

# Town of Erin



**2025 Operating & Capital Budget  
&  
2026-2028 Forecasts**

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## Welcome to Erin

Nestled in the picturesque countryside of Wellington County, Erin, Ontario, offers an irresistible blend of history, natural beauty, and an exciting future. Known for its peaceful, small-town atmosphere, Erin is much more than just a scenic destination.

With its agricultural heritage, vibrant growth, and strong commitment to sustainability, Erin provides a unique experience for visitors and residents looking to explore a place where tradition meets innovation.

Erin's history stretches back to the early 19th century, with European settlers first arriving in the area around 1820.

The name "Erin" was chosen by surveyors to honour Ireland, as Caledon and Albion were named after Scotland and England, respectively. Many of Erin's first settlers were Scottish.

Over the years, Erin has retained much of its historic charm, with several beautifully preserved buildings and landmarks telling the story of the town's growth.

Erin's agricultural history runs deep, and farming remains an important part of the community. Surrounded by fertile farmland, the town is part of Ontario's renowned agricultural belt, producing everything from

dairy and beef to grains and vegetables.

The town's agricultural roots are still evident today, as visitors can explore local farms and purchase fresh produce at farmers' markets. The community also hosts agricultural events that celebrate Erin's rich farming heritage, including the iconic Erin Fall Fair.

While Erin is deeply rooted in history and agriculture, the town is also experiencing an exciting wave

of growth. Erin is seeing an influx of new residents, many of whom are drawn to the town's rural character and proximity to the urban centres of Guelph and Toronto.

There is something undeniably charming about Erin, a town where the past, present, and future coexist in harmony.

From its scenic rolling hills to its dynamic main street, Erin exudes a historic allure that feels both comforting and refreshing.

Erin also boasts numerous outdoor activities, making it an ideal destination for nature lovers.

The town's parks, trails, and conservation areas provide ample opportunities for hiking, cycling, and bird-watching.

The nearby Credit River is perfect for canoeing, fishing, or kayaking, while the surrounding hills are great for winter sports such as cross-country skiing.

Whether it's shopping and dining or exploring and having fun, Erin has something special to offer visitors and residents alike.

*Erin - rooted in its past – connected to the future!*





## *A message from the* **Mayor**

Using the feedback provided in our Strategic Plan and Monopoly night sessions, balancing affordability, growth and economic conditions while investing in our priorities is crucial to ensuring Erin's livability, sustainability and vibrancy.

Major improvements in the customer experience are being implemented and should already start to be noticeable.

This Council is committed to enhancing service delivery and ensuring that your tax dollars are invested wisely.

We recognize the importance of maintaining

the Town's infrastructure, including our roads, bridges, and public spaces.

This budget includes funding for necessary repairs and upgrades of infrastructure to ensure the long-term sustainability of our community.

Council has approved a budget that reflects the priorities identified by our residents.

It balances the need to maintain existing services with the desire to invest in future growth and development.

This budget is a testament to our commitment to fiscal responsibility and to making Erin the best possible place to live, work, and raise a family.



**MAYOR MICHAEL  
DEHN**

**Sincerely,  
Michael Dehn  
Mayor,  
Town of Erin**



## A message from the CAO

It is the vision and leadership of the Mayor and Council that guides us as we strive to serve the Town of Erin's community best.

Our focus remains on providing the municipal services that our current, future residents, businesses, investors, and visitors expect and deserve.

Entering 2025, our staff is committed to fulfilling Council's vision by developing an operating and capital budget designed to position Erin as a progressive and prosperous community.

The 2025 budget reflects the goals and objectives set by Council and leverages a multi-year budget framework.

This approach enables the Senior Leadership Team to continuously improve service levels for our citizens and businesses, supporting the consistent implementation of the multi-year budget.

The 2025 Capital Budget focuses on the effective maintenance and replacement of Town assets, while investing in new infrastructure to meet residents' needs in the long-term.



It is the mission of Town staff to embrace and carry out this vision through carefully developed operating and capital budgets, crafted with fiscal responsibility and sustainability at the forefront, all in pursuit of service excellence.

Council and staff share a clear understanding of what our residents, businesses, investors, and visitors—both current and future expect.

We are proud of this budget and with investments in technology, customer service, infrastructure, and service delivery enhancements, we believe it will position Erin well for an exciting future.

Thank you for taking an interest in your community and reviewing the 2025 Operating and Capital Budget.

This budget is a testament to the dedication and hard work of our staff across the organization.

I extend my heartfelt thanks to all our team members who have worked tirelessly to produce a balanced, fiscally responsible, and sustainable budget, centred on delivering excellent services to our residents.

**Sincerely,  
Rob Adams  
Chief Administrative Officer,  
Town of Erin**



## A message from the Treasurer

On behalf of the Mayor, Council and the leadership team, I am pleased to present the Town of Erin's 2025 budget. It is a budget that is focused on the services we provide, while ensuring that it meets our community's needs and expectations.

The new residential developments, and the construction of the Wastewater Recovery Facility, as well as the related linear works, have presented challenges to residents that the town has worked hard to manage.

We continue to support local businesses and keep one step ahead of communicating detours and road closures.

Special events such as Canada Day celebrations and the Erin Fall Fair have all continued despite the disruptions.

In 2024, we saw many positives in the economy with the Bank of Canada interest rate reductions allowing new homeowners into the market and reducing the

cost of mortgage renewals. Many goods and services have dropped in price resulting in inflation reductions throughout the year.

This is also good news for the town as the costs to borrow have also gone down.

The updated Asset Management Plan completed during 2024 outlined a long-term approach to financing our capital needs.

Planning for the future helps avoid surprises and allows us to build up reserves and allocate funds as required.

The Town of Erin's operating budget is \$17.0 million in 2025, with capital spending from taxation of \$1.17 million.

The total capital spending over the next four years includes the highlights of a new well to expand our water needs, an aerial ladder truck required to reach buildings greater than two storeys, and the Barbour Field expansion for the recreation enjoyment of our residents.

Fundamental services will be protected and nurtured, while the town makes significant investments that will continue to enhance residents' quality of life and ensure that the Town of Erin remains the best place to live.



TREASURER  
WENDY PARR

*Meet your*  
**Council**



**Mayor  
Michael Dehn**



**Councillor  
Cathy Aylard**



**Councillor  
John Brennan**



**Councillor  
Bridget Ryan**



**Councillor  
Jamie Cheyne**



*2025 Operating & Capital Budget  
&  
2026-2028 Forecasts*

## 2025 Budget Summary by Department

### Town of Erin 2025 Budget by Program

Description	2024	2024	2024	2025	2025	2025	Net Variance
	Budget Expense	Budget Revenues	Net Budget	Budget Expense	Budget Revenues	Net Budget	
<b>Programs</b>							
Council	206,715		206,715	206,076		206,076	(639)
Corporate Services	2,500,568	632,920	1,867,648	3,193,298	804,440	2,388,858	521,210
Economic Development	286,529	35,000	251,529	439,010	35,000	404,010	152,481
Advisory Committees	90,669	24,063	66,606	50,000	18,500	31,500	(35,106)
Building	750,834	860,100	(109,266)	1,092,259	1,635,403	(543,144)	(433,878)
Planning	552,673	626,413	(73,740)	667,363	190,000	477,363	551,103
By-Law Enfor/Crossing Grds	257,721	23,068	234,653	249,232	21,273	227,959	(6,694)
Conservation Authorities	164,928		164,928	171,195		171,195	6,267
Fire	1,119,596	222,398	897,198	1,195,268	258,666	936,602	39,404
Emergency Planning	1,020		1,020	2,000		2,000	980
Roads	3,464,372	214,450	3,249,922	3,667,755	190,300	3,477,455	227,533
Streetlights	142,869	142,869		120,545	120,545		
Water	1,392,355	1,392,355		1,305,089	1,305,089		
Wastewater	142,650	142,650		183,984	183,984		
Parks & Recreation	1,612,916	700,236	912,680	2,222,094	859,506	1,362,588	449,908
Cemeteries	10,000	10,000		500	500		
<b>Subtotal Programs</b>	<b>12,696,415</b>	<b>5,026,522</b>	<b>7,669,893</b>	<b>14,765,668</b>	<b>5,623,206</b>	<b>9,142,462</b>	<b>1,472,569</b>
<b>Non-Program</b>							
Transfer for Capital Projects	1,002,000		1,002,000	1,177,500		1,177,500	175,500
Trf from Tax Rate Stabilization		410,000	(410,000)		377,517	(377,517)	32,483
Infrastructure Renewal Trf	860,082		860,082	1,040,000		1,040,000	179,918
Tax Levy		8,344,275	(8,344,275)		10,123,945	(10,123,945)	(1,779,670)
PILS and Supplementary Taxes		230,000	(230,000)		253,000	(253,000)	(23,000)
OMPF		602,700	(602,700)		640,500	(640,500)	(37,800)
Tax Write-Offs	55,000		55,000	35,000		35,000	(20,000)
<b>Subtotal Corporate</b>	<b>1,917,082</b>	<b>9,586,975</b>	<b>(7,669,893)</b>	<b>2,252,500</b>	<b>11,394,962</b>	<b>(9,142,462)</b>	<b>(1,472,569)</b>
<b>Net Total (Surplus)</b>	<b>14,613,497</b>	<b>14,613,497</b>		<b>17,018,168</b>	<b>17,018,168</b>		

Tax Rate Change

2.9%

## 2025 Budget vs 2024 Budget (By Account)

### Town of Erin 2025 Budget by General Ledger Account

	2024	2025	2025 vs 2024	%
	Total Budget	Total Budget	Variance	Variance
<b>Revenue</b>				
Penalties & Interest	445,418	449,660	4,242	(1%)
Tax Levy	8,344,275	10,123,945	1,779,670	(21%)
PILS and Supplementary Taxes	230,000	253,000	23,000	(10%)
Streetlights	142,869	120,545	(22,324)	16%
Other Revenue	591,963	537,884	(54,079)	9%
Parks & Recreation Fees	604,546	769,172	164,626	(27%)
Fire & Emergency Fees	26,785	26,000	(785)	3%
Lease Revenue	29,627	57,721	28,094	(95%)
Water Revenues	1,358,663	1,214,062	(144,601)	11%
OMPF	602,700	640,500	37,800	(6%)
Grants	37,000	25,000	(12,000)	32%
Gravel Levy	160,000	160,000		
Building Permits	752,500	1,500,500	748,000	(99%)
Interest Income	120,600	255,000	134,400	(111%)
Cost Recovery	300,000		(300,000)	100%
Inter Dept Revenue	4,590		(4,590)	100%
Other Agreements	73,542	105,000	31,458	(43%)
Trf from Reserves and Res Funds	788,419	780,179	(8,240)	1%
<b>Total Revenue</b>	<b>14,613,497</b>	<b>17,018,168</b>	<b>2,404,671</b>	<b>(16%)</b>
<b>Expenses</b>				
Labour Costs	5,941,674	8,055,293	2,113,619	36%
Supplies & Materials	274,766	303,025	28,259	10%
Equipment	64,406	70,559	6,153	10%
Gravel Resurface	446,592	459,990	13,398	3%
Sanding	205,999	100,000	(105,999)	(51%)
Calcium	199,757	229,721	29,964	15%
Consulting	367,743	354,055	(13,688)	(4%)
Roads Maintenance	241,373	246,293	4,920	2%
Resealing	88,434	40,000	(48,434)	(55%)
Service Agreements	1,097,468	1,111,352	13,884	1%
Winter Control	96,724	130,818	34,094	35%
General Maintenance & Repairs	246,473	388,967	142,494	58%
Sidewalk Maintenance	48,223		(48,223)	(100%)
IT Services	236,964	266,970	30,006	13%
Postage & Courier	10,193	14,630	4,437	44%

Telephone	49,614	70,173	20,559	41%
Hydro	366,458	379,253	12,795	3%
Natural Gas	139,358	90,656	(48,702)	(35%)
Fuel	206,853	194,202	(12,651)	(6%)
Water & Sewage	16,000	10,640	(5,360)	(34%)
Vehicle Maintenance	313,241	310,918	(2,323)	(1%)
LPAT		25,000	25,000	100%
Economic Development Activities	81,199	225,092	143,893	177%
Advertising	59,381	67,634	8,253	14%
Emergency Declaration Expenses	3,500	2,105	(1,395)	(40%)
Tax Write-Offs	55,000	35,000	(20,000)	(36%)
Conservation Authorities	164,928	171,195	6,267	4%
Community Grants	23,500	33,000	9,500	40%
Other Expenses	295,660	410,419	114,759	39%
Contingency	8,510		(8,510)	(100%)
Audit, Insurance & Legal	545,696	690,079	144,383	26%
Debt Servicing	86,483	49,424	(37,059)	(43%)
Transfer to Capital	1,002,000	1,177,500	175,500	18%
Transfer to Reserve & Reserve Funds	1,593,688	1,304,205	(289,483)	(18%)
Inter Org Transfers	35,639		(35,639)	(100%)
<b>Total Expenses</b>	<b>14,613,497</b>	<b>17,018,168</b>	<b>2,404,671</b>	<b>16%</b>

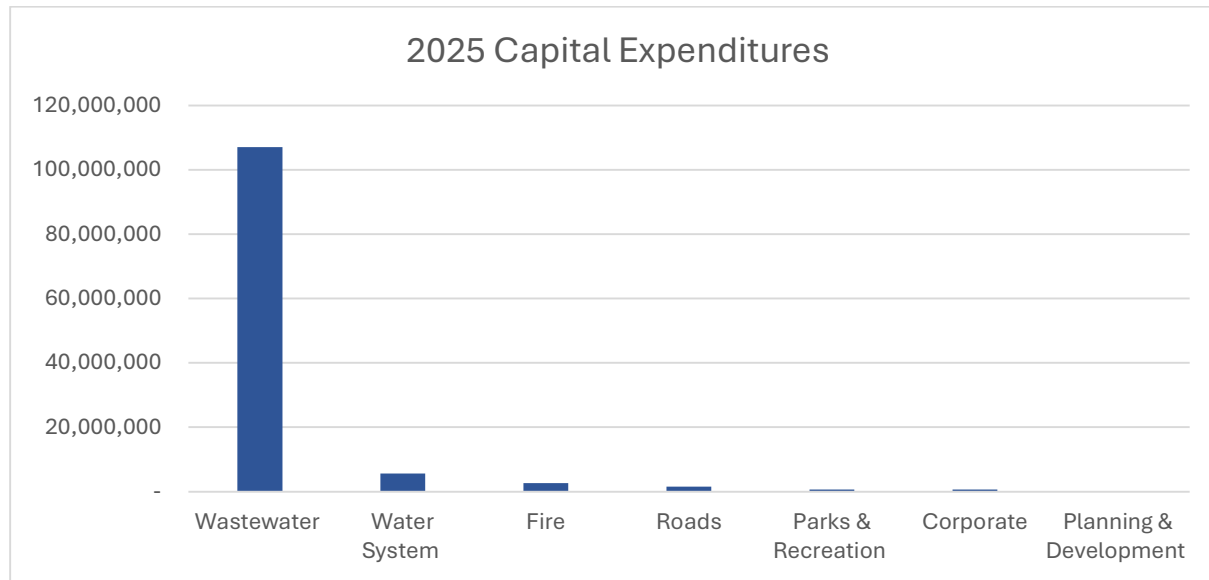
## 2026-2028 Forecasts by Department

### Town of Erin 2026 – 2028 Forecasts

	2026 Forecast Expense	2026 Forecast Revenues	2026 Net Forecast	2027 Forecast Expense	2027 Forecast Revenues	2027 Net Forecast	2028 Forecast Expense	2028 Forecast Revenues	2028 Net Forecast
<b>Programs</b>									
Council	210,197		210,197	214,401		214,401	218,689		218,689
Corporate Services	3,337,165	805,129	2,532,036	3,322,306	776,031	2,546,275	3,408,831	737,151	2,671,680
Economic Development	446,992	35,700	411,292	455,133	36,414	418,719	463,436	37,142	426,294
Advisory Committees	50,000	18,500	31,500	50,000	18,500	31,500	50,000	18,500	31,500
Building	1,313,503	1,668,111	(354,608)	1,335,174	1,701,473	(366,299)	1,357,277	1,735,502	(378,225)
Planning	795,005	70,400	724,605	810,906	45,808	765,098	827,125	46,224	780,901
By-Law Enfor/Crossing Grds	254,215	21,699	232,516	259,298	22,132	237,166	264,485	22,574	241,911
Conservation Authorities	174,619		174,619	178,111		178,111	181,673		181,673
Fire	1,217,141	263,839	953,302	1,416,524	269,115	1,147,409	1,442,822	274,497	1,168,325
Emergency Planning	2,040		2,040	2,081		2,081	2,122		2,122
Roads	3,769,136	194,106	3,575,030	4,659,292	197,988	4,461,304	5,251,183	201,947	5,049,236
Streetlights	122,956	122,956		125,415	125,415		127,923	127,923	
Water	1,331,191	1,331,191		1,357,813	1,357,815	(2)	1,384,971	1,384,972	(1)
Wastewater	187,664	187,664		191,417	191,417		195,245	195,245	
Parks & Recreation	2,295,453	875,404	1,420,049	3,098,585	891,622	2,206,963	3,534,679	908,166	2,626,513
Cemeteries	500	500		500	500		500	500	
<b>Subtotal Programs</b>	<b>15,507,777</b>	<b>5,595,199</b>	<b>9,912,578</b>	<b>17,476,956</b>	<b>5,634,230</b>	<b>11,842,726</b>	<b>18,710,961</b>	<b>5,690,343</b>	<b>13,020,618</b>
<b>Non-Program</b>									
Transfer for Capital Projects	1,140,000		1,140,000	1,830,000		1,830,000	1,070,000		1,070,000
Trf from Tax Rate Stabilization		(500,000)	500,000		(500,000)	500,000		(500,000)	500,000
Infrastructure Renewal Trf	1,213,000		1,213,000	1,334,300		1,334,300	1,525,000		1,525,000
Tax Levy		11,889,208	(11,889,208)		14,612,429	(14,612,429)		15,202,429	(15,202,429)
PILS and Supplementary Taxes		258,060	(258,060)		263,221	(263,221)		268,485	(268,485)
OMPF		653,310	(653,310)		666,376	(666,376)		679,704	(679,704)
Tax Write-Offs	35,000		35,000	35,000		35,000	35,000		35,000
<b>Subtotal Corporate</b>	<b>2,388,000</b>	<b>12,300,578</b>	<b>(9,912,578)</b>	<b>3,199,300</b>	<b>15,042,026</b>	<b>(11,842,726)</b>	<b>2,630,000</b>	<b>15,650,618</b>	<b>(13,020,618)</b>
<b>Net Total (Surplus)</b>	<b>17,895,777</b>	<b>17,895,777</b>		<b>20,676,256</b>	<b>20,676,256</b>		<b>21,340,961</b>	<b>21,340,961</b>	

## Capital Requests 2025 to 2028

The Town of Erin's capital budget mainly focuses on infrastructure upgrades, with most of the capital allocated to the Wastewater Treatment Plant and the Water System.



The Wastewater Treatment Plant is funded by 100% cost recovery from developers. The remaining 2025 capital projects are funded as follows:

- Development charges: 69%
- Reserves & Reserve Funds: 17%
- Taxes: 11%
- Other Grants: 3%

The projected capital expenditure for 2026 will mainly focus on Parks & Recreation, such as constructing multi-use facilities. For 2027 & 2028, the Town of Erin will continue upgrading the infrastructure by maintaining the roads and enhancing the water system.

**Town of Erin  
2025 Capital Projects**

Project Description	Department	Expenditures	Res. & Res. Funds	DCs	CCBF GRANT	Other Grants	TAXATION	Cost Recovery
Digital transformation- Town's information technology	Corporate	500,000	-	-	-	-	500,000	-
Records Management	Corporate	50,000	-	-	-	-	50,000	-
Website Redesign- Town of Erin	Corporate	80,000	-	-	-	-	80,000	-
Aerial Ladder Truck	Fire	2,500,000	-	2,500,000	-	-	-	-
Hose Cache	Fire	10,000	-	-	-	-	10,000	-
SCBA	Fire	60,000	-	-	-	-	60,000	-
Extracation Ram	Fire	15,000	-	-	-	-	15,000	-
Radio System Upgrade	Fire	50,000	-	-	-	-	50,000	-
Building Condition Project	Fire	3,500	-	3,500	-	-	-	-
Floor Scrubber	Parks & Rec.	15,000	-	-	-	-	15,000	-
Mower	Parks & Rec.	22,000	-	-	-	-	22,000	-
Architectural design of Multi-Use Recreation Complex	Parks & Rec.	150,000	-	150,000	-	-	-	-
Edger	Parks & Rec.	8,000	-	-	-	-	8,000	-
Arena Boards, Theatre Seating, Cabinets	Parks & Rec.	375,000	-	-	-	187,500	187,500	-
Centre 2000 Plumbing Upgrade	Parks & Rec.	55,000	55,000	-	-	-	-	-
Replacement of Ballinafad CC accessibility ramp	Parks & Rec.	20,000	-	-	-	-	20,000	-
Ball Diamond Repair - Ballinafad	Parks & Rec.	30,000	30,000	-	-	-	-	-
Zoning By-Law Update	Planning	50,000	-	-	-	-	50,000	-
Creation of Heritage Districts	Planning	50,000	-	-	-	-	50,000	-
Sidewalk and curb replacement	Roads	50,000	50,000	-	-	-	-	-
Grader	Roads	650,000	650,000	-	-	-	-	-
Patrol truck	Roads	70,000	35,000	-	-	-	35,000	-
Small equipment	Roads	25,000	-	-	-	-	25,000	-
Bridge and culvert design and permitting	Roads	200,000	-	-	200,000	-	-	-
Works Shop Building Renewal	Roads	100,000	100,000	-	-	-	-	-
Road Restoration Program	Roads	400,000	400,000	-	-	-	-	-

Wastewater Treatment Plant	Wastewater	62,321,440	-	-	-	-	-	62,321,440
Wastewater Collection System	Wastewater	44,587,068	-	-	-	-	-	44,587,068
Wastewater planning -existing residents & businesses	Wastewater	125,000	83,750	41,250	-	-	-	-
Water Service for new	Water System	5,000,000	-	5,000,000	-	-	-	-
Water Service Existing	Water System	290,000	290,000	-	-	-	-	-
Water Equipment to Extend Life	Water System	50,000	50,000	-	-	-	-	-
Meter Replacement	Water System	30,000	30,000	-	-	-	-	-
Water infrastructure locating and mapping (Phase I)	Water System	75,000	75,000	-	-	-	-	-
Vac unit with valve exercise trailer	Water System	150,000	150,000	-	-	-	-	-
								-
		<b>118,167,008</b>	<b>1,998,750</b>	<b>7,694,750</b>	<b>200,000</b>	<b>187,500</b>	<b>1,177,500</b>	<b>106,908,508</b>



**Town of Erin  
2026 Capital Projects**

Project Description	Department	Expenditures	Res. & Res. Funds	DCs	Debt	CCBF GRANT	Other Grants	TAXATION	Cost Recovery
EV for Building	Building	100,000	-	-	-	-	-	100,000	-
Fire Chiefs Command Vehicle	Fire	100,000	50,000	50,000	-	-	-	-	-
Radio System Upgrade	Fire	50,000	-	-	-	-	-	50,000	-
Hose Cache	Fire	20,000	-	-	-	-	-	20,000	-
Fire Stn 10 & 50 Building Upgrades	Fire	158,500	158,500	-	-	-	-	-	-
Construction of Multi-Use Recreation	Parks & Rec.	30,000,000	-	30,000,000	-	-	-	-	-
Replace Dodge 2017 Ram 1500	Parks & Rec.	75,000	-	-	-	-	-	75,000	-
Parks and Rec EV Vehicle	Parks & Rec.	70,000	-	-	-	-	-	70,000	-
Trackless sidewalk cleaner	Parks & Rec.	180,000	-	-	-	-	-	180,000	-
Bridge 9 (8th Line)	Roads	410,000	-	-	-	410,000	-	-	-
Winston Churchill Blvd with Caledon (50%)	Roads	3,155,000	-	-	3,155,000	-	-	-	-
Road Restoration Program	Roads	650,000	650,000	-	-	-	-	-	-
Tandem Axle Snowplow	Roads	350,000	-	-	-	-	-	350,000	-
Rehabilitation of bridges and culverts	Roads	1,000,000	-	-	-	1,000,000	-	-	-
Bridge and culvert design and permitting	Roads	150,000	-	-	-	150,000	-	-	-
Wash pad for salt management	Roads	25,000	-	-	-	-	-	25,000	-
Brusher attachment	Roads	60,000	-	-	-	-	-	60,000	-
Mini dump with plow & salter	Roads	110,000	-	-	-	-	-	110,000	-
Bunker style containment	Roads	25,000	-	-	-	-	-	25,000	-
Water Service for New	Water System	5,000,000	-	5,000,000	-	-	-	-	-
Water System Existing	Water System	290,000	290,000	-	-	-	-	-	-
Water infra. -locating and mapping (Phase II)	Water System	75,000	-	-	-	-	-	75,000	-
Water Equipment to Extend Life	Water System	45,000	45,000	-	-	-	-	-	-
Meter Replacement	Water System	30,000	30,000	-	-	-	-	-	-
		<b>42,128,500</b>	<b>1,223,500</b>	<b>35,050,000</b>	<b>3,155,000</b>	<b>1,560,000</b>	<b>0</b>	<b>1,140,000</b>	<b>0</b>

**Town of Erin  
2027 Forecasted Capital Projects**

Description	Department	Expenditures	Res. & Res. Funds	DCs	Debt	CCBF GRANT	Other Grants	TAXATION	Cost Recovery
Fire Apparatus Reserve	Fire	100,000	100,000	-	-	-	-	-	-
Hose Cache	Fire	20,000	-	-	-	-	-	20,000	-
SCBA upgrade- air Cylinder	Fire	120,000	-	-	-	-	-	120,000	-
Pumper 12 Replacement	Fire	750,000	-	-	-	-	-	750,000	-
Road Restoration Program	Roads	700,000	700,000	-	-	-	-	-	-
Replace 2005 Cat 314CR	Roads	650,000	325,000	-	-	-	-	325,000	-
3/4-ton pickup with plow	Roads	90,000	-	-	-	-	-	90,000	-
Hot box	Roads	50,000	-	-	-	-	-	50,000	-
Excavator	Roads	650,000	325,000	-	-	-	-	325,000	-
Sidewalk and curb replacement	Roads	50,000	-	-	-	-	-	50,000	-
Replacement/rehabilitation of priority bridges and culverts	Roads	1,000,000	-	-	-	1,000,000	-	-	-
Bridge and culvert design and permitting	Roads	150,000	-	-	-	150,000	-	-	-
Works Shop Building Renewal	Roads	100,000	-	-	-	-	-	100,000	-
Water Service for New	Water System	5,000,000	-	5,000,000	-	-	-	-	-
Water System Existing	Water System	263,106	263,106	-	-	-	-	-	-
Water Equipment to Extend Life	Water System	45,000	45,000	-	-	-	-	-	-
Meter Replacement	Water System	30,000	30,000	-	-	-	-	-	-
		<b>9,768,106</b>	<b>1,788,106</b>	<b>5,000,000</b>		<b>1,150,000</b>		<b>1,830,000</b>	

**Town of Erin  
2028 Forecasted Capital Projects**

Description	Department	Expenditures	Res. & Res. Funds	DCs	Debt	CCBF GRANT	Other Grants	TAXATION	Cost Recovery
Hose Cache	Fire	20,000	-	-	-	-	-	20,000	-
Road Restoration Program	Roads	750,000	-	-	-	-	-	750,000	-
Equipment	Roads	25,000	25,000	-	-	-	-	-	-
Replacement/rehabilitation of priority bridges and culverts	Roads	1,000,000	-	-	-	1,000,000	-	-	-
Bridge and culvert design and permitting	Roads	150,000	-	-	-	150,000	-	-	-
Fleet Replacement	Roads	600,000	-	300,000	-	-	-	300,000	-
Water Service for New	Water System	5,000,000	-	5,000,000	-	-	-	-	-
Water System Existing	Water System	290,000	290,000	-	-	-	-	-	-
Meter Replacement	Water System	30,000	30,000	-	-	-	-	-	-
		<b>7,865,000</b>	<b>345,000</b>	<b>5,300,000</b>	<b>0</b>	<b>1,150,000</b>	<b>0</b>	<b>1,070,000</b>	<b>0</b>

## Reserves & Reserve Funds Forecasts 2023- 2027

### Reserves & Reserve Funds 2023

Department	Type	Description	Actual Balance	2023 TRANSACTIONS		Projected Balance
			DEC 31 2022	ADDITIONS	DISBURSEMENTS	DEC 31 2023
Unallocated	Reserves	Tax Stabilization Reserve	1,591,540		362,357	1,229,183
Unallocated	Reserves	Infrastructure Renewal	4,669,189	761,354		5,430,543
Unallocated	Reserve Fund	Canada Community Building Fund	1,635,364	510,467	880,779	1,265,052
Unallocated	Reserve Fund	Modernization Grant	186,168	15,016	199,741	1,442
Unallocated	Reserve Fund	Blue Triton Community Grant	59,004	29,759	53,839	34,924
Unallocated	Reserve Fund	Safe Restart - Covid Grant	156,766			156,766
Unallocated	Reserve Fund	OCIF Formula	367,849	795,647	124,274	1,039,222
<b>TOTAL Unallocated</b>			<b>8,665,880</b>			<b>9,157,132</b>
Administration	Reserves	Election Expense	14,397	20,000		34,397
Administration	Reserves	Computer Upgrades	79,865			79,865
Administration	Reserves	Admin File Management	55,210		4,687	50,523
Administration	Reserves	Admin Office Reno Reserve	29,157			29,157
Administration	Reserves	Insurance Contingency	15,573			15,573
Administration	Reserve Fund	Retirement Benefits	17	1	18	0
Administration	Reserve Fund	Administration DC	(694,010)	24,254	116,098	(785,854)
<b>TOTAL Administration</b>			<b>(499,791)</b>			<b>(576,338)</b>
Building	Reserve Fund	Building Dept. Revenue Fund	183,179	14,775	103,261	94,693
<b>TOTAL Building</b>			<b>183,179</b>			<b>94,693</b>
Econ.Development	Reserves	Economic Development	82,644		45,886	36,758
<b>TOTAL Economic Development</b>			<b>82,644</b>			<b>36,758</b>
Fire	Reserve Fund	Fire Services DC	108,475	61,386	101,228	68,633
Fire	Reserves	Fire Capital	106,532		23,838	82,694
Fire	Reserves	Firehall Reserve	6,704			6,704
Fire	Reserves	Fire Wage Contingency	121,584			121,584
Fire	Reserves	Fire Vehicle Reserve	217,675	100,000		317,675
<b>TOTAL Fire</b>			<b>560,970</b>			<b>597,290</b>
Recreation	Reserves	Centre 2000 Capital	445,984	10,243	7,721	448,506
Recreation	Reserves	Barbour Field	119,345			119,345
Recreation	Reserves	Hillsburgh Arena Capital	(46,710)	6,458	21,229	(61,481)
Recreation	Reserves	Ballinafad Community Centre	76,355		6,000	70,355

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Recreation	Reserves	Emergency Response Centre	200,000			200,000
Recreation	Reserve Fund	Cash in Lieu of Parkland Fund	1,137,184	190,472	40,661	1,286,995
Recreation	Reserve Fund	Parks & Recreation Services DC	698,053	87,800	22,511	763,342
<b>TOTAL Recreation</b>			<b>2,630,211</b>			<b>2,827,062</b>
Roads	Reserves	Roads Capital	325,308	37,327	64,140	298,495
Roads	Reserves	Sidewalk Replacements	122,227			122,227
Roads	Reserves	Streetlights	317,684		27,995	289,689
Roads	Reserves	Roads Fleet Reserve	469,964	50,000		519,964
Roads	Reserve Fund	Ssidewalk Reserve- Tim Hortons	142,002	11,454		153,456
Roads	Reserve Fund	Cash in Lieu of Parking Fund	11,881	958		12,839
Roads	Reserve Fund	Drainage Levy Fund	17,842	1,439		19,281
Roads	Reserve Fund	Transportation Services DC	1,257,875	831,130	207,196	1,881,809
<b>TOTAL Roads</b>			<b>2,664,783</b>			<b>3,297,760</b>
Water	Reserves	Water Lifecycle	2,782,432		27,815	2,754,617
Water	Reserve Fund	Water EA Study	39,479	3,184		42,663
Water	Reserve Fund	Town Water Reserve Fund	140,023	11,294		151,317
Water	Reserve Fund	Water DC	74,496	45,459	88,920	31,035
<b>TOTAL Water</b>			<b>3,036,430</b>			<b>2,979,632</b>
Waste Water	Reserve Fund	WWTP Front Ended Agreements	19,185,366	75,737,912	74,740,328	20,182,950
Waste Water	Reserve Fund	WWTP Working Capital	(9,974)	9,974		-
Waste Water	Reserve Fund	WWTP Security Deposit	50,000	3,000,000	50,000	3,000,000
Waste Water	Reserve Fund	Wasterwater DCs	267,790	51,539		319,329
<b>TOTAL Wastewater</b>			<b>19,493,182</b>			<b>23,502,279</b>
Committee	Reserves	Cemetery Capital	92,455		8,853	83,602
Committee	Reserves	Erin Pioneer Cemetery	9,215	743		9,958
Committee	Reserves	Heritage Reserves	89,373		40,195	49,178
Committee	Reserves	Hillsburgh Community	16,932		675	16,257
Committee	Reserves	ESAC	1,761			1,761
Committee	Reserve Fund	Celebrate Erin Reserve Fund	7,104	573		7,677
<b>TOTAL Committee</b>			<b>216,839</b>			<b>168,433</b>

<b>37,034,328</b>	<b>82,420,618</b>	<b>77,370,245</b>	<b>42,084,701</b>
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## Reserves & Reserve Funds 2024

Department	Type	Description	Actual Balance	2024 TRANSACTIONS		Projected Balance
				DEC 31, 2023	ADDITIONS	
Unallocated	Reserves	Tax Stabilization Reserve	1,229,183		410,000	819,183
Unallocated	Reserves	Infrastructure Renewal	5,430,543	860,082	150,000	6,140,625
Unallocated	Reserve Fund	Canada Community Building Fund	1,265,052	382,436	114,837	1,532,651
Unallocated	Reserve Fund	Modernization Grant	1,442			1,442
Unallocated	Reserve Fund	Blue Triton Community Grant	34,924	28,163	46,568	16,519
Unallocated	Reserve Fund	Safe Restart - Covid Grant	156,766		102	156,664
Unallocated	Reserve Fund	OCIF Formula	1,039,222	396,324	51,975	1,383,571
<b>TOTAL Unallocated</b>			<b>9,157,132</b>			<b>10,050,655</b>
Administration	Reserves	Election Expense	34,397	20,000		54,397
Administration	Reserves	Computer Upgrades	79,865		34,011	45,854
Administration	Reserves	Admin File Management	50,523			50,523
Administration	Reserves	Admin Office Reno Reserve	29,157			29,157
Administration	Reserves	Insurance Contingency	15,573			15,573
Administration	Reserve Fund	Administration DC	(785,854)	1,789,754		1,003,900
<b>TOTAL Administration</b>			<b>(576,338)</b>			<b>1,199,405</b>
Building	Reserve Fund	Building Dept. Revenue Fund	94,693	8,575	55,894	47,374
<b>TOTAL Building</b>			<b>94,693</b>			<b>47,374</b>
Econ.Development	Reserves	Economic Development	36,758			36,758
<b>TOTAL Economic Development</b>			<b>36,758</b>			<b>36,758</b>
Fire	Reserve Fund	Fire Services DC	68,633	2,434,631	250,000	2,253,264
Fire	Reserves	Fire Capital	82,694		7,916	74,778
Fire	Reserves	Firehall Reserve	6,704			6,704
Fire	Reserves	Fire Wage Contingency	121,584			121,584
Fire	Reserves	Fire Vehicle Reserve	317,675			317,675
<b>TOTAL Fire</b>			<b>597,290</b>			<b>2,774,005</b>
Recreation	Reserves	Centre 2000 Capital	448,506			448,506
Recreation	Reserves	Barbour Field	119,345			119,345
Recreation	Reserves	Hillsburgh Arena Capital	(61,481)		12,213	(73,694)
Recreation	Reserves	Ballinacfad Community Centre	70,355		9,000	61,355
Recreation	Reserves	Emergency Response Centre	200,000			200,000
Recreation	Reserve Fund	Cash in Lieu of Parkland Fund	1,286,995	166,547		1,453,542
Recreation	Reserve Fund	Parks & Recreation Services DC	763,342	3,401,946	21,141	4,144,147
<b>TOTAL Recreation</b>			<b>2,827,062</b>			<b>6,353,201</b>

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Roads	Reserves	Roads Capital	298,495			298,495
Roads	Reserves	Sidewalk Replacements	122,227			122,227
Roads	Reserves	Streetlights	289,689			289,689
Roads	Reserves	Roads Fleet Reserve	519,964			519,964
Roads	Reserve Fund	Ssidewalk Reserve- Tim Hortons	153,456	13,897		167,353
Roads	Reserve Fund	Cash in Lieu of Parking Fund	12,839	1,163		14,002
Roads	Reserve Fund	Drainage Levy Fund	19,281	1,746		21,027
Roads	Reserve Fund	Transportation Services DC	1,881,809	6,626,331		8,508,140
<b>TOTAL Roads</b>			<b>3,297,760</b>			<b>9,940,897</b>
Water	Reserves	Water Lifecycle	2,754,617		43,663	2,710,954
Water	Reserve Fund	Water EA Study	42,663	3,863		46,526
Water	Reserve Fund	Town Water Reserve Fund	151,317	13,703	41,512	123,508
Water	Reserve Fund	Water DC	31,035	1,628,535		1,659,570
<b>TOTAL Water</b>			<b>2,979,632</b>			<b>4,540,558</b>
Waste Water	Reserve Fund	WWTP Front Ended Agreements	20,182,950	14,873,626	7,152,710	27,903,866
Waste Water	Reserve Fund	WWTP Security Deposit	3,000,000	7,152,710		10,152,710
Waste Water	Reserve Fund	Wasterwater DCs	319,329	3,240,727		3,560,056
<b>TOTAL Wastewater</b>			<b>23,502,279</b>			<b>41,616,632</b>
Committee	Reserves	Cemetery Capital	83,602			83,602
Committee	Reserves	Erin Pioneer Cemetery	9,958	902		10,860
Committee	Reserves	Heritage Reserves	49,178	14,806	49,755	14,229
Committee	Reserves	Hillsburgh Community	16,257			16,257
Committee	Reserves	ESAC	1,761			1,761
Committee	Reserve Fund	Celebrate Erin Reserve Fund	7,677	232	7,909	-
<b>TOTAL Committee</b>			<b>168,433</b>			<b>126,709</b>

42,084,701	43,060,699	8,459,206	76,686,194
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## Reserves & Reserve Funds 2025

Department	Type	Description	Actual Balance	2025 TRANSACTIONS		Projected Balance
			DEC 31, 2024	ADDITIONS	DISBURSEMENTS	DEC 31, 2025
Unallocated	Reserves	Tax Stabilization Reserve	819,183		485,570	333,613
Unallocated	Reserves	Infrastructure Renewal	6,140,625	10,040,000		16,180,625
Unallocated	Reserve Fund	Canada Community Building Fund	1,532,651	392,379	800,500	1,124,530
Unallocated	Reserve Fund	Modernization Grant	1,442		1,442	0
Unallocated	Reserve Fund	Blue Triton Community Grant	16,519	25,000		41,519
Unallocated	Reserve Fund	Safe Restart - Covid Grant	156,664		156,664	(0)
Unallocated	Reserve Fund	OCIF Formula	1,383,571	416,140		1,799,711
<b>TOTAL Unallocated</b>			<b>10,050,655</b>			<b>19,479,998</b>
Administration	Reserves	Election Expense	54,397	20,000		74,397
Administration	Reserves	Computer Upgrades	45,854	15,000		60,854
Administration	Reserves	Admin File Management	50,523		5,000	45,523
Administration	Reserves	Admin Office Reno Reserve	29,157			29,157
Administration	Reserves	Insurance Contingency	15,573			15,573
Administration	Reserve Fund	Administration DC	1,003,900	1,843,447		2,847,347
<b>TOTAL Administration</b>			<b>1,199,405</b>			<b>3,072,851</b>
Building	Reserve Fund	Building Dept. Revenue Fund	47,374	30,000		77,374
<b>TOTAL Building</b>			<b>47,374</b>			<b>77,374</b>
Econ.Development	Reserves	Economic Development	36,758		36,758	-
<b>TOTAL Economic Development</b>			<b>36,758</b>			<b>-</b>
Fire	Reserve Fund	Fire Services DC	2,253,264	2,507,670		4,760,934
Fire	Reserves	Fire Capital	74,778			74,778
Fire	Reserves	Firehall Reserve	6,704			6,704
Fire	Reserves	Fire Wage Contingency	121,584			121,584
Fire	Reserves	Fire Vehicle Reserve	317,675	100,000		417,675
<b>TOTAL Fire</b>			<b>2,774,005</b>			<b>5,381,675</b>
Recreation	Reserves	Centre 2000 Capital	448,506			448,506
Recreation	Reserves	Barbour Field	119,345			119,345
Recreation	Reserves	Hillsburgh Arena Capital	(73,694)	11,000		(62,694)
Recreation	Reserves	Ballinavad Community Centre	61,355			61,355
Recreation	Reserves	Emergency Response Centre	200,000	50,000		250,000
Recreation	Reserve Fund	Cash in Lieu of Parkland Fund	1,453,542	75,000		1,528,542
Recreation	Reserve Fund	Parks & Recreation Services DC	4,144,147	3,504,004	20,945	7,627,206
<b>TOTAL Recreation</b>			<b>6,353,201</b>			<b>9,972,261</b>

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Roads	Reserves	Roads Capital	298,495			298,495
Roads	Reserves	Sidewalk Replacements	122,227			122,227
Roads	Reserves	Streetlights	289,689	30,900		320,589
Roads	Reserves	Roads Fleet Reserve	519,964	50,000	150,000	419,964
Roads	Reserve Fund	Ssidewalk Reserve- Tim Hortons	167,353			167,353
Roads	Reserve Fund	Cash in Lieu of Parking Fund	14,002			14,002
Roads	Reserve Fund	Drainage Levy Fund	21,027			21,027
Roads	Reserve Fund	Transportation Services DC	8,508,140	6,825,121	300,000	15,033,261
<b>TOTAL Roads</b>			<b>9,940,897</b>			<b>16,396,918</b>
Water	Reserves	Water Lifecycle	2,710,954			2,710,954
Water	Reserve Fund	Water EA Study	46,526	3,979		50,505
Water	Reserve Fund	Town Water Reserve Fund	123,508	14,114		137,622
Water	Reserve Fund	Water DC	1,659,570	1,677,391		3,336,961
<b>TOTAL Water</b>			<b>4,540,558</b>			<b>6,236,042</b>
Waste Water	Reserve Fund	WWTP Front Ended Agreements	27,903,866	19,000,000	12,781,207	34,122,659
Waste Water	Reserve Fund	WWTP Security Deposit	10,152,710			10,152,710
Waste Water	Reserve Fund	Wasterwater DCs	3,560,056	3,337,949		6,898,005
<b>TOTAL Wastewater</b>			<b>41,616,632</b>			<b>51,173,374</b>
Committee	Reserves	Cemetery Capital	83,602			83,602
Committee	Reserves	Erin Pioneer Cemetery	10,860	929		11,789
Committee	Reserves	Heritage Reserves	14,229	2,000		16,229
Committee	Reserves	Hillsburgh Community	16,257	2,000		18,257
Committee	Reserves	ESAC	1,761	2,000		3,761
Committee	Reserves	Erin Economic Development	-	2,000		2,000
Committee	Reserves	Parks , Recreation & Trails	-	2,000		2,000
<b>TOTAL Committee</b>			<b>126,709</b>			<b>137,638</b>

76,686,194	49,980,023	14,738,086	111,928,130
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## Reserves & Reserve Funds 2026

Department	Type	Description	Actual Balance	2026 TRANSACTIONS		Projected Balance
				DEC 31, 2025	ADDITIONS	
Unallocated	Reserves	Tax Stabilization Reserve	333,613	500,000		833,613
Unallocated	Reserves	Infrastructure Renewal	16,180,625	1,213,000		17,393,625
Unallocated	Reserve Fund	Canada Community Building Fund	1,124,530	400,245	800,500	724,275
Unallocated	Reserve Fund	Blue Triton Community Grant	41,519	25,000		66,519
Unallocated	Reserve Fund	OCIF Formula	1,799,711	436,947		2,236,658
<b>TOTAL Unallocated</b>			<b>19,479,998</b>			<b>21,254,690</b>
Administration	Reserves	Election Expense	74,397	20,000	80,000	14,397
Administration	Reserves	Computer Upgrades	60,854	15,000		75,854
Administration	Reserves	Admin File Management	45,523		5,000	40,523
Administration	Reserves	Admin Office Reno Reserve	29,157			29,157
Administration	Reserves	Insurance Contingency	15,573			15,573
Administration	Reserve Fund	Administration DC	2,847,347	1,898,750		4,746,097
<b>TOTAL Administration</b>			<b>3,072,851</b>			<b>4,921,601</b>
Building	Reserve Fund	Building Dept. Revenue Fund	77,374	230,000		307,374
<b>TOTAL Building</b>			<b>77,374</b>			<b>307,374</b>
Fire	Reserve Fund	Fire Services DC	4,760,934	2,582,900	158,500	7,185,334
Fire	Reserves	Fire Capital	74,778			74,778
Fire	Reserves	Firehall Reserve	6,704			6,704
Fire	Reserves	Fire Wage Contingency	121,584			121,584
Fire	Reserves	Fire Vehicle Reserve	417,675	100,000		517,675
<b>TOTAL Fire</b>			<b>5,381,675</b>			<b>7,906,075</b>
Recreation	Reserves	Centre 2000 Capital	448,506			448,506
Recreation	Reserves	Barbour Field	119,345			119,345
Recreation	Reserves	Hillsburgh Arena Capital	(62,694)	11,000		(51,694)
Recreation	Reserves	Ballinafad Community Centre	61,355			61,355
Recreation	Reserves	Emergency Response Centre	250,000	50,000		300,000
Recreation	Reserve Fund	Cash in Lieu of Parkland Fund	1,528,542	75,000		1,603,542
Recreation	Reserve Fund	Parks & Recreation Services DC	7,627,206	3,609,125		11,236,331
<b>TOTAL Recreation</b>			<b>9,972,261</b>			<b>13,717,385</b>
Roads	Reserves	Roads Capital	298,495			298,495
Roads	Reserves	Sidewalk Replacements	122,227			122,227
Roads	Reserves	Streetlights	320,589	30,900		351,489

Continued...

Roads	Reserves	Roads Fleet Reserve	419,964	50,000	150,000	319,964
Roads	Reserve Fund	Ssidewalk Reserve- Tim Hortons	167,353			167,353
Roads	Reserve Fund	Cash in Lieu of Parking Fund	14,002			14,002
Roads	Reserve Fund	Drainage Levy Fund	21,027			21,027
Roads	Reserve Fund	Transportation Services DC	15,033,261	7,029,875	300,000	21,763,136
<b>TOTAL Roads</b>			<b>16,396,918</b>			<b>23,057,692</b>
Water	Reserves	Water Lifecycle	2,710,954			2,710,954
Water	Reserve Fund	Water EA Study	50,505	4,098		54,603
Water	Reserve Fund	Town Water Reserve Fund	137,622	14,538		152,160
Water	Reserve Fund	Water DC	3,336,961	1,727,713		5,064,674
<b>TOTAL Water</b>			<b>6,236,042</b>			<b>7,982,391</b>
Waste Water	Reserve Fund	WWTP Front Ended Agreements	34,122,659		34,122,659	0
Waste Water	Reserve Fund	WWTP Security Deposit	10,152,710			10,152,710
Waste Water	Reserve Fund	Wasterwater DCs	6,898,005	3,438,087		10,336,092
<b>TOTAL Wastewater</b>			<b>51,173,374</b>			<b>20,488,802</b>
Committee	Reserves	Cemetery Capital	83,602			83,602
Committee	Reserves	Erin Pioneer Cemetery	11,789	957		12,746
Committee	Reserves	Heritage Reserves	16,229	2,000		18,229
Committee	Reserves	Hillsburgh Community	18,257	2,000		20,257
Committee	Reserves	ESAC	3,761	2,000		5,761
Committee	Reserves	Erin Economic Development	2,000	2,000		4,000
Committee	Reserves	Parks , Recreation & Trails	2,000	2,000		4,000
<b>TOTAL Committee</b>			<b>137,638</b>			<b>148,595</b>

<b>111,928,131</b>	<b>23,473,134</b>	<b>35,616,659</b>	<b>99,784,606</b>
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## Reserves & Reserve Funds 2027

Department	Type	Description	Actual Balance	2027 TRANSACTIONS		Projected Balance
			DEC 31, 2026	ADDITIONS	DISBURSEMENTS	DEC 31, 2027
Unallocated	Reserves	Tax Stabilization Reserve	833,613	500,000		1,333,613
Unallocated	Reserves	Infrastructure Renewal	17,393,625	1,335,300		18,728,925
Unallocated	Reserve Fund	Canada Community Building Fund	724,275	408,250		1,132,525
Unallocated	Reserve Fund	Blue Triton Community Grant	66,519	25,000		91,519
Unallocated	Reserve Fund	OCIF Formula	2,236,658	458,795		2,695,453
<b>TOTAL Unallocated</b>			<b>21,254,690</b>			<b>23,982,035</b>
Administration	Reserves	Election Expense	14,397	20,000		34,397
Administration	Reserves	Computer Upgrades	75,854	15,000		90,854
Administration	Reserves	Admin File Management	40,523			40,523
Administration	Reserves	Admin Office Reno Reserve	29,157			29,157
Administration	Reserves	Insurance Contingency	15,573			15,573
Administration	Reserve Fund	Administration DC	4,746,097	1,955,713		6,701,810
<b>TOTAL Administration</b>			<b>4,921,601</b>			<b>6,912,314</b>
Building	Reserve Fund	Building Dept. Revenue Fund	307,374	230,000		537,374
<b>TOTAL Building</b>			<b>307,374</b>			<b>537,374</b>
Econ. Development	Reserves	Economic Development Reserve	-		10,000	(10,000)
<b>TOTAL Building</b>			<b>-</b>			<b>(10,000)</b>
Fire	Reserve Fund	Fire Services DC	7,185,334	2,660,387		9,845,721
Fire	Reserves	Fire Capital	74,778			74,778
Fire	Reserves	Firehall Reserve	6,704			6,704
Fire	Reserves	Fire Wage Contingency	121,584			121,584
Fire	Reserves	Fire Vehicle Reserve	517,675	100,000		617,675
<b>TOTAL Fire</b>			<b>7,906,075</b>			<b>10,666,462</b>
Recreation	Reserves	Centre 2000 Capital	448,506			448,506
Recreation	Reserves	Barbour Field	119,345			119,345
Recreation	Reserves	Hillsburgh Arena Capital	(51,694)	11,000		(40,694)
Recreation	Reserves	Ballinafad Community Centre	61,355			61,355
Recreation	Reserves	Emergency Response Centre	300,000	50,000		350,000
Recreation	Reserve Fund	Cash in Lieu of Parkland Fund	1,603,542	75,000		1,678,542
Recreation	Reserve Fund	Parks & Recreation Services DC	11,236,331	3,717,398		14,953,729
<b>TOTAL Recreation</b>			<b>13,717,385</b>			<b>17,570,784</b>

Continued...

Roads	Reserves	Roads Capital	298,495			298,495
Roads	Reserves	Sidewalk Replacements	122,227			122,227
Roads	Reserves	Streetlights	351,489	30,900		382,389
Roads	Reserves	Roads Fleet Reserve	319,964	50,000		369,964
Roads	Reserve Fund	Ssidewalk Reserve- Tim Hortons	167,353			167,353
Roads	Reserve Fund	Cash in Lieu of Parking Fund	14,002			14,002
Roads	Reserve Fund	Drainage Levy Fund	21,027			21,027
Roads	Reserve Fund	Transportation Services DC	21,763,136	7,240,771	300,000	28,703,907
<b>TOTAL Roads</b>			<b>23,057,692</b>			<b>30,079,363</b>
Water	Reserves	Water Lifecycle	2,710,954			2,710,954
Water	Reserve Fund	Water EA Study	54,603	4,221		58,824
Water	Reserve Fund	Town Water Reserve Fund	152,160	14,974		167,134
Water	Reserve Fund	Water DC	5,064,674	1,779,544		6,844,218
<b>TOTAL Water</b>			<b>7,982,391</b>			<b>9,781,130</b>
Waste Water	Reserve Fund	WWTP Security Deposit	10,152,710			10,152,710
Waste Water	Reserve Fund	Wasterwater DCs	10,336,092	3,541,230		13,877,322
<b>TOTAL Wastewater</b>			<b>20,488,802</b>			<b>24,030,032</b>
Committee	Reserves	Cemetery Capital	83,602			83,602
Committee	Reserves	Erin Pioneer Cemetery	12,746	986		13,732
Committee	Reserves	Heritage Reserves	18,229	2,000		20,229
Committee	Reserves	Hillsburgh Community	20,257	2,000		22,257
Committee	Reserves	ESAC	5,761	2,000		7,761
Committee	Reserves	Erin Economic Development	4,000	2,000		6,000
Committee	Reserves	Parks , Recreation & Trails	4,000	2,000		6,000
<b>TOTAL Committee</b>			<b>148,595</b>			<b>159,581</b>

<b>99,784,605</b>	<b>24,234,469</b>	<b>310,000</b>	<b>123,719,075</b>
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## Debt Summary (Principal & Interest)

### LONG TERM DEBT

The balance of long-term debt is made up of the following:

<u>Debt Source</u>	<u>Interest Rate</u>	<u>Repayable</u>	<u>2025</u>	<u>2024</u>	<u>2023</u>
Tile drain loan	6%	repayable in blended annual payments of \$6,793, due March 2032	\$ 29,621.00	\$ 36,414.00	\$ 43,207.00
Canada Mortgage and Housing Corporation	3.99%	repayable in blended payments of \$25,765, due November 2024 - Hillsburgh Streets	\$ -	\$ -	\$ 24,937.00
Ontario Infrastructure & Lands Corporation	3.86%	repayable in semi-annual payments of \$10,178 plus interest, due October 2025 - Barbour field	\$ -	\$ 20,356.00	\$ 40,712.00
County of Wellington	Variable rates from 1.05% to 2.44%	repayable in variable annual installments, due March 2032 - Hillsburgh Firehall - refinanced 2022	\$ 652,000.00	\$ 738,000.00	\$ 823,000.00
County of Wellington	Variable rates from 1.15% to 2.45%	repayable in variable annual installments, due November 2026 - Roads 10-year	\$ 29,000.00	\$ 56,000.00	\$ 82,000.00
County of Wellington	Variable rates from 1.15% to 3.20%	repayable in variable annual installments, due November 2036 - Roads 20-year	\$ 764,000.00	\$ 823,000.00	\$ 881,000.00
County of Wellington	Variable rates from 1.15% to 3.20%	repayable in variable annual installments, due November 2036 - Fire Station 20 year	\$ 163,000.00	\$ 176,000.00	\$ 189,000.00
County of Wellington	Variable rates from 1.15% to 2.45%	repayable in variable annual installments, due November 2026 - Fire Truck 10-year	\$ 81,000.00	\$ 161,000.00	\$ 240,000.00
			<b>\$ 1,718,621.00</b>	<b>\$ 2,010,770.00</b>	<b>\$ 2,323,856.00</b>

**2024 ANNUAL REPAYMENT LIMIT**

**(UNDER ONTARIO REGULATION 403 / 02)**

<b>MMAH CODE:</b>	<b>75405</b>		
<b>MUNID:</b>	<b>23015</b>		
<b>MUNICIPALITY:</b>	<b>Erin T</b>		
<b>UPPER TIER:</b>	<b>Wellington Co</b>		
<b>REPAYMENT LIMIT:</b>		<b>\$</b>	<b>886,654</b>

**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.	\$ 11,049,666.00
(a) 15 years @ 5% p.a.	\$ 9,203,163.00
(a) 10 years @ 5% p.a.	\$ 6,846,505.00
(a) 05 years @ 5% p.a.	\$ 3,838,747.00

**7% Interest Rate**

(a) 20 years @ 7% p.a.	\$ 9,393,222
(a) 15 years @ 7% p.a.	\$ 8,075,566
(a) 10 years @ 7% p.a.	\$ 6,227,485
(a) 05 years @ 7% p.a.	\$ 3,635,455

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

**MUNICIPALITY:**

**Erin T**

**MMAH CODE: 75405**

		1 \$
<b>Debt Charges for the Current Year</b>		
0210	Principal (SLC 74 3099 01)	1,801,037
0220	Interest (SLC 74 3099 02)	87,258
0299		<b>Subtotal 1,888,295</b>
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910		<b>Total Debt Charges 1,888,295</b>

		1 \$
<b>Amounts Recovered from Unconsolidated Entities</b>		
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		<b>Subtotal 0</b>
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		<b>Total Debt Charges to be Excluded 0</b>
9920		<b>Net Debt Charges 1,888,295</b>

		1 \$
1160	Total Revenue (SLC 10 9910 01)	39,795,952
<b>Excluded Revenue Accounts</b>		
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 + SLC10 0815 01)	1,065,284
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	687,631
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)	0
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)	53,183
2230	Revenue from other municipalities including revenue for Tangible Capital Assets ( SLC 10 1098 01 + SLC 10 1099 01)	69,074
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	17,697
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	391,613
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	224,885
2256	Deferred revenue earned (Community Benefits) (SLC 10 1815 01)	0



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)		26,186,790
2299		<b>Subtotal</b>	28,696,157
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged		0
2610		<b>Net Revenues</b>	0
2620		<b>25% of Net Revenues</b>	0
		<b>ESTIMATED ANNUAL REPAYMENT LIMIT</b>	0
		(25% OF Net Revenues less Net Debt Charges)	

\* SLC denotes Schedule, Line Column.

# Council & Advisory Committees

2025 Budget & 2026-2028 Forecasts



## Council & Advisory Committees

### A. Council Budget & Forecasts:

**Town of Erin  
Council  
2025 Budget & 2026-2028 Forecasts**

	<b>2024 Total Budget</b>	<b>2025 Total Budget</b>	<b>2025 vs 2024 Variance</b>	<b>2026 Forecast</b>	<b>2027 Forecast</b>	<b>2028 Forecast</b>
<b>Expenses</b>						
Labour Costs	176,685	185,576	8,891	189,287	193,073	196,935
Other Expenses	24,500	14,500	(10,000)	14,790	15,086	15,387
Audit, Insurance & Legal	5,530	6,000	470	6,120	6,242	6,367
<b>Total Expenses</b>	<b>206,715</b>	<b>206,076</b>	<b>(639)</b>	<b>210,197</b>	<b>214,401</b>	<b>218,689</b>
<b>Net Total</b>	<b>206,715</b>	<b>206,076</b>	<b>(639)</b>	<b>210,197</b>	<b>214,401</b>	<b>218,689</b>

## B. Advisory Committees Budget & Forecasts:

The 2025 budget and forecasts for the Advisory Committees include the following committees:

- Hillsburgh Community Committee
- Heritage Committee
- Erin Economic Development Committee
- Environment & Sustainability Advisory Committee
- Parks, Recreation & Trails Advisory Committee

<b>Town of Erin Advisory Committees 2025 Budget &amp; 2026-2028 Forecasts</b>						
	<b>2024 Total Budget</b>	<b>2025 Total Budget</b>	<b>2025 vs 2024 Variance</b>	<b>2026 Forecast</b>	<b>2027 Forecast</b>	<b>2028 Forecast</b>
<b>Revenue</b>						
Other Revenue	(10,395)	(8,500)	1,895	(8,500)	(8,500)	(8,500)
Inter Dept Revenue	(4,590)	-	4,590	-	-	-
Trf from Reserves and Res Funds	(9,078)	(10,000)	(922)	(10,000)	(10,000)	(10,000)
<b>Total Revenue</b>	<b>(24,063)</b>	<b>(18,500)</b>	<b>5,563</b>	<b>(18,500)</b>	<b>(18,500)</b>	<b>(18,500)</b>
<b>Expenses</b>						
Supplies & Materials	12,813	7,000	(5,813)	7,000	7,000	7,000
General Maintenance & Repairs	2,764	-	(2,764)	-	-	-
Postage & Courier	612	-	(612)	-	-	-
Economic Development Activities	7,354	2,000	(5,354)	2,000	2,000	2,000
Advertising	1,750	1,500	(250)	1,500	1,500	1,500
Community Grants	20,500	30,000	9,500	30,000	30,000	30,000
Other Expenses	8,929	9,500	571	9,500	9,500	9,500
Transfer to Reserve & Reserve Funds	1,675	-	(1,675)	-	-	-
Inter Org Transfers	34,272	-	(34,272)	-	-	-
<b>Total Expenses</b>	<b>90,669</b>	<b>50,000</b>	<b>(40,669)</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Net Total</b>	<b>66,606</b>	<b>31,500</b>	<b>(35,106)</b>	<b>31,500</b>	<b>31,500</b>	<b>31,500</b>

# Office of the CAO

2025 Budget & 2026-2028 Forecasts



The CAO office controls and manages the municipality's operations to ensure efficiency and effectiveness and enhance and improve services for citizens while balancing public expectations with financial feasibility. The CAO advises the Council and recommends actions to address current and emerging issues and trends to ensure that Council policies and programs achieve the Council's vision and mission.

The CAO office held responsibility for:

- facilitating investments and innovation
- empowering intergovernmental relations
- Overseeing the operations and processes of the Town

The CAO office overviews the activities of the following units:

1. **Communications:**

The communications unit is an integral part of the Town. It works to share relevant, timely, and accurate news and information with residents, stakeholders, and the media. The Town's communication unit approach is to communicate proactively using a mix of traditional and digital tools. Town of Erin's news and information can be found on Town's website.

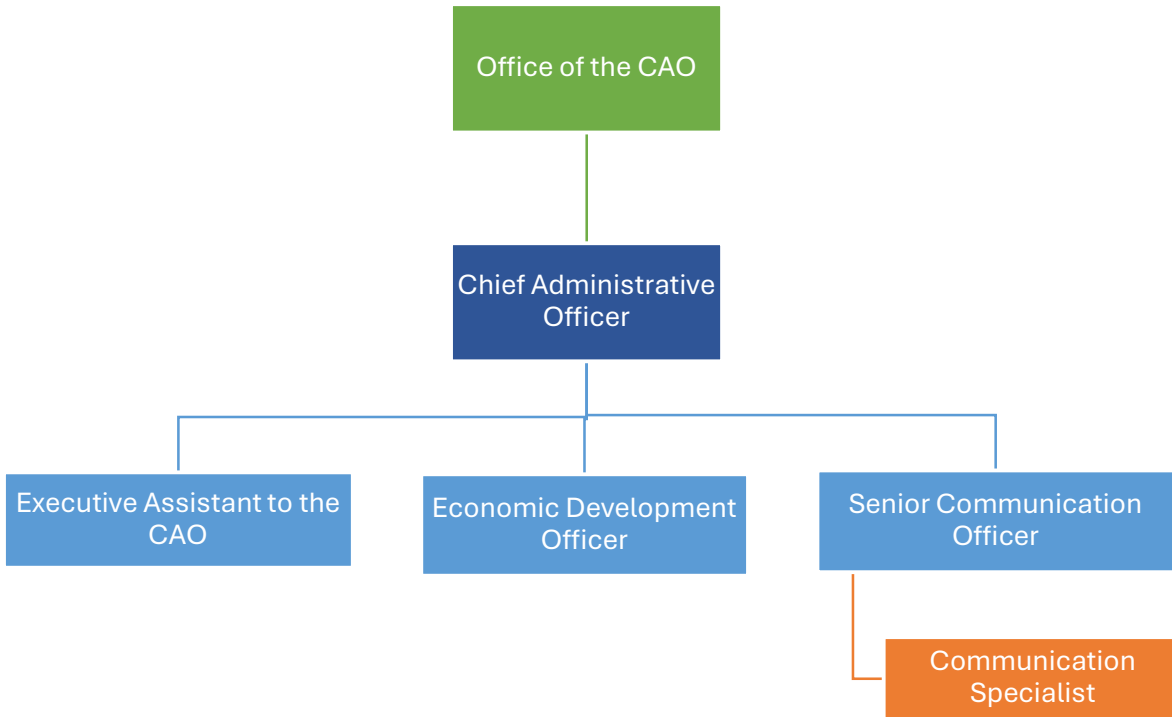
2. **Economic Development:**

Department Overview – The Economic Development department focuses on several key areas, beginning with investment attraction, which involves proactively seeking and encouraging new businesses to establish themselves in Erin. It also contributes to infrastructure improvements that enhance and expand the infrastructure to support the growing population and business community, ensuring efficient development. Business retention and expansion efforts support existing businesses in their growth, ensuring they remain integral parts of the community. Finally, the Economic Development department focuses on fostering a vibrant community by creating a dynamic, inclusive, and engaged environment where residents enjoy a high quality of life and actively participate in the Town's development.

Activities:

- Fostering the growth and sustainability of local businesses through Business Retention and Expansion activities
- Business Creation, Entrepreneurship and Innovation
- Attracting Investment
- Developing and enhancing commercial, tourism, and broadband infrastructure
- Creating a vibrant community through placemaking activities and downtown revitalization initiatives

**A. Organizational Chart & Staffing:**



The table below contains the current staff & staffing projection for 2025:

Office of the CAO	2022 FTEs	2023 FTEs	2024 FTEs	2025 FTEs
Chief Administrative Officer (CAO)	1	1	1	1
Executive Assistant to the CAO	1	1	1	1
Economic Development Officer	1	1	1	1
Economic Development Officer (Tourism)				1
Strategic Initiatives Coordinator				1
Senior Communication Officer	1	1	1	1
Communication Specialist			1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>7</b>

*\* FTEs = Full-Time Employees*

## **B. 2024 Plans & Achievements:**

### **1. Communications:**

Communications staff spent a lot of time in 2024 evaluating current departmental processes, message delivery options, public events, service delivery, and capital assets to measure efficiency and cost. A lot of effort was targeted toward social media audience growth and retention, resulting in some digital channel assets seeing triple-digit growth. Highlights of 2024 include:

- Growing the Facebook audience by 60 percent
- Expanding the Canada Day event to include vendors, food, live music, and children's games
- Introduced state-of-the-art resident engagement and polling software (Social Pinpoint)

### **2. Economic Development:**

- Hired an Economic Development Officer
- Redefined Economic Development priorities for the Town
- Launched the DiscoverErin website
- Launched the InErin campaign: new logo, hamlet treatments, banners, social media campaign, brochure
- Purchased new accessible benches
- Purchased self-watering planters
- Central Counties Tourism grant application was approved
- Economic Development Strategic Plan
- Conducted Downtown BR+E Interviews (To be scheduled in October)
- Execute Economic Development priorities for the Town

## **C. Future Plans & Goals:**

### **1. Communications:**

In 2025, the Communications team will focus on expanding message delivery options and public events, as part of a larger strategy to accommodate future residential growth, including a new website modernization project. Such initiatives include:

- Expanded Canada Day event with drone show
- A municipal Speakers Series (outside experts host seminars about municipal issues geared towards residents)
- Creation of an official municipal Communications policy
- Publication of an Erin magazine 4 times a year
- Introducing a new summer event Street Festival
- Reintroduce updated modernized newsletters and Erin Connections

### **2. Economic Development:**

- Track progress on Economic Development priorities.
- Review and update priorities as needed through the following success measures:
  - Discovererin.ca website traffic
  - Social media engagement levels, followers, reach
  - Number of CIP inquiries, applications, and approved funding
  - Business feedback (qualitative)
  - Commercial and industrial development activities, job creation, new businesses
  - Increased number of visitors and visitor spending



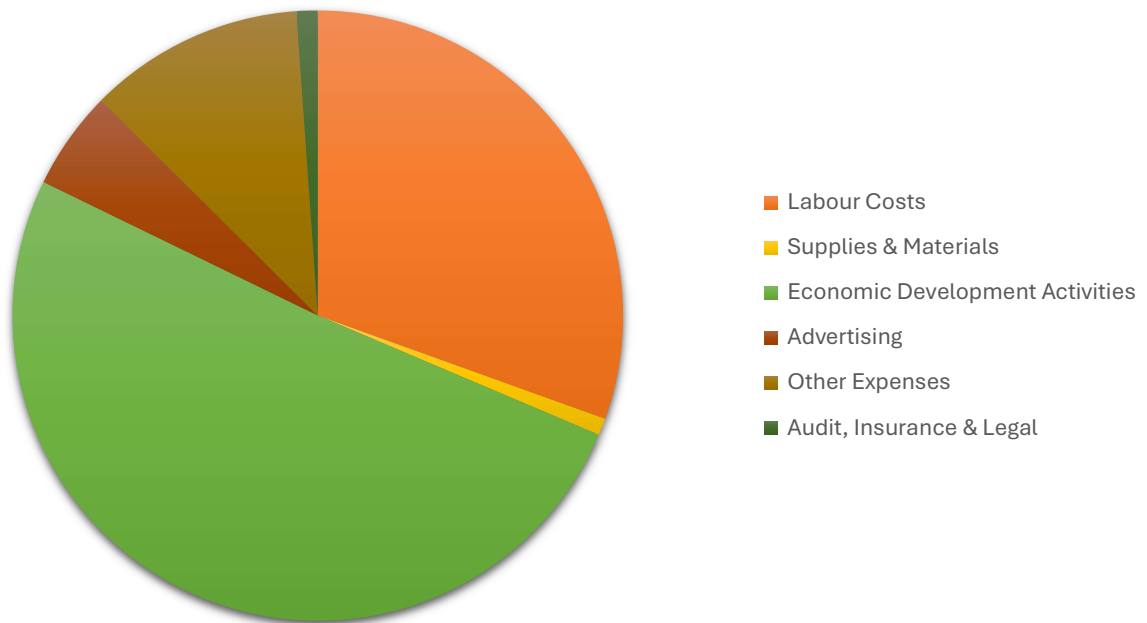
- High-speed broadband coverage
- Number of collaborations established with partner organizations

**D. Economic Development Budget & Forecast:**

**Town of Erin  
Economic Development  
2025 Budget & 2026-2028 Forecasts**

	2024 Total Budget	2025 Total Budget	2025 vs 2024 Variance	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenue</b>						
Grants	(25,000)	(25,000)	-	(25,500)	(26,010)	(26,530)
Trf from Reserves and Res Funds	(10,000)	(10,000)	-	(10,200)	(10,404)	(10,612)
<b>Total Revenue</b>	<b>(35,000)</b>	<b>(35,000)</b>	<b>-</b>	<b>(35,700)</b>	<b>(36,414)</b>	<b>(37,142)</b>
<b>Expenses</b>						
Labour Costs	137,524	133,892	(3,632)	136,570	139,302	142,088
Supplies & Materials	3,787	3,905	118	3,984	4,064	4,145
Economic Development Activities	73,845	223,092	149,247	227,554	232,105	236,748
Advertising	18,875	23,000	4,125	23,460	23,929	24,408
Other Expenses	48,038	50,215	2,177	50,420	50,629	50,841
Audit, Insurance & Legal	4,460	4,906	446	5,004	5,104	5,206
<b>Total Expenses</b>	<b>286,529</b>	<b>439,010</b>	<b>152,481</b>	<b>446,992</b>	<b>455,133</b>	<b>463,436</b>
<b>Net Total</b>	<b>251,529</b>	<b>404,010</b>	<b>152,481</b>	<b>411,292</b>	<b>418,719</b>	<b>426,294</b>

**Economic Development - 2025 Expenses Budget**



# Corporate Services

2025 Budget & 2026-2028 Forecasts



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

The Town of Erin's corporate services include the activities of **Legislative Services & Financial Services**.

### I. Legislative Services & Clerks:

The Director of Legislative Services & Clerk oversees Clerks, Information and Technology, Human Resources, and the Enforcement business units. The Clerk function 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 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 the Council through the provision of Corporate Secretariat Services, document the official record of the actions of the Council and its Committees
  - Management of the Town's records
  - Management of notice provisions related to public meetings and other legislative requirements
  - Issuance of licenses and permits
  - Processing of Freedom of Information requests
  - Returning officer for the administration of Municipal Elections
  - Provides various other internal and public support services.
- a. **Information Technology:**
- The Information Technology Business Unit is responsible for ensuring that:
  - Municipal systems and software are properly licensed and compliant,
  - Information technology policies and processes are created and implemented,
  - Disaster recovery and business continuity plans are created and tested,
  - Oversee the purchase and installation of new municipal technology products
  - Responsible for the preparation of annual and five-year information technology capital plans, including full costing of hardware and software considering staff and Council needs.
  - Oversees the research, selection, installation, upgrades, and use of all software used by municipal staff and Council on any municipality-owned computer, cell phone, or other electronic devices.
  - Ensures the required oversight of all Municipal networks, servers, firewalls, switches, and user devices.

b. **Human Resources:**

The Human Resources Business Unit is a strategic business partner that provides support to the Town, its managers, supervisors, and employees by ensuring that they have the proper tools and information to effectively deliver a wide range of municipal services to our community. The Town's Human Resources department provides the following services:

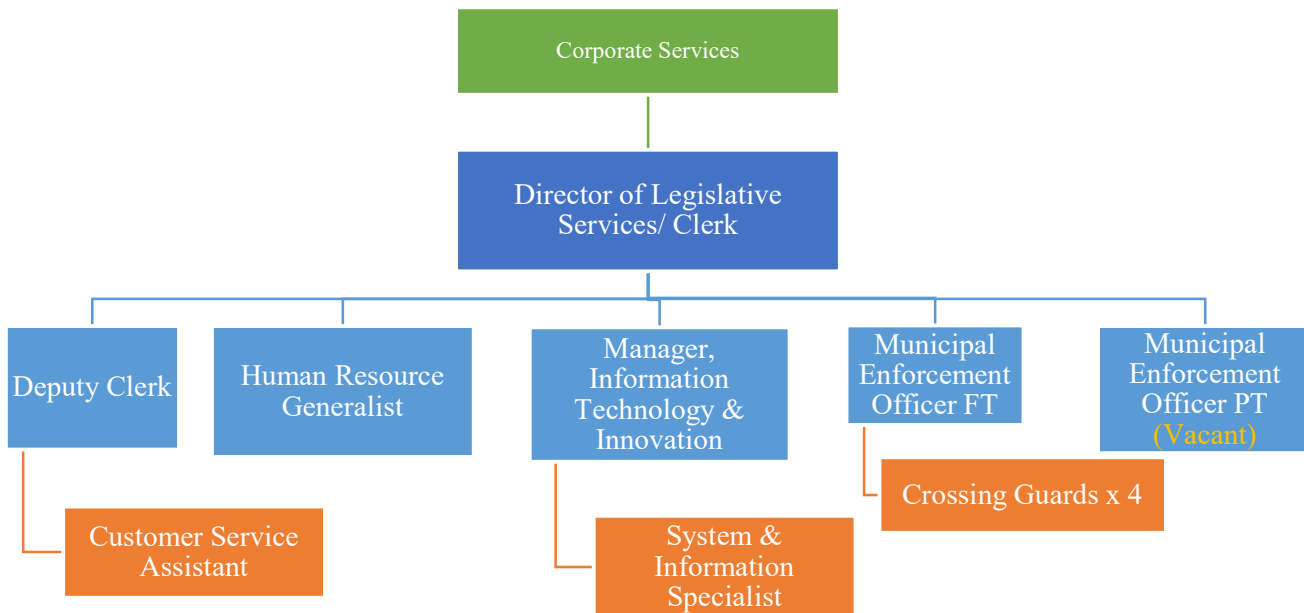
- Implementation and improvement of policies, procedures, and programs;
- Personal human resources services in support of the strategic direction and operational needs of the organization;

- Leadership and assistance to the organization in the development of its people and the fostering of service excellence;
- Equitable and inclusive employee recruitment practices;
- Support of employees' learning and development activities through individualized career plans;
- Management of compensation and benefits, health and safety, training & development, and wellness initiatives;
- Labour and Employee Relations.

**c. By-law Enforcement:**

- The By-law Enforcement Business Unit is responsible for enforcing the Town's by-laws and ensuring compliance with legislated requirements, including:
  - Responding to inquiries from residents and investigating potential by-law violations
  - Prosecution - preparing and issuing orders for properties not in compliance with Town by-laws
  - Preparing evidence for court cases that are not in compliance with orders
  - Create new and/or amend existing by-laws

**A. Legislative Services Organizational Chart & Staffing:**



The table below contains the current staff & staffing projection for 2025:

Legislative Services - Full Time	2022 FTEs	2023 FTEs	2024 FTEs	2025 FTEs
Director of Legislative Services/ Clerk	1	1	1	1
Deputy Clerk			1	1
Customer Service Representative			1	1
Human Resource Generalist		1	1	1
Human Resources Assistant				1
Manager Information Technology & Innovation			1	1
System & Information Specialist	1	1	1	1
IT Support Technician				1
Municipal Enforcement Officer	1	1	1	1
<b>Total- Total FTE</b>	<b>3</b>	<b>4</b>	<b>7</b>	<b>9</b>

Legislative Services - Part-Time	PT	PT	PT	PT
Municipal Enforcement Officer	1	1	1	1
Crossing Guards	3	3	4	4
<b>Total- PT</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>

<b>Total</b>	<b>7</b>	<b>8</b>	<b>12</b>	<b>14</b>
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\* FTEs = Full-Time Employees

\* PT = Part-Time Employees

## B. 2024 Plans & Achievements:

### a. Legislative Services & Clerk:

- Facilitate processes for Council meetings, ensuring that meetings are conducted efficiently and records documented accurately.
- Managed the Town's records, adhering to statutory requirements and best practices.
- Issued licenses and permits and ensured compliance with relevant regulations.
- Processed Freedom of Information in compliance with legislative requirements, with a focus on routine disclosure and active dissemination.
- Issuance of municipal licenses in a timely manner with a focus on customer experience.
- Strengthening our support for legislative processes, by improving procedures and accessibility to council documents.

### b. Information Technology:

- Continued to implement and upgrade sound information technology management policies and practices.
- Continued support to ongoing municipal operations, processes, and systems.
- Update to Microsoft Office 365.
- Continued IT support to all staff and Council, including successfully onboarding new staff members.

### c. Human Resources:

- Completed a comprehensive market compensation review, aligning the Town of Erin's wage grid with industry standards and best practices to drive talent acquisition and retention.

- Completed a thorough review of employee benefit offerings to ensure competitiveness and support staff well-being.
- Proactively supported future growth of the Town of Erin with the introduction of key positions such as Manager of IT, Planning Technician, Director of Community Services, Engineering Technologist, Manager of Parks and Recreation, Manager of Planning and Development, and Customer Service Representatives.
- Filled 21 permanent full-time positions with an average time-to-fill of 7 weeks.
- Achieved an 81% offer acceptance rate, exceeding industry standards, through strategic recruitment initiatives.
- Saved cost on employee wage bill and improved workforce stability through a 4.25% reduction in employee turnover in 2024.
- Coordinated training on employee benefits and pensions, enabling employees to properly manage their benefits and plan for retirement.
- Completed a thorough review and update of key employee policies, including Employee Long Service Awards, Telecommuting Policy, and Parental Leave Policies.
- Implementation of training software to ensure compliance with mandatory training such as Accessibility for Ontarians with Disabilities Act (AODA), Injury and Illness Prevention Regulation (IASR), Workplace Hazardous Materials Information System (WHMIS), and Workplace Harassment training.
- Introduction of a new performance management module guaranteed to streamline the performance appraisal process and improve employee performance tracking and development.
- Reviewing and revising policies and procedures to ensure compliance, efficiency, and alignment with corporate goals.
- Redesigning performance appraisal structure to reduce completion time and enable effective employee evaluations and development planning.
- Continued ensuring seamless onboarding and integration of newly hired staff for a smooth transition into the corporation.

**d. By-law Enforcement:**

- The By-law Enforcement Business Unit is responsible for enforcing the Town's by-laws and ensuring compliance with legislated requirements, including:
  - Responding to inquiries from residents and investigating potential by-law violations
  - Prosecution - preparing and issuing orders for properties not in compliance with Town by-laws
  - Preparing evidence for court cases that are not in compliance with orders
  - Create new and/or amend existing by-laws

**C. Future Plans & Goals:**

**a. Legislative Services & Clerk:**

- Ongoing implementation of record migration for improved management of Town's records/information.
- Commitment to work alongside Corporate Communications in the release of the new Town website and ensuring AODA accessibility compliance and transparency.
- Continued commitment to supporting corporate activities aligned with CAO and Council priorities, ensuring transparency of business operations in the municipality.
- Preparation and planning for the 2026 municipal election.
- Review and implementation of a new Procedural By-law.

- Review of the advisory committee structure and terms of reference.

**b. Information Technology:**

- Creation of an IT Strategic Plan and associated operational implementation plan.
- Continued emphasis on cybersecurity and application of those lenses throughout municipal operations.
- Review of all IT infrastructure, policies, and operations.

**c. Human Resources:**

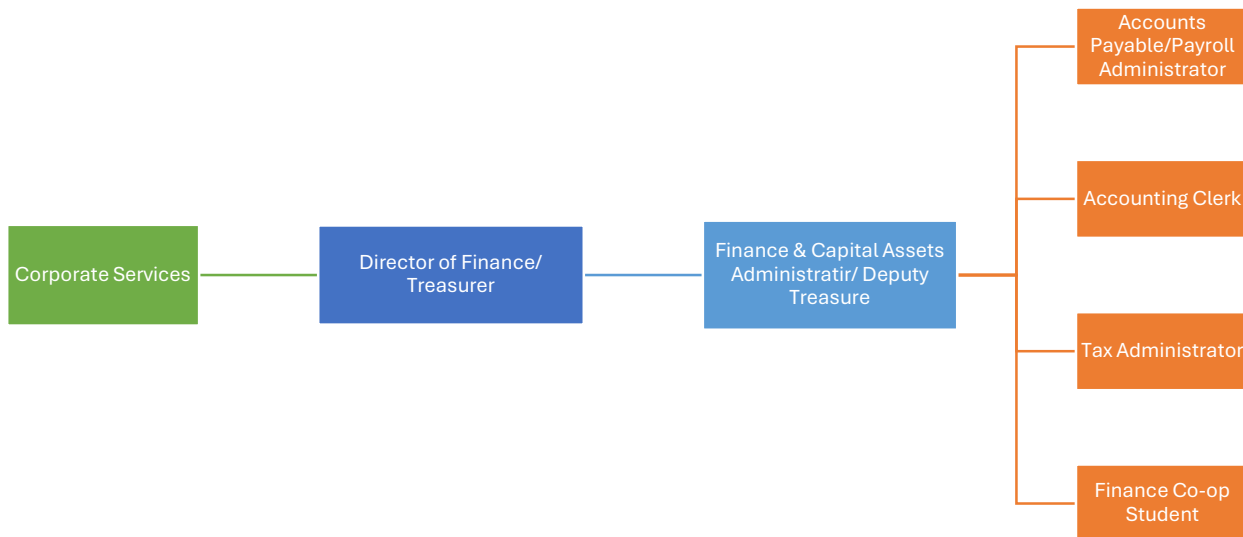
- Continue to develop sound HR practices and policies to promote the Town of Erin as an Employer of Choice.
- Develop and implement a comprehensive DEI strategy to promote a culture of inclusivity diversity.
- Update personnel procedural policies and procedures with best practices, regulatory requirements, and organizational needs.
- Conduct a review of HR services and practices for improvement and enhanced service delivery to stakeholders.
- Continue to build corporate capacity through a focus on training and succession planning.

## II. Financial Services:

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

- Increases in Pre-Authorized monthly online payments of taxes and water that saved a significant amount on the previous mailing of statements and smoothed the revenue process.
- Updated corporate By-Laws and policies including, Property Tax and Collection, Community Grants, Fees and Charges, and Procurement.
- Finance Co-op students from the University of Guelph worked with us through three Co-op terms to achieve a university credit. The Director of Finance worked closely with the student, completing reports to be submitted to the University of Guelph.

### A. Financial Services Organizational Chart & Staffing:





The table below contains the current staff & staffing projection for 2025:

<b>Financial Services - Full Time</b>	<b>2022 FTEs</b>	<b>2023 FTEs</b>	<b>2024 FTEs</b>	<b>2025 FTEs</b>
Director of Finance/Treasurer	1	1	1	1
Finance and Capital Administrator/Deputy Treasurer	1	1	1	1
Financial Analyst				1
Accounts Payable/Payroll Administrator	1	1	1	1
Accounting Coordinator	1	1	1	1
Tax Administrator	1	1	1	1
<b>Total- FTE</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>

<b>Financial Services - Part-Time</b>	<b>PT</b>	<b>PT</b>	<b>PT</b>	<b>PT</b>
Finance Co-op student	0	1	1	1
<b>Total- PT</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>

<b>Total</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>7</b>
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\* *FTEs = Full-Time Employees*

\* *PT = Part-Time Employees*

**B. 2024 Plans & Achievements:**

- The Asset Management Plan for Municipal Infrastructure Regulation, O. Reg. 588/17 with the level of service documented for non-core infrastructure assets is in progress and due by July 1, 2025.
- The Energy Audit and Conservation Plan Report was successfully submitted in 2024 and information is currently being gathered for the 2024 submission.
- Finance continues its paperless goal with increased scanning and an online filing system. There has been approximately 25% decrease in paper in 2024. In 2025, we expect and plan for this trend to continue.

**C. Future Plans & Goals:**

- Finance is planning an update to our website for residents to complete online payments for all departments including tax and water payments, as well as fees for Burn Permits and other requests.
- The department will continue working towards a paperless environment and encourage vendors to set up EFT payments for greater efficiency and environmental excellence.

### III. Corporate Services Budget & Forecast:

#### A. Corporate Services:

**Town of Erin  
Corporate Services  
2025 Budget & 2026-2028 Forecasts**

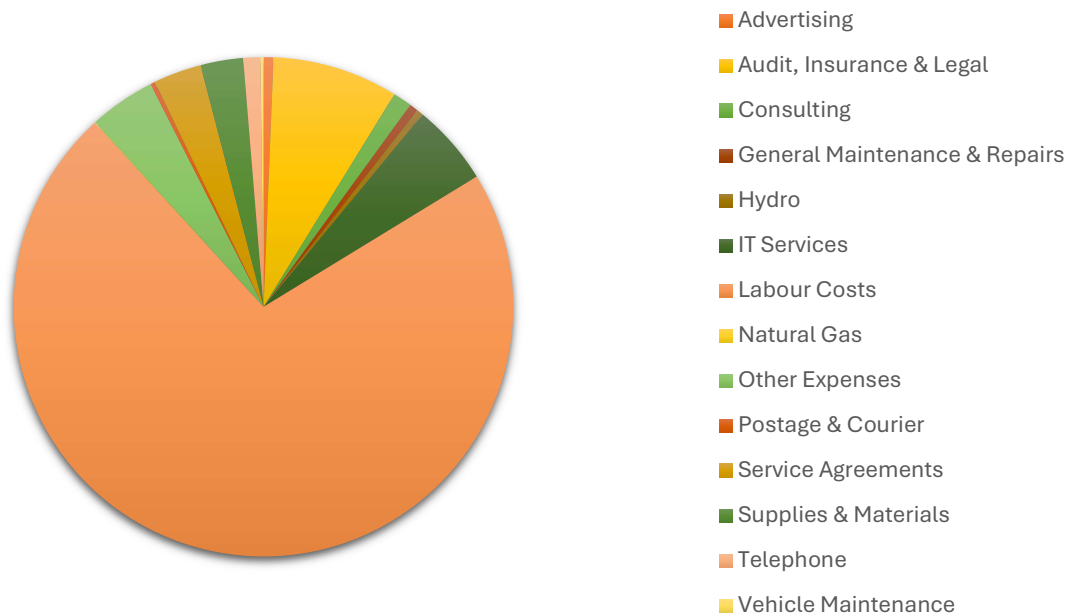
	2024 Total Budget	2025 Total Budget	2025 vs 2024 Variance	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenue</b>						
Penalties & Interest	(424,200)	(428,442)	(4,242)	(437,011)	(445,751)	(454,666)
Other Revenue	(75,245)	(75,998)	(753)	(77,518)	(79,068)	(80,649)
Parks & Recreation Fees	(12,875)	(25,000)	(12,125)	(25,500)	(26,010)	(26,530)
Interest Income	(120,600)	(255,000)	(134,400)	(245,100)	(205,202)	(155,306)
Trf from Reserves and Res Funds	-	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
<b>Total Revenue</b>	<b>(632,920)</b>	<b>(804,440)</b>	<b>(171,520)</b>	<b>(805,129)</b>	<b>(776,031)</b>	<b>(737,151)</b>
<b>Expenses</b>						
Labour Costs	1,719,845	2,292,082	572,237	2,337,924	2,384,682	2,452,455
Supplies & Materials	71,548	93,206	21,658	175,071	96,971	98,910
Consulting	31,030	41,030	10,000	41,851	42,688	43,541
Service Agreements	153,581	49,733	(103,848)	50,728	51,743	52,778
General Maintenance & Repairs	16,232	18,917	2,685	19,295	19,681	20,075
IT Services	151,994	180,458	28,464	184,067	187,748	191,503
Postage & Courier	8,000	10,000	2,000	10,200	10,404	10,612
Telephone	12,629	37,095	24,466	37,837	38,594	39,366
Hydro	14,392	14,824	432	15,120	15,422	15,730
Natural Gas	4,654	2,050	(2,604)	2,091	2,133	2,176
Advertising	21,102	21,735	633	22,170	22,613	23,065
Other Expenses	90,118	143,621	53,503	146,493	149,423	152,412
Contingency	8,510	-	(8,510)	-	-	-
Audit, Insurance & Legal	160,683	272,797	112,114	278,253	283,818	289,494
Transfer to Reserve & Reserve Funds	36,250	15,750	(20,500)	16,065	16,386	16,714
<b>Total Expenses</b>	<b>2,500,568</b>	<b>3,193,298</b>	<b>692,730</b>	<b>3,337,165</b>	<b>3,322,306</b>	<b>3,408,831</b>
<b>Net Total</b>	<b>1,867,648</b>	<b>2,388,858</b>	<b>521,210</b>	<b>2,532,036</b>	<b>2,546,275</b>	<b>2,671,680</b>

**B. By-Law Enforcement:**

**Town of Erin  
By-Law Enforcement & Crossing Guards  
2025 Budget & 2026-2028 Forecasts**

	2024 Total Budget	2025 Total Budget	2025 vs 2024 Variance	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenue</b>						
Other Revenue	(20,568)	(20,773)	(205)	(21,189)	(21,612)	(22,044)
Building Permits	(2,500)	(500)	2,000	(510)	(520)	(530)
<b>Total Revenue</b>	<b>(23,068)</b>	<b>(21,273)</b>	<b>1,795</b>	<b>(21,699)</b>	<b>(22,132)</b>	<b>(22,574)</b>
<b>Expenses</b>						
Labour Costs	175,088	171,654	(3,434)	175,087	178,589	182,161
Supplies & Materials	1,285	1,323	38	1,349	1,375	1,403
Consulting	1,020	1,020	-	1,040	1,061	1,082
Service Agreements	61,616	56,616	(5,000)	57,748	58,903	60,081
Telephone	642	661	19	674	687	701
Vehicle Maintenance	1,040	7,000	5,960	7,140	7,283	7,429
Other Expenses	3,135	4,104	969	4,186	4,270	4,355
Audit, Insurance & Legal	13,895	6,854	(7,041)	6,991	7,130	7,273
<b>Total Expenses</b>	<b>257,721</b>	<b>249,232</b>	<b>(8,489)</b>	<b>254,215</b>	<b>259,298</b>	<b>264,485</b>
<b>Net Total</b>	<b>234,653</b>	<b>227,959</b>	<b>(6,694)</b>	<b>232,516</b>	<b>237,166</b>	<b>241,911</b>

**Corporate Services - 2025 Expenses Budget**



# Infrastructure Services

## *Roads, Water and Wastewater*

2025 Budget & 2026-2028 Forecasts



Infrastructure Services oversees the activities of the Roads, Water, and Wastewater business units:

### **1. Roads:**

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

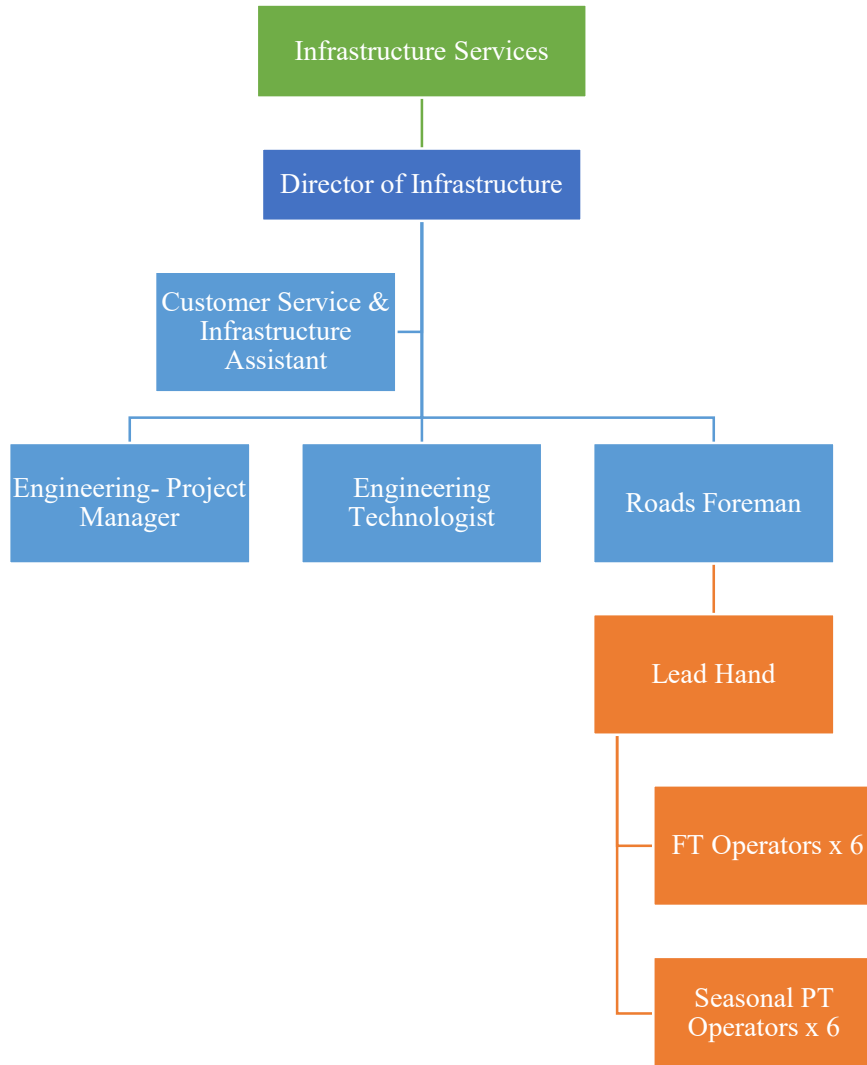
- Snow clearing operations (Town roads)
- Gravel road maintenance
- Roadside ditching
- Catch basin cleaning and storm sewer maintenance
- Curb and sidewalk repairs
- Road sign installation and maintenance
- Road occupancy and access permit issuance and inspection
- Street light management
- Guide rail maintenance
- Bridge and culvert repair
- Bridge cleaning
- Project management of capital road improvements
- Fleet management
- Contractor supervision, including spring street sweeping, brushing and forestry work

### **2. Water & Wastewater:**

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. The Town of Erin's Infrastructure Services responsibilities include:

- Coordinate maintenance of fire hydrants
- Coordinates disconnect/reconnect of water services, water valve inspections, and water meter inspections
- Coordinate new service installation inspections
- Coordinate quarterly meter readings for billing purposes
- Customer service calls regarding billings and meter reads
- Process quarterly water billings, payments, and collections calls
- Watermain replacement planning

**A. Infrastructure Services Organizational Chart & Staffing:**



The table below contains the current staff & staffing projection for 2025:

Infrastructure	2022 FTEs	2023 FTEs	2024 FTEs	2025 FTEs
Director of Infrastructure			1	1
Engineering Project Manager	1	1	1	1
Engineering Technologist			1	1
Roads Foreman	1	1	1	1
Land Hand	1	1	1	1
Full-Time Operators	6	6	6	7
Seasonal PT Operators (FT Equivalent)	2	2	2	3
<b>Total</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>15</b>

*\* FTEs = Full-Time Employees*

## **B. 2024 Plans & Achievements:**

- Completed construction of Culvert 10 (17 Sideroad), Culvert 2053 (27 Sideroad), and Bridge 5 (2nd Line).
- Completed construction of the linear sanitary and water infrastructure in Hillsburgh, as well as the effluent sewer and outfall.
- Arranged interim sewage disposal solutions to allow for occupancies to be granted in Erin Glen.
- Provided numerous resident engagement opportunities for the wastewater project, including open houses and virtual meetings.
- Achieved 100% scores on annual inspections completed by the Ministry of Environment, Conservation, and Parks for the Town's two drinking water systems.
- Performed diligent snow clearing and road maintenance activities to ensure resident safety.
- The Town's first Transportation Master Plan has been awarded and the project is underway. The work will be completed in 2025.
- Staff are actively seeking grant funding opportunities to fund the connection of existing homes and businesses to the sanitary sewer system.
- Technical and financial planning work for the connection of existing homes and businesses has been scoped and will be actioned.
- Prequalification and tender document preparation for the Elora Cataract Trail linear works is underway.
- Staff have begun providing quarterly updates to Council on the wastewater project, to increase communication and engagement.

## **C. Future Plans & Goals:**

- Complete an updated OSIM report for bridges and culverts.
- Design repair works to address priority bridge and culvert safety items.
- Prepare a 10-year capital plan for bridges and culverts, informed by the OSIM report and the Transportation Master Plan.
- Achieve substantial completion and operationalize the Water Resource Recovery Facility, the sewage pumping station, and a portion of the linear works.
- Assess the current condition of the Town's stormwater management ponds and prepare a 10-year capital plan.
- Update the Road Needs Study and associated 10-year capital plan. Action the plan by increasing road rehabilitation investments.
- Map the Town's water mains and appurtenances to allow for efficient and effective operation and maintenance of the drinking water system.

## D. Roads Budget & Forecast:

### Town of Erin Roads 2025 Budget & 2026-2028 Forecasts

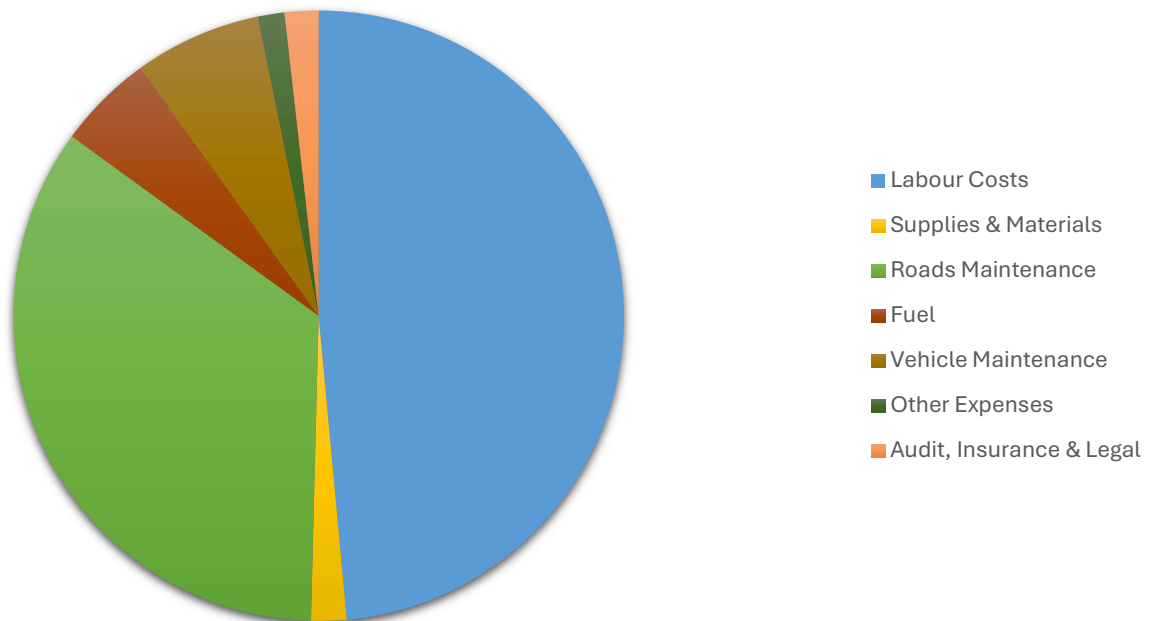
	2024	2025	2025	2026	2027	2028
	Total	Total	vs 2024	Forecast	Forecast	Forecast
	Budget	Budget	Variance			
<b>Revenue</b>						
Other Revenue	(15,450)	(30,300)	(14,850)	(30,906)	(31,524)	(32,154)
Grants	(12,000)	-	12,000	-	-	-
Gravel Levy	(160,000)	(160,000)	-	(163,200)	(166,464)	(169,793)
Trf from Reserves and Res Funds	(27,000)	-	27,000	-	-	-
<b>Total Revenue</b>	<b>(214,450)</b>	<b>(190,300)</b>	<b>24,150</b>	<b>(194,106)</b>	<b>(197,988)</b>	<b>(201,947)</b>
<b>Expenses</b>						
Labour Costs	1,377,161	1,743,785	366,624	1,807,685	2,659,610	3,212,506
Supplies & Materials	55,372	52,447	(2,925)	53,495	54,565	55,657
Equipment	14,793	15,000	207	15,300	15,606	15,918
Gravel Resurface	446,592	459,990	13,398	469,190	478,574	488,145
Sanding	205,999	100,000	(105,999)	102,000	104,040	106,121
Calcium	199,757	229,721	29,964	234,315	239,001	243,781
Consulting	87,373	72,828	(14,545)	74,285	75,771	77,286
Roads Maintenance	241,373	276,293	34,920	251,219	256,243	261,369
Resealing	88,434	40,000	(48,434)	40,800	41,616	42,448
Service Agreements	20,400	25,000	4,600	25,500	26,010	26,530
Winter Control	27,968	39,155	11,187	39,938	40,737	41,552
General Maintenance & Repairs	8,405	2,500	(5,905)	2,550	2,601	2,653
Sidewalk Maintenance	48,223	-	(48,223)	-	-	-
IT Services	7,803	4,682	(3,121)	4,776	4,872	4,969
Telephone	9,645	4,287	(5,358)	4,373	4,460	4,549
Hydro	9,645	9,937	292	10,136	10,339	10,546
Natural Gas	9,001	7,500	(1,501)	7,650	7,803	7,959
Fuel	193,125	181,500	(11,625)	185,130	188,833	192,610

*Continued...*



Vehicle Maintenance	240,000	241,850	1,850	246,687	251,621	256,654
Advertising	1,071	2,678	1,607	2,732	2,787	2,843
Other Expenses	17,358	19,175	1,817	19,559	19,950	20,349
Audit, Insurance & Legal	64,035	64,397	362	65,685	66,999	68,339
Debt Servicing	40,839	25,030	(15,809)	25,531	26,042	26,563
Transfer to Reserve & Reserve Funds	50,000	50,000	-	50,000	50,000	50,000
<b>Total Expenses</b>	<b>3,464,372</b>	<b>3,667,755</b>	<b>203,383</b>	<b>3,738,536</b>	<b>4,628,080</b>	<b>5,219,347</b>
<b>Net Total</b>	<b>3,249,922</b>	<b>3,477,455</b>	<b>227,533</b>	<b>3,544,430</b>	<b>4,430,092</b>	<b>5,017,400</b>

### Roads - 2025 Expenses Budget



**E. Streetlights Budget & Forecast:**

**Town of Erin  
Streetlights  
2025 Budget & 2026-2028 Forecasts**

	2024 Total Budget	2025 Total Budget	2025 vs 2024 Variance	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenue</b>						
Streetlights	(142,869)	(120,545)	22,324	(122,956)	(125,415)	(127,923)
<b>Total Revenue</b>	(142,869)	(120,545)	22,324	(122,956)	(125,415)	(127,923)
<b>Expenses</b>						
General Maintenance & Repairs	21,012	15,000	(6,012)	15,300	15,606	15,918
Hydro	49,294	46,364	(2,930)	47,291	48,236	49,200
Audit, Insurance & Legal	428	428	-	437	446	455
Transfer to Reserve & Reserve Funds	72,135	58,753	(13,382)	59,928	61,127	62,350
<b>Total Expenses</b>	142,869	120,545	(22,324)	122,956	125,415	127,923
<b>Net Total</b>	-	-	-	-	-	-

**F. Wastewater Budget & Forecast:**

**Town of Erin  
Wastewater  
2025 Budget & 2026-2028 Forecasts**

	2024 Total Budget	2025 Total Budget	2025 vs 2024 Variance	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenue</b>						
Trf from Reserves and Res Funds	(142,650)	(183,984)	(41,334)	(187,664)	(191,417)	(195,245)
<b>Total Revenue</b>	(142,650)	(183,984)	(41,334)	(187,664)	(191,417)	(195,245)
<b>Expenses</b>						
Consulting	38,200	76,400	38,200	77,928	79,487	81,075
Audit, Insurance & Legal	104,450	107,584	3,134	109,736	111,930	114,170
<b>Total Expenses</b>	142,650	183,984	41,334	187,664	191,417	195,245
<b>Net Total</b>	-	-	-	-	-	-

## G. Water Budget & Forecast:

### Town of Erin Water 2025 Budget & 2026-2028 Forecasts

	2024 Total Budget	2025 Total Budget	2025 vs 2024 Variance	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenue</b>						
Penalties & Interest	(21,218)	(21,218)	-	(21,642)	(22,075)	(22,517)
Other Revenue	(12,474)	(6,131)	6,343	(6,254)	(6,379)	(6,507)
Water Revenues	(1,358,663)	(1,214,062)	144,601	(1,238,343)	(1,263,110)	(1,288,372)
Trf from Reserves and Res Funds	-	(63,678)	(63,678)	(64,952)	(66,251)	(67,576)
<b>Total Revenue</b>	(1,392,355)	(1,305,089)	87,266	(1,331,191)	(1,357,815)	(1,384,972)
<b>Expenses</b>						
Labour Costs	126,536	147,443	20,907	150,392	153,399	156,468
Supplies & Materials	1,000	2,000	1,000	2,040	2,081	2,123
Service Agreements	696,411	836,984	140,573	853,724	870,798	888,214
Winter Control	-	21,000	21,000	21,420	21,848	22,285
General Maintenance & Repairs	(19,467)	116,337	135,804	118,664	121,037	123,458
IT Services	3,850	2,500	(1,350)	2,550	2,601	2,653
Postage & Courier	1,260	4,300	3,040	4,386	4,474	4,563
Telephone	2,786	4,453	1,667	4,542	4,633	4,726
Hydro	136,578	110,000	(26,578)	112,200	114,444	116,733
Other Expenses	10,268	40,072	29,804	40,873	41,690	42,524
Audit, Insurance & Legal	17,001	20,000	2,999	20,400	20,810	21,225
Transfer to Reserve & Reserve Funds	416,132	-	(416,132)	-	-	-
<b>Total Expenses</b>	1,392,355	1,305,089	(87,266)	1,331,191	1,357,815	1,384,972
<b>Net Total</b>	-	-	-	-	-	-

# Fire & Emergency Services

2025 Budget & 2026-2028 Forecasts

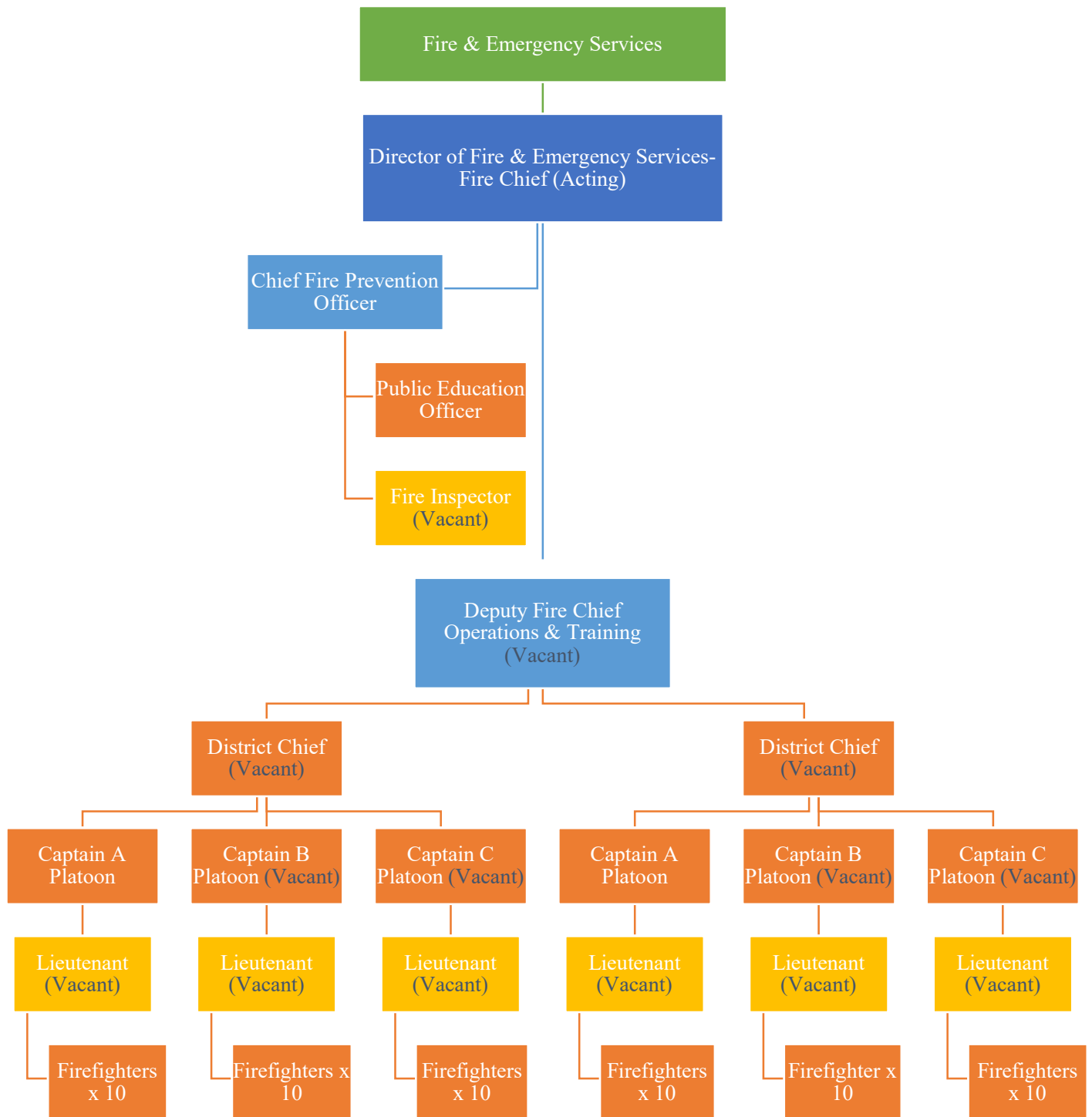


## *Fire & Emergency Services*

The Town of Erin Fire Services works out of 2 Fire Stations, managing fire prevention, emergency response, and providing public fire safety education. Our staff includes the Fire Chief, Chief Training Officer, Fire Education Officer, and over 60 professional, highly trained on-call volunteers.

- Fire Emergency Response and Rescue: As of October 31, 2024, there were XX emergency responses, that included fires, vehicle accidents, and requests for medical assistance.
- Fire prevention and public education: Annual events include ‘Touch a Truck’, Erin Fall Fair Demonstrations and exhibitions, public school education visits, station tours, and the smoke alarm program.
- Fire Department Signage gives continuous fire prevention messages.
- Firefighter training: Training has been enhanced to prepare firefighters for the additional areas of new development. Firefighter certification now requires each firefighter to pass provincially mandated courses. First Aid is updated bi-annually and as required for new recruits.
- Fire Vehicles and Equipment:
  - Fire Station 10’s fleet includes:
    - 2 Pumpers, 1 Tanker, and 1 Rescue Truck.
  - Fire Station 50’s fleet consists of:
    - 2 Pumpers, 2 Tankers, 1 Rescue Truck and 1 wildland and Rescue Vehicle.

**A. Fire & Emergency Organizational Chart & Staffing:**



The table below contains the current staff & staffing projection for 2025:

<b>Fire - Administration</b>	<b>2022 FTEs</b>	<b>2023 FTEs</b>	<b>2024 FTEs</b>	<b>2025 FTEs</b>
Fire Chief/Customer Service	1	1	2	2
Chief Fire Prevention Officer	1	1	1	1
Public Education Officer				1
Fire Inspector				1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>5</b>

<b>Fire - On Call Firefighters</b>				
District Chief				2
Captains	2	2	2	6
Lieutenant				6
Firefighters - Station 10	30	27	30	27
Firefighters - Station 50	29	26	30	27
<b>Total</b>	<b>61</b>	<b>55</b>	<b>62</b>	<b>68</b>

<b>Total</b>	<b>63</b>	<b>57</b>	<b>65</b>	<b>73</b>
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\* FTEs = Full-Time Employees

## **B. 2024 Plans & Achievements:**

The design and drawing of the 2nd Floor at Station 50 are completed with four new offices, one washroom and the Emergency Operations Backup Centre. The Fire Prevention Officer and Chief Training Officer will move from Town Hall.

- First Aid Training was completed for all new recruits with the entire department recertified.
- Tanker 58 for Station 50, ordered in 2023, was delivered and in service in 2024.
- Rollout of Health and Wellness online mobile app for all volunteers.
- Ongoing completion of fleet and equipment maintenance.
- Ongoing recruitment of Firefighters as growth continues.
- Continuation of Bunker Gear replacement program and for new recruits.

## **C. Future Plans & Goals:**

- Planned Fire Station 10 replacement or renovation feasibility study carried forward to 2025.
- The 2nd Floor at Station 50 will be tendered for completion in 2025.
- Superior Tanker Shuttle training and certification for rural residents.
- An Aerial Ladder truck will be tendered and acquired to service new development.
- Fire Chief Command and control vehicle tendered in 2026.
- All members to be certified with National Fire Protection Association NFPA-1002 pump operations
- Ongoing implementation of the Master Fire Plan and Community Risk Assessment.
- Develop service agreements within Wellington County for delivery of special operations such as high-angle rescue, ice water rescue, and hazardous material response.

## D. Fire & Emergency Planning Budget:

**Town of Erin  
Fire & Emergency Services  
2025 Budget & 2026-2028 Forecasts**

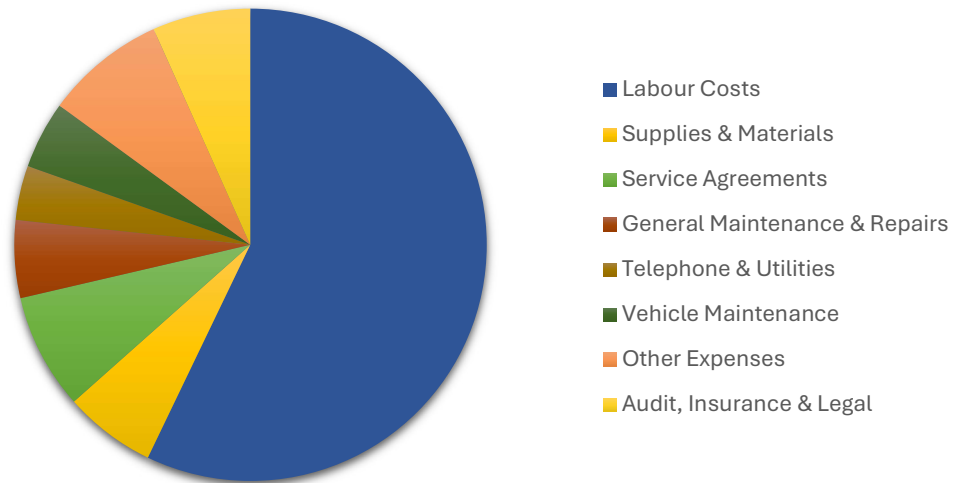
	2024 Total Budget	2025 Total Budget	2025 vs 2024 Variance	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenue</b>						
Other Revenue			(222)			
Fire & Emergency Fees	(42,444)	(42,666)	785	(43,519)	(44,389)	(45,277)
Lease Revenue	(26,785)	(26,000)		(26,520)	(27,050)	(27,591)
Other Agreements	(29,627)	(35,000)	(5,373)	(35,700)	(36,414)	(37,142)
Trf from Reserves and Res Funds	(73,542)	(105,000)	(31,458)	(107,100)	(109,242)	(111,427)
	(50,000)	(50,000)	-	(51,000)	(52,020)	(53,060)
<b>Total Revenue</b>	(222,398)	(258,666)	(36,268)	(263,839)	(269,115)	(274,497)
<b>Expenses</b>						
Labour Costs	605,961	612,202	6,241	624,445	813,999	830,279
Supplies & Materials	48,757	53,700	4,943	54,774	55,870	56,986
Equipment	13,681	13,845	164	14,122	14,404	14,691
Service Agreements	64,088	84,854	20,766	86,551	88,282	90,047
Winter Control	12,608	16,015	3,407	16,335	16,662	16,995
General Maintenance & Repairs	27,501	41,119	13,618	41,941	42,780	43,636
IT Services	2,143	2,225	82	2,270	2,315	2,361
Postage & Courier	321	330	9	337	344	351
Telephone	8,534	6,977	(1,557)	7,116	7,259	7,405
Hydro	21,806	21,226	(580)	21,651	22,084	22,526
Natural Gas	12,090	11,708	(382)	11,943	12,182	12,426
Fuel	5,358	3,620	(1,738)	3,692	3,766	3,841
Vehicle Maintenance	44,471	45,820	1,349	46,734	47,671	48,625
Advertising	3,121	2,000	(1,121)	2,040	2,081	2,123
Community Grants	3,000	3,000	-	3,030	3,061	3,092
Other Expenses	62,769	80,915	18,146	82,534	84,185	85,868
Audit, Insurance & Legal	52,611	71,907	19,296	73,345	74,812	76,308
Debt Servicing	30,776	23,805	(6,971)	24,281	24,767	25,262
Transfer to Reserve & Reserve Funds	100,000	100,000	-	100,000	100,000	100,000
<b>Total Expenses</b>	1,119,596	1,195,268	75,672	1,217,141	1,416,524	1,442,822
<b>Net Total</b>	<b>897,198</b>	<b>936,602</b>	<b>39,404</b>	<b>953,302</b>	<b>1,147,409</b>	<b>1,168,325</b>



**Town of Erin  
Emergency Planning  
2025 Budget & 2026-2028 Forecasts**

	2024 Total Budget	2025 Total Budget	2025 vs 2024 Variance	2026 Forecast	2027 Forecast	2028 Forecast
<b>Expenses</b>						
Equipment	-	1,500	1,500	1,530	1,561	1,592
Other Expenses	1,020	500	(520)	510	520	530
<b>Total Expenses</b>	1,020	2,000	980	2,040	2,081	2,122
<b>Net Total</b>	1,020	2,000	980	2,040	2,081	2,122

### Fire & Emergency - 2025 Expenses Budget



# Community Services

## *Parks & Recreation*

2025 Budget & 2026-2028 Forecasts



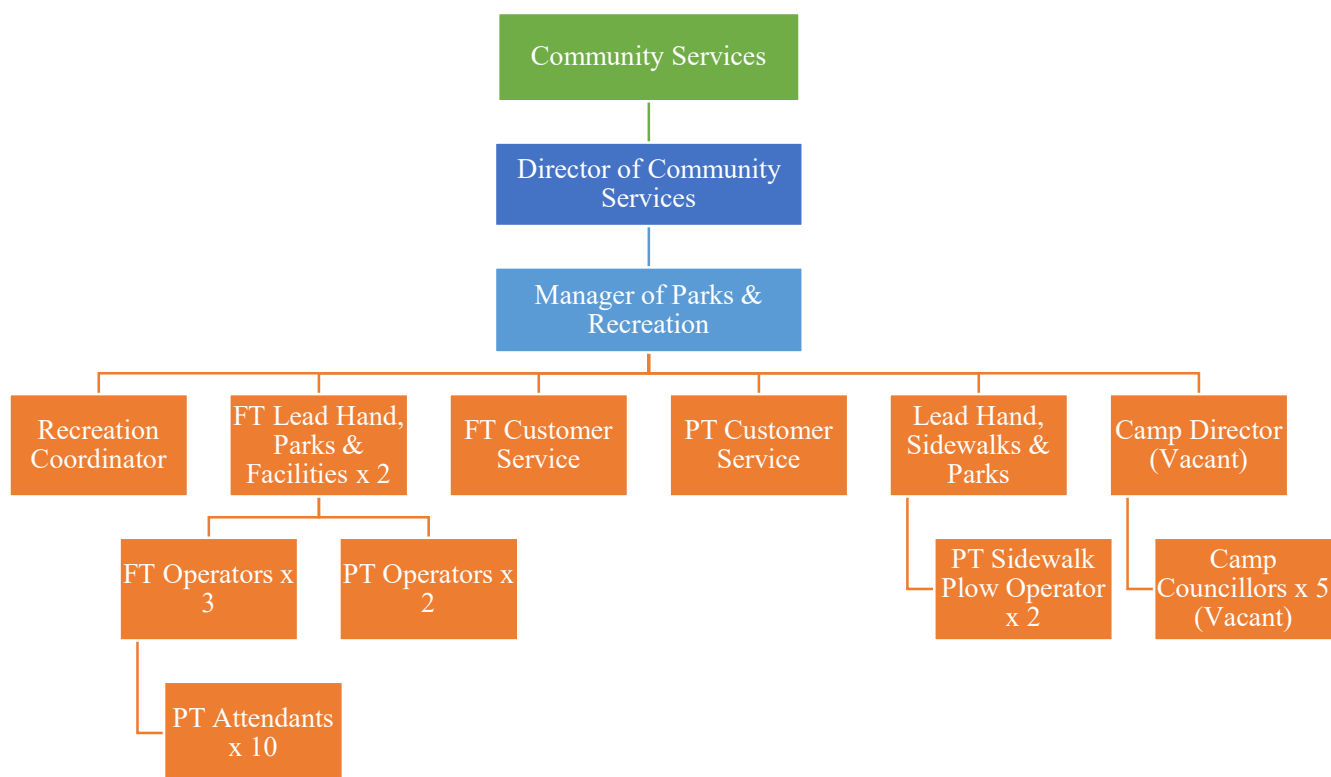
## Community Services

Parks, Recreation, and Culture services are essential for the growth of Erin's community. Over the years, the Town invested in enhancing and upgrading community centers and parks.

Initiatives are in place to explore new programming, build local partnerships with user groups, increase advertising revenue, and optimize facility usage for both community centers and parks to maximize customer service.

- Successful launch of summer camps at the Hillsburgh Community Centre, with strong community participation.
- Introduction of new skating programs including Ticket Ice (figure skating drop-in program) and Youth Stick and Puck. These programs are offered during underutilized ice time.
- Hired a full-time Administrative Assistant to support customer service, bookings, and recreation/parks administration (starting November 2024).
- Actively filling vacant roles within the department, including new full-time operations staff.
- Completed kitchen renovations at Hillsburgh Community Centre.
- New flooring in the lobby at the Ballinafad Community Centre.
- Purchased a new pick-up truck and two utility trailers to support parks operations.
- Near completion of renovations, including updated flooring in the lobby and Shamrock Room, washroom updates, HVAC and roofing upgrades, and installation of protective netting over the ice surface.
- An emergency generator will be installed in Spring 2025, making the Erin Community Centre/Centre 2000 a designated emergency evacuation location for the township.
- Staff & Departmental Collaboration: Strengthen inter-departmental cooperation to improve efficiency, and service levels, and reduce complaints

### A. Community Services Organizational Chart & Staffing:



The table below contains the current staff & staffing projection for 2025:

<b>Parks Recreation and Culture Staff</b>	<b>2022 FTEs</b>	<b>2023 FTEs</b>	<b>2024 FTEs</b>	<b>2025 FTEs</b>
Director of Community Services			1	1
Manager, Parks and Recreation			1	1
Supervisor, Parks & Recreation				1
Recreation Coordinator	1	1	1	1
Recreation Lead Hand, Parks, Sidewalks	2	2	2	3
Camp Director			1	1
Recreation Operators and Sidewalk Plow Operators			3	5
Camp Councilors	2	2	2.5	2.5
Customer Service Clerk				1.5
Part-Time Attendants				5
<b>Total</b>	<b>5</b>	<b>5</b>	<b>11.5</b>	<b>22</b>

\* FTEs = Full-Time Employees

### **2025 Staff Proposals:**

- A Full-Time Facility Supervisor to oversee preventive maintenance and repairs across all corporate properties, including facilities and parks.
- An additional **Full-Time Facility Operator** to support extended operating hours in community centers and assist the Facility Supervisor with corporate property repairs and maintenance.
- A **Full-Time Recreation Coordinator** to manage and optimize recreation programs, ensure better utilization of town-owned spaces, and coordinate facility bookings for a balanced approach between directly delivered programs and facility rentals.
- Several **Part-Time Positions** have been added to the 2025 budget, including program and fitness staff, recreation skating monitors, additional camp staff, and customer service representatives. These positions are needed to enhance program delivery and customer service.

### **B. 2024 Plans & Achievements:**

- Parks Maintenance Operations: Transitioning field mowing from external contractors to in-house operations for improved cost-efficiency and service quality.
- New Equipment: 2025 Capital Budget request includes the purchase of a new mower to accommodate the additional workload from transitioning mowing services in-house.
- Rates & Fees Review: Analyzing the Parks and Recreation rates and fees by-law to ensure competitiveness, revenue generation opportunities, and accountability.
- Erin Tennis Club Partnership: Collaborating on the completion of court resurfacing in early 2025 (postponed from 2024).
- Winter Programs: Continue offering winter recreation programs such as public skating, adult skating, shinny, and ticketed figure skating sessions.
- Specialty Events/Additional Programming: Organize seasonal events for Family Day and school breaks providing unique recreational opportunities for all ages including school break programming and special events.
- Recreational Facilities: Maintain and operate a wide range of facilities, including arenas, skate parks, multi-purpose rooms, and sports fields. Permitting these spaces continues to be available for community groups and individuals.

- Facility Maintenance & Safety: Ensure clean, safe, and well-maintained parks, playgrounds, and sports fields across the town.
- Community Partnerships: Continue to look at opportunities to expand partnerships with local organizations to maximize resources and community impact.
- Centralized Facility Booking System: Improve access to facility booking with an online registration system, streamlining operations and enhancing customer experience.

### **C. Future Plans & Goals:**

- Master Plan Update: Staff will collaborate with the community to update the existing Parks and Recreation Master Plan in a "report card" style to assess current progress and future needs, ensuring the information remains relevant.
- New Community Centre: Following community consultation, architectural design and cost estimates for a new multi-use recreational centre are scheduled for 2025.
- New Programs: Expanded program offerings in 2025 will include additional summer camps and year-round programs for children, youth, adults, and seniors.
- Grant Applications:
  - Submitted a proposal for the Canadian Sport and Recreation Infrastructure Grant to fund upgrades at Centre 2000, including arena board replacement, seating improvements, and elevator upgrades. This is a cost-matching grant, and if successful, 50% of the costs will be supported by the town.
  - Canada Summer Jobs Grant submission will be completed by the end of 2024 to request summer student support for both camps and parks operations.

## D. Community Services Budget & Forecast:

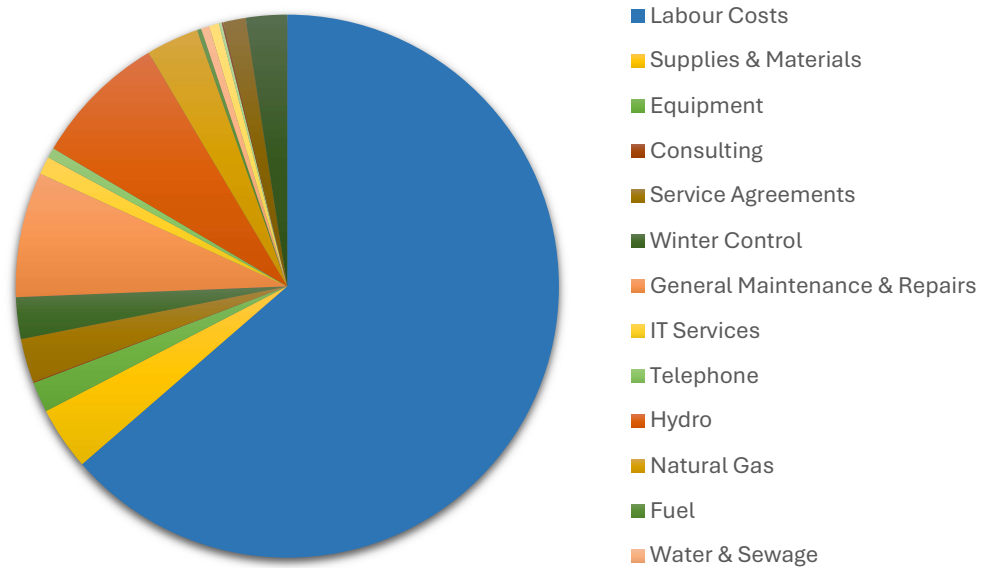
### Town of Erin Parks, Recreation & Culture 2025 Budget & 2026-2028 Forecasts

	2024 Total Budget	2025 Total Budget	2025 vs 2024 Variance	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenue</b>						
Other Revenue	(36,565)	(28,113)	8,452	(28,675)	(29,249)	(29,834)
Parks & Recreation Fees	(591,671)	(744,172)	(152,501)	(759,054)	(774,234)	(789,720)
Lease Revenue	-	(22,721)	(22,721)	(23,175)	(23,639)	(24,112)
Trf from Reserves and Res Funds	(72,000)	(64,500)	7,500	(64,500)	(64,500)	(64,500)
<b>Total Revenue</b>	<b>(700,236)</b>	<b>(859,506)</b>	<b>(159,270)</b>	<b>(875,404)</b>	<b>(891,622)</b>	<b>(908,166)</b>
<b>Expenses</b>						
Labour Costs	730,233	1,407,089	676,856	1,464,256	2,250,874	2,670,124
Supplies & Materials	74,217	83,509	9,292	85,181	86,884	88,623
Equipment	35,932	40,214	4,282	41,018	41,838	42,675
Consulting	1,000	1,000	-	1,020	1,040	1,061
Service Agreements	93,327	58,165	(35,162)	59,328	60,514	61,724
Winter Control	56,148	54,648	(1,500)	55,741	56,856	57,993
General Maintenance & Repairs	180,026	164,594	(15,432)	167,887	171,245	174,669
IT Services	22,941	23,629	688	24,102	24,584	25,076
Telephone	13,267	13,517	250	13,787	14,063	14,344
Hydro	134,743	176,902	42,159	180,439	184,048	187,729
Natural Gas	113,613	69,398	(44,215)	70,786	72,202	73,646
Fuel	5,000	5,712	712	5,826	5,943	6,062
Water & Sewage	16,000	10,640	(5,360)	10,852	11,069	11,291
Vehicle Maintenance	24,700	13,188	(11,512)	13,452	13,720	13,994
Advertising	3,052	3,836	784	3,912	3,991	4,071
Emergency Declaration Expenses	3,500	2,105	(1,395)	2,147	2,190	2,234
Other Expenses	18,992	29,551	10,559	30,143	30,745	31,359
Audit, Insurance & Legal	45,093	54,106	9,013	55,189	56,294	57,420
Debt Servicing	14,868	589	(14,279)	601	613	625
Trf to Reserve & Reserve Funds	26,264	9,702	(16,562)	9,786	9,872	9,959
<b>Total Expenses</b>	<b>1,612,916</b>	<b>2,222,094</b>	<b>609,178</b>	<b>2,295,453</b>	<b>3,098,585</b>	<b>3,534,679</b>
<b>Net Total</b>	<b>912,680</b>	<b>1,362,588</b>	<b>449,908</b>	<b>1,420,049</b>	<b>2,206,963</b>	<b>2,626,513</b>

**Town of Erin  
Cemeteries  
2025 Budget & 2026-2028 Forecasts**

	2024 Total Budget	2025 Total Budget	2025 vs 2024 Variance	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenue</b>						
Trf from Reserves and Res Funds	10,000	500	(9,500)	500	500	500
<b>Total Revenue</b>	10,000	500	(9,500)	500	500	500
<b>Expenses</b>						
General Maintenance & Repairs	10,000	500	(9,500)	500	500	500
<b>Total Expenses</b>	10,000	500	(9,500)	500	500	500
<b>Net Total</b>						

**Parks & Recreation - 2025 Expenses Budget**



# Building, Planning and Development

2025 Budget & 2026-2028 Forecasts

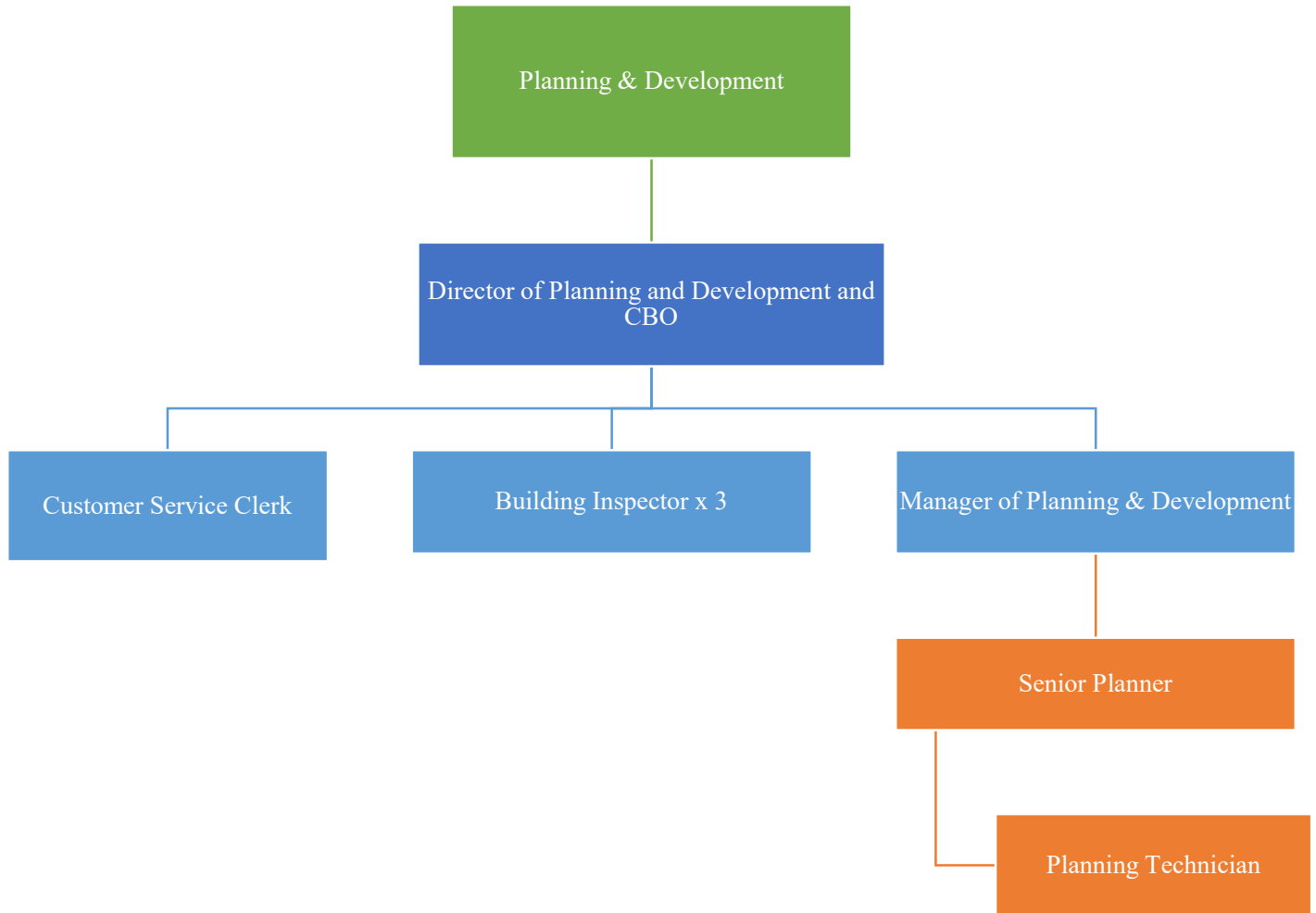




Building, Planning and Development delivered a variety of services in 2024; issued orders under the Building Code Act, provided comments for planning applications, examined and reviewed building permit applications to ensure compliance with the Ontario Building Code, and performed inspections of issued building permits for mandated stages of inspections.

- Reduced the use of consultants to oversee Building Department functions resulting in cost savings and efficiency improvements.
- Three Building Inspectors and a Customer Service Clerk were added to our staff creating smoother and faster responses for residents.
- Issued over 700 Building Permits and increased the number of permit applications.
- Purchased a new EV vehicle to support our Building Department
- Development Control – manage all aspects of planning application review and processing (Pre-consultations, Draft Plan of Subdivision, Plan of Condominium, Zoning By-law Amendment, Site Plan Control, Part Lot Control, Minor Variance, Consents);
- Circulations – all circulations required under the Planning Act relating to deemed complete/incomplete application notices, internal & agency circulation letters, public meeting notices, notices of draft approval, etc.;
- Amendments - undertake Town initiated Official Plan and Zoning By-law reviews;
- Reports - prepare reports and presentations to Council;
- Direction – provide recommendations to the Council on planning-related matters.
- Zoning Review - review site plan and building permit applications for zoning compliance;
- Planning Inquiries - provide general information related to Planning & land use inquiries;
- Planning Information Request (PIR) – usually requested because of a possible sale or refinancing of a building or property.
- Miscellaneous – coordination and administration of planning applications;
- Compliance Letters describing compliance (or non-compliance) with certain regulations, policies, codes or agreements.
- Heritage Planning
- Policy Planning

**A. Planning & Development Organizational Chart & Staffing:**



The table below contains the current staff & staffing projection for 2025:

Planning and Development	2022 FTEs	2023 FTEs	2024 FTEs	2025 FTEs
Director of Planning & Development and CBO	1	1	1	1
Manager Planning & Development			1	1
Senior Planner			1	1
Planning Technician			1	1
Building Inspectors			3	4
Customer Service Clerk			1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>8</b>	<b>9</b>

\* *FTEs = Full-Time Employees*

## **B. 2024 Plans & Achievements:**

- Increase the staffing by continuing to add, thereby not relying on consultants. 1 building inspector in 2025,
- Implemented a Preliminary Zoning Review for Committee of Adjustment applications and prebuilding permit applications to identify variances or compliance and applicable law requirements
- Hosted an Education Forum in collaboration with Source Water to educate the community on the operation and maintenance of septic systems.
- Updated the Pool Enclosure bylaw ensuring the safety of residents by adding deposit fees for damage and grading.
- Staffed up the Planning and Development business unit complement by adding a Manager of Planning, a Senior Planner, and a Planning Technician
- Advanced the Heritage Designation Program for listed properties within the Villages of Erin and Hillsburgh
- Stage 1A Site Alteration permits issued for properties in the Erin Urban Area
- Cleared conditions for Phase 1 and Phase 2 of the Erin Glen subdivision agreement
- Received and Processed 3 Part Lot Control Applications
- Reviewed and commented on 9 Severance Applications
- Reviewed and commented on 12 Committee of Adjustment Applications
- Held 15 pre-consultation meetings
- Advanced Subdivision Applications in the Hillsburgh and Erin Urban Areas
- Public Meetings held for Zoning By-Law Amendments
- Significantly reduce Planning and Development's reliance on planning consultants
- Continue to advance active development applications
- Utilize Cloudpermit for Planning applications
- Consolidate approved and in force Official Plan and Zoning By-Law Amendments into the Erin Official Plan and the Comprehensive Zoning By-Law

## **C. Future Plans & Goals:**

- Continue to add Building Inspectors with the projected increase in building Permits due to new developments.
- Purchase of an additional vehicle to support the growing department.
- Implement a Fast Permit process during the summer season for small residential
- Improvement of data and add additional modules of Cloudpermit software to provide better faster information and reports for residents.
- Establish a roadmap for future upgrades and expansion.
- Undertake a scoped review of the Town's Comprehensive Zoning By-law
- Complete the Erin Green Standard Study following the conclusion of the Tri-County Green Development Standards Study
- Increase Site Plan Control Delegation Authority
- Work with the County to align the Prime and Secondary Agricultural designations in both Official Plans
- Work with the County on their review of Official Plan's lot creation policies in order to accommodate the rural growth forecasts for Erin's rural area
- Present Zoning By-Law Amendment and Draft Plan Conditions to Council for approval for active subdivision applications in Erin and Hillsburgh
- Introduce a Wastewater Allocation Policy
- Work with the County on Employment boundary expansion
- Clear conditions for Phase 3 and 4 of the Erin Glen subdivision agreement

## D. Building Budget & Forecast:

### Town of Erin Building 2025 Budget & 2026-2028 Forecasts

	2024 Total Budget	2025 Total Budget	2025 vs 2024 Variance	2026 Forecast	2027 Forecast	2028 Forecast
<b>Revenue</b>						
Other Revenue	(110,100)	(135,403)	(25,303)	(138,111)	(140,873)	(143,690)
Building Permits	(750,000)	(1,500,000)	(750,000)	(1,530,000)	(1,560,600)	(1,591,812)
<b>Total Revenue</b>	(860,100)	(1,635,403)	(775,303)	(1,668,111)	(1,701,473)	(1,735,502)
<b>Expenses</b>						
Labour Costs	541,778	912,976	371,198	931,235	949,859	968,856
Supplies & Materials	4,929	5,076	147	5,177	5,281	5,386
Consulting	101,050	50,000	(51,050)	51,000	52,020	53,060
Service Agreements	964	-	(964)	-	-	-
IT Services	28,173	53,476	25,303	54,545	55,636	56,749
Telephone	2,111	3,183	1,072	3,247	3,312	3,378
Fuel	3,370	3,370	-	3,437	3,506	3,576
Vehicle Maintenance	3,030	3,060	30	3,121	3,183	3,247
Advertising	2,500	4,480	1,980	4,570	4,661	4,754
Community Grants	11,500	-	(11,500)	-	-	-
Other Expenses	7,854	13,007	5,153	13,267	13,533	13,804
Audit, Insurance & Legal	12,675	13,631	956	13,904	14,183	14,467
Transfer to Reserve & Reserve Funds	30,900	30,000	(900)	230,000	230,000	230,000
<b>Total Expenses</b>	750,834	1,092,259	341,425	1,313,503	1,335,174	1,357,277
<b>Net Total</b>	<b>(109,266)</b>	<b>(543,144)</b>	<b>(433,878)</b>	<b>(354,608)</b>	<b>(366,299)</b>	<b>(378,225)</b>

**E. Planning Budget & Forecast:**

**Town of Erin  
Planning  
2025 Budget & 2026-2028 Forecasts**

	<b>2024 Total Budget</b>	<b>2025 Total Budget</b>	<b>2025 vs 2024 Variance</b>	<b>2026 Forecast</b>	<b>2027 Forecast</b>	<b>2028 Forecast</b>
<b>Revenue</b>						
Other Revenue (Note 1)	(268,722)	(190,000)	78,722	(70,400)	(45,808)	(46,224)
Cost Recovery	(300,000)	-	300,000	-	-	-
Trf from Reserves and Res Funds	(57,691)	-	57,691	-	-	-
<b>Total Revenue</b>	<b>(626,413)</b>	<b>(190,000)</b>	<b>436,413</b>	<b>(70,400)</b>	<b>(45,808)</b>	<b>(46,224)</b>
<b>Expenses</b>						
Labour Costs	327,863	448,594	120,731	571,860	583,297	594,964
Supplies & Materials	1,058	859	(199)	877	895	913
Consulting	108,070	111,777	3,707	114,013	116,294	118,620
Service Agreements	7,081	-	(7,081)	-	-	-
IT Services	20,060	-	(20,060)	-	-	-
LPAT	-	25,000	25,000	25,500	26,010	26,530
Advertising	8,160	8,405	245	8,573	8,744	8,919
Community Grants	11,500	-	(11,500)	-	-	-
Other Expenses	2,679	5,259	2,580	5,364	5,471	5,580
Audit, Insurance & Legal	64,835	67,469	2,634	68,818	70,195	71,599
Inter Org Transfers	1,367	-	(1,367)	-	-	-
<b>Total Expenses</b>	<b>552,673</b>	<b>667,363</b>	<b>114,690</b>	<b>795,005</b>	<b>810,906</b>	<b>827,125</b>
<b>Net Total</b>	<b>(73,740)</b>	<b>477,363</b>	<b>551,103</b>	<b>724,605</b>	<b>765,098</b>	<b>780,901</b>

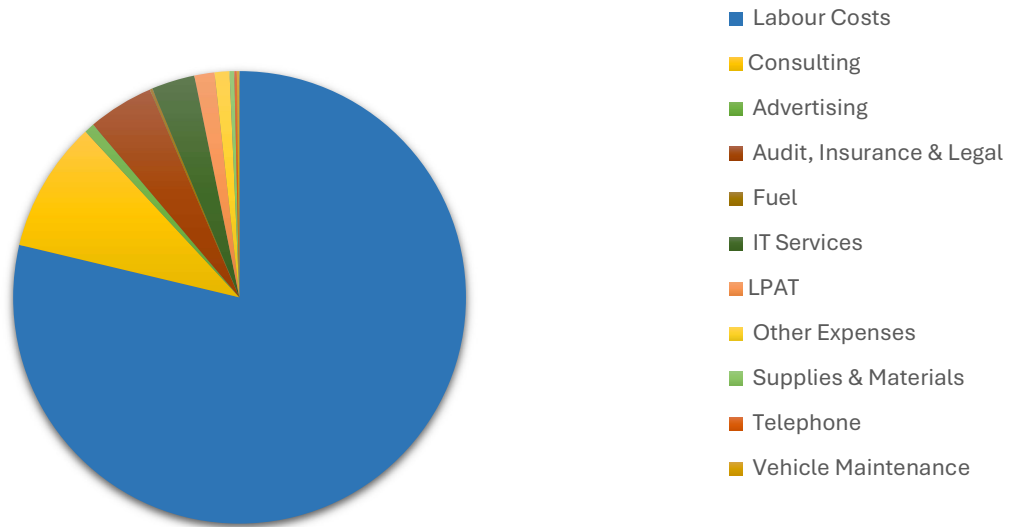
**Note 1:**

**Planning Revenues Overview:**

<b>Planning Revenue</b>	<b>2,022</b>	<b>2,023</b>	<b>2024 (To Oct. 31, 2024)</b>	<b>2025 Budgeted</b>
Planning - Miscellaneous Revenue	12,298	3,450	8,115	10,000
Site Alteration Fees				20,000
Minor Variance Fee	17,000	14,700	7,000	10,000
Planning Zoning Fees	350,825	212,675	23,840	150,000
<b>Total</b>	<b>380,123</b>	<b>230,825</b>	<b>38,955</b>	<b>190,000</b>

\*\*\*Zoning Fees collected in 2022 and 2023 are for future work.

## Planning & Development - 2025 Expenses Budget



# Conservation Authorities

2025 Budget & 2026-2028 Forecasts



## Conservation Authorities

### A. Conservation Authorities Budget & Forecasts:

Conservation Authorities are local watershed management agencies that deliver services and programs to protect and manage impacts on water and other natural resources in partnership with all levels of government, landowners, and many other organizations. 31 Conservation Authorities are operating in southern Ontario, and five Conservation Authorities delivering programs and services in northern Ontario.

The town of Erin contributes to the following conservation authorities:

- Credit Valley Conservation Authority (CVCA)
- Grand River Conservation Authority (GRCA)

<b>Town of Erin Council 2025 Budget &amp; 2026-2028 Forecasts</b>						
	<b>2024</b>	<b>2025</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
	<b>Total Budget</b>	<b>Total Budget</b>	<b>vs 2024 Variance</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<b>Expenses</b>						
Conservation Authorities						
2300 Conservation Authorities						
Credit Valley Conservation Authority	84,466	88,625	4,159	90,398	92,206	94,050
Grand River Conservation Authority	80,462	82,570	2,108	84,221	85,905	87,623
<b>Total 2300 Conservation Authorities</b>	<b>164,928</b>	<b>171,195</b>	<b>6,267</b>	<b>174,619</b>	<b>178,111</b>	<b>181,673</b>
<b>Total Conservation Authorities</b>	<b>164,928</b>	<b>171,195</b>	<b>6,267</b>	<b>174,619</b>	<b>178,111</b>	<b>181,673</b>
<b>Total Expenses</b>	<b>164,928</b>	<b>171,195</b>	<b>6,267</b>	<b>174,619</b>	<b>178,111</b>	<b>181,673</b>
<b>Net Total</b>	<b>164,928</b>	<b>171,195</b>	<b>6,267</b>	<b>174,619</b>	<b>178,111</b>	<b>181,673</b>