



TOWN OF ERIN
Special Council Meeting
AGENDA

November 17, 2020

7:30 PM

Municipal Council Chamber

Pages

1. Call to Order
2. Approval of Agenda
3. Declaration of Pecuniary Interest
4. Reports
 - 4.1. Corporate Services
 - 4.1.1. Finance
 - 4.1.1.1. 1st Draft 2021 Budget and 2022-2024 Forecasts 1 - 181
5. By-Law 182
 - Confirming
6. Adjournment



Town of Erin

Corporate Report

Department: Corporate Services	Report Number: F2020-23
Business Unit: Finance	Meeting Date: 11/17/2020
Presented/ Prepared By: Ursula D'Angelo, Director of Finance & Treasurer	

Subject

1st Draft 2021 Budget and 2022 – 2024 Forecasts

Recommendation

Be it resolved that Council hereby receive report number F2020-23 “*1st Draft 2021 Budget and 2022 – 2024 Forecasts*” for information.

Highlights

The 1st Draft 2021 Budget and 2022 – 2024 Forecasts were developed to provide Council with a financial plan to fund strategic initiatives and capital projects. It represents a prudent and responsible approach to how tax dollars are spent to move forward the objectives set out in the Town of Erin’s Strategic Plan (2019-2023). Current and future economic environments were taken into consideration, while at the same time balancing Council priorities and replacement of aging capital assets. The results of the 1st Draft 2021 Budget recommends a small tax rate increase of 1% (\$80k increase in total tax levy) or \$18.00 for \$600,000 residential assessment. This draft budget contains the following:

- Fire Light Rescue Vehicles for medical emergency calls
- Replace Culvert 10 (17th Sideroad West of 8th Line)
- The start of road surface treatment program
- Tandem Axle Snow Plow
- Repairs of playgrounds and Ballinafad Community Centre
- Barbourfield Feasibility Study
- Replacements for trees that were damaged by the Emerald Ash Boer
- Community Improvement Program for small businesses
- Storm Water Management Study
- Streetlights Special Area Charges will decrease by \$11.65 to \$60 per year

Included in this report, are the forecasts for 2022 to 2024, the forecasts are for planning purposes and will be revised in future budget processes. The 2022 Forecast recommends an increase of \$215k or 2.8% tax rate increase, the 2023 Forecast estimates an increase of \$196k or 2.6% tax rate increase and the 2024 Operating Forecast estimates an increase of \$232k or 3.0% tax rate increase. By the next budget process, we will have new assessment values that may partially offset these results.

Background

On September 15, 2020, Council approved the 2021 Budget Guidelines and Budget Timetable that incorporated the Priority Based Budgeting approach. Moreover, on the same day, Council also approved Capital Projects Prioritization. On September 1, 2020, Council approved the Strategic Initiatives. These documents were used to develop the draft budget documentation in addition to the following principles:

- Identify services that offer the highest value or potentially eliminate lower value services within the base budget.
- Spend within funding envelope first to provide the same levels of services as 2020.
- Prioritize initiatives based on Strategic Plan 2019-2023, Economic Development Strategic Plan, Parks, Recreation and Culture Masterplan and other plans.
- Question historical spending and come up with new approaches.
- Understand full cost of services.
- Incorporate feedback from 2021 Budget survey.
- Clearly indicate if there is a change in service delivery in the Business Plans, Resource Requests and Capital Requests.
- Accountable for the budget allocation for initiatives and capital projects.

Public Consultation

Community consultation efforts will continue by following the Town of Erin Citizen Engagement Charter. The 2021 Budget Public Survey was launched in the summer with a deadline of September 8, 2020. Feedback from the survey was provided to Council on September 15, 2020. The public will be able to participate remotely in a Telephone Town Hall on November 18, 2020 and December 2, 2020. In addition, the public is encouraged to send their comments to budget@erin.ca until December 14, 2020.

2021 Budget Documentation

The budget documentation is organized by the following:

- 1) Appendix A contains financial summaries by program and account grouping for the 1st Draft 2021 Budget and 2022 – 2024 Forecasts.
- 2) Appendix B contains a summary of all Resource Requests organized by program and proposed funding strategies.
- 3) Appendix C provides a summary of all Capital Requests by program and proposed funding strategies.

- 4) Appendix D has a schedule of Reserves and Reserve Funds for 2020 to 2024.
- 5) Appendix E provides debt obligations summary and Annual Repayment Limit.
- 6) Appendix F contains budget submission packages by program that include financial summaries with variance explanations along with Business Plans, Resource Requests and Capital Requests.

1st Draft 2021 Budget

Overall, the Net Base in the 1st Draft 2021 Budget resulted in a deficit of \$85k or 1% tax levy increase that incorporates revenues from assessment growth and expenditures from Resource Requests and Capital Requests funded from taxation.

Program Net Cost Decrease of \$114,250 or 2%

One of the net cost increases of \$136k was in Corporate Services attributed to the decrease in interest income of \$58k as a result of a sharp decline in short term GICs and High Interest Saving Account rates. Current rate is 0.9% compared to 2.4% in early 2020. Additionally, there was an increase of \$56k in Labour Costs as result of step progressions that will only be awarded with high performance reviews.

Another net cost increase of \$111k was in Roads caused by the removal of \$110k in funding from transfer from Reserves and Reserve Funds for debt obligations that have yet to be determined for the construction of the Stations Street Bridge and Dam. Funding from the County of Wellington is confirmed for \$661,681. However, developers' contributions will be negotiated in the next few months.

Offsetting was net savings of \$192k in Fire attributed to increase in funding from Development Charges – Fire for debt servicing of expansions for Hillsburgh and Erin fire halls. Additionally, a net decrease of \$108k in Planning caused by the removal of one-time projects such as; the development standards, architectural design guidelines and community design guidelines. Also, there was a reduction of \$57k in revenues based on revised estimates. The remaining variances were in other programs such as Economic Development caused by removal of one-time projects and By-Law Enforcement, which was an adjustment based on current activities.

Variance explanations for each program are included in the financial summaries in Appendix F.

Non-Program Net Cost Increase of \$194,100 or 5%

Transfer to Capital Programs was reduced by \$45k to balance funding for Resource Requests for \$336k. Offset by Assessment Growth revenues of \$95k or 1.3%, which represents new development or renovations that needed building permits. Usually Assessment Growth provides about \$300k in additional tax revenues, however, MPAC froze property assessment values for 2021.

Resource Requests

A total of \$528k in expenditures are requested by programs (Appendix B), with \$336k funded from Taxation. The funding approach was to identify expenditures that can be funded from Development Charges (Reserve Funds) such as the Barbourfield Feasibility Study (\$40k) and the Housekeeping Official Plan (\$70k). Furthermore, projects that are for wastewater are funded from the Water Life Cycle Reserve such as Communications Support (\$60k). Also, a summer student for the Roads Department is funded from a federal grant, as long as it is awarded. Another request is for a Roads Operator (Part Time) which will be funded by \$24k reduction in Winter Control budget. The remaining requests are funded from taxation.

Capital Requests

The approach with creating a funding strategy for capital projects is to first look at whether the project is eligible to be funded from Development Charges. The next step is to balance funding between reserves, reserve funds, debt and taxation. Also, Gas Tax Grant of about \$347k is considered, however, projects such as purchasing of fire or roads vehicles are not eligible. For 2021, the OCIF Formula grant of \$260k will not be included because at the time of writing this report the Province of Ontario had not confirmed funding. Wastewater projects will be addressed in a separate section.

For 2021, there are over \$25.7m in total Capital Requests of which \$2.4m are non-waste water projects or 10% as shown in Appendix C. The following are recommendations on funding strategies for these projects:

- \$800k from Taxation will fund several projects:
 - \$300k for a Tandem Axle Snow Plow(RDS0022).
 - \$224k for Light Fire Rescue Vehicles(FIR0010) and \$20k for Hose Cache.
 - Several Parks and Recreation projects.
- \$375k from reserves and reserve funds which includes:
 - \$110k from Erin Community Centre Reserves for a new ice resurfer for delivery in 2022.
 - \$55k from Infrastructure Renewal Reserve to partially fund Light Fire Rescue Vehicles (FIR0010).
 - \$48k for replacements of computer servers (CRP0005) from Computer Upgrades Reserve.
 - The remainder is for projects to maintain the water systems and is funded from the Water Life Cycle Reserve.
- Gas Tax Grant of \$751k is recommended be used to finance the replacement of Culver 10 (17th Sideroad West of 8th Line) with a total cost of \$835k. The remainder of the cost of the project may be funded from Development Charges – Transportation as allowed by the DC Study (2019).
- Development Charges Reserve Funds is recommended to fund several projects that were listed in the DC Study (2019). These projects included Surface

Treatment Program of \$300k, partially fund Culvert 10 (17th Sideroad) and the two Light Fire Rescue Vehicles (FIR0010).

2022 – 2024 Forecasts

Overall, the Net Base in the 2022 Forecast resulted in a deficit of \$215k or 2.8% tax levy increase that only incorporates revenues from 2021 assessment growth and expenditures from Resource Requests and Capital Requests funded from taxation. It is expected that MPAC will begin a new assessment valuation period in 2021 and it is too early to make a reasonable estimate.

The Net Base in the 2023 Forecast resulted in a deficit of \$194k or 2.6% tax levy increase that only incorporates revenues from 2021 assessment growth and expenditures from Resource Requests and Capital Requests funded from taxation. It is expected that MPAC will begin a new assessment valuation period in 2021 and it is too early to make a reasonable estimate.

The Net Base in the 2024 Forecast resulted in a deficit of \$232k or 3.0% tax levy increase that only incorporates revenues from 2021 assessment growth and expenditures from Resource Requests and Capital Requests funded from taxation. It is expected that MPAC will begin a new assessment valuation period in 2021 and it is too early to make a reasonable estimate.

Resource Requests

For 2022, a total of \$543k in expenditures are requested by programs (Appendix B), with \$283k proposed funding from Taxation. The request to run Municipal Elections should be funded from the reserves for that purpose. Additionally, the Municipal Elections request also includes increased reserve contributions by \$3k in preparation for 2026. The request for the Official Plan Review, it is recommended that 80% be funded from Development Charges – Administration as it is allowed in the Development Charges Study (2019). Also, the Roads Department is proposing a Roads Operator (Part Time) be funded by reducing Winter Control by \$24k. The Wastewater Communications support (\$60k) is proposed to be funded from Water Life Cycle Reserve as all costs associated to water and wastewater are funded by rate payers.

For 2023, a total of \$348k in expenditures are requested by program (Appendix B) with \$224k proposed funding from Taxation. The funding approach was based on expenditures that are eligible to be funded from Development Charges (Reserve Funds) such as the Economic Development Strategic Plan. There is a request to increase contributions to Elections Reserve (RQ-CRP-0002) to \$3k. Also, the Roads Department is proposing a Roads Operator (Part Time) be funded by reducing Winter Control by \$24k. The Water Life Cycle Reserve will fund the request for Wastewater Communications support (\$60k).

For 2024, a total of \$343k in expenditures are requested by program (Appendix B) with \$259k proposed funding from Taxation. The Roads Department is proposing a Roads Operator (Part Time) that is funded by reducing Winter Control by \$24k. The

Wastewater Communications support (\$60k) is proposed to be funded from Water Life Cycle Reserve as all costs associated to water and wastewater are funded by rate payers.

Capital Requests

The approach with creating a funding strategy for capital projects is to first look at whether the project is eligible to be funded from Development Charges. The next step is to balance funding between reserves, reserve funds, debt and taxation. Also, Gas Tax Grant (unspent is held in a reserve fund) of about \$347k is considered, however, projects such as purchasing of fire or roads vehicles are not eligible. New for 2021, the OCIF Formula grant of \$260k will not be included because at the time of writing this report the Province of Ontario had not confirmed funding. Funding for wastewater projects will be addressed in a separate section.

For 2022, there are over \$31.9m in total capital requests of which non-wastewater and water projects for new development represent \$2.9m or 9% as shown in Appendix C.

- \$1,028k in the Reserves & Reserve Funds column in the summary is being proposed to be spent for two projects. First project, \$600k from Cash in Lieu of Parkland is recommended for the Hillsburgh Community Centre renovations. Second project, \$388k from Water Life Cycle Reserves to fund projects to maintain the water system.
- \$884k from taxation is recommended to fund various capital projects:
 - \$535k for Roads which includes a backhoe loader (RDS0012) and a tandem axle snow plow (RDS0022).
 - Fire Department projects totaling \$135k such as; hose cache (FIR0001), Confidence Maze (FIR0007) and Gear Washer & Dryer (FIR0009).
 - Various small projects in Corporate Services and Parks and Recreation.
- Debt is being proposed to pay for Bridge 5 (2nd Line) for \$915k and the start of the Winston Churchill road reconstruction for \$100k. This new debt will be dependent on funding options for the wastewater system.
- Surface Treatment Program of \$300k per year will be funded from Development Charges – Transportation which is included in the DC Study (2019).

For 2023, there are over \$42.9m in total Capital Requests of which non-wastewater and water projects for new development represent \$6.2m as shown in Appendix C.

- \$988k from taxation is recommended to fund various capital projects:
 - \$450k for Fire Tanker 58 replacement (FIR0011)
 - \$539k for Roads Department projects which includes a trackless sidewalk plow (RDS0013), \$150k for Tandem Axle Snow Plow (RDS0022), \$125k for a Trackless Sidewalk Plow (RDS0013) and \$100k for a tractor (RDS0024).
 - Various small projects in Corporate Services and Parks and Recreation.
- \$526k in the Reserves & Reserve Funds column represents the proposed funding from Water Life Cycle reserve for projects to maintain the water systems operations. Also, it is recommended to allocate funding for \$150k for the Tandem Axle Snow Plow (RDS0022).

- It is proposed that the Gas Tax Grant be used to fund the replacement of Culvert 2053 (27th Sideroad East of 9th Line and RDS0017) for \$675k.
- Debt would be issued for Winston Churchill (RDS0021) road reconstruction for \$4m. Debt limit will be dependent on the funding strategy for the wastewater projects. However, for the Winston Churchill road reconstruction, loan arrangements will need to be considered with the Town of Caledon, as it is a joint project.
- Surface Treatment Program (RDS0020) of \$300k per year will be funded from Development Charges – Transportation which is included in the DC Study (2019).

For 2024, there are over \$27m in total Capital Requests of which non-wastewater and water projects for new development represent \$1.5m as shown in Appendix C.

- \$969k from taxation is recommended to fund various capital projects:
 - \$878k for Roads requests that include; Culvert 2027 (Sideroad 32 West of 6th Line RDS0018), partial payment of Tandem Axle Snow Plow (RDS0022) and other equipment.
 - The remainder of the funds are in Parks and Recreation that include two vehicles (PKR0011 and PKR0015).
- \$508k in Reserves & Reserve Funds column, \$358k is being proposed to fund various projects to maintain water systems and construction of new water service. Also, \$150k from Fleet Reserve is recommended to partially fund the Tandem Axle Snow Plow (RDS0022).
- Surface Treatment Program of \$300k per year will be funded from Development Charges – Transportation which is included in the DC Study (2019).

Wastewater and Water Projects for New Development

There are three large projects to deliver wastewater and water services to new development that will be constructed over the next few years, with a total cost of \$114million. For planning purposes, the Capital Request forms illustrate that funding for existing development will be from debt. However, Members of Council and staff are working diligently towards getting grant funding from the federal and provincial governments.

Wastewater Treatment Plant		Funding	
Existing Development	22,662,600	34%	
New Development	44,545,900	66%	Split between 88% residential and 12% non-res
Total	<u>67,208,500</u>		
Wastewater trunk mains			
Existing Development	5,116,600	34%	
New Development	15,229,400	66%	Split between 88% residential and 12% non-res
Total	<u>20,346,000</u>		
Water Services (Growth)			
Existing Development	660,302	3%	
New Development	25,650,248	97%	Split between 88% residential and 12% non-res
	<u>26,310,550</u>		
Total of All Projects			
Existing Development	28,439,502	25%	
New Development	85,425,548	75%	
	<u>113,865,050</u>		

According to the most recent DC Study Update, 34% of the Wastewater Treatment Plant and trunk mains will be funded by existing development. For new water services, only 3% will be funded by existing development, which is recommended to be a disbursement from the Water Life Cycle Reserves. Once funding is confirmed for existing development, a long-term payment plan will be created that will be affordable for homeowners and businesses.

Reserves and Reserve Funds

The Town of Erin has over 57 different Reserves and Reserve Funds that are used for various projects that include capital replacements. The Reserves and Reserve Funds Schedule calculates net changes for all of the Reserves and Reserve Funds. However, looking at the net change does not provide a complete picture. For example, if a capital project that was funded from taxes in one year and was not completed the same year, unused taxation funds are allocated to a reserve to be expended the following year. Sometimes multiple projects are completed in one year and hence the disbursements for that year seem greater than the additions. Moreover, there are reserves that were created to be fully expended. For example, annually \$17k is transferred to the Elections Reserve so that the year of municipal elections there is minimal impact to the tax rate. Computer Upgrades Reserve, Fleet Vehicle and Fire Vehicle reserves were recently established to purchase replacements. Hence, when there is a healthy balance, a purchase will be proposed during the budget process. Again, this is to minimize tax rate hikes for emergency replacements.

Also, there are funds collected from Development Charges (DCs) which are classified as reserve funds for specific purposes such as Transportation (Roads), Administration, Fire, Parks and Recreation, Water and Wastewater. These reserve funds are used to build capital projects that will provide the services needed by the new development. Hence, as the Town grows, most likely there will be more disbursements than additions

because municipalities build ahead of new development. The following is a summary of estimated changes for Reserves and Reserve Funds for the next five years. Please note that development charges for new subdivisions were not included as agreements are being negotiated. The estimates of additions in Development Charges Reserve Funds were based on historical actuals. These will be updated as soon as new information is available. As the summary below shows, Reserves will increase by almost \$3m over the next four years. Although Reserve Funds show that there will be a depletion, the results do not include development charges that will be collected for new residential housing and will be updated as soon as the information is available.

	Reserves		Reserve Funds	
	Additions	Disbursements	Additions	Disbursements
Beginning balance	8,546,314		4,449,616	
2020	1,732,658	(605,556)	1,018,972	(2,253,100)
2021	1,393,709	(1,560,300)	788,656	(2,458,826)
2022	1,330,809	(973,024)	785,656	(1,118,246)
2023	1,449,809	(850,606)	912,856	(1,019,000)
2024	1,475,309	(508,106)	1,008,156	(344,800)
	<u>7,382,294</u>	<u>(4,497,592)</u>	<u>4,514,296</u>	<u>(7,193,972)</u>
Ending Balances	11,431,016		1,769,940	
Total Ending Balance	13,200,956			

Debt Management

The Town of Erin's financial policy FIN004 called "Debt Management Policy" provides parameters for recommendations on issuing debt to finance capital projects, which is allowed in the *Municipal Act*, the *Local Improvement Act*, or the *Tile Drainage Act* and their related regulations. These requirements include, but are not limited to:

1. The term of temporary or short-term debt for operating purposes will not exceed the current fiscal year;
2. The term of capital financing will not exceed the lesser of 40 years or the useful life of the underlying asset;
3. Long-term debt will only be issued for capital projects;
4. The total annual financing charges cannot exceed the Annual Repayment Limit, as applicable, unless approved by the Ontario Municipal Board.
5. Prior to entering into a lease financing agreement, an analysis will be prepared that assesses the costs as well as the financial and other risks associated with the proposed lease with other methods of financing;
6. Prior to passing a debenture by-law, which provides that installments of principal or interest, or both, are not payable during the period of construction of an undertaking, Council will have considered all financial and other risks related to the proposed construction financing.

According to the Annual Repayment Limit (ARL) included in Appendix E, the Town is committed to paying \$433k in principal and interest in 2021, which is well within the limit of \$2.5m. This upper limit is based on 25% of revenues generated by the municipality and excludes conditional grants such as OMPF and Gas Tax. Also, ARL in Appendix E is based on 2018 Financial Information Return (FIR) and provides an estimated maximum for a 20 year loan of \$31million at 5% interest.

The following schedule summarizes proposed debt funding estimates for 2021 to 2024 if grants are not awarded for wastewater servicing projects. In March 6, 2022, the loan for the Hillsburgh Fire Hall Expansion matures and an outstanding balance of \$907k is due. Since the DC Study (2019) identified this project as 100% recoverable, the total amount can be paid from the DC – Fire Reserve Fund. For planning purposes and because of debt repayment limit, it will be assumed that the entire amount is paid from DC – Fire Reserve Fund when collected from new development. The Station St Bridge and Dam project funding is being negotiated with developers in the area. Similarly, funding arrangements will be negotiated with the Town of Caledon for the reconstruction of Winston Churchill Road. Depending on the outcome of these negotiations, the cumulative borrowing may surpass the Annual Repayment Limit of \$31million by 2024. In this case, the Town can request a special allowance from the Province by demonstrating that the new development would produce additional property taxes and water and wastewater fees. This would show the Province that the Town of Erin is able to meet debt payment commitments. Again, this is only if both levels governments do not provide grants for non-growth portion of the wastewater servicing projects.

Projects	2020	2021	2022	2023	Cumulative Borrowing	
Station St Bridge & Dam (to be determined)						
Wastewater Treatment Plant		7,929,378	3,218,542	6,936,578	4,943,192	23,027,690
Wastewater Collection System			2,672,425	1,867,250	546,825	5,086,500
Bridge 5 (2nd Line South RDS0026)			915,000			915,000
Winston Churchil Road Reconstruction (RDS0021) *			100,000	4,000,000		4,100,000
Total		7,929,378	6,905,967	12,803,828	5,490,017	33,129,190

* Project is shared with Town of Caledon and negotiations will determine payment arrangements

Strategic Pillar

Service Excellence & Good Governance

Financial Impact

The results of the 1st Draft 2021 Budget recommend a small tax rate increase of 1% or \$80k increase in total town tax levy. The 2022 Forecast estimates a deficit of \$215k or 2.8% tax rate increase, the 2023 Forecast estimates a deficit of \$196k or 2.6% tax rate increase and the 2024 Operating Forecast estimates a deficit of \$232k or 3.0% tax rate increase.

Conclusion

That Council receive the 1st Draft 2021 Budget and 2022 – 2024 Forecasts report. The outcomes of the upcoming meetings and discussions will further refine these initial results.

Attachments

Appendix A – 1st Draft 2021 Operating Budget and 2022 to 2024 Forecasts

Appendix B – 2021 – 2024 Resource Requests Summary

Appendix C – 2021 – 2024 Capital Requests

Appendix D – Reserves Forecast 2021 to 2024

Appendix E – Principal and Interest Debt Summary

Appendix F – 2021 – 2024 Budget Submissions by Program

Ursula D'Angelo

Director

Nathan Hyde

Chief Administrative Officer



1st Draft 2021 Budget & 2022 - 2024 Forecasts by Programs

Appendix A



1st Draft 2021 Budget

	2020	2020	Net	2021	2021	Net		2022
	Budget	Budget	Budget	Budget	Budget	Budget	Net Variance	Forecast
	Expense	Revenues		Expense	Revenues			Expenditures
Programs								
Council	191,200		191,200	189,600		189,600	(1,600)	(1%)
Corporate Services	1,900,200	552,100	1,348,100	1,930,500	446,000	1,484,500	136,400	10%
Economic Development	264,100	35,000	229,100	221,000	35,000	186,000	(43,100)	(19%)
Modernization Grant	464,900	464,900		182,373	182,373			
Advisory Committees	95,200	28,700	66,500	90,700	24,200	66,500		
Building	359,500	359,500		359,500	359,500			
Planning	461,000	227,000	234,000	232,700	107,000	125,700	(108,300)	(46%)
By-Law Enfor/Crossing Grds	158,800	25,300	133,500	135,100	23,100	112,000	(21,500)	(16%)
Conservation Authorities	166,900		166,900	170,400		170,400	3,500	2%
Fire	1,197,400	258,800	938,600	1,091,400	345,000	746,400	(192,200)	(20%)
Emergency Planning	1,000		1,000	1,000		1,000		
Roads	2,933,100	311,500	2,621,600	2,934,900	202,000	2,732,900	111,300	4%
Streetlights	139,000	139,000		116,460	116,460			
Water & Wastewater	1,645,500	1,645,500		1,303,100	1,303,100			
Parks & Recreation	1,343,340	639,180	704,160	1,345,040	639,630	705,410	1,250	
Cemeteries	4,000		4,000	4,000		4,000		
BIA	48,800	48,800		48,800	48,800			
Subtotal Programs	11,373,940	4,735,280	6,638,660	10,356,573	3,832,163	6,524,410	(114,250)	(2%)
Non-Program								
Transfer for Capital Projects	844,300		844,300	799,700		799,700	(44,600)	(5%)
Resource Requests				336,000		336,000	336,000	
Assessment Growth					95,100	(95,100)	(95,100)	
Infrastructure Renewal Trf	681,509		681,509	681,509		681,509		
Tax Levy		7,540,869	(7,540,869)		7,540,869	(7,540,869)		
PILS and Supplementary Taxes		122,500	(122,500)		122,500	(122,500)		
OMPF		591,100	(591,100)		593,300	(593,300)	(2,200)	
Tax Write Offs	90,000		90,000	90,000		90,000		
Subtotal Corporate	1,615,809	8,254,469	(6,638,660)	1,907,209	8,351,769	(6,444,560)	194,100	(5%)
Net Total (Surplus)	12,989,749	12,989,749		12,263,782	12,183,932	79,850	79,850	

Tax Rate Change

1.0%



1st Draft 2022 - 2024 Forecasts

	2022 Forecast Expense	2022 Forecast Revenues	2022 Net Forecast	2023 Forecast Expense	2023 Forecast Revenues	2023 Net Forecast	2024 Forecast Expense	2024 Forecast Revenues	2024 Net Forecast
Programs									
Council	193,200		193,200	193,700		193,700	194,200		194,200
Corporate Services	1,963,200	446,000	1,517,200	1,971,000	445,900	1,525,100	1,990,400	445,900	1,544,500
Economic Development	229,900	36,518	193,382	230,900	31,400	199,500	232,100	31,400	200,700
Modernization Grant									
Advisory Committees	90,700	24,200	66,500	90,700	24,200	66,500	90,700	24,200	66,500
Building	359,500	359,500		509,500	509,500		609,500	609,500	
Planning	242,500	107,000	135,500	236,100	214,000	22,100	236,400	214,000	22,400
By-Law Enfor/Crossing Grds	135,300	23,100	112,200	135,600	23,100	112,500	136,000	23,100	112,900
Conservation Authorities	173,800		173,800	177,200		177,200	180,700		180,700
Fire	1,099,100	349,846	749,254	1,101,500	350,000	751,500	1,106,300	350,000	756,300
Emergency Planning	1,000		1,000	1,000		1,000	1,000		1,000
Roads	2,974,900	202,000	2,772,900	2,979,700	202,000	2,777,700	2,985,000	202,000	2,783,000
Streetlights	116,460	116,460		116,460	116,460		116,460	116,460	
Water & Wastewater	1,338,300	1,338,300		1,376,200	1,376,200		1,417,200	1,417,200	
Parks & Recreation	1,348,340	638,580	709,760	1,352,340	638,580	713,760	1,356,440	638,580	717,860
Cemeteries	4,000		4,000	4,000		4,000	4,000		4,000
BIA	48,800	48,800		48,800	48,800		48,800	48,800	
Subtotal Programs	10,319,000	3,690,304	6,628,696	10,524,700	3,980,140	6,544,560	10,705,200	4,121,140	6,584,060
Non-Program									
Transfer for Capital Projects	883,500		883,500	988,000		988,000	969,500		969,500
Resource Requests	283,000		283,000	244,000		244,000	259,000		259,000
Assesment Growth		95,100	(95,100)		95,100	(95,100)		95,100	(95,100)
Infrastructure Renewal Trf	681,509		681,509	681,509		681,509	681,509		681,509
Tax Levy		7,540,869	(7,540,869)		7,540,869	(7,540,869)		7,540,869	(7,540,869)
PILS and Supplementary Taxes		122,500	(122,500)		122,500	(122,500)		122,500	(122,500)
OMPF		593,300	(593,300)		593,300	(593,300)		593,300	(593,300)
Tax Write Offs	90,000		90,000	90,000		90,000	90,000		90,000
Subtotal Corporate	1,938,009	8,351,769	(6,413,760)	2,003,509	8,351,769	(6,348,260)	2,000,009	8,351,769	(6,351,760)
Net Total (Surplus)	12,257,009	12,042,073	214,936	12,528,209	12,331,909	196,300	12,705,209	12,472,909	232,300
Tax Rate Change			2.8%			2.6%			3.0%



Draft 2021 Budget & 2022- 2024 Forecasts by Accounts



1st Draft 2021 Budget by Accounts

	2020 Total Budget	2021 Total Budget	2020 vs 2021 Variance	%Variance	Variance Explanations
Revenue					
Penalties & Interest	340,000	340,000			
Tax Levy	7,540,869	7,540,869			
Assessment Growth		95,100	(95,100)		This is based on new construction or renovations that required a building permit.
PILS and Supplementary Taxes	122,500	122,500			
Streetlights	156,200	133,660	22,540	(14%)	Reduction to match savings from LED streetlights.
Other Revenue	367,605	308,705	58,900	(16%)	Most significant variance is the reduction of planning fees based on forecasted trends.
Parks & Recreation Fees	578,875	579,325	(450)	-	
Fire & Emergency Fees	99,400	121,800	(22,400)	23%	Increase due to new contract with East Garafraxa.
Water Revenues	1,370,000	1,270,200	99,800	(7%)	Reduction due to change in water rates.
OMPF	591,100	593,300	(2,200)		- Based on Province of Ontario allocation notice.
Grants	523,900	207,373	316,527	(60%)	\$283k decrease is caused by remainder funds in the Modernization Grant. Also, \$34k was removed which represented the Nestle Community Grant.
Gravel Levy	160,000	160,000			
Building Permits	355,000	353,500	1,500		
Interest Income	130,000	72,000	58,000	(45%)	Based on significant reduction of interest rates and are not expected to
Inter Dept Revenue	35,200	23,500	11,700	(33%)	Better reflect actual trends. Remainder are transfers to Advisory
Trf from Reserves and Res Funds	619,100	262,100	357,000	(58%)	Transfers represent adjustment in Fire for debt payments allowed from DCs under the new DC Study offset by removal of funding for the Station St Bridge and Dam loan payment that did not materialize and is still under negotiations with developers. Funding for 2020 projects was removed.
Total Revenue	12,989,749	12,183,932	805,817	(6%)	
Expenses					
Labour Costs	4,450,450	4,340,250	110,200	2%	Net changes represent 2.4%. There were reallocations in Planning and Building from consulting to Labour Costs or vice versa. There was also an adjustment of payroll expenditures in the Roads Department. Also, the removal of Labour Costs for wastewater plant project manager that will be recorded as part of the capital project.
Supplies & Materials	353,550	235,150	118,400	33%	The variance was caused by the removal of one-time projects for the Fire Department such as the purchase of new uniforms and training costs (\$70k). Also, the removal of Nestle funded projects (\$34k).
Equipment	178,527	66,600	111,927	63%	This variance is the place holder for projects that were funded by the Modernization Grant.
Gravel Resurface	400,000	400,000			
Sanding	180,000	180,000			
Calcium	160,000	160,000			
Consulting	921,873	356,500	565,373	61%	The variance represents a \$175k decrease for one-time wastewater projects; \$107k for Modernization Grant funded projects; \$111k for Planning related one-time projects; \$100k for Fire Masterplan; and \$63k reallocation for building inspector support services that was reallocated to Labour Costs.
Roads Maintenance	142,000	142,000			
Resealing	85,000	85,000			
Service Agreements	857,500	849,800	7,700	1%	Increase was based as per Budget Guidelines and contractual obligations.
Winter Control	63,500	40,000	23,500	37%	Variance is to offset Roads Resource Request for a part-time seasonal staff
General Maintenance & Repairs	161,600	161,600			
Sidewalk Maintenance	45,000	45,000			
IT Services	316,800	202,100	114,700	36%	The was a \$132k reduction for projects that were completed as part of the Modernization Grant. These were offset by 2% increases to software licensing and support contracts.



**1st Draft 2021 Budget
by Accounts**

	2020 Total Budget	2021 Total Budget	2020 vs 2021 Variance	% Variance	Variance Explanations
Postage & Courier	17,900	23,000	(5,100)	(28%)	Increase is based of greater efforts in water collections and reflect actual spending. This increase was offset by reallocations from other accounts.
Telephone & Cell Phones	45,900	49,500	(3,600)	(8%)	Increase was budget correction for land telephone lines that are used for water operations and is funded by water rate payers.
Hydro	427,950	396,750	31,200	7%	Decrease is in Streetlights due to usage of LEDs.
Natural Gas	67,200	71,700	(4,500)	(7%)	Slight increase to reflect actual trend and 2% CPI increase allowed by Guidelines.
Fuel	139,000	138,600	400		
Water & Sewage	52,490	52,490			
Vehicle Maintenance	219,100	222,200	(3,100)	(1%)	
Economic Development Activities	77,300	77,300			
Advertising & Promo	80,100	77,800	2,300	3%	Reallocation in Planning to other accounts.
Tax Write Offs	90,000	90,000			
Conservation Authorities	166,900	170,400	(3,500)	(2%)	Slight increase to reflect actual trend and 2% CPI increase allowed by Guidelines.
Community Grants	23,000	23,000			
Other Expenses	252,500	268,173	(15,673)	(6%)	The increase was caused partly caused by \$67k as a placeholder for projects funded by the Modernization Grant. This was offset by the removal of \$40k for one-time Community Improvement Plan project.
Contingency	8,100	8,100			
Audit, Insurance & Legal	227,600	284,700	(57,100)	(25%)	This increase is based on recent pricing for corporate insurance. Year-over-year, the increase has been about 10% which is caused by the values of assets. The newer Town assets, the higher the rates. The 2021 Budget is a catch up of 2 years as it was funded from budgets held for deductibles. Also, audit fees slightly increased by 2%.
Debt Servicing	428,700	515,900	(87,200)	(20%)	This increase is an estimate amount for Station Bridge and Dam that has yet to be settled.
Transfer to Capital	844,300	799,700	44,600	5%	This amount represents the proposed funding of capital projects. Based on Resource Requests as submitted by programs.
Resource Requests		336,000	(336,000)		
Trf to Res. and Res. Funds	1,461,309	1,348,069	113,240	8%	This decrease was caused by lower water rates and expenditure adjustments to water systems operations.
Inter Org Transfers	44,600	46,400	(1,800)	(4%)	This increase an adjustment based on actual trends.
Total Expenses	12,989,749	12,263,782	720,767	6%	

Net Change **79,850**



Town of Erin
1st Draft 2021 and 2022 - 2024 Forecasts

	2021	2022	2021 vs	2023	2022 vs	2024	2023 vs
	Total	Total	2022	Total	2023	Total	2024
	Budget	Budget	Variance	Budget	Variance	Budget	Variance
Revenue							
Penalties & Interest	340,000	340,000		340,000		340,000	
Tax Levy	7,540,869	7,540,869		7,540,869		7,540,869	
Assessment Growth	95,100	95,100		95,100		95,100	
PILS and Supplementary Taxes	122,500	122,500		122,500		122,500	
Streetlights	133,660	133,660		133,660		133,660	
Other Revenue	308,705	316,705	8,000	423,605	(106,900)	423,605	
Parks & Recreation Fees	579,325	579,275	(50)	579,275		579,275	
Fire & Emergency Fees	121,800	121,800		121,800		121,800	
Water Revenues	1,270,200	1,308,300	38,100	1,346,200	(37,900)	1,387,200	(41,000)
OMPF	593,300	593,300		593,300		593,300	
Grants	207,373	25,000	(182,373)	25,000		25,000	
Gravel Levy	160,000	160,000		160,000		160,000	
Building Permits	353,500	353,500		503,500	(150,000)	603,500	(100,000)
Interest Income	72,000	72,000		72,000		72,000	
Inter Dept Revenue	23,500	23,500		23,500		23,500	
Trf from Reserves and Res Funds	262,100	256,564	(5,536)	251,600	4,964	251,600	
Total Revenue	12,183,932	12,042,073	(141,859)	12,331,909	(289,836)	12,472,909	(141,000)
Expenses							
Labour Costs	4,340,250	4,386,550	46,300	4,518,950	(132,400)	4,538,150	(19,200)
Supplies & Materials	235,150	245,150	10,000	246,050	(900)	246,050	
Equipment	66,600	66,600		66,700	(100)	66,700	
Gravel Resurface	400,000	400,000		400,000		400,000	
Sanding	180,000	180,000		180,000		180,000	
Calcium	160,000	160,000		160,000		160,000	
Consulting	356,500	268,500	(88,000)	148,500	120,000	148,500	
Roads Maintenance	142,000	142,000		142,000		142,000	
Resealing	85,000	85,000		85,000		85,000	
Service Agreements	849,800	863,800	14,000	876,600	(12,800)	890,100	(13,500)
Winter Control	40,000	64,000	24,000	64,000		64,000	
General Maintenance & Repairs	161,600	154,400	(7,200)	154,400		154,400	
Sidewalk Maintenance	45,000	45,000		45,000		45,000	
IT Services	202,100	162,300	(39,800)	165,500	(3,200)	165,700	(200)
Postage & Courier	23,000	23,000		23,000		23,000	
Telephone & Cell Phones	49,500	49,500		50,000	(500)	50,000	
Hydro	396,750	399,550	2,800	401,250	(1,700)	402,850	(1,600)
Natural Gas	71,700	71,800	100	71,900	(100)	72,000	(100)
Fuel	138,600	138,600		138,600		138,600	
Water & Sewage	52,490	52,490		52,490		52,490	
Vehicle Maintenance	222,200	222,200		222,200		222,200	
Economic Development Activities	77,300	97,600	20,300	97,600		97,600	



Town of Erin
1st Draft 2021 and 2022 - 2024 Forecasts

	2021	2022	2021 vs	2023	2022 vs	2024	2023 vs
	Total	Total	2022	Total	2023	Total	2024
	Budget	Budget	Variance	Budget	Variance	Budget	Variance
Advertising & Promo	77,800	63,700	(14,100)	64,200	(500)	64,200	
Tax Write Offs	90,000	90,000		90,000		90,000	
Conservation Authorities	170,400	173,800	3,400	177,200	(3,400)	180,700	(3,500)
Community Grants	23,000	23,000		23,000		23,000	
Other Expenses	268,173	200,800	(67,373)	203,000	(2,200)	203,000	
Contingency	8,100	8,100		8,100		8,100	
Audit, Insurance & Legal	284,700	302,600	17,900	322,300	(19,700)	344,100	(21,800)
Debt Servicing	515,900	519,800	3,900	518,400	1,400	518,900	(500)
Transfer to Capital	799,700	883,500	78,600	988,000	(79,300)	969,500	(6,700)
Trf to Res. and Res. Funds	1,348,069	1,384,169	36,100	1,533,669	(149,500)	1,653,669	(120,000)
Inter Org Transfers	46,400	46,500	100	46,600	(100)	46,700	(100)
Resource Requests	336,000	283,000	(53,000)	244,000	39,000	259,000	(15,000)
Total Expenses	12,263,782	12,257,009	(11,973)	12,528,209	(246,000)	12,705,209	(202,200)
Net Changel	79,850	214,936		196,300		232,300	



2021- 2024 Resource Requests Summary

Appendix B

Town of Erin
Plan Requests by Global Rank

Budget Year 2021
Version Department Submission
Forecast Periods 2021 One Time 2021 Service Level 2021 Growth

Request Id	Description	Department	Priority	Expenditures	Taxation	Reserves	Reserve Funds	Misc Fees and Charges	Grant
RQ-CRP-0001	eScribe Closed Captioning	Corporate Services	30	14,000	14,000				
RQ-CRP-0002	Municipal Elections	Corporate Services	30	3,000	3,000				
RQ-ECO-0001	Temporary Washrooms at	Economic	35	5,000	5,000				
RQ-ECO-0002	Community Improvemnt Plan	Economic	20	40,000	40,000				
RQ-FIR-0001	Fire Vehicle Reserve	Fire	40	50,000	50,000				
RQ-FIR-0002	Firefighter Remuneration Pool	Fire	30	20,000	20,000				
RQ-FIR-0004	Uniform Maintenance Program	Fire	20	5,000	5,000				
RQ-PKR-0001	Barbourfield Feasibility Study	Parks & Recreation	25	40,000			40,000		
RQ-PLN-0001	Housekeeping Official Plan	Planning	30	70,000	14,000		56,000		
RQ-RDS-0001	Roads Operator (PT)	Roads	40	24,000					
RQ-RDS-0002	Summer Student	Roads	20	12,000					12,000
RQ-RDS-0003	Building Condition Assessment	Roads	30	10,000	10,000				
RQ-RDS-0004	Tree Replacement due to	Roads	40	25,000	25,000				
RQ-RDS-0005	17th Sideroad and Concession	Roads	40	25,000	25,000				
RQ-RDS-0006	Storm Water Management	Roads	45	60,000	60,000				
RQ-RDS-0007	Traffic Calming Measures	Roads	35	15,000	15,000				
RQ-RDS-0008	Road Maintenance	Roads	40	50,000	50,000				
RQ-WWT-0001	Wastewater Communications	Water & Wastewater	50	60,000		60,000			
				528,000	336,000	60,000	96,000		12,000

Town of Erin Plan Requests

Budget Year 2021
Version Department Submission
Forecast Periods 2022

Request Id	Description	Department	Priority	Expenditures	Taxation	Reserves	Reserve Funds	Misc Fees and Charges	Grant
RQ-CRP-0001	eScribe Closed Captioning	Corporate Services	30	11,000	11,000				
RQ-CRP-0002	Municipal Elections	Corporate Services	30	82,800	3,000	79,800			
RQ-ECO-0001	Temporary Washrooms at	Economic	35	5,000	5,000				
RQ-ECO-0002	Community Improvemnt Plan	Economic	20	40,000	40,000				
RQ-FIR-0001	Fire Vehicle Reserve	Fire	40	50,000	50,000				
RQ-FIR-0002	Firefighter Remuneration Pool	Fire	30	20,000	20,000				
RQ-FIR-0003	Volunteer Firefighter	Fire	25	35,000	35,000				
RQ-FIR-0004	Uniform Maintenance Program	Fire	20	5,000	5,000				
RQ-PLN-0002	Official Plan Review	Planning	30	120,000	24,000		96,000		
RQ-RDS-0001	Roads Operator (PT)	Roads	40	24,000					
RQ-RDS-0004	Tree Replacement due to	Roads	40	25,000	25,000				
RQ-RDS-0007	Traffic Calming Measures	Roads	35	15,000	15,000				
RQ-RDS-0008	Road Maintenance	Roads	40	50,000	50,000				
RQ-WWT-0001	Wastewater Communications	Water & Wastewater	50	60,000		60,000			
				542,800	283,000	139,800	96,000		

Town of Erin
Plan Requests by Global Rank

Budget Year 2021
Version Department Submission
Forecast Periods 2023

Request Id	Description	Department	Priority	Expenditures	Taxation	Reserves	Reserve Funds	Misc Fees and Charges	Grant
RQ-CRP-0001	eScribe Closed Captioning	Corporate Services	30	11,000	11,000				
RQ-CRP-0002	Municipal Elections	Corporate Services	30	3,000	3,000				
RQ-ECO-0001	Temporary Washrooms at	Economic	35	5,000	5,000				
RQ-ECO-0002	Community Improvemnt Plan	Economic	20	40,000	40,000				
RQ-ECO-0003	Economic Development	Economic	20	40,000			40,000		
RQ-FIR-0001	Fire Vehicle Reserve	Fire	40	50,000	50,000				
RQ-FIR-0002	Firefighter Remuneration Pool	Fire	30	20,000	20,000				
RQ-FIR-0004	Uniform Maintenance Program	Fire	20	5,000	5,000				
RQ-RDS-0001	Roads Operator (PT)	Roads	40	24,000					
RQ-RDS-0004	Tree Replacement due to	Roads	40	25,000	25,000				
RQ-RDS-0007	Traffic Calming Measures	Roads	35	15,000	15,000				
RQ-RDS-0008	Road Maintenance	Roads	40	50,000	50,000				
RQ-WWT-0001	Wastewater Communications	Water & Wastewater	50	60,000		60,000			
				348,000	224,000	60,000	40,000		

Town of Erin Plan Requests

Budget Year 2021
Version Department Submission
Forecast Periods 2024

Request Id	Description	Department	Priority	Expenditures	Taxation	Reserves	Reserve Funds	Misc Fees and Charges	Grant
RQ-CRP-0001	eScribe Closed Captioning	Corporate Services	30	11,000	11,000				
RQ-CRP-0002	Municipal Elections	Corporate Services	30	3,000	3,000				
RQ-ECO-0001	Temporary Washrooms at	Economic	35	5,000	5,000				
RQ-ECO-0002	Community Improvemnt Plan	Economic	20	40,000	40,000				
RQ-FIR-0001	Fire Vehicle Reserve	Fire	40	50,000	50,000				
RQ-FIR-0002	Firefighter Remuneration Pool	Fire	30	20,000	20,000				
RQ-FIR-0003	Volunteer Firefighter	Fire	25	35,000	35,000				
RQ-FIR-0004	Uniform Maintenance Program	Fire	20	5,000	5,000				
RQ-RDS-0001	Roads Operator (PT)	Roads	40	24,000					
RQ-RDS-0004	Tree Replacement due to	Roads	40	25,000	25,000				
RQ-RDS-0007	Traffic Calming Measures	Roads	35	15,000	15,000				
RQ-RDS-0008	Road Maintenance	Roads	40	50,000	50,000				
RQ-WWT-0001	Wastewater Communications	Water & Wastewater	50	60,000		60,000			
				343,000	259,000	60,000			



2021- 2024 Capital Requests

Appendix C

Town of Erin
Capital Projects by Global Rank

Budget Year 2021
Version Department Submission
Forecast Periods 2021

Project Id	Description	Department	Priority	Expenditures	Res. & Res. Funds	DCs	Debt	Gas Tax	Other Grants	Taxation	Cost Recovery
FIR0001	Hose Cache	Fire	70	20,000						20,000	
PKR0002	Ice Resurfacer	Parks & Recreation	45	110,000	110,000						
WST0002	Wastewater Treatment Plant	Wastewater System	80	23,321,700		15,392,322	7,929,378				
WTR0004	Meter Replacement	Water System	40	30,000	30,000						
WTR0005	Water Capital Equipment	Water System	40	72,300	72,300						
WTR0006	Water Building and minor	Water System	40	15,000	15,000						
WTR0009	Water Equipment to Extend Life	Water System	50	45,000	45,000						
CRP0005	Server Replacement	Corporate Services	40	48,000	48,000						
CRP0008	Asphalt Townhall Parking Lot	Corporate Services	60	7,900						7,900	
FIR0010	Light Rescue Vehicles	Fire	80	360,000	55,000	61,200				243,800	
PKR0009	Ballinafad BCA	Parks & Recreation	60	54,000					5,000	49,000	
PKR0011	Parks	Parks & Recreation	50	89,000						89,000	
RDS0011	Roads Equip - Brushead and	Roads	30	85,000						85,000	
RDS0015	Culvert 10 (17th Sideroad West	Roads	80	835,000		83,500		751,500			
RDS0019	Energy Conervation Projects	Roads	50	5,000						5,000	
RDS0020	Surface Treatment Program	Roads	80	300,000		300,000					
RDS0022	Tandem Axle Snow Plow	Roads	55	300,000						300,000	
				25,697,900	375,300	15,837,022	7,929,378	751,500	5,000	799,700	

Town of Erin
Capital Projects by Global Rank

Budget Year 2021
Version Department Submission
Forecast Periods 2022

Project Id	Description	Department	Priority	Expenditures	Res. & Res. Funds	DCs	Debt	Gas Tax	Other Grants	Taxation	Cost Recovery
FIR0001	Hose Cache	Fire	70	20,000						20,000	
PKR0003	Hillsburgh Community Centre	Parks & Recreation	80	648,000	600,000					48,000	
WST0002	Wastewater Treatment Plant	Wastewater System	80	9,466,300		6,247,758	3,218,542				
WST0003	Wastewater Collection System	Wastewater System	75	10,689,700		8,017,275	2,672,425				
WTR0001	Water Service for New	Water System	80	8,770,183	263,106	8,507,077					
WTR0004	Meter Replacement	Water System	40	30,000	30,000						
WTR0005	Water Capital Equipment	Water System	40	35,000	35,000						
WTR0006	Water Building and minor	Water System	40	15,000	15,000						
WTR0009	Water Equipment to Extend Life	Water System	50	45,000	45,000						
CRP0006	Windows 2012 Servers	Corporate Services	40	20,000						20,000	
FIR0007	Confidence Maze Training	Fire	70	85,000						85,000	
FIR0008	Electronic Messaging Signs	Fire	0	40,000	40,000						
FIR0009	Gear Washer & Dryer	Fire	70	30,000						30,000	
PKR0005	Tractor (2007)	Parks & Recreation	50	25,000						25,000	
PKR0009	Ballinafad BCA	Parks & Recreation	60	25,500					5,000	20,500	
PKR0011	Parks	Parks & Recreation	50	45,000						45,000	
PKR0012	Replace GMC Sierra 2500 Pick	Parks & Recreation	50	55,000						55,000	
RDS0012	Backhoe Loader	Roads	50	200,000						200,000	
RDS0014	Trailer Replacement (UNit 54	Roads	50	30,000						30,000	
RDS0016	Bridge 5 (2nd Line South Erin-	Roads	80	915,000			915,000				
RDS0019	Energy Conervation Projects	Roads	50	5,000						5,000	
RDS0020	Surface Treatment Program	Roads	80	300,000		300,000					
RDS0021	Winston Churchill Blvd with	Roads	80	100,000			100,000				
RDS0022	Tandem Axle Snow Plow	Roads	55	300,000						300,000	
				31,894,683	1,028,106	23,072,110	6,905,967		5,000	883,500	

Town of Erin
Capital Projects by Global Rank

Budget Year 2021
Version Department Submission
Forecast Periods 2023

Project Id	Description	Department	Priority	Expenditures	Res. & Res. Funds	DCs	Debt	Gas Tax	Other Grants	Taxation	Cost Recovery
WST0002	Wastewater Treatment Plant	Wastewater System	80	20,401,700		13,465,122	6,936,578				
WST0003	Wastewater Collection System	Wastewater System	75	7,469,000		5,601,750	1,867,250				
WTR0001	Water Service for New	Water System	80	8,770,183	263,106	8,507,077					
WTR0004	Meter Replacement	Water System	40	30,000	30,000						
WTR0005	Water Capital Equipment	Water System	40	22,500	22,500						
WTR0006	Water Building and minor	Water System	40	15,000	15,000						
WTR0009	Water Equipment to Extend Life	Water System	50	45,000	45,000						
CRP0007	Replace Microsoft Office	Corporate Services	40	22,000						22,000	
CRP0008	Asphalt Townhall Parking Lot	Corporate Services	60	25,200						25,200	
CRP0009	HVAC System	Corporate Services	60	25,300						25,300	
FIR0011	Replace Rescue Tanker 58	Fire	70	450,000						450,000	
PKR0009	Ballinafad BCA	Parks & Recreation	60	15,000					5,000	10,000	
PKR0011	Parks	Parks & Recreation	50	40,500						40,500	
PKR0013	Replace Kubota Tractor (F3680)	Parks & Recreation	50	25,000						25,000	
PKR0014	Replace Driveprod Plow Blade	Parks & Recreation	50	10,000						10,000	
RDS0013	Trackless Sidewalk Plow	Roads	60	125,000						125,000	
RDS0017	Culvert 2053 (27th Sideroad	Roads	80	675,000				675,000			
RDS0019	Energy Conervation Projects	Roads	50	5,000						5,000	
RDS0020	Surface Treatment Program	Roads	80	300,000		300,000					
RDS0021	Winston Churchill Blvd with	Roads	80	4,000,000			4,000,000				
RDS0022	Tandem Axle Snow Plow	Roads	55	300,000	150,000					150,000	
RDS0024	Tractor (2008 Unit 41)	Roads	55	100,000						100,000	
				42,871,383	525,606	27,873,949	12,803,828	675,000	5,000	988,000	

Town of Erin
Capital Projects by Global Rank

Budget Year 2021
Version Department Submission
Forecast Periods 2024

Project Id	Description	Department	Priority	Expenditures	Res. & Res. Funds	DCs	Debt	Gas Tax	Other Grants	Taxation	Cost Recovery
WST0002	Wastewater Treatment Plant	Wastewater System	80	14,538,800		9,595,608	4,943,192				
WST0003	Wastewater Collection System	Wastewater System	75	2,187,300		1,640,475	546,825				
WTR0001	Water Service for New	Water System	80	8,770,184	263,106	8,507,078					
WTR0004	Meter Replacement	Water System	40	30,000	30,000						
WTR0005	Water Capital Equipment	Water System	40	5,000	5,000						
WTR0006	Water Building and minor	Water System	40	15,000	15,000						
WTR0009	Water Equipment to Extend Life	Water System	50	45,000	45,000						
PKR0011	Parks	Parks & Recreation	50	11,000						11,000	
PKR0015	Replace Dodge 2017 Ram 1500	Parks & Recreation	50	40,000						40,000	
PKR0016	Replace 2017 GMC Sierra	Parks & Recreation	50	40,000						40,000	
RDS0018	Culvert 2027 (Sideroad 32 West	Roads	80	613,500						613,500	
RDS0019	Energy Conervation Projects	Roads	50	5,000						5,000	
RDS0020	Surface Treatment Program	Roads	80	300,000		300,000					
RDS0022	Tandem Axle Snow Plow	Roads	55	300,000	150,000					150,000	
RDS0025	Wood Chipper Replacement	Roads	0	45,000						45,000	
RDS0026	Steamer Replacement (Unit 52)	Roads	55	15,000						15,000	
RDS0027	Cube Van Replacement (Unit 25	Roads	55	50,000						50,000	
				27,010,784	508,106	20,043,161	5,490,017			969,500	



Reserves & Reserve Funds Forecast 2020 - 2024



RESERVES & RESERVE FUNDS

DEPARTMENT		Description	Projected BALANCE @ DEC 31 2019	2020 TRANSACTIONS		Projected BALANCE @ DEC 31 2020	Comments
				ADDITIONS	DISBURSEMENTS		
Unallocated	RESERVES	WORKING CAPITAL	-			-	
Unallocated	RESERVES	TAX STABILIZATION RESERVE	803,961			803,961	Transfer depends on Q4 deficit/surplus result
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	2,833,914	681,509	82,500	3,432,923	\$77k Structure 011; \$5k for Roads Assessment FCM Grant
Unallocated	RESERVE FUND	Gas Tax Grant	783,010	347,016	498,711	631,315	\$126k HCC + storm sewer unspent in 2019 from \$520 which is \$332k
Unallocated	RESERVE FUND	Modernization Grant	524,606		524,606	-	
Unallocated	RESERVE FUND	Nestle Community Grant	22,171		9,171	13,000	Dog Park \$8k; basketball nets \$3200 and other nestle projects
Unallocated	RESERVE FUND	OCIF Top Up Grant	602,713		602,713	-	Station St Bridge
Unallocated	RESERVE FUND	OCIF FORMULA	72,510	260,016	-	332,526	Project transferred to 2021. Culvert 2059
TOTAL Unallocated			5,642,886			5,213,726	
Admin	RESERVES	ELECTION EXPENSE	41,097	17,000		58,097	annual transfer from taxation
Admin	RESERVES	COMPUTER UPGRADES	49,865	15,000		64,865	annual transfer from taxation
Admin	RESERVES	ADMIN FILE MANAGEMENT	87,571		80,000	7,571	EDRMS project
Admin	RESERVES	ADMIN OFFICE RENO RESERVES	16,653			16,653	
Admin	RESERVES	ADMIN-PHONE RESERVE	891			891	
Admin	RESERVES	INSURANCE CONTINGENCY	15,573			15,573	
Admin	RESERVE FUND	Retirement Benefits	1,807			1,807	
Admin	RESERVE FUND	ADMINISTRATION DC	- 850,285	25,000	61,938	- 887,223	Water EA
TOTAL Admin			- 636,828			- 721,766	
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	132,353		55,079	77,274	Transfer depends on net result of Building Department
Building	RESERVES	BUILDING DEPT CAPITAL	-			-	
TOTAL Building			132,353			77,274	
Econ Dev	RESERVES	ECONOMIC DEVELOPMENT RESERVES	15,118			15,118	
Econ Dev	RESERVE FUND	Main St Revitalization Grant	13,853		13,853	-	CIP
Econ Dev	RESERVES	DOCTOR RECRUITMENT	-			-	
TOTAL Econ Dev			28,971			15,118	
Enviro	RESERVE FUND	Water EA STUDY	37,151		37,151	0	Transfer to offset spending Water EA
Enviro	RESERVES	EA WATER/WASTEWATER RESERVES	-			-	
TOTAL Enviro			37,151			0	
Fire	RESERVE FUND	FIRE SERVICES DC	189,157	49,000	33,200	204,957	Debt payment for Erin Firehall expansion
Fire	RESERVES	FIRE CAPITAL	77,083			77,083	
Fire	RESERVES	FIREHALL RESERVE	6,704			6,704	
Fire	RESERVES	FIRE DEFIBRILLATION	-			-	
Fire	RESERVES	FIRE WAGE CONTINGENCY	121,584			121,584	
Fire	RESERVES	FIRE VEHICLE RESERVE	270,609	250,000		520,609	\$50k annual transfer from operation + \$200k funding from taxation for Tanker delivery in 2021.
Fire	RESERVES	COMBINED FIRE STATION RESERVES	-			-	
TOTAL Fire			665,136			930,936	

DEPARTMENT		Description	Projected BALANCE @ DEC 31 2019	2020 TRANSACTIONS		Projected BALANCE @ DEC 31 2020	Comments	
				ADDITIONS	DISBURSEMENTS			
Recreation	RESERVES	CENTRE 2000 CAPITAL	672,519	8,200	58,000	622,719	\$18k Brine pump ECC; \$40k Recreation software; Capital project trf to 2021 to meet ICIP grant schedule;	
Recreation	RESERVES	Barbour Field	157,021		95,000	62,021		
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	47,051	5,000		52,051		Parks fencing; playground equip, bleachers, tractor
Recreation	RESERVES	BALLINAFAD COMM CENTRE	18,355			18,355		Cost recovery collected with fees
Recreation	RESERVES	ERIN TENNIS CLUB	11,384			11,384		
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	150,000	50,000		200,000		annual transfer from taxation
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND	1,003,720	75,000		1,078,720	Erin Rotary River Walk will be spent in 2021	
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES DC	241,781	100,000	27,900	313,881	Loan payment Barbourfield Soccer/Baseball	
TOTAL Recreation			2,301,830			2,359,130		
TOTAL Rental	RESERVES	RENTAL FACILITIES RESERVES (Erin Hydro)	-			-		
Roads	RESERVES	ROADS CAPITAL	348,336	200,000		548,336	Taxation portion for Culvert 2059. Project will be built in 2021.	
Roads	RESERVES	ROADS Streetscape	5,066			5,066		
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227			122,227	Transfer depends on net operating annual transfer from taxation	
Roads	RESERVES	STREETLIGHTS	63,132	92,591		155,723		
Roads	RESERVES	ROADS Fleet Reserve	50,000	50,000		100,000		
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Hortons	134,106			134,106		
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUND	11,236			11,236		
Roads	RESERVE FUND	DRAINAGE LEVY FUND	16,873			16,873		
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	1,146,511	160,070	14,644	1,291,938	loan payment Sideroad 17 asphalt	
TOTAL Roads			1,897,487			2,385,505		
Water	RESERVES	WATER LIFECYCLE	2,439,390	363,358	290,056	2,512,692	Water capital projects and Source water protection mgr \$13k Water EA	
Water	RESERVE FUND	TOWN WATER RESERVE FUND	132,135		132,135	-		
Water	RESERVE FUND	WATER DC	197,029	2,870	242,000	42,101		DC amendment WW; WW Financing agreements; grant applications
TOTAL Water			2,768,554			2,470,591		
Committee	RESERVES	CEMETERY CAPITAL	92,455			92,455		
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESERVES	8,657			8,657		
Committee	RESERVES	HERITAGE RESERVES	10,507			10,507		
Committee	RESERVES	LGHG COMMITTEE	18,248			18,248		
Committee	RESERVE FUND	CELEBRATE ERIN RESERVE FUND	7,664			7,664		
Committee	RESERVE FUND	BIA IMPROVEMENT	20,858			20,858		
TOTAL Committee			158,389			158,389		
			12,995,930	2,751,630	2,858,656	12,888,904		



RESERVES & RESERVE FUNDS

DEPARTMENT	Description	Projected BALANCE @ DEC 31 2020	2021 TRANSACTIONS		Projected BALANCE @ DEC 31 2021	Comments		
			ADDITIONS	DISBURSEMENTS				
Unallocated	RESERVES	WORKING CAPITAL	-		-			
Unallocated	RESERVES	TAX STABILIZATION RESERVE	803,961		803,961			
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	3,432,923	681,509	262,500	3,851,932	Structure 011 \$77k; \$55k FIR10 Fire Light Rescues; \$130k Tandem Axle Truck	
Unallocated	RESERVE FUND	Gas Tax Grant	631,315	347,016	819,500	158,831	from 2020 \$68k Culvert 2059; RDS0015 Culvert 10 \$751.5K	
Unallocated	RESERVE FUND	Modernization Grant	-					
Unallocated	RESERVE FUND	Nestle Community Grant	13,000		13,000	-	0.00	Erin Rotary Riverwalk \$5k; Dog Park \$8k
Unallocated	RESERVE FUND	OCIF Top Up Grant	-			-		
Unallocated	RESERVE FUND	OCIF FORMULA	332,526		332,526	-		
TOTAL Unallocated			5,213,726			4,814,725		
Admin	RESERVES	ELECTION EXPENSE	58,097	20,000		78,097	\$3k CRP0002 Municipal elections	
Admin	RESERVES	COMPUTER UPGRADES	64,865	15,000	48,000	31,865	CRP0001 Server Replacement	
Admin	RESERVES	ADMIN FILE MANAGEMENT	7,571			7,571		
Admin	RESERVES	ADMIN OFFICE RENO RESERVES	16,653			16,653		
Admin	RESERVES	ADMIN-PHONE RESERVE	891			891		
Admin	RESERVES	INSURANCE CONTINGENCY	15,573			15,573		
Admin	RESERVE FUND	Retirement Benefits	1,807			1,807		
Admin	RESERVE FUND	ADMINISTRATION DC	-	25,000		-	862,223	
TOTAL Admin			-	721,766		-	709,766	
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	77,274	29,700		106,974	Additions depends on net result of Building Department	
Building	RESERVES	BUILDING DEPT CAPITAL	-			-		
TOTAL Building			77,274			106,974		
Econ Dev	RESERVES	ECONOMIC DEVELOPMENT RESERVES	15,118		10,000	5,118	Transfer to offset Operating Budget	
Econ Dev	RESERVE FUND	Main St Revitalization Grant	-			-		
Econ Dev	RESERVES	DOCTOR RECRUITMENT	-			-		
TOTAL Econ Dev			15,118			5,118		
Enviro	RESERVE FUND	Water EA STUDY	0			0		
Enviro	RESERVES	EA WATER/WASTEWATER RESERVES	-			-		
TOTAL Enviro			0			0		
Fire	RESERVE FUND	FIRE SERVICES DC	204,957	49,000	248,200	5,757	Firehall expansion debt \$187k; FIR0010 Light Rescues \$61k	
Fire	RESERVES	FIRE CAPITAL	77,083			77,083		
Fire	RESERVES	FIREHALL RESERVE	6,704			6,704		
Fire	RESERVES	FIRE DEFIBRILLATION	-			-		
Fire	RESERVES	FIRE WAGE CONTINGENCY	121,584			121,584		
Fire	RESERVES	FIRE VEHICLE RESERVE	520,609	100,000	200,000	420,609	\$200k from 2020, payment of Tanker 57 replacement; ADD \$50k RQ-FIR0001	
Fire	RESERVES	COMBINED FIRE STATION RESERVES	-			-		
TOTAL Fire			930,936			631,736		

DEPARTMENT	Description	Projected BALANCE @ DEC 31 2020	2021 TRANSACTIONS		Projected BALANCE @ DEC 31 2021	Comments	
			ADDITIONS	DISBURSEMENTS			
Recreation	RESERVES	CENTRE 2000 CAPITAL	622,719		325,000	297,719	Ice Resurfer for HCC (funding trf to this reserve); ECC ICIP Grant \$235k
Recreation	RESERVES	Barbour Field	62,021			62,021	
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	52,051	11,000		63,051	
Recreation	RESERVES	BALLINAFAD COMM CENTRE	18,355			18,355	
Recreation	RESERVES	ERIN TENNIS CLUB	11,384			11,384	
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	200,000	50,000		250,000	
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND	1,078,720	75,000	595,000	558,720	\$295k for ICIP; \$300k Erin Rotary Riverwalk Trail
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES DC	313,881	100,000	67,100	346,781	Loan payment for Barbourfields expansion; Barbourfields Feasibility PKR1
TOTAL Recreation			2,359,130			1,608,030	
TOTAL Rental	RESERVES	RENTAL FACILITIES RESERVES (Erin Hydro)	-			-	
Roads	RESERVES	ROADS CAPITAL	548,336		422,500	125,836	Structure 011 ICIP Grant \$225k; \$200k Culvert 2059
Roads	RESERVES	ROADS Streetscape	5,066			5,066	
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227			122,227	
Roads	RESERVES	STREETLIGHTS	155,723	39,100		194,823	
Roads	RESERVES	ROADS Fleet Reserve	100,000	50,000	130,000	20,000	RDS022 Tandem Axle Snow Plow
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Hortons	134,106			134,106	
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUND	11,236			11,236	
Roads	RESERVE FUND	DRAINAGE LEVY FUND	16,873			16,873	
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	1,291,938	160,070	383,500	1,068,508	RDS0015 Culvert 10\$83k; RDS0020 Surface Treatment \$300k
TOTAL Roads			2,385,505			1,698,675	
Water	RESERVES	WATER LIFECYCLE	2,512,692	427,100	162,300	2,777,492	WTR5 \$30k; WTR5 \$72k; WTR6 \$15k; WTR9 \$45k; NEW Water Service \$263k
Water	RESERVE FUND	TOWN WATER RESERVE FUND	-			-	
Water	RESERVE FUND	WATER DC	42,101	2,870		39,231	
TOTAL Water			2,470,591			2,738,261	
Committee	RESERVES	CEMETERY CAPITAL	92,455			92,455	
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESERVES	8,657			8,657	
Committee	RESERVES	HERITAGE RESERVES	10,507			10,507	
Committee	RESERVES	LGHG COMMITTEE	18,248			18,248	
Committee	RESERVE FUND	CELEBRATE ERIN RESERVE FUND	7,664			7,664	
Committee	RESERVE FUND	BIA IMPROVEMENT	20,858			20,858	
TOTAL Committee			158,389			158,389	
			12,888,904	2,182,365	4,019,126	11,052,143	



RESERVES & RESERVE FUNDS

DEPARTMENT		Description	Projected BALANCE @ DEC 31 2021	2022 TRANSACTIONS		Projected BALANCE @ DEC 31 2022	Comments
				ADDITIONS	DISBURSEMENTS		
Unallocated	RESERVES	WORKING CAPITAL	-			-	
Unallocated	RESERVES	TAX STABILIZATION RESERVE	803,961			803,961	
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	3,851,932	681,509	150,000	4,383,441	RDS22 Tandem Axle Snow Plow
Unallocated	RESERVE FUND	Gas Tax Grant	158,831	347,016		505,847	
Unallocated	RESERVE FUND	Modernization Grant					
Unallocated	RESERVE FUND	Nestle Community Grant	0.00			0	
Unallocated	RESERVE FUND	OCIF Top Up Grant	-			-	
Unallocated	RESERVE FUND	OCIF FORMULA	-			-	
TOTAL Unallocated			4,814,725			5,693,250	
Admin	RESERVES	ELECTION EXPENSE	78,097	20,000	79,800	18,297	CRP0002 Municipal elections
Admin	RESERVES	COMPUTER UPGRADES	31,865	15,000		46,865	
Admin	RESERVES	ADMIN FILE MANAGEMENT	7,571			7,571	
Admin	RESERVES	ADMIN OFFICE RENO RESERVES	16,653			16,653	
Admin	RESERVES	ADMIN-PHONE RESERVE	891			891	
Admin	RESERVES	INSURANCE CONTINGENCY	15,573			15,573	
Admin	RESERVE FUND	Retirement Benefits	1,807			1,807	
Admin	RESERVE FUND	ADMINISTRATION DC	862,223	25,000		837,223	
TOTAL Admin			709,766			729,566	
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	106,974	26,700		133,674	Additions depends on net result of Building Department
Building	RESERVES	BUILDING DEPT CAPITAL	-			-	
TOTAL Building			106,974			133,674	
Econ Dev	RESERVES	ECONOMIC DEVELOPMENT RESERVES	5,118		5,118	0	Transfer to offset Operating Budget
Econ Dev	RESERVE FUND	Main St Revitalization Grant	-			-	
Econ Dev	RESERVES	DOCTOR RECRUITMENT	-			-	
TOTAL Econ Dev			5,118			0	
Enviro	RESERVE FUND	Water EA STUDY	0			0	
Enviro	RESERVES	EA WATER/WASTEWATER RESERVES	-			-	
TOTAL Enviro			0			0	
Fire	RESERVE FUND	FIRE SERVICES DC	5,757	49,000	191,846	137,089	2 Firehall expansion debt. \$907k loan matures eligible to be paid 100% with DCs
Fire	RESERVES	FIRE CAPITAL	77,083		40,000	37,083	FIR00008 Electronic Messaging signs
Fire	RESERVES	FIREHALL RESERVE	6,704			6,704	
Fire	RESERVES	FIRE DEFIBRILLATION	-			-	
Fire	RESERVES	FIRE WAGE CONTINGENCY	121,584			121,584	
Fire	RESERVES	FIRE VEHICLE RESERVE	420,609		200,000	220,609	FIR011 \$200k Tanker 58
Fire	RESERVES	COMBINED FIRE STATION RESERVES	-			-	
TOTAL Fire			631,736			248,890	

DEPARTMENT	Description	Projected BALANCE @ DEC 31 2021	2022 TRANSACTIONS		Projected BALANCE @ DEC 31 2022	Comments		
			ADDITIONS	DISBURSEMENTS				
Recreation	RESERVES	CENTRE 2000 CAPITAL	297,719		110,000	187,719	Ice Resurfacer PKR0002 for ECC order is in 2021 but delivery may be in 2022.	
Recreation	RESERVES	Barbour Field	62,021			62,021		
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	63,051	11,000		74,051		
Recreation	RESERVES	BALLINAFAD COMM CENTRE	18,355			18,355		
Recreation	RESERVES	ERIN TENNIS CLUB	11,384			11,384		
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	250,000	50,000		300,000		
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND	558,720	75,000	600,000	33,720	PKR3 Hillsburgh Community Centre \$600k	
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES DC	346,781	100,000	26,400	420,381	Loan payment for Barbourfileds expansion	
TOTAL Recreation			1,608,030			1,107,630		
TOTAL Rental	RESERVES	RENTAL FACILITIES RESERVES (Erin Hydro)	-			-		
Roads	RESERVES	ROADS CAPITAL	125,836			125,836		
Roads	RESERVES	ROADS Streetscape	5,066			5,066		
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227			122,227		
Roads	RESERVES	STREETLIGHTS	194,823	35,100		229,923		
Roads	RESERVES	ROADS Fleet Reserve	20,000	50,000		70,000		
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Hortons	134,106			134,106		
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUND	11,236			11,236		
Roads	RESERVE FUND	DRAINAGE LEVY FUND	16,873			16,873		
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	1,068,508	160,070	300,000	928,578		RDS20 Surface treatment \$300k
TOTAL Roads			1,698,675			1,643,845		
Water	RESERVES	WATER LIFECYCLE	2,777,492	468,200	388,106	2,857,586	WTR5 \$30k; WTR5 \$35k; WTR6 \$15k; WTR9 \$45k; NEW Water Service \$263k	
Water	RESERVE FUND	TOWN WATER RESERVE FUND	-			-		
Water	RESERVE FUND	WATER DC	39,231	2,870		36,361		
TOTAL Water			2,738,261			2,821,225		
Committee	RESERVES	CEMETERY CAPITAL	92,455			92,455		
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESERVES	8,657			8,657		
Committee	RESERVES	HERITAGE RESERVES	10,507			10,507		
Committee	RESERVES	LGHG COMMITTEE	18,248			18,248		
Committee	RESERVE FUND	CELEBRATE ERIN RESERVE FUND	7,664			7,664		
Committee	RESERVE FUND	BIA IMPROVEMENT	20,858			20,858		
TOTAL Committee			158,389			158,389		
			11,052,143	2,116,465	2,091,270	11,077,338		



RESERVES & RESERVE FUNDS

DEPARTMENT		Description	Projected BALANCE @ DEC 31 2022	2023 TRANSACTIONS		Projected BALANCE @ DEC 31 2023	Comments
				ADDITIONS	DISBURSEMENTS		
Unallocated	RESERVES	WORKING CAPITAL	-			-	
Unallocated	RESERVES	TAX STABILIZATION RESERVE	803,961			803,961	
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	4,383,441	681,509	275,000	4,789,950	RDS13 Trackless Snow Plow; RDS22 Tandem Axle Snow Plow
Unallocated	RESERVE FUND	Gas Tax Grant	505,847	347,016	675,000	177,863	RDS17 Culvert 2053 \$675k
Unallocated	RESERVE FUND	Modernization Grant	-			-	
Unallocated	RESERVE FUND	Nestle Community Grant	0			0	
Unallocated	RESERVE FUND	OCIF Top Up Grant	-			-	
Unallocated	RESERVE FUND	OCIF FORMULA	-			-	
TOTAL Unallocated			5,693,250			5,771,775	
Admin	RESERVES	ELECTION EXPENSE	18,297	20,000		38,297	\$3k CRP0002 Municipal elections
Admin	RESERVES	COMPUTER UPGRADES	46,865	15,000	-	61,865	
Admin	RESERVES	ADMIN FILE MANAGEMENT	7,571			7,571	
Admin	RESERVES	ADMIN OFFICE RENO RESERVES	16,653			16,653	
Admin	RESERVES	ADMIN-PHONE RESERVE	891			891	
Admin	RESERVES	INSURANCE CONTINGENCY	15,573			15,573	
Admin	RESERVE FUND	Retirement Benefits	1,807			1,807	
Admin	RESERVE FUND	ADMINISTRATION DC	837,223	25,000		812,223	
TOTAL Admin			729,566			669,566	
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	133,674	153,900		287,574	Additions depends on net result of Building Department
Building	RESERVES	BUILDING DEPT CAPITAL	-			-	
TOTAL Building			133,674			287,574	
Econ Dev	RESERVES	ECONOMIC DEVELOPMENT RESERVES	-	0		-	0
Econ Dev	RESERVE FUND	Main St Revitalization Grant	-			-	
Econ Dev	RESERVES	DOCTOR RECRUITMENT	-			-	
TOTAL Econ Dev			0			0	
Enviro	RESERVE FUND	Water EA STUDY	0			0	
Enviro	RESERVES	EA WATER/WASTEWATER RESERVES	-			-	
TOTAL Enviro			0			0	
Fire	RESERVE FUND	FIRE SERVICES DC	137,089	49,000	17,600	105,689	Erin Firehall Expansion
Fire	RESERVES	FIRE CAPITAL	37,083			37,083	
Fire	RESERVES	FIREHALL RESERVE	6,704			6,704	
Fire	RESERVES	FIRE DEFIBRILLATION	-			-	
Fire	RESERVES	FIRE WAGE CONTINGENCY	121,584			121,584	
Fire	RESERVES	FIRE VEHICLE RESERVE	220,609	100,000	200,000	120,609	FIR11 Replace Rescue Tanker 58
Fire	RESERVES	COMBINED FIRE STATION RESERVES	-			-	
TOTAL Fire			248,890			180,290	

DEPARTMENT	Description	Projected BALANCE @ DEC 31 2022	2023 TRANSACTIONS		Projected BALANCE @ DEC 31 2023	Comments
			ADDITIONS	DISBURSEMENTS		
Recreation	RESERVES	CENTRE 2000 CAPITAL	187,719		187,719	
Recreation	RESERVES	Barbour Field	62,021		62,021	
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	74,051	11,000	85,051	
Recreation	RESERVES	BALLINAFAD COMM CENTRE	18,355		18,355	
Recreation	RESERVES	ERIN TENNIS CLUB	11,384		11,384	
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	300,000	50,000	350,000	
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND	33,720	75,000	108,720	
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES DC	420,381	100,000	493,981	26,400
TOTAL Recreation			1,107,630		1,317,230	
TOTAL Rental	RESERVES	RENTAL FACILITIES RESERVES (Erin Hydro)	-		-	
Roads	RESERVES	ROADS CAPITAL	125,836		125,836	
Roads	RESERVES	ROADS Streetscape	5,066		5,066	
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227		122,227	
Roads	RESERVES	STREETLIGHTS	229,923	30,900	260,823	
Roads	RESERVES	ROADS Fleet Reserve	70,000	50,000	120,000	
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Hortons	134,106		134,106	
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUND	11,236		11,236	
Roads	RESERVE FUND	DRAINAGE LEVY FUND	16,873		16,873	
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	928,578	160,070	788,648	300,000
TOTAL Roads			1,643,845		1,584,815	
Water	RESERVES	WATER LIFECYCLE	2,857,586	491,400	2,973,380	375,606
Water	RESERVE FUND	TOWN WATER RESERVE FUND	-		-	
Water	RESERVE FUND	WATER DC	36,361	2,870	33,491	
TOTAL Water			2,821,225		2,939,889	
Committee	RESERVES	CEMETERY CAPITAL	92,455		92,455	
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESERVES	8,657		8,657	
Committee	RESERVES	HERITAGE RESERVES	10,507		10,507	
Committee	RESERVES	LGHG COMMITTEE	18,248		18,248	
Committee	RESERVE FUND	CELEBRATE ERIN RESERVE FUND	7,664		7,664	
Committee	RESERVE FUND	BIA IMPROVEMENT	20,858		20,858	
TOTAL Committee			158,389		158,389	
			11,077,338	2,362,665	1,869,606	11,570,397



RESERVES & RESERVE FUNDS

DEPARTMENT		Description	Projected BALANCE @ DEC 31 2023	2024 TRANSACTIONS		Projected BALANCE @ DEC 31 2024	Comments
				ADDITIONS	DISBURSEMENTS		
Unallocated	RESERVES	WORKING CAPITAL	-			-	
Unallocated	RESERVES	TAX STABILIZATION RESERVE	803,961			803,961	
Unallocated	RESERVES	INFRASTRUCTURE RENEWAL	4,789,950	681,509		5,471,459	
Unallocated	RESERVE FUND	Gas Tax Grant	177,863	347,016		524,879	
Unallocated	RESERVE FUND	Modernization Grant	-			-	
Unallocated	RESERVE FUND	Nestle Community Grant	0			0	
Unallocated	RESERVE FUND	OCIF Top Up Grant	-			-	
Unallocated	RESERVE FUND	OCIF FORMULA	-			-	
TOTAL Unallocated			5,771,775			6,800,300	
Admin	RESERVES	ELECTION EXPENSE	38,297	20,000		58,297	\$3k CRP0002 Municipal elections
Admin	RESERVES	COMPUTER UPGRADES	61,865	15,000	-	76,865	
Admin	RESERVES	ADMIN FILE MANAGEMENT	7,571			7,571	
Admin	RESERVES	ADMIN OFFICE RENO RESERVES	16,653			16,653	
Admin	RESERVES	ADMIN-PHONE RESERVE	891			891	
Admin	RESERVES	INSURANCE CONTINGENCY	15,573			15,573	
Admin	RESERVE FUND	Retirement Benefits	1,807			1,807	
Admin	RESERVE FUND	ADMINISTRATION DC	812,223	25,000		787,223	
TOTAL Admin			669,566			609,566	
Building	RESERVE FUND	BUILDING DEPT REVENUE FUND	287,574	249,200		536,774	
Building	RESERVES	BUILDING DEPT CAPITAL	-			-	
TOTAL Building			287,574			536,774	
Econ Dev	RESERVES	ECONOMIC DEVELOPMENT RESERVES	0			0	
Econ Dev	RESERVE FUND	Main St Revitalization Grant	-			-	
Econ Dev	RESERVES	DOCTOR RECRUITMENT	-			-	
TOTAL Econ Dev			0			0	
Enviro	RESERVE FUND	Water EA STUDY	0			0	
Enviro	RESERVES	EA WATER/WASTEWATER RESERVES	-			-	
TOTAL Enviro			0			0	
Fire	RESERVE FUND	FIRE SERVICES DC	105,689	49,000	18,400	75,089	Erin Firehall Expansion
Fire	RESERVES	FIRE CAPITAL	37,083			37,083	
Fire	RESERVES	FIREHALL RESERVE	6,704			6,704	
Fire	RESERVES	FIRE DEFIBRILLATION	-			-	
Fire	RESERVES	FIRE WAGE CONTINGENCY	121,584			121,584	
Fire	RESERVES	FIRE VEHICLE RESERVE	120,609	100,000		220,609	
Fire	RESERVES	COMBINED FIRE STATION RESERVES	-			-	
TOTAL Fire			180,290			310,890	

DEPARTMENT	Description	Projected BALANCE @ DEC 31 2023	2024 TRANSACTIONS		Projected BALANCE @ DEC 31 2024	Comments	
			ADDITIONS	DISBURSEMENTS			
Recreation	RESERVES	CENTRE 2000 CAPITAL	187,719			187,719	
Recreation	RESERVES	Barbour Field	62,021			62,021	
Recreation	RESERVES	HILLSBURGH ARENA CAPITAL	85,051	11,000		96,051	
Recreation	RESERVES	BALLINAFAD COMM CENTRE	18,355			18,355	
Recreation	RESERVES	ERIN TENNIS CLUB	11,384			11,384	
Recreation	RESERVES	EMERGENCY RESPONSE CENTRE	350,000	50,000		400,000	
Recreation	RESERVE FUND	CASH IN LIEU OF PARKLAND FUND	108,720	75,000		183,720	
Recreation	RESERVE FUND	PARKS & RECREATION SERVICES DC	493,981	100,000	26,400	567,581	Loan payment for Barbourfileds expansion
TOTAL Recreation			1,317,230			1,526,830	
TOTAL Rental	RESERVES	RENTAL FACILITIES RESERVES (Erin Hydro)	-			-	
Roads	RESERVES	ROADS CAPITAL	125,836			125,836	
Roads	RESERVES	ROADS Streetscape	5,066			5,066	
Roads	RESERVES	SIDEWALK REPLACEMENTS	122,227			122,227	
Roads	RESERVES	STREETLIGHTS	260,823	30,900		291,723	
Roads	RESERVES	ROADS Fleet Reserve	120,000	50,000	150,000	20,000	Axle Tandem Plow RDS22
Roads	RESERVE FUND	SIDEWALK RESERVE Tim Hortons	134,106			134,106	
Roads	RESERVE FUND	CASH IN LIEU OF PARKING FUND	11,236			11,236	
Roads	RESERVE FUND	DRAINAGE LEVY FUND	16,873			16,873	
Roads	RESERVE FUND	TRANSPORTATION SERVICES DC	788,648	160,070	300,000	648,718	RDS0020 Surface Treatment \$300k
TOTAL Roads			1,584,815			1,375,785	
Water	RESERVES	WATER LIFECYCLE	2,973,380	516,900	358,106	3,132,174	WTR5 \$30k; WTR5 \$5k; WTR6 \$15k; WTR9 \$45k; NEW Water Service \$263k
Water	RESERVE FUND	TOWN WATER RESERVE FUND	-			-	
Water	RESERVE FUND	WATER DC	33,491	2,870		30,621	
TOTAL Water			2,939,889			3,101,553	
Committee	RESERVES	CEMETERY CAPITAL	92,455			92,455	
Committee	RESERVE FUND	ERIN PIONEER CEMETERY RESERVES	8,657			8,657	
Committee	RESERVES	HERITAGE RESERVES	10,507			10,507	
Committee	RESERVES	LGHG COMMITTEE	18,248			18,248	
Committee	RESERVE FUND	CELEBRATE ERIN RESERVE FUND	7,664			7,664	
Committee	RESERVE FUND	BIA IMPROVEMENT	20,858			20,858	
TOTAL Committee			158,389			158,389	
			11,570,397	2,483,465	852,906	13,200,956	



Principal & Interest Debt Summary



Debt Summary

Year	Opening Balance	Principal	Interest	Payment	Ending Balance
2019	\$ 3,924,601	\$ 325,730	\$ 106,752	\$ 432,483	\$ 3,598,870
2020	\$ 3,598,870	\$ 329,543	\$ 99,428	\$ 428,972	\$ 3,269,327
2021	\$ 3,269,327	\$ 337,389	\$ 95,406	\$ 432,795	\$ 2,931,938
2022	\$ 2,931,938	\$ 351,268	\$ 85,045	\$ 436,313	\$ 2,580,670
2022*	\$ 2,580,670	\$ -	\$ -	\$ 907,000	\$ 1,673,670
2023	\$ 1,673,670	\$ 216,182	\$ 45,242	\$ 261,424	\$ 1,457,488
2024	\$ 1,457,488	\$ 221,133	\$ 40,071	\$ 261,203	\$ 1,236,356
2025	\$ 1,236,356	\$ 199,356	\$ 34,512	\$ 233,868	\$ 1,037,000
2026	\$ 1,037,000	\$ 184,000	\$ 29,807	\$ 213,807	\$ 853,000
2027	\$ 853,000	\$ 75,000	\$ 25,299	\$ 100,299	\$ 778,000
2028	\$ 778,000	\$ 77,000	\$ 23,386	\$ 100,386	\$ 701,000
2029	\$ 701,000	\$ 79,000	\$ 21,307	\$ 100,307	\$ 622,000
2030	\$ 622,000	\$ 81,000	\$ 19,095	\$ 100,095	\$ 541,000
2031	\$ 541,000	\$ 84,000	\$ 16,746	\$ 100,746	\$ 457,000
2032	\$ 457,000	\$ 86,000	\$ 14,268	\$ 100,268	\$ 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	\$ 3,104	\$ 100,104	-\$ 0

* Balloon payment of \$907,000 in year 2022 for Hillsburgh Fire Hall loan



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

2020 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	75405		
MUNID:	23015		
MUNICIPALITY:	Erin T		
UPPER TIER:	Wellington Co		
REPAYMENT LIMIT:		\$	2,495,552

The repayment limit has been calculated based on data contained in the 2018 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2018 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, 2020

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.	\$	31,100,097
(a)	15 years @ 5% p.a.	\$	25,902,979
(a)	10 years @ 5% p.a.	\$	19,269,993
(a)	5 years @ 5% p.a.	\$	10,804,435
7% Interest Rate			
(a)	20 years @ 7% p.a.	\$	26,437,916
(a)	15 years @ 7% p.a.	\$	22,729,275
(a)	10 years @ 7% p.a.	\$	17,527,715
(a)	5 years @ 7% p.a.	\$	10,232,257

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)	321,414
0220	Interest (SLC 74 3099 02)	0
0299	Subtotal	321,414
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910	Total Debt Charges	321,414
Amounts Recovered from Unconsolidated Entities		
		1
		\$
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	321,414
1610 Total Revenue (SLC 10 9910 01)		13,173,310
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 + SLC10 0815 01)	786,821
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	50,000
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)	0
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)	487,885
2230	Revenue from other municipalities including revenue for Tangible Capital Assets (SLC 10 1098 01 + SLC 10 1099 01)	52,572
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	0
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	278,718
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	39,798
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	0
2253	Other Deferred revenue earned (SLC 10 1814 01)	32,391
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)	177,260
2299	Subtotal	1,905,445
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610	Net Revenues	11,267,865
2620	25% of Net Revenues	2,816,966
9930	ESTIMATED ANNUAL REPAYMENT LIMIT	2,495,552
		(25% of Net Revenues less Net Debt Charges)

* SLC denotes Schedule, Line Column.



**2021 Budget &
2022 - 2024 Forecasts
Submissions by Program**

Appendix F



COUNCIL



Council
1st Draft 2021 Budget
and 2022 - 2024 Forecasts

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Expenses						
Labour Costs	163,800	160,600	3,200	163,700	163,700	163,700
Other Expenses	24,500	24,500		24,500	24,500	24,500
Audit, Insurance & Legal	2,900	4,500	(1,600)	5,000	5,500	6,000
Total Expenses	191,200	189,600	1,600	193,200	193,700	194,200
Net Change (Increase)	191,200	189,600	1,600	193,200	193,700	194,200

2021 - 2024 Variances

Adjustments to Labour Cost net result changes was due to health benefit costs. This was offset by increases in insurance based on actual trends. Council Remuneration By-Law #17-64 expires at the end of 2022.



CORPORATE SERVICES



Corporate Services
1st Draft 2021 Budget
and 2022 - 2024 Forecasts

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Revenue						
Penalties & Interest	320,000	320,000		320,000	320,000	320,000
Other Revenue	62,100	54,000	8,100	54,000	53,900	53,900
Grants	34,000		34,000			
Interest Income	130,000	72,000	58,000	72,000	72,000	72,000
Inter Dept Revenue	6,000		6,000			
Total Revenue	552,100	446,000	106,100	446,000	445,900	445,900
Expenses						
Labour Costs	1,333,500	1,389,400	(55,900)	1,417,900	1,421,000	1,435,300
Supplies & Materials	88,400	54,400	34,000	53,800	53,800	53,800
Consulting	34,000	25,000	9,000	24,000	24,000	24,000
Service Agreements	46,800	37,800	9,000	37,800	37,800	37,800
General Maintenance & Repairs	15,000	15,000		15,000	15,000	15,000
IT Services	123,100	124,700	(1,600)			
Postage & Courier	10,000	15,000	(5,000)	15,000	15,000	15,000
Telephone & Cell Phones	11,300	11,700	(400)	11,700	11,700	11,700
Hydro	15,400	13,300	2,100	13,600	13,900	14,200
Natural Gas	1,800	4,300	(2,500)	4,400	4,500	4,600
Advertising & Promo	16,500	16,500		16,500	16,500	16,500
Other Expenses	59,300	59,300		58,300	58,300	58,300
Contingency	8,100	8,100		8,100	8,100	8,100
Audit, Insurance & Legal	105,000	117,500	(12,500)	121,200	125,400	130,000
Trf to Reserves and Reserve Funds	32,000	32,000		32,000	32,000	32,000
Inter Org Transfers		6,500	(6,500)	6,600	6,700	6,800
Total Expenses	1,900,200	1,930,500	(30,300)	1,835,900	1,843,700	1,863,100
Net Change (Increase)	1,348,100	1,484,500	(136,400)	1,389,900	1,397,800	1,417,200

2021 Variances

Revenues decreased by \$106k partially due to interest income that had to significantly be reduced, due to very low interest rates that are available for short term investments. The 2020 Budget had been adjusted to reflect the 2019 trend. Also, Grants was reduced as Nestle Community Grant will no longer be available.

Expenditures increased slightly due to Labour Costs as a result of step progressions based on high performance. Supplies & Materials decreased which was related to Nestle funded projects. Consulting decreased by \$7k to remove one-time projects for cyber security and the \$2k for the education campaign regarding single use plastics. Service Agreements also decreased which is related to software maintenance and support agreements. The remaining variance was due to reallocations based on actual spending trends.

2022 - 2024 Variances

Expenditures slightly changed in Labour Costs to reflect step progression for high performance results, insurance increases based on historical trends and software licensing agreements.

Business Plan - Corporate Services

Summary of Services

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

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

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

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

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



Strategic Initiatives (with no \$)

2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Review the options and develop a plan to secure financing	Growth Management	Complete	1
Conclude a financing agreement for the waste water servicing project	Growth Management	Complete	1
Undertake a Development Charges By-law update incorporating the cost of waste water and water environmental assessments	Growth Management	Complete	1
Records Management: Policy review, New Retention By-law and Records Management Policy Manual, Migration of Electronic Records into proper classifications.	Good Governance	Complete	1
Completion of a Growth Management Strategy to inform Council decisions on the population growth targets for Erin and Hillsburgh and the residential, commercial and industrial properties to be given priority for waste water and water allocations.	Growth Management	Complete	1
Develop and implement a comprehensive communications plan to engage the community in discussing the parameters and benefits of well-managed growth, while respecting the environment and the Town's unique character	Growth Management	Complete	1
Electronic Data Records Management System	Good Governance	Ongoing	1
Preparation for the 2022 Municipal Election	Good Governance	Ongoing	1
AODA Multi-Year Plan	Good Governance	Complete	1
FOI Training for Staff	Good Governance	Complete	1
Records Management Training for Staff	Good Governance	Complete	1
Fortinet IT Intrusion prevention optimization (funding from Modernization grant)	Service Excellence and Good Governance	Complete	1
Develop a Conservation Demand Management Plan and subsequent implementation plan	Investment in Community Assets	Complete	1
Develop performance measures for the 2021 Budget process	Service Excellence and Good Governance	Complete	3



2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Implement budget software (funded from Modernization Grant)	Service Excellence and Good Governance	Complete	1

2021 Strategic Initiatives	Strategic Pillar	Status	Priority
EDRMS- staff implementation	Good Governance		1
Audit of Physical Records and prepare for integration into EDRMS	Good Governance		1
Open Government Initiatives	Good Governance		1
Preparation for the 2022 Municipal Election: Procedures, Council Orientation Packages	Good Governance		2
Implementation of HRIS	Good Governance		2
Marriage Officiating	Service Excellence		1
Ecommerce for Legislative Services where legislation permits- Commissioning etc.	Service Excellence		1
Conduct a series of service delivery reviews	Service Excellence and Good Governance		2
Publish an annual update that reports on the Strategic Plan progress and accomplishments	Service Excellence and Good Governance		1
Continue to allocate budget to establish financial reserves which are adequate to fund anticipated infrastructure requirements and major projects	Service Excellence and Good Governance		1



2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Departmental Fees and Charges Review	Good Governance		2
2022 Municipal Election	Good Governance		1
Docupet Licensing Agreement	Service Excellence		1
FOI/Records Training for Staff	Good Governance/Service Excellence		1
Procedural By-law Review	Good Governance		1

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Review of Committee Orientation Material	Good Governance		2
Procedural By-law passed by new Council	Good Governance		1
Competition of Municipal Election Legislative Requirements	Good Governance		1

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Preparation for 2026 Municipal Election	Good Governance		2
AODA Multi-Year Plan	Good Governance		1

Town of Erin

Plan Requests

Request	RQ-CRP-0001 eScribe Closed Captioning		
Department	Corporate Services		
Version	Department Submission	Year	2021

Description

The Legislative Services Business Unit must ensure that the Town complies with accessibility standards and that compliance includes future accessibility initiatives. Therefore, closed captioning and/or transcripts would ensure that Council meetings are accessible for residents. For 2021, there is an extra \$3,000 for installation costs.

Service Impact - Describe how service levels will change

Accessibility is legislatively required and specifically a resident may request an accessible format (i.e. closed captioning/transcripts). However, beyond legislative requirements, the Legislative Services Business Unit is committed to providing residents with pertinent information and ensuring that everyone is properly informed.

Implications of not getting resource

The Legislative Services Business Unit must ensure compliance with accessibility standards.

Priority

Category	Priority	Comment
Public Health and Safety	0	
Legislated	10	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	30	

Request

	Total	2021	2022	2023	2024
Expenditures					
Service Agreements	47,000	14,000	11,000	11,000	11,000
Expenditures Total	47,000	14,000	11,000	11,000	11,000
Revenues					
Taxation	47,000	14,000	11,000	11,000	11,000
Revenues Total	47,000	14,000	11,000	11,000	11,000

Town of Erin

Plan Requests

Request	RQ-CRP-0002 Municipal Elections		
Department	Corporate Services		
Version	Department Submission	Year	2021

Description

The actual costs for the 2018 Elections were \$72,500 as costs have increased for various expenditures (equipment rentals, advertising, postage etc,) as well as the costs for administering changes to legislation. Staff are requesting that \$79,800 be budgeted for 2022- an approximate 10% increase from actuals spent in 2018 to accommodate any increases in equipment rentals etc.

Any surplus from the election will be transferred to the election reserve for use in the next election.

As costs have gone up, staff are requesting that the yearly reserve contribution be increased by \$3,000 to mitigate large fluctuations during election budget years.

Service Impact - Describe how service levels will change

Legislative requirement.

Implications of not getting resource

The Legislative Services Business Unit is committed to ensuring the municipal election is conducted efficiently and will ensure that any surplus funds are transferred to the reserve. Maintaining prior elections costs would be difficult given the increase of costs related to goods and services associated with administering Municipal Elections.

Priority

Category	Priority	Comment
Public Health and Safety	0	
Legislated	10	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	30	

Request

	Total	2021	2022	2023	2024
Expenditures					
Other Expenses	79,800		79,800		
Transfer to Reserves	12,000	3,000	3,000	3,000	3,000
Expenditures Total	91,800	3,000	82,800	3,000	3,000
Revenues					
Taxation	12,000	3,000	3,000	3,000	3,000
Reserves	79,800		79,800		
Revenues Total	91,800	3,000	82,800	3,000	3,000

Town of Erin

Capital Projects

Project	CRP0005 Server Replacement		
Department	Corporate Services		
Version	Department Submission	Year	2021

Description

Project Description

Replace server and storage hardware. Service may have slight performance enhancement with new technology.

Implication of not getting request

Hardware will be entering its 5th year of service. In terms of server hardware, even that hardware under contract warranty will have a “best effort” availability of parts. Best practice dictates a 4-5 year replacement of infrastructure hardware. Should existing equipment not be replaced, there is a greater chance of hardware failure and a delay in obtaining replacement parts. Extended warranties also increase in costs.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	48,000		48,000			
Expenditures Total	48,000		48,000			
Funding						
Res. & Res. Funds	48,000		48,000			
Funding Total	48,000		48,000			

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	0	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	40	

Town of Erin

Capital Projects

Project	CRP0006 Windows 2012 Servers		
Department	Corporate Services		
Version	Department Submission	Year	2021

Description

Project Description

Upgrade and existing Windows 2012 Servers with current Microsoft released versions

Programming in Microsoft Operating Systems continuously generate additional security features and enhancements.

Anticipate no change in service levels.

Implication of not getting request

Microsoft will cease to support Windows Server 2012 in 2023. This means no additional security patches or updates making our server infrastructure vulnerable to malware, and other new vulnerabilities.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	20,000			20,000		
Expenditures Total	20,000			20,000		
Funding						
Taxation	20,000			20,000		
Funding Total	20,000			20,000		

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	0	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	40	

Town of Erin

Capital Projects

Project	CRP0007 Replace Microsoft Office		
Department	Corporate Services		
Version	Department Submission	Year	2021

Description

Project Description

Upgrade Microsoft Office across network

Microsoft continues to introduce new features to Office products. No significant service level changes are anticipated.

Implication of not getting request

Microsoft will cease support and patch development of Office 2013 products (version currently in production) in 2023. Without upgrading, existing software version will place the Town in a vulnerable position in terms of cyber security and new vulnerabilities designed to attack and take advantage of older software.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
IT Capital Equipment/Software	22,000				22,000	
Expenditures Total	22,000				22,000	
Funding						
Taxation	22,000				22,000	
Funding Total	22,000				22,000	

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	0	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	40	

Town of Erin

Capital Projects

Project	CRP0008 Asphalt Townhall Parking Lot		
Department	Corporate Services		
Version	Department Submission	Year	2021

Description

Project Description

As identified in the BCA the Municipal Office Building portfolio equipment, hardscapes and building fixtures is past its lifecycle and maintenance costs continue to increase annually.

Light Retrofit – Exterior lighting (\$7,900) for 2021

Asphalt Paving (\$25,200) for 2022

Implication of not getting request

Unable to provide current level of service or in some areas regulatory and public safety requirements.

Budget

	Total	Carry	2021	2022	2023	2024
Expenditures						
Construction	25,200				25,200	
Capital Equipment	7,900		7,900			
Expenditures Total	33,100		7,900		25,200	
Funding						
Taxation	33,100		7,900		25,200	
Funding Total	33,100		7,900		25,200	

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	60	

Town of Erin
Capital Projects

Project	CRP0009 HVAC System		
Department	Corporate Services		
Version	Department Submission	Year	2021

Description

Project Description

As identified in the BCA the Municipal Office Building portfolio equipment, hardscapes and building fixtures is past its lifecycle and maintenance costs continue to increase annually.

Sealants – Replacement (\$16,500)
 HVAC – Heating Furnace Replacement (\$5,500)
 HVAC – Air Conditioning Units Replacements (\$3,300)

Implication of not getting request

Unable to provide current level of service or in some areas regulatory and public safety requirements.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	25,300				25,300	
Expenditures Total	25,300				25,300	
Funding						
Taxation	25,300				25,300	
Funding Total	25,300				25,300	

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	60	



Modernization Grant



**Modernization Grant
1st Draft 2021 Budget
and 2022 - 2024 Forecasts**

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Revenue						
Grants	464,900	182,373	282,527			
Total Revenue	464,900	182,373	282,527			
Expenses						
Equipment	110,527		110,527			
Consulting	182,373	75,000	107,373			
IT Services	172,000	40,000	132,000			
Other Expenses		67,373	(67,373)			
Total Expenses	464,900	182,373	282,527			

Net Change (Increase)

2021 Variance

Revenue variance is caused by matching expenditures for nil impact to tax rate.

Expenditures are based on the projects listed below that will be completed in 2021.

Governance Review \$50,000

Roads Needs Assessment \$50,000

Human Resource Information System \$40,000



ECONOMIC DEVELOPMENT



**Economic Development
1st Draft 2021 Budget
and 2022 - 2024 Forecasts**

	2020 Total Budget	2021 Total Budget	2020 vs 2021 Variance	2022 Total Budget	2023 Total Budget	2024 Total Budget
Revenue						
Other Revenue				6,400	6,400	6,400
Grants	25,000	25,000		25,000	25,000	25,000
Trf from Reserves and Res Funds	10,000	10,000		5,118		
Total Revenue	35,000	35,000		36,518	31,400	31,400
Expenses						
Labour Costs	117,600	121,800	(4,200)	124,200	125,000	125,800
Supplies & Materials	3,500	3,500		3,500	3,500	3,500
Service Agreements	5,000		5,000			
Economic Development Activities	70,300	70,300		90,600	90,600	90,600
Advertising & Promo	17,100	17,100		3,000	3,000	3,000
Other Expenses	50,600	5,600	45,000	5,600	5,600	5,600
Audit, Insurance & Legal		2,700	(2,700)	3,000	3,200	3,600
Total Expenses	264,100	221,000	43,100	229,900	270,900	232,100
Net Change (Increase)	229,100	186,000	43,100	193,382	199,500	200,700

2021 Variances

Expenditures changed mostly due to the removal of the one-time projects such as the Community Improvement Plan (CIP) for \$40,000 and the setup costs for the business hub. Service Agreements also decreased by \$5k related to the one-time request for public washroom at McMillan Park. Labour Costs increase is due to step progression based on high performance and Insurance Costs based on actual trends.

2022 - 2024 Variances

Expenditures slightly changed in Labour Costs for step progression for high level of performance and insurance increased based on historical trends.

Business Plan – Economic Development

Strategic Initiatives

Council's vision for the Economic Development function is set by the Economic Development Plan and the Town of Erin Strategic Plan Goals and Objectives. Economic Prosperity is one of the Town's five Strategic Goals to bring healthy and sustained economic growth, improve community well-being, and increase local employment opportunities.

To achieve this goal the Economic Development Plan outlines five Sectors of Focus:

- Agri-Food and Agriculture Related activities;
- Tourism;
- Advanced manufacturing;
- Environmental and Clean Technologies;
- Professional Services

In addition to the above Sectors of Focus there are a number of principal Town of Erin Economic Development Roles to Drive Results that include supporting activities that are performed by the Economic Development Officer on an on-going basis as outlined below:

A New Era of Managed Growth

- Participate in the development of a Town broadband strategy to bring together information and identify non-financial contributions which the Town and other partners can offer
- Encourage and support Independent Service Providers (ISPs) interested to offer high-speed broadband service in Erin
- Ensure Erin benefits as fully as possible from the South Western Integrated Fibre Technology Network (SWIFT) project
- Monitor Community Improvement Programs (CIPs) in neighboring municipalities
- Regularly review the effectiveness of the Town's Community Improvement Program and whether modifications may be appropriate. Promote and administer the (CIP)

Business Retention and Expansion

- To proactively and systematically reach out to and support existing Erin businesses and agricultural enterprises
- Connect small businesses and agricultural enterprises in the Town to sources of assistance, including through seminars and regular visits of partner representatives
- Facilitate access for manufacturers and other firms to peer-to-peer groups and workforce initiatives



Business Creation, Entrepreneurship and Innovation

- Study and learn from other shared space, incubator and business service models, and explore the scope for linkages with nearby post-secondary educational institutions

Attracting Investment

- Liaise closely and, where appropriate, participate in events with external investment attraction partners including Wellington County Economic Development; Ontario Ministry of Agriculture, Food and Rural Affairs; the Ontario Investment Office/Ministry of Economic Development, Job Creation and Trade; and the Ontario Ministry of Tourism, Culture and Sport

Talent and Workforce Development

- Liaise with and facilitate the involvement of Erin firms in local initiatives and in Wellington County Economic Development and Workforce Planning Board programs and initiatives

Agri-food and Agriculture Related

- Ensure Town of Erin producers and organizations are informed and connected to OMAFRA's suite of funding programs from which they may benefit
- To encourage and support equine sector collaboration to strengthen the cluster and infrastructure, and enhance the reputation and promotion of the Town as a "Horse Friendly Community"
- Support equine sector collaboration, research, strategies and initiatives among the Erin cluster
- Ensure equine cluster involvement with tourism initiatives and programs, capitalizing on creative product development, anchor attractions and branding of Erin as a hub of equine activity

Tourism

- To foster the further development of the Town's tourism capacity, experiences, collaborations, infrastructure, and the external marketing partnerships with Headwaters Tourism and Central Counties Tourism
- Foster collaboration, strategy development, cooperative initiatives, branding and signature events among the Town's tourism-related establishments and assist them in creating awareness of tourism's benefits to the local community. Facilitate growth in Tourism offerings, capacity and collaboration.
- Continue to provide washroom facilities at McMillan Park throughout the busy tourist season to alleviate the lack of public washroom facilities in the downtown Village of Erin.
- Facilitate the Town's tourism-related establishments, destinations, recreation and sports facilities to lever Central Counties Tourism's marketing initiatives, cooperative programs, resources, and research
- Encourage the upgrading of the Town's tourism-related assets and infrastructure, including through façade improvements (assisted by the Town's Community Improvement Plan), the County wayfinding signage program, and enhanced cultural and recreational offerings



Strategic Initiatives (with no \$)

2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Update the vacant employment land inventory	A New Era of Managed Growth:	Complete	1
Sourced an “Entrepreneurial Hub” location in the downtown Village of Erin and began research for this “pilot” project.	Business Creation, Entrepreneurship and Innovation	Complete	1
Responded to a number of calls (at least 25) in regards to lack of high speed internet and challenges with businesses working from home	A New Era of Managed Growth:	Complete	1
COVID-19 Business Resources and Support page on website under “Doing Business Here”	Business Retention and Expansion	Complete	1
Responded to over 40 business between March - September enquiring about COVID-19 supports, rental/land lord assistance, employee assistance, business’s pivoting.	Business Retention and Expansion	Complete	1
Reached out directly to “8” late 2019/early 2020 “NEW” business start-ups to connect them with resources and supports.	Business Retention and Expansion	Complete	1
Conducted 10 in person interviews in October with EEDC members to continue to gather information to help learn, support and respond to the continually changing business environment	Business Retention and Expansion	Complete	1
Monthly “Business Newsletter” with up to date business resource information	Business Retention and Expansion	Complete	1
Community Improvement Plan – Created 4 new marketing pieces (including property signage and decals). Conducted 2 application intake dates for 2020 (Mar & Sep) with 6 Town approved and 3 potential County approved applications. Provided an annual report to Council summarizing Town funding in relation to Private investment	Business Retention and Expansion	Complete	1
Awarded a 100% federally funded Summer Student. Duties included contacting all local business organizations and updating the Towns Business, Equine and Community Directories	Business Retention and Expansion	Complete	1
“Ride Well” - Work with County and Businesses to improve transport for business and residents in Erin.	Business Retention and Expansion	Complete	1
Created a Shop the Town of Erin Contest.	Marketing the Town of Erin to Attract Talent, Visitors and Investors	Completed	1
Produced 3 x Shop Local Videos (use local, buy local, eat local) incorporating over 30 businesses	Marketing the Town of Erin to	Completed	1
Produce a Third Edition high quality, full colour, glossy Horse and Country Magazine to continue to raise the profile and awareness of the Equine sector in Erin	Marketing the Town of Erin to Attract Talent.	Completed	1
Ensure equine cluster involvement with tourism initiatives and programs, capitalizing on creative product development, anchor attractions and branding of Erin as a hub of equine activity	Tourism	Completed	1
Support the Erin Farmers Market and the transition from a physical to online hybrid market	Tourism	Completed	1



2021 Strategic Initiatives	Strategic Pillar	Status	Priority
To contribute an economic development perspective to decisions about the growth management strategy and associated policies and guidelines	A New Era of Managed Growth:		2
Support the integration of innovation and support services and programs at a hub to drive business creation, growth and scaling for early stage ventures, providing shared office space, broadband access, and meeting and seminar space	Business Creation, Entrepreneurship and Innovation	In progress	1
Seek to establish the hub as the “go-to” location for small businesses and agricultural enterprises to access entrepreneurial and innovation assistance	Business Creation, Entrepreneurship and Innovation	In progress	1
Profile leading Erin enterprises on the economic development portion of the Town website	Business Retention and Expansion		2
Update community profile information and site selection investment attraction databases	Attracting New Investment	In progress	1
To build capacity and relationships to identify and respond to investment prospects	Attracting New Investment		2
Refresh/Establish protocol for response to leads	Attracting New Investment		2
Sustain close relations with leading commercial and industrial realtors and developers	Attracting New Investment		2
To attract, retain and adapt a talent pool which aligns with the evolving requirements of the Town’s existing and new businesses and agricultural enterprises	Talent and Workforce Development		2
Benefit from Wellington County initiatives on rural transportation options and alternative housing options, especially in terms of better workforce availability	Talent and Workforce Development	In progress	2
To establish consistent, current branding and messaging that raises awareness and differentiates the Town of Erin as a place to locate a business, live and visit	Marketing the Town of Erin to Attract Talent, Visitors and Investors	In progress	1
Enhance the economic development and tourism content on the Town of Erin website	Marketing the Town of Erin to Attract Talent, Visitors and Investors	In progress	1
Expand marketing and communication channels to incorporate video, media releases, corporate success stories, and marketing automation	Marketing the Town of Erin to Attract Talent, Visitors and Investors	In progress	1
Assess and develop a value proposition for the types of environmentally responsive enterprises which would benefit from advantages present in the Town	Marketing the Town of Erin to Attract Talent, Visitors and Investors	In progress	1
Define and document Erin’s differentiators, ideally as part of a corporate effort to brand the Town	Marketing the Town of Erin to Attract Talent, Visitors and Investors		2
Support new, diversified and added value agricultural-related offerings	Agri-food and Agriculture Related		2

2021 Strategic Initiatives	Strategic Pillar	Status	Priority
Support farm-gate sales and farmers' markets and the rural sector's involvement in tourism initiatives and programs, such as Taste Real and Headwaters Tourism promotions	Agri-food and Agriculture Related		2
Explore the potential for the development of productive relationships with the University of Guelph and others, including Precision Agriculture initiatives, Equine Guelph, the Centre for Business and Student Enterprise, Accelerator Guelph and Research Innovation Office	Agri-food and Agriculture Related		2
Profile and promote the Town's successful and innovative manufacturers	Advanced Manufacturing	In progress	1
To provide a competitive business environment and access to programs of assistance to business that will foster the retention, growth and attraction of manufacturing firms	Advanced Manufacturing	In progress	2
Assess needs and connect the Town's manufacturing firms with Wellington County Economic Development, Workforce Planning Board, Excellence in Manufacturing Consortium and other resources and programs to address pressing talent and workforce needs	Advanced Manufacturing		2
Link the Town's manufacturing firms with needed support, including peer-to-peer, innovation, export and funding sources	Advanced Manufacturing	In progress	2
Promote the Town's Community Improvement Plan Tax Increment Equivalent Grant (TIEG)	Advanced Manufacturing	In progress	2
To encourage adoption of environmental and clean technologies, the growth and attraction of environmentally-oriented businesses and agricultural ventures	Environmental and Clean Technologies		2

2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Make known the Town's future growth prospects and plans	Economic Prosperity		3
Contribute to economic development related Growth Management Strategy decisions, including the residential housing mix, the choice and servicing of commercial/industrial lands, and Development Charge reviews	Economic Prosperity		3
Develop comprehensive and targeting marketing strategies for commercial and industrial lands that will be serviced	Economic Prosperity		3
To monitor, analyze and report on factors influencing the Town's competitiveness and whether changes to Town policies or programs are merited	A New Era of Managed Growth:		3
Review Business Improvement Area (BIA) boundaries, as indicated in the Community Improvement By-Law Adoption report	A New Era of Managed Growth:		3
Attract equine-related service and product providers to the Town, including through interaction with other equine centres	Agri-food and Agriculture Related		3
To cultivate and build consequential relationships over the medium-term with post-secondary institutions designed to advance the Town's agriculture related economic development	Agri-food and Agriculture Related		3
Explore possible synergies with Conestoga College's Institute of Food Processing Technology and the Centre for Entrepreneurship	Agri-food and Agriculture Related		3
Support a program to attract sporting events and tournaments	Tourism		3
Encourage and support investment in visitor accommodations in the Town	Tourism		3
Facilitate and support environmentally-friendly initiatives in agriculture and tourism	Environmental and Clean Technologies		3



2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Consider the merits of Town initiatives to encourage, support or incent desirable environmentally-oriented outcomes. Encourage and enable environmentally sustainable businesses. Develop the value proposition for the Town as a preferred location for environmentally sustainable clean technology businesses	Environmental and Clean Technologies		3
Explore post-secondary and other innovation linkages for technology, and develop a value proposition for environmentally-oriented business attraction and preferred location	Environmental and Clean Technologies		3
Develop initiatives to encourage lone eagles to locate in Erin	Professional Services		3
Encourage professional services firms to establish an Erin presence	Professional Services	In Progress	3
Gather information and lay groundwork for future proactive attraction of professional services firms	Professional Services		3
Encourage developer interest in construction of commercial office space	Professional Services		3

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Create a NEW 2024-2027 Economic Development Strategy	Economic Prosperity		1
Contribute insights and analysis relevant to the development of the growth management strategy and associated policies and guidelines, including regarding phasing of the waste water servicing connections, the need for affordable and rental housing, and steps to ensure the timely take-up of serviced commercial and industrial land	A New Era of Managed Growth:		4
Contribute to the development of a comprehensive strategy to mitigate and manage the impact on businesses of the construction period of the waste water servicing system	A New Era of Managed Growth:		4
Monitor property tax rates and Development Charges in neighboring communities	A New Era of Managed Growth:		4
Monitor Ontario government funding programs to support extension on natural gas service	A New Era of Managed Growth:		4
Support funding applications by natural gas providers to extend service	A New Era of Managed Growth:		4
Capitalize on the commercial kitchens at the Hillsburgh Library or Centre 2000 and explore certification for one to be used as a pilot production space for specialty foods	Business Creation, Entrepreneurship and Innovation		4
Establish a Customer Relationship Management (CRM) system for lead tracking	Marketing the Town of Erin to Attract Talent, Visitors and Investors		4

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Commence action items from NEW 2024-2027 Economic Development Strategy	Economic Prosperity		4

Town of Erin

Plan Requests

Request	RQ-ECO-0001 Temporary Washrooms at McMillan Park		
Department	Economic Development		
Version	Department Submission	Year	2021

Description

Public Washroom facilities in the Village of Erin, 6 month rental contract

Service Impact - Describe how service levels will change

Washroom facilities will be readily available for visitors and locals during the peak summer months. The lack of sewer and public washrooms in the Erin Village was originally identified through a downtown BR&E survey. The introduction of semi-permanent washrooms in McMillan park continues to receive much positive feedback from the community.

Implications of not getting resource

The public will need to rely on facilities in the downtown businesses on Main St, Erin. The Town of Erin is perceived and marketed as a welcoming and tourist friendly town. The public washroom facility in McMillan Park demonstrates that the Town of Erin is "Open for Business" and welcomes visitors into our downtown.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	0	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	5	
Total Weight	35	

Request

	Total	2021	2022	2023	2024
Expenditures					
Service Agreements	20,000	5,000	5,000	5,000	5,000
Expenditures Total	20,000	5,000	5,000	5,000	5,000
Revenues					
Taxation	20,000	5,000	5,000	5,000	5,000
Revenues Total	20,000	5,000	5,000	5,000	5,000

Town of Erin

Plan Requests

Request	RQ-ECO-0002 Community Improvement Plan (CIP)		
Department	Economic Development		
Version	Department Submission	Year	2021

Description

Continue with the Community Improvement Plan (CIP). May include grants and/or loans for incentives. The Town of Erin Community Improvement Plan provides a framework to improve, restore, redevelop and rehabilitate public and private properties. Since launching in November 2018 the program has had a direct impact on stimulating economic development, encouraging and supporting the growth of new business and assisting with revitalization and beautification of our Towns businesses.

For every dollar spent on this program an average of seven dollars of private investor capital has been re-invested into local business and the community.

County of Wellington participation in the Town of Erin CIP programme means access to increased grant funding opportunities are available for all Erin Businesses whether in a start-up stage or ready for expansion.

Service Impact - Describe how service levels will change

The CIP is expected to grow as more and more businesses become aware of the program and the opportunities available to them.

Implications of not getting resource

The Community Improvement Plan will sit dormant and become null and void. County CIP Programme funding will not be available to any Town of Erin business. Business Growth will not be encouraged and the attraction of new development to our Town could potentially decrease without the lure of an enticing and functioning Community Improvement Plan.

Priority

Category	Priority	Comment
Public Health and Safety	0	
Legislated	0	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	20	

Request

	Total	2021	2022	2023	2024
Expenditures					
Other Expenses	160,000	40,000	40,000	40,000	40,000
Expenditures Total	160,000	40,000	40,000	40,000	40,000
Revenues					
Taxation	160,000	40,000	40,000	40,000	40,000
Revenues Total	160,000	40,000	40,000	40,000	40,000

Town of Erin

Plan Requests

Request	RQ-ECO-0003 Economic Development Strategy		
Department	Economic Development		
Version	Department Submission	Year	2021

Description

NEW Economic Development Strategy 2024 - 2027

Hire a consultant to research and create a strategic plan for Economic Development to use as a guide for the next 4-5years. A strategic plan presents a view of the type of community that the Town of Erin could become – where the development and attraction of talent is central to success, where the Town is recognized for its innovation and leadership in an emerging economy.

Service Impact - Describe how service levels will change

A strategic plan presents a view of the type of community that the Town of Erin could become – where the development and attraction of talent is central to success, where the Town is recognized for its innovation and leadership in an emerging economy.

Implications of not getting resource

Without an Economic Development Strategy there would be no overall vision with desired outcomes from a strategic planning process.

Priority

Category	Priority	Comment
Public Health and Safety	0	
Legislated	0	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	20	

Request

	Total	2021	2022	2023	2024
Expenditures					
Consulting	40,000			40,000	
Expenditures Total	40,000			40,000	
Revenues					
Reserve Funds	40,000			40,000	
Revenues Total	40,000			40,000	



ADVISORY COMMITTEES



**Advisory Committees
1st Draft 2021 Budget
and 2022 - 2024 Forecasts**

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Revenue						
Other Revenue	6,600	6,100	500	6,100	6,100	6,100
Inter Dept Revenue	15,700	10,000	5,700	10,000	10,000	10,000
Trf from Reserves and Res Funds	6,400	8,100	(1,700)	8,100	8,100	8,100
Total Revenue	28,700	24,200	4,500	24,200	24,200	24,200
Expenses						
Supplies & Materials	13,400	13,400		13,400	13,400	13,400
General Maintenance & Repairs	1,800	1,800		1,800	1,800	1,800
Postage & Courier	3,700	3,700		3,700	3,700	3,700
Community Grants	20,000	20,000		20,000	20,000	20,000
Other Expenses	15,500	15,500		15,500	15,500	15,500
Trf to Reserves and Reserve Funds	7,200	2,700	4,500	2,700	2,700	2,700
Inter Org Transfers	33,600	33,600		33,600	33,600	33,600
Total Expenses	95,200	90,700	4,500	90,700	90,700	90,700
Net Change (Increase)	66,500	66,500		66,500	66,500	66,500

2021 - 2024 Variances

Reallocations between accounts with a no change to net results.



BUILDING



Building
1st Draft 2021 Budget
and 2022 - 2024 Forecasts

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Revenue						
Other Revenue	9,500	9,500		9,500	9,500	9,500
Building Permits	350,000	350,000		350,000	500,000	600,000
Total Revenue	359,500	359,500		359,500	509,500	609,500
Expenses						
Labour Costs	216,900	295,900	(79,000)	298,400	303,600	307,700
Supplies & Materials	6,200	4,600	1,600	4,600	5,500	5,500
Consulting	72,700	10,000	62,700	10,000	20,000	20,000
Service Agreements	900	1,900	(1,000)	1,900	1,900	1,900
IT Services	5,000	3,000	2,000	3,000	6,000	6,000
Telephone & Cell Phones	2,500	1,500	1,000	1,500	2,000	2,000
Vehicle Maintenance	3,500	2,000	1,500	2,000	2,000	2,000
Advertising & Promo	800	500	300	500	1,000	1,000
Other Expenses	8,000	5,800	2,200	5,800	8,000	8,000
Audit, Insurance & Legal		4,600	(4,600)	5,100	5,600	6,200
Trf to Reserves and Reserve Fund	43,000	29,700	13,300	26,700	153,900	249,200
Total Expenses	359,500	359,500		359,500	509,500	609,500

Net Surplus/(Deficit)

2021 Variances

The most significant variance was an increase in Labour Costs because of the reallocation from Consulting which was used temporarily for services associated to inspections. Labour Costs now reflect a full time Building Inspector which will be needed in anticipation of new residential properties. The remainder of the variances were reallocations to better reflect actual spending. The Transfer to Reserves and Reserve Funds are dependent on surplus of revenues.

2022 - 2024 Variances

Revenues are forecasted to increase based on additional activities from new residential development.

Expenditures slightly increased in Labour Cost based on step progression that match high staff performance. Also, Transfer to Reserves and Reserve Funds are dependent on surplus of revenues.

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

The Town of Erin Building / Planning Divisions responsibilities are to ensure that development in the Town meet the requirements of the Building Code Act, the Ontario Building Code (OBC), Zoning By-law, Planning Act and all other applicable legislature.

The By-Law Enforcement / Crossing Guards Divisions is responsible for enforcing compliance of property standards and other applicable Town by-laws approved by Council and to ensure the safe crossing of persons at school crossing locations in the villages of Erin and Hillsburgh.

Services Provided to the Town

Building Division:

- Review drawings/documents submitted with building permit applications to verify OBC requirements. Issue building permits
- Perform prescribed inspections of buildings throughout various stages of construction
- Review and comment on building related matters for planning application submissions

Planning Services Provided by the Town of Erin:

- Review building permit applications for compliance with the zoning By-law
- Provide general information about permitted uses and proposed development in the Town to the public
- Assist the Planning Consultant with review, coordination and administration of planning applications, meetings and consultations
- Review planning application submissions and provide information on the planning processes to the public
- Circulate Site Plan applications and manage the process of planning applications and reviews
- Help prepare notices and circulation of notices required under the Planning Act

Planning Services Provided by the Professional Planning Consultant:

- Perform Town Official Plan and Zoning By-law reviews and amendments
- Provide in-depth information about permitted uses and proposed development in the Town
- Review planning applications submitted for completeness and provide planning comments based on plans and policies in place
- Review notices, planning applications; prepare reports and present to Council
- Provide peer review of required reports, guidelines, studies



By-law Enforcement:

- Respond to inquiries from residents and investigate potential property standard and other by-law violations
- 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

Crossing Guards:

- Direct and supervise the movement of persons across a highway.

Resources

Building Division :

- Director of Building/Enforcement & Chief Building Official
- Junior Planner / Building Technician (shared with Planning Division)
- Building Inspector

Planning Division:

- Junior Planner / Building Technician (shared with Building Division)
- Professional Planning Consultant

By-Law Enforcement / Crossing Guards Division

- Part time By-law Enforcement Officer
- Three (3) full time and two (2) spare (back-up) crossing guards



Strategic Initiatives

2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Review requirements and processes for mandatory septic maintenance inspection program, recurring every 5 years.	Service Excellence & Good Governance	In progress	1
Review and implement amendments to Ontario Building Code, effective January 1, 2019	Service Excellence & Good Governance	Complete	1
Professional Planning Consultant added to team to address increased activity from waste water system and growth forecast	Service Excellence & Good Governance	In Progress	1
Completion of a Growth Management Strategy to inform Council decisions on the population growth targets for Erin and Hillsburgh and the residential, commercial and industrial properties to be given priority for waste water and water allocations	Growth Management	Complete	1
Produce Architectural and Community Standard Guidelines	Growth Management	In Progress	1

2021 Strategic Initiatives	Strategic Pillar	Status	Priority
Produce Architectural and Community Standard Guidelines	Growth Management	In progress	1
Implement mandatory (Building Code) septic maintenance inspection program, recurring every 5 years.	Service Excellence & Good Governance	In progress	1
Solicit required revisions to previously submitted developers' subdivision plans to reflect their potential ability to access to the waste water system	Growth Management		1
Review and amend the Site Plan Control By-law	Service Excellence & Good Governance		1
Review and amend Town of Erin Official Plan	Growth Management		1



2021 Strategic Initiatives	Strategic Pillar	Status	Priority
Develop a Parkland Dedication and Cash-in-Lieu Parkland Dedication By-law to guide the future acquisition of new parkland, as well as the design and development of existing park facilities.	Growth Management		1

2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Based on current operations, wastewater management strategy will direct course of action for Program.	Growth Management		

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Assess building department staff compliment to facilitate increase in construction activities due to development	Service Excellence & Good Governance		
Assess By-law Enforcement responsibilities, capabilities and requirements due to population growth	Service Excellence & Good Governance		

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Assess building department staff compliment to facilitate increase in construction activities due to development	Service Excellence & Good		
Assess By-law Enforcement responsibilities, capabilities and requirements due to population growth	Service Excellence & Good		



PLANNING



Planning
1st Draft 2021 Budget
and 2022 - 2024 Forecasts

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Revenue						
Other Revenue	164,000	107,000	57,000	107,000	214,000	214,000
Trf from Reserves and Res Funds	63,000		63,000			
Total Revenue	227,000	107,000	120,000	107,000	214,000	214,000
Expenses						
Labour Costs	154,400	42,100	112,300	50,300	173,600	173,600
Supplies & Materials	2,400	800	1,600	800	800	800
Consulting	280,800	170,000	110,800	170,000	40,000	40,000
Service Agreements	10,000	9,200	800	10,500	10,500	10,500
Advertising & Promo	6,000	4,000	2,000	4,000	4,000	4,000
Other Expenses	6,900	2,500	4,400	2,500	2,500	2,500
Audit, Insurance & Legal	500	2,800	(2,300)	3,100	3,400	3,700
Inter Org Transfers		1,300	(1,300)	1,300	1,300	1,300
Total Expenses	461,000	232,700	228,300	242,500	236,100	236,400
Net Change (Increase)	234,000	125,700	108,300	135,500	22,100	22,400

2021 Variances

Revenues are expected to significantly decrease due to Transfer from Reserves and Res Funds associated to Development Charges funded projects in 2020. Also, Planning related Other Revenue decreased by \$57k based on performance in 2020 that did not materialize.

Expenditure decreased by \$228k due to removal of one-time projects approved in 2020 . These were offset by reallocation from Labour Costs to Consulting for Planning support.

2022 - 2024 Variances

Revenues are forecasted to double in 2022 and 2023 which is associated to growth related projects.

Expenditures for Planning support will continue into 2022. However, a Senior Planner position is expected to be hired from 2023 which will be needed in preparation for activities related residential growth.

Town of Erin

Plan Requests

Request	RQ-PLN-0001 Housekeeping Official Plan Amendment		
Department	Planning		
Version	Department Submission	Year	2021

Description

Housekeeping Official Plan Amendment *(not to be confused with an Official Plan Review)*

Retain a consultant to undertake a limited-scope Official Plan Amendment (OPA) to bring the Town Official Plan (OP) into conformity with the County and permit growth within the existing urban settlement areas. The County is currently undertaking a Municipal Comprehensive Review (MCR) process (to allocate new growth numbers to area municipalities) which will require a formal Official Plan Review be undertaken to bring Erin into conformity.

Only 20% of the cost is eligible to be funded from Development Charges - Administration

Service Impact - Describe how service levels will change

For this reason (to not conduct two OP Reviews in two successive years), the Town will be conducting an OPA, allowing the County MCR work to conclude, and then will undertake the larger complete OP Review.

Implications of not getting resource

Without an up to date Official Plan there will not be appropriate policies in place to consider land use planning matters involving development which will rely on full municipal services (once they become available).

Priority

Category	Priority	Comment
Public Health and Safety	0	
Legislated	10	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	30	

Request

	Total	2021	2022	2023	2024
Expenditures					
Consulting	70,000	70,000			
Expenditures Total	70,000	70,000			
Revenues					
Taxation	14,000	14,000			
Reserve Funds	56,000	56,000			
Revenues Total	70,000	70,000			

Town of Erin

Plan Requests

Request	RQ-PLN-0002 Official Plan Review		
Department	Planning		
Version	Department Submission	Year	2021

Description

Hire a planning consultant to update the Erin Official Plan to bring it into conformity with provincial and county requirements. Official Plan policies form the basis for Council decisions on land use planning matters. The Town's Official Plan is out of date with the Provincial Policy Statement, Provincial Growth Plan, Provincial Greenbelt Plan, and the County Official Plan. Planned for 2022, this permits time for the County to complete their Municipal Comprehensive Review process (MCR) that is currently underway. The completion of the County of Wellington MCR requires the Town OP be revised to bring it into conformity. Therefore, to avoid duplication, this project is recommended for 2022.

Service Impact - Describe how service levels will change

Official Plan Update will allow new residential and commercial properties to be consistent with County of Wellington's Official Plan.

Implications of not getting resource

Without an up to date Official Plan there will not be appropriate policies in place to consider land use planning matters involving development which will rely on full municipal services (once they become available).

Priority

Category	Priority	Comment
Public Health and Safety	0	
Legislated	10	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	30	

Request

	Total	2021	2022	2023	2024
Expenditures					
Consulting	120,000		120,000		
Expenditures Total	120,000		120,000		
Revenues					
Taxation	24,000		24,000		
Reserve Funds	96,000		96,000		
Revenues Total	120,000		120,000		



BY-LAW/CROSSING GUARDS



**By-Law Enfor/Crossing Grds
1st Draft 2021 Budget
and 2022 - 2024 Forecasts**

	2020 Total Budget	2021 Total Budget	2020 vs 2021 Variance	2022 Total Budget	2023 Total Budget	2024 Total Budget
Revenue						
Other Revenue	20,300	19,600	700	19,600	19,600	19,600
Building Permits	5,000	3,500	1,500	3,500	3,500	3,500
Total Revenue	25,300	23,100	2,200	23,100	23,100	23,100
Expenses						
Labour Costs	84,600	79,600	5,000	79,600	79,600	79,600
Supplies & Materials	2,400	1,200	1,200	1,200	1,200	1,200
Consulting	1,000	500	500	500	500	500
Service Agreements	56,000	40,000	16,000	40,000	40,000	40,000
Telephone & Cell Phones	1,000	600	400	600	600	600
Vehicle Maintenance	900	500	400	500	500	500
Other Expenses	4,000	1,900	2,100	1,900	1,900	1,900
Audit, Insurance & Legal	8,900	10,800	(1,900)	11,000	11,300	11,700
Total Expenses	158,800	135,100	23,700	135,300	135,600	136,000
Net Change (Increase)	133,500	112,000	21,500	112,200	112,500	112,900

2021 Variances

Revenues decreased slightly based on actual trends.

Expenditures decreased due to Labour Costs adjustments to By-Law Enforcement activities. Also, Service Agreements decreased by \$16k due to Animal Control contract activity based on historical trends.

2022 - 2024 Variances

There were small adjustments related to insurance cost increases based on historical trends.



CONSERVATION AUTHORITIES



**Conservation Authorities
1st Draft 2021 Budget
and 2022 - 2024 Forecasts**

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Expenses						
Conservation Authorities						
2300 Conservation Authorities						
10-2300-5785 CVCA	76,800	78,300	(1,500)	80,000	81,600	83,200
10-2300-5786 GRCA	90,100	92,100	(2,000)	93,800	95,600	97,500
Total 2300 Conservation Autho	166,900	170,400	(3,500)	173,800	177,200	180,700
Total Conservation Authorities	166,900	170,400	(3,500)	173,800	177,200	180,700
Total Expenses	166,900	170,400	(3,500)	173,800	177,200	180,700
Net Change (Increase)	166,900	170,400	(3,500)	173,800	177,200	180,700

2021 - 2024 Variances

Increases are based on actual results.



FIRE & EMERGENCY SERVICES



Fire
1st Draft 2021 and 2022 - 2024 Forecasts

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Revenue						
Other Revenue	36,200	36,200		36,200	36,200	36,200
Fire & Emergency Fees	99,400	121,800	(22,400)	121,800	121,800	121,800
Trf from Reserves and Res Funds	123,200	187,000	(63,800)	191,846	192,000	192,000
Total Revenue	258,800	345,000	(86,200)	349,846	350,000	350,000
Expenses						
Labour Costs	455,900	473,600	(17,700)	473,600	473,600	473,600
Supplies & Materials	110,900	40,900	70,000	40,900	40,900	40,900
Equipment	13,000	13,000		13,000	13,000	13,000
Consulting	100,000		100,000			
Service Agreements	35,800	53,800	(18,000)	53,800	53,800	53,800
Winter Control	4,000	4,500	(500)	4,500	4,500	4,500
General Maintenance & Repairs	15,000	15,000		15,000	15,000	15,000
IT Services	2,000	2,000		2,000	2,000	2,000
Postage & Courier	200	300	(100)	300	300	300
Telephone & Cell Phones	5,700	6,200	(500)	6,200	6,200	6,200
Hydro	17,000	18,000	(1,000)	18,000	18,000	18,000
Natural Gas	8,000	10,000	(2,000)	10,000	10,000	10,000
Fuel	5,400	5,000	400	5,000	5,000	5,000
Vehicle Maintenance	36,500	41,500	(5,000)	41,500	41,500	41,500
Advertising & Promo	3,000	3,000		3,000	3,000	3,000
Community Grants	3,000	3,000		3,000	3,000	3,000
Other Expenses	43,000	45,000	(2,000)	45,000	45,000	45,000
Audit, Insurance & Legal	22,000	34,900	(12,900)	38,000	41,000	44,500
Debt Servicing	267,000	271,700	(4,700)	276,300	275,700	277,000
Trf to Res. and Res. Funds	50,000	50,000		50,000	50,000	50,000
Total Expenses	1,197,400	1,091,400	106,000	1,099,100	1,101,500	1,106,300
Net Change (Increase)	938,600	746,400	192,200	749,254	751,500	756,300

2021 Variances

Revenues increased by \$84k due to the removal of \$90k associated to the Development Charges funded project for a Fire Masterplan, offset by an adjustment to fund the debt for the expansions of the Hillsburgh Fire Hall and Erin Fire Hall allowed by the Development Charges Study. Additionally, there was an increase in revenues associated to a service contract renewal with East Garafraxa. Expenditures slightly increased due to life insurance policy increased from \$50k to \$100k approved by Council in 2020. There was also a decrease in Supplies & Materials associated to one-time funding removal for recruitment and new uniforms. Similarly, Consulting decreased by \$100k which represented the Fire Masterplan one-time project. There was an increase of \$13k for corporate insurance to reflect historical actual spending.

2022-2024 Variances

Revenues are forecasted to continue the same, including the funding from DC - Fire for the debt associated for expansion of both fire halls.

Expenditures are forecasted to slightly increase in Insurance based on historical trend. Also, Debt Servicing is forecasted to continue the same until Council provides a different direction by the due date of March 6, 2022.



Business Plan - Fire and Emergency Services

Summary of Services

Erin Fire and Emergency Services serves a population of 11,439 with a total land area of 360 square km, with 3,900 dwellings out of 2 stations. In 2018, there were 283 emergency calls, 306 emergency calls in 2019, and as of September 30th, we have responded to 193 calls for 2020; property damage due to fires was approximately \$.5m. Emergency call volumes are hard to predict and it is important that the Town Fire and Emergency Services department has adequate equipment and personnel.

The following services are provided to the Town.

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

Resources

- Fire Chief
- 2 Deputy Fire Chiefs
- 6 captains
- Chief Fire Chief Prevention Officer
- Shared administrative assistant
- 54 on-call Fire Fighters

Fleet

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

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

Operational Initiatives completed

- Policy and Procedures were developed and implemented to address the Covid-19 Pandemic.
- Master Fire Plan and a Community Risk Assessment were completed. These documents will steer the direction of the Fire Department for the next 5 – 10 years.
- A new 5-year Fire Protection agreement with East Garafraxa was negotiated and passed by Council via By-Law.



- Two new Public Education Officers were hired; one for each station. They will work with the Chief Fire Prevention Officer to develop Fire & Life Safety programming for the residents of the Town of Erin.
- 15 new Recruits were hired with 10 participating in the County Recruit Training Program. All 15 recruits commenced active duty on November 1, 2020.
- The new Fire Department uniform project was completed in September 2020 with all firefighters receiving a full dress uniform.
- The Fire Department has begun a transition to our new Emergency Reporting Fire Department Management software. The Fire Department will begin full use on January 1, 2021.
- Groundwork was laid to transition the Fire Department over to full dispatch services with the Guelph Fire Department.
- The Fire Department implemented a new formal First Aid Training Program.
- A large number of Fire Department Operating Guidelines were created and presented to staff. This is an ongoing commitment.

Capital Initiatives completed

- New Tanker 57 was designed, tendered and will be delivered by mid-January 2021.
- New thermal imaging cameras were ordered and received for both stations.
- As part of the Efficacy and Modernization grant, all Fire Department AED's were replaced with units that were modern and compatible with the Guelph Wellington Paramedic Service units.
- As part of the energy audit, all light fixtures in Station 10 were converted to LED, light switches were converted to motion sensor switches, and energy efficient thermostats were installed.
- As part of the building condition audit, both man doors in the apparatus bays of Station 10 were replaced, to include framing, doors, and weather stripping.
- The hose cache project continued with the purchase of 4 inch Hi volume water supply hose.

Strategic Initiatives (with no \$)

2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Fire Masterplan that will provide strategies to meet demand of fire and emergency services due to growth with risk assessment	Growth Management	Complete	1
Fire Services software upgrade (funded from Modernization Grant)	Service Excellence and Good Governance	In Progress	1

2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Replace Fire defibrillators (funded from Modernization Grant)	Service Excellence and Good Governance	Complete	1
Fire Dispatch transition(funded from Modernization Grant)	Service Excellence and Good Governance	In Progress	1
Emergency Operation Centre upgrades (funded from Modernization Grant)	Service Excellence and Good Governance	In Progress	1
Fire - volunteers recruitment costs	Service Excellence and Good Governance	Complete	1

2021 Strategic Initiatives	Strategic Pillar	Status	Priority
Implement those recommendations stemming from the Master Fire Plan that were approved by Council.	Growth Management & Service Excellence		1
Create, review, and update Fire Department Operating Guidelines.	Investment in Community Assets & Service Excellence		1
Draft for Council's approval a new Fire Department Establishing and continuing By-Law to include designated levels of service.	Investment in Community Assets & Service Excellence		
Draft for Council's approval a Fire Prevention By-Law that will identify our Fire Prevention levels of service and initiatives.	Investment in Community Assets & Service Excellence		1



2021 Strategic Initiatives	Strategic Pillar	Status	Priority
Move to a full service fire dispatch with Guelph. Will free up personnel during an emergency by not having to staff the station dispatch center	Service Excellence		1
Enhance our Fire Inspection program by implanting new initiatives such as a self-audit program. Meeting our obligations under the FPPA and supporting Regulations.	Investment in Community Assets & Service Excellence		1
Continue enhancing our Fire and Life Safety program as well as our fire inspection initiative by implementing new programs geared to youth, elders, and our vulnerable population. Meeting our obligations under the FPPA and supporting Regulations.	Investment in Community Assets & Service Excellence		1

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



2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Implement those recommendations stemming from the Master Fire Plan that were approved by Council.	Growth Management & Service Excellence		1
Create, review, and update Fire Department Operating Guidelines.	Investment in Community Assets & Service Excellence		1
Enhance our Fire Inspection program by implanting new initiatives such as a self-audit program. Meeting our obligations under the FPPA and supporting Regulations.	Investment in Community Assets & Service Excellence		1
Continue enhancing our Fire and Life Safety program as well as our fire inspection initiative by implementing new programs geared to youth, elders, and our vulnerable population. Meeting our obligations under the FPPA and supporting Regulations.	Investment in Community Assets & Service Excellence		1

2024 Strategic Initiatives	Strategic Pillar	Status	Priority
Implement those recommendations stemming from the Master Fire Plan that were approved by Council.	Growth Management & Service Excellence		1
Create, review, and update Fire Department Operating Guidelines.	Investment in Community Assets & Service Excellence		1
Recruit, Hire, and Train additional firefighters to fill vacancies created through attrition. Maintaining service staffing levels will assist us in meeting our operational commitments	Growth Management & Service Excellence		1
Enhance our Fire Inspection program by implanting new initiatives such as a self-audit program. Meeting our obligations under the FPPA and supporting Regulations.	Investment in Community Assets & Service Excellence		1
Continue enhancing our Fire and Life Safety program as well as our fire inspection initiative by implementing new programs geared to youth, elders, and our vulnerable population. Meeting our obligations under the FPPA and supporting Regulations.	Investment in Community Assets & Service Excellence		1

Town of Erin

Plan Requests

Request	RQ-FIR-0001 Fire Vehicle Reserve Contribution		
Department	Fire		
Version	Department Submission	Year	2021

Description

Increase the annual contribution toward Fire Vehicle Reserve (\$50,000 to \$100,000). Currently the initial apparatus (front line pumpers) are on a 20 year replacement program and support apparatus (tankers) are on a 25 year replacement program. This lifecycle is in keeping with the requirements laid out by Fire Underwriters who set the grades for house insurance for our residents. The transfer of \$100,000 into the apparatus reserve on a continual basis will allow us to fund fire apparatus when they reach the end of their lifecycle without impacting the tax base during the replacement budget year.

Service Impact - Describe how service levels will change

The current budget allocates \$50,000 annually to the Fire Vehicle Reserve, this amount will not totally fund the replacement program and will have a direct impact on the budget during a vehicle replacement year.

Implications of not getting resource

Failure to follow the lifecycle program will put our insurance grading in jeopardy with the end user (resident) having to pay much higher premiums. Feeding into the vehicle reserve will minimize the impact when apparatus is due to be replaced.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	10	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	40	

Request

	Total	2021	2022	2023	2024
Expenditures					
Transfer to Reserves	200,000	50,000	50,000	50,000	50,000
Expenditures Total	200,000	50,000	50,000	50,000	50,000
Revenues					
Taxation	200,000	50,000	50,000	50,000	50,000
Revenues Total	200,000	50,000	50,000	50,000	50,000

Town of Erin

Plan Requests

Request	RQ-FIR-0002 Firefighter Remuneration Pool		
Department	Fire		
Version	Department Submission	Year	2021

Description

The remuneration funding pool has remain constant since 2018. A number of changes have taken place over the past 3 years that directly impact these funds; we have implemented policy that sets a minimum standard on training and response attendance; attrition directly related to these policies has resulted in new recruits being hired, thus increasing attendance. Short term responses (i.e. medical) have decreased while longer term responses (fire & MVC's) have increased. Vehicle and Equipment maintenance routines have been developed and are being followed which also impacts the remuneration funding pool.

Service Impact - Describe how service levels will change

This funding will accurately reflect the staffing costs associated with the Fire Department. This is not an enhancement of service but will allow us to maintain our current levels.

Implications of not getting resource

There has zero impact to the budget in support of this request as there was an increase in our East Garry agreement fees due to the average annual response calculation. Total funding change will be \$10,000 per station for a total of \$20,000.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	5	
Change in Service Level	10	
Strategic Plan Initiative	5	
Environmental	0	
Total Weight	30	

Request

	Total	2021	2022	2023	2024
Expenditures					
Labour Costs	80,000	20,000	20,000	20,000	20,000
Expenditures Total	80,000	20,000	20,000	20,000	20,000
Revenues					
Taxation	80,000	20,000	20,000	20,000	20,000
Revenues Total	80,000	20,000	20,000	20,000	20,000

Town of Erin

Plan Requests

Request	RQ-FIR-0003 Volunteer Firefighter Recruitment		
Department	Fire		
Version	Department Submission	Year	2021

Description

Train 10 new fire recruits for replacement of personnel lost due to normal attrition. Hiring takes place every other year on even years. Fees include course costs and remuneration. Attrition affects all jobs and the Erin Fire Department is not exempt. On average, we lose approximately 3-5 firefighters per year. With this program, we will be able to fill immediate vacancies and will hold the remaining candidates on our auxiliary firefighter list; subsequently filling vacancies as required during the two year period.

Service Impact - Describe how service levels will change

Auxiliary firefighters are authorized to attend training sessions so that they may retain skills learned through the County Recruit training program, however they are not authorized to respond to incidents until they have been formally assigned to their respective station. Recruiting is conducted every two years so that we may keep hiring costs to a minimum.

Implications of not getting resource

Not hiring and training new recruits will directly affect our ability to remain operationally effective.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	10	
Change in Service Level	0	
Strategic Plan Initiative	5	
Environmental	0	
Total Weight	25	

Request

	Total	2021	2022	2023	2024
Expenditures					
Other Expenses	70,000		35,000		35,000
Expenditures Total	70,000		35,000		35,000
Revenues					
Taxation	70,000		35,000		35,000
Revenues Total	70,000		35,000		35,000

Town of Erin

Plan Requests

Request	RQ-FIR-0004 Uniform Maintenance Program		
Department	Fire		
Version	Department Submission	Year	2021

Description

With the approval of the Uniform Acquisition Program as part of the 2020 Capital Budget, funds will be required on a continuous basis to maintain uniforms, acquire accoutrements (i.e. ties, name tags, etc), prepare medals for presentation (cork mounting), and acquire new uniforms for new members

Service Impact - Describe how service levels will change

The purpose of this program is to standardize the formal dress uniforms for the Fire Department; having an ongoing Uniform maintenance program will allow us to maintain the standard.

Implications of not getting resource

Without an ongoing Uniform maintenance program, the dress standard will be directly affected, which in turn will return the Fire Department to our pre-existing standard which had everyone wearing something different.

Priority

Category	Priority	Comment
Public Health and Safety	0	
Legislated	0	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	20	

Request

	Total	2021	2022	2023	2024
Expenditures					
Other Expenses	20,000	5,000	5,000	5,000	5,000
Expenditures Total	20,000	5,000	5,000	5,000	5,000
Revenues					
Taxation	20,000	5,000	5,000	5,000	5,000
Revenues Total	20,000	5,000	5,000	5,000	5,000

Town of Erin
Capital Projects

Project	FIR0001 Hose Cache		
Department	Fire		
Version	Department Submission	Year	2021

Description

Project Description

Acquire additional hose to include 1 ¾' attack line, 2 ½" supply hose, and 4" supply hose.

This acquisition would allow the department to move towards a 10% reserve of in-service hose.

Currently we do not hold a cache of in-service hose; the norm for holding a reserve cache is 10% of all hose that is deployed on fire apparatus.

Implication of not getting request

Without a hose cache we would limit our ability to operate due to hose breakage. It is common for hose to experience cuts, tears, and pin holes while deployed.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	40,000		20,000	20,000		
Expenditures Total	40,000		20,000	20,000		
Funding						
Taxation	40,000		20,000	20,000		
Funding Total	40,000		20,000	20,000		

Priority

Category	Priority	Comment
Legislated	20	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	10	
Total Weight	70	

Town of Erin

Capital Projects

Project	FIR0007 Confidence Maze Training		
Department	Fire		
Version	Department Submission	Year	2021

Description

Project Description

Acquire a confidence maze training aid to be located at Station 10 - Erin. This acquisition would allow the department conduct Self-Contained Breathing Apparatus training and confined space training to enhance firefighter confidence during rescue operations. Maximize training time and eliminate travel (mileage & remuneration)

Currently we must rent facilities at neighboring fire departments to conduct this type of training or modify our fire stations for training purposes. This training is integral to our search and rescue operations during a structure fire.

Implication of not getting request

We will continue to outsource facilities to accommodate this type of training while incurring rental costs and other expenses associated with travel.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	85,000			85,000		
Expenditures Total	85,000			85,000		
Funding						
Taxation	85,000			85,000		
Funding Total	85,000			85,000		

Priority

Category	Priority	Comment
Legislated	20	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	10	
Total Weight	70	

Town of Erin

Capital Projects

Project	FIR0008 Electronic Messaging Signs		
Department	Fire		
Version	Department Submission	Year	2021

Description

Project Description

Install electronic messaging signs at both Station 10 and Station 50. Station 50 has existing wiring that was placed during construction in 2013 however the sign was not installed. Station 10 may require additional wiring to be installed. Messaging will be consistent on both signs and can be used for all fire safety and pandemic and town events. We are mandated to perform certain public education tasks and this is one avenue to use to educate the public on fire safety, town projects or directives etc. Messaging signs can be changed from the comfort of the fire station allowing for constant change and updates. An existing computer terminal will be programmed to make the changes. The Fire Prevention Division will manage the boards which will allow consistent messaging. There will be room for listing of Town or Community events that we will be able to accommodate as the parameters of the sign will be more inclusive.

Implication of not getting request

The current sign at Station 50 is very low cost side of the road sign. It is currently in need of repair, letters are falling off. Anyone can access the sign and change the letters around. The sign also has a limitation of 26 characters so messaging is difficult. The sign at Station 10 is newer and is capable of more characters. Both signs require numerous hours to maintain. Removing the existing letters, returning them to their home and then creating new wording and adding it to the sign. The messaging does not get changed as frequently in the fall and winter due to inclement weather.

Budget

	Total	Carry	2021	2022	2023	2024
Expenditures						
Capital Equipment	40,000			40,000		
Expenditures Total	40,000			40,000		
Funding						
Res. & Res. Funds	40,000			40,000		
Funding Total	40,000			40,000		

Priority

Category	Priority	Comment
Legislated	20	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	10	
Total Weight	70	

Town of Erin

Capital Projects

Project	FIR0009 Gear Washer & Dryer		
Department	Fire		
Version	Department Submission	Year	2021

Description

Project Description

Acquire a commercial grade firefighting gear washer and dryer.

By regulation and in keeping with our hazard exposure policy; the gear will be cleaned and returned to service quicker and having an in-house cleaning solution, firefighters will be more prone to cleaning their gear on a regular basis.

Implication of not getting request

We will have to continue stocking large quantities of gear so that firefighters may remain operational. This creates a specific problem following a large fire where multiple suits must be sent out for cleaning. The acquisition theoretically would pay itself off within 5 years based on the current cost to send gear out for cleaning.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	30,000			30,000		
Expenditures Total	30,000			30,000		
Funding						
Taxation	30,000			30,000		
Funding Total	30,000			30,000		

Priority

Category	Priority	Comment
Legislated	20	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	10	
Total Weight	70	

Town of Erin

Capital Projects

Project	FIR0010 Light Rescue Vehicles		
Department	Fire		
Version	Department Submission	Year	2021

Description

Project Description

Acquire 2 x 2021 Light Rescue Vehicles to serve the role of rescue/utility vehicle for Station 10 and Station 50. Both vehicles to be equipped with NFPA standard lights and siren. This acquisition will allow us to retire both current rescue vehicles at substantial savings to our vehicle maintenance budget. These vehicles will also take on the additional role of medical first response so that we reduce the maintenance impact on our front line pumpers which currently fulfill this role. Medical response currently makes up 76% of our calls, placing undue stress on our Pumpers. These vehicles will allow us to deploy a (four person) medical team. With the new vehicle deployment strategy, we will pay less for vehicles (2 vehicles for more than half the cost of one replacement Heavy Rescue vehicle); incur less maintenance costs for both a new rescue vehicle and or front line pumpers currently deployed for medical first response. Medical response currently makes up 76% of our calls, placing undue stress on our Pumpers. 17% of the cost of the trucks can be funded from Fire Development Charges.

Implication of not getting request

Our current rescue vehicles will be 29 years old (R15) and 27 years old (R55) when this capital project comes before Council. Of our current fleet, these vehicles have been the most maintenance intensive. These vehicles will allow us to deploy a (four person) medical team. These vehicles will also allow us to tow our utility trailer carrying the Kubota, transport hose and other equipment from the emergency scene, and will carry additional equipment currently stored at the firehall (i.e. cribbing, wildland firefighting equipment, etc.). Both rescues will need to be replaced within the next 3-5 years; delaying this project will affect our maintenance budget. Not replacing the vehicles after retirement will hinder our operations.

Budget

	Total	Carry	2021	2022	2023	2024
Expenditures						
Vehicles	360,000		360,000			
Expenditures Total	360,000		360,000			
Funding						
Res. & Res. Funds	55,000		55,000			
DCs	61,200		61,200			
Taxation	243,800		243,800			
Funding Total	360,000		360,000			

Priority

Category	Priority	Comment
Legislated	20	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	10	
Environmental Impact or Protection	0	
Strategic Plan Initiative	10	
Total Weight	80	

Town of Erin

Capital Projects

Project	FIR0011 Replace Rescue Tanker 58		
Department	Fire		
Version	Department Submission	Year	2021

Description

Project Description

Acquire 2 x 2021 Light Rescue Vehicles to serve the role of rescue/utility vehicle for Station 10 and Station 50. Both vehicles to be equipped with NFPA standard lights and siren. This acquisition will allow us to retire both current rescue vehicles at substantial savings to our vehicle maintenance budget. These vehicles will also take on the additional role of medical first response so that we reduce the maintenance impact on our front line pumpers which currently fulfill this role. Savings on vehicle maintenance budget by retiring aging vehicles and reducing the impact on our front line pumpers. Medical response currently makes up 76% of our calls, placing undue stress on our Pumpers. These vehicles will allow us to deploy a (four person) medical team. These vehicles will also allow us to tow our utility trailer carrying the Kubota, transport hose and other equipment from the emergency scene, and will carry additional equipment currently stored at the firehall (i.e. cribbing, wildland firefighting equipment, etc.)

Implication of not getting request

Our current rescue vehicles will be 29 years old (R15) and 27 years old (R55) when this capital project comes before Council. Of our current fleet, these vehicles have been the most maintenance intensive. Both rescues will need to be replaced within the next 3-5 years; delaying this project will affect our maintenance budget. Not replacing the vehicles after retirement will hinder our operations.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Vehicles	450,000				450,000	
Expenditures Total	450,000				450,000	
Funding						
Res. & Res. Funds	200,000				200,000	
Taxation	250,000				250,000	
Funding Total	450,000				450,000	

Priority

Category	Priority	Comment
Legislated	20	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	10	
Total Weight	70	



ROADS



Roads
1st Draft 2021 Budget
and 2022 - 2024 Forecasts

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Revenue						
Other Revenue	15,000	15,000		15,000	15,000	15,000
Gravel Levy	160,000	160,000		160,000	160,000	160,000
Trf from Reserves and Res Funds	136,500	27,000	109,500	27,000	27,000	27,000
Total Revenue	311,500	202,000	109,500	202,000	202,000	202,000
Expenses						
Labour Costs	1,161,300	1,106,300	55,000	1,107,900	1,107,900	1,107,900
Supplies & Materials	54,300	44,300	10,000	54,300	54,300	54,300
Equipment	4,000	4,000		4,000	4,000	4,000
Gravel Resurface	400,000	400,000		400,000	400,000	400,000
Sanding	180,000	180,000		180,000	180,000	180,000
Calcium	160,000	160,000		160,000	160,000	160,000
Consulting	63,000	63,000		63,000	63,000	63,000
Roads Maintenance	142,000	142,000		142,000	142,000	142,000
Resealing	85,000	85,000		85,000	85,000	85,000
Service Agreements	2,000	2,000		2,000	2,000	2,000
Winter Control	45,000	21,000	24,000	45,000	45,000	45,000
Sidewalk Maintenance	45,000	45,000		45,000	45,000	45,000
IT Services		7,500	(7,500)	7,700	7,900	8,100
Telephone & Cell Phones	9,000	9,000		9,000	9,000	9,000
Hydro	9,000	9,000		9,500	10,000	10,500
Natural Gas	8,400	8,400		8,400	8,400	8,400
Fuel	131,200	131,200		131,200	131,200	131,200
Vehicle Maintenance	175,700	175,700		175,700	175,700	175,700
Advertising & Promo	1,000	1,000		1,000	1,000	1,000
Other Expenses	23,000	23,000		23,000	23,000	23,000
Audit, Insurance & Legal	41,000	47,400	(6,400)	51,100	55,200	59,800
Debt Servicing	137,200	220,100	(82,900)	220,100	220,100	220,100
Trf to Reserves and Reserve Funds	50,000	50,000		50,000	50,000	50,000
Inter Org Transfers	6,000		6,000			
Total Expenses	2,933,100	2,934,900	(1,800)	2,974,900	2,979,700	2,985,000
Net Change (Increase)	2,621,600	2,732,900	(111,300)	2,772,900	2,777,700	2,783,000

2021-2024 Variances

Revenues decreased due to removal of funding from Development Charges - Transportation for the loan to build the Station St Bridge and Dam. These changes are based on new funding agreements with developers and the County of Wellington. In addition, the Gravel Levy will be left in the 2020 Budget as it is forecasted that activities will be consistent with 2019.

Expenditures decreased in Labour Costs due correction of corporate costs for seasonal employees and staff turnover. Also, the Winter Control expenditure was decreased by \$24k to offset the Resource Request for a part-time seasonal staff complement. IT Services increased due to license support associated to the new Infrastructure Services software. Debt servicing was increased associated to Infrastructure Ontario loan for the Station Street Bridge and Dam. Insurance increased to reflect historical trend.



Business Plan – Infrastructure Services / Roads

Summary of Services

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

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

Resources

- Director of Infrastructure Services
- 1 Roads Foreman
- 6 FT road operators
- 6 FT contract seasonal operators
- 0.60 FTE Administrative Assistant
- 4 tandem axle trucks
- 1 single axle truck
- 3 motor graders
- 1 wheel loader
- 1 tractor
- 1 brush chipper
- 1 sidewalk plow

Strategic Initiatives (with no \$)

2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Review and update Standard Operating Procedures for Roads		Complete	1
Implement appropriate performance measures - Roads Operational Review (funded from Modernization Grant)	Service Excellence and Good Governance	Ongoing	1



2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Review winter level of service to Minimum Maintenance Standards (MMS) - Roads Operational Review	Service Excellence and Good Governance	In progress	1
Redeploy available staff hours to offset outsources services - Roads Operational Review	Service Excellence and Good Governance	Complete	3

2021 Strategic Initiatives	Strategic Pillar	Status	Priority
Review and update Standard Operating Procedures for Roads	Investment in Community Assets	In Progress	1
Implement appropriate performance measures - Roads Operational Review (funded from Modernization Grant)	Service Excellence and Good Governance	In Progress	1
Review winter level of service to Minimum Maintenance Standards (MMS) - Roads Operational Review	Service Excellence and Good Governance	In Progress	1
Redeploy available staff hours to offset outsources services - Roads Operational Review	Service Excellence and Good Governance	In Progress	1
Manage equipment and fleet based on lifecycle (Capital Budget) - Roads Operational Review	Investment in Community Assets	In Progress	1
Evaluate investing in road assets to reduce operational burden (Capital Budget) - Roads Operational Review	Investment in Community Assets	In Progress	1

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



2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Redeploy available staff hours to offset outsources services - Roads Operational Review	Service Excellence and Good Governance	In Progress	1

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

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

Town of Erin

Plan Requests

Request	RQ-RDS-0001 Roads Operator (PT)		
Department	Roads		
Version	Department Submission	Year	2021

Description

The hiring of an additional Roads Contract Operator to complete the parking lot plowing in various locations. This work is currently completed by a contractor. Completing this work by staff utilizing our equipment will result in a cost savings as well as an increased level of service.

Operating Budget of \$24,000 was reduced to offset this cost.

Service Impact - Describe how service levels will change

There be an increased level of service and a reduced cost by taking this work internally. The Town will have greater control of the maintenance of the parking lots at our facilities

Implications of not getting resource

Increased cost and lower level of service.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	10	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	40	

Request

	Total	2021	2022	2023	2024
Expenditures					
Labour Costs	96,000	24,000	24,000	24,000	24,000
Expenditures Total	96,000	24,000	24,000	24,000	24,000

Town of Erin

Plan Requests

Request	RQ-RDS-0002 Summer Student		
Department	Roads		
Version	Department Submission	Year	2021

Description

The hiring of an additional summer student will assist in the completion of additional maintenance items that current staff cannot accommodate. Projects would include boundary sign painting and repair, deployment of portable traffic calming measures, maintenance of weeds in downtown boulevards, litter pickup, sanitizing of vehicles and equipment and flagging for traffic control.

Service Impact - Describe how service levels will change

An additional student would help to address a number of outstanding maintenance items as well as address numerous issues brought forward by residents.

Implications of not getting resource

Inefficient use of staff time and resources, lower level of service for residents.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	0	
Change in Service Level	10	
Strategic Plan Initiative	0	
Environmental	0	
Total Weight	20	

Request

	Total	2021	2022	2023	2024
Expenditures					
Labour Costs	12,000	12,000			
Expenditures Total	12,000	12,000			
Revenues					
Grant	12,000	12,000			
Revenues Total	12,000	12,000			

Town of Erin

Plan Requests

Request	RQ-RDS-0003 Building Condition Assessment		
Department	Roads		
Version	Department Submission	Year	2021

Description

The preparation of a Building Condition Assessment for the Roads Shop, Roads Storage Building and Salt Dome will assist in the preparation of future Capital budgets while ensuring the proper management of our assets.

Service Impact - Describe how service levels will change

Properly assessing the condition of our buildings will help to prioritize the repair budget as well as protect the life of our asset.

Implications of not getting resource

Further reductions in the condition of the structures with the possibility of increased maintenance costs.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	0	
Change in Service Level	0	
Strategic Plan Initiative	10	
Environmental	10	
Total Weight	30	

Request

	Total	2021	2022	2023	2024
Expenditures					
Consulting	10,000	10,000			
Expenditures Total	10,000	10,000			
Revenues					
Taxation	10,000	10,000			
Revenues Total	10,000	10,000			

Town of Erin

Plan Requests

Request	RQ-RDS-0004 Tree Replacement due to Emerald Ash Boer		
Department	Roads		
Version	Department Submission	Year	2021

Description

Emerald Ash Borer has created significant damage to street trees within the Town. Additional funds need to be dedicated to the removal of these ash trees and replanting new trees to replace them.

Service Impact - Describe how service levels will change

The removal of dead or dying Ash trees will increase the safety to residents. Replanting new trees will help to increase the green canopy of the streetscape and help to reduce greenhouse gasses.

Implications of not getting resource

Dead trees could fall damaging municipal, utility or resident assets.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	0	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	10	
Total Weight	40	

Request

	Total	2021	2022	2023	2024
Expenditures					
Roads Maintenance	100,000	25,000	25,000	25,000	25,000
Expenditures Total	100,000	25,000	25,000	25,000	25,000
Revenues					
Taxation	100,000	25,000	25,000	25,000	25,000
Revenues Total	100,000	25,000	25,000	25,000	25,000

Town of Erin

Plan Requests

Request	RQ-RDS-0005 17th Sideroad and Concession 4 Maintenance		
Department	Roads		
Version	Department Submission	Year	2021

Description

Sideroad 17 and Concession 4 required substantial work to rebuild the shoulder and to relocate the ditch to widen the road platform to eliminate erosion and drop-off issues.

Service Impact - Describe how service levels will change

This work is required in order to maintain the Maintenance Standard for shouldering and to increase the drainage and safety level of this road.

Implications of not getting resource

Reduced level of safety on this section of road and increased maintenance costs.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	10	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	40	

Request

	Total	2021	2022	2023	2024
Expenditures					
Roads Maintenance	25,000	25,000			
Expenditures Total	25,000	25,000			
Revenues					
Taxation	25,000	25,000			
Revenues Total	25,000	25,000			

Town of Erin

Plan Requests

Request	RQ-RDS-0006 Storm Water Management Study		
Department	Roads		
Version	Department Submission	Year	2021

Description

The preparation of a Storm Water Management study an develop mitigation recommendations for future site plans (Future Grant Application) as per Council Resolution #19-171.

Service Impact - Describe how service levels will change

Properly assess the implications of new development on storm water management within Erin as well as assess the implication of Climate Change on the storm water management assets

Implications of not getting resource

Possible delays in development applications.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	5	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	10	
Total Weight	45	

Request

	Total	2021	2022	2023	2024
Expenditures					
Consulting	60,000	60,000			
Expenditures Total	60,000	60,000			
Revenues					
Taxation	60,000	60,000			
Revenues Total	60,000	60,000			

Town of Erin

Plan Requests

Request	RQ-RDS-0007 Traffic Calming Measures		
Department	Roads		
Version	Department Submission	Year	2021

Description

The purchase of additional portable traffic calming measures will assist in responding to resident complaints regarding speeding. The use of automated speed sign, traffic calming cut-outs, flexible road bollards, portable speed bumps and larger speed limit signs can be deployed as needed throughout the Town.

Service Impact - Describe how service levels will change

Speeding and aggressive driving has been addressed by residents in recent surveys and is often brought forward by residents to staff and Council as well as discussed on social media.

Implications of not getting resource

The number of complaints about speeding and aggressive driving will continue.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	5	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	35	

Request

	Total	2021	2022	2023	2024
Expenditures					
Roads Maintenance	60,000	15,000	15,000	15,000	15,000
Expenditures Total	60,000	15,000	15,000	15,000	15,000
Revenues					
Taxation	60,000	15,000	15,000	15,000	15,000
Revenues Total	60,000	15,000	15,000	15,000	15,000

Town of Erin

Plan Requests

Request	RQ-RDS-0008 Road Maintenance		
Department	Roads		
Version	Department Submission	Year	2021

Description

Maintenance to the road network to enhance the condition of the pavement surface as well as increase the life of the asset. Projects would include HL2 ultrathin resurfacing, crack sealing, slurry seal, micro-surfacing and spot asphalt repairs.

Service Impact - Describe how service levels will change

Increased condition of the overall road network and an enhanced user experience for road users. Implementation of these much needed maintenance repairs would also increase the life of the asset.

Implications of not getting resource

Further reductions in the overall pavement condition of the road network.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	10	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	40	

Request

	Total	2021	2022	2023	2024
Expenditures					
Roads Maintenance	200,000	50,000	50,000	50,000	50,000
Expenditures Total	200,000	50,000	50,000	50,000	50,000
Revenues					
Taxation	200,000	50,000	50,000	50,000	50,000
Revenues Total	200,000	50,000	50,000	50,000	50,000

Town of Erin

Capital Projects

Project	RDS0011 Roads Equip - Brushead and Tilting Bucket		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Purchase rotary brushhead and tilting bucket attachment for Cat 314 CR Excavator. There will be an increase in the efficiencies in doing brushing and ditching operations enabling additional areas to be completed each year.

Implication of not getting request

Reduced efficiencies in the operation and possible increased use of sub-contracted services.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	85,000		85,000			
Expenditures Total	85,000		85,000			
Funding						
Taxation	85,000		85,000			
Funding Total	85,000		85,000			

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	0	
Total Weight	30	

Town of Erin

Capital Projects

Project	RDS0012 Backhoe Loader		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Purchase of a NEW rubber tired backhoe loader. This equipment will increase the overall efficiency of the roads department to complete smaller excavating and culvert installations. The new equipment will also provide a backup for the existing loader to load salt/sand and the excavator.

Implication of not getting request

Reduced efficiencies in the operation and possible increased use of sub-contracted services.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	200,000			200,000		
Expenditures Total	200,000			200,000		
Funding						
Taxation	200,000			200,000		
Funding Total	200,000			200,000		

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	50	

**Town of Erin
Capital Projects**

Project	RDS0013 Trackless Sidewalk Plow		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Purchase of a NEW (additional) Trackless sidewalk plow

Implication of not getting request

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	125,000				125,000	
Expenditures Total	125,000				125,000	
Funding						
Res. & Res. Funds	125,000				125,000	
Funding Total	125,000				125,000	

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	60	

Town of Erin

Capital Projects

Project	RDS0014 Trailer Replacement (Unit 54 2006)		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Replacement of trailer (replacement of unit 54 – 2006 24 ton Float King tandem trailer)

There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Roads fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	30,000			30,000		
Expenditures Total	30,000			30,000		
Funding						
Taxation	30,000			30,000		
Funding Total	30,000			30,000		

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	50	

Town of Erin

Capital Projects

Project	RDS0015 Culvert 10 (17th Sideroad West of 8th Line)		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Structure Rehabilitation based on 10 Year Capital Plan proposed in the OSIM report. Replacement of Culvert 10. 17th Sideroad 0.1 km west of 8th Line. (2019 BCI = 45.7). Structure 10 is generally in poor condition and is demonstrating signs of deterioration to the culvert barrel with bulging and deformations throughout and previously repaired bolt hole cracks. Replacement is recommended.

Implication of not getting request

If replacement is not completed the bolt hole cracks should be monitored during future inspections. The steel guide rail end treatments should also be replaced with code conforming energy attenuating systems. Further deterioration could result in load limits or closure of the road.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Construction	835,000		835,000			
Expenditures Total	835,000		835,000			
Funding						
DCs	83,500		83,500			
Gas Tax	751,500		751,500			
Funding Total	835,000		835,000			

Priority

Category	Priority	Comment
Legislated	10	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	80	

Town of Erin

Capital Projects

Project	RDS0015 Culvert 10 (17th Sideroad West of 8th Line)		
Department	Roads		
Version	Department Submission	Year	2021

Gallery

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Town of Erin

Capital Projects

Project	RDS0016 Bridge 5 (2nd Line South Erin-Garafraxa Town Line)		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Structure Rehabilitation based on 10 Year Capital Plan proposed in the OSIM report. Replacement of Bridge 5. 2nd Line 1.2 km south of Erin-Garafraxa Town Line. 91 (2019 BCI = 46.5). Structure 5 is generally in poor condition and is demonstrating signs of sever deterioration of the concrete T-beams, soffit and abutments with moisture penetration noted throughout and severe section loss in tension reinforcement of key structural elements. Replacement is recommended.

Implication of not getting request

If replacement is not completed a structure evaluation is required to confirm the load capacity of the structure. Further deterioration could result in load limits or closure of the road.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Construction	915,000			915,000		
Expenditures Total	915,000			915,000		
Funding						
Debt	915,000			915,000		
Funding Total	915,000			915,000		

Priority

Category	Priority	Comment
Legislated	10	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	80	

Town of Erin

Capital Projects

Project	RDS0016 Bridge 5 (2nd Line South Erin-Garafraxa Town Line)		
Department	Roads		
Version	Department Submission	Year	2021

Gallery

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Town of Erin

Capital Projects

Project	RDS0017 Culvert 2053 (27th Sideroad East of 9th Line)		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Structure Rehabilitation based on 10 Year Capital Plan proposed in the OSIM report. Replacement of Culvert 2053. 27th Sideroad 1.2 km east of Ninth Line. (2019 BCI = 52.5). Structure 2053 is generally in fair to poor condition and is demonstrating signs of sever concrete deterioration, and moisture penetration through the culvert barrel as well as cracking and displacement of the curbs. Replacement is recommended.

Implication of not getting request

If replacement is not completed a detailed deck condition survey should be completed to determine the extent of removals and rehabilitation as well as the installation of a steel beam guide rail system. Further deterioration could result in load limits or closure of the road.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Construction	675,000				675,000	
Expenditures Total	675,000				675,000	
Funding						
Gas Tax	675,000				675,000	
Funding Total	675,000				675,000	

Priority

Category	Priority	Comment
Legislated	10	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	80	

Town of Erin

Capital Projects

Project	RDS0017 Culvert 2053 (27th Sideroad East of 9th Line)		
Department	Roads		
Version	Department Submission	Year	2021

Gallery

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Town of Erin

Capital Projects

Project	RDS0018 Culvert 2027 (Sideroad 32 West of 6th Line)		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Structure Rehabilitation based on 10 Year Capital Plan proposed in the OSIM report. Replacement of Culvert 2027. Sideroad 32 0.4 km west of Sixth Line. (2019 BCI = 53.50). Structure 2027 is generally in fair to poor condition and is demonstrating signs of severe concrete deterioration throughout, and moisture penetration on the barrel. It is noted that there is a sag in the soffit & wide crack in the foundation both of which should be monitored during future biennial inspections.

Implication of not getting request

The severe deterioration of the structure will continue and reduced load limits or possible closure or failure of the bridge is possible.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Construction	613,500					613,500
Expenditures Total	613,500					613,500
Funding						
Taxation	613,500					613,500
Funding Total	613,500					613,500

Priority

Category	Priority	Comment
Legislated	10	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	80	

Town of Erin

Capital Projects

Project	RDS0018 Culvert 2027 (Sideroad 32 West of 6th Line)		
Department	Roads		
Version	Department Submission	Year	2021

Gallery

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Town of Erin

Capital Projects

Project	RDS0019 Energy Conservation Projects		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Projects include LED lighting, automatic light switches, water saving fixtures and insulation. Implement energy efficient upgrades within the public works buildings to reduce overall energy costs and improve the overall working conditions for employees.

Implication of not getting request

Energy costs will continue to increase and we will not meet our greenhouse gas emission reduction targets.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	20,000		5,000	5,000	5,000	5,000
Expenditures Total	20,000		5,000	5,000	5,000	5,000
Funding						
Taxation	20,000		5,000	5,000	5,000	5,000
Funding Total	20,000		5,000	5,000	5,000	5,000

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	10	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	50	

Town of Erin

Capital Projects

Project	RDS0020 Surface Treatment Program		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Rural road upgrade from gravel to surface treatment. The surface treatment of gravel roads will reduce the overall maintenance costs, improve the condition as traffic increases with development and increase the overall condition of the road network.

Locations to be prioritized based on the Road Needs Study to be prepared in 2020.

Implication of not getting request

Gravel roads are more costly to maintain due to the cost of grading, applying dust suppressant and the need to follow the grader after plowing with a truck to sand. If this work is not completed the overall condition of the road network will continue to decrease.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Construction	1,200,000		300,000	300,000	300,000	300,000
Expenditures Total	1,200,000		300,000	300,000	300,000	300,000
Funding						
DCs	1,200,000		300,000	300,000	300,000	300,000
Funding Total	1,200,000		300,000	300,000	300,000	300,000

Priority

Category	Priority	Comment
Legislated	10	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	80	

Town of Erin

Capital Projects

Project	RDS0021 Winston Churchill Blvd with Caledon		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

The Town of Caledon is proposing to reconstruct Winston Churchill Boulevard from the Erin-Garafraxa Townline to Wellington Road 22. Since this is a boundary road the Town is responsible for 50% of the capital expenditure. Winston Churchill Boulevard is in poor condition. Engineering design work is proposed to be completed in 2022 with construction proposed in 2023.

Implication of not getting request

If this work is not completed the overall condition of the road network will continue to decrease.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Construction	4,100,000			100,000	4,000,000	
Expenditures Total	4,100,000			100,000	4,000,000	
Funding						
Debt	4,100,000			100,000	4,000,000	
Funding Total	4,100,000			100,000	4,000,000	

Priority

Category	Priority	Comment
Legislated	10	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	80	

Town of Erin

Capital Projects

Project	RDS0022 Tandem Axle Snow Plow		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Tandem axle snow plow tandem truck with plow and wing to replace unit Number 27 (2007 International 7600) in 2021; Number 23 (2007 International 7600) in 2022 and Number 20 (2007 International 7600) in 2023 and Number 28 (2007 International 7600) in 2024.

There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Roads fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Vehicles	1,200,000		300,000	300,000	300,000	300,000
Expenditures Total	1,200,000		300,000	300,000	300,000	300,000
Funding						
Res. & Res. Funds	300,000				150,000	150,000
Taxation	900,000		300,000	300,000	150,000	150,000
Funding Total	1,200,000		300,000	300,000	300,000	300,000

Priority

Category	Priority	Comment
Legislated	5	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	55	

Town of Erin

Capital Projects

Project	RDS0023 Roads Shop Upgrades		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Roads Shop upgrades to include:

- Insulate back shop including lighting upgrades to allow for indoor vehicle storage in the winter
- Renovation to Roads Shop such as washroom, lunchroom, tool and equipment storage.
- Hard surfacing of area around Roads shop and sand dome to reduce salt

Additional heated indoor storage space will permit the indoor storage of more vehicles and equipment, reducing the warm up time during the winter months. The renovation of the washroom, lunch room and tool room of the main building is much needed as the building has not been renovated since it was constructed.

Implication of not getting request

Continuing to store vehicles, tools and equipment where they are exposed to the elements will cause premature failure.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Building Renovations	130,000		130,000			
Expenditures Total	130,000		130,000			
Funding						
Res. & Res. Funds	130,000		130,000			
Funding Total	130,000		130,000			

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	10	Investment in Community Assets
Total Weight	50	

Town of Erin

Capital Projects

Project	RDS0024 Tractor (2008 Unit 41)		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Replacement of tractor (replacement of unit 41 – 2008 T6050 New Holland Tractor)

There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Roads fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Vehicles	100,000				100,000	
Expenditures Total	100,000				100,000	
Funding						
Taxation	100,000				100,000	
Funding Total	100,000				100,000	

Priority

Category	Priority	Comment
Legislated	5	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	55	

Town of Erin

Capital Projects

Project	RDS0025 Wood Chipper Replacement (Unit 51)		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Replacement of Wood Chipper (Unit 51)

There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Roads fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	45,000					45,000
Expenditures Total	45,000					45,000
Funding						
Taxation	45,000					45,000
Funding Total	45,000					45,000

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	0	
Capital Asset Management Plan	0	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	0	
Total Weight	0	

Town of Erin

Capital Projects

Project	RDS0026 Steamer Replacement (Unit 52)		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Replacement of Steamer (Unit 52)

There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Roads fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	15,000					15,000
Expenditures Total	15,000					15,000
Funding						
Taxation	15,000					15,000
Funding Total	15,000					15,000

Priority

Category	Priority	Comment
Legislated	5	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	55	

Town of Erin

Capital Projects

Project	RDS0027 Cube Van Replacement (Unit 25 2007)		
Department	Roads		
Version	Department Submission	Year	2021

Description

Project Description

Replacement of cube van with 4x4 pickup truck (replacement of unit 25 – 2007 GMC Sierra)

There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life. Purchasing a pickup truck instead of the cube van will allow greater versatility for both winter and summer use.

Implication of not getting request

The current Roads fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Vehicles	50,000					50,000
Expenditures Total	50,000					50,000
Funding						
Taxation	50,000					50,000
Funding Total	50,000					50,000

Priority

Category	Priority	Comment
Legislated	5	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	55	



STREETLIGHTS



Streetlights
1st Draft 2021 Budget
and 2022 - 2024 Forecasts

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Revenue						
Streetlights	139,000	116,460	22,540	116,460	116,460	116,460
Total Revenue	139,000	116,460	22,540	116,460	116,460	116,460
Expenses						
General Maintenance & Repairs	20,000	20,000		20,000	20,000	20,000
Hydro	76,100	46,000	30,100	48,000	48,900	49,700
Audit, Insurance & Legal		400	(400)	400	400	400
Trf to Reserves and Reserve Funds	42,900	50,060	(7,160)	48,060	47,160	46,360
Total Expenses	139,000	116,460	22,540	116,460	116,460	116,460

Net Change (Increase)

2021 Variances

Revenues are based on per household in areas that have streetlights which are currently at 1,941 pay a rate of \$71.65 for 2020. The rate pays for hydro, repairs and transfer to reserves for future replacements in 10 years. Therefore, for 2021 a rate of \$60 will meet all of these requirements.

2022 Variances

Changes in hydro, insurance and repairs will be met by maintaining rates at \$60 per household for the next four years.



WATER and WASTEWATER



**Water & Wastewater
1st Draft 2021 Budget
and 2022 - 2024 Forecasts**

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Revenue						
Penalties & Interest	20,000	20,000		20,000	20,000	20,000
Other Revenue		7,400	(7,400)	10,000	10,000	10,000
Water Revenues	1,370,000	1,270,200	99,800	1,308,300	1,346,200	1,387,200
Trf from Reserves and Res Funds	255,500	5,500	250,000			
Total Revenue	1,645,500	1,303,100	342,400	1,338,300	1,376,200	1,417,200
Expenses						
Labour Costs	127,000	52,000	75,000	52,000	52,000	52,000
Consulting	188,000	13,000	175,000			
Service Agreements	641,600	645,700	(4,100)	658,400	671,200	684,700
General Maintenance & Repairs	15,200	15,200		8,000	8,000	8,000
IT Services	3,700	3,700		3,700	3,700	3,700
Postage & Courier	4,000	4,000		4,000	4,000	4,000
Telephone & Cell Phones	700	4,800	(4,100)	4,800	4,800	4,800
Hydro	115,600	115,600		115,600	115,600	115,600
Other Expenses	500	500		500	500	500
Audit, Insurance & Legal	14,500	16,500	(2,000)	18,100	20,000	22,000
Trf to Reserves and Reserve Funds	529,700	427,100	102,600	468,200	491,400	516,900
Inter Org Transfers	5,000	5,000		5,000	5,000	5,000
Total Expenses	1,645,500	1,303,100	342,400	1,338,300	1,376,200	1,417,200

Net Change (Increase)

2021 Variances

Revenues decreased by \$342k as a result of removal of one-time projects (\$250k) funded from Water Life Cycle Reserves and Development Charges - Administration. Water Revenues decreased by \$100k based on new water rates that were approved by Council after the 2020 Budget was approved. Estimates are based on three year consumption. Expenditures similarly decreased which is associated to wastewater one-time projects such as developing a finance agreement for developers, assistance with grant application and Development Charges By-Law Update with water and wastewater rates. Labour Costs decreased by \$75k which is associated with hiring a Wastewater Project Manager. This is now in the Capital Request WST0002 for the construction of the Wastewater Treatment Plant. The remainder of the increases were allowed within the Budget Guidelines as they are contractual with Ontario Clean Water Association (OCWA) and actual trends with insurance costs.

2022 - 2024 Variances

Revenues increased based on rate changes using the same three year historical average. Expenditure increases were based on contractual obligations.



Business Plan – Infrastructure Services / Water & Wastewater

Summary of Services

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

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

OCWA Responsibilities :

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

Town responsibilities:

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

Strategic Initiatives (with no \$)

2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Undertake a Development Charges By-law update incorporating the cost of waste water and water environmental assessments	Growth Management	In Progress	1
Storm water management study and mitigation recommendations for future site plans (Future grant application) As per Council resolution#19-171	Growth Management	In Progress	1

2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Implement the Water Source Protection Plan, under the pooled Wellington County Source Water Protection project	Investment in Community Assets	In Progress	2
Acquire land and make planning amendments for the waste water treatment plant site	Growth Management	In Progress	1
Solicit required revisions to previously submitted developers' subdivision plans to reflect their potential ability to access to the waste water system	Growth Management	In Progress	1
Design, tender and build the waste water treatment plant - Waste Water Treatment Plant Design	Growth Management	In Progress	1

2021 Strategic Initiatives	Strategic Pillar	Status	Priority
Manage the timely construction of the waste water servicing project - (NEW STAFF)	Growth Management	In Progress	1
Water and Wastewater Rate Study; Water and Wastewater Masterplan	Growth Management	In Progress	1
Acquire land and make planning amendments for the waste water treatment plant site	Growth Management	In Progress	1
Design, tender and build the waste water treatment plant - Waste Water Treatment Plant Design - Waste Water Treatment Plant Construction	Growth Management	In Progress	1
Solicit required revisions to previously submitted developers' subdivision plans to reflect their potential ability to access to the waste water system	Growth Management	In Progress	1
Storm water management study and mitigation recommendations for future site plans (Future grant application) As per Council resolution#19-171	Growth Management	In Progress	3
Implement water environmental assessment recommendations engineering (Capital Budget)	Growth Management	In Progress	1



2021 Strategic Initiatives	Strategic Pillar	Status	Priority
New water supply system (Hillsburgh and Erin)	Growth Management	In Progress	1
Waste Water Treatment Plant Construction	Growth Management	In Progress	1
Waste Water Sewers	Growth Management	In Progress	1
Waste Water Connection of Existing Community	Growth Management	In Progress	1

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



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

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

Town of Erin

Plan Requests

Request	RQ-WWT-0001 Wastewater Communications Support		
Department	Water & Wastewater		
Version	Department Submission	Year	2021

Description

Strategic communications and digital services in relation to the Wastewater Treatment Plant project. Funded from the Water Lifecycle Reserve.

Service Impact - Describe how service levels will change

By retaining a communications firm to support the complex wastewater project it will ensure residents and stakeholders receive timely, factual knowledge in a clear and concise manner.

Implications of not getting resource

As the Town continues to progress with the wastewater project, there will be several moving pieces and an added level of complexity. Receiving this resource will ensure the Town is providing service excellence by providing thorough communication and engagement, dedicated to the wastewater project.

Priority

Category	Priority	Comment
Public Health and Safety	10	
Legislated	10	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	10	
Total Weight	50	

Request

	Total	2021	2022	2023	2024
Expenditures					
Consulting	240,000	60,000	60,000	60,000	60,000
Expenditures Total	240,000	60,000	60,000	60,000	60,000
Revenues					
Reserves	240,000	60,000	60,000	60,000	60,000
Revenues Total	240,000	60,000	60,000	60,000	60,000

Town of Erin

Capital Projects

Project	WST0002 Wastewater Treatment Plant		
Department	Wastewater System		
Version	Department Submission	Year	2021

Description

Project Description

Capital expenditures recommended in the Development Charge Study and Water Environmental Assessment to construct the wastewater collection system for proposed development and existing homes.

Wastewater collection system is required to meet future development requirements as well as connecting existing homes and businesses to wastewater due to aging septic tank infrastructure.

There is also a request for a project management.

Implication of not getting request

Possible delay of development. Town’s assets could deteriorate further causing increased costs later and possible environmental concerns due to failing septic systems.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Engineering	520,000		130,000	130,000	130,000	130,000
Construction	67,208,500		23,191,700	9,336,300	20,271,700	14,408,800
Expenditures Total	67,728,500		23,321,700	9,466,300	20,401,700	14,538,800
Funding						
DCs	44,700,810		15,392,322	6,247,758	13,465,122	9,595,608
Debt	23,027,690		7,929,378	3,218,542	6,936,578	4,943,192
Funding Total	67,728,500		23,321,700	9,466,300	20,401,700	14,538,800

Priority

Category	Priority	Comment
Legislated	10	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	80	

Town of Erin

Capital Projects

Project	WST0003 Wastewater Collection System		
Department	Wastewater System		
Version	Department Submission	Year	2021

Description

Project Description

Capital expenditures recommended in the Development Charge Study and Water Environmental Assessment to construct the wastewater collection system for proposed development and existing homes.

Implication of not getting request

Wastewater collection system is required to meet future development requirements as well as connecting existing homes and businesses to wastewater due to aging septic tank infrastructure.

Possible delay of development. Town’s assets could deteriorate further causing increased costs later and possible environmental concerns due to failing septic systems.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Construction	20,346,000			10,689,700	7,469,000	2,187,300
Expenditures Total	20,346,000			10,689,700	7,469,000	2,187,300
Funding						
DCs	15,259,500			8,017,275	5,601,750	1,640,475
Debt	5,086,500			2,672,425	1,867,250	546,825
Funding Total	20,346,000			10,689,700	7,469,000	2,187,300

Priority

Category	Priority	Comment
Legislated	5	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	75	

Town of Erin

Capital Projects

Project	WTR0004 Meter Replacement		
Department	Water System		
Version	Department Submission	Year	2021

Description

Project Description

Water meter replacement program. \$30,000 per year.

Replacing the aging water meters will extend the life of the Town’s assets as well as reduce the cost of meter reading.

Implication of not getting request

Aging water meters sometimes result in lack of water consumption amounts resulting in loss of revenue. May reduce MECP inspection rating.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	120,000		30,000	30,000	30,000	30,000
Expenditures Total	120,000		30,000	30,000	30,000	30,000
Funding						
Res. & Res. Funds	120,000		30,000	30,000	30,000	30,000
Funding Total	120,000		30,000	30,000	30,000	30,000

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	0	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	10	
Total Weight	40	

Town of Erin

Capital Projects

Project	WTR0005 Water Capital Equipment		
Department	Water System		
Version	Department Submission	Year	2021

Description

Project Description

Capital expenditures recommended by OCWA to replace equipment at the end of its useful life and to replace with more energy efficient equipment. Projects include altitude valve, PRV rebuild/replacement, Cl2 analyzer, chemical pumps.

Replacement of older equipment at the end of its useful life including energy efficiency upgrades per OCWA. Extend the life of the Town's assets.

Implication of not getting request

Town's assets could deteriorate further causing increased costs later. May reduce MECP inspection rating.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	134,800		72,300	35,000	22,500	5,000
Expenditures Total	134,800		72,300	35,000	22,500	5,000
Funding						
Res. & Res. Funds	134,800		72,300	35,000	22,500	5,000
Funding Total	134,800		72,300	35,000	22,500	5,000

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	0	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	10	
Total Weight	40	

Town of Erin

Capital Projects

Project	WTR0006 Water Building and minor repairs		
Department	Water System		
Version	Department Submission	Year	2021

Description

Project Description

Building and grounds minor repairs.
 Extend the life of the Town's assets.
 Electrical Safety Code, OHSA (Ontario Health Safety Act), and manufactures recommendations.

Implication of not getting request

Town's assets could deteriorate further causing increased costs later.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	60,000		15,000	15,000	15,000	15,000
Expenditures Total	60,000		15,000	15,000	15,000	15,000
Funding						
Res. & Res. Funds	60,000		15,000	15,000	15,000	15,000
Funding Total	60,000		15,000	15,000	15,000	15,000

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	0	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	10	
Total Weight	40	

Town of Erin

Capital Projects

Project	WTR0009 Water Equipment to Extend Life		
Department	Water System		
Version	Department Submission	Year	2021

Description

Project Description

Water equipment to extend life of asset (distribution valves and other equipment)
 Extend the life of the Town's assets.
 Electrical Safety Code, OHSA (Ontario Health Safety Act), and manufactures recommendations.

Implication of not getting request

Town's assets could deteriorate further causing increased costs later. May reduce MECP inspection rating.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	180,000		45,000	45,000	45,000	45,000
Expenditures Total	180,000		45,000	45,000	45,000	45,000
Funding						
Res. & Res. Funds	180,000		45,000	45,000	45,000	45,000
Funding Total	180,000		45,000	45,000	45,000	45,000

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	10	
Total Weight	50	



Parks & Recreation



Parks & Recreation
1st Draft 2021 Budget
and 2022 - 2024 Forecasts

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Revenue						
Other Revenue	35,805	35,805		34,805	34,805	34,805
Parks & Recreation Fees	578,875	579,325	(450)	579,275	579,275	579,275
Trf from Reserves and Res Funds	24,500	24,500		24,500	24,500	24,500
Total Revenue	639,180	639,630	(450)	638,580	638,580	638,580
Expenses						
Labour Costs	635,450	618,950	16,500	618,950	618,950	618,950
Supplies & Materials	58,850	58,850		58,850	58,850	58,850
Equipment	51,000	49,600	1,400	49,600	49,700	49,700
Service Agreements	59,400	59,400		59,400	59,400	59,400
Winter Control	14,500	14,500		14,500	14,500	14,500
General Maintenance & Repairs	90,600	90,600		90,600	90,600	90,600
IT Services	11,000	21,200	(10,200)	21,200	21,200	21,200
Telephone & Cell Phones	15,700	15,700		15,700	15,700	15,700
Hydro	194,850	194,850		194,850	194,850	194,850
Natural Gas	49,000	49,000		49,000	49,000	49,000
Fuel	2,400	2,400		2,400	2,400	2,400
Water & Sewage	52,490	52,490		52,490	52,490	52,490
Vehicle Maintenance	2,500	2,500		2,500	2,500	2,500
Economic Development Activities	7,000	7,000		7,000	7,000	7,000
Advertising & Promo	3,000	3,000		3,000	3,000	3,000
Other Expenses	13,300	13,300		13,300	13,300	13,300
Audit, Insurance & Legal	32,800	42,600	(9,800)	46,600	51,300	56,200
Debt Servicing	24,500	24,100	400	23,400	22,600	21,800
Trf to Reserves and Reserve Funds	25,000	25,000		25,000	25,000	25,000
Total Expenses	1,343,340	1,345,040	(1,700)	1,348,340	1,352,340	1,356,440
Net Change (Increase)	704,160	705,410	(1,250)	709,760	713,760	717,860

2021 Variances

Revenues are forecasted to continue the same as budgeted for 2020. These are difficult to predict due to Covid-19.

Expenditures increased in IT Services due to licensing and support contract with the new Parks & Recreation software. In addition, insurance costs increased based on historical trends. To offset these increases, there was a decrease in Labour Costs associated to calculated benefits.

2022 - 2024 Variances

Expenditures slightly increased due to insurance costs that are based on historical trends.

Business Plan – Infrastructure Services / Parks, Recreation and Culture

Summary of Services

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 2020 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

Activities Provided:

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

Facilities provided:

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



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

Key Facts:

- 4 Full-time staff, 1 Parks Seasonal (Barbour Field), 10-12 Part time staff (all facilities)
- Bound to follow standards set by the TSSA, CSA, MOL, MOE and OHSA
- Follow standards for parks and arenas set by ORFA, PRO and OPA
- Home to Erin Hillsburgh Minor Hockey Association, Hillsburgh Erin Figure Skating Club, Halton Hurricanes, Hillsburgh Erin and District Soccer Club, Hillsburgh Minor Softball, EDHS Raiders, East Wellington Community Services, Station Road Nursery School and Erin Tennis Club
- Facility Partners with Upper Grand District School board and County of Wellington,
- Community Partners - Erin Lions Club, Hillsburgh Lions Club and Erin Rotary Club
- Business Partners with Tim Hortons as they sponsor holiday public skating
- Estimated over 235,000 annually Patrons serviced in our recreation facilities
- Over 4,100 Hours of arena floor/ice rentals annually
- 620 hours of theatre rentals
- 9600 hours of shared space use at Centre 2000
- Over 5000 hours of Banquet and Meeting Room rentals
- 400 hours of Ball Diamond Rentals
- Over 1800 hours of Soccer Field Rentals
- Over 200 hours of public events in Public Parks/Playgrounds

Strategic Initiatives (with no \$)

2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Maintain the existing community halls and other community rental spaces in good condition, undertaking general improvements as per the requirements of the Building Condition Assessments and through asset management planning.	Investment in Community Assets	In progress	2
Support a program to attract sporting events and tournaments	Tourism	In progress	3
Assess the potential for additional revenue opportunities through enhanced programming of the spaces (i.e. low-impact exercise classes, specialized camps, etc.) that are suitable for such locations.	Healthy Lifestyle and Vibrant Community	In progress	3
Target the acquisition of 22.1 hectares of parkland by the year 2029, to address growth related needs, where warranted, with a priority for larger Neighbourhood or Community Parks.	Growth Management	In progress	3
Pursue the acquisition of natural areas, particularly land adjacent to the West Credit River, through the development process and other means of securement to provide opportunities for enhanced conservation, compatible public access and linkages to parks, trails, open spaces and water.	Growth Management	In progress	1

2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Update the Town's Official Plan to include policies that make clear the intentions of the Town with respect to achievement of all parkland-related service levels as a basis for the development approval process.	Service Excellence and Good Governance	In progress	1
Ensure that new parks and trails are designed with the user's comfort, safety and accessibility in mind, through use of CPTED (or similar) principles as well as adhering to AODA Design Standards.	Service Excellence and Good Governance	In progress	3
Continue to maintain the Town's existing ball diamonds in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the diamonds are suitable for use. (Operating and Capital Budget)	Investment in Community Assets	In progress	2
Continue to maintain the Town's existing soccer fields in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the fields are suitable for use. (Operating and Capital Budget)	Investment in Community Assets	In progress	2
Work with local stakeholders, parks, trail groups and the community to establish and identify required improvements and barrier free access opportunities, as well as to determine important future connections within the local / broader trail network as well as additional locations for trail-related amenity development (e.g. parking, signage, washrooms, etc.)	Service Excellence and Good Governance	In progress	2
Continue to partner with the Erin Tennis Club for the operation and management of the tennis courts at the Erin Community Centre	Healthy Lifestyle and Vibrant Community	In progress	2
Adopt a service-level target of 1 playground location accessible within a 400m to 800m walking distance of residential dwellings in new residential development areas, to ensure convenient access for residents and, in particular, households with children.	Healthy Lifestyle and Vibrant Community	In progress	5
Through the feasibility and business planning work, explore the opportunity to develop a new skateboard facility as part of the new multi-use recreation facility at Barbour Field (co-located with other amenities) in the longer-term. (Capital Budget)	Investment in Community Assets	In progress	3
Undertake regular resident surveys to assess resident/user needs and required improvements to the Town's recreation service delivery model.	Service Excellence and Good Governance	In progress	3
Develop a methodology to track, on an annual basis, program registrations and assess the rate of take-up for individual programs offered by the Town.	Service Excellence and Good Governance	In progress	1
Develop an inter-departmental working group comprising senior management from relevant municipal departments to regularly review (recommended every 2 years) and evaluate the progress of the recommendations included in the Master Plan.	Service Excellence and Good Governance	In progress	5
Promote the development of cultural events (i.e. performing arts, fine arts, etc.) in Erin by working with local event organizers to evolve the range of events to better include cultural themes. This could include art in the park events, studio tours, weekly summer concert series, indoor and outdoor movie screenings, among others.	Healthy Lifestyle and Vibrant Community	In progress	2
Work with the local arts and cultural community to develop, over time, a signature event for the Town. The event should specifically profile local talent, creative spaces and build on Erin's unique heritage and brand.	Healthy Lifestyle and Vibrant Community	In progress	4

2020 Strategic Initiatives Update	Strategic Pillar	Status	Priority
Invest in essential upgrades and maintenance for the Hillsburgh Arena as warranted for continued community use while plans for a new multi-use recreation facility are prepared. (Capital Budget)	Investment in Community Assets	In progress	2

2021 Strategic Initiatives	Strategic Pillar	Status	Priority
Feasibility Study and Business Plan for a new multi-use recreation facility at Barbour Field in order to establish the size and program, confirm the location, and to initiate a funding strategy.	Investment in Community Assets	In progress	1
Maintain the existing community halls and other community rental spaces in good condition, undertaking general improvements as per the requirements of the Building Condition Assessments and through asset management planning.	Investment in Community Assets	In progress	2
Support a program to attract sporting events and tournaments	Tourism	In progress	3
Assess the potential for additional revenue opportunities through enhanced programming of the spaces (i.e. low-impact exercise classes, specialized camps, etc.) that are suitable for such locations.	Healthy Lifestyle and Vibrant Community	In progress	3
Expand the programming of the theatre for special events, musical performances, movie screenings, etc. through partnerships with local groups and/or businesses to enhance revenue potential.	Healthy Lifestyle and Vibrant Community	In progress	1
As part of the feasibility and business planning exercise for a new multi-use recreation facility, consider inclusion of a full-size gymnasium as part of the building program to accommodate a variety of program and rental opportunities. (Capital Budget)	Investment in Community Assets	In progress	5
Target the acquisition of 22.1 hectares of parkland by the year 2029, to address growth related needs, where warranted, with a priority for larger Neighbourhood or Community Parks.	Growth Management	In progress	3
Pursue a parkland provision standard of 3.5 hectares (minimum) per 1,000 residents over the course of the Plan period. Consideration should be had to include a suitable mix of both active and passive lands.	Growth Management	In progress	3
Ensure that new parks and trails are designed with the user's comfort, safety and accessibility in mind, through use of CPTED (or similar) principles as well as adhering to AODA Design Standards.	Service Excellence and Good Governance	In progress	3
Continue to maintain the Town's existing ball diamonds in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the diamonds are suitable for use. (Operating and Capital Budget)	Investment in Community Assets	In progress	2
Continue to maintain the Town's existing soccer fields in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the fields are suitable for use.	Investment in Community Assets	In progress	2

2021 Strategic Initiatives	Strategic Pillar	Status	Priority
Work with local stakeholders, parks, trail groups and the community to establish and identify required improvements and barrier free access opportunities, as well as to determine important future connections within the local / broader trail network as well as additional locations for trail-related amenity development (e.g. parking, signage, washrooms, etc.).	Service Excellence and Good Governance	In progress	2
Continue to partner with the Erin Tennis Club for the operation and management of the tennis courts at the Erin Community Centre	Healthy Lifestyle and Vibrant Community	In progress	2
Adopt a service-level target of 1 playground location accessible within a 400m to 800m walking distance of residential dwellings in new residential development areas, to ensure convenient access for residents and, in particular, households with children.	Healthy Lifestyle and Vibrant Community	In progress	5
Plan for a permanent, designated location for an off-leash dog park to be developed at Barbour Field, or an alternative location, over the short term.	Investment in Community Assets	In progress	4
Develop two (2) new full-size basketball court (or equivalent half court configurations) over the Plan period. The Town should consider providing basketball courts in a multi-use court format in order to increase their future utility as pickleball courts, ball hockey venues etc. (Capital Budget)	Investment in Community Assets	In progress	1
Undertake regular resident surveys to assess resident/user needs and required improvements to the Town's recreation service delivery model.	Service Excellence and Good Governance	In progress	3
Expand the suite of non-traditional programs offered/provided by the Town to focus on children, youth, and "new seniors" to enhance the utilization of existing infrastructure (e.g. arts and craft programs at Ballinafad Community Centre, youth drop-in at the Erin Community Centre, lecture series and theatre camps at the Theatre, etc.).	Healthy Lifestyle and Vibrant Community	In progress	2
Host a collaborative Recreation Forum with local organizations on recreation program delivery (sports groups) as a means to address stakeholder plans to develop and pursue new/additional programs.	Service Excellence and Good Governance	In progress	3
Develop a methodology to track, on an annual basis, program registrations and assess the rate of take-up for individual programs offered by the Town.	Service Excellence and Good Governance	In progress	1
Develop an inter-departmental working group comprising senior management from relevant municipal departments to regularly review (recommended every 2 years) and evaluate the progress of the recommendations included in the Master Plan.	Service Excellence and Good Governance	In progress	5
Promote the development of cultural events (i.e. performing arts, fine arts, etc.) in Erin by working with local event organizers to evolve the range of events to better include cultural themes. This could include art in the park events, studio tours, weekly summer concert series, indoor and outdoor movie screenings, among others.	Healthy Lifestyle and Vibrant Community	In progress	2
Work with the local arts and cultural community to develop, over time, a signature event for the Town. The event should specifically profile local talent, creative spaces and build on Erin's unique heritage and brand.	Healthy Lifestyle and Vibrant Community	In progress	4
Adopt a Parkland Classification System, per this Plan, as the Town's planning policy direction, organizing hierarchy and approach for acquiring, designing, developing and programming parkland in the future.	Service Excellence and Good Governance	In progress	3

2021 Strategic Initiatives	Strategic Pillar	Status	Priority
Develop a Parkland Dedication and Cash-in-Lieu Parkland Dedication By-law to guide the future acquisition of new parkland, as well as the design and development of existing park facilities.	Service Excellence and Good Governance	In progress	3

2022 Strategic Initiatives	Strategic Pillar	Status	Priority
Maintain the existing community halls and other community rental spaces in good condition, undertaking general improvements as per the requirements of the Building Condition Assessments and through asset management planning.	Investment in Community Assets	In Progress	2
Support a program to attract sporting events and tournaments	Tourism	In Progress	3
Assess the potential for additional revenue opportunities through enhanced programming of the spaces (i.e. low-impact exercise classes, specialized camps, etc.) that are suitable for such locations.	Healthy Lifestyle and Vibrant Community	In Progress	3
Target the acquisition of 22.1 hectares of parkland by the year 2029, to address growth related needs, where warranted, with a priority for larger Neighbourhood or Community Parks.	Growth Management	In Progress	3
Pursue a parkland provision standard of 3.5 hectares (minimum) per 1,000 residents over the course of the Plan period. Consideration should be had to include a suitable mix of both active and passive lands.	Growth Management	In Progress	3
Ensure that new parks and trails are designed with the user's comfort, safety and accessibility in mind, through use of CPTED (or similar) principles as well as adhering to AODA Design Standards.	Service Excellence and Good Governance	In progress	3
Continue to maintain the Town's existing ball diamonds in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the diamonds are suitable for use. (Operating and Capital Budget)	Investment in Community Assets		2
Continue to maintain the Town's existing soccer fields in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the fields are suitable for use.	Investment in Community Assets		2
Work with local stakeholders, parks, trail groups and the community to establish and identify required improvements and barrier free access opportunities, as well as to determine important future connections within the local / broader trail network as well as additional locations for trail-related amenity development (e.g. parking, signage, washrooms, etc.).	Service Excellence and Good Governance		2
Continue to partner with the Erin Tennis Club for the operation and management of the tennis courts at the Erin Community Centre	Healthy Lifestyle and Vibrant Community		2
Adopt a service-level target of 1 playground location accessible within a 400m to 800m walking distance of residential dwellings in new residential development areas, to ensure convenient access for residents and, in particular, households with children.	Healthy Lifestyle and Vibrant Community		5

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

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Hillsburgh Community Centre and evaluate the feasibility and cost-benefits (Feasibility Study) of repurposing the existing facility for other indoor recreation uses.	Service Excellence and Good	In Progress	1
Develop a new full-size ice pad to replace the Hillsburgh Arena. The facility should be designed and sited with the ability to accommodate a second ice pad as an auditioning (twin pad facility) in the future, as required. (Depend on recommendations of multi-use feasibility study)	Investment in Community Assets	In Progress	5

2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Maintain the existing community halls and other community rental spaces in good condition, undertaking general improvements as per the requirements of the Building Condition Assessments and through asset management planning.	Investment in Community Assets	In Progress	2
Support a program to attract sporting events and tournaments	Tourism	In Progress	3
Assess the potential for additional revenue opportunities through enhanced programming of the spaces (i.e. low-impact exercise classes, specialized camps, etc.) that are suitable for such locations.	Investment in Community Assets	In Progress	3
Target the acquisition of 22.1 hectares of parkland by the year 2029, to address growth related needs, where warranted, with a priority for larger Neighbourhood or Community Parks.	Growth Management	In Progress	3
Pursue a parkland provision standard of 3.5 hectares (minimum) per 1,000 residents over the course of the Plan period. Consideration should be had to include a suitable mix of both active and passive lands.	Growth Management	In Progress	3
Ensure that new parks and trails are designed with the user's comfort, safety and accessibility in mind, through use of CPTED (or similar) principles as well as adhering to AODA Design Standards.	Service Excellence and Good Governance	In Progress	3
Continue to maintain the Town's existing ball diamonds in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the diamonds are suitable for use. (Operating and Capital Budget)	Investment in Community Assets	In Progress	2
Continue to maintain the Town's existing soccer fields in good condition for continued use by the community. General improvements should be undertaken as per the Asset Management Plan and maintenance should be performed on a regular basis to ensure the fields are suitable for use.	Investment in Community Assets	In Progress	2
Work with local stakeholders, parks, trail groups and the community to establish and identify required improvements and barrier free access opportunities, as well as to determine important future connections within the local / broader trail network as well as additional locations for trail-related amenity development (e.g. parking, signage, washrooms, etc.)	Service Excellence and Good Governance	In Progress	2
Continue to partner with the Erin Tennis Club for the operation and management of the tennis courts at the Erin Community Centre	Healthy Lifestyle and Vibrant Community	In Progress	2
Adopt a service-level target of 1 playground location accessible within a 400m to 800m walking distance of residential dwellings in new residential development areas, to ensure convenient access for residents and, in particular, benefit to the children.	Healthy Lifestyle and Vibrant Community	In Progress	5
Undertake regular resident surveys to assess resident/user needs and required improvements to the Town's recreation service delivery model.	Service Excellence and Good Governance	In Progress	3
Host a collaborative Recreation Forum with local organizations on recreation program delivery (sports groups) as a means to address stakeholder plans to develop and pursue new/additional programs.	Service Excellence and Good Governance	In Progress	3
Develop a methodology to track, on an annual basis, program registrations and assess the rate of take-up for individual programs offered by the Town.	Service Excellence and Good Governance	In Progress	1



2023 Strategic Initiatives	Strategic Pillar	Status	Priority
Develop an inter-departmental working group comprising senior management from relevant municipal departments to regularly review (recommended every 2 years) and evaluate the progress of the recommendations included in the Master Plan.	Service Excellence and Good Governance	In Progress	5
Promote the development of cultural events (i.e. performing arts, fine arts, etc.) in Erin by working with local event organizers to evolve the range of events to better include cultural themes. This could include art in the park events, studio tours, weekly summer concert series, indoor and outdoor movie screenings, among others.	Healthy Lifestyle and Vibrant Community	In Progress	2
Work with the local arts and cultural community to develop, over time, a signature event for the Town. The event should specifically profile local talent, creative spaces and build on Erin’s unique heritage and brand.	Healthy Lifestyle and Vibrant Community	In Progress	4

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

Town of Erin

Plan Requests

Request	RQ-PKR-0001 Barbourfield Feasibility Study		
Department	Parks & Recreation		
Version	Department Submission	Year	2021

Description

Feasibility Study and Business Plan for a new multi-use recreation facility at Barbour Field in order to establish the size and program, confirm the location, and to initiate a funding strategy. Funded from Parks and Recreation Development Charges as a result of Parks and Recreation Masterplan recommendations.

Service Impact - Describe how service levels will change or is it a regulatory requirement that need to be

The Feasibility Study is recommended in the Parks, Recreation and Culture Master Plan. This work is important to set future budgets and to develop a funding strategy ahead of new development.

Implications of not getting resource

Possible delay in the construction of the new facility and a delay in the implementation of a funding strategy.

Priority

Category	Priority	Comment
Public Health and Safety	5	
Legislated	0	
Change in Service Level	10	
Strategic Plan Initiative	10	
Environmental	0	
Total Weight	25	

Request

	Total	2021	2022	2023	2024
Expenditures					
Consulting	40,000	40,000			
Expenditures Total	40,000	40,000			
Revenues					
Reserve Funds	40,000	40,000			
Revenues Total	40,000	40,000			

Town of Erin

Capital Projects

Project	PKR0002 Ice Resurfacers		
Department	Parks & Recreation		
Version	Department Submission	Year	2021

Description

Project Description

Replace 2009 Zamboni Ice Resurfacers. Funding will be from Erin Community Centre Reserves.
 There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Recreation fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	110,000		110,000			
Expenditures Total	110,000		110,000			
Funding						
Res. & Res. Funds	110,000		110,000			
Funding Total	110,000		110,000			

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	5	
Strategic Plan Initiative	10	
Total Weight	45	

Town of Erin

Capital Projects

Project	PKR0003 Hillsburgh Community Centre Renovations		
Department	Parks & Recreation		
Version	Department Submission	Year	2021

Description

Project Description

As identified in the BCA the Hillsburgh Community Centre portfolio equipment, hardscapes and building fixtures is past its lifecycle and maintenance costs continue to increase annually.

Implication of not getting request

Unable to provide current level of service or in some areas regulatory and public safety requirements.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Building Renovations	648,000			648,000		
Expenditures Total	648,000			648,000		
Funding						
Res. & Res. Funds	600,000			600,000		
Taxation	48,000			48,000		
Funding Total	648,000			648,000		

Priority

Category	Priority	Comment
Legislated	10	
Public health and Safety	20	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	80	

Town of Erin

Capital Projects

Project	PKR0005 Tractor (2007)		
Department	Parks & Recreation		
Version	Department Submission	Year	2021

Description

Project Description

Replace 2007 New Holland Tractor. There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Recreation fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	25,000			25,000		
Expenditures Total	25,000			25,000		
Funding						
Taxation	25,000			25,000		
Funding Total	25,000			25,000		

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	50	

Town of Erin

Capital Projects

Project	PKR0009 Ballinacorney BCA		
Department	Parks & Recreation		
Version	Department Submission	Year	2021

Description

Project Description

The Ballinacorney portfolio equipment, hardscapes and building fixtures is past its lifecycle and maintenance costs continue to increase annually.

2021 Sealant at Cladding Replacement (\$5,000); Foundations - Foundation wall repairs, crack sealing and waterproofing at leak locations (\$5,000); Foundations - Regrading at foundation walls and window-well locations (\$15,000); Upgrading of weeping tile system (\$5,000); Domestic Water Distribution - Installation of Backflow Preventer (\$5,000); Oil Furnace Replacement (\$12,000); Air Conditioning Units Replacement (\$7,000)

2022 Soffit and Fascia – Repairs and Repainting (\$1,500); Exposed Aggregate Panels repairs and re-pointing concrete block (\$1,500); Accessible Ramp Replacement (\$10,000); Interior Finishes – Wall Finishes – Repainting (\$4,000); Sump Pump – Replacement (\$3,500); Lighting Equipment – Interior Lighting (\$5,000)

Implication of not getting request

2023 Shelter structure – Repairs and Repainting (\$5,000); Fridge Replacements (\$4,000); Lighting Equipment – Exterior Lighting (\$6,000)

Unable to provide current level of service or in some areas regulatory and public safety requirements.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Building Renovations	94,500		54,000	25,500	15,000	
Expenditures Total	94,500		54,000	25,500	15,000	
Funding						
Other Grants	15,000		5,000	5,000	5,000	
Taxation	79,500		49,000	20,500	10,000	
Funding Total	94,500		54,000	25,500	15,000	

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	60	

Town of Erin

Capital Projects

Project	PKR0011 Parks Fencing/Playground/Bleachers		
Department	Parks & Recreation		
Version	Department Submission	Year	2021

Description

Project Description

2021 Victoria Concrete Block Walls Repairs and Paint (\$10,000); Barbour Parking Lot Grading and Permanent Markers (\$10,000); Barbour Security Surveillance (\$15,000); Barbour Diamond Sport Drainage Mitigation (\$23,000); Playground equipment program (\$10,000); Sports fencing program (\$10,000); Sports bleachers program (\$11,000).

2022 Barbour Domestic Hot Water Heater System – Replacement (\$5,000); Barbour Fire Suppression – Commercial Kitchen Hood Replacement (\$5,000); McMillan Site Concrete Components – Interlock Walkway (\$2,000); McMillan Soffits and Fascia (\$2,000); Playground equipment program (\$10,000); Sports fencing program (\$10,000); Sports bleachers program (\$11,000)

Implication of not getting request

2023 Victoria Domestic Water Distribution - Installation of Backflow Preventer (\$5,000); Barbour Block Masonry Walls - Repairs (\$4,500); Playground equipment program (\$10,000); Sports fencing program (\$10,000); Sports bleachers program (\$11,000)

2024 Victoria – Interior Finishes (\$4,000); Victoria Domestic Water Distribution Repair (\$5,000); McMillan - Superstructure Sand/Repaint (2,000)

Unable to provide current level of service or in some areas regulatory and public safety requirements.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	185,500		89,000	45,000	40,500	11,000
Expenditures Total	185,500		89,000	45,000	40,500	11,000
Funding						
Taxation	185,500		89,000	45,000	40,500	11,000
Funding Total	185,500		89,000	45,000	40,500	11,000

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	50	

Town of Erin

Capital Projects

Project	PKR0012 Replace GMC Sierra 2500 Pick Up Truck		
Department	Parks & Recreation		
Version	Department Submission	Year	2021

Description

Project Description

Replace 2015 GMC Sierra 2500 Pickup Truck. There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Recreation fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Vehicles	55,000			55,000		
Expenditures Total	55,000			55,000		
Funding						
Taxation	55,000			55,000		
Funding Total	55,000			55,000		

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	10	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	0	
Strategic Plan Initiative	20	
Total Weight	50	

Town of Erin

Capital Projects

Project	PKR0013 Replace Kubota Tractor (F3680) 2008		
Department	Parks & Recreation		
Version	Department Submission	Year	2021

Description

Project Description

Replace 2008 Kubota Tractor (F3680)

There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Recreation fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	25,000				25,000	
Expenditures Total	25,000				25,000	
Funding						
Taxation	25,000				25,000	
Funding Total	25,000				25,000	

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	0	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	50	

Town of Erin

Capital Projects

Project	PKR0014 Replace Drivepod Plow Blade (2016)		
Department	Parks & Recreation		
Version	Department Submission	Year	2021

Description

Project Description

Replace 2016 Drivepod Plow Blade

There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Recreation fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Capital Equipment	10,000				10,000	
Expenditures Total	10,000				10,000	
Funding						
Taxation	10,000				10,000	
Funding Total	10,000				10,000	

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	0	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	50	

Town of Erin

Capital Projects

Project	PKR0015 Replace Dodge 2017 Ram 1500 4x4		
Department	Parks & Recreation		
Version	Department Submission	Year	2021

Description

Project Description

Replace 2017 Dodge Ram 1500 4x4 pickup

There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Recreation fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Vehicles	40,000					40,000
Expenditures Total	40,000					40,000
Funding						
Taxation	40,000					40,000
Funding Total	40,000					40,000

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	0	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	50	

Town of Erin

Capital Projects

Project	PKR0016 Replace 2017 GMC Sierra Cargo Van with pick truck		
Department	Parks & Recreation		
Version	Department Submission	Year	2021

Description

Project Description

Replace 2017 GMC Savana Cargo Van with pickup truck

There will be a slight increase in service levels due to a new vehicle breaking down less often than an older vehicle. This is the replacement of a vehicle at the end of its useful life.

Implication of not getting request

The current Recreation fleet is aging and it is important to continue the replacement program to avoid breakdowns and a possible reduction of service levels should the truck go out of service.

Budget

	Total	Carry Fwd	2021	2022	2023	2024
Expenditures						
Vehicles	40,000					40,000
Expenditures Total	40,000					40,000
Funding						
Taxation	40,000					40,000
Funding Total	40,000					40,000

Priority

Category	Priority	Comment
Legislated	0	
Public health and Safety	0	
Capital Asset Management Plan	20	
External funding	0	
Environmental Impact or Protection	10	
Strategic Plan Initiative	20	
Total Weight	50	



CEMETERIES



Cemeteries
1st Draft 2021 Budget
and 2022 - 2024 Forecasts

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Expenses						
General Maintenance & Repairs	4,000	4,000		4,000	4,000	4,000
Total Expenses	4,000	4,000		4,000	4,000	4,000
Net Change (Increase)	4,000	4,000		4,000	4,000	4,000



BIA



BIA
1st Draft 2021 Budget
and 2022 - 2024 Forecasts

	2020	2021	2020 vs	2022	2023	2024
	Total	Total	2021	Total	Total	Total
	Budget	Budget	Variance	Budget	Budget	Budget
Revenue						
Streetlights	17,200	17,200		17,200	17,200	17,200
Other Revenue	18,100	18,100		18,100	18,100	18,100
Inter Dept Revenue	13,500	13,500		13,500	13,500	13,500
Total Revenue	48,800	48,800		48,800	48,800	48,800
Expenses						
Supplies & Materials	13,200	13,200		13,200	13,200	13,200
Advertising & Promo	32,700	32,700		32,700	32,700	32,700
Other Expenses	2,900	2,900		2,900	2,900	2,900
Total Expenses	48,800	48,800		48,800	48,800	48,800

Net Change (Increase)



THE CORPORATION OF THE TOWN OF ERIN

By-Law # 20-49

A By-law to confirm the proceedings of Council at its Special Budget Meeting held November 17, 2020

Whereas, Section 5, Subsection 1 of the *Municipal Act*, being Chapter 25 of the Statutes of Ontario, 2001, the powers of a municipal corporation are to be exercised by its Council;

And Whereas, Section 5, and Subsection 3 of the *Municipal Act* the powers of every Council are to be exercised by By-Law;

And Whereas, it is deemed expedient that the proceedings of the Council of the Corporation of the Town of Erin at its meeting held **November 17, 2020** be confirmed and adopted by By-Law;

The Council of the Corporation of the Town of Erin Enacts as Follows:

1. That the action of the Council at its Special Budget Meeting held on **November 17, 2020** in respect to each report, motion, resolution or other action passed and taken by the Council at its meeting, is hereby adopted, ratified and confirmed, as if each resolution or other action was adopted, ratified and confirmed by separate by-law.
2. That the Mayor and the proper officers of the Town are hereby authorized and directed to do all things necessary to give effect to the said action, or to obtain approvals where required, and, except where otherwise provided, the Mayor and the Clerk are hereby directed to execute all documents necessary in that behalf and to affix the corporate seal of the Town to all such documents.
3. That this by-law, to the extent to which it provides authority for or constitutes the exercise by the Council of its power to proceed with, or to provide any money for, any undertaking work, project, scheme, act, matter of thing referred to in subsection 65 (1) of the **Ontario Municipal Board Act**, R.S.O. 1990, Chapter 0.28, shall not take effect until the approval of the Ontario Municipal Board with respect thereto, required under such subsection, has been obtained.
4. That any acquisition or purchase of land or of an interest in land pursuant to this by-law or pursuant to an option or agreement authorized by this by-law, is conditional on compliance with **Environmental Assessment Act**, R.S.O. 1990, Chapter E.18.

Passed in open Council on November 17, 2020.

Mayor, Allan Ails

Clerk, Lisa Campion