



2019 Town of Erin Budget Consultations



COUNCIL



2019 Base Budget & 2020-2022 Forecasts

Program >

Council

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Expense								
Labour Costs	114,951	84,598	123,000	133,100	10,100	135,700	138,300	140,900
Other Expenses	11,705	10,076	23,500	24,500	1,000	24,500	24,500	24,500
Insurance & Legal	464	2,819	500	2,900	2,400	2,900	2,900	2,900
Inter Dept Expenses	735	0	0	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0	0	0	0
Total Expense	127,854	97,493	147,000	160,500	13,500	163,100	165,700	168,300

2019 Budget Variance - Largest variance is the increase in Labour Costs (Council remuneration) as per By-Law# 17-64 to offset the elimination of 1/3 tax exemption starting January 2019. The other variance is the \$1k transfer to Advisory Committees budget to establish the Mayor's Youth Council. Insurance was increased to reflect actual spend.

2020-2022 Forecast Variance - The variances are in labour costs based on By-Law #17-64.



CORPORATE SERVICES



Operations Plan

Program:	Corporate Services
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Summary Description 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
- administering 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

Update on 2018 Efficient and Effective Initiatives:

Finance continues to review processes and policies. One of the improvements is that Finance offers the option to receive Tax and Water bills via email. Another improvement is the tax collection process has been reviewed and has generated \$800,000 towards Town’s cash flow. Also, Tax bills are now printed with bar code for more efficient way of recording payments which has improved 33% more efficient and has decreased clerical errors significantly. Another efficient process is the downloading of tax and water payments from the bank to a file and uploading payments directly to finance software. This has reduced daily deposit processing from 30 minutes to 5 minutes and has significantly reduced clerical errors. Procurement process has been revamped with the adoption of the new By-Law and has been more diligent in communicating bid opportunities for goods and services. The Procurement Process is now administrated by the Finance Department with input from programs. Various financial policies were adopted by Council on July 2018 which covered investments, reserves and reserve funds and debt management.

Information technology completed various projects such as security of Town Hall. Card readers were installed to control access to office areas. Monitors were installed in Council Chambers to improve viewing of presentations. Phone system was upgraded to replace 20+ years system that was no longer supported. IT network security technology was upgraded with an Intrusion and Detection and Protection in addition to installation of air conditioning unit in the server room.

2019 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Develop process and guidelines for priority based budgeting approach that will be introduced for 2020 Budget Process.		
Implementation of Electronic Records Management System		
Provision of marriage licenses and service		
Optimize firewall operability and intrusion protection		
Human Resource Policy will be updated with new legislative changes		

2020 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Review payroll and HRIS system to meet requirements		
IT infrastructure vulnerability testing		



2019 Base Budget & 2020-2022 Forecasts

Program > Corporate Services

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Tax Registration & Certificates	12,139	7,024	59,000	8,800	-50,200	8,500	8,300	8,300
Penalties/interest	288,120	228,799	360,000	320,000	-40,000	300,000	280,000	260,000
Grants	1,192	50,000	50,000	0	-50,000	0	0	0
Licenses	4,108	6,287	8,600	9,000	400	9,000	9,000	9,000
Bank Interest	29,274	95,088	29,000	100,000	71,000	100,000	100,000	100,000
Miscellaneous Revenue	18,958	48,668	11,000	54,300	43,300	54,300	54,300	54,300
Transfer from Reserves	0	25,146	134,500	0	-134,500	0	0	0
Inter Dept Recovery	77,588	0	6,000	6,000	0	6,000	6,000	6,000
Total Revenue	431,380	461,012	658,100	498,100	-160,000	477,800	457,600	437,600
Expense								
Labour Costs	1,191,585	1,006,556	1,261,200	1,266,500	5,300	1,288,800	1,323,500	1,323,500
Supplies & Material	61,455	55,206	79,900	76,600	-3,300	76,600	76,600	76,600
Consulting Services	40,151	74,564	185,500	65,000	-120,500	13,000	13,000	13,000
Legal and Audit Fees	65,026	78,123	50,000	50,000	0	50,000	50,000	50,000
Service Agreements	29,995	26,236	38,000	38,000	0	38,000	38,000	38,000
IT Services	90,141	68,209	115,000	117,000	2,000	122,000	122,000	122,000
Utilities	30,362	17,672	27,500	27,100	-400	27,100	27,100	27,100
Other Expenses	107,848	85,637	71,300	77,800	6,500	77,800	77,800	77,800
Insurance & Deductibles	106,535	24,677	55,800	55,000	-800	80,000	80,000	80,000
Inter Dept Expenses	0	700	0	0	0	0	0	0
Contingency	0	0	47,100	47,100	0	47,100	47,100	47,100
Elections	1,196	25,147	74,000	17,000	-57,000	17,000	17,000	17,000
Transfers to Reserves	0	15,000	6,700	15,000	8,300	15,000	15,000	15,000
Total Expense	1,724,295	1,477,725	2,012,000	1,852,100	-159,900	1,852,400	1,887,100	1,887,100

2019 Budget Variance - Revenues decreased as a result of reserve transfers from Development Charges Reserve, Gas Tax Reserve and Elections Reserve that funded 2018 projects such as the Asset Management Plan, Development Charges Study and elections respectively. In addition, elimination of a \$50k grant from the Federation of Canadian Municipalities (FCM) for the AMP project. Tax Registration & Certificates and Penalties/Interest were also reduced to reflect actual trends and will gradually be reduced. These decreases were offset by \$43k increase for Miscellaneous Revenue for outstanding tax arrears notices and a \$71k increase for bank interest as a result of higher interest rates and adopting new Investment Policy.

Expenditures were reduced by \$160k as a result of removing costs associated to AMP, DC Study project and elections projects. \$52k expenditure remains for the Strategic Plan that was budgeted for 2018 and will be completed in 2019. There was a savings of \$10,800 identified by changing postage equipment lease and postage savings by offering email delivery of tax billings. There was a small variance in Labour costs that include step progression based on performance. There was a small increase in Other Expenses as a result of \$14k budget reallocation from Economic Development program related to Marketing/Communications activities.

2020 - 2022 Forecast - Revenues decreased in Penalties/Interest to reflect actual trend as a result of greater efforts to collect outstanding taxes. Expenditures slightly increased in Labour costs related to step progression and IT contracts based on obligations.



Resource Request

Program:	Corporate Services
Budget Year:	2019

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 – Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Development Charges Study	O	Resource Management
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>This is a background study that provides a detailed overview of anticipated growth both residential and non-residential and the services needed to meet the demands of growth. It details capital costs for infrastructure projects, associated operating costs in the long-term and forecasted tax changes to support assets generated from growth. Results of the study include public input. The project is expected to be presented at the beginning of the new term of Council. There's \$10,000 allotted for engineering consulting costs.</p>		
Implications of not getting resource		
<p>The Town continues to charge development charges based on an old study that do not meet growth requirements of the community. Thus, new residents expectations of services are not met by the Town and inadequate planning of new infrastructure is ineffective use of reserves.</p>		
Revenue	\$54,000	<i>Description:</i> Development Charges 90% (\$54,000)
Expense	\$60,000	<i>Description:</i> Consultants
Net	\$6,000	Funded by Taxation



Resource Request

Program:	Corporate Services
Budget Year:	2019

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #2 – Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Wastewater Financing Options Study	O	Resource Management
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
This study will explore different financing approaches and provide options in order to bring wastewater services to the Town. Experienced consultant(s) with creating financing solutions to other municipalities will provide expertise and best options for the Town.		
Implications of not getting resource		
According to Wastewater Environmental Assessment Study, cost estimates to bring the service would exhaust Town’s Annual Debt Limit and would diminish borrowing capacity for other large infrastructure projects. If the Town does not seek expert advice, alternative financing options may be missed out which may jeopardize the financial sustainability of the Town.		
Revenue	\$20,000	<i>Description:</i> \$10,000 funded from Water Lifecycle Reserve; \$10,000 funded from Development Charges
Expense	\$30,000	<i>Description:</i> Consultants
Net	\$10,000	Funded by Taxation



Capital Request

Program:	Corporate Services
Budget Year:	2021

Capital Request(s) in priority sequence; type of expense

<i>Request #1 – Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
<p>Server hardware replacement</p> <p>Existing servers and storage device was purchased and deployed in 2016. Original warranty to expire in 2019, warranty extension will be purchased in 2019 for 2 additional years.</p>	<p>No financial impact. Actual upgrade to take place over the course of 2-3 weeks once hardware is sourced.</p>	<p>IT asset refresh</p>
<p>Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met</p>		
<p>Service levels will not change with this hardware replacement.</p>		
<p>Implications of not getting resource</p>		
<p>As computer hardware ages, spare part availability becomes less reliable. In the server hardware space, it is common for replacements to occur every 3-5 years. Although warranty extensions can be purchased beyond the 5th year, manufactures will move from a guaranteed level of availability of spare parts to “best effort”.</p>		
<p>Source(s) of Funding</p>	<p>\$30,000</p>	<p><i>Description</i> Computer Upgrade Reserve</p>
<p>Expense</p>	<p>\$30,000</p>	<p><i>Description</i> Computer equipment</p>



Capital Request

Program:	Corporate Services
Budget Year:	2022

Capital Request(s) in priority sequence; type of expense

<i>Request #1 – Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
<p>Server software (Operating Systems) upgrade</p> <p>Existing server operating systems (2012 version) were installed in 2014. Microsoft states Windows Server 2012 End of Life to be Jan. 2023 at which point security patches will cease to be developed.</p>	<p>No financial impact.</p> <p>Actual labour amount of 40-60 hours by Systems Administrator once software and licenses are sourced.</p>	<p>IT asset refresh</p>
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>Service levels will not change with this hardware replacement. It is possible that new versions of this software will bring additional security features to the Town network. New software versions also bring current supportability from Microsoft.</p>		
Implications of not getting resource		
<p>Hackers continue to seek out flaws and vulnerabilities in Microsoft programming. Once Microsoft ceases development of hotfixes and security updates for a particular version of software, it becomes increasingly risky to operate as hackers will continue to develop tools that exploit programming vulnerabilities.</p>		
Source(s) of Funding	\$15,000	<i>Description:</i> Computer Upgrades Reserve
Expense	\$15,000	<i>Description:</i> Computer Equipment



ECONOMIC DEVELOPMENT



Operations Plan

Program: Economic Development

Summary Description of Services:

Council's vision for the economic development function is set by the Economic Development Plan. It provides a framework to coordinate the economic development strategies, build upon other municipal and regional initiatives and promote the Town as "Open for Business".

The Economic Development Strategic Plan also:

- outlines and prioritizes the community economic development policy tools;
- attract and retain businesses and labour force to secure a strong economic future;
- provide guiding principles for positive community development;

There are a number of actionable items with overall primary goals to:

- Support the Retention, Growth and Expansion of existing business
- Balanced growth in industrial, commercial and residential development
- Build a positive business climate
- Work cooperatively and strengthen links with all partners at all levels
- Promote and market the Town of Erin as a Four Seasons Tourism Destination
- Develop a Sustainable Economy
- Downtown Revitalisation

2018 – Completed Initiatives

- Creation and Adoption of a Town wide Community Improvement Plan
- Launched the BizPal One-Stop business portal for building licenses and permits.
- Completed "Phase 1" of the Erin Rotary River Trail
- Produced a high quality, full colour, glossy Horse and Country Magazine to continue to raise the profile and awareness of the Equine sector in Erin
- Organised the 3rd annual Doors Open event in partnership with the Ontario Heritage Trust
- Updated and Improved Business and Community Directories
- Partnered with the County of Wellington on the "This is the way to Wellington" Signage plan.
- Promote Erin as a Four Season destination with enhanced events including the Erin Farmers Market and Town lighting and Christmas food market in McMillan Park.

2019 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Develop and Implement a new Economic Development Strategy	Economic Development Strategic Plan	n/a
Community Improvement Plan – implement and re-evaluate	Business Attraction, Retention and Expansion	n/a
SWIFT – Continue working with Swift and the County to bring High Speed Internet to Erin	Community Infrastructure Building	n/a
Update the current Community Profile into an Annual Report	Business Attraction	n/a
Develop the Christmas Market in McMillan Park	Four Season Destination	n/a
Work with County on improving transport for business and their employees	Community Infrastructure Building	n/a
Evaluate the Headwaters Tourism Contract	Business Attraction	n/a

2020 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Cultural and Business locator – research and explore	Community Capacity Building	n/a
Explore other municipalities and regions in regards to business attraction best practises	Business Attraction, Retention and Expansion	n/a
CIP grants, loans and incentive re-evaluation	Business Attraction, Retention and Expansion	n/a

2021 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Wastewater – explore opportunities to attract larger industrial and manufacturing companies	Business Attraction, Retention and Expansion	n/a
CIP grants, loans and incentive re-evaluation	Business Attraction, Retention and Expansion	n/a

2022 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Wastewater – explore opportunities to attract larger industrial and manufacturing companies	Business Attraction, Retention and Expansion	n/a
CIP grants, loans and incentive re-evaluation	Business Attraction, Retention and Expansion	n/a



2019 Base Budget & 2020-2022 Forecasts

Program > Economic Development

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Grant	41,064	1,311	25,000	25,000	0	25,000	25,000	25,000
Miscellaneous Revenue	1,414	28	0	0	0	0	0	0
Transfer fm DC Reserve	25,000	0	47,100	10,000	-37,100	5,000	5,000	0
Total Revenue	67,478	1,338	72,100	35,000	-37,100	30,000	30,000	25,000
Expense								
Labour Costs	117,705	87,001	114,700	116,200	1,500	114,700	114,700	114,700
Supplies & Material	2,857	1,021	3,500	3,500	0	3,500	3,500	3,500
Consulting & Service Agreements	5,079	3,424	48,000	41,500	-6,500	1,500	1,500	1,500
Ambassador Program	797	0	2,000	2,000	0	2,000	2,000	2,000
Arts & Culture	1,585	1,716	2,000	2,000	0	2,000	2,000	2,000
Business Retention & Expansion	2,576	1,329	8,000	8,800	800	8,800	8,800	8,800
Community Profile	2,809	66	5,000	5,000	0	5,000	5,000	5,000
Indust/Equine	21,585	4,946	15,000	9,500	-5,500	9,500	9,500	9,500
Core/Four Seasons Strat	17,000	4,233	20,000	25,000	5,000	25,000	25,000	25,000
Marketing materials	10,491	3,745	10,000	3,000	-7,000	3,000	3,000	3,000
Economic Dev-Project Leverage	9,221	11,059	20,000	15,000	-5,000	15,000	15,000	15,000
Advertising/Promo	17,189	17,125	17,900	17,100	-800	17,400	17,700	18,000
Other Expenses	15,336	7,524	27,100	5,600	-21,500	5,600	5,600	5,600
Transfers to Reserves	0	3,593	0	0	0	0	0	0
Total Expense	228,908	146,783	293,200	254,200	-39,000	213,000	213,300	213,600

2019 Budget Variance - The \$25k grant from County of Wellington for Economic Development activities is expected to continue. Also, Transfer from Economic Development Reserve was reduced due to lower reserve balance.

Expenses decreased by the 1% and a reallocation of \$14k to Corporate Services for marketing/communications activities. There was also a \$13k reallocation to pay for maintenance of MacMillan Park lighting. There was no change to Consulting Services expenses as it contains \$40k for Economic Development Plan that was approved in 2018 and will be completed in 2019.

2020 to 2022 Forecast - Expenses for 2020 decreased due to the removal of \$40k for Economic Development Plan offset by small increase in the Headwater Tourism agreement in the Advertising/Promo expense group.



Resource Request

Program:	Economic Development
Budget Year:	2019

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 - Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Public Washroom facilities in the Village of Erin, 6 month rental contract	O	Economic Development Strategy Plan 2019 - 2022
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
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 has stirred 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.		
Revenue	0	<i>Description</i>
Expense	\$5,000.00	<i>Description</i>
Net	\$5,000.00	Funded by Taxation



Resource Request

Program:	Economic Development
Budget Year:	2020

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 - Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Public Washroom facilities in the Village of Erin, 6 month rental contract	O	Economic Development Strategy Plan 2019 - 2022
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
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 has stirred 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.		
Revenue	0	<i>Description</i>
Expense	\$5,000.00	<i>Description</i>
Net	\$5,000.00	Funded by Taxation

Request #2 - Description	One Time or Continuous Cost	Associated Strategy or Plan
Implementation of a Community Improvement Plan. May include grants and/or loans for incentives	0	Economic Development Strategic Plan 2019 - 2022
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>A Community Improvement Plan provides a framework to improve, restore, redevelop and rehabilitate public and private properties. It is be used to stimulate economic development, encourage and support the growth of new business, assist with revitalization and beautification and ensure that the Town of Erin is seen as a business friendly community and that we are “Open for Business”.</p> <p>The CIP is expected to grow as more and more businesses become aware of the program and the opportunities available to them.</p>		
Implications of not getting resource		
<p>The Community Improvement Plan will sit dormant and become null and void. Local businesses that were relying on participating will be disappointed. 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.</p>		
Revenue	0	<i>Description</i>
Expense	30,000.00	<i>Description Grants and Loans</i>
Net	30,000.00	Funded by Taxation



Resource Request

Program:	Economic Development
Budget Year:	2021

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 - Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Public Washroom facilities in the Village of Erin, 6 month rental contract	O	Economic Development Strategy Plan 2019 - 2022
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
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 has stirred 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.		
Revenue	0	<i>Description</i>
Expense	\$5,000.00	<i>Description</i>
Net	\$5,000.00	Funded by Taxation

Request #2 - Description		One Time or Continuous Cost	Associated Strategy or Plan
Implementation of a Community Improvement Plan. May include grants and/or loans for incentives		0	Economic Development Strategic Plan 2019 - 2022
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met			
<p>A Community Improvement Plan provides a framework to improve, restore, redevelop and rehabilitate public and private properties. It is be used to stimulate economic development, encourage and support the growth of new business, assist with revitalization and beautification and ensure that the Town of Erin is seen as a business friendly community and that we are “Open for Business”.</p> <p>The CIP is expected to grow as more and more businesses become aware of the program and the opportunities available to them.</p>			
Implications of not getting resource			
The Community Improvement Plan will sit dormant and become null and void. Local businesses that were relying on participating will be disappointed. 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.			
Revenue	0	<i>Description</i>	
Expense	40,000.00	<i>Description Grants and Loans</i>	
Net	40,000.00	Funded by Taxation	



Resource Request

Program:	Economic Development
Budget Year:	2022

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 - Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Public Washroom facilities in the Village of Erin, 6 month rental contract	O	Economic Development Strategy Plan 2019 - 2022
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
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Revenue	0	<i>Description</i>
Expense	\$5,000.00	<i>Description</i>
Net	\$5,000.00	Funded by Taxation

Request #2 - Description		One Time or Continuous Cost	Associated Strategy or Plan
Implementation of a Community Improvement Plan. May include grants and/or loans for incentives		0	Economic Development Strategic Plan 2019 - 2022
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met			
<p>A Community Improvement Plan provides a framework to improve, restore, redevelop and rehabilitate public and private properties. It is be used to stimulate economic development, encourage and support the growth of new business, assist with revitalization and beautification and ensure that the Town of Erin is seen as a business friendly community and that we are “Open for Business”.</p> <p>The CIP is expected to grow as more and more businesses become aware of the program and the opportunities available to them.</p>			
Implications of not getting resource			
The Community Improvement Plan will sit dormant and become null and void. Local businesses that were relying on participating will be disappointed. 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.			
Revenue	0	<i>Description</i>	
Expense	50,000.00	<i>Description Grants and Loans</i>	
Net	50,000.00	Funded by Taxation	



BUILDING



Operations Plan

Program:	Building/Planning/By-law and Crossing Guards
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Summary Description of Services:

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

The By-Law Enforcement / Crossing Guards Department 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:

- Provide general information about permitted uses and proposed development in the area
- Review planning applications submitted and provide information on the planning processes
- Help prepare notices and circulation of notices required under the Planning Act
- Monitor, review and update Zoning By-law and Official Plans when necessary
- Circulate Site Plan applications and manage the process of planning applications and reviews

Planning Services Provided by the County of Wellington:

- Provide in-depth information about permitted uses and proposed development in the area
- Review planning applications submitted for completeness and provide planning comments based on plans and policies in place
- Review notices and prepare reports for planning applications
- Update Official Plans and Zoning By-law when necessary and/or required

By-law Enforcement:

- Respond to inquiries from residents regarding property standards and other by-laws
- Prepare and issue orders for properties not in compliance with property standards or other pertinent by-laws
- Review applications and issue sign and pool enclosure permits
- Prepare evidence for cases that are not in compliance with orders

Crossing Guards:

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

Resources

Building Division :

- Chief Building Official
- Building Inspector / By-law Enforcement Officer

- Building/Planning Technician (shared with Planning Division)
- Planning Division:
- Chief Building Official
 - Building/Planning Technician (shared with Building division)
 - Part time County Planning Services (2 senior planners, 1 junior planner)
- By-Law Enforcement / Crossing Guards
- Building Inspector / By-law Enforcement Officer
 - Three (3) full time and four (2) spare (back-up) crossing guards

Update on 2018 Efficient and Effective Initiatives:

Option to submit building, pool and sign permit application in digital format, implemented in 2018. Construction and permit reporting modified to ensure MPAC receives information on a regular (monthly) and consistent basis. Fees and charges (building permit fees) by-law rewritten in order to provide clarity of fees as they pertain to each application.

2019 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Research technology for on-line permit application submissions and payment options.	Resource Management	TBD
Research builders/constructors portal on Town website to view status of applications, request inspections, etc.	Resource Management	TBD
Review 1999 Building By-law. By-law to incorporate changes in OBC, materials and methods of construction and Corporate policies and procedures	Organizational Effectiveness	N/A
Review 1999 Building permit application fee schedule.	Resource Management	TBD
Inspection reporting to performed on tablet/laptop on-site allowing for improvement in time management.	Organizational Effectiveness	TBD

2020 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Based on current operations, wastewater management strategy will direct course of action for Program.		

2021 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Based on current operations, wastewater management strategy will direct course of action for Program.		

2022 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Based on current operations, wastewater management strategy will direct course of action for Program.		



2019 Base Budget & 2020-2022 Forecasts

Program >	Building							
	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Building Permits	301,901	165,608	320,000	350,000	30,000	320,000	320,000	320,000
Misc. Revenue	27,731	10,624	15,500	9,500	-6,000	9,500	9,500	9,500
Trf from Reserves	7,506	0	0	0	0	0	0	0
Total Revenue	329,632	176,233	335,500	359,500	24,000	329,500	329,500	329,500
Expense								
Labour Costs	237,905	175,966	262,700	225,000	-37,700	279,700	285,800	285,800
Supplies & Material	3,451	1,117	4,500	5,000	500	4,500	4,500	4,500
Consulting	38,696	4,448	9,500	36,200	26,700	5,700	5,700	5,700
Service Agreements	4,437	0	4,960	4,960	0	4,960	4,960	4,960
Utilities	1,952	1,192	2,700	2,500	-200	2,500	2,500	2,500
Vehicle Maintenance	3,083	1,088	2,000	2,500	500	2,700	3,000	3,100
Other Expenses	6,767	3,441	11,900	11,000	-900	10,000	10,000	12,000
Insurance & Legal	2,299	7,444	2,500	0	-2,500	0	0	0
Inter Dept Expenses	31,042	0	7,000	0	-7,000	0	0	0
Transfers to Reserves	0	-18,464	31,140	72,340	41,200	19,440	13,040	10,940
Total Expense	329,632	176,233	338,900	359,500	20,600	329,500	329,500	329,500

2019 Budget Variance - Revenues from building permits are difficult to predict with changing real estate trends. Building permits have decreased by 35% year over year comparison, however, we expect an increase in 2019 due to new subdivision permit that was approved in 2018.

Expenditures slightly decreased for the 1% target savings and a reallocation from labour costs to consulting fees due to an expected decrease in inspections which are dependent on completion of construction of the Ospringle subdivision.

2020 to 2022 Budget Variance - Revenues are based on building permits which are expected to increase but are dependent on real estate trends that are difficult to predict.

Expenses slightly increase 2020 from reallocated funds from Consulting to labour costs related which are related to a full time building inspector to meet higher forecasted inspections.



Resource Request

Program:	Building
Budget Year:	2022

Resource Request(s) in priority sequence; type of expense (*O=one-time or C=continuous*)

<i>Request #1 - Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Building Inspector / Plans Examiner	O	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>Based on current operations, wastewater management strategy will direct course of action for Program.</p> <p>Influx of residential development will require addition staff to meet legislative requirements as outlined in the Building Code Act, Building Code and pertinent By-laws.</p>		
Implications of not getting resource		
Existing resources may be overextended to the point of not providing appropriate services as required.		
Revenue	\$91,000	<i>Description:</i> Building permit fees and charges
Expense	\$91,000	<i>Description:</i> Staffing
Net	-	



PLANNING



2019 Base Budget & 2020-2022 Forecasts

Program >

Planning

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Planning Zoning Fees	18,100	19,650	29,000	29,000	0	29,000	29,000	29,000
Misc. Revenue	0	0	5,000	5,000	0	5,000	5,000	5,000
Total Revenue	18,100	19,650	34,000	34,000	0	34,000	34,000	34,000
Expense								
Labour Costs	37,214	25,494	32,800	27,400	-5,400	28,600	29,600	29,600
Supplies & Material	2,125	640	5,700	2,400	-3,300	2,400	2,400	2,400
Consulting Services	5,600	7,098	40,700	35,800	-4,900	35,800	35,800	35,800
OMB Appeals	64,665	0	0	0	0	0	0	0
Other Expenses	719	4,817	2,300	6,500	4,200	6,500	6,500	6,500
Insurance	450	471	0	500	500	500	500	500
Inter Dept Expense	4,954	0	0	0	0	0	0	0
Total Expense	115,727	38,519	81,500	72,600	-8,900	73,800	74,800	74,800

2019 Budget Variance - Expenditure decreased in labour costs due to staff replacement at a lower rate. The remaining variances are a result of 1% decrease in savings.

2020 to 2022 Budget Variance - Small increases were in labour costs as a result of step progression based on performance.



Resource Request

Program:	Planning
Budget Year:	2019

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 – Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Growth Management Strategy	O	Planning Approvals for Future Growth in the Town of Erin (June 2018 Report)
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
Hire a planning consultant to develop a Growth Management Strategy for the Town to implement full municipal water and waste water services in Erin Village and Hillsburgh. The strategy will provide a long-term framework for planning the extent, location, timing and sequencing of future residential and employment growth. The strategy will also to address implementation matters such as financing and the type of plans/studies needed.		
Implications of not getting resource		
Without a Growth Management Strategy there will be no overall framework to implement the results of the Water and Waste Water Environmental Assessments (EA) for Erin Village and Hillsburgh.		
Revenue	\$90,000	<i>Description:</i> Development Charges can fund 90% and 10% from Taxation
Expense	\$100,000	<i>Description:</i> Consultant
Net	\$10,000	<i>Funded by:</i> Taxation

Request #2 – Description	One Time or Continuous Cost	Associated Strategy or Plan
Official Plan Review (2 years at \$50,000 each year)	0	Growth Management Strategy County Official Plan Provincial Plans and Legislation
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
Hire a planning consultant to update the Erin Official Plan (and County Official Plan, as necessary). This project will likely take place in the third or fourth quarter of 2019 and be completed in 2020. 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. Before advancing this project, Council will need to decide the best option for moving forward to either (1) fully update and retain, (2) scope, or (3) repeal the Town’s Official Plan. The overall expense will be much less if option (2) or (3) are chosen.		
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).		
Revenue		<i>Description</i>
Expense	\$50,000	<i>Description</i> Consultants
Net	\$50,000	Funded by Taxation

Request #3 – Description		One Time or Continuous Cost	Associated Strategy or Plan
Municipal Servicing Standards		0	Erin and County Official Plans Provincial Plans and Legislation
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met			
<p>Hire an engineering consultant to complete a review and update of the Town’s Municipal Servicing Standards manual. The purpose of the standards is to provide an overview of development application processes, submission requirements and describe standards for design and construction of municipal infrastructure (e.g. roads, storm water management, fire protection, water and sewage servicing, utilities and street lighting, parks and landscaping).</p> <p>The Town’s Municipal Servicing Standards document is over ten years old and needs to be updated.</p>			
Implications of not getting resource			
Without an up to date Development Standards Manual there will not be appropriate standards in place to consider new development which will rely on full municipal services (once they become available).			
Revenue	\$12,000	<i>Description:</i> Reserve Transfer from Buildings Reserves	
Expense	\$12,000	<i>Description</i>	
Net	-	Funded by Taxation	



Resource Request

Program:	Planning
Budget Year:	2020

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 – Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Official Plan Review (\$50,000 for phase II)	O	Growth Management Strategy County Official Plan Provincial Plans and Legislation
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>This is for the final phase of the project. Hire a planning consultant to update the Erin Official Plan (and County Official Plan, as necessary). 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. Before advancing this project, Council will need to decide the best option for moving forward to either (1) fully update and retain, (2) scope, or (3) repeal the Town’s Official Plan. The overall expense will be much less if option (2) or (3) are chosen.</p>		
Implications of not getting resource		
<p>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).</p>		
Revenue		<i>Description</i>
Expense	\$50,000	<i>Description: Consultants</i>
Net	\$50,000	Funded by: Taxation



Resource Request

Program:	Planning
Budget Year:	2021

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

Request #1 – Description	One Time or Continuous Cost	Associated Strategy or Plan
Community Design Guidelines	O	Erin Official Plan, County Official Plan Growth Management Strategy
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
Hire a planning consultant to develop community design guidelines to ensure a standard of high quality planning and design for new residential, industrial and commercial development in Erin Village and Hillsburgh. This will implement the results of the Growth Management Strategy and Official Plan Review. It will also be used as a tool in the stages of subdivision and site plan review.		
Implications of not getting resource		
There will not be a clear, consistent vision for the physical form and architectural design for new development in the Town’s urban areas.		
Revenue		<i>Description</i>
Expense	\$50,000	<i>Description</i>
Net	\$50,000	Funded by



Resource Request

Program:	Planning
Budget Year:	2022

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 – Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Zoning By-law Review	O	Erin Official Plan, County Official Plan Provincial Plans and Legislation
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
Hire a planning consultant to complete a review and update of the Zoning By-law. The main purpose of a zoning by-law is to set out the permitted uses of lands and to regulate the erection of buildings or structures on a lot. The Town’s Zoning By-law is over ten years old and needs to be updated. This will also implement the Community Design Guidelines.		
Implications of not getting resource		
Without an up to date Zoning By-law there will not be appropriate regulations in place to consider new development which will rely on full municipal services (once they become available).		
Revenue		<i>Description</i>
Expense	\$80,000	<i>Description: Consultants</i>
Net	\$80,000	Funded by: Taxation

Request #2 - Description		One Time or Continuous Cost	Associated Strategy or Plan
Town Planner		0	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met			
<p>Based on current operations, wastewater management strategy will direct course of action for Program.</p> <p>An influx of residential and commercial development will require addition staff in order to adequately provide land use policy planning and provide direction and coordination support to builders, developers and constructors.</p>			
Implications of not getting resource			
Existing resources may be overextended to the point of not providing appropriate services as required.			
Revenue	\$80,000	<i>Description:</i> Planning fees	
Expense	\$130,000	<i>Description:</i> Labour Cost	
Net	\$50,000	Funded by Taxation	



BY-LAW/CROSSING GUARDS CONSERVATION AUTHORITIES



2019 Base Budget & 2020-2022 Forecasts

Program > By-law/Crossing Guards/Conservation

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Misc. Revenue	0	20,453	0	0	0	0	0	0
Vendor Permits	950	1,595	1,000	4,000	3,000	4,000	4,000	4,000
Total Revenue	950	22,048	1,000	4,000	3,000	4,000	4,000	4,000
Expense								
Labour Costs	26,477	56,862	21,700	30,300	8,600	30,300	30,300	30,300
Supplies & Material	448	1,277	1,700	3,400	1,700	2,700	2,700	2,700
Legal Fees	15,982	1,353	7,800	7,800	0	7,800	7,800	7,800
Service Agreement	33,647	1,665	35,000	35,000	0	35,000	35,000	35,000
Other Expenses	5,440	19,159	6,850	5,900	-950	5,900	5,900	5,900
Insurance	450	701	0	700	700	700	700	700
Inter Dept Expense	4,954	0	0	0	0	0	0	0
Conservation Authorities	154,397	128,044	179,800	164,900	-14,900	169,400	173,700	178,200
Total Expense	241,794	209,061	252,850	248,000	-4,850	251,800	256,100	260,600

2019 Budget Variance - Revenues are forecasted to be slightly higher than prior years as activities for By-law Enforcement will be more proactive.

Expenses were adjusted by \$15k based on Conservation Authorities information. There was also a slight increase in Labour Costs for rate increases for Crossing Guards that had not received an increase in over five years.

2020 to 2022 Budget Variance - Conservation Authorities expenses slightly increase based on forecasts provided by the conservation authorities and historical trends.



Resource Request

Program:	By-law Enforcement/Crossing Guards
Budget Year:	2019

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 - Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
By-law Enforcement Officer	C	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>There is currently \$35k budget for service contract that existed with Guelph-Eramosa for a By-law Enforcement Officer, part time (2.5 days per week based on current responsibilities and tasks). This contract was cancelled. We are proposing a 3 days per week with a more pro-active approach to enforcing by-laws.</p> <p>Respond to inquiries from residents regarding property standards and other by-laws. Prepare and issue orders for properties not in compliance with property standards or other pertinent by-laws. Review applications and issue sign and pool enclosure permits. Prepare evidence for cases that are not in compliance with orders.</p>		
Implications of not getting resource		
Existing resources may be overextended to the point of not providing appropriate services as required.		
Revenue	\$2,000	<i>Description</i> Pool and sign permit fees.
Expense	\$18,700	<i>Description</i> Staffing cost
Net	\$16,700	Taxation



ANIMAL CONTROL



2019 Base Budget & 2020-2022 Forecasts

Department >

Animal Control

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Dog Tags	20,981	20,435	20,000	20,500	500	20,500	20,500	20,500
Misc. Revenue	2,292	30	7,000	7,000	0	7,000	7,000	7,000
Total Revenue	23,273	20,465	27,000	27,500	500	27,500	27,500	27,500
Expense								
Labour Costs	566	372	0	0	0	0	0	0
Service Agreements	41,786	33,351	54,900	56,000	1,100	57,100	58,200	59,400
Other Expenses	2,205	0	0	0	0	0	0	0
Insurance	375	0	400	400	0	400	400	400
Total Expense	44,932	33,722	55,300	56,400	1,100	57,500	58,600	59,800

2019 Budget Variance - Small increase in Dog Tag revenues to reflect actual trend.

Expenditures slightly increase in services agreement due to forecasted 2% increase from OSPCA. Other expenses represent payments to farmers for loss of livestock upon approval of the Ontario Wildlife Damage Compensation Program (OWDCP) and are difficult to predict. Misc Revenue represents payment received from the Ministry of Agriculture Affairs for (OWDCP).

2020 to 2022 Budget Variance - Service agreement with OSPCA is forecasted to increase by 2%.



FIRE & EMERGENCY SERVICES



Operations Plan

Program:	Fire Department
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Summary Description 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 2017, there were 374 emergency calls and as of August 31st, we have responded to 234 calls for 2018 and property damage due to fires of approximately \$1.3m. 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
- Fire Chief Prevention and Education Officer
- Shared administrative assistant
- 52 on-call Fire Fighters

Fleet

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

- 4 pumpers
- 3 Tankers
- 2 rescue trucks

Update on 2018 Efficient and Effective Initiatives:

Operational Initiatives completed

- New 5 year lease agreement completed with GWEMS for space at Station 50 – Hillsburgh.
- Fire and Life Safety program was expanded to include additional programming. A group of firefighters were certified to assist with the delivery of the new programming. A Fire Prevention Committee was struck and chaired by the Chief Fire Prevention Officer and was utilized to organize and schedule Public Education events.

- The Fire Management software program (Fire Pro) was brought on line with a full year of data inputted for 2018. We will move to further integrate this system with the OFM reporting requirements in 2019.
- By the end of 2018, 100% of the Fire Department staff will be certified to a minimum of NFPA 1001 (Firefighter) Level II. This was accomplished either through formal training or through the Fire Marshal’s Grandfathering program.

Capital Initiatives completed

- E-Hydraulic tools (cutter and spreader) acquired with one set positioned at each station.
- Communications tower installed at the Hillsburgh pump station. Initial indications are that this initiative solved the communications issue.
- New RFP posted for the Pumper 11 replacement project (Closing November 30, 2018)

2019 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Re-tool our fire reporting system so that it better intertwines with our fire management software program (Fire Pro), making data inputs easier while reducing duplication.	Create new Fire Incident Reports that assist with entering data into Fire Pro and eliminate redundancy with regards to OFM reporting requirements.	Efficiency & Effectiveness
Continue enhancing our Fire and Life Safety program by implementing new programs geared to youth, elders, and our vulnerable population.	Meeting our obligations under the FPPA and supporting Regulations.	Efficiency & effectiveness

2020 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Continue enhancing our Fire and Life Safety program by implementing new programs geared to youth, elders, and our vulnerable population.	Meeting our obligations under the FPPA and supporting Regulations.	Efficiency & effectiveness

2021 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Continue enhancing our Fire and Life Safety program by implementing new programs geared to youth, elders, and our vulnerable population.	Meeting our obligations under the FPPA and supporting Regulations.	Efficiency & effectiveness

2022 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Continue enhancing our Fire and Life Safety program by implementing new programs geared to youth, elders, and our vulnerable population.	Meeting our obligations under the FPPA and supporting Regulations.	Efficiency & effectiveness



2019 Base Budget & 2020-2022 Forecasts

Program > Fire & Emergency Services

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Burn Permits	27,447	25,513	26,000	26,000	0	26,000	26,000	26,000
Lease Agreements	71,081	39,610	33,700	47,400	13,700	50,100	52,500	54,900
Donations	2,410	2,200	500	500	0	500	500	500
Miscellaneous Revenue	27,683	1,911	34,000	34,000	0	34,000	34,000	34,000
Transfer from DC Reserves	33,200	0	33,200	33,200	0	33,200	33,200	33,200
Total Revenue	161,822	69,234	127,400	141,100	13,700	143,800	146,200	148,600
Expense								
Labour Costs	420,797	280,579	431,500	433,600	2,100	433,600	433,600	433,600
Supplies & Material	36,226	39,867	56,500	35,700	-20,800	35,800	35,800	36,200
Legal Fees	276	2,013	9,000	6,000	-3,000	6,000	6,000	6,000
Service Agreements	56,941	19,756	45,200	29,000	-16,200	29,000	29,000	29,000
Utilities	40,415	24,747	23,700	31,700	8,000	31,700	31,700	31,700
Equipment / Small Tools	21,023	6,047	10,000	16,000	6,000	16,000	16,000	16,000
Vehicle Maintenance	39,835	22,195	32,400	42,400	10,000	43,000	43,400	43,400
Other Expenses	36,748	34,573	41,600	40,000	-1,600	40,000	40,000	40,000
Insurance & Legal	16,722	18,853	16,000	16,000	0	16,000	16,000	16,000
Debt Servicing	269,617	176,299	270,000	270,600	600	266,900	267,700	267,400
Emergency Planning	56	0	1,500	1,000	-500	1,000	1,000	1,000
Inter Dept Expenses	9,908	0	0	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0	0	0	0
Total Expense	948,563	624,928	937,400	922,000	-15,400	919,000	920,200	920,300

2019 Budget Variance - Revenues increased by \$14k as a result of new lease with City of Guelph for Emergency Management Service (EMS) office at Hillsburgh Fire Station.

Expenditures slightly decreased as part of 1% savings target. Vehicle maintenance was increased from budget reallocations from other accounts to address higher maintenance costs for an aging fleet.

2020 to 2022 Forecast - Revenues slightly increase based on lease agreement with City of Guelph. Expenditures are forecasted to slightly increase fuel costs which are grouped with vehicle maintenance.



Resource Request

Program:	Fire & Emergency Services
Budget Year:	2019

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 - Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Annual contribution toward Fire Vehicle Reserve	C	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
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.		
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. This will also have a financial impact on our own insurance rates for Town owned infrastructure. Feeding into the vehicle reserve will minimize the impact when apparatus is due to be replaced. The initial \$100,000 for 3 years (2019, 2020 and 2021) will allow us to get caught up and put us ahead of the curve.		
Revenue		<i>Description</i>
Expense	\$100,000	<i>Description: Transfer to Fire Vehicle Reserve</i>
Net	\$100,000	Funded by Taxation



Resource Request

Program:	Fire & Emergency Services
Budget Year:	2020

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 - Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Train 8 new fire recruits for replacement for of personnel	O	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
With the changing of the local demographics, and the full time departments going to 24 hour work shifts, our full time firefighters on staff are leaving and moving to lower cost housing areas. This in turn reduces the number of fire fighters available for daytime responses. We recruit every 2 years to keep training costs down, and keep recruits on a reserve list that we will draw from over the following 2 years.		
Implications of not getting resource		
There will be limited personnel or no personnel to respond to emergency calls.		
Revenue		<i>Description</i>
Expense	\$20,000	<i>Description: recruitment costs</i>
Net	\$20,000	Funded by Taxation



Resource Request

Program:	Fire & Emergency Services
Budget Year:	2022

Resource Request(s) in priority sequence; type of expense (*O=one-time or C=continuous*)

<i>Request #1 - Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Train 8 new fire recruits for replacement for of personnel	O	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
With the changing of the local demographics, and the full time departments going to 24 hour work shifts, our full time firefighters on staff are leaving and moving to lower cost housing areas. This in turn reduces the number of fire fighters available for daytime responses. We recruit every 2 years to keep training costs down, and keep recruits on a reserve list that we will draw from over the following 2 years.		
Implications of not getting resource		
There will be limited personnel or no personnel to respond to emergency calls.		
Revenue		<i>Description</i>
Expense	\$20,000	<i>Description: recruitment costs</i>
Net	\$20,000	Funded by Taxation

Request #2 - Description		One Time or Continuous Cost	Associated Strategy or Plan
Annual contribution toward Fire Vehicle Reserve		C	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met			
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.			
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. This will also have a financial impact on our own insurance rates for Town owned infrastructure. Feeding into the vehicle reserve will minimize the impact when apparatus is due to be replaced. The reduction to \$50,000 from the initial \$100,000 for 3 years (2019, 2020 and 2021).			
Revenue		<i>Description</i>	
Expense	\$50,000	<i>Description: Transfer to Fire Vehicle Reserve</i>	
Net	\$50,000	Funded by Taxation	



Capital Request

Program:	Fire & Emergency Services
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

<i>Request #1 – Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
<p>Replace the Apparatus ventilation system in Station 10 – Erin. The current system was installed in 1985 and has not functioned since 2016. The ventilation extractors are used to extract diesel fumes from the station upon start-up and during the running of vehicles in the apparatus bays. To overcome this loss, firefighters have been opening up vehicle bay doors so that the fumes can be extracted at an additional cost due to heat loss.</p>	<p>H & S Act and Regulations</p>	<p>This project was approved as part of the 2017 capital budget, however it was not completed and project funding was removed during 4th quarter 2017 pending the hire of a new Fire Chief.</p>
<p>Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met</p>		
<p>This is a health and safety issue. Firefighters are currently completing exposure reports at fire incidents so they can properly document exposure to hazardous substances. This is done in the tragic event that one of the firefighter’s contracts cancer. Exposure to diesel fumes also places the firefighters at risk; it is incumbent upon the Town to minimize this risk.</p>		
<p>Implications of not getting resource</p>		
<p>Further exposure to this environment increases the chances of firefighters contracting cancer. Given our aggressive Fire and Life Safety program; firehall tours and training programs conducted in house, also put the visiting public at risk.</p>		
<p>Source(s) of Funding</p>	<p>\$95,000</p>	<p><i>Description</i> Firehall Reserve</p>
<p>Expense</p>	<p>\$95,000</p>	<p><i>Description</i> Construction</p>



Capital Request

Program:	Fire & Emergency Services
Budget Year:	2019 & 2020

Capital Request(s) in priority sequence; type of expense

Request #2 - Description	Operating Budget Impact (staff or other costs)	Associated Strategy or Plan
Acquire additional hose to include 1 ¾' attack line, 2 ½" supply hose, and 4" supply hose to hold a cache in-service.		This acquisition would allow the department to move towards a 10% reserve of in-service hose.
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
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		
Implications of not getting resource		
Without a hose cache we would limit our ability to operate due to hose breakage. It is common for hose to experience cuts, tears, and pin holes while deployed.		
Source(s) of Funding	\$20,000	Description Taxation
Expense	\$20,000	Description Equipment



Capital Request

Program:	Fire & Emergency Services
Budget Year:	2020

Capital Request(s) in priority sequence; type of expense

Request #1 – Description	Operating Budget Impact (staff or other costs)	Associated Strategy or Plan
Replace Tanker 57 with a new Tanker capable of carrying 2,500 - 3,000 gallons of water. Single purpose vehicle (tanker) versus dual/multi-purpose (pumper/tanker). This direction will allow us to increase water capacity on a single axle, thus reducing the overall capital cost.	This acquisition will actually lower current maintenance costs attached to the operating budget.	Fire Underwriters Survey sets out a life cycle for all fire apparatus and assigns insurance ratings consistent with fire department resources.
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
Acquiring a Tanker with increased water capacity will enhance our rural firefighting operations and will fulfill a piece of the tanker shuttle certification puzzle. It is anticipated that when Tanker 58 is due for replacement, the Tanker will be of similar design and capacity. Both Tankers currently carry 1,500 gallons of water each with this replacement program we will increase water delivery by 1 ½ times and doubled with the replacement of Tanker 58.		
Implications of not getting resource		
If approved current Tanker 57 will be 29 years old; 9 years beyond the recommended lifecycle of a first line apparatus and 4 years beyond a second due in apparatus (Fire Underwriters Survey). Current maintenance costs for this vehicle are excessive; aging parts that are expensive to replace and/or parts that are no longer available, could mean that the next major breakdown would severely hinder our operations.		
Source(s) of Funding	\$200,000 \$200,000	Description Fire Vehicle Reserve Taxation
Expense	\$450,000	Description Fire Vehicle



Capital Request

Program:	Fire & Emergency Services
Budget Year:	2021

Capital Request(s) in priority sequence; type of expense

Request #1 – Description	Operating Budget Impact (staff or other costs)	Associated Strategy or Plan
Acquire 2 x 2021 crew-cab pick trucks c/w equipment box/cap and box slide out tray 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.	Savings on vehicle maintenance budget by retiring aging vehicles and reducing the impact on our front line pumpers.	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 of our front line pumpers which currently fulfill this role.
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
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. With the new vehicle deployment strategy, we will pay less for vehicles (2 vehicles for more than half the cost of one replacement 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. Crew-cabs 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).		
Implications of not getting resource		
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 severely hinder our operations.		
Source(s) of Funding	\$160,000	<i>Description</i> Taxation
Expense	\$160,000 (\$80,000 each)	<i>Description</i> 2 Vehicles



Capital Request

Program:	Fire & Emergency Services
Budget Year:	2022

Capital Request(s) in priority sequence; type of expense

Request #1 – Description	Operating Budget Impact (staff or other costs)	Associated Strategy or Plan
Acquire a commercial grade firefighting gear washer and dryer	This acquisition will eliminate the current requirement to send gear out for cleaning.	Clean gear in-house thus reducing the turnaround time for putting gear back in service. Reducing the requirement to stock extra gear for use while gear is out being cleaned.
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
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.		
Implications of not getting resource		
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.		
Source(s) of Funding	\$30,000	Description Taxation
Expense	\$30,000	Description Equipment



ROADS & STREETLIGHTS



Operations Plan

Program:	Roads
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Summary Description 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

- Roads Superintendent
- 1 Foreman
- 6 road operators
- 0.60 FTE Administrative Assistant
- 4 tandem axle trucks
- 3 motor graders
- 1 wheel loader
- 1 tractor
- 1 brush chipper
- 1 sidewalk plow

Update on 2018 Efficient and Effective Initiatives:

Operational review of roads program, GIS mapping of roads and LED streetlights.

2019 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Development of Standard Operating Procedures for various Roads activities such as ditching, brushing and gravel road grading. Will provide clarity and consistency for staff reducing confusion and the risk of error.		
Transportation Masterplan		

2020 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Elimination of Hull's Dam on Churchill Lane Will require an Environment Assessment, however eliminating this Asset will relieve the Town of a liability as well as future maintenance costs		

2021 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>

2022 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>



2019 Base Budget & 2020-2022 Forecasts

Program >

Roads

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Gravel Levy	107,575	97,288	110,000	110,000	0	110,000	110,000	110,000
Miscellaneous Revenue	21,259	12,948	15,000	15,000	0	15,000	15,000	15,000
Transfer from DC Reserves	0	0	0	82,500	82,500	82,800	83,000	83,100
Cost Recovery	9,997	12,591	0	0	0	0	0	0
Total Revenue	139,241	122,827	125,000	207,500	82,500	207,800	208,000	208,100
Expense								
Labour Costs	1,055,931	749,602	1,089,300	1,102,800	13,500	1,102,800	1,102,800	1,102,800
Supplies & Material	18,207	13,610	34,300	34,300	0	34,300	34,300	34,300
Gravel Surface	462,801	302,148	400,000	400,000	0	400,000	400,000	400,000
Sanding	173,739	121,900	180,000	180,000	0	180,000	180,000	180,000
Signs	17,326	5,707	10,000	10,000	0	10,000	10,000	10,000
Calcium	148,762	157,998	195,000	160,000	-35,000	160,000	160,000	160,000
Purchased Services	33,276	15,008	15,000	15,000	0	15,000	15,000	15,000
Resealing/Resurfacing	54,535	0	80,000	85,000	5,000	85,000	85,000	85,000
Roads Maintenance	123,356	180,749	91,500	125,000	33,500	125,000	125,000	125,000
Winter Control	44,141	21,771	5,000	38,000	33,000	38,000	38,000	38,000
Utilities	18,234	14,486	59,400	26,400	-33,000	26,400	26,400	26,400
Equipment/small tools	16,190	1,340	6,000	6,000	0	6,000	6,000	6,000
Vehicle Maintenance	203,208	186,279	186,100	181,100	-5,000	181,100	181,100	181,100
Vehicle Fuel	139,091	116,027	156,000	131,200	-24,800	131,200	131,200	131,200
Other Expenses	13,854	10,764	18,600	18,600	0	18,600	18,600	18,600
Insurance & Legal	21,438	28,222	91,000	41,000	-50,000	41,000	41,000	41,000
Debt Servicing	138,110	17,230	137,300	136,300	-1,000	137,200	137,200	136,700
Inter Dept Expenses	8,168	0	6,000	6,000	0	6,000	6,000	6,000
Transfers to Reserves	0	0	0	50,000	50,000	50,000	50,000	50,000
Total Expense	2,690,368	1,942,839	2,760,500	2,746,700	-13,800	2,747,600	2,747,600	2,747,100

2019 Budget Variance - Revenues were increased by \$82k primarily in Transfer from Development Charges (DC) Reserve to pay for the debenture that was issued for the 17th Sideroad expansion. This is the first year that the Town will use DC-Transportation to pay for the debenture. There was no change in Gravel Levy as it is difficult to predict as it is determined by a percentage of aggregate licence fees under the Aggregate Resources Act.

The only variance is expenditures with a reduction of 1% savings target. In addition, there were some reallocations between accounts. Insurance and legal was reallocated to Transfers to Reserves to commence annual contributions towards vehicle replacements. Vehicle fuel and utilities budgets were reallocated



2019 Base Budget & 2020-2022 Forecasts

Program >

Streetlights

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Special Area Charge	196,414	149,395	211,200	196,000	-15,200	196,000	196,000	196,000
Total Revenue	196,414	149,395	211,200	196,000	- 15,200	196,000	196,000	196,000
Expense								
Repairs	26,179	44,876	40,000	10,000	-30,000	20,000	20,000	20,000
Utilities	112,744	69,964	130,000	116,100	-13,900	120,200	120,200	120,200
Insurance & Legal	1,200	0	1,200	0	-1,200	0	0	0
Transfers to Reserves	56,292	34,555	40,000	69,900	29,900	55,800	55,800	55,800
Total Expense	196,414	149,395	211,200	196,000	-15,200	196,000	196,000	196,000

2019 Budget Variance - Revenues were adjusted to actual collections. By the beginning of 2019, LED streetlights would have been fully installed. Repairs were lowered for 2019 as it is expected that there will not be much activity. Utilities expenditures are expected to decrease, however, it is difficult to predict. Although we are expected to save energy consumption by 40%, the delivery charges of electricity are not affected by consumption as they are set rates. Transfers to Streetlight Reserves will continue for large emergency repairs.

2020 to 2021 Forecast - Special Area Charges are expected to remain the same until the LED project is fully paid. Depending on the utility charges savings, the project may be completely paid at the end of 2021. As soon as we can quantify the savings, Special Area Charge will be reduced accordingly.



Capital Request

Program:	Roads
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

<i>Request #1 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
<p>Station Street Bridge and Dam</p> <p>Originally budgeted at 50% for 2017 Budget. This is 100% budget for the project</p>	<p>Minimal impact on staff except for Road Super involvement in planning, prep and execution.</p>	<p>Asset management</p>
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>A new bridge, designed to accommodate the increase in traffic expected from community growth and the new Hillsburgh Library, would ensure the safety of residents and visitors for decades to come. With the extension of sidewalks leading up to and crossing the new bridge, pedestrians and recreationalists will be able to safely cross the bridge, also protecting drivers and emergency service vehicles. Bridge widening will allow for emergency service vehicles to more safely cross the bridge without having to squeeze past traffic. This will allow emergency response times to increase for residents and businesses on the west side of the bridge. Industry-standard railings will protect both pedestrians and motorists, especially during inclement weather. The new bridge will also allow for the extension of the watermain system, providing potable water and fire protection to properties west of the existing bridge.</p>		
Implications of not getting resource		
<p>Significant health and safety issue related to a failing bridge located along a main traffic route for the community. The replacement of the bridge eliminates the greatest risk of all: bridge collapse.</p>		
<p>Source(s) of Funding</p>	<p>\$1,576,988</p> <p>\$923,012</p>	<p><i>Description:</i> OCIF Top Up Grant</p> <p>Debt</p>
<p>Expense</p>	<p>\$2,500,000</p>	<p><i>Description:</i> Construction and Engineering</p>



Capital Request

Program:	Roads
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

<i>Request #2 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
Partial construction of storm sewer works for Daniel St. from English, south to Scotch St., east to Wheelock and south to a new outlet on Wheelock.	Minimal Operating	Asset Management
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
This recommendation comes forward so we may correct an inferior storm water system that traverses private lands and drains into a decommissioned system. This installation will be in anticipation of other major works for Daniel St. but will provide a much needed storm outfall and improve drainage in the Daniel, English and Scotch street area.		
Implications of not getting resource		
Status quo implies that the existing system will have to remain in use which will be at slight risk of failing due to it crossing private property at the site of the old Erin Public School at 185 Main St. Failure would impact the existing Erin Public School as much of their property drains into this system.		
The development at 185 would also be unable to proceed as their proposed designs will necessitate the removal of the old system to allow for their construction. It is anticipates that the developer will contribute a portion of the projects cost.		
Source(s) of Funding	\$431,800 \$88,200	<i>Description</i> Gas Tax Reserve Fund Infrastructure Renewal
Expense	\$520,000	<i>Description</i> Construction



Capital Request

Program:	Roads
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

<i>Request #3 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
Structure rehabilitation - based on most recent OSIM report. Structures 2051 and 011 require significant work	Minimal Operating	Asset management
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
Capital assets need to be managed and maintained in good condition for the wellbeing Town’s bridges and culverts of the general public. This is part of the continued effort to manage the condition of the Town’s infrastructure.		
Implications of not getting resource		
Structure 2051 is recommended to be repaired within one year of inspection to prevent potential deck failure.		
Source(s) of Funding	\$258,604 \$160,000 \$181,396	<i>Description</i> OCIF Formula Infrastructure Renewal Reserve Taxation
Expense	600,000	<i>Description</i> Construction



Capital Request

Program:	Roads
Budget Year:	2020

Capital Request(s) in priority sequence; type of expense

<i>Request #1 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
Downtown Boulevard upgrade to hard surface. Replace all grass in Downtown Erin (between East Church St. and Millwood Rd) with patterned concrete or pavers.	Minimal impact. Contract administration, inspecting and measuring.	Community Improvement
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
Will improve the aesthetic of the village and minimize trip hazard potential		
Implications of not getting resource		
Boulevards remain as grass with associated drawbacks of maintenance needs and looks.		
Source(s) of Funding	\$60,000	<i>Description</i> Infrastructure Reserve
Expense	\$60,000	<i>Description</i> Construction



Capital Request

Program:	Roads
Budget Year:	2020

Capital Request(s) in priority sequence; type of expense

<i>Request #2 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
Erin Community Centre Parking Lot Reconstruction. Includes minor improvements to drainage and alternate parking layout.	Minimal impact.	Asset Management
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
Better service to the general public including users of Center 2000, Erin District High School and Wellington County Library. Minimize risk caused by pooling water and ice, and fractured asphalt.		
Implications of not getting resource		
Asset will continue to degrade and risk to public safety will gradually increase.		
Source(s) of Funding	\$80,000	<i>Description</i> Infrastructure Reserve
Expense	\$80,000	<i>Description</i> Construction



Capital Request

Program:	Roads
Budget Year:	2020

Capital Request(s) in priority sequence; type of expense

<i>Request #3 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
Rural Upgrade from gravel to surface treatment. <ol style="list-style-type: none"> 1. 5th Line from Wellington Rd 22 to Sideroad 24 2. Sideroad 17 from Wellington Rd 26 to 2nd Line 	Minimal impact. Contract administration, inspecting and measuring.	5 year capital plan
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
5 th Line will benefit as it services the somewhat denser hamlet of Cedar Valley. Increases in traffic will not impact the newly treated road as were they gravel. Sideroad 17 is the low cost logical continuation of the Sideroad 17 that was paved hot mix asphalt in 2016. The road geometry is not adequate for asphalt, but will benefit from surface treatment.		
Implications of not getting resource		
Same quantity of gravel to maintain, apply dust suppressant to, and ditch.		
Source(s) of Funding	\$225,000	<i>Description</i> Development Charges
Expense	\$225,000	<i>Description</i> new surface treatment



Capital Request

Program:	Roads
Budget Year:	2020

Capital Request(s) in priority sequence; type of expense

<i>Request #4- Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>					
<p>Tandem axle snow plow truck-necessary to replace unit 23 (previous replacement candidate unit 27 required an engine replacement in 2018 pushing it back to 2020 or 2021 for replacement)</p>	<p>No staff or other cost impacts anticipated.</p>	<p>Asset Management</p>					
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met							
<p>No change to service levels unless existing unit fails. This is a fleet rotation needed for the department.</p>							
Implications of not getting resource							
<p>Current fleet is already aging beyond a practical age. Not getting this resource ay position the corporation at risk by being unable to meet legislative requirements for winter control.</p>							
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; border-right: 1px solid black;">Source(s) of Funding</td> <td style="border-right: 1px solid black;">\$200,000</td> <td rowspan="2" style="vertical-align: top;"><i>Description</i> Taxation Roads Vehicle Reserve</td> </tr> <tr> <td style="border-right: 1px solid black;"></td> <td style="border-right: 1px solid black;">\$100,000</td> </tr> </table>	Source(s) of Funding	\$200,000	<i>Description</i> Taxation Roads Vehicle Reserve		\$100,000		
Source(s) of Funding	\$200,000	<i>Description</i> Taxation Roads Vehicle Reserve					
	\$100,000						
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; border-right: 1px solid black;">Expense</td> <td style="border-right: 1px solid black;">\$300,000</td> <td style="vertical-align: top;"><i>Description</i></td> </tr> </table>	Expense	\$300,000	<i>Description</i>				
Expense	\$300,000	<i>Description</i>					



Capital Request

Program:	Roads
Budget Year:	2021

Capital Request(s) in priority sequence; type of expense

<i>Request #1 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
Tandem axle snow plow truck-necessary to replace unit 20	No staff or other cost impacts anticipated.	Asset Management
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
No change to service levels unless existing unit fails. This is a fleet rotation needed for the department.		
Implications of not getting resource		
Current fleet is already aging beyond a practical age. Not getting this resource ay position the corporation at risk by being unable to meet legislative requirements for winter control.		
Source(s) of Funding	\$300,000	<i>Description</i> Taxation
Expense	\$300,000	<i>Description</i> Vehicle



WATER SYSTEMS OPERATIONS



2019 Base Budget & 2020-2022 Forecasts

Program > Water Systems Operations

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Water Revenues	1,317,379	1,132,722	1,474,200	1,370,000	-104,200	1,370,000	1,370,000	1,370,000
Miscellaneous Revenue	73,227	24,184	48,500	20,000	-28,500	20,000	20,000	20,000
Inter Dept Recovery	0	0	5,000	0	-5,000	0	0	0
Total Revenue	1,390,605	1,156,905	1,527,700	1,390,000	- 137,700	1,390,000	1,390,000	1,390,000
Expense								
Labour Costs	534,713	350,048	542,500	15,000	-527,500	15,000	15,000	15,000
Supplies & Material	42,132	19,511	50,500	-	-50,500	-	-	-
Consulting	8,679	4,053	8,600	-	-8,600	-	-	-
Service Agreements	34,415	228,293	34,000	656,000	622,000	666,000	676,000	686,000
General Maintenance	78,067	38,967	96,100	6,500	-89,600	6,500	6,500	6,500
Telephone & Mobile	9,253	4,433	8,000	2,700	-5,300	2,700	2,700	2,700
Hydro	113,811	64,206	119,100	115,600	-3,500	115,600	115,600	115,600
Natural Gas	3,216	1,681	2,300	-	-2,300	-	-	-
Equipment / Small Tools	4,092	12,322	6,000	-	-6,000	-	-	-
Vehicle Maintenance	10,717	3,392	11,200	-	-11,200	-	-	-
Other Expenses	25,358	7,101	21,800	-	-21,800	-	-	-
Insurance & Legal	16,407	18,496	16,800	-	-16,800	-	-	-
Debt Servicing	-	3,134	2,000	-	-2,000	-	-	-
Inter Dept Expenses	13,168	89	23,300	5,000	-18,300	5,000	5,000	5,000
Transfers to Reserves	496,578	401,180	585,500	589,200	3,700	579,200	569,200	559,200
Total Expense	1,390,605	1,156,905	1,527,700	1,390,000	- 137,700	1,390,000	1,390,000	1,390,000

2019 Budget Variance - Revenues are forecasted to decrease by \$138k in 2019 as historical trend for 2017 and 2018 have been lower. Revenues are difficult to predict based on rainy vs dry summers and water conservation efforts from rate payers.

Expenditures were decreased by \$138k based on OCWA agreement and other smaller contracts. Efficiencies have been noted in areas such as accounts payable and payroll.

2020 to 2022 Forecast - Increases in Service Agreements were due to contractual obligations.



Resource Request

Program:	Water Systems Operations
Budget Year:	2019

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

Request #1 - Description	One Time or Continuous Cost	Associated Strategy or Plan
Water Rate Study	O	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>Ministry of the Environment Regulation 453/07 requires municipalities to complete a financial plan for existing drinking water systems. This was completed in May 2015. It is expected that a study be completed every four years. Water rates were set in 2015 and have not increased in past 4 years. An assessment of rates, affordability, Life Cycle Reserves and asset management plan needs to be re-evaluated.</p>		
Implications of not getting resource		
<p>Capital infrastructure replacement and rehabilitation and financial viability of the water system depends on long-term financial plans.</p>		
Revenue	\$15,000	<i>Description</i> Reduce transfer to Life Cycle Reserve
Expense	\$15,000	<i>Description</i> Consultant
Net	\$0	Funded by Taxation

Request #2 - Description		One Time or Continuous Cost	Associated Strategy or Plan
<u>Third party inspections</u>		\$12,000	
Lifting Devices		C	
DWQMS Audit		C	
Gas Monitoring Equipment		C	
Pressure Relief and Altitude Valves		C	
Electrical panels need arc shielding/MCC (exposed wiring)		Every other year	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met			
Regulatory requirements OHSA, SDWA, Electrical and Plumbing Codes.			
Implications of not getting resource			
Risk to H&S and compliance.			
Revenue	\$12,000	<i>Description</i> Reduce transfer to Life Cycle Reserve	
Expense	\$12,000	<i>Description</i> Service Contracts	
Net	\$0	Funded by Taxation	



Capital Request

Program:	Water Systems Operations
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

Request #1 - Description	Operating Budget Impact (staff or other costs)	Associated Strategy or Plan
<p><u>Building and Grounds</u></p> <p>Fencing needs to be fixed (due to fallen trees) and roof inspections required to obtain costs for repairs to roofs (leaking roofs).</p> <p>Electrical panels need arc shielding/MCC (exposed wiring).</p> <p>Install plug at transfer switch for generator hook up.</p> <p>Move eyewash station to inside building to prevent freezing.</p>	<p>\$15,000</p>	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>Extend the life of the Town’s assets.</p> <p>Electrical Safety Code, OHSA (Ontario Health Safety Act), and manufactures recommendations. Electrician would not be required in an emergency to hard wire the generator.</p>		
Implications of not getting resource		
<p>Town’s assets could deteriorate further causing increased costs later.</p>		
Source(s) of Funding	\$15,000	Description Water Life Cycle Reserve
Expense	\$15,000	Description



Capital Request

Program:	Water Systems Operations
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

Request #3 - Description	Operating Budget Impact (staff or other costs)	Associated Strategy or Plan
<p><u>Programs</u></p> <p>Meter replacement program, Fire Hydrant rehabilitation/replacement program, Distribution Valve exercising program/ hydrant fire flow testing.</p>	\$47,000	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>Extend the life of the Town’s assets.</p> <p>Electrical Safety Code, OHSA (Ontario Health Safety Act), Fire Code, Industry Best Practices and manufactures recommendations.</p>		
Implications of not getting resource		
Town’s assets could deteriorate further causing increased costs later. May reduce MECP Inspection rating.		
Source(s) of Funding	\$47,000	<i>Description</i> Life Cycle Reserve
Expense	\$47,000	<i>Description</i>



Capital Request

Program:	Water Systems Operations
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

<i>Request #2 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
<p><u>Equipment</u></p> <p>Two new spare gas chlorinators and rebuilds.</p> <p>Two new chemical Hypo metering pumps.</p> <p>Two new chemical Ferric metering pumps.</p> <p>Rebuilds of chemical pumps/ injectors/lines.</p> <p>PRV rebuilds or replacements.</p> <p>Milltonics level sensor for Reservoir/ SCADA hook up.</p>	<p>\$43,800</p>	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
Older equipment is past life expectancy. Extend the life of the Town’s assets.		
Implications of not getting resource		
Town’s assets could deteriorate further causing increased costs later. May reduce MECP Inspection rating.		
Source(s) of Funding	\$43,800	<i>Description</i> Life Cycle Reserve
Expense	\$43,800	<i>Description</i>



ENVIRONMENTAL SERVICES

Town of Erin

2019 Base Budget & 2020-2022 Forecasts

Program >

Environmental Services

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Grant	6,639	0	0	0	0	0	0	0
Trf fm Water Life Cycle Reserve	0	0	0	23,370	23,370	23,370	23,370	23,370
Total Revenue	6,639	0	0	23,370	23,370	23,370	23,370	23,370
Expense								
Service Agreements	0	0	15,000	15,000	0	15,000	15,000	15,000
Consulting Services	1,334	0	5,000	5,000	0	5,000	5,000	5,000
Maintenance	2,788	1,501	3,370	3,370	0	3,370	3,370	3,370
Total Expense	4,122	1,501	23,370	23,370	0	23,370	23,370	23,370

2019 Budget Variance - This is related to Source Water Protection project. Townships in the County of Wellington have pooled their resources to implement water threat policies with a source protection plan which was funded from provincial grant. A Risk Management Official and Risk Management Inspector for the Town is to implement the plan. Revenues were increased as a Transfer from Water Life Cycle because it is related to Water Systems Operations.

2020 to 2022 Forecast - There are no changes to the forecast as it is not expected to significantly change in the next three years.



PARKS & RECREATIONS



Operations Plan

Department: Parks & Recreation

Summary Description 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 2019 Operating Budget will enable the department:

- Winter recreation programs for all ages and families including public skating, adult skating, Parents and Tots skating, Shiny and ticket ice for figure skating
- Creation of specialty events for Family Day, Holiday, 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 Booking Program providing patrons on-line facility booking requests
- Organize staff, Recreation department and Recreation facilities to operate as one entity enabling our 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
- Build agreements with the Erin Tennis Club and East Wellington Community Services to assist with Facility and community needs

Activities Provided:

- Ice sports, public skating, shiny, birthday parties, dance recitals, public meetings, concerts, box lacrosse, ball hockey, field lacrosse, sports tournaments, baseball, soccer, family picnics, summer camps, 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
- 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 Club – 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 4,200 Hours of arena floor/ice rentals annually
- 650 hours of theatre rentals
- 9600 hours of shared space use at Centre 2000
- Over 7100 hours of Banquet and Meeting Room rentals
- 500 hours of Ball Diamond Rentals
- Over 1800 hours of Soccer Field Rentals
- Over 200 hours of public events in Public Parks/Playgrounds

2018 Initiatives Update

Integrate financial functions, such as revenue collection and tracking, with Keystone in our facilities.

Centralized booking process for all Recreation and Parks facilities

Drop in program enhancements including new Arena programs seasonal, holiday and PA days with consistent rates applied for programs between buildings.

Committee support and resources provided for the Erin Rotary River Trail, Mayors Youth Action and Trails Committees

Completion of Phase 1 Rotary River Trail and preliminary planning on Phase 2

Installed additional septic system at Barbour Feld, removing the need for portable rental units

Ballinafad Playground improvements including rubber mulch installation

Implement policy and program to inspect, report and maintain Town of Erin playgrounds by qualified staff.

Working alone procedure during higher risk plant operations and seasonal plant opening

Cross training for all full and part time Arena staff at each building

Execution and creation of the new Head Protection policy

Creation of the new Facility Allocation policy

Centre 2000 20th Anniversary and Mayor's Levee community event

2019 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Event Liability Insurance – provide insurance certificates as a cost recovery to community groups using our facilities.	Organizational Effectiveness	Maximize Cost Recovery
Recreation Masterplan community engagement and facilitation	Organizational Effectiveness	n/a
Building Condition Audit planning for facility assets	Organizational Effectiveness	n/a
Review part-time scheduling to find efficiencies	Resource Management	n/a
Review summer scheduling to find efficiencies and grant opportunities	Resource Management	n/a
Evaluate program offerings and special event opportunities	Organizational Effectiveness	Revenue Enhancement

2020 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Implement Recreation Masterplan	Organizational Effectiveness	n/a
Implement business efficiencies as an operational review	Organizational Effectiveness	Maximize Cost Recovery of Operations Costs

2021 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Create a Standard Operating Procedures for the departments	Organizational Effectiveness	n/a

2022 Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Review success measure of the Recreation Masterplan	Organizational Effectiveness	n/a



2019 Base Budget & 2020-2022 Forecasts

Program > Parks & Recreation

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Capital Surcharge	23,828	21,393	6,000	19,000	13,000	19,000	19,000	19,000
Ice Rental	389,647	206,282	497,805	425,000	-72,805	425,000	425,000	425,000
Rentals	90,596	87,295	135,965	118,800	-17,165	118,800	118,800	118,800
Baseball	13,592	13,166	22,705	19,105	-3,600	19,105	19,105	19,105
Soccer	20,348	22,171	24,775	24,775	0	24,775	24,775	24,775
Advertising	9,551	325	8,050	8,050	0	8,050	8,050	8,050
Donations & Fundraising	606	15,000	2,800	2,800	0	2,800	2,800	2,800
Grant	0	2,610	6,500	1,500	-5,000	1,500	1,500	1,500
Micro Fit Solar	0	4,167	0	0	0	0	0	0
Miscellaneous Revenue	25,005	15,972	27,200	42,000	14,800	42,000	42,000	42,000
Transfers fm Reserves	0	0	43,000	68,700	25,700	27,900	27,100	26,400
Total Revenue	596,323	388,381	774,800	729,730	-45,070	688,930	688,130	687,430
Expense								
Labour Costs	781,188	438,688	539,400	578,800	39,400	578,800	578,800	578,800
Supplies & Material	65,977	29,057	148,970	117,450	-31,520	77,450	77,450	77,450
Service Agreements	34,739	45,580	14,400	45,800	31,400	45,800	45,800	45,800
General Maintenance	82,303	23,915	66,200	84,150	17,950	84,150	84,150	84,150
Winter Control	12,039	4,313	19,500	19,500	0	19,500	19,500	19,500
Telephone & Mobile	5,873	5,140	14,200	15,700	1,500	15,700	15,700	15,700
Hydro	210,654	113,398	222,050	222,050	0	226,500	231,000	235,600
Natural Gas	44,270	30,917	47,200	47,200	0	48,000	48,800	49,600
Water & Sewage	40,001	52,013	47,650	52,490	4,840	52,490	52,490	52,490
Equipment / Small Tools	46,845	0	84,250	58,000	-26,250	58,000	58,000	58,000
Vehicle Maintenance	1,499	787	3,400	3,400	0	3,400	3,400	3,400
Other Expenses	11,694	14,056	53,840	23,940	-29,900	23,940	23,940	23,940
Insurance & Legal	23,389	29,418	23,800	29,600	5,800	29,600	29,600	29,600
Debt Servicing	27,231	0	26,500	25,700	-800	24,900	24,100	23,400
Inter Dept Expenses	4,095	0	0	0	0	0	0	0
Transfers to Reserves	23,828	45,590	30,590	24,590	-6,000	24,590	24,590	24,590
Total Expense	1,415,625	832,872	1,341,950	1,348,370	6,420	1,312,820	1,317,320	1,322,020

2019 Budget Forecast - Revenues were reduced by \$45k partly a result of lower revenues for ice rental which was an adjustment to budget to meet actual trends. The other variances were reallocations between revenue accounts with a net change of an increase of \$2k. In addition, Transfer from Reserves were increased by \$25k to pay for the debenture issued for the expansion of Barbour Fields. There were some reallocation between accounts to match actuals.

Expenditures - There were several reallocations between different account groupings. Debt Servicing increased as per loan payment agreements and include principal and interest for Barbour Field property purchase with debenture issued in 2010.

2020 to 2022 Forecast - For 2020 Forecast, Revenues decreased by \$40k at the same time Expenditures decreased by \$40k as a result of the removal of the Recreation Masterplan project. There were slight increases in Transfers fm Reserves to match Debt Servicing expenditures for the debenture issued to pay for the land to expand Barbour Fields. Hydro and Natural Gas was increased based on 2% CPI allowed within the 2019 Budget Guidelines.



2019 Base Budget & 2020-2022 Forecasts

Program >

Cemeteries

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Miscellaneous Revenue	0	25	0	0	0	0	0	0
Transfer fm Reserve	0	0	0	0	0	0	0	0
Total Revenue	0	25	0	0	0	0	0	0
Expense								
General Maintenance	2,986	0	4,000	4,000	0	4,000	4,000	4,000
Transfers to Reserves	0	0	0	0	0	0	0	0
Total Expense	2,986	0	4,000	4,000	0	4,000	4,000	4,000

2019 Budget Variance - Expenditures are expected to stay the same in the next four years. Maintenance contracts are part of large corporate contract.

2021 to 2022 Forecast - Expenditures are forecasted to remain the same.



Resource Request

Program:	Parks & Recreation
Budget Year:	2019

Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

<i>Request #1 - Description</i>	<i>One Time or Continuous Cost</i>	<i>Associated Strategy or Plan</i>
Recreation Camp programs being delivered by the Town of Erin.	C	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>During the Summer of 2018 the Recreation Department continued to receive requests for Camp programs, and a need within the Community is not being fulfilled. Through the budget survey process the desire from our Community to have a Town of Erin Camp offering was also identified.</p> <p>Camp programs would fit the criteria for the Summer Jobs Grant and if approved could be a 50% cost recovery on staffing.</p> <p>The pilot program would be offered for (4) weeks in the summer with approximately 3 part time staff to deliver the program and administration.</p>		
Implications of not getting resource		
<p>Without Camp programs children are not participating in key wellbeing and enrichment activities throughout the Summer. We want to keep children in the community supervised, active and busy.</p> <p>Camp programs when established generate revenue and creates job opportunities for our Youth in the Community.</p>		
Revenue	\$9,000	<i>Description</i>
Expense	\$8,900	<i>Description</i>
Net	(100)	Funded by User Fees Surplus



Capital Request

Program:	Parks & Recreation
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

Request #1 - Description	Operating Budget Impact (staff or other costs)	Associated Strategy or Plan
<p>Erin Community Centre – Accessibility renovations (\$10,000 Taxation - \$10,000 County of Wellington Grant)</p> <p>Erin Community Centre – flat roof – original community centre (\$60,00)</p> <p>Ice Resurfacer (\$90,000)</p>		
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>ODA projects continue to be identified to make Erin Community Centre more accessible to the public. Our clientele requires entry door improvements as we have a larger senior population utilizing the building.</p> <p>Flat roof is beyond lifecycle and continues to leak into public and leased spaces within the Community Centre. Ongoing maintenance cost continue to climb with temporary measures.</p> <p>Current Ice Resurfacer fleet is past its lifecycle, ongoing maintenance costs continue to climb in an effort to keep it operational.</p>		
Implications of not getting resource		
<p>Roof leaks can and will create mold in key areas of the building, resolving moisture issues will avoid costly abatement measures.</p> <p>A permanent loss of the Ice resurfacing unit during season would result in a reduced level of service and a loss of revenue.</p>		
Source(s) of Funding	\$160,000	Description Infrastructure Reserve Taxation
Expense	\$160,000	Description – Construction & Fleet Replacement



Capital Request

Program:	Parks & Recreation
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

<i>Request #1 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
<p>Erin Community Centre – Accessibility renovations (\$10,000 Taxation - \$10,000 County of Wellington Grant)</p> <p>Erin Community Centre – flat roof – original community centre (\$60,00)</p> <p>Ice Resurfacer (\$90,000)</p>		
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>ODA projects continue to be identified to make Erin Community Centre more accessible to the public. Our clientele requires entry door improvements as we have a larger senior population utilizing the building.</p> <p>Flat roof is beyond lifecycle and continues to leak into public and leased spaces within the Community Centre. Ongoing maintenance cost continue to climb with temporary measures.</p> <p>Current Ice Resurfacer fleet is past its lifecycle, ongoing maintenance costs continue to climb in an effort to keep it operational.</p>		
Implications of not getting resource		
<p>Roof leaks can and will create mold in key areas of the building, resolving moisture issues will avoid costly abatement measures.</p> <p>A permanent loss of the Ice resurfacing unit during season would result in a reduced level of service and a loss of revenue.</p>		
<p>Source(s) of Funding</p> <p>Expense</p>	<p>\$10,000</p> <p>\$40,000</p> <p>\$120,000</p> <p>\$160,000</p>	<p><i>Description</i> County of Wellington Grant</p> <p>Infrastructure Renewal Reserve</p> <p>Taxation</p> <p><i>Description</i> – Construction & Fleet Replacement</p>



Capital Request

Program:	Parks & Recreation
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

<i>Request #2 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
Recreation Management Software 5-Year contract (\$40,000)	\$4,000 for Software maintenance	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>Town staff will have a current and secure system, while ensuring the Town’s residents have a user friendly and modern customer experience for their management of recreation and leisure activities. The expectation is a solution that is online, mobile capable, simple to use and innovative.</p> <p>The system will manage the following business solutions:</p> <ul style="list-style-type: none"> • Online Facility scheduling, reservation and permitting of all indoor/outdoor assets • Online Facility availability and public access program schedule integrated into the Town website • Point of Sale payment processing, Recreation program registration • Recreation account, customer and membership management with paperless capabilities • Customized audit reporting for all financial inquiries • Creation of cash handling policies and procedures in line with new business practice • PCI compliant payment processing integrated within software, automated differed revenue compliance 		
Implications of not getting resource		
<p>Currently our Keystone software modules for Recreation has limitations with providing the ongoing needs of our residents and Town business practices. This module is labour intensive, has restrictions for functionality, customer satisfaction is low and is unable to provide sufficient reporting capabilities for audit purposes. All transactions require double entry when using any card method of payment and invoicing abilities can’t service our business or customer’s needs. Keystone is unable to provide membership and point of sale capabilities leaving staff to use a manual business practice for validation and cash handling. Keystone is unable to grow with our current or future business needs allowing gaps in potential revenue growth.</p>		
Source(s) of Funding	\$40,000	<i>Description - Taxation</i>
Expense	\$40,000	<i>Description – Software</i>



Capital Request

Program:	Parks & Recreation
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

<i>Request #3 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
<p>Centre 2000 – sewage treatment plant agreement Upper Grand District School Board (\$20,000)</p> <p>Centre 2000/UGDHS – Cost share Theatre carpet replacement, kitchen, washroom, cafeteria, shamrock room flooring replacement. (\$20,000 Taxation - \$20,000 UGDSB)</p>		
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>These costs are directly attached to a joint service agreement with UGDSB.</p> <p>UGDSB already approved this project in their 2018/2019 Budget (Fiscal year is April 1 – March 31)</p>		
Implications of not getting resource		
<p>The Town of Erin would not be fulfilling obligations to the joint use of Centre 2000.</p>		
Source(s) of Funding	\$40,000 Taxation	<i>Description</i> Taxation
Expense	\$40,000	<i>Description</i> - Construction



Capital Request

Program:	Parks & Recreation
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

Request #4 - Description	Operating Budget Impact (staff or other costs)	Associated Strategy or Plan
<p>General Parks Erin/ECC - Tractor with sub-compact with loader and mower replacement (\$19,000)</p> <p>Barbour Field - Utility Grounds Maintenance Cart (\$13,000)</p> <p>Playground equipment program (\$10,000)</p> <p>Sports fencing program (\$10,000)</p> <p>Sports bleachers program (\$11,000)</p>		
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>The Parks portfolio equipment is past its lifecycle and maintenance costs continue to increase annually. As we continue to expand our Sports tourism events at Barbour Field our need to support these events have changed. Maintaining the grounds with our equipment before, during and after each event, assists with client retention and community satisfaction.</p>		
Implications of not getting resource		
<p>The cart and tractor is needed for moving equipment, garbage and turf maintenance around large crowds. Currently using a front loader in confined spaces and has poor sightlines for children using the park. A secondary use is for ongoing Trail maintenance along new and existing trails reducing user risk of injury and prevention of claims.</p>		
Source(s) of Funding	\$63,000	Description - Taxation
Expense	\$63,000	Description – Construction & Fleet Replacement



Capital Request

Program:	Parks & Recreation
Budget Year:	2019

Capital Request(s) in priority sequence; type of expense

<i>Request #5 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
Centre 2000 – Future Emergency Response Centre (\$50,000)		
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
Ongoing commitment of funds for a Future Emergency Response Centre.		
Implications of not getting resource		
The Town of Erin would not be fulfilling obligations for this program.		
Source(s) of Funding	\$50,000	<i>Description - Taxation</i>
Expense	\$50,000	<i>Description – Transfer to reserves</i>



Capital Request

Program:	Parks & Recreation
Budget Year:	2020

Capital Request(s) in priority sequence; type of expense

<i>Request #1 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
General Parks Hillsburgh/Barbour Field - Tractor compact with loader and mower replacement (\$30,000)		
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
The Tractor maintains the grounds at Barbour Field before, during and after each event, assists with client retention and community satisfaction of our asset. This tractor also supports the weekly Parks operation in Hillsburgh including Victoria and Heritage Park.		
Implications of not getting resource		
The Parks portfolio equipment is past its lifecycle and maintenance costs continue to increase annually. The Tractor is a vital piece of equipment in our fleet, without it the Parks operation would need to reduce service levels.		
Source(s) of Funding	\$30,000	<i>Description</i> Taxation
Expense	\$30,000	<i>Description</i> - Fleet Replacement

Request #2 - Description		Operating Budget Impact (staff or other costs)	Associated Strategy or Plan
Dog Park fencing enclosure and double entry gate (\$20,000)			
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met			
Dog Park was identified in 2017 with a community group delegation to Council and also supported with an investment from the water levy. The location will be determined by the Recreation Masterplan.			
Implications of not getting resource			
The Dog Park request was included in the budget survey and the community group has an active group of approximately 300. We expect this will be a future item identified in the Recreation Master Plan.			
Source(s) of Funding	\$12,000 \$8,000	<i>Description</i> Cash in Lieu of Parkland Water Levy Reserve	
Expense	\$20,000	<i>Description</i> - Construction	



Capital Request

Program:	Parks & Recreation
Budget Year:	2021

Capital Request(s) in priority sequence; type of expense

<i>Request #1 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
Centre 2000 Theatre seating replacement (\$40,000 Taxation - \$40,000 UGDSB)		
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>Centre 2000 Theatre currently has joint usage with Erin District School Board and is utilized daily by the School and for special school events several times a year. The Town of Erin also rents the space annually for community use, dance recitals, and birthday parties. The current usage from the Towns permits not including School use is over 600 hours per year.</p>		
Implications of not getting resource		
<p>The seating has lost internal mechanism integrity and a several replacement items are no longer manufactured leaving staff to find expensive custom solutions. Welds on the legs and seat joint components are breaking and creating a risk of customers being injured. The upholstery of the seats have become badly damaged from years of use and is hindering our ability to rent the space.</p> <p>We expect this will be a future business growth item identified in the Recreation Master Plan.</p>		
Source(s) of Funding	\$40,000 \$40,000	Description – Taxation UGDSB Contribution
Expense	\$80,000	Description – Construction



Capital Request

Program:	Parks & Recreation
Budget Year:	2022

Capital Request(s) in priority sequence; type of expense

<i>Request #1 - Description</i>	<i>Operating Budget Impact (staff or other costs)</i>	<i>Associated Strategy or Plan</i>
Splash Pad – Aquatics Asset	\$6,000 annual	
Service Impact – Describe how service levels will change or is it a regulatory requirement that needs to be met		
<p>Ongoing community requests has reinforced a desire to add a Splash Pad. Besides the benefits of cooling down residents during heat advisories, this aquatic feature would be a summer community hub for the Town of Erin. This would provide affordable summer Recreational opportunities for children to get much needed exercise and water play provides a rich sensory experience for the developing child.</p> <p>New technologies around water use and conservation would be identified by the vendor.</p>		
Implications of not getting resource		
<p>The Town of Erin provides outdoor play opportunities with Playgrounds, active Sports Parks and Trails only. Creating an aquatic feature was identified the budget survey and would be an enhancement for the culture of our community during the summer.</p> <p>We expect this will be a future item identified in the Recreation Master Plan.</p>		
Source(s) of Funding	\$350,000	<i>Description – Taxation</i>
Expense	\$350,000	<i>Description – Construction</i>



BIA



2019 Base Budget & 2020-2022 Forecasts

Program >

BIA

	2017 Actuals	3rd Quarter 2018 Actuals	2018 Budget	2019 Budget	Budget Variance	2020 Budget	2021 Budget	2022 Budget
Revenue								
Special Levy	17,200	17,200	17,200	17,200	0	17,200	17,200	17,200
Miscellaneous Revenue	20,157	9,772	18,100	18,100	0	18,100	18,100	18,100
Transfer fm Operating	13,500	13,500	13,500	0	-13,500	0	0	0
Transfer fm Reserve	12,030	3,593	0	0	0	0	0	0
Total Revenue	62,887	44,066	48,800	35,300	-13,500	35,300	35,300	35,300
Expense								
Supplies & Material	21,081	5,706	13,200	13,200	0	13,200	13,200	13,200
Advertising/Promo	36,035	20,148	32,700	19,200	-13,500	19,200	19,200	19,200
Other Expenses	1,889	1,335	2,900	2,900	0	2,900	2,900	2,900
Inter Dept Expenses	740	0	0	0	0	0	0	0
Transfers to Reserves	3,142	16,876	0	0	0	0	0	0
Total Expense	62,887	44,066	48,800	35,300	-13,500	35,300	35,300	35,300

2019 Budget Variance - Revenues and Expenditures were reduced by \$13,500 that represented a replacement wreaths on lamp posts that was approved by Council with Resolution #17-086.

2020 to 2021 Forecast - Revenues and Expenditures are forecasted to remain the same.