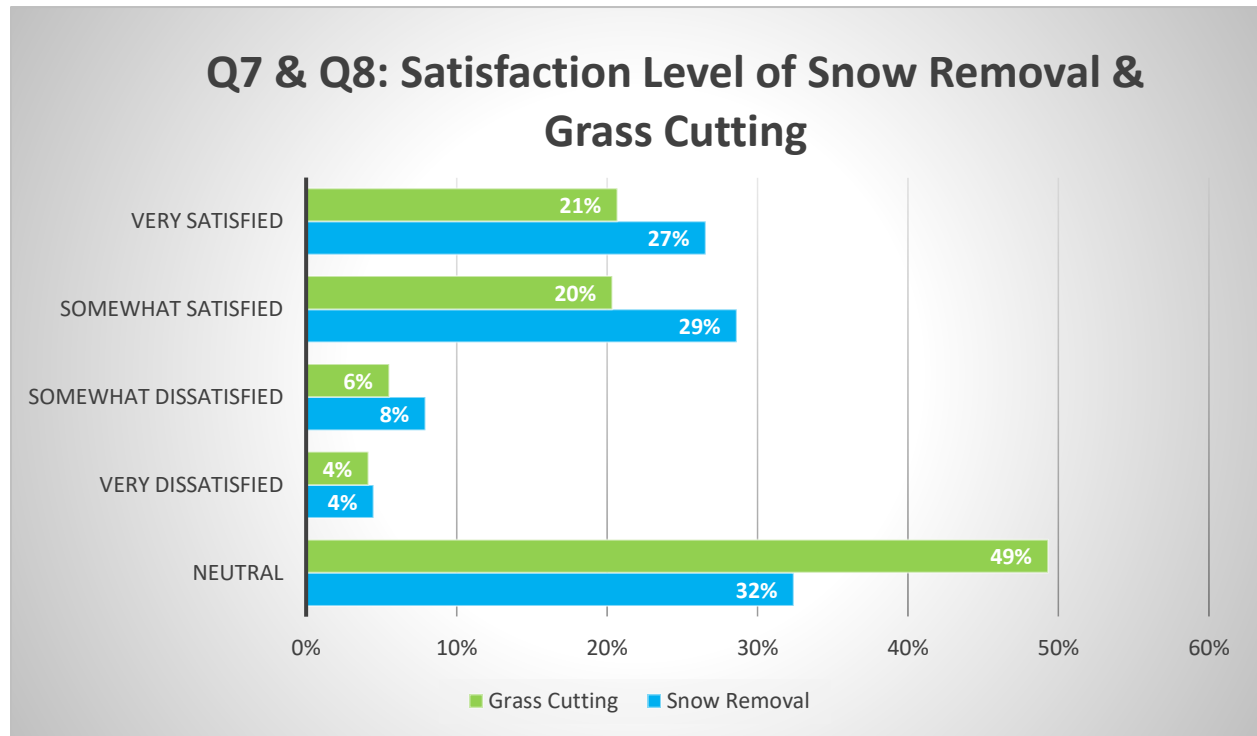
Question 5: If yes to question 4 do you agree with the recommendations?



Question 6: Do you agree with the recommendation to build 2 new ice surfaces in the Multi-Use Recreational Facility?

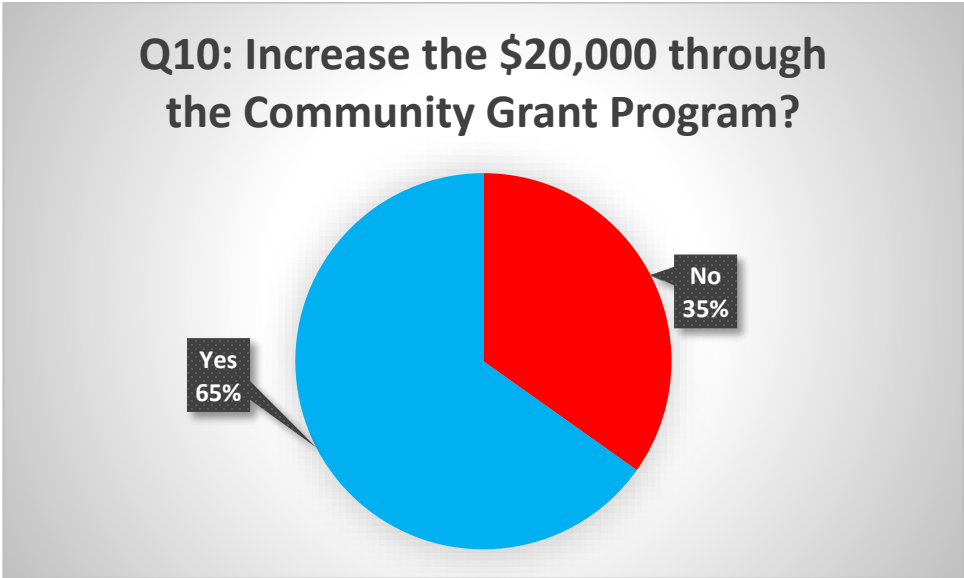
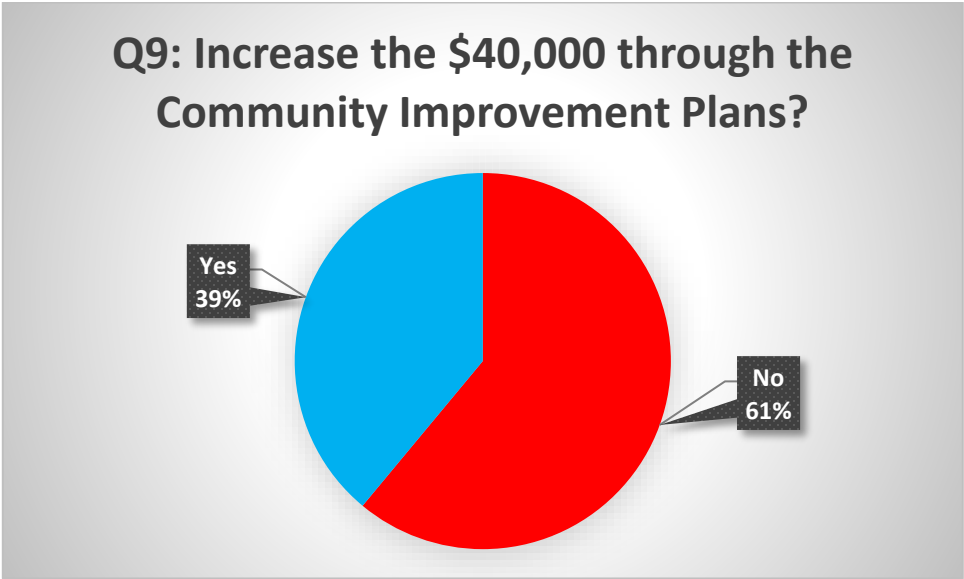


Question 7: How satisfied are you with the current snow removal levels of service on the sidewalks?
Question 8: How satisfied are you with the current levels of service for weekly grass cutting in parks?

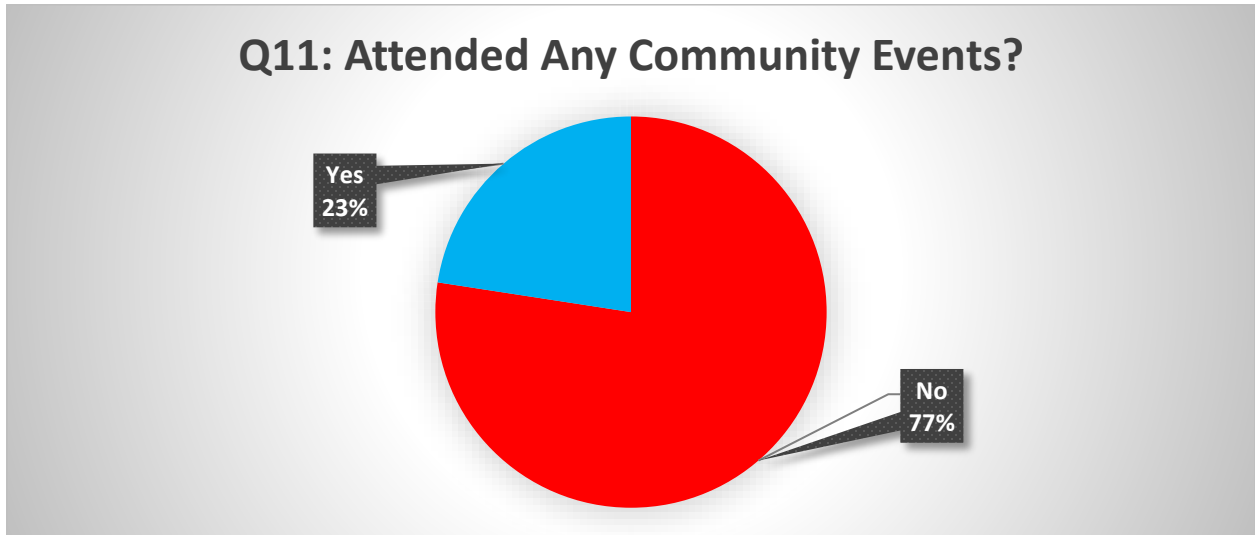


Question 9: The Town currently administers \$40,000 through its Community Improvement Plan to assist and encourage business expansions, rehabilitations and stimulate economic development. Should this amount be increased?

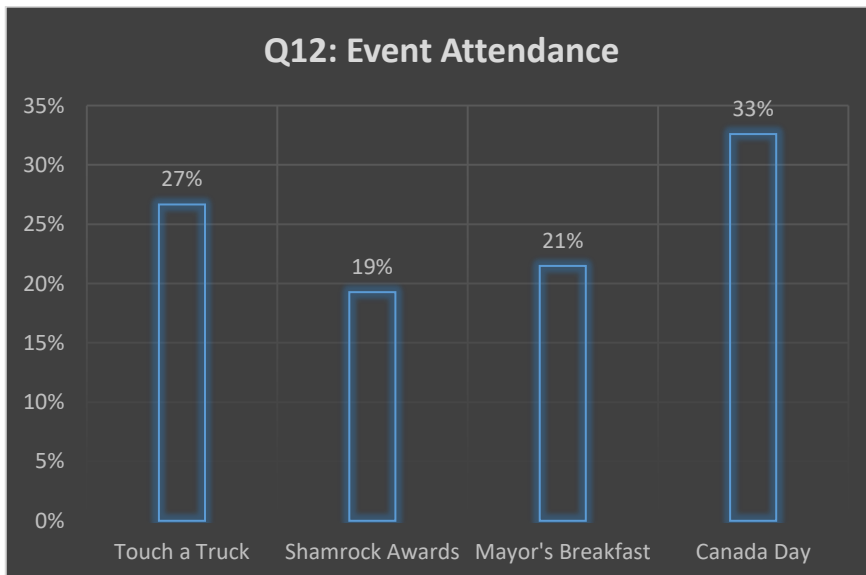
Question 10: The Town currently administers \$20,000 through its Community Grants Program to support local non-profit, charitable and youth organizations that provide services, programs or initiatives that benefit residents. Should this amount be increased?



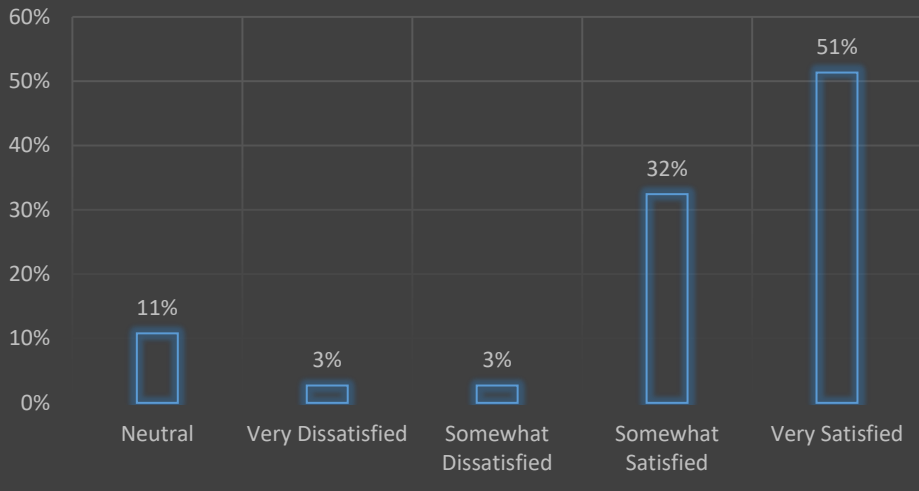
Question 12: In 2022, the town organized four community events; Touch a Truck, Shamrock Awards, Mayor's Breakfast and Canada Day. Did you attend any of the events?



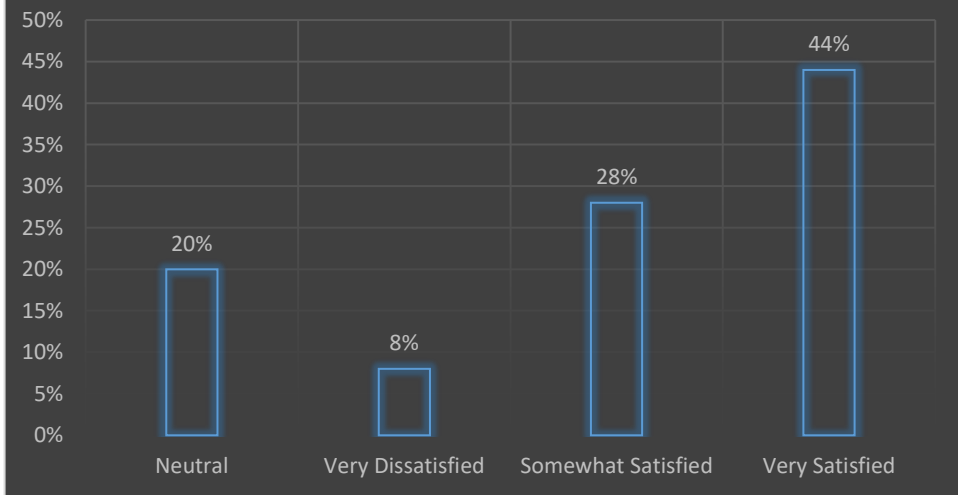
Question 13: Which event did you attend? And Degree of Satisfaction?



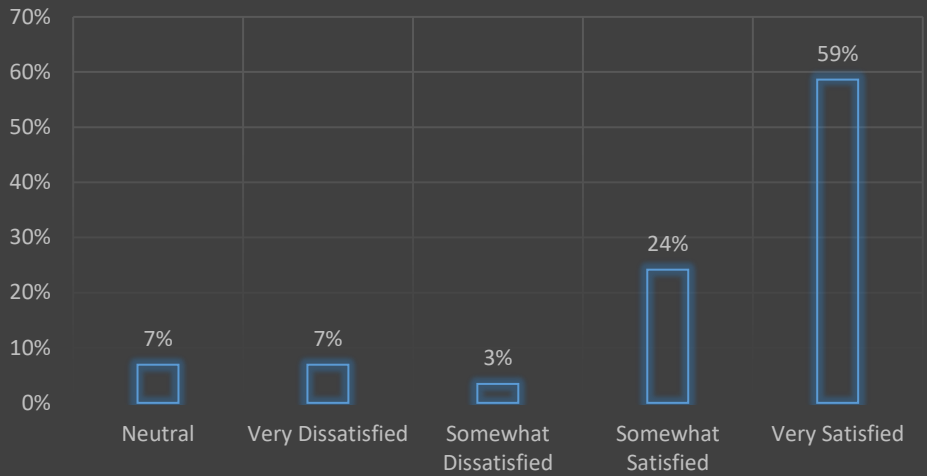
Q13A: Touch a Truck Satisfaction Level



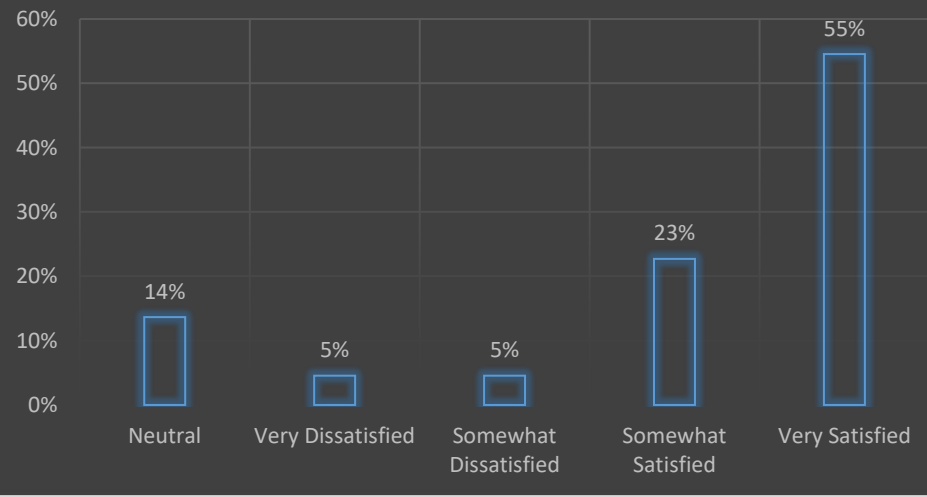
Q13B: Shamrock Awards Satisfaction Level



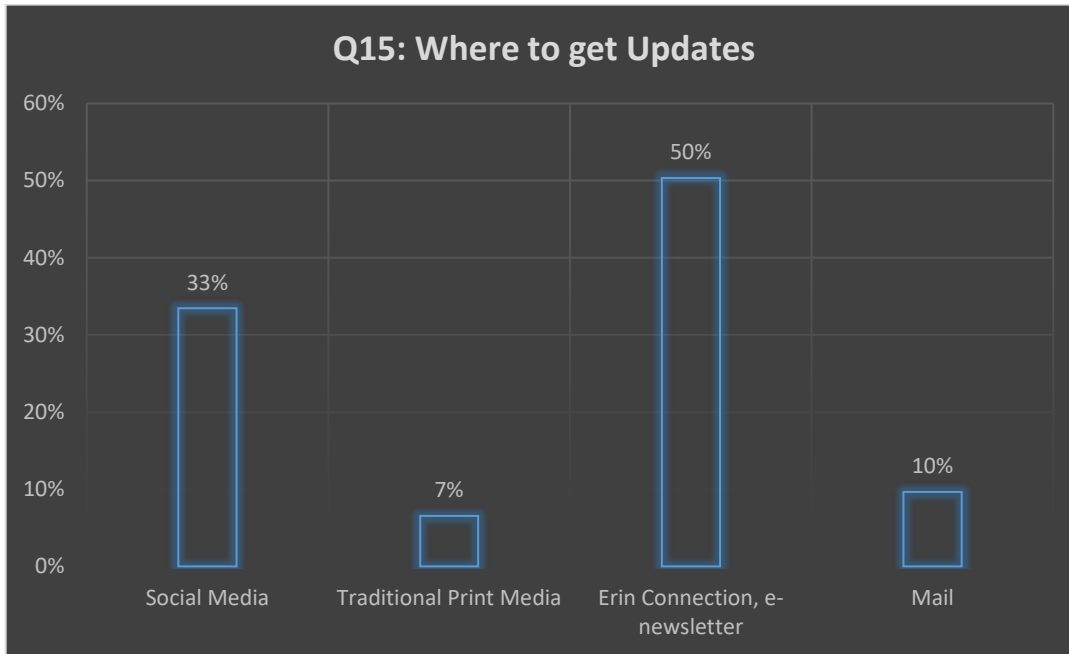
Q13C: Mayor's Breakfast Satisfaction Level



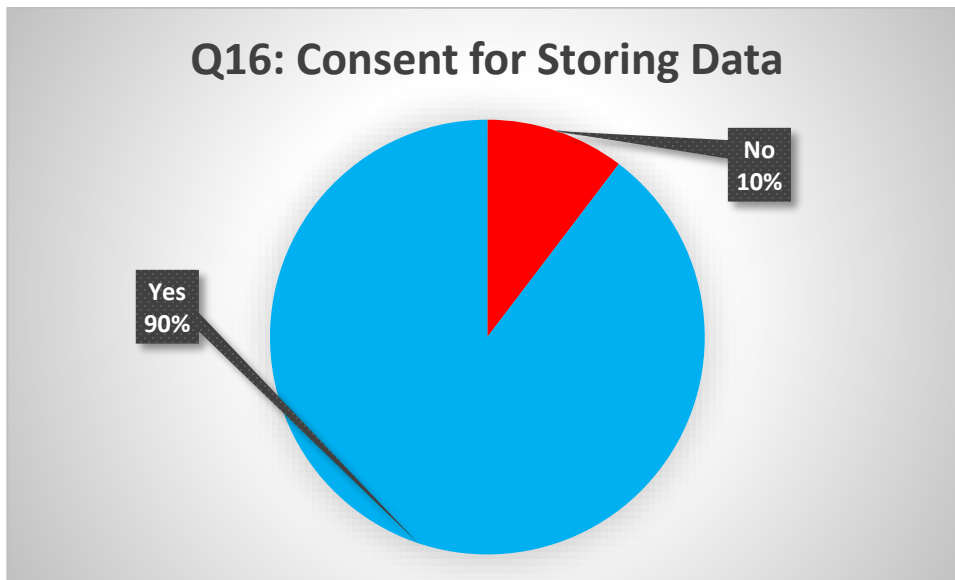
Q13D: Canada Day Satisfaction Level



Question 15: How do you prefer to get updates on Town projects and initiatives? Social Media, Traditional print media, Erin Connection, e-newsletter, or Mail?



Question 16: Do you give your consent for storing submitted data?



Conclusions: 2022 was the most successful year to date with almost 300 respondents. The survey used all form of media to promote and encourage residents to complete the survey. From the above chart, it appears that Social Media and the Erin E-newsletter were the preferred forms of communication.

We can use this information moving forward to reach out to residents. Also, residents were able to connect with the town and add their input into the budget process.