



Town of Erin
2024 BUDGET &
2025-2027 FORECASTS

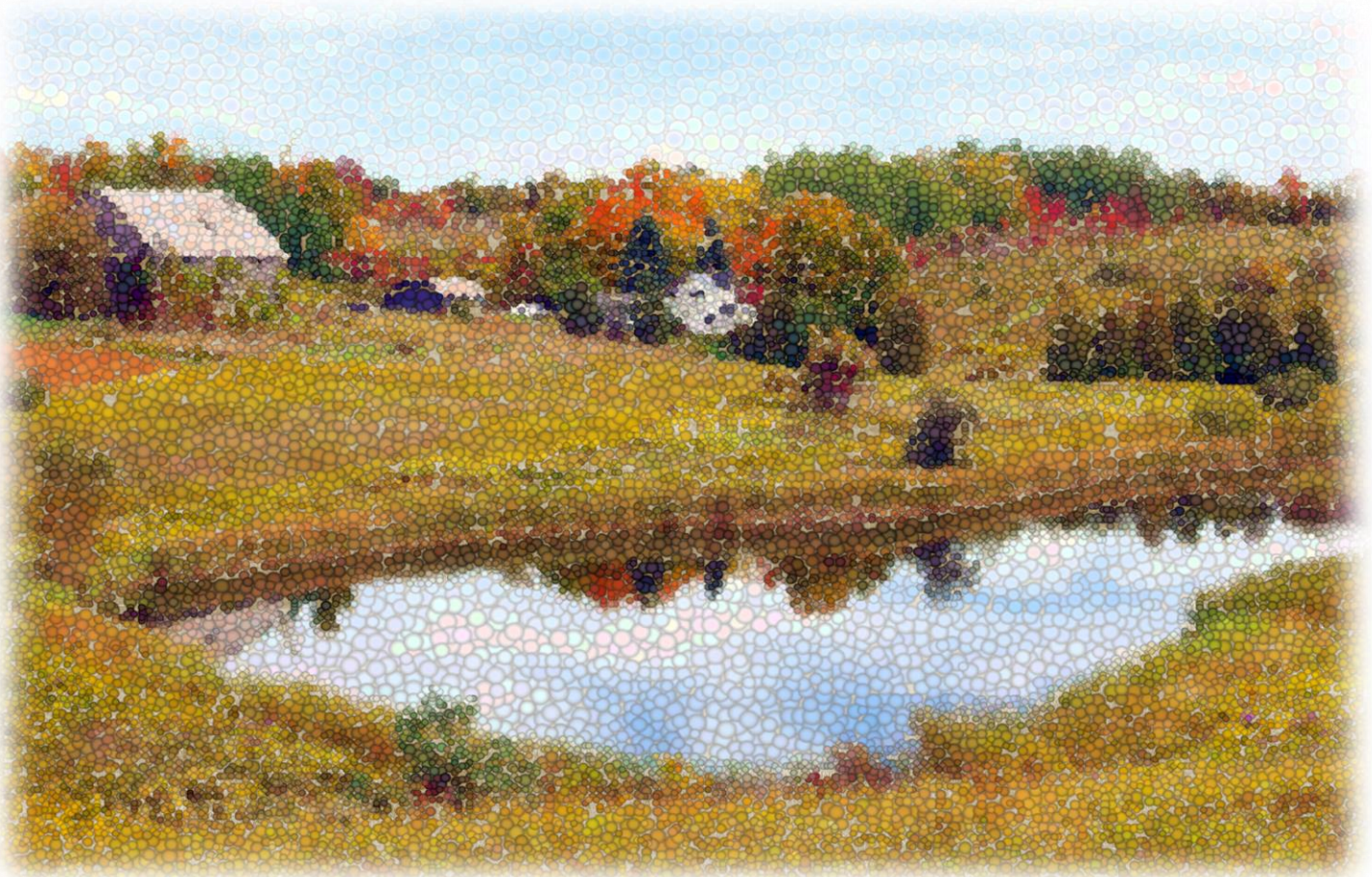


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Town of Erin
5684 Trafalgar Rd
Hillsburg, ON N0B 1Z0

To Residents of the Town of Erin:

The Town of Erin's Finance Department works closely with all the Town's departments to present the operating and capital budgets to the residents in a manner that reflects the Town's future funding requests and projects, while focusing on increasing the investments in community services and Infrastructure. On Dec.14th, 2023 the Town of Erin's Council approved the 2024 budget with a tax increase of 3%, which is below the inflation rate in October of 3.1%.

Highlights of the 2024 Budget include:

- Ninety-eight per cent of capital budget expenditures are for infrastructure projects, including the wastewater system, water services, roads resurfacing, parks maintenance, etc.
- The operating budget for 2024 increased slightly by 6% from the 2023 budget. The major reason for the increase is due to labour costs that were adjusted to accommodate an increase in the cost of living.
- Results of the 2024 budget survey that was completed in October 2023 are incorporated into the 2024 budget - focusing on infrastructure services by increasing the budget for roads maintenance and parks.
- Sixty per cent of 2024 capital budget is allocated to the new wastewater treatment plant that will serve the Town of Erin and Hillsburgh.

The Town of Erin's staff are proud to work with the community to preserve the Town's resources, and we trust that our efforts in making Erin a better place to live meets your expectations for a brighter future for the Town of Erin.

2024 Budget & 2025-2027 Forecasts (By programs & Accounts)



2024 Budget by GL Account Variance Comparison

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	% Variance	Comments
Revenue					
Penalties & Interest	441,218	445,418	4,200	(1%)	
Tax Levy	8,108,518	8,344,275	235,757	(3%)	
PILS and Supplementary Taxes	211,700	230,000	18,300	(9%)	
Streetlights	138,708	142,869	4,161	(3%)	
Other Revenue	339,404	591,963	252,559	(74%)	Increase is due to 75% increase of Planning Zone Fees
Parks & Recreation Fees	606,545	604,546	(1,999)		
Fire & Emergency Fees	26,520	26,785	265	(1%)	
Lease Revenue	28,764	29,627	863	(3%)	
Water Revenues	1,347,555	1,358,663	11,108	(1%)	
OMPF	594,800	602,700	7,900	(1%)	
Grants	158,169	37,000	(121,169)	77%	
Gravel Levy	160,000	160,000			
Building Permits	360,570	752,500	391,930	(109%)	Expected Grading fees to double due to new developments
Interest Income	46,000	120,600	74,600	(162%)	
Cost Recovery	571,775	300,000	(271,775)	48%	
Inter Dept Revenue	9,140	4,590	(4,550)	50%	
Other Agreements	71,400	73,542	2,142	(3%)	
Trf from Reserves and Res Funds	603,829	788,419	184,590	(31%)	
Total Revenue	13,824,615	14,613,497	788,882	(6%)	
Expenses					
Labour Costs	5,310,810	5,918,674	607,864	11%	Adding new staff plus CPI increases
Supplies & Materials	259,335	274,766	15,431	6%	
Equipment	79,586	64,406	(15,180)	(19%)	
Gravel Resurface	442,170	446,592	4,422	1%	
Sanding	187,272	205,999	18,727	10%	
Calcium	166,464	199,757	33,293	20%	
Consulting	703,316	367,743	(335,573)	(48%)	
Roads Maintenance	241,373	241,373			
Resealing	88,434	88,434			
Service Agreements	1,026,217	1,097,468	71,251	7%	
Winter Control	76,903	96,724	19,821	26%	
General Maintenance & Repairs	206,413	246,473	40,060	19%	
Sidewalk Maintenance	46,818	48,223	1,405	3%	
IT Services	180,968	236,964	55,996	31%	
Postage & Courier	20,148	10,193	(9,955)	(49%)	Reduced based on actual costs and the increase of EFT & PAP
Telephone & Cell Phones	51,286	49,614	(1,672)	(3%)	
Hydro	424,775	366,458	(58,317)	(14%)	
Natural Gas	75,491	139,358	63,867	85%	

Fuel	195,251	206,853	11,602	6%	
Water & Sewage	54,621	16,000	(38,621)	(71%)	2023 budget based on water damage repairs at arenas- Not a recurring expense
Vehicle Maintenance	251,540	313,241	61,701	25%	
Economic Development Activities	81,171	81,199	28		
Advertising & Promo	51,427	59,631	8,204	16%	
Emergency Declaration Expenses	2,215	3,500	1,285	58%	
Tax Write Offs	55,000	55,000			
Conservation Authorities	186,322	164,928	(21,394)	(11%)	
Community Grants	31,000	46,500	15,500	50%	Budgeted under Committees of Council based on actual grants issued
Other Expenses	258,257	295,660	37,403	14%	
Contingency	8,510	8,510			
Audit, Insurance & Legal	423,804	545,696	121,892	29%	
Debt Servicing	72,470	86,483	14,013	19%	
Transfer to Capital	1,036,000	1,002,000	(34,000)	(3%)	
Trf to Res. and Res. Funds	1,493,623	1,593,438	99,815	7%	
Inter Org Transfers	35,625	35,639	14		
Total Expenses	13,824,615	14,613,497	788,882	6%	

2024 Budget Summary by Department



2024 Budget by Department

Description	2023 Budget Expense	2023 Budget Revenues	2023 Net Budget	2024 Budget Expense	2024 Budget Revenues	2024 Net Budget	Net Variance
Programs							
Council	199,445		199,445	206,715		206,715	7,270
Corporate Services	2,360,959	553,000	1,807,959	2,500,568	632,920	1,867,648	59,689
Economic Development	300,330	35,000	265,330	286,529	35,000	251,529	(13,801)
Modernization Grant	121,169	121,169					
Advisory Committees	99,434	31,604	67,830	90,669	24,063	66,606	(1,224)
Building	788,090	438,494	349,596	750,834	860,100	(109,266)	(458,862)
Planning	550,080	673,681	(123,601)	552,673	626,413	(73,740)	49,861
By-Law Enfor/Crossing Grds	224,490	23,562	200,928	257,721	23,068	234,653	33,725
Conservation Authorities	186,322		186,322	164,928		164,928	(21,394)
Fire	997,756	218,991	778,765	1,119,596	222,398	897,198	118,433
Emergency Planning	1,020		1,020	1,020		1,020	
Roads	3,155,620	214,450	2,941,170	3,464,372	214,450	3,249,922	308,752
Streetlights	138,708	138,708		142,869	142,869		
Water	1,381,202	1,381,202		1,392,355	1,392,355		
Wastewater				142,650	142,650		
Parks & Recreation	1,457,636	707,379	750,257	1,612,916	700,236	912,680	162,423
Cemeteries	10,000	10,000		10,000	10,000		
Subtotal Programs	11,972,261	4,547,240	7,425,021	12,696,415	5,026,522	7,669,893	244,872
Non-Program							
Transfer for Capital Projects	1,036,000		1,036,000	1,002,000		1,002,000	(34,000)
Assessment Growth							
Transfer from Tax Rate Stabilization		362,357	(362,357)		410,000	(410,000)	(47,643)
Infrastructure Renewal Trf	761,354		761,354	860,082		860,082	98,728
Tax Levy		8,108,518	(8,108,518)		8,344,275	(8,344,275)	(235,757)
PILS and Supplementary Taxes		211,700	(211,700)		230,000	(230,000)	(18,300)
OMPF		594,800	(594,800)		602,700	(602,700)	(7,900)
Tax Write Offs	55,000		55,000	55,000		55,000	
Subtotal Corporate	1,852,354	9,277,375	(7,425,021)	1,917,082	9,586,975	(7,669,893)	(244,872)
Net Total (Surplus)	13,824,615	13,824,615		14,613,497	14,613,497		

Tax Rate Change

3.0%

2025-2027 Forecast by Department



2025-2027 Forecasts

	2025 Forecast Expense	2025 Forecast Revenues	2025 Net Forecast	2026 Forecast Expense	2026 Forecast Revenues	2026 Net Forecast	2027 Forecast Expense	2027 Forecast Revenues	2027 Net Forecast
Programs									
Council	212,181		212,181	217,812		217,812	223,611		223,611
Corporate Services	2,570,911	651,909	1,919,002	2,642,465	671,466	1,970,999	2,717,990	691,610	2,026,380
Economic Development	293,925	35,000	258,925	301,541	35,000	266,541	309,387	35,000	274,387
Advisory Committees	90,669	24,063	66,606	90,669	24,063	66,606	90,669	24,063	66,606
Building	772,086	885,903	(113,817)	793,974	912,480	(118,506)	816,520	939,854	(123,334)
Planning	552,673	645,205	(92,532)	568,908	664,561	(95,653)	585,631	684,498	(98,867)
By-Law Enfor/Crossing Grds	265,452	23,174	242,278	273,417	23,283	250,134	281,622	23,396	258,226
Conservation Authorities	170,028		170,028	175,285		175,285	180,706		180,706
Fire	1,150,141	227,571	922,570	1,181,604	232,897	948,707	1,214,011	238,385	975,626
Emergency Planning	1,020		1,020	1,020		1,020	1,020		1,020
Roads	3,566,804	219,714	3,347,090	3,672,306	225,135	3,447,171	3,780,977	230,719	3,550,258
Streetlights	147,155	147,155		151,570	151,570		156,118	156,118	
Water	1,433,489	1,433,489		1,475,857	1,475,857		1,519,496	1,519,496	
Wastewater									
Parks & Recreation	1,631,634	708,447	923,187	1,680,282	727,201	953,081	1,730,390	746,520	983,870
Cemeteries	10,000	10,000	0	10,000	10,000	0	10,000	10,000	0
Subtotal Programs	12,868,168	5,011,630	7,856,538	13,236,710	5,153,513	8,083,197	13,618,147	5,299,659	8,318,488
Non-Program									
Transfer for Capital Projects	1,621,000		1,621,000	1,811,500		1,811,500	1,948,000		1,948,000
Assessment Growth									
Transfer from Tax Rate Stabilization									
Infrastructure Renewal Trf									
Tax Levy		8,699,838	(8,699,838)		9,116,997	(9,116,997)		9,488,788	(9,488,788)
PILS and Supplementary Taxes		230,000	(230,000)		230,000	(230,000)		230,000	(230,000)
OMPF		602,700	(602,700)		602,700	(602,700)		602,700	(602,700)
Tax Write Offs	55,000		55,000	55,000		55,000	55,000		55,000
Subtotal Corporate	1,676,000	9,532,538	(7,856,538)	1,866,500	9,949,697	(8,083,197)	2,003,000	10,321,488	(8,318,488)
Net Total (Surplus)	14,544,168	14,544,168	(0)	15,103,210	15,103,210	(0)	15,621,147	15,621,147	0
Tax Rate Change			(0.0%)			0.0%			0.0%

Capital Requests (2024-2027)

2024 to 2027 Capital Requests



Town of Erin
Capital Projects by Global Rank

Budget Year: 2024
Version: Department Submission
Forecast Periods: 2024

Description	Department	Expenditures	Res. & Res. Funds	DCs	Debt	CCBF GRANT	Other Grants	TAXATION	Cost Recovery
Cloudpermit building Application Portal	Building& Planning	60,000		60,000	-				
Town of Erin Green Standards	Building& Planning	25,000						25,000	
Community Improvement Plan	Building& Planning	40,000	40,000						
Heritage Designation Reports	Building& Planning	60,000						60,000	
Planning & Development Vehicle	Building& Planning	70,000	70,000	-	-	-	-		
Stategic Plan	Corporate	50,000						50,000	
Hose Cache	Fire	20,000	-	-	-	-	-		20,000
Station 10 Feasibility Study	Fire	50,000	-	-	-	-	-		50,000
Station 50 Complete 2nd Floor	Fire	150,000	150,000						
Building condition Project	Fire	17,000						17,000	
Replace 2017 GMC Sierra	Parks & Recreation	70,000	-	-	-	-	-		70,000
Utility Trailer	Parks & Recreation	30,000	-	-	-	-	-		30,000
Tennis Club - Court Surface Replacement	Parks & Recreation	250,000					100,000		150,000
Surface Treatment Program	Roads	200,000	-	200,000	-	-	-		
Tandem Axle Snow Plow - Roll off with attachments	Roads	500,000	300,000	-	-	-	-		200,000
Steamer Replacement (Unit 52)	Roads	50,000	-	-	-	-	-		50,000
Replacement Pick-Up	Roads	70,000	-	-	-	-	-		70,000
Energy Conervation Projects	Roads	5,000	-	-	-	-	-		5,000
Wood Chipper Replacement	Roads	100,000	-	-	-	-	-		100,000
Roads Shop BCA	Roads	5,000	-	-	-	-	-		5,000
Traffic Consolidation Study	Roads	100,000						100,000	
Wastewater Treatment Plant	Wastewater System	14,538,800	-						14,538,800
Wastewater Collection System	Wastewater System	2,187,300	-						2,187,300
Water Service for New	Water System	8,507,077	-	8,507,078	-	-	-		
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	-	-	-	-		
Water Capital Equipment	Water System	5,000	5,000	-	-	-	-		
Water Buiilding and minor	Water System	15,000	15,000	-	-	-	-		
		27,513,283	918,106	8,767,078	-	-	100,000	1,002,000	16,726,100



Town of Erin
Capital Projects by Global Rank

Budget Year: 2024

Version: Department Submission

Forecast Periods: 2025

Description	Department	Expenditures	Res. & Res. Funds	DCs	Debt	CCBF GRANT	Other Grants	TAXATION	Cost Recovery
EV for Building	Building& Planning	100,000	-	-	-	-	-	100,000	
Cloudpermit building Application Portal	Building& Planning	56,000		56,000	-				
Community Improvement Plan	Building& Planning	40,000	40,000						
Creation of Heritage Districts	Building& Planning	50,000						50,000	
New Zoning By-law Project	Building& Planning	100,000						100,000	
Pumper 52 Replacement	Fire	2,500,000		1,250,000				1,250,000	
Building Condition Project	Fire	3,500		3,500					
Replace Dodge 2017 Ram 1500	Parks & Recreation	100,000	-	-	-	-	-	100,000	
Parks	Parks & Recreation	11,000						11,000	-
Culvert 2018	Roads	755,000	-	500,000	-	255,000	-		
Winston Churchill Blvd with Caledon (50%)	Roads	3,155,000			3,155,000				
Surface Treatment Program	Roads	300,000		300,000					-
Energy Conservation projects	Roads	5,000						5,000	-
Roads Shop BCA	Roads	5,000						5,000	
Wastewater Treatment Plant	Wastewater	5,000,000		5,000,000					-
Wastewater Collection System	Wastewater	2,500,000		2,500,000					-
Water Service for new	Water System	5,000,000		5,000,000					-
Water Service 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						-
Water Capital Equipment	Water System	5,000	5,000						-
Water Builiding and minor	Water System	15,000	15,000						-
		20,038,606	398,106	14,609,500	3,155,000	255,000	-	1,621,000	-



Town of Erin
Capital Projects by Global Rank

Budget Year: 2024
Version: Department Submission
Forecast Periods: 2026

Description	Department	Expenditures	Res. & Res. Funds	DCs	Debt	CCBF GRANT	Other Grants	TAXATION	Cost Recovery
Cloudpermit building Application Portal	Building& Planning	56,000		56,000	-		-		-
Community Improvement Plan	Building& Planning	40,000	40,000						
Creation of Heritage Districts	Building& Planning	50,000						50,000	
New Zoning By-law Project	Building& Planning	100,000						100,000	
Fire Chiefs Command Vehicle	Fire	100,000	50,000	50,000	-		-		-
Fire Stn 10 & 50 Building Upgrades	Fire	158,500	158,500		-		-		-
Architectural design of Multi-Use Recreation Complex	Parks & Recreation	150,000						150,000	
Parks and Rec EV Vehicle	Parks & Recreation	70,000	-	-	-	-	-	70,000	
Bridge 9 (8th Line)	Roads	410,000				410,000			-
Culvert 2018 (1st line)	Roads	833,000		416,500				416,500	
Surface Treatment Program	Roads	300,000		300,000					-
Replace 2005 Cat 314CR	Roads	650,000	-		-	-	-	650,000	-
Energy Conservation Projects	Roads	5,000			-	-	-	5,000	-
Roads Patrol EV Vehicle	Roads	70,000	-	-	-	-	-	70,000	-
Tandem Axle Snow Plow	Roads	500,000	200,000					300,000	
Wastewater Treatment Plant	Wastewater	5,000,000		5,000,000	-	-			-
Wastewater Collection System	Wastewater	2,500,000		2,500,000	-	-			-
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		-	-	-		-
Water Capital Equipment	Water System	5,000	5,000		-	-	-		-
Water Building and minor	Water System	15,000	15,000		-	-	-		-
		16,350,606	806,606	13,322,500	-	410,000	-	1,811,500	-



Town of Erin
Capital Projects by Global Rank

Budget Year: 2024
Version: Department Submission
Forecast Periods: 2027

Description	Department	Expenditures	Res. & Res. Funds	DCs	Debt	CCBF GRANT	Other Grants	TAXATION	Cost Recovery
Cloudpermit building Application Portal	Building& Planning	56,000		56,000	-		-		-
Community Improvement Plan	Building& Planning	40,000	40,000						
Fire Appartus Reserve	Fire	100,000	100,000						
Pumper 12 Replacement	Fire	750,000		-				750,000	
Surface Treatment Program	Roads	300,000		300,000	-	-	-	-	-
Culvert 2027	Roads	708,000						708,000	
Culvert 2052	Roads	490,000						490,000	
Wastewater Treatment Plant	Wastewater	5,000,000		5,000,000	-	-			-
Wastewater Collection System	Wastewater	2,500,000		2,500,000	-	-			-
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		-	-	-		-
Water Capital Equipment	Water System	5,000	5,000		-	-	-		-
Water Building and minor	Water System	15,000	15,000		-	-	-		-
		15,302,106	498,106	12,856,000	-	-	-	1,948,000	-

Reserves & Reserves Funds



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	BALANCE DEC 31 2021	2022 TRANSACTIONS		ACTUAL BALANCE DEC 31 2022
			ADDITIONS	DISBURSEMENTS	
Unallocated	RESERVES TAX STABILIZATION RESERVE	1,358,598	429,405	196,463	1,591,540
Unallocated	RESERVES INFRASTRUCTURE RENEWAL	4,669,189	-		4,669,189
Unallocated	RESERVE FUND Canada Community Building Fund	1,283,069	405,478	53,183	1,635,364
Unallocated	RESERVE FUND Modernization Grant	180,368	5,800		186,168
Unallocated	RESERVE FUND Blue Triton Community Grant	40,215	26,289	7,500	59,004
Unallocated	RESERVE FUND Safe Restart - Covid Grant	156,766			156,766
Unallocated	RESERVE FUND OCIF FORMULA	258,335	558,748	449,234	367,849
TOTAL Unallocated		7,946,540			8,665,880
Administration	RESERVES ELECTION EXPENSE	78,097	20,000	83,700	14,397
Administration	RESERVES COMPUTER UPGRADES	79,865			79,865
Administration	RESERVES ADMIN FILE MANAGEMENT	87,571		32,361	55,210
Administration	RESERVES ADMIN OFFICE RENO RESERVES	29,157			29,157
Administration	RESERVES INSURANCE CONTINGENCY	15,573			15,573
Administration	RESERVE FUND Retirement Benefits	17			17
Administration	RESERVE FUND ADMINISTRATION DC	\$ (738,252)	76,048	31,806	(694,010)
TOTAL Administration		\$ (447,972)			(499,791)
Building	RESERVE FUND BUILDING DEPT REVENUE FUND	177,491	5,688		183,179
Building	RESERVES BUILDING DEPT CAPITAL	-			-
TOTAL Building		177,491			183,179
Econ. Development	RESERVES ECONOMIC DEVELOPMENT	41,644	41,000	-	82,644
Econ. Development	RESERVE FUND Main St Revitalization Grant	-			-
TOTAL Econ Dev		41,644			82,644
Fire	RESERVE FUND FIRE SERVICES DC	160,878	121,638	174,041	108,475
Fire	RESERVES FIRE CAPITAL	106,532			106,532
Fire	RESERVES FIREHALL RESERVE	6,704			6,704
Fire	RESERVES FIRE WAGE CONTINGENCY	121,584			121,584
Fire	RESERVES FIRE VEHICLE RESERVE	142,126	100,000	24,451	217,675
TOTAL Fire		537,824			560,970
Recreation	RESERVES CENTRE 2000 CAPITAL	425,461	20,523	-	445,984
Recreation	RESERVES Barbour Field	119,345			119,345
Recreation	RESERVES HILLSBURGH ARENA CAPITAL	73,480	32,553	5,783	46,710
Recreation	RESERVES BALLINAFAD COMM CENTRE	76,355			76,355
Recreation	RESERVES EMERGENCY RESPONSE CENTRE	200,000			200,000
Recreation	RESERVE FUND CASH IN LIEU OF PARKLAND FUND	1,160,316	194,697	217,829	1,137,184
Recreation	RESERVE FUND PARKS & RECREATION SERVICES DC	540,632	195,432	38,011	698,053
TOTAL Recreation		2,448,629			2,630,211
Roads	RESERVES ROADS CAPITAL	371,314	5,066	51,072	325,308
Roads	RESERVES ROADS Streetscape	5,066		5,066	-
Roads	RESERVES SIDEWALK REPLACEMENTS	122,227			122,227
Roads	RESERVES STREETLIGHTS	243,274	74,410		317,684
Roads	RESERVES ROADS Fleet Reserve	419,964	50,000		469,964
Roads	RESERVE FUND SIDEWALK RESERVE Tim Hortons	137,596	5,242	836	142,002
Roads	RESERVE FUND CASH IN LIEU OF PARKING FUND	11,512	369		11,881
Roads	RESERVE FUND DRAINAGE LEVY FUND	17,288	554		17,842
Roads	RESERVE FUND TRANSPORTATION SERVICES DC	1,028,183	497,508	267,816	1,257,875
TOTAL Roads		2,356,424			2,664,783
Water	RESERVES WATER LIFECYCLE	2,837,548	17,623	72,739	2,782,432
Water	RESERVE FUND Water EA STUDY	38,257	1,222		39,479
Water	RESERVE FUND TOWN WATER RESERVE FUND	135,680	4,343		140,023
Water	RESERVE FUND WATER DC	19,083	74,109	18,696	74,496
TOTAL Water		3,030,568			3,036,430
Waste Water	RESERVE FUND WWTP Front Ended Agreements	21,274,191	28,340,259	30,429,084	19,185,366
Waste Water	RESERVE FUND Solmar WWTP Working Capital	(9,974)			9,974
Waste Water	RESERVE FUND Solmar WWTP Security Deposit	50,000			50,000
Waste Water	RESERVE FUND Wastewater DCs	106,189	137,265	25,553,295	(25,309,841)
TOTAL Wastewater		21,420,406			6,084,449
Committee	RESERVES CEMETERY CAPITAL	92,455			92,455
Committee	RESERVE FUND ERIN PIONEER CEMETERY RESERVES	8,930	285		9,215
Committee	RESERVES HERITAGE RESERVES	14,373	75,000		89,373
Committee	RESERVES LGHG COMMITTEE	16,932	-		16,932
Committee	RESERVES ESAC	1,761			1,761
Committee	RESERVE FUND ERIN ECONOMIC DEVELOPMENT C.	7,852	252	1,000	7,104
TOTAL Committee		142,302			216,839
TOTAL		37,653,856	31,516,806	57,713,966	11,456,696



RESERVES & RESERVE FUNDS
Forecasts 2023 - 2027

DEPARTMENT	Description	ACTUAL BALANCE DEC 31 2022	2023 TRANSACTIONS		Projected BALANCE DEC 31 2023	
			ADDITIONS	DISBURSEMENTS		
Unallocated	RESERVES	TAX STABILIZATION RESERVE	1,591,540		362,357	1,229,183
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	4,669,189	761,354	150,000	5,280,543
Unallocated	RESERVE FUND	Canada Community Building Fund	1,635,364	362,790	545,860	1,452,294
Unallocated	RESERVE FUND	Modernization Grant	186,168	10,354	196,522	0
Unallocated	RESERVE FUND	Blue Triton Community Grant	59,004	28,281	53,839	33,446
Unallocated	RESERVE FUND	Safe Restart - Covid Grant	156,766			156,766
Unallocated	RESERVE FUND	OCIF FORMULA	367,849	466,263	39,142	794,970
TOTAL Unallocated			8,665,880			8,947,201
Administration	RESERVES	ELECTION EXPENSE	14,397	20,000		34,397
Administration	RESERVES	COMPUTER UPGRADES	79,865	15,000	8,209	86,656
Administration	RESERVES	ADMIN FILE MANAGEMENT	55,210		5,000	50,210
Administration	RESERVES	ADMIN OFFICE RENO RESERVES	29,157			29,157
Administration	RESERVES	INSURANCE CONTINGENCY	15,573			15,573
Administration	RESERVE FUND	Retirement Benefits	17			17
Administration	RESERVE FUND	ADMINISTRATION DC	- 694,010	20,724	-	- 673,286
TOTAL Administration			(499,791)			(457,275)
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	183,179	13,187		196,366
Building	RESERVES	BUILDING DEPT CAPITAL	-			-
TOTAL Building			183,179			196,366
Econ.Development	RESERVES	ECONOMIC DEVELOPMENT	82,644		41,000	41,644
Econ.Development	RESERVE FUND	Main St Revitalization Grant	-			-
TOTAL Economic Development			82,644			41,644
Fire	RESERVE FUND	FIRE SERVICES DC	108,475	33,086	250,000	108,439
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
TOTAL Fire			560,970			420,218
Recreation	RESERVES	CENTRE 2000 CAPITAL	445,984		54,961	391,023
Recreation	RESERVES	Barbour Field	119,345			119,345
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	- 46,710	11,000	-	35,710
Recreation	RESERVES	BALLINAFAD COMM CENTRE	76,355			76,355
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	200,000			200,000
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND	1,137,184	146,994	37,727	1,246,451
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES DC	698,053	47,629	22,511	723,171
TOTAL Recreation			2,630,211			2,720,635
Roads	RESERVES	ROADS CAPITAL	325,308			325,308
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227			122,227
Roads	RESERVES	STREETLIGHTS	317,684	30,900		348,584
Roads	RESERVES	ROADS Fleet Reserve	469,964	50,000		519,964
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Hortons	142,002	9,897		151,899
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUND	11,881	861		12,742
Roads	RESERVE FUND	DRAINAGE LEVY FUND	17,842	1,242		19,084
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	1,257,875	404,440	23,136	1,639,179
TOTAL Roads			2,664,783			3,138,987
Water	RESERVES	WATER LIFECYCLE	2,782,432	18,152	74,921	2,725,663
Water	RESERVE FUND	Water EA STUDY	39,479	2,796		42,275
Water	RESERVE FUND	TOWN WATER RESERVE FUND	140,023	9,787		149,810
Water	RESERVE FUND	WATER DC	74,496	18,634	83,093	10,037
TOTAL Water			3,036,430			2,927,784
Waste Water	RESERVE FUND	WWTP Front Ended Agreements	19,185,366	37,358,068	40,188,278	16,355,156
Waste Water	RESERVE FUND	WWTP Working Capital	- 9,974	9,974		-
Waste Water	RESERVE FUND	WWTP Security Deposit	50,000		50,000	-
Waste Water	RESERVE FUND	Wasterwater DCs	- 25,309,841	43,539		(25,266,303)
TOTAL Wastewater			- 6,084,449			- 8,911,146
Committee	RESERVES	CEMETERY CAPITAL	92,455		10,000	82,455
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESERVES	9,215	613		9,828
Committee	RESERVES	HERITAGE RESERVES	89,373		25,389	63,984
Committee	RESERVES	LGHG COMMITTEE	16,932		1,000	15,932
Committee	RESERVES	ESAC	1,761			1,761
Committee	RESERVE FUND	ERIN ECONOMIC DEVELOPMENT C.	7,104	495		7,599
TOTAL Committee			216,839			181,558
			11,456,696	39,996,060	42,246,784	9,205,972



RESERVES & RESERVE FUNDS
Forecasts 2023 - 2027

DEPARTMENT	Description	Projected BALANCE DEC 31 2023	2024 TRANSACTIONS		Projected BALANCE DEC 31 2024	
			ADDITIONS	DISBURSEMENTS		
Unallocated	RESERVES	TAX STABILIZATION RESERVE	1,229,183		410,000	819,183
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	5,280,543	860,082	-	6,140,625
Unallocated	RESERVE FUND	Canada Community Building Fund	1,452,294	373,673	834,140	991,827
Unallocated	RESERVE FUND	Blue Triton Community Grant	33,446	25,000		58,446
Unallocated	RESERVE FUND	Safe Restart - Covid Grant	156,766			156,766
Unallocated	RESERVE FUND	OCIF FORMULA	794,970	489,576	635,858	648,688
TOTAL Unallocated			8,947,201			8,815,535
Administration	RESERVES	ELECTION EXPENSE	34,397	20,000		54,397
Administration	RESERVES	COMPUTER UPGRADES	86,656	15,000	-	101,656
Administration	RESERVES	ADMIN FILE MANAGEMENT	50,210		5,000	45,210
Administration	RESERVES	ADMIN OFFICE RENO RESERVES	29,157			29,157
Administration	RESERVES	INSURANCE CONTINGENCY	15,573			15,573
Administration	RESERVE FUND	Retirement Benefits	17			17
Administration	RESERVE FUND	ADMINISTRATION DC	- 673,286	21,346	50,000	- 701,940
TOTAL Administration			(457,275)			(455,930)
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	196,366	13,583		209,950
Building	RESERVES	BUILDING DEPT CAPITAL	-			-
TOTAL Building			196,366			209,950
Econ.Development	RESERVES	ECONOMIC DEVELOPMENT RESERVES	41,644		40,000	1,644
Econ.Development	RESERVE FUND	Main St Revitalization Grant	-			-
TOTAL Econ Dev			41,644			1,644
						-
						-
Fire	RESERVE FUND	FIRE SERVICES DC	- 108,439	34,079	100,000	- 174,360
Fire	RESERVES	FIRE CAPITAL	82,694			82,694
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
TOTAL Fire			420,218			454,297
Recreation	RESERVES	CENTRE 2000 CAPITAL	391,023			391,023
Recreation	RESERVES	Barbour Field	119,345			119,345
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	- 35,710	11,000		- 24,710
Recreation	RESERVES	BALLINAFAD COMM CENTRE	76,355			76,355
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	200,000	50,000		250,000
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND	1,246,451	75,000		1,321,451
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES DC	723,171	49,058	21,731	750,499
TOTAL Recreation			2,720,635			2,883,963
Roads	RESERVES	ROADS CAPITAL	325,308			325,308
Roads	RESERVES	ROADS Streetscape	-			-
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227			122,227
Roads	RESERVES	STREETLIGHTS	348,584	30,900		379,484
Roads	RESERVES	ROADS Fleet Reserve	519,964	50,000	300,000	269,964
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Hortons	151,899			151,899
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUND	12,742			12,742
Roads	RESERVE FUND	DRAINAGE LEVY FUND	19,084			19,084
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	1,639,179	416,573	300,000	1,755,752
TOTAL Roads			3,138,987			3,036,460
Water	RESERVES	WATER LIFECYCLE	2,725,663	18,696	358,106	2,386,253
Water	RESERVE FUND	Water EA STUDY	42,275	2,879		45,154
Water	RESERVE FUND	TOWN WATER RESERVE FUND	149,810	10,081		159,891
Water	RESERVE FUND	WATER DC	10,037	19,193		29,230
TOTAL Water			2,927,785			2,620,528
Waste Water	RESERVE FUND	WWTP Front Ended Agreements	16,355,156	25,000,000	27,573,949	13,781,207
Waste Water	RESERVE FUND	WWTP Working Capital	-			-
Waste Water	RESERVE FUND	WWTP Security Deposit	-			-
Waste Water	RESERVE FUND	Wasterwater DCs	- 25,266,303	44,845		- 25,221,458
TOTAL Wastewater			- 8,911,146			- 11,440,250
Committee	RESERVES	CEMETERY CAPITAL	82,455		75,000	7,455
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESERVES	9,828	631		10,458
Committee	RESERVES	HERITAGE RESERVES	63,984			63,984
Committee	RESERVES	LGHG COMMITTEE	15,932			15,932
Committee	RESERVES	ESAC	1,761			1,761
Committee	RESERVE FUND	ERIN ECONOMIC DEVELOPMENT C.	7,599	510		8,109
TOTAL Committee			181,558			107,699
			9,205,973	27,731,705	30,703,783	6,233,895



RESERVES & RESERVE FUNDS
Forecasts 2023 - 2027

DEPARTMENT			Description	Projected BALANCE DEC 31 2024	2025 TRANSACTIONS		Projected BALANCE DEC 31 2025
					ADDITIONS	DISBURSEMENTS	
Unallocated	RESERVES	TAX STABILIZATION RESERVE		1,180,756		214,680	966,075
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL		6,140,625	860,082		7,000,707
Unallocated	RESERVE FUND	Canada Community Building Fund		991,827	384,884	800,500	576,210
Unallocated	RESERVE FUND	Blue Triton Community Grant		58,446	25,000		83,446
Unallocated	RESERVE FUND	Safe Restart - Covid Grant		156,766			156,766
Unallocated	RESERVE FUND	OCIF Top Up Grant		-			-
Unallocated	RESERVE FUND	OCIF FORMULA		648,688			1,162,743
TOTAL Unallocated				9,177,107			9,945,948
Administration	RESERVES	ELECTION EXPENSE		54,397	20,000		74,397
Administration	RESERVES	COMPUTER UPGRADES		101,656	15,000	-	116,656
Administration	RESERVES	ADMIN FILE MANAGEMENT		45,210		5,000	40,210
Administration	RESERVES	ADMIN OFFICE RENO RESERVES		29,157			29,157
Administration	RESERVES	INSURANCE CONTINGENCY		15,573			15,573
Administration	RESERVE FUND	Retirement Benefits		17			17
Administration	RESERVE FUND	ADMINISTRATION DC		- 701,940	21,986		- 679,954
TOTAL Admin				(455,930)			(403,943)
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND		209,950	13,991	100,000	123,940
Building	RESERVES	BUILDING DEPT CAPITAL		-			-
TOTAL Building				209,950			123,940
Econ.Development	RESERVES	ECONOMIC DEVELOPMENT		1,644		-	1,644
Econ.Development	RESERVE FUND	Main St Revitalization Grant		-			-
TOTAL Economic Development				1,644			1,644
Fire	RESERVE FUND	FIRE SERVICES DC		- 174,360	35,101	-	- 139,259
Fire	RESERVES	FIRE CAPITAL		82,694		35,000	47,694
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
TOTAL Fire				454,297			554,398
Recreation	RESERVES	CENTRE 2000 CAPITAL		391,023			391,023
Recreation	RESERVES	Barbour Field		119,345			119,345
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL		- 24,710	11,000		- 13,710
Recreation	RESERVES	BALLINAFAD COMM CENTRE		76,355			76,355
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE		250,000	50,000		300,000
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND		1,321,451	75,000		1,396,451
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES DC		750,499	50,530	20,945	780,084
TOTAL Recreation				2,883,963			3,049,548
Roads	RESERVES	ROADS CAPITAL		325,308			325,308
Roads	RESERVES	SIDEWALK REPLACEMENTS		122,227			122,227
Roads	RESERVES	STREETLIGHTS		379,484	30,900		410,384
Roads	RESERVES	ROADS Fleet Reserve		269,964	50,000	150,000	169,964
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Hortons		151,899			151,899
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUND		12,742			12,742
Roads	RESERVE FUND	DRAINAGE LEVY FUND		19,084			19,084
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC		- 1,755,752	429,070	300,000	- 1,884,822
TOTAL Roads				3,036,460			3,096,430
Water	RESERVES	WATER LIFECYCLE		2,386,253	19,257	358,106	2,047,404
Water	RESERVE FUND	Water EA STUDY		45,154	2,966		48,120
Water	RESERVE FUND	TOWN WATER RESERVE FUND		159,891	10,383		170,274
Water	RESERVE FUND	WATER DC		29,230	19,768		48,998
TOTAL Water				2,620,528			2,314,797
Waste Water	RESERVE FUND	WWTP Front Ended Agreements		13,781,207	19,000,000	12,781,207	20,000,000
Waste Water	RESERVE FUND	WWTP Working Capital		-			-
Waste Water	RESERVE FUND	WWTP Security Deposit		-			-
Waste Water	RESERVE FUND	Wasterwater DCs		- 25,221,458	46,190		- 25,175,267
TOTAL Wastewater				- 11,440,250			- 5,175,267
Committee	RESERVES	CEMETERY CAPITAL		7,455			7,455
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESERVES		10,458	650		11,108
Committee	RESERVES	HERITAGE RESERVES		63,984			63,984
Committee	RESERVES	LGHG COMMITTEE		15,932			15,932
Committee	RESERVES	ESAC		1,761			1,761
Committee	RESERVE FUND	ERIN ECONOMIC DEVELOPMENT C.		8,109	525		8,634
TOTAL Committee				107,699			108,874
				6,595,467	21,786,339	14,765,438	13,616,368



RESERVES & RESERVE FUNDS Forecasts
2023 - 2027

DEPARTMENT			Description	Projected BALANCE DEC 31 2025	2026 TRANSACTIONS		Projected BALANCE DEC 31 2026
					ADDITIONS	DISBURSEMENTS	
Unallocated	RESERVES	TAX STABILIZATION RESERVE		966,075		221,121	744,954
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL		7,000,707	860,082		7,860,789
Unallocated	RESERVE FUND	Canada Community Building Fund		576,210	396,430	800,500	172,141
Unallocated	RESERVE FUND	Blue Triton Community Grant		83,446	25,000		108,446
Unallocated	RESERVE FUND	Safe Restart - Covid Grant		156,766			156,766
Unallocated	RESERVE FUND	OCIF Top Up Grant		-			-
Unallocated	RESERVE FUND	OCIF FORMULA		1,162,743	539,758		1,702,501
TOTAL Unallocated				9,945,948			10,745,597
Administration	RESERVES	ELECTION EXPENSE		74,397	20,000	80,000	14,397
Administration	RESERVES	COMPUTER UPGRADES		116,656	15,000	-	131,656
Administration	RESERVES	ADMIN FILE MANAGEMENT		40,210		5,000	35,210
Administration	RESERVES	ADMIN OFFICE RENO RESERVES		29,157			29,157
Administration	RESERVES	INSURANCE CONTINGENCY		15,573			15,573
Administration	RESERVE FUND	Retirement Benefits		17			17
Administration	RESERVE FUND	ADMINISTRATION DC		- 679,954	22,646		- 657,308
TOTAL Administration				(403,943)			(431,297)
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND		123,940	14,410		138,350
Building	RESERVES	BUILDING DEPT CAPITAL		-			-
TOTAL Building				123,940			138,350
Econ.Development	RESERVES	ECONOMIC DEVELOPMENT RESERVES		1,644		-	1,644
Econ.Development	RESERVE FUND	Main St Revitalization Grant		-			-
TOTAL Economic Development				1,644			1,644
Fire	RESERVE FUND	FIRE SERVICES DC		- 139,259	36,154	158,500	- 261,605
Fire	RESERVES	FIRE CAPITAL		47,694			47,694
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
TOTAL Fire				554,398			532,052
Recreation	RESERVES	CENTRE 2000 CAPITAL		391,023			391,023
Recreation	RESERVES	Barbour Field		119,345			119,345
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL		- 13,710	11,000		- 2,710
Recreation	RESERVES	BALLINAFAD COMM CENTRE		76,355			76,355
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE		300,000	50,000		350,000
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND		1,396,451	75,000		1,471,451
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES DC		780,084	52,046	-	832,130
TOTAL Recreation				3,049,548			3,237,594
Roads	RESERVES	ROADS CAPITAL		325,308			325,308
Roads	RESERVES	SIDEWALK REPLACEMENTS		122,227			122,227
Roads	RESERVES	STREETLIGHTS		410,384	30,900		441,284
Roads	RESERVES	ROADS Fleet Reserve		169,964	50,000	150,000	69,964
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Hortons		151,899			151,899
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUND		12,742			12,742
Roads	RESERVE FUND	DRAINAGE LEVY FUND		19,084			19,084
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC		1,884,822	441,942	300,000	2,026,764
TOTAL Roads				3,096,430			3,169,272
Water	RESERVES	WATER LIFECYCLE		2,047,404	19,835	358,106	1,709,133
Water	RESERVE FUND	Water EA STUDY		48,120	3,055		51,175
Water	RESERVE FUND	TOWN WATER RESERVE FUND		170,274	10,695		180,969
Water	RESERVE FUND	WATER DC		48,998	20,361		69,360
TOTAL Water				2,314,797			2,010,637
Waste Water	RESERVE FUND	WWTP Front Ended Agreements		20,000,000	1,000,000	-	21,000,000
Waste Water	RESERVE FUND	WWTP Working Capital		-			-
Waste Water	RESERVE FUND	WWTP Security Deposit		-			-
Waste Water	RESERVE FUND	Wasterwater DCs		- 25,175,267	47,576		- 25,127,691
TOTAL Wastewater				- 5,175,267			- 4,127,691
Committee	RESERVES	CEMETERY CAPITAL		7,455			7,455
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESERVES		11,108	669		11,778
Committee	RESERVES	HERITAGE RESERVES		63,984			63,984
Committee	RESERVES	LGHG COMMITTEE		15,932			15,932
Committee	RESERVES	ESAC		1,761			1,761
Committee	RESERVE FUND	ERIN ECONOMIC DEVELOPMENT C.		8,634	541		9,175
TOTAL Committee				108,874			110,084
				13,616,368	3,843,100	2,073,227	15,386,241



**RESERVES & RESERVE FUNDS Forecasts
2023 - 2027**

DEPARTMENT	Description	Projected BALANCE DEC 31 2026	2027 TRANSACTIONS		Projected BALANCE DEC 31 2027
			ADDITIONS	DISBURSEMENTS	
Unallocated	RESERVES TAX STABILIZATION RESERVE	744,954		227,754	517,200
Unallocated	RESERVES INFRASTRUCTURE RENEWAL	7,860,789	860,082		8,720,871
Unallocated	RESERVE FUND Canada Community Building Fund	172,141	408,323		580,463
Unallocated	RESERVE FUND Blue Triton Community Grant	108,446	25,000		133,446
Unallocated	RESERVE FUND Safe Restart - Covid Grant	156,766			156,766
Unallocated	RESERVE FUND OCIF FORMULA	1,702,501	566,746		2,269,246
TOTAL Unallocated		10,745,597			12,377,993
Administration	RESERVES ELECTION EXPENSE	14,397	20,000	80,000	45,603
Administration	RESERVES COMPUTER UPGRADES	131,656	15,000	-	146,656
Administration	RESERVES ADMIN FILE MANAGEMENT	35,210			35,210
Administration	RESERVES ADMIN OFFICE RENO RESERVES	29,157			29,157
Administration	RESERVES INSURANCE CONTINGENCY	15,573			15,573
Administration	RESERVE FUND Retirement Benefits	17			17
Administration	RESERVE FUND ADMINISTRATION DC	- 657,308	23,325		(633,983)
TOTAL Administration		(431,297)			(452,972)
Building	RESERVE FUND BUILDING DEPT REVENUE FUND	138,350	14,843		153,193
Building	RESERVES BUILDING DEPT CAPITAL	-			-
TOTAL Building		138,350			153,193
Econ.Development	RESERVES ECONOMIC DEVELOPMENT RESERVES	1,644		-	1,644
Econ.Development	RESERVE FUND Main St Revitalization Grant	-			-
TOTAL Economic Development		1,644			1,644
Fire	RESERVE FUND FIRE SERVICES DC	- 261,605	37,239		- 224,366
Fire	RESERVES FIRE CAPITAL	47,694			47,694
Fire	RESERVES FIREHALL RESERVE	6,704			6,704
Fire	RESERVES FIRE WAGE CONTINGENCY	121,584			121,584
Fire	RESERVES FIRE VEHICLE RESERVE	617,675	100,000		717,675
TOTAL Fire		532,052			669,291
Recreation	RESERVES CENTRE 2000 CAPITAL	391,023			391,023
Recreation	RESERVES BARBOUR FIELD	119,345			119,345
Recreation	RESERVES HILLSBURGH ARENA CAPITAL	- 2,710	11,000		8,290
Recreation	RESERVES BALLINAFAD COMM CENTRE	76,355			76,355
Recreation	RESERVES EMERGENCY RESPONSE CENTRE	350,000	50,000		400,000
Recreation	RESERVE FUND CASH IN LIEU OF PARKLAND FUND	1,471,451	75,000		1,546,451
Recreation	RESERVE FUND PARKS & RECREATION SERVICES DC	832,130	53,607		885,737
TOTAL Recreation		3,237,594			3,427,201
Roads	RESERVES ROADS CAPITAL	325,308			325,308
Roads	RESERVES SIDEWALK REPLACEMENTS	122,227			122,227
Roads	RESERVES STREETLIGHTS	441,284	30,900		472,184
Roads	RESERVES ROADS Fleet Reserve	69,964	50,000		119,964
Roads	RESERVE FUND SIDEWALK RESERVE Tim Hortons	151,899			151,899
Roads	RESERVE FUND CASH IN LIEU OF PARKING FUND	12,742			12,742
Roads	RESERVE FUND DRAINAGE LEVY FUND	19,084			19,084
Roads	RESERVE FUND TRANSPORTATION SERVICES DC	2,026,764	455,200	300,000	2,181,964
TOTAL Roads		3,169,272			3,405,372
Water	RESERVES WATER LIFECYCLE	1,709,133	20,430	358,106	1,371,457
Water	RESERVE FUND Water EA STUDY	51,175	3,146		54,321
Water	RESERVE FUND TOWN WATER RESERVE FUND	180,969	11,016		191,985
Water	RESERVE FUND WATER DC	69,360	20,972		90,332
TOTAL Water		2,010,637			1,653,773
Waste Water	RESERVE FUND WWTP Front Ended Agreements	21,000,000	1,050,000	-	22,050,000
Waste Water	RESERVE FUND WWTP Working Capital	-			-
Waste Water	RESERVE FUND WWTP Security Deposit	-			-
Waste Water	RESERVE FUND Wasterwater DCs	- 25,127,691	49,003		(25,078,688)
TOTAL Wastewater		- 4,127,691			- 3,028,688
Committee	RESERVES CEMETERY CAPITAL	7,455			7,455
Committee	RESERVE FUND ERIN PIONEER CEMETERY RESERVES	11,778	689		12,467
Committee	RESERVES HERITAGE RESERVES	63,984			63,984
Committee	RESERVES LGHG COMMITTEE	15,932			15,932
Committee	RESERVES ESAC	1,761			1,761
Committee	RESERVE FUND ERIN ECONOMIC DEVELOPMENT C.	9,175	557		9,732
TOTAL Committee		110,084			111,330
		15,386,241	3,952,079	965,860	18,318,138

Debt Summary (Principal & Interest)

A. Debt Summary:



Debt Summary

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

B. County of Wellington:



COUNTY OF WELLINGTON

\$907,000

Instalment Debentures

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

Price per Debenture: \$100.00
Net proceeds to Town: \$907,000.00
Net Cost of Borrowing: 2.152%

TOWN OF ERIN



Ministry of Municipal Affairs and Housing
 777 Bay Street,
 Toronto, Ontario M5G 2E5

Ministère des affaires municipales et du logement
 777 rue Bay,
 Toronto (Ontario) M5G 2E5

2023 ANNUAL REPAYMENT LIMIT (UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	75405		
MUNID:	23015		
MUNICIPALITY:	Erin T		
UPPER TIER:	Wellington Co		
REPAYMENT LIMIT:		\$	2,248,924

The repayment limit has been calculated based on data contained in the 2021 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2021 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2023

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.	\$ 28,026,567
	(a)	15 years @ 5% p.a.	\$ 23,343,065
	(a)	10 years @ 5% p.a.	\$ 17,365,597
	(a)	5 years @ 5% p.a.	\$ 9,736,665
7% Interest Rate			
	(a)	20 years @ 7% p.a.	\$ 23,825,136
	(a)	15 years @ 7% p.a.	\$ 20,483,009
	(a)	10 years @ 7% p.a.	\$ 15,795,503
	(a)	5 years @ 7% p.a.	\$ 9,221,033

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

MUNICIPALITY:

Erin T

MMAH CODE:

75405

		1 \$
Debt Charges for the Current Year		
0210	Principal (SLC 74 3099 01)	339,952
0220	Interest (SLC 74 3099 02)	98,783
0299	Subtotal	438,735
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910	Total Debt Charges	438,735
Amounts Recovered from Unconsolidated Entities		
1010	Electricity - Principal (SLC 74 3030 01)	0
1020	Electricity - Interest (SLC 74 3030 02)	0
1030	Gas - Principal (SLC 74 3040 01)	0
1040	Gas - Interest (SLC 74 3040 02)	0
1050	Telephone - Principal (SLC 74 3050 01)	0
1060	Telephone - Interest (SLC 74 3050 02)	0
1099	Subtotal	0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02)	0
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02)	0
1420	Total Debt Charges to be Excluded	0
9920	Net Debt Charges	438,735
1610	Total Revenue (SLC 10 9910 01)	16,441,013
Excluded Revenue Amounts		
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04)	0
2210	Ontario Grants, Including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01)	1,142,172
2220	Canada Grants, Including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	104,016
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)	0
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)	246,289
2230	Revenue from other municipalities including revenue for Tangible Capital Assets (SLC 10 1098 01 + SLC 10 1099 01)	43,380
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	12,387
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	803,431
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	62,148
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)	3,276,553
2299	Subtotal	5,690,376
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610	Net Revenues	10,750,637
2620	25% of Net Revenues	2,687,659
9930	ESTIMATED ANNUAL REPAYMENT LIMIT (25% of Net Revenues less Net Debt Charges)	2,248,924

* SLC denotes Schedule, Line Column.



2024 BUDGET & 2025-2027 FORECASTS By Department

- ✓ Council & Committees
- ✓ Corporate Services
- ✓ Planning & Development
- ✓ Conservation Authorities
- ✓ Fire & Emergency Services
- ✓ Infrastructure Services

Council

2024 Budget & 2025-2027 Forecasts



A. Budget & Forecasts:



Council
2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Expenses						
Labour Costs (1)	169,437	176,685	7,248	181,985	187,445	193,068
Other Expenses (2)	24,500	24,500		24,500	24,500	24,500
Audit, Insurance & Legal (3)	5,508	5,530	22	5,696	5,867	6,043
Total Expenses	199,445	206,715	7,270	212,181	217,812	223,611
Net Total	199,445	206,715	7,270	212,181	217,812	223,611

Comments:

- 1- Labour Costs budget increase is based on the Bank of Canada CPI as of Aug.2023.
- 2- Insurance premiums increase is based on actual trends plus 10% for next year premiums as per insurance company.
- 3- Other expenses include council meetings, training, conferences, Association fees, cellphones, etc.

Advisory Committees:

A. Advisory Committees Overview:

The Town of Erin establishes advisory committees to fulfill a variety of mandates and to make recommendations to Council. Most advisory committees include members of the public, as well as members of Council. Council relies on advisory committees to provide recommendations on pertinent issues throughout the municipality, and draws on the expertise of citizen volunteer members.

Town of Erin Advisory Committees:

Environment and Sustainability Advisory

Committee (ESAC): Provides advice to Council on a range of environmental and sustainability issues and take initiatives to implement the strategic plan of greening Erin such as Earth day & other events (tree planting), Environmental Grant for Schools, Turtle signs, etc.

Erin Economic Development Committee (EEDC):

Advises and assists the Council through the office of the Chief Administrative Officer (CAO) and/or designated staff and citizens of the Town of Erin on matters associated with the ongoing economic well-being and future prosperity of the community.

Town of Erin Heritage Committee: Initiates and provides Council & Town's staff with advice with respect to the properties and districts under Parts IV and V of the Ontario Heritage Act. Designation. It facilitates community awareness of both built and natural features within the community.

Let's Get Hillsburgh Growing Committee

(LGHG): Formed in 2005, the committee is committed to the beautification and revitalization of Trafalgar Road and nurturing a sense of community in the village of Hillsburgh.

Parks, Recreation & Trails Advisory Committee

(PRTAC): The Parks and Recreation Committee was re-established at the end of 2019 to aid in the goals and objectives provided in the Parks, Recreation and Culture Master Plan as prioritized by Council and under the direction of the designated Town of Erin Staff.

B. Budget & Forecasts:



Advisory Committees

2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
<u>Revenue</u>						
<u>Other Revenue</u>						
1301 LGHG	7,395	7,395		7,395	7,395	7,395
1302 Heritage		2,500	2,500	2,500	2,500	2,500
1305 Env Sust Cttee		500	500	500	500	500
Total Other Revenue	7,395	10,395	3,000	10,395	10,395	10,395
<u>Inter Dept Revenue</u>						
1301 LGHG	4,590	4,590		4,590	4,590	4,590
Total Inter Dept Revenue	4,590	4,590	0	4,590	4,590	4,590
<u>Trf from Reserves and Res Funds</u>						
1301 LGHG	9,078	9,078		9,078	9,078	9,078
Total Trf from Reserves and Res	9,078	9,078	0	9,078	9,078	9,078
Total Revenue	21,063	24,063	3,000	24,063	24,063	24,063
<u>Expenses</u>						
<u>Supplies & Materials</u>						
1301 LGHG	10,863	10,863		10,863	10,863	10,863
1302 Heritage	2,448	1,250	(1,198)	1,250	1,250	1,250
1305 Env Sust Cttee	3,161	700	(2,461)	700	700	700
Total Supplies & Materials	16,472	12,813	(3,659)	12,813	12,813	12,813
<u>General Maintenance & Repairs</u>						
1301 LGHG	1,734	1,734		1,734	1,734	1,734
1310 Parks, Recreation & Trails		1,030	1,030	1,030	1,030	1,030
Total General Maintenance & Re	1,734	2,764	1,030	2,764	2,764	2,764
<u>Postage & Courier</u>						
1301 LGHG	612	612		612	612	612
Total Postage & Courier	612	612		612	612	612
<u>Trails Development Activities</u>						
1310 Parks, Recreation & Trails		7,354	7,354	7,354	7,354	7,354
Total Economic Development Ac		7,354	7,354	7,354	7,354	7,354
<u>Advertising</u>						
1300 Committees of Council		500	500	500	500	500
1302 Heritage	102	1,000	898	1,000	1,000	1,000
1305 Env Sust Cttee	600	250	(350)	250	250	250
Total Advertising & Promo	702	1,750	1,048	1,750	1,750	1,750
<u>Community Grants</u>						
1300 Committees of Council	20,500	20,500		20,500	20,500	20,500
Total Community Grants	20,500	20,500		20,500	20,500	20,500
<u>Other Expenses</u>						
1300 Committees of Council	11,118	1,000	-10,118	1,000	1,000	1,000
1301 LGHG	7,854	7,854		7,854	7,854	7,854
1302 Heritage	2,461	75	(2,386)	75	75	75
Total Other Expenses	21,433	8,929	(12,504)	8,929	8,929	8,929
<u>Trf to Res. and Res. Funds</u>						
1302 Heritage		175	175	175	175	175
1305 Env Sust Cttee		1,500	1,500	1,500	1,500	1,500
Total Trf to Res. and Res. Funds	0	1,675	1,675	1,675	1,675	1,675
<u>Inter Org Transfers</u>						
1300 Committees of Council	34,272	34,272		34,272	34,272	34,272
Total Inter Org Transfers	34,272	34,272		34,272	34,272	34,272
Total Expenses	95,725	90,669	(5,056)	90,669	90,669	90,669
Net Total	74,662	66,606	(8,056)	66,606	66,606	66,606

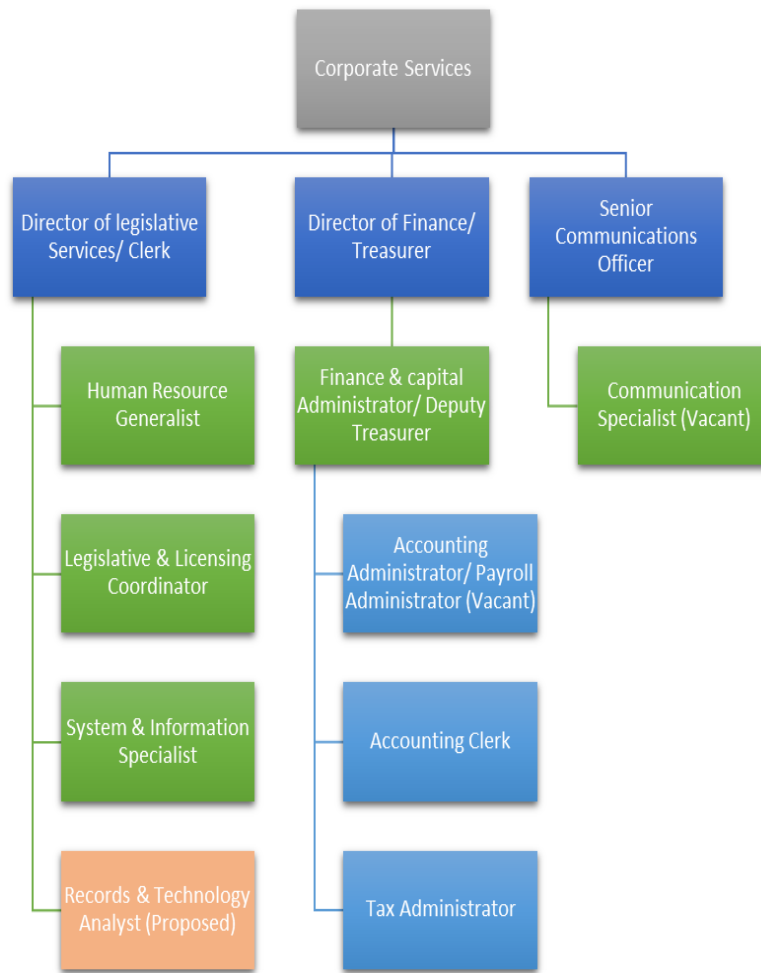
Corporate Services

2024 Budget & 2025-2027 Forecasts



Corporate Services:

A. Organizational Chart:



B. Budget Highlights:

a) Legislative Services:

i. Achievements 2023:

- ✓ Facilitate processes for council meetings, ensuring that meetings are conducted efficiently and records documented as accurately.
- ✓ Managed the Town's records, adhering to statutory requirements and best practices to preserve the integrity of information relating to the Municipality, staff and council, while ensuring compliance with legal obligations.
- ✓ Issued licenses and permits and ensured compliance with relevant regulations.
- ✓ Processed Freedom of Information in compliance with legislative requirements.
- ✓ Issuance of licenses in a timely manner.

ii. Current Plans:

- ✓ Strengthening our support for legislative processes, by improving procedures and accessibility to council documents.

iii. Future Plans:

- ✓ Ongoing implementation of record migration for improved management of Town's records/information.
- ✓ Ongoing implementation of Open Government portal to have public information readily available on the Town website.
- ✓ Remain committed to supporting activities aligned with CAO and Council priorities, ensuring transparency of business operations in the municipality.

b) Communications:

iv. Future Plans:

- ✓ Develop a long-term multi-channel communications plan with messaging that the waste water facility is beneficial and will future-proof the Town - dove-tailed with the secondary message that "Erin is Open For Business"
- ✓ Conduct a resident survey to determine what content the community wants more or less of on erin.ca
- ✓ Review content analytics to determine what content is engaging with residents and what is not. Then, reduce content that is not engaging, allowing resources to be allocated to content that is engaging with residents
- ✓ Create a process for conveying "breaking news" to residents in a timely manner i.e. online breaking news scrolling ticker
- ✓ Create/complete emergency and corporate communication plans
- ✓ Introduce a video "explainers" series online
- ✓ Review website to determine if it is user-friendly and easy to navigate and visually appealing
- ✓ Review all communication channels (print, digital) to ensure maximum ROE in reach and expense
 - PRIORITY No. 1: Create systems and a process that produces a steady flow of content so that the website and social media can be updated **DAILY**
- ✓ Review communication support vendors to ensure value and service
- ✓ Revamp/relaunch newsletters

c) Finance:

i. Achievements 2023:

- ✓ Increases in Pre-Authorized monthly on-line payments of taxes and water saved a significant amount on previous mailing of statements and smoothed the revenue process.
- ✓ All new vendors were set up with an email requesting EFT information. This has reduced the number of weekly cheques and ensured a safer more reliable payment of invoices.
- ✓ Finance successfully hired a Finance and Capital Administrator and Deputy Treasurer.
- ✓ A Finance Co-op student from the University of Guelph worked with us for 12 weeks over the summer and achieved a University credit. The Director of Finance worked closely with the student, completing reports to be submitted to Guelph.

ii. Current Plans:

- ✓ The Asset Management Plan for Municipal infrastructure Regulation, O. Reg. 588/17 with level of service documented for non-core infrastructure assets is in progress and due by July 1, 2024.
- ✓ The Energy Audit and Conservation Plan Report was successfully submitted in 2023 and information is currently being gathered for the 2024 submission.
- ✓ Finance continues its paperless goal with increased scanning and on-line filing system. There has been approximately 25% decrease in paper in 2023. In 2024, we expect and plan for this trend to continue.
- ✓ Interviews are ongoing to fulfil the roll of Accounts Payable/Payroll Administrator, that will give Finance a full contingent of 5 full time staff.
- ✓ Building on the success of the Finance Co-op student, a Winter Co-op student from the University of Guelph will be starting work in January 2024 for a 12 week term.
- ✓ Instruction manuals continue to be developed to assist employees in new roles.

iii. Future Plans:

- ✓ Finance is planning an update to our website for residents to complete on-line 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.
- ✓ The Procurement Policy and Procurement tender documents will be updated to new standards and to reflect current standards.

d) Human Resources:

i. Achievements 2023:

- ✓ Continued to implemented team bonding activities to strengthen interpersonal relationships among staff, creating a collaborative work culture.
- ✓ Launched a monthly newsletter to enhance staff communications, ensuring transparent and timely information dissemination.
- ✓ Recruited an HR Generalist to streamline recruitment processes and provide effective first-level resolution of staff issues, enabling directors to focus on strategic matters.
- ✓ Designed and implemented an efficient onboarding process to facilitate seamless integration of new hires into the organization.
- ✓ Conducted rolling interviews and engaged hiring agencies as interim recruitment solutions to expedite the hiring process and ensure a quick resolution to staffing needs.
- ✓ Established a candidate-centric approach to recruitment, setting candidates up for success by ensuring alignment of candidates' long-term goals with available opportunities within the municipality.

ii. Current Plans:

- ✓ Introducing a comprehensive program to educate staff on town benefit packages, creating awareness and improving employee engagement.
- ✓ Planning to educate staff on available Employee Assistance Programs, to support employees' physical and mental health.
- ✓ Making efforts to secure group discount benefits for employees on popular brands selling day to day lifestyle products.

iii. **Future Plans:**

- ✓ Review and update of town policies to ensure compliance with current regulations and standards and support Council and CAO priorities.
- ✓ Implement training programs to adapt to evolving Council and CAO priorities, ensuring staff readiness for changing demands.
- ✓ Implement a Human Resources Information System (HRIS) to improve data management, streamline HR processes, and improve overall efficiency.
- ✓ Leverage HRIS data for informed decision-making, contributing to strategic planning and corporation wide success. Implement initiatives to promote diversity, equity, and inclusion.

e) **Information Technology:**

i. **Achievements 2023:**

- ✓ Continued to implement and upgraded backup strategy to protect against data loss incidents, quickly recover, and auditing
- ✓ Migrated email security gateway to cloud-based solution, keep protect against all email threat types reduce false positives, and maintain a secure communication environment.
- ✓ Upgraded AV systems for Town Hall meeting room and another meeting room in the Fire station 50.
- ✓ Laptop replacement. Purchased 8-10 laptop last years.
- ✓ Purchased one data storage, it will provide more space for our EDRMS and Archive system.
- ✓ Upgrades Mobile Device Management system, it able to manage/deploy more device and apps.
- ✓ Move most spare computers now located in server room to Hillsburgh Fire Hall, powered and Ethernet connections to hold spare systems in case of disaster, including A/V system in HFH meeting room.
- ✓ Improved asset management systems, use Pluseway RMM to get inventory of hardware and software, user Meraki MDM to manage all software on mobile device

ii. **Current Plans:**

- ✓ Stay in communication with services provider, comparing and looking for some best solutions for our business and service, such as printer, Internet access, asset management and audit system, etc.
- ✓ Upgrade backup server, this server does back up job daily, and copy latest backup to Datto datacentre in each day. Hardware warranty expired in 2020
- ✓ Continued to implemented security awareness training for all staff, it help employees understand the importance of cybersecurity and teaches the how to identify potential threats and respond appropriately

iii. **Future Plans:**

- ✓ Existing servers are over 7 years old, the plan is to add at least one new server, increase the redundancy between the servers, and improve the reliability and availability on the systems.
- ✓ Perform penetration testing, it will help us have a high level overview of our security posture, also help us to implement improvement based on the test results.
- ✓ Request for a third party professional security simulation of a cyberattack on the Town IT infrastructure. It will include but not be limited to email phishing attacked, login account hacking, vulnerability scan. Cost: \$8500
- ✓ Upgrade AV system for conference room
- ✓ Mail migration, exchange server 2013 (we currently using) will reach its extended end-of-life, cloud migration may is the best solution.
- ✓ Upgrade all MS Office installations to latest version, long term costing would peg one-time purchase of volume license higher than subscription service.
- ✓ Internet service in Erin communication centre and Erin fire station 10.
- ✓ Update Office 2013 to Office 365, this project should be completed in 2023, we will forward it to 2024.

C. **Corporate Services Activities:**

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

a) **Director of Legislative Services & Clerk:**

The Clerk is responsible for coordinating and supporting various statutory responsibilities provided by the Municipal Act, Vital Statistics Act, Municipal Freedom of Information and Protection of Privacy Act,

the Planning Act, Line Fences Act, the Livestock Poultry and Honeybee Protection Act, the Accessibility for Ontarians with Disabilities Act, and the Municipal Elections Act. In accordance with these statutes as well as municipal policies and best practices, the Clerk supports the following:

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

b) Director of Finance:

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

- ✓ property tax billing and collections
- ✓ water tax billing and collections
- ✓ accounts payable
- ✓ payroll and benefits administration
- ✓ financial reporting and monitoring financial performance
- ✓ develop and implement budget process
- ✓ develop operating and capital budgets
- ✓ collecting and tracking development charges and other fees
- ✓ coordinating user rates
- ✓ developing financial policies
- ✓ administrating investment in accordance to the Municipal Act 2001
- ✓ coordinating asset management plan
- ✓ research and coordinate grant funding applications
- ✓ issuing debt and cash flow management as per Council direction
- ✓ implement Procurement Policy By-law and goods and services
- ✓ risk management and insurance administration

c) Chief Administrative Officer:

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

- ✓ facilitate investments and innovation
- ✓ empower intergovernmental relations
- ✓ Oversee the operations and processes of the Town

d) 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.

e) Information Technology:

Information Technology unit is responsible for ensuring that:

- ✓ municipal systems and software are properly licensed and compliant,
- ✓ information technology policies and processes are created and overseen,
- ✓ websites and social media platforms are created to high standards and maintained up-to-date,
- ✓ disaster recovery and business continuity plans are created and tested,
- ✓ oversees 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, future public expectations for access to information,
- ✓ 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, ensuring all licensing is current and authorized, consistent use of software across the organization to ensure compatibility and cost-effectiveness, while conducting periodic audits of equipment to ensure compliance.
- ✓ Ensures the required oversight of all Municipal networks, servers, firewalls, switches, user devices including desktops, laptops, cell phones and portable devices, both in house and off-site.

f) Human Resources:

The Human Resources Department 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;
- ✓ Professional 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;
- ✓ Oversee employees’ learning and development activities;
- ✓ Management of compensation and benefits, health and safety, training & development, and wellness initiatives;
- ✓ Labour and Employee Relations.

D. Strategic Initiatives:

2022 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Undertake a Development Charges By-law update incorporating the cost of waste water and water	Growth Management	Ongoing	1
Electronic Data Records Management System	Good Governance	Ongoing	1
Docupet Licensing Agreement	Service Excellence	Ongoing	1
Marriage Officiating	Service Excellence	Ongoing	1

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
EDRMS- staff implementation	Good Governance	ongoing	1
Audit of Physical Records and prepare for integration into EDRMS	Good Governance	ongoing	1
Open Government Initiatives	Good Governance	ongoing	1
Implementation of HRIS	Good Governance	ongoing	2
Conduct a series of service delivery reviews	Service Excellence and Good Governance	Recreation review done – Roads in process – (Ongoing)	2
Publish an annual update that reports on the Strategic Plan progress and accomplishments	Service Excellence and Good Governance	Budgeting to redo/update the strategic plan	1
Continue to allocate budget to establish financial reserves which are adequate to fund anticipated infrastructure requirements and major projects	Service Excellence and Good Governance	ongoing	1

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

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

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

E. Budget & Forecasts:



Corporate Services

2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Revenue						
Penalties & Interest	420,000	424,200	4,200	436,926	450,034	463,535
Other Revenue	74,500	75,245	745	77,504	79,828	82,222
Parks & Recreation Fees	12,500	12,875	375	13,261	13,659	14,069
Interest Income (1)	46,000	120,600	74,600	124,218	127,945	131,784
Total Revenue	553,000	632,920	79,920	651,909	671,466	691,610
Expenses						
Labour Costs (2)	1,638,109	1,719,845	81,736	1,771,339	1,824,377	1,879,006
Supplies & Materials	78,032	71,548	(6,484)	73,695	75,905	78,182
Consulting (3)	26,214	31,030	4,816	31,961	32,920	33,908
Service Agreements	158,355	153,581	(4,774)	154,970	156,401	157,874
General Maintenance & Repairs	15,759	16,232	473	16,719	17,221	17,738
IT Services (4)	139,800	151,994	12,194	156,554	161,251	166,089
Postage	18,000	8,000	(10,000)	8,240	8,240	8,742
Telephone	12,272	12,629	357	12,995	13,373	13,762
Hydro	13,973	14,392	419	14,824	15,269	15,727
Natural Gas	4,518	4,654	136	4,794	4,938	5,086
Advertising	20,487	21,102	615	21,735	21,735	23,059
Other Expenses (5)	62,250	90,118	27,868	92,821	95,606	98,475
Contingency	8,510	8,510		8,510	8,510	8,510
Audit, Insurance & Legal (6)	128,430	160,683	32,253	165,504	170,469	175,582
Transfer to Res. and Res. Funds	36,250	36,250		36,250	36,250	36,250
Total Expenses	2,360,959	2,500,568	139,609	2,570,911	2,642,465	2,717,990
Net Total	1,807,959	1,867,648	59,689	1,919,002	1,970,999	2,026,380

Comments:

- 1- Increase due to bank interests on deposits- Interest rates increased in July to 5%
- 2- Labour Costs budget increase is based on the Bank of Canada CPI as of Aug.2023.
- 3- Increase due to hiring a consultant for CAO- RFP 2023-03C
- 4- Increase is due to continuous IT upgrades and changes.
- 5- Mainly increase in conferences and training
- 6- Insurance premiums to be increased by 10% in 2024 above the actual premiums. Audit & legal fees increase is due to higher cost trends.

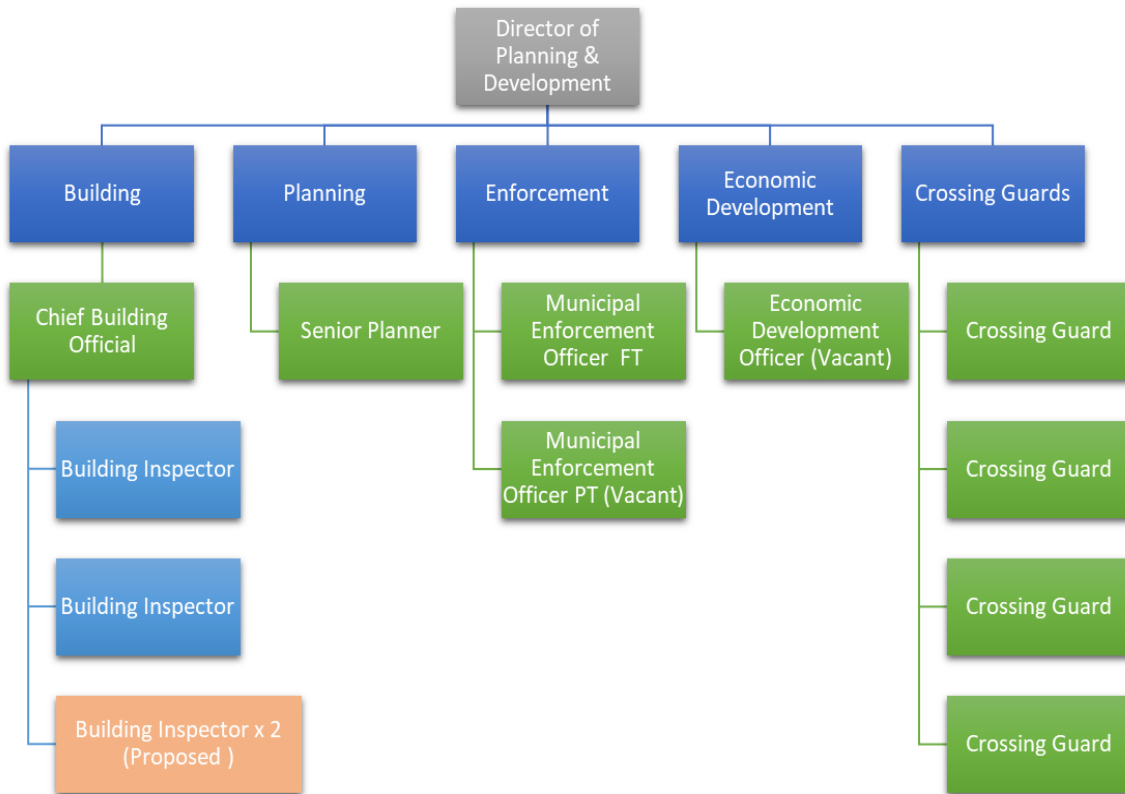
Planning & Development

2024 Budget & 2025-2027 Forecasts



Planning & Development:

A. Organizational Chart:



B. Budget Highlights:

a) Planning, Building, Economic Development, Enforcement & Crossing Guards:

i. **Achievements 2023:**

- ✓ Grew our Building Department from a contingent of 0 to 3, including a CBO
- ✓ Introduction of the Town's First Heritage By-law, and initiation of a Heritage Designation Program to designate 50+ properties within the Villages of Hillsburgh & Erin
- ✓ Commenced Green Development Standards for the Town of Erin
- ✓ Update of Site Plan Control By-law
- ✓ The introduction of Terms of Reference for Planning Reports
- ✓ Purchased a new Hybrid vehicle to support our By-law & Building departments
- ✓ Introduction of a new Building By-law for the Town of Erin
- ✓ The Introduction of a new service provider for Canine Control
- ✓ Building Permit Fee Update for the Town of Erin
- ✓ Review and amend the Site Plan Control By-law
- ✓ Town-Initiated Zoning By-law Amendment to add new definitions for Major Events and Public Uses, and update existing definitions and provisions related to Accessory Dwelling Units, as outlined in Appendix A to this report
- ✓ Implement mandatory (Building Code) septic maintenance inspection program, recurring every 5 years.
- ✓ Introduction of an Update Parking By-law for the Town of Erin
- ✓ MOU for Conservation Authorities
- ✓ Subdivision Applications

ii. Current Plans:

- ✓ Significantly increase the capacity of the Building Department by continuing to add to the staffing compliment, thereby reducing our reliance on RSM Building Consultants
- ✓ Hire an Economic Development Officer, and two (2) summer/co-op students (Building & Planning)
- ✓ Introduce Cloudpermit for the Planning & By-law Department
- ✓ Complete the Erin Green Standard initiative
- ✓ Complete our Heritage Designation by-laws
- ✓ Introduce more Terms of Reference to assist the processing of Planning Applications
- ✓ Increase Site Plan Control Delegation Authority
- ✓ Further strengthen the Planning Process through the introduction of a Pre-Application Process
- ✓ Introduce a Tree Protection By-law
- ✓ Introduce a Waste Water Allocation By-law/Policy
- ✓ Assess By-law Enforcement responsibilities, capabilities and introduce and amend Town By-laws
- ✓ Work with the County on Employment boundary expansion
- ✓ Redefine Economic Development priorities for the Town
- ✓ Hire another Crossing Guard to support safe pedestrian movement
- ✓ Transportation master plan for Town of Erin

iii. Future Plans:

- ✓ Start the Process for a new Town wide Zoning By-law
- ✓ Initiate Heritage District Study
- ✓ Complete the Erin Green Standards
- ✓ Expansion of Employment Lands
- ✓ Continue to refine Additional Residential Dwelling Unit policies for housing affordability
- ✓ Hire another part-time By-law Enforcement Officer
- ✓ Complete OPA & Zoning recommendation reports for existing subdivision applications
- ✓ Complete Town-wide Transportation Study
- ✓ Continue to grow the Planning Department through the addition of a Junior Planner
- ✓ Execute on Economic Development priorities for the Town

C. Planning & Development Activities:

The Town of Erin Planning & Development business unit includes the Planning, Building, By-law and Economic Development departments. Their responsibility is to ensure that development activities in the Town meet the requirements of the Town By-laws, Building Code Act, the Ontario Building Code (OBC), Zoning By-laws, Planning Act and all other applicable legislature.

The Planning & Development business unit also includes the Crossing Guards. Crossing Guards are an important service that the Town provides to build community relations and to ensure the safe crossing of persons at school crossing locations in the Villages of Erin and Hillsburgh.

a) Planning:

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

b) Building:

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

c) Economic Development:

- ✓ Business retention and expansion
- ✓ Business Creation, Entrepreneurship and Innovation
- ✓ Attracting Investment
- ✓ Talent and Workforce Development
- ✓ Agri-food and Agriculture Related
- ✓ Tourism

d) Enforcement:

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

e) Crossing Guards:

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

D. Budget & Forecasts:



Planning

2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Revenue						
Other Revenue (1)	109,140	268,722	159,582	276,783	285,086	293,639
Cost Recovery	507,421	300,000	(207,421)	309,000	318,270	327,818
Trf from Reserves and Res Funds	57,120	57,691	571	59,422	61,205	63,041
Total Revenue	673,681	626,413	(47,268)	645,205	664,561	684,498
Expenses						
Labour Costs (2)	312,250	327,863	15,613	327,863	337,699	347,829
Supplies & Materials	832	1,058	226	1,058	1,090	1,123
Consulting	107,000	108,070	1,070	108,070	111,312	114,652
Service Agreements	7,011	7,081	70	7,081	7,293	7,512
IT Services (3)	2,040	20,060	18,020	20,060	20,662	21,282
Advertising & Promo	4,080	8,160	4,080	8,160	8,405	8,657
Grants (5)	0	11,500	11,500	11,500	11,500	11,500
Other Expenses	2,601	2,679	78	2,679	2,759	2,842
Audit, Insurance & Legal (4)	112,913	64,835	(48,078)	64,835	66,780	68,784
Inter Org Transfers	1,353	1,367	14	1,367	1,408	1,450
Total Expenses	550,080	552,673	2,593	552,673	568,908	585,631
Net Total	(123,601)	(73,740)	49,861	(92,532)	(95,653)	(98,867)

Comments:

- 1- Expected increase in revenues is due to new developments and other planning permits including Zoning, Severance and Site Plan fees.
- 2- Labour Costs budget increase is based on the Bank of Canada CPI as of Oct.2023 and the potential of hiring new staff.
- 3- Increase in IT requirements to accommodate the new planning licenses and permits.
- 4- Insurance premiums to be increased by 10% in 2024 above the actual premiums. However, the budget is adjusted due to cost reallocation.
- 5- Co-op students- Summer jobs



Building

2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Revenue						
Other Revenue	17,140	110,100	92,960	113,403	116,805	120,309
Building Permits	357,000	750,000	393,000	772,500	795,675	819,545
Cost Recovery (1)	64,354		(64,354)			
Total Revenue	438,494	860,100	421,606	885,903	912,480	939,854
Expenses						
Labour Costs (2)	368,694	541,778	173,084	558,031	574,772	592,015
Supplies & Materials	4,785	4,929	144	5,076	5,228	5,384
Consulting (3)	361,040	101,050	(259,990)	104,082	107,204	110,420
Service Agreements	936	964	28	993	1,023	1,054
IT Services (4)	3,121	28,173	25,052	29,018	29,888	30,785
Telephone	1,560	2,111	551	2,174	2,239	2,306
Fuel (5)		3,370	3,370	3,471	3,575	3,682
Vehicle Maintenance	3,000	3,030	30	3,121	3,215	3,311
Advertising	520	2,500	1,980	2,575	2,652	2,732
Other Expenses	6,034	7,854	1,820	8,090	8,332	8,581
Grants (7)	0	11,500	11,500	11,500	11,500	11,500
Audit, Insurance & Legal (6)	7,500	12,675	5,175	13,055	13,446	13,850
Transfer to Res. and Res. Funds	30,900	30,900		30,900	30,900	30,900
Total Expenses	788,090	750,834	(37,256)	772,086	793,974	816,520
Net Total	349,596	(109,266)	(458,862)	(113,817)	(118,506)	(123,334)

Comments:

- 1- Change is due to revenue reallocations.
- 2- Labour Costs budget increase is based on the Bank of Canada CPI as of Oct.2023 and added 2-3 new staff to building department.
- 3- Consulting services decrease is based on actual costs incurred in the previous three years.
- 4- Increase in IT requirements to accommodate the new planning licenses and permits.
- 5- Adding fuel budget due to increase use of Town's fleet.
- 6- Insurance premiums to be increased by 10% in 2024 above the actual premiums. However, the budget is adjusted due to cost reallocation.
- 7- Co-op students- Summer jobs



Economic Development 2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Revenue						
Grants	25,000	25,000		25,000	25,000	25,000
Transfer from Reserves and Res	10,000	10,000		10,000	10,000	10,000
Funds						
Total Revenue	35,000	35,000		35,000	35,000	35,000
Expenses						
Labour Costs (1)	155,676	137,524	(18,152)	141,650	145,899	150,275
Supplies & Materials	3,677	3,787	110	3,901	4,018	4,139
Economic Development Activities	73,817	73,845	28	76,060	78,341	80,691
Advertising	18,325	18,875	550	19,441	20,024	20,625
Other Expenses	45,863	48,038	2,175	48,279	48,527	48,783
Audit, Insurance & Legal (2)	2,972	4,460	1,488	4,594	4,732	4,874
Total Expenses	300,330	286,529	(13,801)	293,925	301,541	309,387
Net Total	265,330	251,529	(13,801)	258,925	266,541	274,387

Comments:

- 1- Labour Costs budget decrease is due to reallocation of costs to Administration.
- 2- Insurance premiums to be increased by 10% in 2024 above the actual premiums. Audit & legal fees increase is due to higher cost trends.



Municipal Enforcement & Crossing Guards

2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Revenue						
Other Revenue	19,992	20,568	576	21,629	21,692	21,757
Building Permits	3,570	2,500	(1,070)	1,545	1,591	1,639
Total Revenue	23,562	23,068	(494)	23,174	23,283	23,396
Expenses						
Labour Costs (1)	166,750	175,088	8,338	180,341	185,750	191,324
Supplies & Materials	1,248	1,285	37	1,323	1,364	1,405
Consulting	520	1,020	500	1,051	1,083	1,115
Service Agreements (2)	41,616	61,616	20,000	63,464	65,368	67,330
Telephone	624	642	18	661	681	702
Vehicle Maintenance	520	1,040	520	1,071	1,103	1,136
Other Expenses	1,976	3,135	1,159	3,229	3,326	3,426
Audit, Insurance & Legal (3)	11,236	13,895	2,659	14,312	14,742	15,184
Total Expenses	224,490	257,721	33,231	265,452	273,417	281,622
Net Total	200,928	234,653	33,725	242,278	250,134	258,226

Comments:

1. Labour Costs budget increase is based on the Bank of Canada CPI as of Oct.2023.
2. Service agreements increase is based on actual costs for and the agreement with Agapik9 and Humane Society.
3. Insurance premiums to be increased by 10% in 2024 above the actual premiums.

Conservation Authorities

2024 Budget & 2025-2027 Forecasts



Conservation Authorities:

A. Conservation Authorities Overview:

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. There are 31 Conservation Authorities operating in southern Ontario and five Conservation Authorities delivering programs and services in northern Ontario.

Town of Erin contributes to the following conservation authorities:

1. Credit Valley Conservation Authority (CVCA)
2. Grand River Conservation Authority (GRCA)

B. Budgets & Forecasts:



Conservation Authorities 2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Expenses						
Conservation Authorities						
2300 Conservation Authorities (1)						
10-2300-5785 CVCA	81,463	84,466	3,003	87,152	89,923	92,783
10-2300-5786 GRCA	104,859	80,462	(24,397)	82,876	85,362	87,923
Total 2300 Conservation	186,322	164,928	(21,394)	170,028	175,286	180,706
Authorities						
Total Conservation Authorities	186,322	164,928	(21,394)	170,028	175,286	180,706
Total Expenses	186,322	164,928	(21,394)	170,028	175,286	180,706
Net Total	186,322	164,928	(21,394)	170,028	175,286	180,706

Comments:

- 1- 2024 - 2027 Variance increases/decreases are based on actual results.

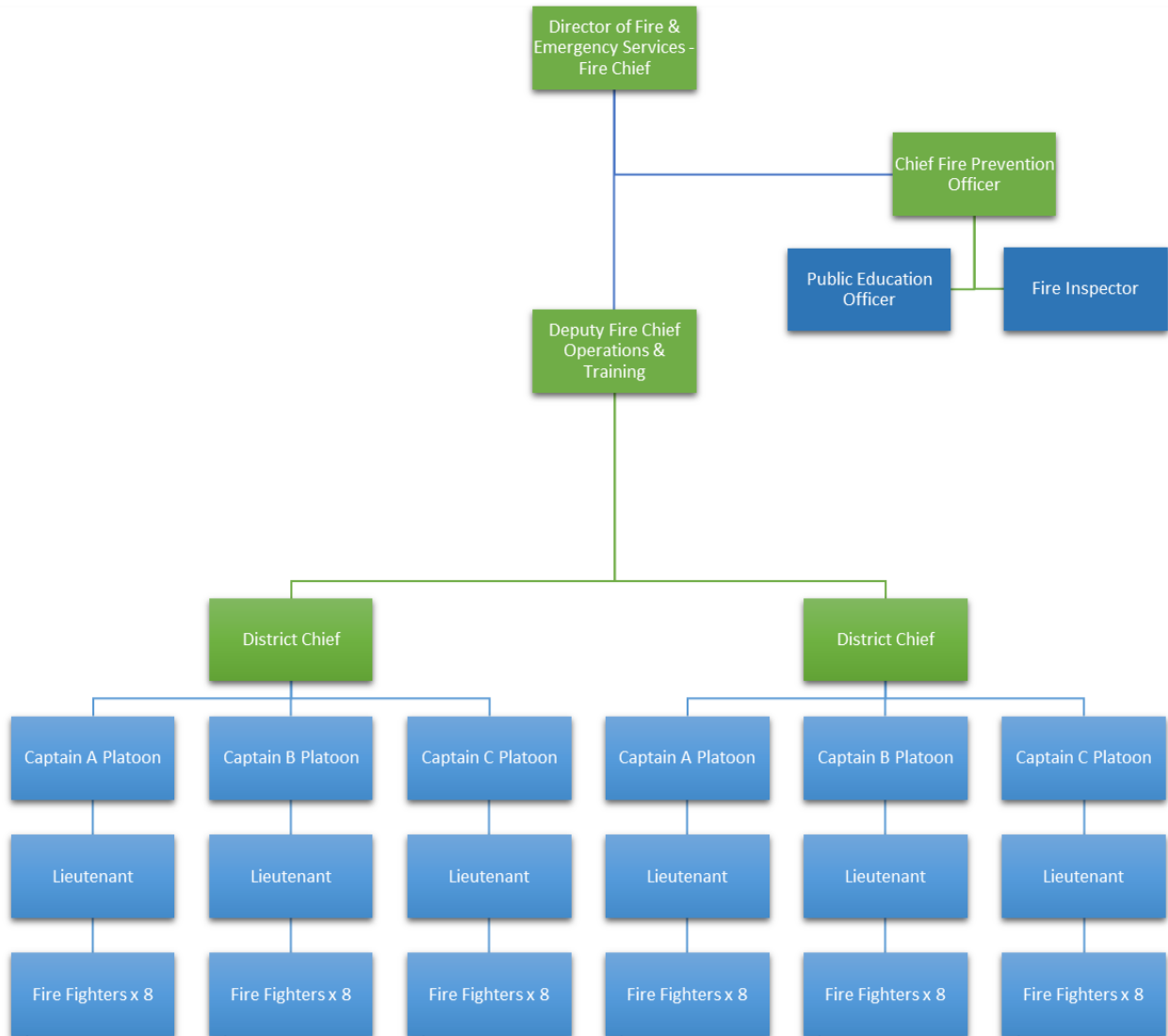
Fire & Emergency Services

2024 Budget & 2025-2027 Forecasts



Fire & Emergency Services:

A. Organizational Chart:



B. Budget Highlights:



OFFICE OF THE FIRE CHIEF – TOWN OF ERIN

2024 Fire Department Budget Highlights

TO: Council
FROM: Jim Sawkins, Fire Chief
DATE: November 23, 2023
RE: Budget Highlights for 2024

Fire Department Mission, Vision Statement

Mission

It is the mission of the Town of Erin Fire & Emergency Services to preserve life and property, and to promote public safety. The Fire Department strives in its efforts to be future ready by responding rapidly to all emergencies, providing appropriate intervention and providing ongoing public fire safety education.

Vision

Our Fire Department prides itself on their ability to meet today's challenges through enhanced training with the focus being to provide a high quality of services to the residents and visitors of the Town of Erin

2023 Achievements

- ✓ We welcomed 16 new firefighters to our fire department family.
- ✓ The 3rd Annual Firefighter Appreciation Dinner was held at the Erin Legion. This was the first Appreciation Dinner that firefighters were able to wear their dress uniforms.
- ✓ New Tanker 58 was tendered and is currently under construction with a tentative delivery in February 2024.
- ✓ The metal roof on Station 10 was re-painted
- ✓ The Annual Emergency Management Tabletop exercise was held at our new back up Emergency Operations Center at Station 50.
- ✓ A new lease agreement was negotiated and executed with the Guelph Wellington Paramedic Services for space at Station 50
- ✓ New Fire Protection Agreements were executed with Halton Hills and Guelph/Eramosa.
- ✓ The Fire Department Establishing and Regulating by-law was updated

Current Plans for the Fire Department (2024)

- ✓ The 2nd Floor at Station 50 will be completed to include three offices and two washrooms. Two of the offices will free up cubicle space at Town Hall currently used by the Chief Fire Prevention Officer and the Chief Training Officer. This will allow for more office space for an expanded Building Department.
- ✓ The Chief Fire Prevention Officer to draft a Fire Prevention Policy/Program for the Town of Erin
- ✓ Arrange for a consultant and conduct a Fire Station feasibility study for Fire Station 10.
- ✓ Implement the reorganization of the Fire Department in accordance with the Fire Service Master Plan and the updated Establishing and Regulating by-law.
- ✓ Plan, Train, and acquire Superior Tanker Shuttle certification for rural residents.
- ✓ Draft plans for a Fire Department Training Area.

- ✓ Fire Department, Roads, and Parks/Recreation Department to develop a plan to bring vehicle maintenance in house (assess cost savings to the Town of Erin).
- ✓ Plan and deliver enhanced training to firefighters in preparation of the Waste Water Treatment facility.

Future Plans for the Fire Department

- ✓ Replace Fire Department Pumper with an Aerial (Ladder) Truck
- ✓ Fire Chief's Command and Control Vehicle
- ✓ Replacement Pumper (Pumper 52 formally Pumper 12)
- ✓ Self-Contained Breathing Apparatus replacement program.
- ✓ Develop a plan and arrange funding to implement the recommendation(s) from the Fire Station feasibility study



Jim Sawkins, CD, ECFO, CFEI
Director of Fire & Emergency Services / Fire Chief

C. Fire & Emergency Activities & Fleet:

a) Activities:

Erin Fire and Emergency Services serves a population of 11,439 with a total land area of 360 square km, with 3,900 dwellings out of 2 stations. In 2021 there were 204 emergency calls, 287 emergency calls in 2022, and as of October 31st we have responded to 257 calls for 2023 which currently includes 6 Fires with a total damage loss set at approximately 1.9 million dollars. Emergency call volumes are hard to predict and it is important that the Town Fire and Emergency Services department has adequate equipment and personnel.

The following services are provided to the Town:

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

b) Fleet:

The Fire Department operates with a fleet consisting of:

Station 10- Erin:

- ✓ 2 pumpers
- ✓ 1 Tankers
- ✓ 1 rescue trucks

Station 50- Hillsburgh:

- ✓ 2pumpers
- ✓ 2 Tankers
- ✓ 1 rescue trucks
- ✓ 1 Kubota Wildland & Rescue Vehicle

D. Budget & Forecasts:



Fire 2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Revenue						
Other Revenue	42,024	42,444	420	43,718	45,029	46,380
Fire & Emergency Fees	26,520	26,785	265	27,589	28,417	29,270
Lease Revenue	28,764	29,627	863	30,516	31,431	32,374
Other Agreements	71,400	73,542	2,142	75,748	78,020	80,361
Transfer from Reserves and Res	50,283	50,000	283	50,000	50,000	50,000
Funds						
Total Revenue	218,991	222,398	3,407	227,571	232,897	238,385
Expenses						
Labour Costs (1)	539,010	605,961	66,951	624,140	642,866	662,153
Supplies & Materials (2)	42,450	48,757	6,307	50,220	51,727	53,279
Equipment	13,525	13,681	156	14,091	14,514	14,949
Service Agreements (3)	55,141	64,088	8,947	66,011	67,991	70,031
Winter Control	12,240	12,608	368	12,986	13,376	13,778
General Maintenance & Repairs (4)	15,606	27,501	11,895	28,326	29,176	30,051
IT Services	2,081	2,143	62	2,207	2,273	2,341
Postage	312	321	9	331	341	351
Telephone	8,286	8,534	248	8,790	9,054	9,326
Hydro	18,727	21,806	3,079	22,460	23,134	23,828
Natural Gas	10,404	12,090	1,686	12,453	12,826	13,210
Fuel	5,202	5,358	156	5,519	5,685	5,856
Vehicle Maintenance	43,177	44,471	1,294	45,806	47,182	48,600
Advertising	3,121	3,121		3,215	3,311	3,410
Community Grants	3,000	3,000		3,045	3,091	3,139
Other Expenses (5)	52,020	62,769	10,749	64,652	66,591	68,588
Audit, Insurance & Legal (6)	43,574	52,611	9,037	54,190	55,816	57,491
Debt Servicing	29,880	30,776	896	31,699	32,650	33,630
Transfer to Reserves and Res Funds	100,000	100,000		100,000	100,000	100,000
Total Expenses	997,756	1,119,596	121,840	1,150,141	1,181,604	1,214,011
Net Total	778,765	897,198	118,433	922,570	948,707	975,626

Comments:

- 1- Labour Costs budget increase is based on the Bank of Canada CPI as of Aug.2023 and increased budget for Station 10 & Station 50.
- 2- Supplies and materials increase is due to more training and workshops.
- 3- Service Agreements increase is due to 20% increase due to new contracted services.
- 4- Increase of general maintenance and repairs includes the higher costs of repairing and maintaining the fire stations and trucks.
- 5- Other expenses include conferences, training, special events, workshops, memberships, etc...
- 6- Insurance premiums to be increased by 10% in 2024 above the actual premiums.

Infrastructure

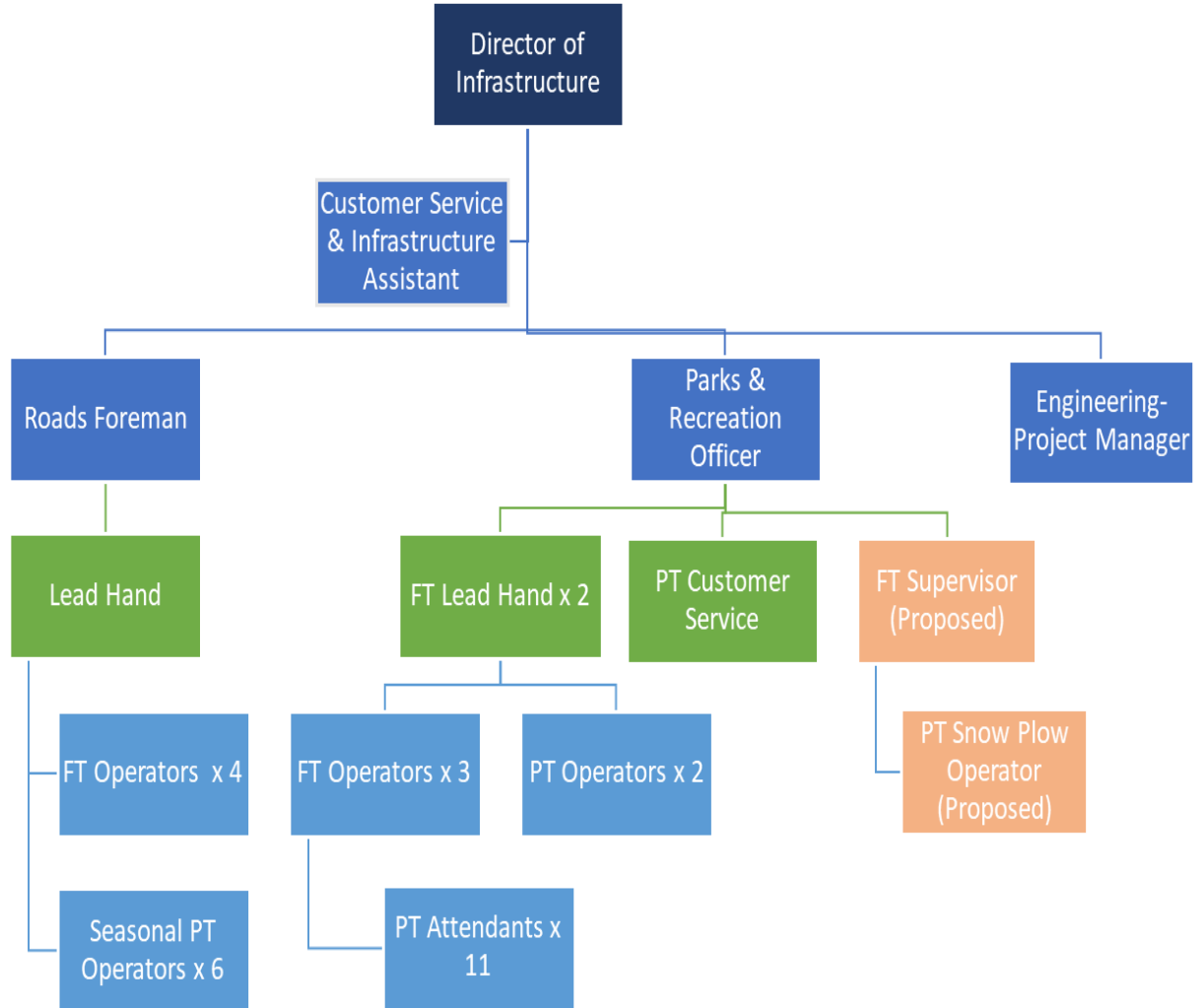
Roads, Water & Wastewater,

Parks & Recreation

2024 Budget & 2025-2027 Forecasts



A. Organizational Chart:



B. Budget Highlights:

a) Roads, Water & Wastewater:

i. **Achievements 2023:**

- ✓ The construction of the Waste Water Recovery Facility, currently slated for completion by the end of 2025, is the single largest capital building project in the 150 year history of all of Wellington County, tying in with a future significant increase in building activity.
- ✓ The Roads department has successfully navigated the new reality of construction, closures and detours, with increased communications, including monthly construction updates at council and more informal walk in sessions at the community centers.
- ✓ Culvert 10 replacement on the 17th side road is slated to be completed in February 2024.

ii. **Current Plans:**

- ✓ Construction of the Waste Water Recovery Facility and Linear Works will continue through 2024. Therefore, the departments has delayed any new Bridge Culvert replacements or Road improvements.

- ✓ The engineering for Bridge 5 and Culvert 2053 from the 2022 and 2023 Budget has been completed and these two projects will move forward as they are outside the main core, on the 2nd line and the 27th Sideroad.

iii. **Future Plans:**

- ✓ The Department will follow the guidance of the OSIM Report for replacement of Bridges and Culverts over the following 10 years.
- ✓ The 2020 Roads needs Study for future roads Replacement/reconstruction will be used as a guide over the 10 years to 2030.
- ✓ Public Works is planning to have the Roads Needs Study updated every 5 years with the next year for completion in 2025.

b) **Parks, Recreation & Culture:**

i. **Achievements 2023:**

- ✓ Erin Community Centre built new offices for the staff that created a safe, secure working environment.
- ✓ Parks and Recreation hired three new full time operators that work at both community centers where needed. A part time Administrative Assistant was also hired as a new position, specifically for bookings.
- ✓ New X Plor software was set up in July 2023, with months of training and on boarding of staff. This has been a great benefit for reporting, recording and booking ice and rentals.
- ✓ Ballinafad Community Centre was improved with new eaves troughs and a new oil furnace tank.
- ✓ The Summer Camps added weekly field trips that significantly increased registration.
- ✓ Barbour Field received a complete overhaul and restoration of soccer fields one and four.
- ✓ The Hillsburgh Community Centre Sound System was replaced with current technology in place.

ii. **Current Plans:**

- ✓ The Erin Community Center Renovation is ongoing and expected to make significant progress in 2024 and 2025.
- ✓ A new scoreboard for Erin Community Centre as well as the conversion to LED lighting is expected to be completed early in 2024.
- ✓ The scoreboard at Hillsburgh Community Centre will be repaired and brought up to current standards.

iii. **Future Plans:**

- ✓ Recreation will be moving some contracted services in house. This will allow us to provide increased service to residents and respond to their concerns or inquires quicker.
- ✓ Another item to note is the upgrades that will be occurring to ECC, as well as needed upgrades to the Ballinafad Hall.
- ✓ A new multi-use recreational centre is in the planning phase for future development.

C. **Infrastructure Services Activities & Fleet:**

a) **Roads:**

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

- ✓ Snow clearing operations (town roads)
- ✓ Gravel road maintenance including annual maintenance gravel installation
- ✓ Roadside ditching
- ✓ Catch basin cleaning/ Sewer maintenance
- ✓ Curb and sidewalk repairs
- ✓ Road sign maintenance and installation
- ✓ Road Occupancy and Access permit issuance and inspection
- ✓ Street light management
- ✓ Guide Rail Maintenance

- ✓ Bridge and Culvert Repair
- ✓ Bridge cleaning
- ✓ Project management of capital road improvements
- ✓ Fleet Management
- ✓ Contractor supervision (such as spring street sweeping, brushing and forestry work)

The Roads Unit operates with a fleet consisting of:

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

b) Parks, Recreation & Culture:

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

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

Town of Erin recreation facilities are:

- ✓ Centre 2000 – Arena floor & ice surface, banquet room, theatre, meeting rooms, Erin skate park, EWCS Foodbank/ Adult day program, nursery school, office space, soccer pitch, lit ball diamond, OPP Office and concession
- ✓ Hillsburgh Community Centre - arena floor/ice surface, banquet room, and concession
- ✓ Ballinafad Community Centre – Banquet room, ball diamond and leased space
- ✓ Hillsburgh Sports Fields – 3 ball diamonds (2 lit diamonds), 8 soccer pitches (1 lit pitch), playground at Victoria Park, playground at Barbour Field, concession booth at Barbour Field
- ✓ McMillan Park - Erin
- ✓ Historic Park – Hillsburgh
- ✓ Riverside Park – Erin
- ✓ Playgrounds – Athenwood Park - Orton, Carberry Park – Barbour - Erin and Erin Lions Park - Ballinafad
- ✓ Erin Tennis Courts – 5 Lit Tennis courts and clubhouse at Centre 2000
- ✓ Ballinafad Community Centre – Banquet Room, kitchen, meeting room, playground, ball diamond, and soccer pitch

Parks & Recreation operates with a fleet consisting of two pickups and one van.

c) **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 such as:

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

The Town of Erin responsibilities include:

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

D. Budget Highlights:



Roads

2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Revenue						
Other Revenue	15,450	15,450		15,914	16,391	16,883
Grants	12,000	12,000		12,000	12,000	12,000
Gravel Levy	160,000	160,000		164,800	169,744	174,836
Transfer from Reserves and Res	27,000	27,000		27,000	27,000	27,000
Funds						
Total Revenue	214,450	214,450		219,714	225,135	230,719
Expenses						
Labour Costs (1)	1,192,534	1,377,161	184,627	1,418,476	1,461,030	1,504,861
Supplies & Materials (2)	46,089	55,372	9,283	57,033	58,744	60,506
Equipment	14,362	14,793	431	15,237	15,694	16,165
Gravel Resurface	442,170	446,592	4,422	459,990	473,790	488,004
Sanding (3)	187,272	205,999	18,727	212,179	218,544	225,100
Calcium (3)	166,464	199,757	33,293	205,750	211,923	218,281
Consulting	87,373	87,373		89,994	92,693	95,474
Roads Maintenance	241,373	241,373		248,614	256,072	263,754
Resealing	88,434	88,434		91,087	93,820	96,635
Service Agreements	20,400	20,400		21,012	21,642	22,291
Winter Control	27,968	27,968		28,807	29,671	30,561
General Maintenance & Repairs	8,160	8,405	245	8,657	8,917	9,185
Sidewalk Maintenance	46,818	48,223	1,405	49,670	51,160	52,695
IT Services	7,803	7,803		8,037	8,278	8,526
Telephone	9,364	9,645	281	9,935	10,233	10,540
Hydro	9,364	9,645	281	9,934	10,232	10,539
Natural Gas	8,739	9,001	262	9,271	9,549	9,835
Fuel (4)	187,500	193,125	5,625	198,919	204,887	211,034
Vehicle Maintenance (5)	192,998	240,000	47,002	247,200	254,616	262,254
Advertising	1,040	1,071	31	1,103	1,136	1,170
Other Expenses	23,929	17,358	(6,571)	17,879	18,415	18,967
Audit, Insurance & Legal (6)	55,031	64,035	9,004	65,957	67,936	69,974
Debt Servicing	40,435	40,839	404	42,064	43,326	44,626
Transfer to Res. and Res. Funds	50,000	50,000		50,000	50,000	50,000
Total Expenses	3,155,620	3,464,372	308,752	3,566,805	3,672,308	3,780,977
Net Total	2,941,170	3,249,922	308,752	3,347,091	3,447,173	3,550,258

Comments:

- 1- Labour Costs budget increase is based on the Bank of Canada CPI as of Aug.2023 and the addition of two full time staff.
- 2- Supplies and materials increase is due to more training and workshops.
- 3- Sanding & Calcium increase is based on actual purchases for 2023 and roads maintenance.
- 4- Increase of fuel costs is due to more in-house services and fleet increase.
- 5- Vehicle maintenance increase is due to repairs and maintenance on aging vehicles and increased fleet.
- 6- Insurance premiums to be increased by 10% in 2024 above the actual premiums.



Streetlights

2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Revenue						
Streetlights (1)	138,708	142,869	4,161	147,155	151,570	156,118
Total Revenue	138,708	142,869	4,161	147,155	151,570	156,118
Expenses						
General Maintenance & Repairs	20,400	21,012	612	21,642	22,291	22,960
Hydro	47,858	49,294	1,436	50,773	52,297	53,866
Audit, Insurance & Legal	416	428	12	441	454	468
Trf to Res. and Res. Funds	70,034	72,135	2,101	74,299	76,528	78,824
Total Expenses	138,708	142,869	4,161	147,155	151,570	156,118
Net Total						

Comments:

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



Parks & Recreation

2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Revenue						
Other Revenue	41,334	36,565	(4,769)	37,632	38,731	39,864
Parks & Recreation Fees	594,045	591,671	(2,374)	598,815	616,470	634,656
Trf from Reserves and Res Funds	72,000	72,000		72,000	72,000	72,000
Total Revenue	707,379	700,236	(7,143)	708,447	727,201	746,520
Expenses						
Labour Costs (1)	647,840	730,233	82,393	752,140	774,704	797,945
Supplies & Materials (2)	65,750	74,217	8,467	76,443	78,737	81,096
Equipment	51,699	35,932	(15,767)	36,975	38,085	39,227
Consulting (3)		1,000	1,000	1,030	1,061	1,093
Service Agreements (4)	66,631	93,327	26,696	96,127	99,010	101,980
Winter Control (5)	36,695	56,148	19,453	57,832	59,567	61,354
General Maintenance & Repairs (6)	118,940	180,026	61,086	158,297	162,745	167,327
IT Services	22,273	22,941	668	23,629	24,338	25,068
Telephone	16,475	13,267	(3,208)	13,665	14,075	14,498
Hydro	202,253	134,743	(67,510)	138,785	142,949	147,238
Natural Gas (7)	51,830	113,613	61,783	117,021	120,531	124,147
Fuel (8)	2,549	5,000	2,451	5,150	5,305	5,464
Water & Sewage	54,621	16,000	(38,621)	16,480	16,974	17,484
Vehicle Maintenance	11,845	24,700	12,855	25,441	26,204	26,990
Advertising	3,152	3,052	(100)	3,143	3,236	3,334
Emergency Declaration Expenses	2,215	3,500	1,285	3,605	3,713	3,824
Community Grants (9)	7,500		(7,500)			
Other Expenses	15,611	18,992	3,381	19,561	20,147	20,752
Audit, Insurance & Legal (10)	43,984	45,093	1,109	43,944	45,263	46,621
Debt Servicing	2,155	14,868	12,713	15,314	15,774	16,248
Trf to Res. and Res. Funds	26,264	26,264		27,052	27,864	28,700
Total Expenses	1,450,282	1,612,916	162,634	1,631,634	1,680,282	1,730,390
Net Total	742,903	912,680	169,777	923,187	953,081	983,870

Comments:

- 1- Labour Costs budget increase is based on the Bank of Canada CPI as of Aug.2023 and adding additional two positions.
- 2- Supplies and materials increase is due to additional supplies for staff, camps and programs.
- 3- Consulting fees are estimated based on actual costs.
- 4- Service agreements increase is due to Property Workz agreement for lawn mowing.
- 5- Winter control increase is due to anticipated winter weather events.
- 6- General maintenance and repairs increase is due to arena and parks maintenance.
- 7- Natural Gas increase based on actual costs in 2023 and the possibility of increasing natural gas delivery prices.
- 8- Fuel increase is due to the increase of in-house services.
- 9- Community grants is eliminated as no grants are identified for future activities.
- 10- Insurance premiums to be increased by 10% in 2024 above the actual premiums.



Water

2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Revenue						
Penalties & Interest	21,218	21,218		21,218	21,218	21,218
Other Revenue	12,429	12,474	45	12,848	13,233	13,630
Water Revenues (1)	1,347,555	1,358,663	11,108	1,399,423	1,441,406	1,484,648
Total Revenue	1,381,202	1,392,355	11,153	1,433,489	1,475,857	1,519,496
Expenses						
Labour Costs (2)	120,510	126,536	6,026	130,332	134,242	138,269
Supplies & Materials		1,000	1,000	1,030	1,061	1,093
Service Agreements (3)	676,127	696,411	20,284	717,303	738,822	760,987
General Maintenance & Repairs	15,814	(19,467)	(35,281)	(8,204)	3,398	15,347
IT Services	3,850	3,850		3,966	4,085	4,207
Postage	1,224	1,260	36	1,298	1,337	1,377
Telephone	2,705	2,786	81	2,870	2,956	3,045
Hydro	132,600	136,578	3,978	140,675	144,895	149,242
Other Expenses (4)		10,268	10,268	10,576	10,893	11,220
Audit, Insurance & Legal (5)	12,240	17,001	4,761	17,511	18,036	18,577
Trf to Res. and Res. Funds	416,132	416,132		416,132	416,132	416,132
Total Expenses	1,381,202	1,392,355	11,153	1,433,489	1,475,857	1,519,496
Net Total						

Comments:

- 1- Water Revenues are increased by 3% to reflect possible increase in water bills charges.
- 2- Labour Costs budget increase is based on the Bank of Canada CPI as of Aug.2023.
- 3- Service agreements increase is based on 3% budget adjustments.
- 4- Other expenses is budgeted based on actual spending for previous years.
- 5- Insurance premiums to be increased by 10% in 2024 above the actual premiums.



Wastewater 2024 Budget & 2025 - 2027 Forecasts

	2023 Total Budget	2024 Total Budget	2024 vs 2023 Variance	2025 Forecast	2026 Forecast	2027 Forecast
Revenue						
Transfer from Res. and Res. Funds		142,650	-142,650			
Total Revenue		142,650	142,650			
Expenses						
Consulting		38,200	38,200			
Audit, Insurance & Legal		104,450	104,450			
Total Expenses		142,650	142,650			
Net Total		142,650	142,650			

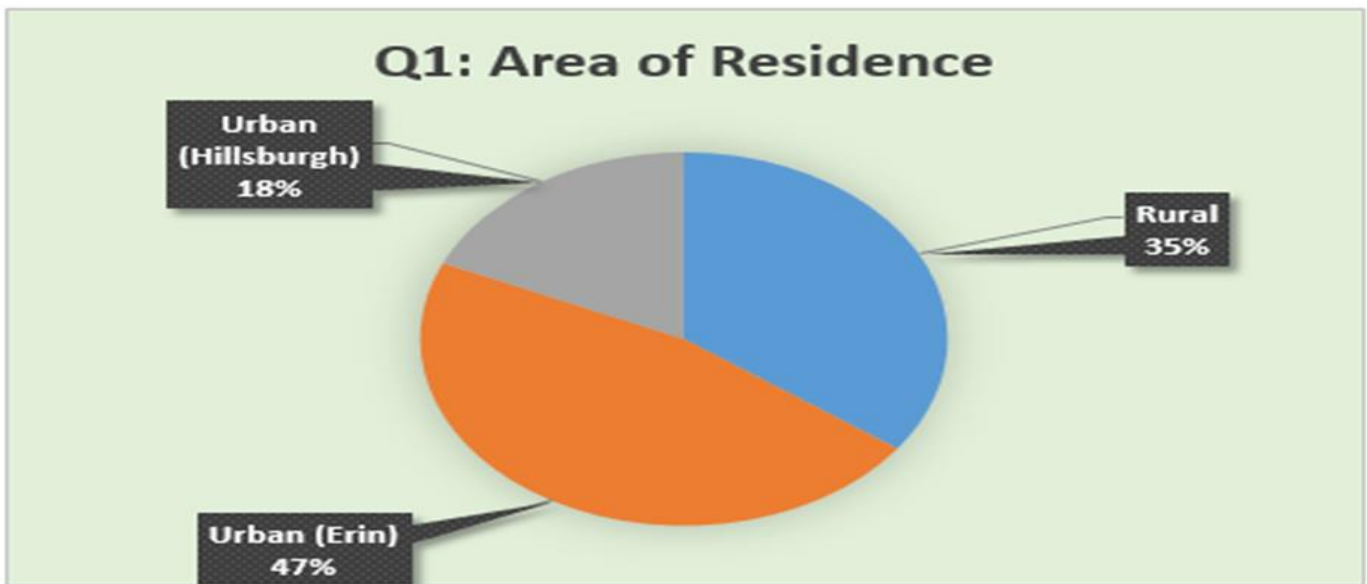
Comments:

Wastewater expenses increase is based on actual costs incurred in 2023 and expected to increase due to the building of new wastewater treatment plant.

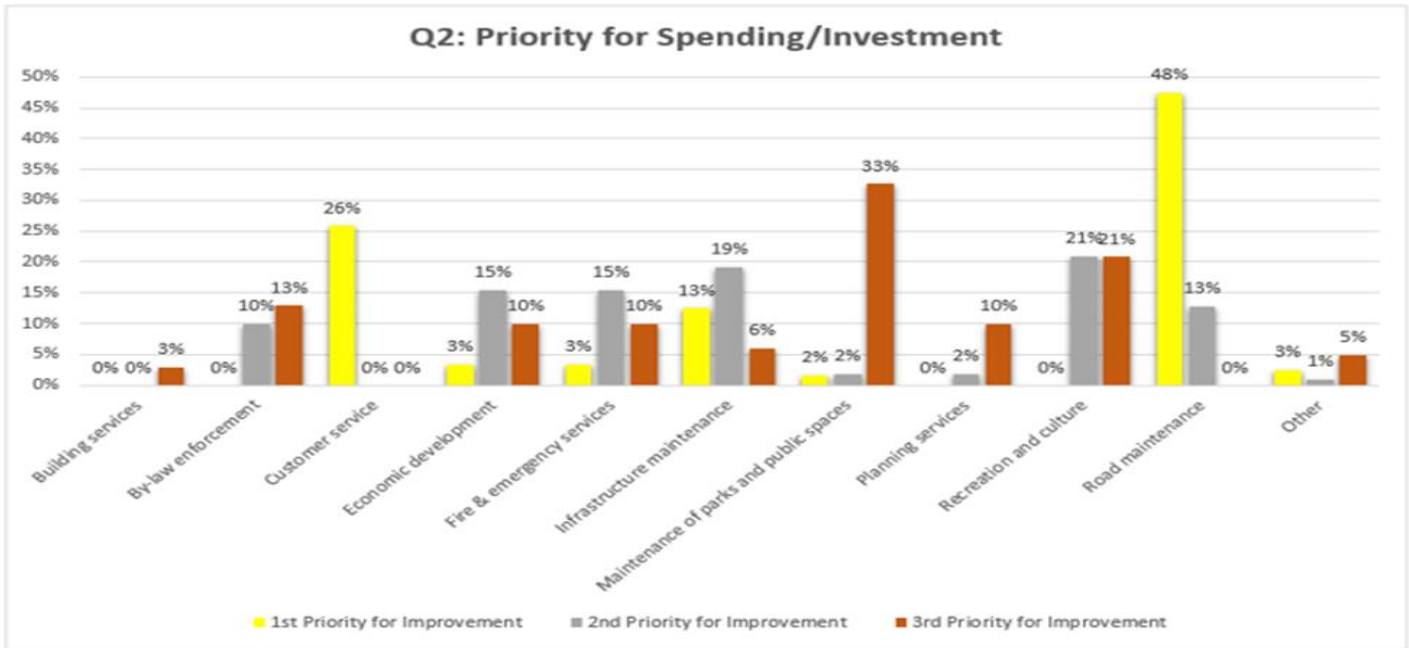


2024 Budget Survey Responses

Question 1: What is your area of Residence

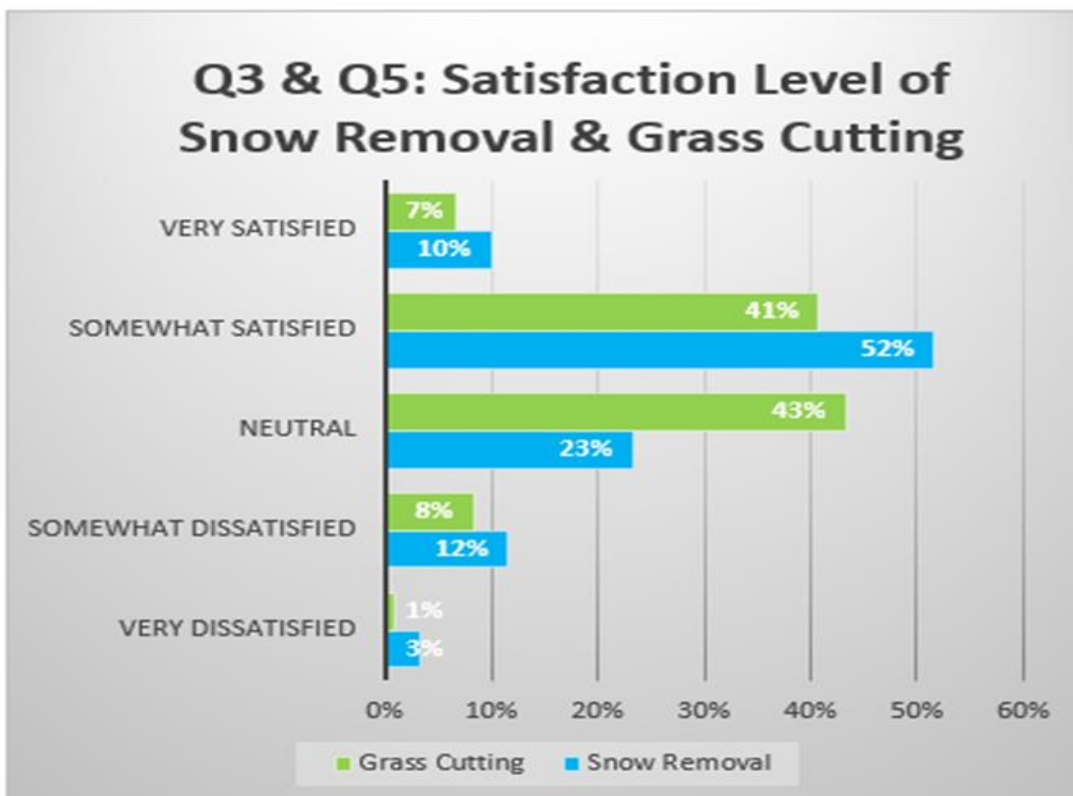


Question 2: What are three service areas you would like to see improvement on?



Question 3: What is your satisfaction level in terms of Snow Removal?

Question 5: What is your satisfaction level in terms of Grass Cutting?



Question 4: What would you like to see done to help improve Snow Removal services?

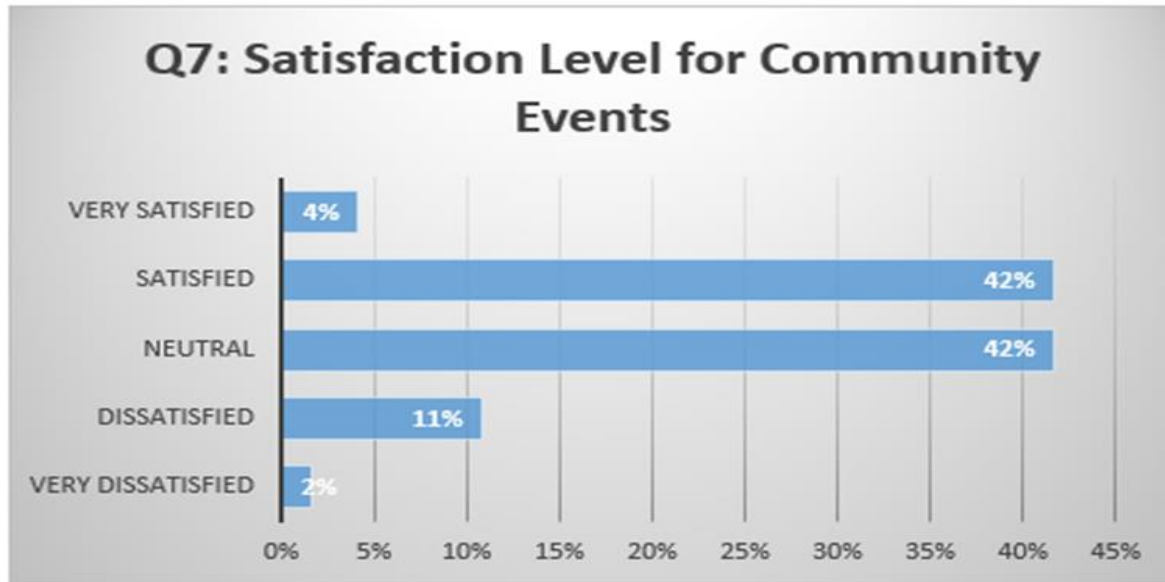
Responses have been summarized with similar answers combined.

- a) The Snowplow passes by too many times on bare roads.
- b) Plow digs up grass that needs to be replaced in Spring.
- c) Plow earlier in the day before business hours and children walk to school.
- d) More frequent Plowing of side streets after weekend snow storms.
- e) More frequent during blowing snow conditions due to intermittent drifting on roads.
- f) Plow sidewalks early for school days.
- g) Improved parking regulations on roads in winter
- h) Slow down when passing driveways to reduce end of driveway build-up.
- i) Less use of salt. Plow away snow then use pickled sand. Avoid salting away snow.
- j) Increase number of operators and Improved operator training.
- k) Rural roads due not need to be plowed as widely.
- l) Timely removal of snow in rural areas including weekends and after 5 p.m.
- m) Use blade blocker on plows for driveways to avoid pile at the end of driveways.

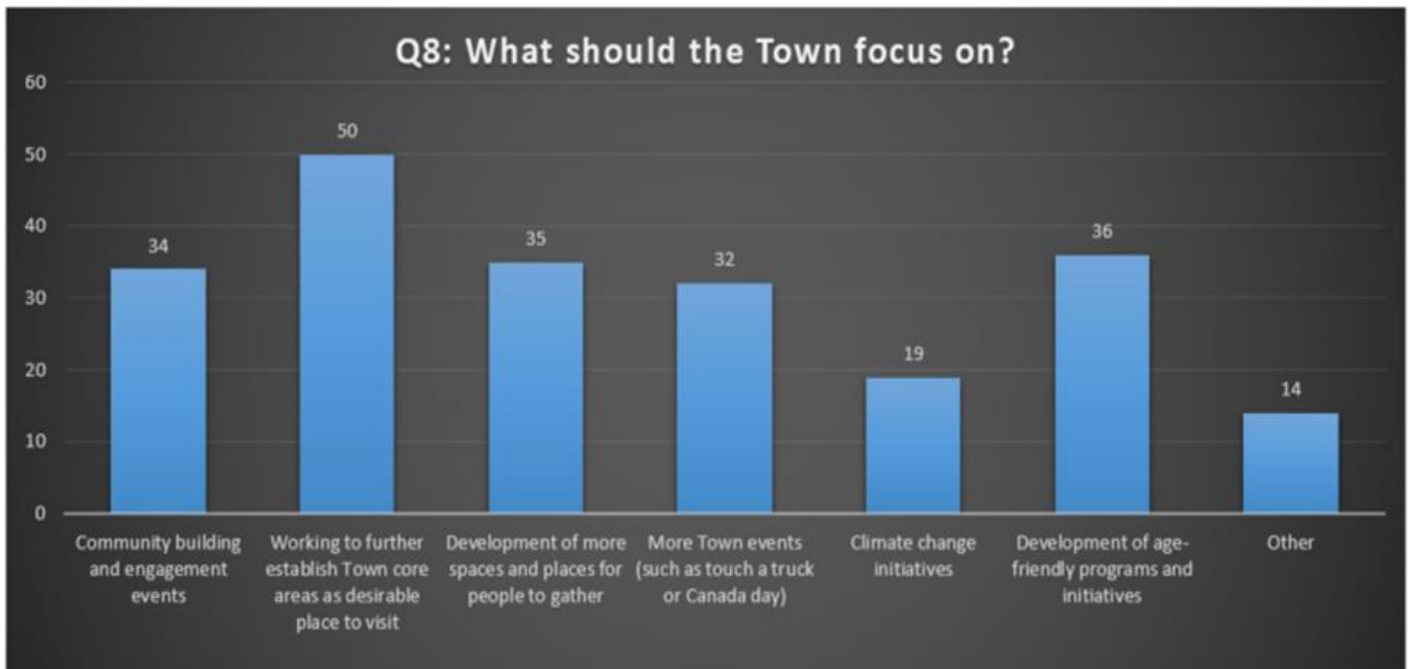
Question 6: What would you like to see done to help improve Grass Cutting?

- a) Include grass cutting of ditches in urban areas especially on corner lots.
- b) Enforce and follow up with people who do not cut their grass.
- c) Cut Missing areas along sidewalks.
- d) Contract grass cutting to a local company.
- e) Cut parks and boulevards more frequently. Trim around utility poles etc.
- f) Improved scheduling - currently some areas are cut more frequently than others.
- g) More use of weed whackers on edges.

Question 7: What is your satisfaction level with the Community Events held this year?



Question 8: Which of the following would you like to see the Town focus more on?

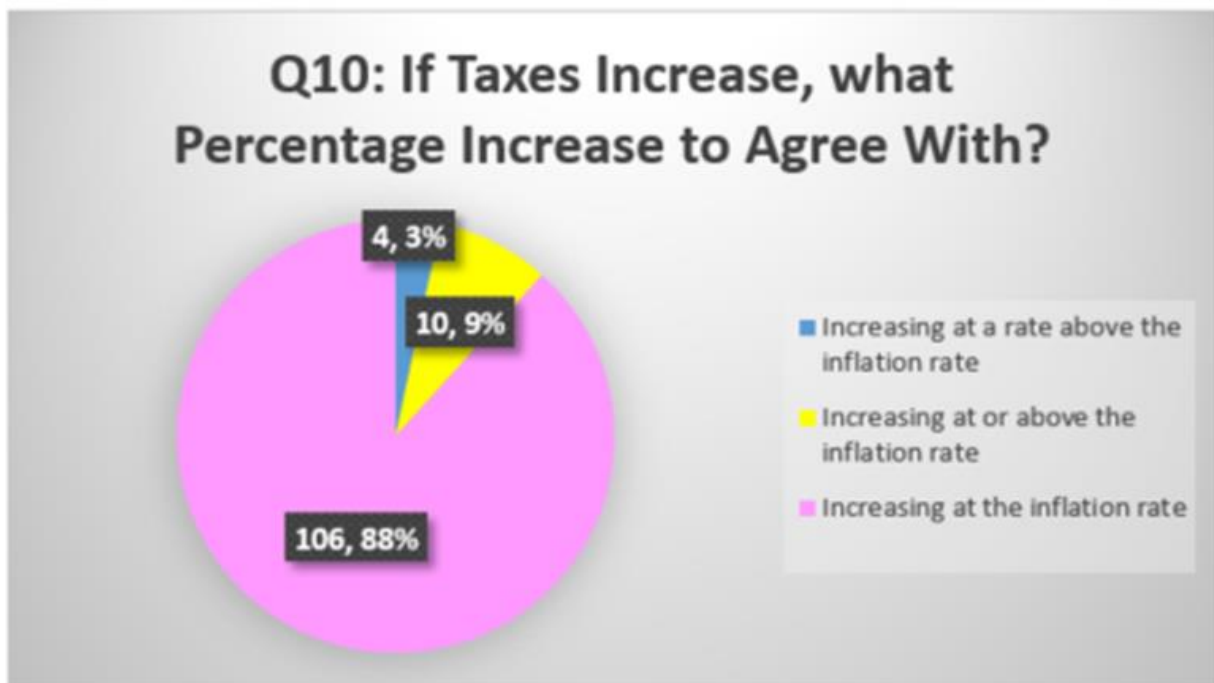


Question 9: What Events would you like to see in the future?

- a) Extend Farmers Market to Christmas.
- b) Community fund raising events to help others in the community i.e. food bank.
- c) Make Earth Day a larger event.
- d) Information events re climate change i.e. Solar Power.
- e) Timing of events improvement to include children.
- f) Events that draw tourists.
- g) Canada Day event improvement - more for children and families.
- h) More outdoor movies
- i) Pride Day event
- j) More markets i.e. bake sales for local leagues.
- k) Information events re construction updates.
- l) Ribfest, music fest, large classic car show
- m) Add 'Cruise and Bloom' fest similar to Orangeville's 'Blues and Jazz fest'.

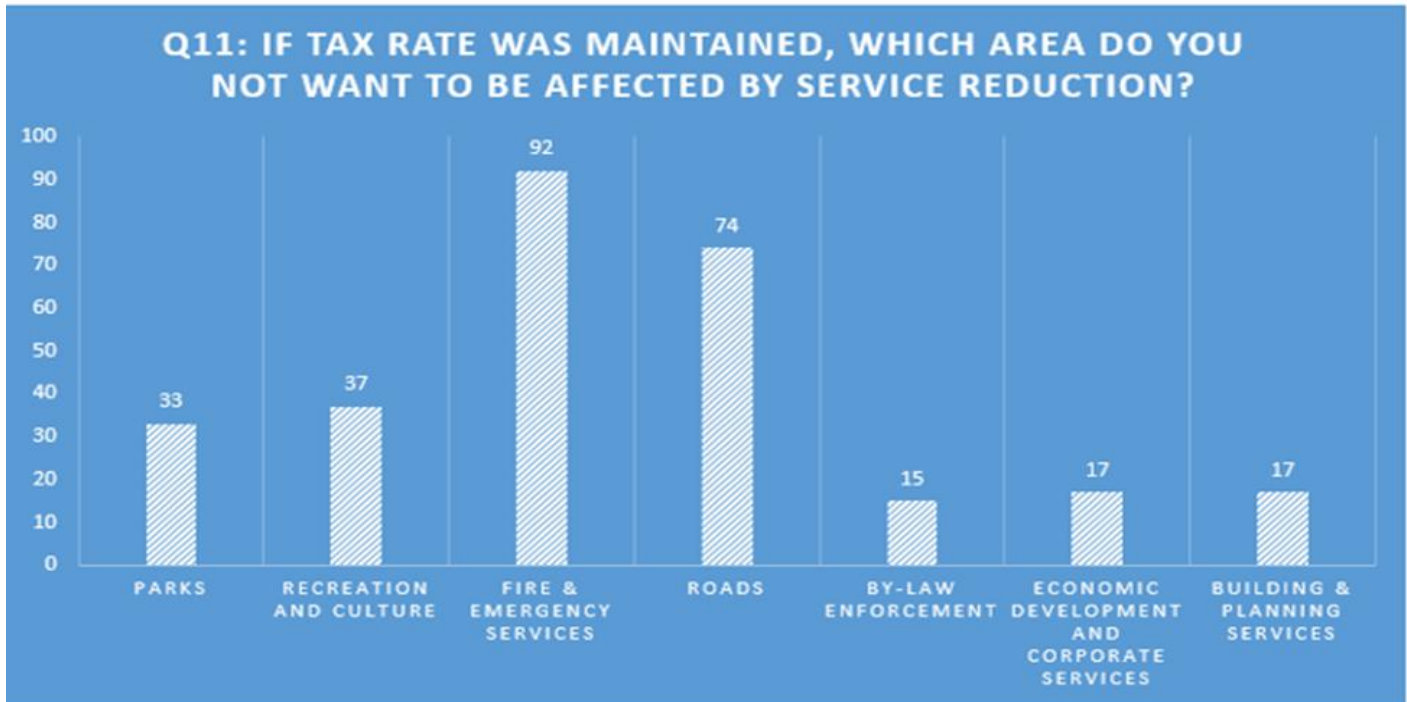
Question 10: If the Town were to increase taxes what percentage increase would you agree with?

- a) Increasing at the inflation rate
- b) Increasing at or above the inflation rate
- c) Increasing at a rate above the inflation rate



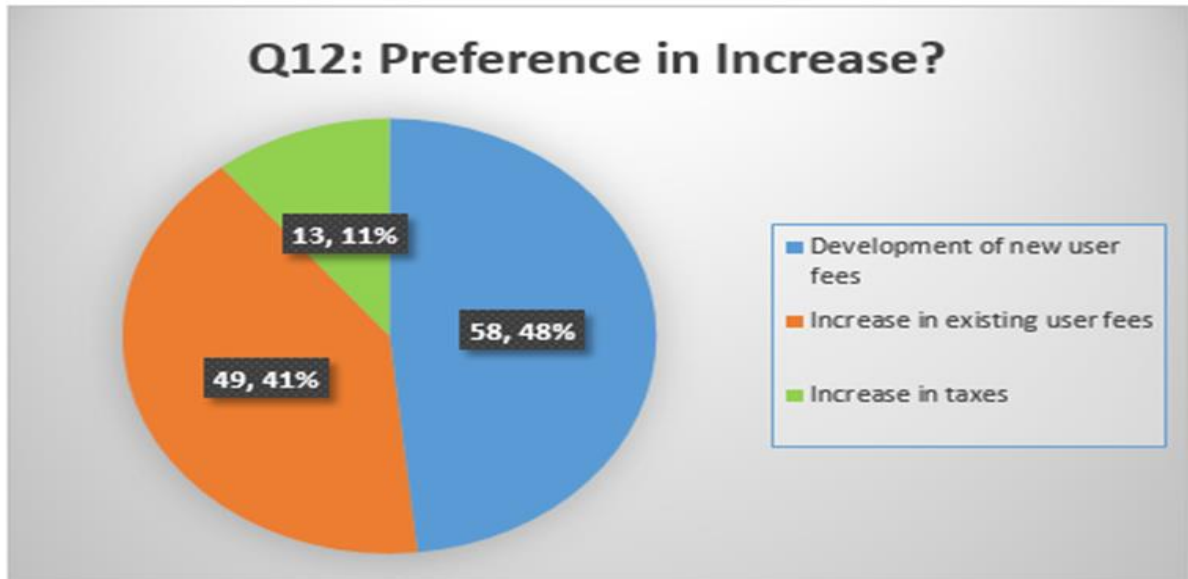
Question 11: If the Town were to maintain the same tax rates, what area do you NOT want to be affected by service reductions?

- a) Parks
- b) Recreation and Culture
- c) Fire & emergency services
- d) Roads
- e) By-law Enforcement
- f) Economic development and corporate services
- g) Building & Planning services



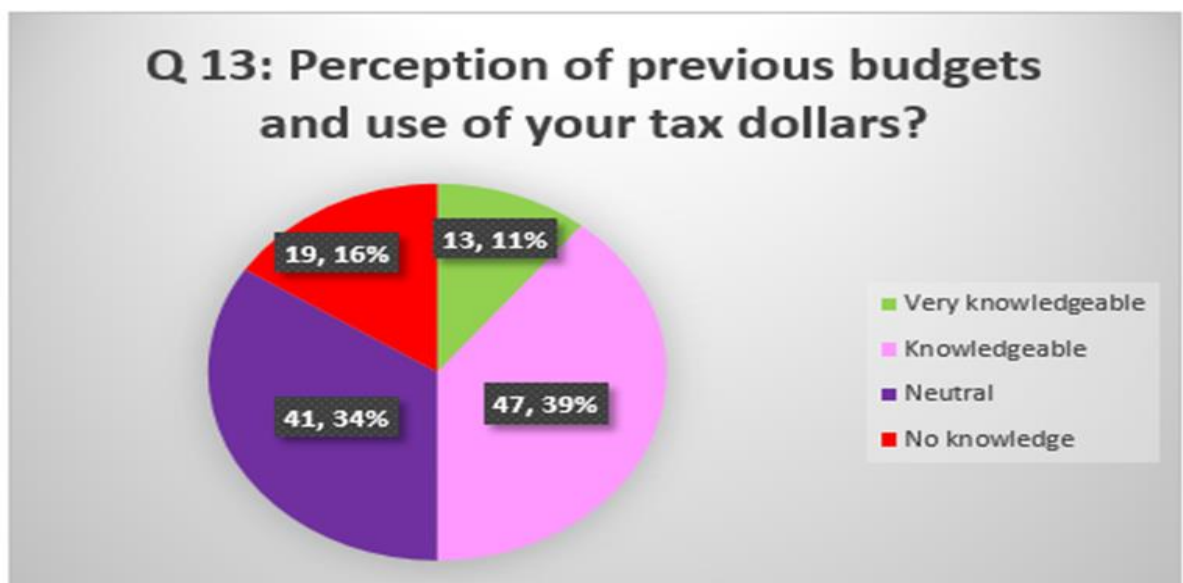
Question 12: Would you rather see an increase in existing user fees, development of new user fees or an increase in taxes?

- a) Increase in existing user fees
- b) Development of new user fees
- c) Increase in Taxes



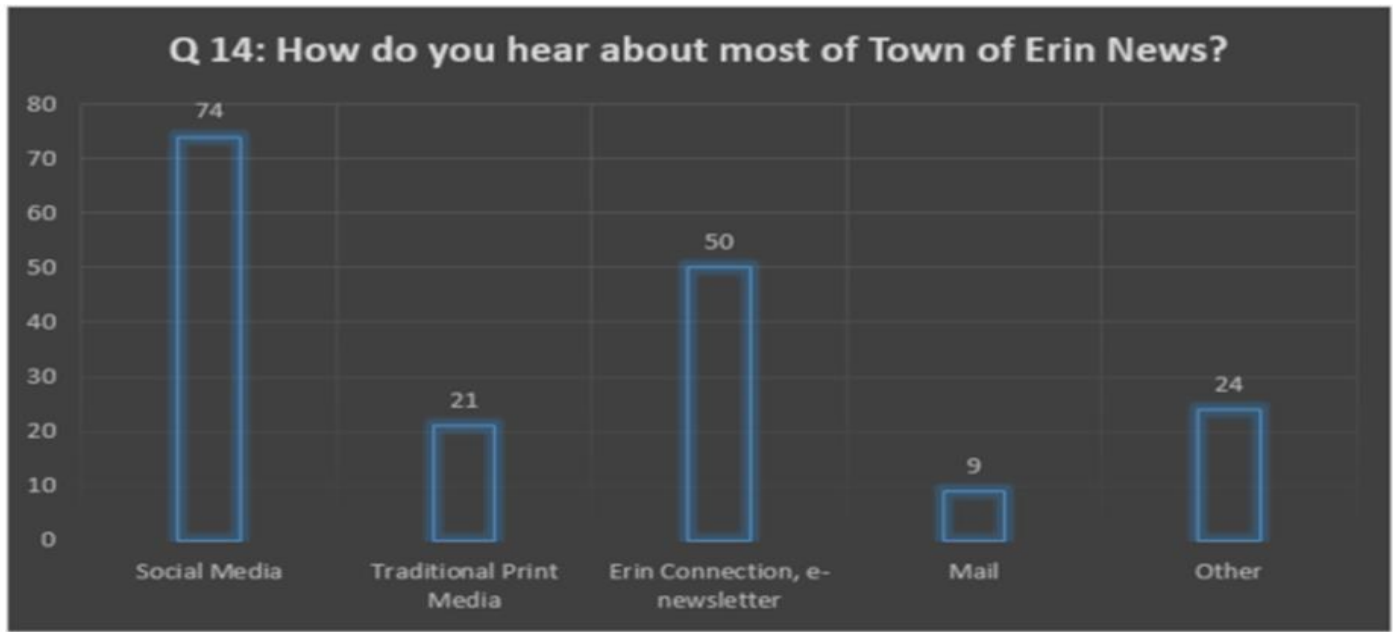
Question 13: How would you rate your perception of previous budgets and the use of your tax dollars?

- a) Very Knowledgeable
- b) Knowledgeable
- c) Neutral
- d) No Knowledge



Question 14: How do you hear about most of Town of Erin news?

- a) Social Media
- b) Traditional print media
- c) Erin Connection, e-newsletter
- d) Mail
- e) Other (please specify)



Question 15: Are there any other communication channels you would like like to see us use in the future?

Responses:

- a) Hold town hall meetings in the evening when others can attend.
- b) Emergency Alert System for boil water notices etc.
- c) Erin Radio, in the Hills Magazine, Printed newsletters sent by direct mail to all taxpayers.
- d) Hosting information nights, public feedback sessions in the evening as well as the daytime.
- e) Need more construction updates communicated

Question 16: How did you hear about this budget Survey? (all responses)

- a) Erin Fall Fair
- b) Picked up a copy at Town Hall
- c) Town of Erin website
- d) Email
- e) Twitter
- f) Facebook
- g) word of mouth
- h) from a friend
- i) Erin Connection
- j) Social Media

