



## Memorandum

Corporate Services

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**Prepared for:** Council-in-Budget Committee

**Meeting Date:** Wednesday, January 29, 2025

**Title: 2025 Budget – General Levy Budget**

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Please find the attached information required for the January 29, 2025 Council-In-Budget Committee meeting:

Section 1	Agenda & General Levy Budget Administrative Report - <i>ELECTRONIC PAPERLESS AGENDA</i>
Section 4	2025 Capital Budget
Section 7	2025 General Levy Operating Budget and working papers ELECTRONIC - attachment 1 to agenda
Section 8	2025 Supplementary Budget documents ELECTRONIC - attachment 1 to agenda
Section 10	Reserve Fund Forecast ELECTRONIC - attachment 1 to agenda
Section 12	Statistical Information includes: <ul style="list-style-type: none"><li>• Training and Development</li><li>• Staff Complement Comparison</li><li>• 2025 Annual Repayment Limit</li><li>• Financial Indicators (Based on 2023 FIR)</li></ul> ELECTRONIC - attachment 1 to agenda

Also, please note that all budget meetings are scheduled to begin at 6:00 p.m. with dinner to be provided at 5:30 p.m. in Conference Room 1. Town staff have committed to providing all materials electronically for the 2025 Budget.

All of which is respectfully submitted.

Prepared by:  
Jonathan Janzen, CPA, CA  
Director of Corporate Services

**SECTION FOUR  
CAPITAL BUDGET  
(Levy Budget)**



**TOWN OF FORT ERIE  
2025 PROPOSED BUDGET**

**THE CORPORATION OF THE TOWN OF FORT ERIE**

**Capital Projects**

<b>Project</b>	R73025 Emergency Preparedness Trailer		
<b>Department</b>	Infrastructure Services		
<b>Version</b>	Budget	<b>Year</b>	2025

**Description**

**PROJECT TITLE AND DESCRIPTION**

2025 Fleet Purchase - Emergency Preparedness Trailer  
 2025 - \$20,000 (Emergency Management Reserve)

**NEED FOR PROJECT**

Identified as a need through the debrief of the Christmas 2022 storm, this is for the supply, delivery and outfitting of a new 2025 tandem axle box trailer for the storage and transporting of Emergency Response Equipment for the Roads Division. The trailer will be used to store and transport road closure materials and other emergency response equipment (e.g., chain saws, work signs) for the rapid deployment of resources during severe weather events.

**Budget**

	Prior Yrs.	2025	2026	2027	2028	2029	2030	Total
<b>Expenditures</b>								
<b>Equipment</b>								
3162 Equipment Acquisitions		20,000						20,000
		20,000						20,000
<b>Expenditures Total</b>		<b>20,000</b>						<b>20,000</b>
<b>Funding</b>								
<b>Reserve Funds</b>								
0920 Contributions from Reserves		20,000						20,000
		20,000						20,000
<b>Funding Total</b>		<b>20,000</b>						<b>20,000</b>

# THE CORPORATION OF THE TOWN OF FORT ERIE

## Capital Projects

<b>Project</b>	R73025 Emergency Preparedness Trailer		
<b>Department</b>	Infrastructure Services		
<b>Version</b>	Budget	<b>Year</b>	2025

Attributes		
Attribute	Value	Comment
Department	Infrastructure Services	
Service/Program	FLEET	
Location	Fleet Capital	
Ward	Not ward specific	
Strategic Plan Priority #1	3.0 Sustainable and Managed Growth	
Strategic Plan Priority #2		
Asset Expenditure Type	New Asset	
Rehab/replaced Asset ID		N/A
Replaced asset Instal. Date		N/A
Project Est. Completion Date	Dec 31, 2025	
Master Plan		N/A
Preliminary Capital	General Approval	

Gallery
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**THE CORPORATION OF THE TOWN OF FORT ERIE**

**Capital Projects**

<b>Project</b>	STMP25 2025 Streetlight Maintenance Program		
<b>Department</b>	Infrastructure Services		
<b>Version</b>	Budget	<b>Year</b>	2025

**Description**

**PROJECT TITLE AND DESCRIPTION**

2025 Streetlight Maintenance Program  
 2025 - \$130,000 (Road Reserve) - \$50,000 Materials and Supplies, \$20,000 New Installs, and \$60,000 Maintenance Charge

**NEED FOR PROJECT**

The Streetlight Maintenance program is an annual initiative designed to fund and facilitate the upkeep, repair, and optimization of the Town’s streetlight infrastructure. This program targets maintenance activities such as diagnosing and addressing outages, replacing components like LED luminaires and drivers, and responding to damage caused by motor vehicle collisions or severe weather events. This program was previously funded from the operating budget and upon deeper review by staff, it was determined that it is more appropriate as a capital item, similar to the Road Resurfacing program.

Streetlighting is infrastructure located in the right of way and is continuously exposed to harsh environmental conditions, including extreme temperatures, prevailing weather, and damage from pests. Timely repairs are crucial, not only to meet the Minimum Maintenance Standards regulated at the Provincial level, but also to advance the Town’s strategic goal of Environmental and Climate Change Resiliency.

**Budget**

	Prior Yrs.	2025	2026	2027	2028	2029	2030	Total
<b>Expenditures</b>								
<b>Equipment</b>								
2190 Materials & Supplies		50,000						50,000
		50,000						50,000
<b>Design</b>								
2195 Contracts		20,000						20,000
		20,000						20,000
<b>Construction</b>								
2196 Construction Contracts		60,000						60,000
		60,000						60,000
<b>Expenditures Total</b>		<b>130,000</b>						<b>130,000</b>
<b>Funding</b>								
<b>Reserve Funds</b>								
0920 Contributions from Reserves		130,000						130,000
		130,000						130,000
<b>Funding Total</b>		<b>130,000</b>						<b>130,000</b>

# THE CORPORATION OF THE TOWN OF FORT ERIE

## Capital Projects

<b>Project</b>	STMP25 2025 Streetlight Maintenance Program		
<b>Department</b>	Infrastructure Services		
<b>Version</b>	Budget	Year	2025

Attributes		
Attribute	Value	Comment
Department	Infrastructure Services	
Service/Program	OTHER	
Location	Infrastructure Services Current	
Ward	Not ward specific	
Strategic Plan Priority #1	3.0 Sustainable and Managed Growth	
Strategic Plan Priority #2		
Asset Expenditure Type	Rehabilitation of Existing Assets	
Rehab/replaced Asset ID		Various
Replaced asset Instal. Date		Various
Project Est. Completion Date	Dec 31, 2025	
Master Plan		N/A
Preliminary Capital	General Approval	

### Gallery

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# **SECTION SEVEN**

# **GENERAL LEVY BUDGET**



## **TOWN OF FORT ERIE**

## **2025 PROPOSED BUDGET**

# Table of Contents

## 2025 General Levy Operating Budget

<b>GENERAL REVENUE FUND (CONSOLIDATED)</b> .....	<b>1-2</b>
Taxation.....	3
Payments in Lieu .....	4
General Revenues.....	5
Charitable Gaming Revenues .....	6
Mayor and Council (M&C).....	7
Office of the CAO (CAO).....	8
Community Services (COS).....	9
Corporate Services (CS).....	10
Fire and Emergency Services (FES).....	11
Infrastructure Services - Engineering.....	12-13
Infrastructure Services - Roads & Fleet .....	14
Infrastructure Services - Parks & Facilities.....	15-16
Crossing Guards.....	17
Legal & Legislative Services (LLS).....	18
Planning, Building & By-law Services (PBBS).....	19
Bridgeburg BIA .....	20-22
Crystal Beach BIA.....	23-26
Ridgeway BIA.....	27-30
<b>BOARDS AND COMMITTEES (CONSOLIDATED)</b> .....	<b>31</b>
Library Board .....	32
Community Gaming and Development Corporation.....	33
Accessibility Advisory Committee.....	34
Community Grants.....	35
Mayor Youth Advisory Committee .....	36-41
Senior Citizens Advisory Committee.....	42
Lions Seniors Complex .....	43-47
Beachcombers .....	48-50

**CORPORATION OF THE TOWN OF FORT ERIE  
2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
General Levy	(34,993,938)	(35,049,711)	(37,296,975)	(39,937,932)	(41,357,295)
BIA Levies	(117,311)	(117,500)	(119,090)	(120,760)	(122,500)
Payments in Lieu of Taxes	(284,739)	(275,100)	(284,739)	(284,739)	(284,739)
Donations	(24,028)	(13,430)	(15,600)	(14,900)	(14,900)
Fine Revenue	(289,860)	(294,370)	(341,472)	(355,472)	(357,472)
Gaming Revenues	(342,266)	(329,000)	(357,000)	(357,000)	(357,000)
Grants	(1,611,733)	(1,641,510)	(1,651,827)	(1,434,974)	(1,259,974)
Interest & Penalties	(3,534,104)	(2,767,200)	(2,456,450)	(1,925,450)	(1,773,750)
Sale of land, buildings and equipment	(30,729)	(240,000)	(230,000)	(230,000)	(230,000)
User Fees	(4,503,003)	(4,100,745)	(4,664,400)	(4,474,752)	(4,402,142)
Miscellaneous other revenues	(102,499)	(154,790)	(175,165)	(166,734)	(167,338)
<b>Total Revenue</b>	<b>(45,834,210)</b>	<b>(44,983,356)</b>	<b>(47,592,718)</b>	<b>(49,302,713)</b>	<b>(50,327,110)</b>
<b>Expenses</b>					
Wages & Benefits	18,700,229	20,129,643	21,711,677	22,990,220	23,636,257
Materials & Services	11,078,627	12,321,568	12,193,620	12,326,606	13,197,142
Debt Interest Charges	246,111	260,600	314,659	283,714	258,627
Grants	1,978,925	3,657,553	3,621,964	3,071,110	5,132,557
Partnership Programs	56,532	21,000	18,000	17,500	17,500
<b>Total Expenses</b>	<b>32,060,424</b>	<b>36,390,364</b>	<b>37,859,920</b>	<b>38,689,150</b>	<b>42,242,083</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>13,773,786</b>	<b>8,592,992</b>	<b>9,732,798</b>	<b>10,613,563</b>	<b>8,085,027</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Fleet Related Charges	(245,875)	(390,475)	(405,978)	(414,321)	(422,818)
Allocation of Gaming Revenues	0	0	0	0	0
Program Support Charges	(775,568)	(775,568)	(938,573)	(1,008,752)	(1,062,663)
<b>Total Interdepartmental Transfers</b>	<b>(1,021,443)</b>	<b>(1,166,043)</b>	<b>(1,344,551)</b>	<b>(1,423,073)</b>	<b>(1,485,481)</b>
<b>Debt Principal Charges</b>					
Repayment of Debt	548,257	548,257	889,121	738,912	522,322
<b>Total Debt Principal Charges</b>	<b>548,257</b>	<b>548,257</b>	<b>889,121</b>	<b>738,912</b>	<b>522,322</b>
<b>Reserve Transfers</b>					
Transfers from Reserves	(1,017,922)	(2,484,116)	(2,013,870)	(815,277)	(2,757,723)
Transfers to Reserves	13,102,071	11,743,894	12,250,698	12,353,101	12,521,509
Transfers from Development Charges Reserve	0	(20,000)	(48,600)	(240,100)	(715,600)
<b>Total Reserve Transfers</b>	<b>12,084,149</b>	<b>9,239,778</b>	<b>10,188,228</b>	<b>11,297,724</b>	<b>9,048,186</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>11,610,963</b>	<b>8,621,992</b>	<b>9,732,798</b>	<b>10,613,563</b>	<b>8,085,027</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
General (surplus) deficit	0	(29,000)	0	0	0

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024	2024	2025	2026	2027
	YTD Actuals	Approved Budget	Budget	Forecast	Forecast
<b>Total (SURPLUS)/DEFICIT CARRYFORWARD</b>	0	(29,000)	0	0	0
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	2,162,823	0	0	0	0
<b>Reconciliation to Accrual Basis</b>					
Reserve Transfers					
Transfers from Reserves	(1,017,922)	(2,484,116)	(2,013,870)	(815,277)	(2,757,723)
Transfers to Reserves	13,102,071	11,743,894	12,250,698	12,353,101	12,521,509
Transfers from Development Charges Reserve	0	(20,000)	(48,600)	(240,100)	(715,600)
<b>Total Reserve Transfers</b>	12,084,149	9,239,778	10,188,228	11,297,724	9,048,186
Debt Principal Charges					
Repayment of Debt	548,257	548,257	889,121	738,912	522,322
<b>Total Debt Principal Charges</b>	548,257	548,257	889,121	738,912	522,322
Accrual Entries					
Amortization	(3,628,098)	(7,216,800)	(7,430,400)	(7,430,400)	(7,430,400)
<b>Total Accrual Entries</b>	(3,628,098)	(7,216,800)	(7,430,400)	(7,430,400)	(7,430,400)
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	11,167,131	2,571,235	3,646,949	4,606,236	2,140,108

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024	2024	2025	2026	2027
	YTD Actuals	Approved Budget	Budget	Forecast	Forecast
<b>Revenue</b>					
General Levy					
Right of Ways	(49,625)	(49,625)	(49,625)	(49,625)	(49,625)
Residential & Farm taxation	(29,361,419)	(29,361,418)	(31,481,593)	(34,630,550)	(36,074,913)
Commercial taxation	(3,877,755)	(3,877,755)	(4,167,120)	(4,167,120)	(4,167,120)
Industrial taxation	(1,080,913)	(1,080,913)	(1,133,637)	(1,133,637)	(1,133,637)
Tax adjustments	(624,226)	(680,000)	(465,000)	43,000	68,000
<b>Total General Levy</b>	<b>(34,993,938)</b>	<b>(35,049,711)</b>	<b>(37,296,975)</b>	<b>(39,937,932)</b>	<b>(41,357,295)</b>
<b>Total Revenue</b>	<b>(34,993,938)</b>	<b>(35,049,711)</b>	<b>(37,296,975)</b>	<b>(39,937,932)</b>	<b>(41,357,295)</b>
<b>Expenses</b>					
Grants	79,756	91,000	79,756	279,756	279,756
<b>Total Expenses</b>	<b>79,756</b>	<b>91,000</b>	<b>79,756</b>	<b>279,756</b>	<b>279,756</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>34,914,182</b>	<b>34,958,711</b>	<b>37,217,219</b>	<b>39,658,176</b>	<b>41,077,539</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	0	0	0	(100,000)	(100,000)
Transfers to Reserves	100,000	100,000	0	0	0
<b>Total Reserve Transfers</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>(100,000)</b>	<b>(100,000)</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>(100,000)</b>	<b>(100,000)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>34,814,182</b>	<b>34,858,711</b>	<b>37,217,219</b>	<b>39,758,176</b>	<b>41,177,539</b>
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	0	0	0	(100,000)	(100,000)
Transfers to Reserves	100,000	100,000	0	0	0
<b>Total Reserve Transfers</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>(100,000)</b>	<b>(100,000)</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>34,914,182</b>	<b>34,958,711</b>	<b>37,217,219</b>	<b>39,658,176</b>	<b>41,077,539</b>

**CORPORATION OF THE TOWN OF FORT ERIE  
2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
Payments in Lieu of Taxes	(284,739)	(275,100)	(284,739)	(284,739)	(284,739)
<b>Total Revenue</b>	<b>(284,739)</b>	<b>(275,100)</b>	<b>(284,739)</b>	<b>(284,739)</b>	<b>(284,739)</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>284,739</b>	<b>275,100</b>	<b>284,739</b>	<b>284,739</b>	<b>284,739</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>NET FINANCING &amp; TRANSFERS</b>	0	0	0	0	0
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	0	0	0	0	0
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>284,739</b>	<b>275,100</b>	<b>284,739</b>	<b>284,739</b>	<b>284,739</b>
<b>Reconciliation to Accrual Basis</b>					
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>284,739</b>	<b>275,100</b>	<b>284,739</b>	<b>284,739</b>	<b>284,739</b>

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024	2024	2025	2026	2027
	YTD Actuals	Approved Budget	Budget	Forecast	Forecast
<b>Revenue</b>					
Fine Revenue	0	(5,370)	(63,472)	(63,472)	(63,472)
Grants	(1,381,100)	(1,381,100)	(1,381,100)	(1,174,000)	(997,000)
Interest & Penalties	(3,562,571)	(2,790,000)	(2,482,700)	(1,951,700)	(1,801,700)
User Fees	(161,379)	(172,495)	(174,565)	(178,533)	(184,655)
Miscellaneous other revenues	(74,275)	(92,990)	(94,382)	(94,951)	(95,555)
<b>Total Revenue</b>	<b>(5,179,325)</b>	<b>(4,441,955)</b>	<b>(4,196,219)</b>	<b>(3,462,656)</b>	<b>(3,142,382)</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>5,179,325</b>	<b>4,441,955</b>	<b>4,196,219</b>	<b>3,462,656</b>	<b>3,142,382</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Reserve Transfers</b>					
Transfers to Reserves	552,440	552,440	609,310	526,510	455,710
<b>Total Reserve Transfers</b>	<b>552,440</b>	<b>552,440</b>	<b>609,310</b>	<b>526,510</b>	<b>455,710</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>552,440</b>	<b>552,440</b>	<b>609,310</b>	<b>526,510</b>	<b>455,710</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>4,626,885</b>	<b>3,889,515</b>	<b>3,586,909</b>	<b>2,936,146</b>	<b>2,686,672</b>
<b>Reconciliation to Accrual Basis</b>					
Reserve Transfers					
Transfers to Reserves	552,440	552,440	609,310	526,510	455,710
<b>Total Reserve Transfers</b>	<b>552,440</b>	<b>552,440</b>	<b>609,310</b>	<b>526,510</b>	<b>455,710</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>5,179,325</b>	<b>4,441,955</b>	<b>4,196,219</b>	<b>3,462,656</b>	<b>3,142,382</b>

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024	2024	2025	2026	2027
	YTD Actuals	Approved Budget	Budget	Forecast	Forecast
<b>Revenue</b>					
Gaming Revenues	(342,266)	(329,000)	(357,000)	(357,000)	(357,000)
<b>Total Revenue</b>	<b>(342,266)</b>	<b>(329,000)</b>	<b>(357,000)</b>	<b>(357,000)</b>	<b>(357,000)</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	342,266	329,000	357,000	357,000	357,000
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Allocation of Gaming Revenues	329,000	329,000	357,000	357,000	357,000
<b>Total Interdepartmental Transfers</b>	<b>329,000</b>	<b>329,000</b>	<b>357,000</b>	<b>357,000</b>	<b>357,000</b>
<b>NET FINANCING &amp; TRANSFERS</b>	329,000	329,000	357,000	357,000	357,000
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	0	0	0	0	0
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	13,266	0	0	0	0
<b>Reconciliation to Accrual Basis</b>					
ACCRUAL BASIS SURPLUS/(DEFICIT)	13,266	0	0	0	0

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024	2024	2025	2026	2027
	YTD Actuals	Approved Budget	Budget	Forecast	Forecast
<b>Expenses</b>					
Wages & Benefits	346,598	366,470	372,455	388,224	399,871
Materials & Services	49,590	43,840	43,150	43,150	43,150
<b>Total Expenses</b>	<b>396,188</b>	<b>410,310</b>	<b>415,605</b>	<b>431,374</b>	<b>443,021</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(396,188)</b>	<b>(410,310)</b>	<b>(415,605)</b>	<b>(431,374)</b>	<b>(443,021)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Program Support Charges	170,690	170,690	226,689	245,818	259,825
<b>Total Interdepartmental Transfers</b>	<b>170,690</b>	<b>170,690</b>	<b>226,689</b>	<b>245,818</b>	<b>259,825</b>
<b>Reserve Transfers</b>					
Transfers from Reserves	0	0	0	0	(30,000)
Transfers to Reserves	11,250	11,250	11,250	11,250	11,250
<b>Total Reserve Transfers</b>	<b>11,250</b>	<b>11,250</b>	<b>11,250</b>	<b>11,250</b>	<b>(18,750)</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>181,940</b>	<b>181,940</b>	<b>237,939</b>	<b>257,068</b>	<b>241,075</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(578,128)</b>	<b>(592,250)</b>	<b>(653,544)</b>	<b>(688,442)</b>	<b>(684,096)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	0	0	0	0	(30,000)
Transfers to Reserves	11,250	11,250	11,250	11,250	11,250
<b>Total Reserve Transfers</b>	<b>11,250</b>	<b>11,250</b>	<b>11,250</b>	<b>11,250</b>	<b>(18,750)</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(566,878)</b>	<b>(581,000)</b>	<b>(642,294)</b>	<b>(677,192)</b>	<b>(702,846)</b>

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Expenses</b>					
Wages & Benefits	1,125,872	1,251,858	1,641,298	1,998,822	2,058,788
Materials & Services	338,807	356,019	323,634	340,930	327,559
<b>Total Expenses</b>	<b>1,464,679</b>	<b>1,607,877</b>	<b>1,964,932</b>	<b>2,339,752</b>	<b>2,386,347</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(1,464,679)</b>	<b>(1,607,877)</b>	<b>(1,964,932)</b>	<b>(2,339,752)</b>	<b>(2,386,347)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Program Support Charges	(764,401)	(764,401)	(870,317)	(905,583)	(930,410)
<b>Total Interdepartmental Transfers</b>	<b>(764,401)</b>	<b>(764,401)</b>	<b>(870,317)</b>	<b>(905,583)</b>	<b>(930,410)</b>
<b>Reserve Transfers</b>					
Transfers to Reserves	200,000	200,000	386,000	386,000	386,000
<b>Total Reserve Transfers</b>	<b>200,000</b>	<b>200,000</b>	<b>386,000</b>	<b>386,000</b>	<b>386,000</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(564,401)</b>	<b>(564,401)</b>	<b>(484,317)</b>	<b>(519,583)</b>	<b>(544,410)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(900,278)</b>	<b>(1,043,476)</b>	<b>(1,480,615)</b>	<b>(1,820,169)</b>	<b>(1,841,937)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers to Reserves	200,000	200,000	386,000	386,000	386,000
<b>Total Reserve Transfers</b>	<b>200,000</b>	<b>200,000</b>	<b>386,000</b>	<b>386,000</b>	<b>386,000</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(700,278)</b>	<b>(843,476)</b>	<b>(1,094,615)</b>	<b>(1,434,169)</b>	<b>(1,455,937)</b>

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
Donations	(3,210)	(4,100)	(4,100)	(3,400)	(3,400)
Grants	(38,651)	(39,600)	(46,484)	(34,731)	(34,731)
Interest & Penalties	47	0	50	50	50
User Fees	(401,159)	(414,400)	(447,900)	(451,540)	(456,326)
<b>Total Revenue</b>	<b>(442,973)</b>	<b>(458,100)</b>	<b>(498,434)</b>	<b>(489,621)</b>	<b>(494,407)</b>
<b>Expenses</b>					
Wages & Benefits	1,480,406	1,473,594	1,860,090	1,900,078	1,957,078
Materials & Services	271,858	371,950	404,822	354,234	358,920
Grants	46,134	1,711,250	1,671,750	671,750	2,671,750
Partnership Programs	56,532	21,000	18,000	17,500	17,500
<b>Total Expenses</b>	<b>1,854,930</b>	<b>3,577,794</b>	<b>3,954,662</b>	<b>2,943,562</b>	<b>5,005,248</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(1,411,957)</b>	<b>(3,119,694)</b>	<b>(3,456,228)</b>	<b>(2,453,941)</b>	<b>(4,510,841)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Program Support Charges	115,315	115,315	30,956	45,626	57,582
<b>Total Interdepartmental Transfers</b>	<b>115,315</b>	<b>115,315</b>	<b>30,956</b>	<b>45,626</b>	<b>57,582</b>
<b>Reserve Transfers</b>					
Transfers from Reserves	(8,351)	(1,108,500)	(1,065,000)	(15,000)	(2,015,000)
Transfers to Reserves	716,015	69,405	71,585	71,585	71,585
<b>Total Reserve Transfers</b>	<b>707,664</b>	<b>(1,039,095)</b>	<b>(993,415)</b>	<b>56,585</b>	<b>(1,943,415)</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>822,979</b>	<b>(923,780)</b>	<b>(962,459)</b>	<b>102,211</b>	<b>(1,885,833)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(2,234,936)</b>	<b>(2,195,914)</b>	<b>(2,493,769)</b>	<b>(2,556,152)</b>	<b>(2,625,008)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	(8,351)	(1,108,500)	(1,065,000)	(15,000)	(2,015,000)
Transfers to Reserves	716,015	69,405	71,585	71,585	71,585
<b>Total Reserve Transfers</b>	<b>707,664</b>	<b>(1,039,095)</b>	<b>(993,415)</b>	<b>56,585</b>	<b>(1,943,415)</b>
<b>Accrual Entries</b>					
Amortization	(1,050)	(2,100)	(2,100)	(2,100)	(2,100)
<b>Total Accrual Entries</b>	<b>(1,050)</b>	<b>(2,100)</b>	<b>(2,100)</b>	<b>(2,100)</b>	<b>(2,100)</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(1,528,322)</b>	<b>(3,237,109)</b>	<b>(3,489,284)</b>	<b>(2,501,667)</b>	<b>(4,570,523)</b>

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024	2024	2025	2026	2027
	YTD Actuals	Approved Budget	Budget	Forecast	Forecast
<b>Revenue</b>					
Sale of land, buildings and equipment	(5,049)	(40,000)	(30,000)	(30,000)	(30,000)
User Fees	(93,540)	(74,600)	(92,475)	(92,475)	(92,475)
Miscellaneous other revenues	(2,333)	(200)	(2,533)	(2,533)	(2,533)
<b>Total Revenue</b>	<b>(100,922)</b>	<b>(114,800)</b>	<b>(125,008)</b>	<b>(125,008)</b>	<b>(125,008)</b>
<b>Expenses</b>					
Wages & Benefits	1,840,077	2,020,204	2,184,497	2,355,878	2,423,667
Materials & Services	2,178,093	2,351,168	2,695,342	2,964,014	3,249,532
<b>Total Expenses</b>	<b>4,018,170</b>	<b>4,371,372</b>	<b>4,879,839</b>	<b>5,319,892</b>	<b>5,673,199</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(3,917,248)</b>	<b>(4,256,572)</b>	<b>(4,754,831)</b>	<b>(5,194,884)</b>	<b>(5,548,191)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Program Support Charges	(3,325,426)	(3,325,426)	(3,599,458)	(4,015,361)	(4,310,644)
<b>Total Interdepartmental Transfers</b>	<b>(3,325,426)</b>	<b>(3,325,426)</b>	<b>(3,599,458)</b>	<b>(4,015,361)</b>	<b>(4,310,644)</b>
<b>Reserve Transfers</b>					
Transfers from Reserves	0	(123,941)	(191,000)	0	(35,000)
Transfers to Reserves	395,229	358,127	369,892	369,892	369,892
Transfers from Development Charges Reserve	0	0	(9,000)	0	0
<b>Total Reserve Transfers</b>	<b>395,229</b>	<b>234,186</b>	<b>169,892</b>	<b>369,892</b>	<b>334,892</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(2,930,197)</b>	<b>(3,091,240)</b>	<b>(3,429,566)</b>	<b>(3,645,469)</b>	<b>(3,975,752)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(987,051)</b>	<b>(1,165,332)</b>	<b>(1,325,265)</b>	<b>(1,549,415)</b>	<b>(1,572,439)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	0	(123,941)	(191,000)	0	(35,000)
Transfers to Reserves	395,229	358,127	369,892	369,892	369,892
Transfers from Development Charges Reserve	0	0	(9,000)	0	0
<b>Total Reserve Transfers</b>	<b>395,229</b>	<b>234,186</b>	<b>169,892</b>	<b>369,892</b>	<b>334,892</b>
<b>Accrual Entries</b>					
Amortization	(100,332)	(159,900)	(200,700)	(200,700)	(200,700)
<b>Total Accrual Entries</b>	<b>(100,332)</b>	<b>(159,900)</b>	<b>(200,700)</b>	<b>(200,700)</b>	<b>(200,700)</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(692,154)</b>	<b>(1,091,046)</b>	<b>(1,356,073)</b>	<b>(1,380,223)</b>	<b>(1,438,247)</b>

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
Donations	(2,155)	(500)	(500)	(500)	(500)
User Fees	(78,255)	(60,500)	(81,000)	(81,000)	(81,000)
<b>Total Revenue</b>	<b>(80,410)</b>	<b>(61,000)</b>	<b>(81,500)</b>	<b>(81,500)</b>	<b>(81,500)</b>
<b>Expenses</b>					
Wages & Benefits	1,767,270	1,720,580	1,797,198	1,914,845	2,030,038
Materials & Services	386,907	416,841	406,866	393,988	404,773
Debt Interest Charges	67,750	82,240	155,553	141,328	127,451
<b>Total Expenses</b>	<b>2,221,927</b>	<b>2,219,661</b>	<b>2,359,617</b>	<b>2,450,161</b>	<b>2,562,262</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(2,141,517)</b>	<b>(2,158,661)</b>	<b>(2,278,117)</b>	<b>(2,368,661)</b>	<b>(2,480,762)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Fleet Related Charges	272,365	272,365	270,179	280,343	285,548
Program Support Charges	792,178	792,178	927,007	980,941	1,026,372
<b>Total Interdepartmental Transfers</b>	<b>1,064,543</b>	<b>1,064,543</b>	<b>1,197,186</b>	<b>1,261,284</b>	<b>1,311,920</b>
<b>Debt Principal Charges</b>					
Repayment of Debt	0	0	322,000	338,000	352,000
<b>Total Debt Principal Charges</b>	<b>0</b>	<b>0</b>	<b>322,000</b>	<b>338,000</b>	<b>352,000</b>
<b>Reserve Transfers</b>					
Transfers from Reserves	0	(12,000)	(25,000)	0	0
Transfers to Reserves	983,862	983,862	629,373	629,373	629,373
<b>Total Reserve Transfers</b>	<b>983,862</b>	<b>971,862</b>	<b>604,373</b>	<b>629,373</b>	<b>629,373</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>2,048,405</b>	<b>2,036,405</b>	<b>2,123,559</b>	<b>2,228,657</b>	<b>2,293,293</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(4,189,922)</b>	<b>(4,195,066)</b>	<b>(4,401,676)</b>	<b>(4,597,318)</b>	<b>(4,774,055)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	0	(12,000)	(25,000)	0	0
Transfers to Reserves	983,862	983,862	629,373	629,373	629,373
<b>Total Reserve Transfers</b>	<b>983,862</b>	<b>971,862</b>	<b>604,373</b>	<b>629,373</b>	<b>629,373</b>
<b>Debt Principal Charges</b>					
Repayment of Debt	0	0	322,000	338,000	352,000
<b>Total Debt Principal Charges</b>	<b>0</b>	<b>0</b>	<b>322,000</b>	<b>338,000</b>	<b>352,000</b>
<b>Accrual Entries</b>					
Amortization	(169,139)	(358,500)	(338,300)	(338,300)	(338,300)
<b>Total Accrual Entries</b>	<b>(169,139)</b>	<b>(358,500)</b>	<b>(338,300)</b>	<b>(338,300)</b>	<b>(338,300)</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(3,375,199)</b>	<b>(3,581,704)</b>	<b>(3,813,603)</b>	<b>(3,968,245)</b>	<b>(4,130,982)</b>

**CORPORATION OF THE TOWN OF FORT ERIE  
2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
Grants	(97,585)	(179,136)	(181,000)	(183,000)	(185,000)
User Fees	(79,986)	(54,000)	(78,300)	(68,300)	(68,300)
<b>Total Revenue</b>	<b>(177,571)</b>	<b>(233,136)</b>	<b>(259,300)</b>	<b>(251,300)</b>	<b>(253,300)</b>
<b>Expenses</b>					
Wages & Benefits	1,436,743	1,489,369	1,598,622	1,652,934	1,702,522
Materials & Services	929,699	1,544,705	1,003,950	975,250	800,250
Debt Interest Charges	178,361	178,360	159,106	142,386	131,176
<b>Total Expenses</b>	<b>2,544,803</b>	<b>3,212,434</b>	<b>2,761,678</b>	<b>2,770,570</b>	<b>2,633,948</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(2,367,232)</b>	<b>(2,979,298)</b>	<b>(2,502,378)</b>	<b>(2,519,270)</b>	<b>(2,380,648)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Fleet Related Charges	43,220	43,220	44,127	45,035	45,951
Program Support Charges	481,548	481,548	370,887	408,846	435,707
<b>Total Interdepartmental Transfers</b>	<b>524,768</b>	<b>524,768</b>	<b>415,014</b>	<b>453,881</b>	<b>481,658</b>
<b>Debt Principal Charges</b>					
Repayment of Debt	548,257	548,257	567,121	400,912	170,322
<b>Total Debt Principal Charges</b>	<b>548,257</b>	<b>548,257</b>	<b>567,121</b>	<b>400,912</b>	<b>170,322</b>
<b>Reserve Transfers</b>					
Transfers from Reserves	(264,354)	(795,675)	(397,200)	(130,000)	(150,000)
Transfers to Reserves	6,444,573	6,444,573	6,813,678	6,996,332	7,238,033
Transfers from Development Charges Reserve	0	0	0	(200,000)	0
<b>Total Reserve Transfers</b>	<b>6,180,219</b>	<b>5,648,898</b>	<b>6,416,478</b>	<b>6,666,332</b>	<b>7,088,033</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>7,253,244</b>	<b>6,721,923</b>	<b>7,398,613</b>	<b>7,521,125</b>	<b>7,740,013</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(9,620,476)</b>	<b>(9,701,221)</b>	<b>(9,900,991)</b>	<b>(10,040,395)</b>	<b>(10,120,661)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	(264,354)	(795,675)	(397,200)	(130,000)	(150,000)
Transfers to Reserves	6,444,573	6,444,573	6,813,678	6,996,332	7,238,033
Transfers from Development Charges Reserve	0	0	0	(200,000)	0
<b>Total Reserve Transfers</b>	<b>6,180,219</b>	<b>5,648,898</b>	<b>6,416,478</b>	<b>6,666,332</b>	<b>7,088,033</b>
<b>Debt Principal Charges</b>					
Repayment of Debt	548,257	548,257	567,121	400,912	170,322
<b>Total Debt Principal Charges</b>	<b>548,257</b>	<b>548,257</b>	<b>567,121</b>	<b>400,912</b>	<b>170,322</b>
<b>Accrual Entries</b>					
Amortization	(232,097)	(476,300)	(464,200)	(464,200)	(464,200)
<b>Total Accrual Entries</b>	<b>(232,097)</b>	<b>(476,300)</b>	<b>(464,200)</b>	<b>(464,200)</b>	<b>(464,200)</b>

**CORPORATION OF THE TOWN OF FORT ERIE  
2025 BUDGET AND FORECAST**

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	2024	2024	2025	2026	2027
	YTD Actuals	Approved Budget	Budget	Forecast	Forecast
ACCRUAL BASIS SURPLUS/(DEFICIT)	(3,124,097)	(3,980,366)	(3,381,592)	(3,437,351)	(3,326,506)

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**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
Grants	(2,000)	0	0	0	0
Interest & Penalties	337	0	0	0	0
User Fees	(34,619)	(63,000)	(67,500)	(67,500)	(67,500)
<b>Total Revenue</b>	<b>(36,282)</b>	<b>(63,000)</b>	<b>(67,500)</b>	<b>(67,500)</b>	<b>(67,500)</b>
<b>Expenses</b>					
Wages & Benefits	2,524,475	2,838,061	2,858,455	2,962,077	3,050,939
Materials & Services	2,767,498	2,893,454	3,081,219	3,097,994	3,142,804
<b>Total Expenses</b>	<b>5,291,973</b>	<b>5,731,515</b>	<b>5,939,674</b>	<b>6,060,071</b>	<b>6,193,743</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(5,255,691)</b>	<b>(5,668,515)</b>	<b>(5,872,174)</b>	<b>(5,992,571)</b>	<b>(6,126,243)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Fleet Related Charges	(988,323)	(1,132,923)	(1,165,993)	(1,195,077)	(1,219,952)
Program Support Charges	974,420	974,420	833,807	901,805	953,192
<b>Total Interdepartmental Transfers</b>	<b>(13,903)</b>	<b>(158,503)</b>	<b>(332,186)</b>	<b>(293,272)</b>	<b>(266,760)</b>
<b>Reserve Transfers</b>					
Transfers from Reserves	(653,252)	(64,000)	(26,500)	(26,500)	(26,500)
Transfers to Reserves	582,892	582,892	677,902	677,902	677,902
<b>Total Reserve Transfers</b>	<b>(70,360)</b>	<b>518,892</b>	<b>651,402</b>	<b>651,402</b>	<b>651,402</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(84,263)</b>	<b>360,389</b>	<b>319,216</b>	<b>358,130</b>	<b>384,642</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(5,171,428)</b>	<b>(6,028,904)</b>	<b>(6,191,390)</b>	<b>(6,350,701)</b>	<b>(6,510,885)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	(653,252)	(64,000)	(26,500)	(26,500)	(26,500)
Transfers to Reserves	582,892	582,892	677,902	677,902	677,902
<b>Total Reserve Transfers</b>	<b>(70,360)</b>	<b>518,892</b>	<b>651,402</b>	<b>651,402</b>	<b>651,402</b>
<b>Accrual Entries</b>					
Amortization	(2,107,028)	(4,195,700)	(4,244,500)	(4,244,500)	(4,244,500)
<b>Total Accrual Entries</b>	<b>(2,107,028)</b>	<b>(4,195,700)</b>	<b>(4,244,500)</b>	<b>(4,244,500)</b>	<b>(4,244,500)</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(7,348,816)</b>	<b>(9,705,712)</b>	<b>(9,784,488)</b>	<b>(9,943,799)</b>	<b>(10,103,983)</b>

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024	2024	2025	2026	2027
	YTD Actuals	Approved Budget	Budget	Forecast	Forecast
<b>Revenue</b>					
Donations	(3,415)	0	0	0	0
Fine Revenue	(207,467)	(205,000)	(205,000)	(210,000)	(210,000)
Interest & Penalties	28,055	22,800	25,800	25,800	27,500
User Fees	(1,419,914)	(1,257,300)	(1,446,100)	(1,436,220)	(1,445,602)
<b>Total Revenue</b>	<b>(1,602,741)</b>	<b>(1,439,500)</b>	<b>(1,625,300)</b>	<b>(1,620,420)</b>	<b>(1,628,102)</b>
<b>Expenses</b>					
Wages & Benefits	3,391,121	3,647,058	3,714,235	3,846,481	3,961,876
Materials & Services	3,048,162	2,903,330	3,094,582	3,129,533	3,260,926
Grants	41,790	43,500	45,500	46,500	48,000
<b>Total Expenses</b>	<b>6,481,073</b>	<b>6,593,888</b>	<b>6,854,317</b>	<b>7,022,514</b>	<b>7,270,802</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(4,878,332)</b>	<b>(5,154,388)</b>	<b>(5,229,017)</b>	<b>(5,402,094)</b>	<b>(5,642,700)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Fleet Related Charges	373,103	373,103	388,239	396,903	406,147
Program Support Charges	(58,430)	(58,430)	70,046	147,319	187,259
<b>Total Interdepartmental Transfers</b>	<b>314,673</b>	<b>314,673</b>	<b>458,285</b>	<b>544,222</b>	<b>593,406</b>
<b>Debt Principal Charges</b>					
Repayment of Debt	0	0	0	0	0
<b>Total Debt Principal Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserve Transfers</b>					
Transfers from Reserves	(60,265)	(70,000)	0	0	0
Transfers to Reserves	2,271,905	2,144,345	2,277,525	2,282,525	2,282,425
<b>Total Reserve Transfers</b>	<b>2,211,640</b>	<b>2,074,345</b>	<b>2,277,525</b>	<b>2,282,525</b>	<b>2,282,425</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>2,526,313</b>	<b>2,389,018</b>	<b>2,735,810</b>	<b>2,826,747</b>	<b>2,875,831</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(7,404,645)</b>	<b>(7,543,406)</b>	<b>(7,964,827)</b>	<b>(8,228,841)</b>	<b>(8,518,531)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	(60,265)	(70,000)	0	0	0
Transfers to Reserves	2,271,905	2,144,345	2,277,525	2,282,525	2,282,425
<b>Total Reserve Transfers</b>	<b>2,211,640</b>	<b>2,074,345</b>	<b>2,277,525</b>	<b>2,282,525</b>	<b>2,282,425</b>
<b>Debt Principal Charges</b>					
Repayment of Debt	0	0	0	0	0
<b>Total Debt Principal Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Accrual Entries</b>					
Amortization	(1,015,064)	(2,018,200)	(2,162,400)	(2,162,400)	(2,162,400)
<b>Total Accrual Entries</b>	<b>(1,015,064)</b>	<b>(2,018,200)</b>	<b>(2,162,400)</b>	<b>(2,162,400)</b>	<b>(2,162,400)</b>

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

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	2024	2024	2025	2026	2027
	YTD Actuals	Approved Budget	Budget	Forecast	Forecast
ACCRUAL BASIS SURPLUS/(DEFICIT)	(6,208,069)	(7,487,261)	(7,849,702)	(8,108,716)	(8,398,506)

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**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Expenses</b>					
Wages & Benefits	158,773	191,830	202,050	209,153	215,429
Materials & Services	1,520	5,000	4,500	4,500	6,000
<b>Total Expenses</b>	<b>160,293</b>	<b>196,830</b>	<b>206,550</b>	<b>213,653</b>	<b>221,429</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(160,293)</b>	<b>(196,830)</b>	<b>(206,550)</b>	<b>(213,653)</b>	<b>(221,429)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Program Support Charges	51,157	51,157	63,671	69,044	72,978
<b>Total Interdepartmental Transfers</b>	<b>51,157</b>	<b>51,157</b>	<b>63,671</b>	<b>69,044</b>	<b>72,978</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>51,157</b>	<b>51,157</b>	<b>63,671</b>	<b>69,044</b>	<b>72,978</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(211,450)</b>	<b>(247,987)</b>	<b>(270,221)</b>	<b>(282,697)</b>	<b>(294,407)</b>
<b>Reconciliation to Accrual Basis</b>					
ACCRUAL BASIS SURPLUS/(DEFICIT)	(211,450)	(247,987)	(270,221)	(282,697)	(294,407)

**CORPORATION OF THE TOWN OF FORT ERIE  
2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
Sale of land, buildings and equipment	(25,680)	(200,000)	(200,000)	(200,000)	(200,000)
User Fees	(13,184)	(20,100)	(20,460)	(21,614)	(22,035)
<b>Total Revenue</b>	<b>(38,864)</b>	<b>(220,100)</b>	<b>(220,460)</b>	<b>(221,614)</b>	<b>(222,035)</b>
<b>Expenses</b>					
Wages & Benefits	530,600	679,932	657,569	768,503	693,023
Materials & Services	160,605	133,172	114,206	213,744	108,471
<b>Total Expenses</b>	<b>691,205</b>	<b>813,104</b>	<b>771,775</b>	<b>982,247</b>	<b>801,494</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(652,341)</b>	<b>(593,004)</b>	<b>(551,315)</b>	<b>(760,633)</b>	<b>(579,459)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Program Support Charges	(192,387)	(192,387)	(177,057)	(171,836)	(176,987)
<b>Total Interdepartmental Transfers</b>	<b>(192,387)</b>	<b>(192,387)</b>	<b>(177,057)</b>	<b>(171,836)</b>	<b>(176,987)</b>
<b>Reserve Transfers</b>					
Transfers from Reserves	0	0	0	(188,000)	0
Transfers to Reserves	47,000	47,000	154,183	151,732	149,339
<b>Total Reserve Transfers</b>	<b>47,000</b>	<b>47,000</b>	<b>154,183</b>	<b>(36,268)</b>	<b>149,339</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(145,387)</b>	<b>(145,387)</b>	<b>(22,874)</b>	<b>(208,104)</b>	<b>(27,648)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(506,954)</b>	<b>(447,617)</b>	<b>(528,441)</b>	<b>(552,529)</b>	<b>(551,811)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	0	0	0	(188,000)	0
Transfers to Reserves	47,000	47,000	154,183	151,732	149,339
<b>Total Reserve Transfers</b>	<b>47,000</b>	<b>47,000</b>	<b>154,183</b>	<b>(36,268)</b>	<b>149,339</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(459,954)</b>	<b>(400,617)</b>	<b>(374,258)</b>	<b>(588,797)</b>	<b>(402,472)</b>

**CORPORATION OF THE TOWN OF FORT ERIE  
2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
Fine Revenue	(82,393)	(84,000)	(73,000)	(82,000)	(84,000)
Grants	(45,000)	0	0	0	0
User Fees	(2,205,840)	(1,980,950)	(2,254,100)	(2,075,570)	(1,982,249)
<b>Total Revenue</b>	<b>(2,333,233)</b>	<b>(2,064,950)</b>	<b>(2,327,100)</b>	<b>(2,157,570)</b>	<b>(2,066,249)</b>
<b>Expenses</b>					
Wages & Benefits	3,949,468	4,304,616	4,672,620	4,835,642	4,980,715
Materials & Services	730,945	994,135	714,116	517,366	1,201,114
Grants	109,570	100,000	40,000	190,000	190,000
<b>Total Expenses</b>	<b>4,789,983</b>	<b>5,398,751</b>	<b>5,426,736</b>	<b>5,543,008</b>	<b>6,371,829</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(2,456,750)</b>	<b>(3,333,801)</b>	<b>(3,099,636)</b>	<b>(3,385,438)</b>	<b>(4,305,580)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Fleet Related Charges	53,760	53,760	57,470	58,475	59,488
Program Support Charges	830,085	830,085	1,006,039	1,087,673	1,149,651
<b>Total Interdepartmental Transfers</b>	<b>883,845</b>	<b>883,845</b>	<b>1,063,509</b>	<b>1,146,148</b>	<b>1,209,139</b>
<b>Reserve Transfers</b>					
Transfers from Reserves	0	(310,000)	(301,170)	(355,777)	(401,223)
Transfers to Reserves	791,905	250,000	250,000	250,000	250,000
Transfers from Development Charges Reserve	0	0	0	0	(675,000)
<b>Total Reserve Transfers</b>	<b>791,905</b>	<b>(60,000)</b>	<b>(51,170)</b>	<b>(105,777)</b>	<b>(826,223)</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>1,675,750</b>	<b>823,845</b>	<b>1,012,339</b>	<b>1,040,371</b>	<b>382,916</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(4,132,500)</b>	<b>(4,157,646)</b>	<b>(4,111,975)</b>	<b>(4,425,809)</b>	<b>(4,688,496)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	0	(310,000)	(301,170)	(355,777)	(401,223)
Transfers to Reserves	791,905	250,000	250,000	250,000	250,000
Transfers from Development Charges Reserve	0	0	0	0	(675,000)
<b>Total Reserve Transfers</b>	<b>791,905</b>	<b>(60,000)</b>	<b>(51,170)</b>	<b>(105,777)</b>	<b>(826,223)</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(3,340,595)</b>	<b>(4,217,646)</b>	<b>(4,163,145)</b>	<b>(4,531,586)</b>	<b>(5,514,719)</b>

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
BIA Levies	(40,700)	(40,700)	(40,700)	(40,700)	(40,700)
Donations	(5,993)	(1,500)	(5,000)	(5,000)	(5,000)
Grants	(19,069)	(14,069)	(14,315)	(14,315)	(14,315)
User Fees	(6,913)	0	0	0	0
<b>Total Revenue</b>	<b>(72,675)</b>	<b>(56,269)</b>	<b>(60,015)</b>	<b>(60,015)</b>	<b>(60,015)</b>
<b>Expenses</b>					
Materials & Services	105,240	56,269	60,015	60,015	60,015
<b>Total Expenses</b>	<b>105,240</b>	<b>56,269</b>	<b>60,015</b>	<b>60,015</b>	<b>60,015</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(32,565)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Reserve Transfers</b>					
Transfers to Reserves	5,000	0	0	0	0
<b>Total Reserve Transfers</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(37,565)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reconciliation to Accrual Basis</b>					
Reserve Transfers					
Transfers to Reserves	5,000	0	0	0	0
<b>Total Reserve Transfers</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Accrual Entries					
Amortization	(2,040)	(2,000)	(4,100)	(4,100)	(4,100)
<b>Total Accrual Entries</b>	<b>(2,040)</b>	<b>(2,000)</b>	<b>(4,100)</b>	<b>(4,100)</b>	<b>(4,100)</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(34,605)</b>	<b>(2,000)</b>	<b>(4,100)</b>	<b>(4,100)</b>	<b>(4,100)</b>



**Bridgeburg Station Downtown Business Improvement Area  
Board of Management  
2024 Annual General Meeting Minutes  
Monday December 16th 2024, 5:30pm  
Fort Erie Public Library, Centennial Branch**

**1. Call to Order**

The Chair called the meeting to order at 5:48 pm.

**2. Roll Call**

**Present:** Vince Salvatori (Vice-Chair) Stacie Van Kraligen (Secretary), Venu Katta (treasurer) Korinne Antaya, Dana Nadeau, Miruna Beti, Joanne Keenan

**Absent:** Jade Galloway, Councillor George McDermott

**3. Disclosure of Pecuniary Interest**

**4. Adoption of the Agenda**

**That:** The Agenda for Dec 16th, 2024, be adopted as presented.

Moved by: Vince Salvatori

Seconded by: Miruna Beti

**Carried**

**5. Adoption of Minutes**

**That:** The Bridgeburg Station Downtown Business Improvement Area Board of Management AGM Minutes for Tuesday, January 9<sup>th</sup>, 2024, be adopted as presented.

Moved by: Vince Salvatori

Seconded by: Miruna Beti

**Carried**

**6. 2025 Draft Budget**

**That:** The 2025 Proposed Budget in the amount of \$64,796 for the Bridgeburg Station Downtown Business Improvement Area be approved and submitted to the Town of Fort Erie; and

**That:** The Bridgeburg BIA Board hereby approves the use of \$5000 in funding from the Town of Fort Erie that was offered to the BIA for the purpose of a Solar Eclipse Event and in turn reallocated to the 2025 Santa Claus Parade; and

That: The funding is proposed to be used as follows: \$3,000 for road closures and traffic control and \$2,000 for bands and entertainment related to the execution of the 2025 Santa Claus Parade; and

**That:** \$5,000 of the Events Budget in 2025 be funded through the reserve; and

**That:** The Bridgeburg BIA Board approves funding the 2024 operating deficit through its reserve funds.

Board is asking of the percentage being allocated to tax increase. Can it be proportional to taxes increase? What formula is used?

What formula is used to come to the amount allocated for the special events? i.e. \$5,000 provided for the Santa Claus Parade and the Eclipse Fund

What is the "Actual" tax number increase, not just the "Average"?

There were 50 new planters filled by the BIA but not requested by the BIA with the streetscape project. Who/how are we responsible for the funds to fill these planters?

All in favour

Moved by: Miruna Beti

Seconded by: Vince Salvatori

**Carried**

## **7. Adjournment**

**That:** The Bridgeburg Station Downtown Business Improvement Area Board of Management adjourns at 6:48pm.

Moved by: Vince Salvatori

Seconded by: Stacie VanKralingen

**Carried**

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
BIA Levies	(31,704)	(31,800)	(33,390)	(35,060)	(36,800)
Donations	(9,255)	(5,330)	(5,500)	(5,500)	(5,500)
Grants	(15,000)	(15,105)	(15,378)	(15,378)	(15,378)
User Fees	(280)	0	0	0	0
Miscellaneous other revenues	(23,641)	0	(14,000)	(14,000)	(14,000)
<b>Total Revenue</b>	<b>(79,880)</b>	<b>(52,235)</b>	<b>(68,268)</b>	<b>(69,938)</b>	<b>(71,678)</b>
<b>Expenses</b>					
Materials & Services	90,176	81,235	76,268	69,938	71,678
<b>Total Expenses</b>	<b>90,176</b>	<b>81,235</b>	<b>76,268</b>	<b>69,938</b>	<b>71,678</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(10,296)</b>	<b>(29,000)</b>	<b>(8,000)</b>	<b>0</b>	<b>0</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	(29,000)	0	(8,000)	0	0
<b>Total Reserve Transfers</b>	<b>(29,000)</b>	<b>0</b>	<b>(8,000)</b>	<b>0</b>	<b>0</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(29,000)</b>	<b>0</b>	<b>(8,000)</b>	<b>0</b>	<b>0</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
General (surplus) deficit	0	(29,000)	0	0	0
<b>Total (SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>(29,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>18,704</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reconciliation to Accrual Basis</b>					
Reserve Transfers					
Transfers from Reserves	(29,000)	0	(8,000)	0	0
<b>Total Reserve Transfers</b>	<b>(29,000)</b>	<b>0</b>	<b>(8,000)</b>	<b>0</b>	<b>0</b>
Accrual Entries					
Amortization	(920)	(4,100)	(7,000)	(7,000)	(7,000)
<b>Total Accrual Entries</b>	<b>(920)</b>	<b>(4,100)</b>	<b>(7,000)</b>	<b>(7,000)</b>	<b>(7,000)</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(11,216)</b>	<b>(4,100)</b>	<b>(15,000)</b>	<b>(7,000)</b>	<b>(7,000)</b>



# Crystal Beach BIA

## Minutes from 2024 AGM

### **Meeting Date, Time, and Location**

Wednesday December 11<sup>th</sup>, 2024 @ 6:00pm, Crystal Ridge Community Centre Library, Ridgeway ON

### **Members Present**

Board Members – Kirk Fretz, Robin Bannerman, Regan Greatrix, Irene Bradvica, Melissa Dubois, Tom Lewis

Regrets – Chris Hawkswell

#### 1) **Call to Order**

Meeting called to order by Kirk Fretz at 6:08pm.

#### 2) **Roll Call**

Recording secretary noted all attendees.

#### 3) **Disclosures of Pecuniary Interest**

None.

#### 4) **Approval of Agenda**

**Motion to approve the 2024 CBBIA AGM agenda as presented/amended.**

Moved by Kirk Fretz  
Seconded by Tom Lewis  
**Carried.**

5) **Presentations & Delegations**

Presentation from the Chair – annual recap, by Kirk Fretz

The year at a glance witnessed the installation of the Grove sign on Erie Road, the construction of a (not permanent) performance stage in The Grove, a 200 amp service installed in the Grove, refurbished picnic tables complete with a fresh coat of paint, the installation of the customized corporate banners on the downtown core hydro poles, the Beautification Committees commitment to saving water with the water conserving planters both hanging and on the ground, successful events including the partnership with the KIN Club who helped manage the SuperMarket.

6) **Agenda Items**

**Motion to approve the 2025 budget as presented.**

Presentation of the 2025 budget - as was produced by the CB BIA Executive prior to the AGM meeting - and which was approved by the Executive at that meeting.

Motion to approve the 2025 budget was made by Kirk Fretz however, discussion ensued whereby Melissa Dubois questioned the details of the expenses and revenue lines. Kirk acknowledged Melissa's concerns and referred her to the TOFE's detailed breakdown previously made available to the entire Executive. After this discussion, the Motion was still on the floor and was ultimately carried.

Motion to approve the 2025 budget  
Moved by Kirk Fretz  
Seconded by Robin Bannerman  
**Carried**

7) **Approval of Minutes**

**Motion to approve CBBIA AGM Minutes from December 13<sup>th</sup>, 2023 as presented.**

Moved by Kirk Fretz  
Seconded by Robin Bannerman  
**Carried**

**Motion to approve the Regular Meeting Minutes from November 13<sup>th</sup>, 2024 AND from the Regular Meeting from October 9<sup>th</sup>, 2024 as presented.**

Moved by Kirk Fretz  
Seconded by Tom Lewis  
**Carried**

8)

**Next Meeting Date and Adjournment**

Next CBBIA Regular Meeting scheduled Wednesday, February 12<sup>th</sup>, 2025 @ 6pm, at the Crystal Ridge Branch of the Fort Erie Library

**Motion to adjourn at 6:40pm.**

Moved by Kirk Fretz  
Seconded by Tom Lewis  
**Carried.**

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
BIA Levies	(44,907)	(45,000)	(45,000)	(45,000)	(45,000)
Donations	0	(2,000)	(500)	(500)	(500)
Grants	(13,328)	(12,500)	(13,550)	(13,550)	(13,550)
Interest & Penalties	28	0	400	400	400
User Fees	0	(3,400)	(2,000)	(2,000)	(2,000)
Miscellaneous other revenues	(2,250)	(61,600)	(64,250)	(55,250)	(55,250)
<b>Total Revenue</b>	<b>(60,457)</b>	<b>(124,500)</b>	<b>(124,900)</b>	<b>(115,900)</b>	<b>(115,900)</b>
<b>Expenses</b>					
Materials & Services	97,894	124,500	124,900	115,900	115,900
<b>Total Expenses</b>	<b>97,894</b>	<b>124,500</b>	<b>124,900</b>	<b>115,900</b>	<b>115,900</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(37,437)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>NET FINANCING &amp; TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(37,437)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reconciliation to Accrual Basis</b>					
Accrual Entries					
Amortization	(428)	0	(7,100)	(7,100)	(7,100)
<b>Total Accrual Entries</b>	<b>(428)</b>	<b>0</b>	<b>(7,100)</b>	<b>(7,100)</b>	<b>(7,100)</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(37,865)</b>	<b>0</b>	<b>(7,100)</b>	<b>(7,100)</b>	<b>(7,100)</b>



## **Ridgeway Business Improvement Area Board of Management Meeting Minutes**

December 30th, 2024, 5:40 pm  
Fort Erie Public Library, Crystal Ridge Branch

**1 Call to Order meeting** started at 5:40

**2 Roll Call**

**Present:** Chuck Lord, Carmine Mancini, William Day, Joan Christensen, Robynn Palumbo, Katie Dimmock

**Absent:** Chris Shickluna, Liane Beauchemin-Tieman, Christine Tremblay

**Guests:** Karen

**3 Disclosure of Pecuniary Interest**

N/A

**4 Adoption of the Agenda**

Joan seconds and Carm thirds agenda adoption

**5 Adoption of Minutes**

Joan motions the adoption of 2024 AGM meeting minutes

**6 Correspondence**

The board has not received any feedback or objections about the new budget. The group shared the consensus the feedback was fantastic about the budget that went towards the lights. Chuck reaffirmed we spent half the amount of money on the lights this year, with great warranty along with maintenance from the provider. Goal could be to add to this setup for next year. In this year's budget you will see some of the light costs. Chris has been talking to the town and working on our budget and looking into our reserve account.

- Chuck moves to adopt the 2025 budget moving forward, Robynn agrees and Carm seconds this motion.
- Chuck stated the town is pleased with us Joan seconds that the town is very satisfied
- Chuck passes motion to adopt the auditors report for 2024, Joan seconds this.

**7 Presentations and Delegations**

N/A

**8 Chair's Report 5:55 PM**

- We need the town's help with coming up with different fundraisers for each month.

- Joan asked if we still get funding from Meridian. She recalls it either stopped when this term started, but this could be a potential opportunity for fundraising.
- Carm re affirms the point from the previous meeting that we should be connecting with bigger corporations like RBC, Liberty and McDonalds. Let's tap into these businesses and get more contributions.
- Robynn suggests Beam as a sponsorship opportunity.
- Joan mentioned secretariat, social media and bookkeeping is something the town really wants. We should be seeking out more opportunities asking someone like meridian for example for more money for all three BIA'S and seeing if they're interested.
- Chuck proposed a secretary shared amongst 3 BIA's.
- Robynn suggested creating a schedule for all BIA's "Fort Erie Schedule"
- Carm can help build traction within the community with larger corporations.
- Karen mentioned a previous version of the sponsorship package already exists, refer to this going into 2025. Consider approaching Boggio's owner.
- William mentioned getting community donations, that we should present advertising options cohesively. He's going to share a list of potential advertising and fundraising opportunities for us to look over and discuss.
- Chuck suggests getting videos of business owners sharing their experience in the town, building up a presentation to appeal to sponsors.
- Carm proposed year end fundraising dinner
- We didn't do fundraising this year but we have good plans for 2025. We have new faces in the group, we need to go over the attendance list and rules.
- Joan confirms 3 meetings can be missed total. Start clean in february due to the January meeting being postponed.
- Robynn suggested sending out a nice join us for our first meeting of February 2025. Create a biweekly business profile. Chuck reaffirmed we need to set up business owner interviews

## **9 Treasurer's Report 6:10 PM**

- Designate someone to advertising: radio, Robynn and Katie can work on print. Setup a consistent ad in the observer. End of January we can sit with Sarah and see what options are. Monthly newsletter.
- Karen & Joan discussed that Beachcombers is a group to focus on, they have tapped into a great market. The people who are joining are youthful seniors, a great group for us to target. Volunteer recruitment, could pop into things like beachcombers and tell them who we are and what opportunities we have.
- Joan suggested encouraging members of the community to come out, engage, become a volunteer, become a member and discover the community.

## **10 Council Representative Report**

None

## 11 Sub-Committee Reports

N/A

### 11.1 Events Committee

N/A

## 12 New Business

12.1 AGM

12.2

## 13 Next Meeting Date

13.1 February 5th, 2025

## 14 Adjournment

**That:** The Ridgeway Business Improvement Area Board of Management adjourns at 6:17 by Carm and Robynn.

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Secretary

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Chair

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
User Fees	(7,934)	0	0	0	0
<b>Total Revenue</b>	<b>(7,934)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenses</b>					
Wages & Benefits	149,416	146,071	152,588	157,583	162,311
Materials & Services	47,482	45,950	46,050	46,050	46,050
Grants	1,701,675	1,711,803	1,784,958	1,883,104	1,943,051
<b>Total Expenses</b>	<b>1,898,573</b>	<b>1,903,824</b>	<b>1,983,596</b>	<b>2,086,737</b>	<b>2,151,412</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(1,890,639)</b>	<b>(1,903,824)</b>	<b>(1,983,596)</b>	<b>(2,086,737)</b>	<b>(2,151,412)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Allocation of Gaming Revenues	(329,000)	(329,000)	(357,000)	(357,000)	(357,000)
Program Support Charges	149,683	149,683	179,157	196,956	212,812
<b>Total Interdepartmental Transfers</b>	<b>(179,317)</b>	<b>(179,317)</b>	<b>(177,843)</b>	<b>(160,044)</b>	<b>(144,188)</b>
<b>Reserve Transfers</b>					
Transfers from Reserves	(2,700)	0	0	0	0
Transfers from Development Charges Reserve	0	(20,000)	(39,600)	(40,100)	(40,600)
<b>Total Reserve Transfers</b>	<b>(2,700)</b>	<b>(20,000)</b>	<b>(39,600)</b>	<b>(40,100)</b>	<b>(40,600)</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(182,017)</b>	<b>(199,317)</b>	<b>(217,443)</b>	<b>(200,144)</b>	<b>(184,788)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(1,708,622)</b>	<b>(1,704,507)</b>	<b>(1,766,153)</b>	<b>(1,886,593)</b>	<b>(1,966,624)</b>
<b>Reconciliation to Accrual Basis</b>					
Reserve Transfers					
Transfers from Reserves	(2,700)	0	0	0	0
Transfers from Development Charges Reserve	0	(20,000)	(39,600)	(40,100)	(40,600)
<b>Total Reserve Transfers</b>	<b>(2,700)</b>	<b>(20,000)</b>	<b>(39,600)</b>	<b>(40,100)</b>	<b>(40,600)</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(1,711,322)</b>	<b>(1,724,507)</b>	<b>(1,805,753)</b>	<b>(1,926,693)</b>	<b>(2,007,224)</b>

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Expenses</b>					
Grants	1,621,618	1,621,618	1,692,287	1,769,473	1,826,056
<b>Total Expenses</b>	1,621,618	1,621,618	1,692,287	1,769,473	1,826,056
<b>NET BEFORE FINANCING AND TRANSFERS</b>	(1,621,618)	(1,621,618)	(1,692,287)	(1,769,473)	(1,826,056)
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Program Support Charges	45,920	45,920	50,012	56,913	64,789
<b>Total Interdepartmental Transfers</b>	45,920	45,920	50,012	56,913	64,789
<b>Reserve Transfers</b>					
Transfers from Development Charges Reserve	0	(20,000)	(39,600)	(40,100)	(40,600)
<b>Total Reserve Transfers</b>	0	(20,000)	(39,600)	(40,100)	(40,600)
<b>NET FINANCING &amp; TRANSFERS</b>	45,920	25,920	10,412	16,813	24,189
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	0	0	0	0	0
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	(1,667,538)	(1,647,538)	(1,702,699)	(1,786,286)	(1,850,245)
<b>Reconciliation to Accrual Basis</b>					
<b>Reserve Transfers</b>					
Transfers from Development Charges Reserve	0	(20,000)	(39,600)	(40,100)	(40,600)
<b>Total Reserve Transfers</b>	0	(20,000)	(39,600)	(40,100)	(40,600)
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	(1,667,538)	(1,667,538)	(1,742,299)	(1,826,386)	(1,890,845)

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024	2024	2025	2026	2027
	YTD Actuals	Approved Budget	Budget	Forecast	Forecast
<b>Expenses</b>					
Wages & Benefits	149,416	146,071	152,588	157,583	162,311
Materials & Services	867	2,650	2,250	2,250	2,250
<b>Total Expenses</b>	<b>150,283</b>	<b>148,721</b>	<b>154,838</b>	<b>159,833</b>	<b>164,561</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(150,283)</b>	<b>(148,721)</b>	<b>(154,838)</b>	<b>(159,833)</b>	<b>(164,561)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Interdepartmental Transfers</b>					
Allocation of Gaming Revenues	(329,000)	(329,000)	(357,000)	(357,000)	(357,000)
Program Support Charges	103,763	103,763	129,145	140,043	148,023
<b>Total Interdepartmental Transfers</b>	<b>(225,237)</b>	<b>(225,237)</b>	<b>(227,855)</b>	<b>(216,957)</b>	<b>(208,977)</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(225,237)</b>	<b>(225,237)</b>	<b>(227,855)</b>	<b>(216,957)</b>	<b>(208,977)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>74,954</b>	<b>76,516</b>	<b>73,017</b>	<b>57,124</b>	<b>44,416</b>
<b>Reconciliation to Accrual Basis</b>					
ACCRUAL BASIS SURPLUS/(DEFICIT)	74,954	76,516	73,017	57,124	44,416

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Expenses</b>					
Materials & Services	8,967	9,300	4,800	4,800	4,800
<b>Total Expenses</b>	<b>8,967</b>	<b>9,300</b>	<b>4,800</b>	<b>4,800</b>	<b>4,800</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(8,967)</b>	<b>(9,300)</b>	<b>(4,800)</b>	<b>(4,800)</b>	<b>(4,800)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>Reserve Transfers</b>					
Transfers from Reserves	(2,700)	0	0	0	0
<b>Total Reserve Transfers</b>	<b>(2,700)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(2,700)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(6,267)</b>	<b>(9,300)</b>	<b>(4,800)</b>	<b>(4,800)</b>	<b>(4,800)</b>
<b>Reconciliation to Accrual Basis</b>					
Reserve Transfers					
Transfers from Reserves	(2,700)	0	0	0	0
<b>Total Reserve Transfers</b>	<b>(2,700)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(8,967)</b>	<b>(9,300)</b>	<b>(4,800)</b>	<b>(4,800)</b>	<b>(4,800)</b>

**CORPORATION OF THE TOWN OF FORT ERIE  
2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Expenses</b>					
Grants	26,454	36,582	37,568	39,071	40,635
<b>Total Expenses</b>	<b>26,454</b>	<b>36,582</b>	<b>37,568</b>	<b>39,071</b>	<b>40,635</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(26,454)</b>	<b>(36,582)</b>	<b>(37,568)</b>	<b>(39,071)</b>	<b>(40,635)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>NET FINANCING &amp; TRANSFERS</b>	0	0	0	0	0
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	0	0	0	0	0
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(26,454)</b>	<b>(36,582)</b>	<b>(37,568)</b>	<b>(39,071)</b>	<b>(40,635)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(26,454)</b>	<b>(36,582)</b>	<b>(37,568)</b>	<b>(39,071)</b>	<b>(40,635)</b>

**CORPORATION OF THE TOWN OF FORT ERIE  
2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Expenses</b>					
Materials & Services	2,881	4,000	4,000	4,000	4,000
<b>Total Expenses</b>	<b>2,881</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	(2,881)	(4,000)	(4,000)	(4,000)	(4,000)
<b>FINANCING &amp; TRANSFERS</b>					
<b>NET FINANCING &amp; TRANSFERS</b>	0	0	0	0	0
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	0	0	0	0	0
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	(2,881)	(4,000)	(4,000)	(4,000)	(4,000)
<b>Reconciliation to Accrual Basis</b>					
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	(2,881)	(4,000)	(4,000)	(4,000)	(4,000)



**Mayor's Youth Advisory Committee  
Proposed 2025 Budget**

**65200 Youth Programs**

2993 Meeting Expenses	\$150
2999 Sundry/Misc.	\$300
3110 Transportation	\$350
3150 Training and Development	\$400
3250 Advertising and Promotions	\$1400
3422 Events and Programs	\$1400
<b>TOTAL</b>	<b>\$4000</b>



## Mayor's Youth Advisory Committee Meeting Minutes

Monday, October 21st, 2024 at 4:30 pm

### 1. Call to Order

The Chair called the meeting to order at 4:38pm

### 2. Roll Call

The Chair gave the roll call.

**Present:** Paige Henneberger, Addison Wightman, Dario Costa, Mackenzie Arts, and Hailey Hudson

**Guests:** Rileigh Arts, William Connor

**Absent:** Queen Ndibwami, King Ndibwami, Linkyn Willick, Giulia Piazza, Nicholas Mete, Biliques Fayemi, Adelaide Dy, Mojeed Fayemi and Grace Gismondi

**Staff:** Mayor Redekop, Bill Connor, and Krista Connor

### 3. Disclosure of Pecuniary Interest

None.

### 4. Adoption of the Agenda

**That:** The Agenda for October 21st, 2024 be adopted as presented.

Moved by: Addie Wightman

Seconded by: Hailey Hudson

**Carried**

### 5. Adoption of Minutes

**That:** The Minutes for September 23rd, 2024 be adopted as presented.

Moved by: Paige Henneberger

Seconded by: Dario Costa

**Carried**

### 6. Correspondence

Mayor's Youth Advisory Committee Minutes – October 21st, 2024 Page 1 of 4

## 7. Presentations and Delegations

- a. none

## 8. Mayor's Report

- Mr. Mayor reported on the new appointments to the committee, asking MYAC's thoughts on the new applicants.
- MYAC members gave their suggestions and made a decision to move forward with each applicant.

## 9. Business Arising From Minutes

- a. Welcome Back
    - Chair, Mackenzie welcomed everyone back
  - b. Review last meeting for absent members
    - Chair welcomed Mr and Mrs Connor and informed committee that Fran has resigned
    - Chair explained the new executive so members were aware
  - c. Executive Election
    - Treasurer: will be appointed at next meeting
  - d. Updated email list
- Will pass around a list for people to write their emails on at the next meeting when we have higher attendance
- e. New Budget - [MYAC proposed Budget 2025](#)

Board/Committee to pass a motion to accept MYAC's 2025 budget

Moved by: Paige Henneberger

Seconded by: Hailey Hudson

**That:** Board/Committee accept MYAC's 2025 budget

Vote was unanimous in favour of accepting budget

- f. Selection Committee

Board/Committee to pass a motion to accept appointment of *Paige Henneberger, Mackenzie Arts, Addie Wightman, and Dario Costa* to the MYAC Selection Committee

Moved by: Addie Wightman

Seconded by: Paige Henneberger

**That:** Board/Committee's accept appointment of *Paige Henneberger, Mackenzie Arts, Addie Wightman, and Dario Costa* to the MYAC Selection Committee

Vote was unanimous in favour of accepting appointments

## Carried

### g. Pumpkin Carving Contest

- All elementary schools (with the exception of St Joseph) will be participating
- Committee is still waiting on expression of interest from Lakeshore and FEIA
- Mackenzie announced that the winning elementary school will have the peace bridge lit up in their school colours on Nov 12
- On the topic of local schools, Mrs. Connor and Mackenzie brought up the idea of creating an outreach committee to the elementary schools. Members were encouraged to consider joining this committee and decided to discuss more at the November meeting
- Chair suggested we create a post about it to post to the MYAC Instagram to make the community aware that the pumpkins will be at town hall and about the Peace Bridge colours.

### h. Social Media

- Linkyn and Dario has volunteered to run our social media
- Dario, Linkyn, and Paige will do an introduction post of the whole committee. Mackenzie will send an email to the committee to ask for a photo to go along with their introduction. The video should be completed before our next meeting.
- Dario/Linkyn will create a "We want to hear from you post" with a google form attached for members of the community to share ideas with the committee

### i. Attendance Policy

- Let Mackenzie know if you can't make it to our meeting
- Committee voted on keeping the same attendance policy, stating that members' position on the committee will be re-evaluated after missing 3 meetings without contact.
- Mackenzie suggested that at our next meeting we will appoint an attendance minister

## 10. Sub-committee Reports

- none

## 11. New Business

### a. Winners Photo

- On November 12th we would like to meet at the Peace Bridge at 7pm to take a photo with the winning school.
- Committee members attending this photo should wear a MYAC sweater
- if you need a ride, reach out to Mackenzie and you can meet at town hall

### b. November Planning

- Mackenzie suggested that the committee joins the Mayor in the Santa Clause parade. Mr. Mayor said he will reach out to Mackenzie with confirmation and more information before the end of the week
- MYAC decided to do another free skate over the Christmas break. Mackenzie emailed Tammy to book the rink but is just awaiting a response

- Mackenzie suggested the idea of doing a “Letters to Santa” project throughout December where children write letters and place it in a mailbox at the local libraries or area and MYAC will send a letter back “from santa.” William will reach out to libraries, Mackenzie will reach out to the arena, Paige will make a poster and the committee will brainstorm what the mailboxes will look/be like. Mackenzie suggested we have the committee decorate the mailboxes. Then she also suggested instead of mailing the letters back, we drop them off at the children’s schools. Committee agreed with these ideas.
  - Mackenzie also suggested the idea of reimagining and recreating the YMCA tween dances. William said he can reach out to the BGC to inquire about running the dance out of their gym
- c. Booking off Meetings (Nov 18, Dec 16)
- Mackenzie reminded us to book off the next 2 meetings
- d. Committee Review
- When reviewing attendance, the committee suggested removing members who have missed meetings without contact.
  - The committee recommends removing Queen Ndibwami and King Ndibwami with 3 consecutive meetings missed with no contact, Grace Gismondi with 5 consecutive meetings missed and no contact, and Mojeed Fayemi with 7 consecutive meetings missed and no contact.
  - Committee also recommended Biliqees Fayemi be removed as she graduated last year and has missed 4 consecutive meetings.

The next meeting of MYAC will be held on November 18th @4:30pm in Conference Room #1.

## 12. Adjournment

**That:** The Mayor’s Youth Advisory Committee adjourns at 5:25 pm

Moved by: Paige Henneberger

Seconded by: Addie Wightman

**Carried**

Mackenzie Arts  


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Mackenzie Arts, Chair

Addison Wightman  


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Addison Wightman, Secretary

**CORPORATION OF THE TOWN OF FORT ERIE**  
**2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Revenue</b>					
User Fees	(7,934)	0	0	0	0
<b>Total Revenue</b>	(7,934)	0	0	0	0
<b>Expenses</b>					
Materials & Services	34,767	30,000	35,000	35,000	35,000
<b>Total Expenses</b>	34,767	30,000	35,000	35,000	35,000
<b>NET BEFORE FINANCING AND TRANSFERS</b>	(26,833)	(30,000)	(35,000)	(35,000)	(35,000)
<b>FINANCING &amp; TRANSFERS</b>					
<b>NET FINANCING &amp; TRANSFERS</b>	0	0	0	0	0
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	0	0	0	0	0
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	(26,833)	(30,000)	(35,000)	(35,000)	(35,000)
<b>Reconciliation to Accrual Basis</b>					
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	(26,833)	(30,000)	(35,000)	(35,000)	(35,000)

**CORPORATION OF THE TOWN OF FORT ERIE  
2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Expenses</b>					
Grants	24,750	24,750	26,250	27,450	29,250
<b>Total Expenses</b>	<b>24,750</b>	<b>24,750</b>	<b>26,250</b>	<b>27,450</b>	<b>29,250</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	(24,750)	(24,750)	(26,250)	(27,450)	(29,250)
<b>FINANCING &amp; TRANSFERS</b>					
<b>NET FINANCING &amp; TRANSFERS</b>	0	0	0	0	0
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	0	0	0	0	0
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	(24,750)	(24,750)	(26,250)	(27,450)	(29,250)
<b>Reconciliation to Accrual Basis</b>					
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	(24,750)	(24,750)	(26,250)	(27,450)	(29,250)



**Fort Erie Lions Senior Citizens Complex Inc.**  
265 High Street, Fort Erie, ON. L2A 3R4  
Phone: 905-871-7761. Email: douglasheights@cogeco.net

**December 11, 2024**

The Corporation of the Town of Fort Erie  
1 Municipal Centre Drive  
Fort Erie, ON. L2A 2S6

Re: File No. 230101

Dear Mr. Janzen:

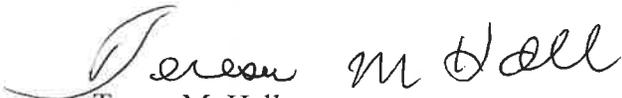
As requested by your letter dated October 10, 2024, please find our 2025 budget submission as follows.

1. Budget submission in a format similar to Appendix B in your budget policy. Please note we are requesting a 2025 operating grant from the Town of Fort Erie in the amount of \$26,250.00.
2. Minutes of the Board of Directors meetings from January 09, 2024 to December 10, 2024. Please note the Minutes of the December 10, 2024 meeting contains a resolution approving the 2025 budget and submission to the Town of Fort Erie.

Audited financial statements for our year ended June 30, 2024 were submitted directly to you by accounting firm MNP LL

Please advise if you require further information.

Best regards

  
Teresa M. Hall  
Chair

FORT ERIE LIONS SENIOR CITIZENS COMPLEX INC.

CORPORATION OF THE TOWN OF FORT ERIE

OPERATING BUDGET AND FORECAST

	<u>2024</u> <u>PROJECTED</u>	<u>2024</u> <u>BUDGET</u>	<u>2025</u> <u>BUDGET</u>	<u>2026</u> <u>FORECAST</u>	<u>2027</u> <u>FORECAST</u>
<u>REVENUES</u>					
Operating Grant - Town of Fort Erie	24,750	24,750	26,250	27,750	29,250
Operating Grant - Province of Ontario	48,175	42,700	50,000	50,000	50,000
Special Grant - Province of Ontario	1,137	15,000	15,000	15,000	15,000
Lottery Fund	40,000	10,000	32,000	36,000	42,000
Rentals	8,000	8,000	8,000	8,000	8,000
Membership dues	8,000	7,500	8,250	8,750	9,250
HST rebate	6,500	6,000	6,000	6,000	7,000
Donations	300	750	500	500	500
Program service fees	150	375	250	250	250
Surplus from prior year	9,625	-	-	-	-
Transfer from Reserve Fund	-	23,675	-	-	-
Total Revenue	<u>146,637</u>	<u>138,750</u>	<u>146,250</u>	<u>152,250</u>	<u>161,250</u>
<u>EXPENDITURE</u>					
Administration	5,000	4,500	5,000	5,000	5,000
Special grant expenditure	1,137	15,000	15,000	15,000	15,000
Insurance	8,000	8,000	8,500	9,000	9,500
Kitchen supplies	1,000	3,000	1,500	1,500	1,500
Professional fees	8,000	5,750	8,500	8,500	8,500
Office staffing	14,000	12,500	14,500	15,000	15,500
Program expenses	27,000	2,500	30,000	32,000	34,000
Property maintenance	65,000	69,500	45,250	47,750	53,250
Utilities	17,500	18,000	18,000	18,500	19,000
Total Expenditure	<u>146,637</u>	<u>138,750</u>	<u>146,250</u>	<u>152,250</u>	<u>161,250</u>

Note

The Operating Grant request from the Town of Fort Erie for 2025 represents 20% of total budgeted expenditure for 2025, excluding Special Grant Expenditure, i.e. \$146,250 - \$15,000 = \$131,250 @ 20% = \$26,250..

**Fort Erie Lions Senior Citizens Complex Inc.**

**Board meeting**

**December 10, 2024**

Meeting called to order at 10.00 am by Chair Teresa Hall

Does anyone have a conflict of interest. None

Is anyone aware of fraud, errors, or any other improprieties None

Present: A. Fast, J. Manley, M. Detenbeck, C. Beardwood, D. Muise, A. Mills, P. Patterson, Y. St. Germaine, T. Hall, M. Boisvert.

Absent: L. Lea

**The minutes** of the November 12, 2024 meeting were previously Distributed.

**Motion:** moved by C. Beardwood and seconded by M. Detenbeck to approve the minutes of the November 12, 2024 meeting. Motion carried.

**Election of Officers:**

Nominations to elect the following

Chair: Teresa Hall

Vice Chair: Carolyn Beardwood

Secretary: Debbie Muise

**Motion:** moved by A. Mills and seconded by A. Fast to approve the election of Officers. Motion carried.

**Member at Large:** Anne Mills, Deb Muise

**Harmony Hill:** Peggy Patterson

**Club 96:** Al Fast

**Motion:** moved by Y. St. Germaine and seconded by J. Manley to approve the election of other representatives. Motion carried.

**Financial Report: November 2024. M. Boisvert distributed and explained the report for November 2024.**

Bingo deposit for October \$4513.11. GST rebate cheque \$4491.41.

**Motion:** moved by C. Beardwood and seconded by J. Manley to approve the Financial Report. Motion carried.

**Operating Budget/Forecast** for the Town of Fort Erie Corporate Services.

Fort Erie Lions Senior Citizens Complex Inc. 2025 Budget in the amount of \$146,250.00 be approved and submitted to the Town of Fort Erie with a request for a grant in the amount of \$26,250.00.

**Motion:** moved by A. Mills and seconded by M. Detenbeck to approved the Operating Budget for the Town of Fort Erie Corporate Services. Motion carried.

**Program Coordinator Report distributed by M. Boisvert**

Speaker of the month on December 12 at 1.00pm – Santa and Mrs. Claus.  
Christmas Carol sing a long – Tuesday, December 17 from 1 – 2.00pm  
Regular scheduled programs continue to be popular.

**Reports:** Centre memberships for 2025 are being sold now.  
**Centre will be closed on December 25 and 26.**

**Club 96:** The Club enjoyed Christmas dinner at Happy Jacks, with 76 members returning to the Centre to play cards.

**Harmony Hill:** Christmas dinner on December 17 at Sicilian Chef. Revenue from fundraisers were donated to the community. A Fashion Show is booked for May 08, 2025 and a Paddle Auction will be held in the fall.

**Old Business**

The Board approved changing the meetings to the second Wednesday at 10.00am starting on January 08, 2025

**New Business**

The fire door to the lounge is in bad shape. Mike Detenbeck approached Canadian Door Doctor. Quote to replace with a new one is \$960.00 + tax. Includes removing the old door, keeping the window and installing the new one. They will require a deposit of \$480.00 to order the new door.

**Motion:** moved by J. Manley and seconded by A. Mills to approve the quote from Canadian Door Doctor and proceed with work. Motion carried.

Suggestion that we call the fire department to arrange training on using the Defibrillator.

The Flags in the gym are getting dirty and frayed. Bring to a Lions Board meeting as they were an Air Cadet project.

Motion to adjourn by A. Mills at 11.45am

Next meeting Wednesday, January 08, 2025

  
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Deb Muise Secretary

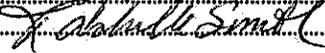
  
-----  
Teresa M Hall Chair

**CORPORATION OF THE TOWN OF FORT ERIE  
2025 BUDGET AND FORECAST**

	2024 YTD Actuals	2024 Approved Budget	2025 Budget	2026 Forecast	2027 Forecast
<b>Expenses</b>					
Grants	28,853	28,853	28,853	47,110	47,110
<b>Total Expenses</b>	<b>28,853</b>	<b>28,853</b>	<b>28,853</b>	<b>47,110</b>	<b>47,110</b>
<b>NET BEFORE FINANCING AND TRANSFERS</b>	<b>(28,853)</b>	<b>(28,853)</b>	<b>(28,853)</b>	<b>(47,110)</b>	<b>(47,110)</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>NET FINANCING &amp; TRANSFERS</b>	0	0	0	0	0
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>	0	0	0	0	0
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(28,853)</b>	<b>(28,853)</b>	<b>(28,853)</b>	<b>(47,110)</b>	<b>(47,110)</b>
<b>Reconciliation to Accrual Basis</b>					
<b>ACCRUAL BASIS SURPLUS/(DEFICIT)</b>	<b>(28,853)</b>	<b>(28,853)</b>	<b>(28,853)</b>	<b>(47,110)</b>	<b>(47,110)</b>

**BEACHCOMBERS SENIOR CITIZENS ASSOC. OF CRYSTAL BEACH**  
**237 RIDGE RD., RIDGEWAY, ONTARIO**

	Revenue	2024 Budget	2024 Actual Up to Nov 30	2025 Budget	2025 Actual
Membership Fees	\$	14,308.00	\$ 13,214.51	\$ 19,821.77	
Program Revenue	\$	45,279.50	\$ 48,359.67	\$ 65,000.00	
Dinners	\$	5,035.31	\$ 8,721.50	\$ 13,082.25	
Bazaars	\$	5,562.34	\$ 5,688.80	\$ 8,533.20	
Grant - Town of Fort Erie	\$	28,853.00	\$ 28,853.00	\$ 28,853.00	
Grant - Prov. Of Ontario SALC Operational	\$	42,700.00	\$ 48,175.00	\$ 50,000.00	
Grant - Prov. Of Ontario - Special Grant	\$	-	\$ 691.00	\$ -	
Grant - New Horizon Grant	\$	15,000.00	\$ 13,198.00	\$ -	
Grant - Trillium	\$	-	\$ 19,800.00	\$ -	
Investment Revenue	\$	-	\$ 397.23	\$ 595.85	
Sale of Promotional Items Revenue	\$	-	\$ 1,961.00	\$ 2,941.50	
Hall Use Rental Revenue	\$	-	\$ 850.00	\$ 1,275.00	
Other Revenue	\$	-	\$ 1,915.73	\$ 2,873.60	
Donation	\$	4,000.00	\$ 1,835.36	\$ 2,753.04	
	\$	<b>160,738.15</b>	\$ <b>193,660.80</b>	\$ <b>195,729.20</b>	
<b>Expenses</b>					
Repairs & Maintenance	\$	61,013.82	\$ 48,160.92	\$ 72,241.38	
Kitchen Supplies/Cleaning Supplies	\$	7,557.27	\$ -	\$ -	
Hall use Rental	\$	-	\$ -	\$ -	
Bookkeeping Expense	\$	9,800.00	\$ 8,700.00	\$ 13,050.00	
Bus Trips	\$	953.99	\$ -	\$ -	
Utilities	\$	14,012.39	\$ 10,630.96	\$ 15,946.44	
Bazaar Expense	\$	-	\$ 701.21	\$ 1,051.82	
Marketing Expense	\$	-	\$ 1,946.43	\$ 2,919.65	
Membership Program Expense	\$	-	\$ 22,492.52	\$ 33,738.78	
Office Supplies/Postage	\$	19,798.41	\$ 13,274.15	\$ 19,911.23	
Cogeco Services	\$	3,439.66	\$ 2,672.45	\$ 4,008.68	
Security Alarm	\$	1,196.38	\$ 57.33	\$ 86.00	
Dinners/Snacks/Coffee Program Exp	\$	32,876.12	\$ 7,170.45	\$ 10,755.68	
Rememberance Day Donation	\$	55.00	\$ 55.00	\$ 82.50	
Accounting and Legal	\$	3,000.00	\$ 2,910.32	\$ 4,365.48	
Grant Expenses	\$	-	\$ 34,339.75	\$ 51,509.63	
Transit On Demand Town of Fort Erie	\$	4,937.80	\$ 4,366.50	\$ 6,549.75	
Municipal Taxes	\$	9,019.91	\$ 6,772.05	\$ 10,158.08	
Insurance	\$	9,931.14	\$ 7,728.92	\$ 9,346.20	
Contingency funds (capital expense))	\$	10,000.00	\$ -	\$ -	
	\$	<b>187,591.89</b>	\$ <b>171,978.96</b>	\$ <b>255,721.26</b>	\$ -

BUDGET APPROVED BY  ..... PRESIDENT  
 ..... Bookkeeper

Anne Marie Lodomez Miller  
Rachelle Smith

# Beachcombers Senior Centre

237 Ridge Road, Box 176, Ridgeway, ON. L0S 1N0

905-894-6106



January 4, 2025

Nanette General  
Director Corporate Services  
The corporation of the Town of Fort Erie  
1 Municipal Centre Drive  
Fort Erie, Ontario  
L2A2S6

This letter is to confirm that the 2025 budget was reviewed and accepted at the December 5th 2024 Board Meeting.

A handwritten signature in black ink, appearing to read 'Anne Marie Lodomez-Miller'.

Anne Marie Lodomez-Miller  
President

# **SECTION EIGHT**

# **SUPPLEMENTARY BUDGET**



**TOWN OF FORT ERIE**

**2025 PROPOSED BUDGET**

# Table of Contents

## 2025 Supplementary Budget

### **A. REQUESTS PER PREVIOUS REPORTS/RESOLUTIONS**

1. BASE BUDGET – N/A

2. ONE-TIME

2.1 Sherkston Rd - permanent closure (Point Abino Rd N and Michener Rd)..... 1

### **B. NEW REQUESTS FOR COUNCIL CONSIDERATION**

3. BASE BUDGET

3.1 Staffing: Supervisor of Construction Projects - Growth (IS) .....2-3

3.2 Staffing: Parks Technician, Arboriculture (IS) .....4

3.3 Staffing: Permit Application Technician (PBBS) .....5-6

4. ONE-TIME

4.1 Facility Condition Assessment Study update .....7

4.2 Town Hall landscape improvements .....8-9

4.3 Comprehensive Zoning By-law review.....10-11

4.4 Community Planning and Permitting System (CPPS) - consultant.....12-13

**THE CORPORATION OF THE TOWN OF FORT ERIE**

**Supplementary Budget Request**

Budget year	2025 2.1
Base or One-time	One-Time
Department Name	Infrastructure Services - Engineering
Program Manager	Jordan Frost – Manager of Engineering

<b>Program Title and Description</b>
<p><u>Permanent Closure of Sherkston Road between Point Abino Road North and Michener Road</u></p> <p>As per Council Report <a href="#">IS-17-2023</a>, staff recommended the permanent closure of Sherkston Road between Point Abino Road North and Michener Road and that Council direct staff to prepare the associated by-law for the closure. The estimated costs for removal, outlined in Table 1 of Council Report IS-17-2023, were substantially low in comparison to quotations received. As a result, the closure of Sherkston Road was unable to be completed in the 2023 and 2024 operating budget. This supplementary budget request seeks funds to finance the permanent closure of Sherkston Road.</p>

<b>Budget Impact</b>				
Account Number	Account Name	Budget Year	Second Year Forecast	Third Year Forecast
OG-31000-2195	Engineering - Contracts	\$100,000	N/a	N/a
OG-31000-0920	GLRS Reserve Funding	(\$100,000)	N/a	N/a

<b>Program Benefit. Identify value added such as efficiencies gained, cost savings, public benefit, risk reduction. Include additional attachments if necessary.</b>
<p>Through the Traffic Coordinating Committee (TCC), this section of Sherkston Road has been identified as a concern with respect to traffic safety. By closing Sherkston Road between Point Abino Road North and Michener Road, the need to replace the overhead flashing red/amber warning signal is removed (approximately \$20,000), the need to resurface the road is removed (approximately \$30,000 in capital cost and \$2,000 in annual operations and maintenance costs), and the intersection skew angle issues are addressed which should result in fewer, or a lower potential for, collisions.</p>

**THE CORPORATION OF THE TOWN OF FORT ERIE**

**Supplementary Budget Request**

Budget year	2025 3.1
Base or One-time	Base
Department Name	Infrastructure Services – Engineering
Program Manager	Jordan Frost – Manager of Engineering

<b>Program Title and Description</b>
<p><u>Supervisor of Construction Projects, Growth [8/12 year]</u></p> <p>To lead and supervise the contract administration and construction inspection of the addition or improvement of municipal infrastructure and servicing necessary to facilitate population and employment growth within Fort Erie. This position focuses on municipal infrastructure to support growth (addition or improvement within the Town's right-of-way) and service the growth (addition within a plan of subdivision).</p>

<b>Budget Impact</b>				
<b>Account Number</b>	<b>Account Name</b>	<b>Budget Year</b>	<b>Second Year Forecast</b>	<b>Third Year Forecast</b>
OG-31000-1310/etc.	Engineering – Wages & benefits	\$82,655	\$127,700	\$131,530
CA-83100-1310/etc.	Engineering – capital project funding	(\$53,725)	(\$83,005)	(\$85,495)
OG-31000-3150	Engineering – training	\$1,650	\$2,480	\$2,630
OG-11475-3230	IT - Telephone	\$1,000	\$500	\$500
OG-11475-3111	IT - Software	\$2,000	\$2,000	\$2,000
OG-11475-5411	IT - Hardware	\$2,500	\$1,000	\$1,000
OG-11500-2610	Municipal Centre - Furniture	\$3,000	N/a	N/a
<b>Total</b>		<b>\$39,080</b>	<b>\$50,675</b>	<b>\$52,165</b>

**Program Benefit. Identify value added such as efficiencies gained, cost savings, public benefit, risk reduction. Include additional attachments if necessary.**

This position is planned to be established in May 2025 as a result of a restructuring in the Development Approvals Division of PBBS, leading to a transfer of responsibilities to the Engineering Division of IS. The position is funded through capital reserves (65%) and the remaining through operating expenses (35%) with associated construction inspection fees to developers.

Given the observed and projected growth and development within Fort Erie, the contract administration and construction inspection for the addition or improvement of municipal infrastructure and servicing requires additional resourcing. Through provision of this full-time position, the increasing number of capital projects (including development charge projects and subdivisions will be managed from commencement of construction to assumption of infrastructure. This position will assist in ensuring that the Town's municipal infrastructure is constructed in accordance with the applicable policies, procedures, standards, guidelines, and best practices reducing the Town's liability and risk upon assumption.

**THE CORPORATION OF THE TOWN OF FORT ERIE**

**Supplementary Budget Request**

Budget year	2025 3.2
Base or One-time	Base
Department Name	Infrastructure Services – Parks and Facilities
Program Manager	Sean Hutton – Manager of Parks and Facilities

<b>Program Title and Description</b>
<u>Parks Technician, Arboriculture [8/12 year]</u> Addition of a second certified Arborist to address private tree by-law inspections.

<b>Budget Impact</b>				
<b>Account Number</b>	<b>Account Name</b>	<b>Budget Year</b>	<b>Second Year Forecast</b>	<b>Third Year Forecast</b>
OG-57700-RDSTRE-1310/etc.	Urban forestry – Wages & benefits	\$68,240	\$105,428	\$108,590
OG-57700-RDSTRE-2197	Urban forestry – Rental vehicle	\$12,000	\$15,000	\$15,000
OG-57700-RDSTRE-3150	Urban forestry – Training	\$1,365	\$2,110	\$2,170
OG-11475-3111	IT – Software	\$500	\$500	\$500
OG-11475-3230	IT – Telephone	\$1,000	\$500	\$500
OG-11475-5411	IT – Hardware	\$2,500	\$1,000	\$1,000
OG-11500-2610	Municipal Centre - Furniture	\$3,000	N/a	N/a
	<b>Total</b>	<b>\$88,605</b>	<b>\$123,538</b>	<b>\$126,760</b>

<b>Program Benefit. Identify value added such as efficiencies gained, cost savings, public benefit, risk reduction. Include additional attachments if necessary.</b>
The position is required to complete the inspection of private trees under the new tree by-law. The position will further complement the existing Arborist during peak times, improving the overall level of service. Current requests take up to 2 months to complete an initial inspection of a tree, the addition of a second Arborist will reduce this significantly. More prompt inspections and completion of necessary work will reduce risk and financial exposure to the Town.

**THE CORPORATION OF THE TOWN OF FORT ERIE**

**Supplementary Budget Request**

Budget year	2025 3.3
Base or One-time	Base
Department Name	Planning, Building and By-law Services – Building and By-law
Program Manager	Keegan Gennings – Manager of Building and By-law/CBO

<b>Program Title and Description</b>
<u>Permit Application Technician [10/12 yr]</u> The primary responsibilities of the Permit Application Technician include reviewing and receiving permit applications, calculating application fees, scheduling inspections, performing plan examinations and working closely with the public to ensure complete building permit submissions.

<b>Budget Impact</b>				
<b>Account Number</b>	<b>Account Name</b>	<b>Budget Year</b>	<b>Second Year Forecast</b>	<b>Third Year Forecast</b>
OG-23000-1310	Building – Wages & benefits	\$75,130	\$92,860	\$95,645
OG-23000-1311	Building – Casual	(\$25,510)	(\$46,995)	(\$46,995)
OG-23000-3140	Memberships	\$525	\$540	\$555
OG-23000-3150	Training	\$1,500	\$1,855	\$1,910
OG-11475-5411	IT – Hardware	\$2,500	\$1,000	\$1,000
OG-23000-0920	Building Permit Surplus Reserve funding	(\$54,145)	(\$49,260)	(\$52,115)
	<b>Total Budget Impact</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

<b>Program Benefit. Identify value added such as efficiencies gained, cost savings, public benefit, risk reduction. Include additional attachments if necessary.</b>
<p>The Permit Application Technician position was initially created to backfill a staff member who was on leave beginning mid-June 2024. Since its creation, the position has led to a noticeable improvement in customer service. Applicants are now able to work consistently with a dedicated staff member who remains in the office, unlike inspectors who divide their time between field work and office tasks. This consistent presence has allowed staff to spend more time assisting customers at the counter without the interruptions of scheduled inspections.</p> <p>The primary responsibilities of the Permit Application Technician include reviewing and receiving permit applications, calculating application fees, scheduling inspections, performing plan examinations and working closely with the public to ensure complete building permit submissions.</p>

This position has allowed building inspectors to dedicate more time to inspections and permit processing while reducing the time spent on application reviews.

With legislative changes permitting accessory dwelling units and complex projects like Siltech and the Region's long-term care home, the Building Department has experienced an increase in the complexity of proposals submitted for approval. These permit applications require more detailed reviews, examinations, and inspections, significantly increasing the time and effort needed to manage them effectively.

The addition of this role also supports succession planning within the department. As an entry-level position, the role provides valuable experience and training, creating a smoother transition into a future position as a building inspector. Compared to hiring directly from school, this progression ensures a more prepared and capable candidate for inspector roles.

The Building Division has a Casual Building Inspector budget of \$46,994 (including benefits), which is available to fund this role. Additionally, the 2025 budget reflects an almost \$9,000 reduction in the allocated overtime budget compared to 2024, partly due to the increased staffing levels of this position. The position will be financed through building permit revenues which is supplemented by the Building Permit Surplus Reserve to minimize General Levy impact.

The anticipated start date for this position is March 2025.

**THE CORPORATION OF THE TOWN OF FORT ERIE**

**Supplementary Budget Request**

Budget year	2025 4.1
Base or One-time	One-Time
Department Name	Infrastructure Services – Parks and Facilities
Program Manager	Sean Hutton – Manager of Parks and Facilities

<b>Program Title and Description</b>
<p><u>Facility Condition Assessment Study update</u></p> <p>The Town’s Facility Condition Assessment Study was last completed in 2018. The study is ideally updated in 5-year increments to provide the most up to date data for capital investment decision support. The update to the study has been deferred during the development and implementation of the Towns Asset Management Plan (AMP) to align the updated data collection with the new AMP criteria.</p>

<b>Budget Impact</b>				
<b>Account Number</b>	<b>Account Name</b>	<b>Budget Year</b>	<b>Second Year Forecast</b>	<b>Third Year Forecast</b>
OG-55100-2193	Leisureplex Arena – Studies	\$125,000	N/a	N/a
OG-55100-0920	Facilities Reserve Funding	(\$125,000)	N/a	N/a

<b>Program Benefit. Identify value added such as efficiencies gained, cost savings, public benefit, risk reduction. Include additional attachments if necessary.</b>
<p>The update of the asset plan will utilize the new asset data inventory in the PSD Citywide software, allowing for efficiencies in field work data collection. Each asset will be assessed and receive an updated condition assessment, remaining useful life and replacement value. This updated information will assist in future capital renewal decision making, ensuring the Town is prioritizing and investing efficiently in asset renewal projects.</p>

**THE CORPORATION OF THE TOWN OF FORT ERIE**

**Supplementary Budget Request**

Budget year	2025 4.2
Base or One-time	One-time
Department Name	Planning, Building & By-law Services – Community Planning
Program Manager	Anamika Dilwaria – Director of PBBS

**Program Title and Description**

Town Hall landscape improvements

The CAO brought forward the need for landscape updates at Town Hall. Consequently, a detailed planting plan will be developed by the Town’s Landscape Architect, with implementation scheduled for the spring/summer of 2025. The planting and maintenance will be carried out by summer students under the guidance of the Landscape Architect and Parks and Facilities team.

**Budget Impact**

<b>Account Number</b>	<b>Account Name</b>	<b>Budget Year</b>	<b>Second Year Forecast</b>	<b>Third Year Forecast</b>
OG-74500-3350	Open Space Planning – Consultants	\$60,000	N/a	N/a
OG-53000-1312	Park Maintenance – Student wages (May-Sep)	\$29,476	N/a	N/a
OG-74500-0885	Parkland Reserve Funding	(\$89,476)	N/a	N/a

**Program Benefit. Identify value added such as efficiencies gained, cost savings, public benefit, risk reduction etc. Include additional attachments if necessary.**

The proposed landscape rejuvenation aligns with our CAO's initiative to foster community pride through enhanced beautification of public spaces. This project supports our commitment to sustainability and urban design excellence by revitalizing the Town Hall's landscape, a prominent civic space, and Destination Park that embodies our values as a community and municipality.

The planned upgrades include:

- **Removal of Overgrown and Invasive Vegetation:** Clearing out dead, unhealthy, and invasive species will create a healthier ecosystem, reduce maintenance costs, and prevent the spread of undesirable plants.
- **Establishment of a Sustainable, Modern Landscape:** By introducing a refreshed planting scheme with resilient and native species, this project will improve biodiversity, enhance resilience to climate fluctuations, and align with our environmental objectives.
- **Pollinator Garden:** To support The Town of Fort Erie's Bee City Designation, a demonstration pollinator garden will be included in the planting plan.
- **Cost Savings:** Long-term maintenance costs will decrease due to the use of sustainable, low-maintenance species and the removal of problematic plants, resulting in fewer future maintenance interventions.
- **Community Engagement and Pride:** Enhancing the visual appeal of Town Hall strengthens the community's connection to this landmark, fostering civic pride and promoting a welcoming atmosphere for both residents and visitors.
- **Operational Efficiency:** With a comprehensive planting plan, we aim to establish a cohesive vision that requires minimal adjustments over time, streamlining both current and future landscape management efforts. Based on discussions with Operational Staff, the proposed design will address current operational issues which may required changes in grading and a retaining wall but will save time and money for ongoing maintenance.



**THE CORPORATION OF THE TOWN OF FORT ERIE**

**Supplementary Budget Request**

Budget year	2025 4.3
Base or One-time	One-time
Department Name	Planning, Building & By-law Services – Community Planning
Program Manager	Anamika Dilwaria – Director of PBBS

**Program Title and Description**

Comprehensive Zoning By-law review

Once the Town’s New Official Plan has been approved by the Province the Town will have 1 year for the Zoning By-law to conform with aspects of the OP affecting matters of Provincial Interest and Intensification policies and 3 years for the balance of the Zoning By-law to conform.

**Budget Impact**

Account Number	Account Name	Budget Year	Second Year Forecast	Third Year Forecast
OG-24200-3350	Land Use Policy & Official Plan – consultants	\$150,000	N/a	N/a
OG-24200-0920	GLRS Reserve Funding	(\$150,000)	N/a	N/a

**Program Benefit. Identify value added such as efficiencies gained, cost savings, public benefit, risk reduction etc. Include additional attachments if necessary.**

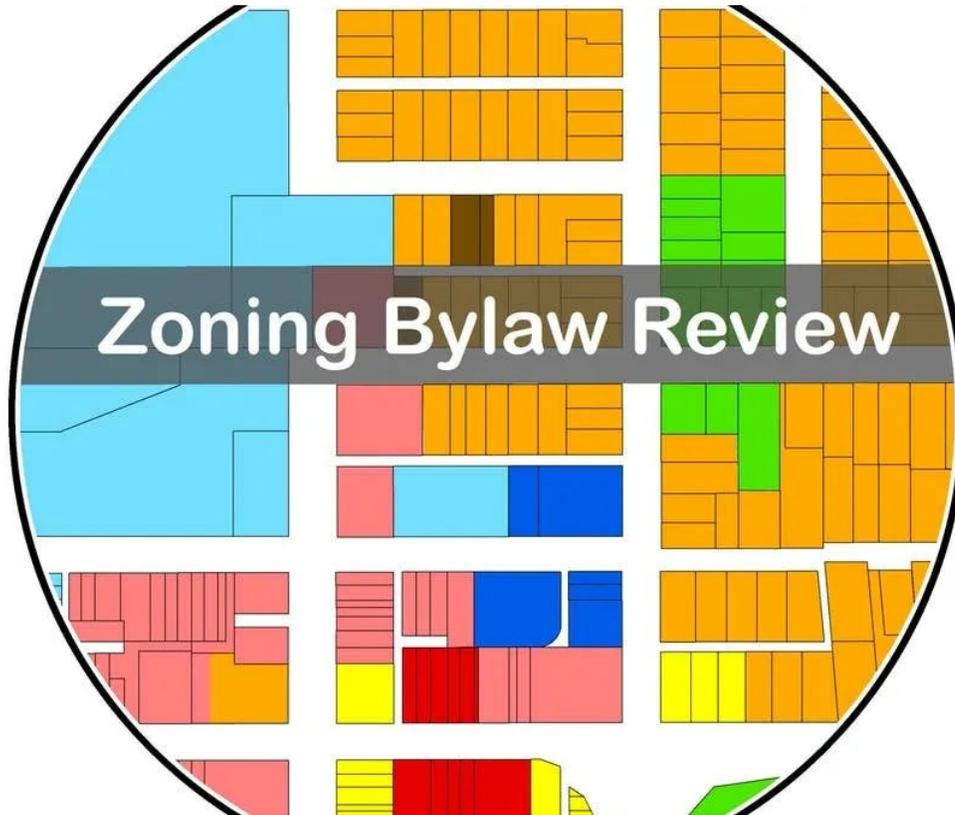
The Zoning By-law is the Town’s most important planning tool to implement the policies of the Official Plan and therefore implements the Town’s vision for the future. This project supports our commitment to sustainable and managed growth by articulating the appropriate policy framework for development in regard to height, density, setbacks and other provisions that provide parameters to how the Town should develop and grow.

Why does the Zoning By-law matter:

- This is a key document the helps implement Fort Erie’s new Official Plan.
- A Zoning By-law controls the use of land in our community; it tells us how land may be used, where buildings and other structures can be located, the types and form of buildings that are permitted, and how those buildings can be used.
- It tells you what you are allowed to do with your property like widening your driveway, adding an addition to your home, and requirements for fences, landscaping, parking, etc.
- The introduction of a ‘Form Based Approach’ to zoning land, which means splitting uses from building types, which aims to create greater flexibility in land use and make it easier for residents, businesses, and industry stakeholders to use the by-law.

**Value Added:**

1. **Risk Reduction:** Ensuring that our Zoning By-law conforms to the New OP streamlines development approvals for the responsible growth that the Town encourages.
2. **Public Benefit:** Provides clarity to residents and business owners what they can do with their property. Predictability in the process creates confidence for investment.
3. **Operational Efficiency:** Improves the efficiency of the planning review completed by Town Staff because the Zoning provisions will be in alignment with the policies of the New Official Plan.



**THE CORPORATION OF THE TOWN OF FORT ERIE**

**Supplementary Budget Request**

Budget year	2025 4.4
Base or One-time	One-time
Department Name	Planning, Building & By-law Services – Community Planning
Program Manager	Edward Terry – Manager of Policy and Community Planning

**Program Title and Description**

Community Planning Permitting System (CPPS) - consultant

Staff wish to implement a Community Planning Permitting System as a land-use planning tool which will help streamline approval processes. The CPPS combines the zoning by-law amendment, site plan control and minor variance approval process into a single streamlined system and allows municipalities to establish pre-defined rules and conditions for development within specific areas.

**Budget Impact**

Account Number	Account Name	Budget Year	Second Year Forecast	Third Year Forecast
OG-24200-3350	Land Use & Policy – Consultants	\$150,000	N/a	N/a
OG-24200-0920	GLRS Reserve	(\$150,000)	N/a	N/a

**Program Benefit. Identify value added such as efficiencies gained, cost savings, public benefit, risk reduction etc. Include additional attachments if necessary.**

The CPPS is a land use planning tool that offers several benefits, efficiencies and cost savings to municipalities and public alike:

1. **Streamlined Approval Process:** CPPS combines zoning, site plan approvals and minor variances into a single process which reduces delays associated with multiple approval stages.
2. **Improved Requirement Transparency:** Provides up-front and clear requirements to applicants prior to application.
3. **Cost Savings:** Consolidating processes lowers administrative costs for municipalities and reduces expense for applicants/developers. Streamlined approvals with clear requirements also minimize the number of appeals, reducing legal costs to municipalities and applicants.
4. **Policy Alignment:** CPPS aligns development approvals with municipal planning policies and goals and allows municipalities to incorporate specific urban design guidelines directly into the system ensuring that development conforms to a desired built form. Urban design objectives from the Official Plan or secondary plans are incorporated in the CPPS ensuring that developments align with the municipalities vision for growth.
5. **Increased Community Benefits:** The system allows for better inclusion and consideration of environmental impacts/protections, affordable housing initiatives and goals and ensuring development meets the communities needs. Similar to bonusing provisions that used to be granted under S. 37 of the *Planning Act*, the CPPS gives municipalities the opportunity to request additional community benefits beyond the Community Benefits Charge.
6. **Promotes Economic Development:** A more streamlined, transparent and predictable system attracts community investment by providing clarity about development requirements and increasing approval timelines. Faster approvals lead to housing targets being reached quicker, ultimately supporting community growth targets.

**SECTION TEN  
RESERVE FUNDS  
(Levy Budget)**



**TOWN OF FORT ERIE  
2025 PROPOSED BUDGET**

**The Corporation of the Town of Fort Erie  
2025 Capital Forecast  
Reserve Fund Projection**

	<b>Projected Opening Balance 2025</b>	<b>Contribution from Op Budget Prior</b>	<b>Contribution from Op Budget Inflationary</b>	<b>Contribution (to)/from Op Budget one-time</b>	<b>Contribution from Op Budget LT Strat Cap</b>	<b>Grants, Gas Tax &amp; Developer Revenues</b>	<b>Other Adjustments (e.g., amort)</b>	<b>Transfer to 2025 Capital Program</b>	<b>Interest Income</b>	<b>Projected Closing Balance 2025</b>
<b>Capital Reserve Funds</b>										
Office Furniture and Equipment	\$ 309,476	\$ 37,910	\$ 2,310					\$ (25,000)	\$ 7,927	\$ 332,624
IT Equipment	\$ 835,419	\$ 309,217	\$ 19,730					\$ (645,150)	\$ 16,933	\$ 536,149
Fire Equipment Replacement	\$ 2,065,887	\$ 587,513	\$ 35,860				\$ 6,000	\$ (397,000)	\$ 54,552	\$ 2,352,812
Fire Station [inactive]	\$ -	\$ -	\$ -					\$ -	\$ -	\$ -
Facilities Maintenance	\$ 1,793,113	\$ 1,107,110	\$ 62,560	\$ (125,000)			\$ 13,500	\$ (1,130,000)	\$ 43,930	\$ 1,765,213
Museum	\$ 268,892	\$ 19,405	\$ 1,180	\$ -			\$ 1,000	\$ (10,000)	\$ 6,867	\$ 287,344
Fleet Equipment Replacement	\$ 1,488,958	\$ 546,672	\$ 29,100		\$ 66,000		\$ 13,700	\$ (890,000)	\$ 34,292	\$ 1,288,723
Ice Resurfacers Replacement	\$ 29,064	\$ 19,380	\$ -		\$ 2,620			\$ -	\$ 1,002	\$ 52,066
Storm Refurbishing	\$ 401,987	\$ 1,596,012	\$ 95,990				\$ 5,035	\$ (1,486,251)	\$ 12,684	\$ 625,457
Municipal Drain	\$ 178,468	\$ 246,560	\$ 15,050	\$ (72,200)	\$ (50,000)			\$ (189,000)	\$ 3,842	\$ 132,720
Road Refurbishing	\$ 1,392,778	\$ 4,026,741	\$ 243,920	\$ (150,000)	\$ 56,910		\$ 24,000	\$ (4,232,655)	\$ 34,431	\$ 1,396,125
Bridges & Culverts Refurbishing	\$ 525,333	\$ 575,260	\$ 35,110	\$ (100,000)				\$ -	\$ 19,513	\$ 1,055,216
Major Capital Expenditure	\$ 3,224,633	\$ -	\$ -	\$ 107,183				\$ -	\$ 81,956	\$ 3,413,771
Industrial Land Development	\$ 1,480,579	\$ 200,000	\$ -	\$ (25,000)				\$ -	\$ 39,202	\$ 1,694,781
Parking	\$ 478,320	\$ 113,600	\$ -					\$ (165,000)	\$ 11,316	\$ 438,236
Dedicated Water Meter Replacement	\$ 1,287,807	\$ 493,100	\$ 30,100					\$ (900,000)	\$ 27,485	\$ 938,492
Water Refurbishing	\$ 5,038,786	\$ 2,130,881	\$ 129,850					\$ (2,226,650)	\$ 126,396	\$ 5,199,263
Sanitary Sewer Refurbishing	\$ 8,905,114	\$ 2,097,348	\$ 128,010				\$ 22,613	\$ (4,052,850)	\$ 200,067	\$ 7,300,302
Wayfinding Implementation	\$ 84,158	\$ 36,220	\$ 2,210	\$ (26,500)	\$ (16,000)			\$ -	\$ 2,053	\$ 82,141
Waterfront & Tourism Development	\$ 21,390	\$ -	\$ -	\$ 725				\$ -	\$ 544	\$ 22,659
Cemetery Improvements	\$ 72,149	\$ 35,896	\$ 2,110					\$ (50,000)	\$ 1,654	\$ 61,809
Major Capital - Garrison Village	\$ 378,783	\$ -	\$ -					\$ -	\$ 9,470	\$ 388,253
	<b>\$ 30,261,097</b>	<b>\$ 14,178,825</b>	<b>\$ 833,090</b>	<b>\$ (390,792)</b>	<b>\$ 59,530</b>	<b>\$ -</b>	<b>\$ 85,848</b>	<b>\$ (16,399,556)</b>	<b>\$ 736,114</b>	<b>\$ 29,364,156</b>
<b>Operating Reserve Funds</b>										
General Levy Rate Stabilization	\$ 1,753,960	\$ 552,440		\$ (510,000)					\$ 44,379	\$ 1,840,779
Sewer Rate Stabilization	\$ 1,830,189	\$ 50,000		\$ (505,000)			\$ 788,000		\$ 49,917	\$ 2,213,106
Water Rate Stabilization	\$ 1,086,910	\$ -		\$ (175,000)					\$ 24,985	\$ 936,896
Self Insurance	\$ 1,753,395	\$ -		\$ (120,000)					\$ 42,335	\$ 1,675,730
Emergency Management	\$ 1,780,696	\$ -						\$ (20,000)	\$ 44,267	\$ 1,804,964
Municipal Elections	\$ 125,892	\$ 58,250							\$ 3,875	\$ 188,018
South Niagara Hospital	\$ 3,168,217	\$ -		\$ (1,000,000)					\$ 66,705	\$ 2,234,922
CIP Financial Incentives	\$ 631,782	\$ -							\$ 15,795	\$ 647,577
Affordable Housing CIP Incentives	\$ 717,894	\$ 250,000							\$ 21,072	\$ 988,966
Development Charges Exemptions	\$ -	\$ -	\$ -						\$ -	\$ -
Heritage	\$ 106,897	\$ -							\$ 2,672	\$ 109,570
Museum Memorial	\$ 572,273	\$ -		\$ (15,000)					\$ 14,119	\$ 571,393
Building Permit Surplus	\$ 1,298,808	\$ -		\$ (255,315)				\$ -	\$ 29,279	\$ 1,072,772
Community Health & Wellness	\$ 437,058	\$ 50,000		\$ -					\$ 11,551	\$ 498,609
Climate Change	\$ 85,695	\$ -							\$ 2,142	\$ 87,838
Ridgeway BIA	\$ 39,456	\$ -		\$ -					\$ 986	\$ 40,443
Bridgeburg BIA	\$ 77,548	\$ -							\$ 1,939	\$ 79,487
Crystal Beach BIA	\$ 31,784	\$ -		\$ (8,000)					\$ 695	\$ 24,479
	<b>\$ 15,498,455</b>	<b>\$ 960,690</b>	<b>\$ -</b>	<b>\$ (2,588,315)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 788,000</b>	<b>\$ (20,000)</b>	<b>\$ 376,716</b>	<b>\$ 15,015,546</b>
<b>Deferred Revenue</b>										
Canada Community-Building Fund	\$ 117,332	\$ -				\$ 1,077,512		\$ (200,000)	\$ 13,902	\$ 1,008,746
Parkland	\$ 1,476,737	\$ 864,359	\$ 51,390	\$ (90,000)	\$ -	\$ 540,000	\$ 5,000	\$ (1,256,900)	\$ 38,342	\$ 1,628,927
Community Benefits Charges	\$ 118,287	\$ -				\$ -			\$ 2,957	\$ 121,245
Development Charges	\$ 13,708,562	\$ -		\$ (9,000)		\$ 5,400,000	\$ (264,518)	\$ (5,255,106)	\$ 341,106	\$ 13,921,044
	<b>\$ 15,420,919</b>	<b>\$ 864,359</b>	<b>\$ 51,390</b>	<b>\$ (99,000)</b>	<b>\$ -</b>	<b>\$ 7,017,512</b>	<b>\$ (259,518)</b>	<b>\$ (6,712,006)</b>	<b>\$ 396,307</b>	<b>\$ 16,679,962</b>
<b>Total Projection</b>	<b>\$ 61,180,471</b>	<b>\$ 16,003,874</b>	<b>\$ 884,480</b>	<b>\$ (3,078,107)</b>	<b>\$ 59,530</b>	<b>\$ 7,017,512</b>	<b>\$ 614,330</b>	<b>\$ (23,131,562)</b>	<b>\$ 1,509,137</b>	<b>\$ 61,059,665</b>

**The Corporation of the Town of Fort Erie  
2026 Capital Forecast  
Reserve Fund Projection**

	<b>Projected Opening Balance 2026</b>	<b>Contribution from Op Budget Prior</b>	<b>Contribution (to)/from Op Budget one-time</b>	<b>Contribution from Op Budget LT Strat Cap</b>	<b>Grants, Gas Tax &amp; Developer Revenues</b>	<b>Other Adjustments (e.g., amort)</b>	<b>Transfer to 2026 Capital Program</b>	<b>Projected Closing Balance 2026</b>
<b>Capital Reserve Funds</b>								
Office Furniture and Equipment	\$ 332,624	\$ 40,220					\$ -	\$ 372,844
IT Equipment	\$ 536,149	\$ 328,947					\$ (326,375)	\$ 538,721
Fire Equipment Replacement	\$ 2,352,812	\$ 629,373					\$ (1,000,000)	\$ 1,982,185
Facilities Maintenance	\$ 1,765,213	\$ 1,183,170					\$ (1,370,000)	\$ 1,578,383
Museum	\$ 287,344	\$ 21,585					\$ -	\$ 308,929
Fleet Equipment Replacement	\$ 1,288,723	\$ 655,472					\$ (555,000)	\$ 1,389,195
Ice Resurfacers Replacement	\$ 52,066	\$ 22,000					\$ -	\$ 74,066
Storm Refurbishing	\$ 625,457	\$ 1,697,037		\$ 93,289			\$ (1,069,000)	\$ 1,346,783
Municipal Drain	\$ 132,720	\$ 211,610	\$ (10,000)				\$ -	\$ 334,330
Road Refurbishing	\$ 1,396,125	\$ 4,351,571	\$ (70,000)	\$ 89,365			\$ (2,459,700)	\$ 3,307,360
Bridges & Culverts Refurbishing	\$ 1,055,216	\$ 610,370					\$ (779,300)	\$ 886,286
Major Capital Expenditure	\$ 3,413,771	\$ -	\$ 104,732				\$ (150,000)	\$ 3,368,503
Industrial Land Development	\$ 1,694,781	\$ 200,000						\$ 1,894,781
Parking	\$ 438,236	\$ 118,600					\$ (325,000)	\$ 231,836
Dedicated Water Meter Replacement	\$ 938,492	\$ 523,200					\$ -	\$ 1,461,692
Water Refurbishing	\$ 5,199,263	\$ 2,260,731		\$ -			\$ (3,091,000)	\$ 4,368,994
Sanitary Sewer Refurbishing	\$ 7,300,302	\$ 2,247,971					\$ (3,969,700)	\$ 5,578,573
Wayfinding Implementation	\$ 82,141	\$ 22,430	\$ (26,500)				\$ -	\$ 78,071
Waterfront & Tourism Development	\$ 22,659	\$ -	\$ 725				\$ -	\$ 23,384
Cemetery Improvements	\$ 61,809	\$ 38,006					\$ -	\$ 99,815
Major Capital - Garrison Village	\$ 388,253	\$ -					\$ -	\$ 388,253
	<b>\$ 29,364,156</b>	<b>\$ 15,162,293</b>	<b>\$ (1,043)</b>	<b>\$ 182,654</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (15,095,075)</b>	<b>\$ 29,612,985</b>
<b>Operating Reserve Funds</b>								
General Levy Rate Stabilization	\$ 1,840,779	\$ 469,600	\$ (343,600)					\$ 1,966,779
Sewer Rate Stabilization	\$ 2,213,106	\$ 50,000	\$ (150,000)			\$ -		\$ 2,113,106
Water Rate Stabilization	\$ 936,896	\$ -	\$ (50,000)					\$ 886,896
Self Insurance	\$ 1,675,730	\$ -						\$ 1,675,730
Emergency Management	\$ 1,804,964	\$ -					\$ -	\$ 1,804,964
Municipal Elections	\$ 188,018	\$ 58,250	\$ (188,000)					\$ 58,268
South Niagara Hospital	\$ 2,234,922	\$ -						\$ 2,234,922
CIP Financial Incentives	\$ 647,577	\$ -						\$ 647,577
Affordable Housing CIP Incentives	\$ 988,966	\$ 250,000						\$ 1,238,966
Development Charges Exemptions	\$ -	\$ -						\$ -
Heritage	\$ 109,570	\$ -						\$ 109,570
Museum Memorial	\$ 571,393	\$ -	\$ (15,000)					\$ 556,393
Building Permit Surplus	\$ 1,072,772	\$ -	\$ (405,037)				\$ -	\$ 667,735
Community Health & Wellness	\$ 498,609	\$ 50,000						\$ 548,609
Climate Change	\$ 87,838	\$ -						\$ 87,838
Ridgeway BIA	\$ 40,443	\$ -						\$ 40,443
Bridgeburg BIA	\$ 79,487	\$ -						\$ 79,487
Crystal Beach BIA	\$ 24,479	\$ -						\$ 24,479
	<b>\$ 15,015,546</b>	<b>\$ 877,850</b>	<b>\$ (1,151,637)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,741,759</b>
<b>Deferred Revenue</b>								
Canada Community-Building Fund	\$ 1,008,746	\$ -			\$ 1,077,512		\$ (1,612,500)	\$ 473,758
Parkland	\$ 1,628,927	\$ 920,749		\$ -	\$ 600,000		\$ (2,111,392)	\$ 1,038,284
Community Benefits Charges	\$ 121,245	\$ -	\$ (250,000)		\$ 190,000			\$ 61,245
Development Charges	\$ 13,921,044	\$ -	\$ 200,000		\$ 5,900,000	\$ (257,124)	\$ (6,452,558)	\$ 12,911,363
	<b>\$ 16,679,962</b>	<b>\$ 920,749</b>	<b>\$ (450,000)</b>	<b>\$ -</b>	<b>\$ 7,767,512</b>	<b>\$ (257,124)</b>	<b>\$ (10,176,450)</b>	<b>\$ 14,484,650</b>
<b>Total Projection</b>	<b>\$ 61,059,665</b>	<b>\$ 16,960,892</b>	<b>\$ (1,602,680)</b>	<b>\$ 182,654</b>	<b>\$ 7,767,512</b>	<b>\$ (257,124)</b>	<b>\$ (25,271,525)</b>	<b>\$ 58,839,394</b>

**The Corporation of the Town of Fort Erie  
2027 Capital Forecast  
Reserve Fund Projection**

	<b>Projected Opening Balance 2027</b>	<b>Contribution from Op Budget Prior</b>	<b>Contribution (to)/from Op Budget one-time</b>	<b>Contribution from Op Budget LT Strat Cap</b>	<b>Grants, Gas Tax &amp; Developer Revenues</b>	<b>Other Adjustments (e.g., amort)</b>	<b>Transfer to 2027 Capital Program</b>	<b>Projected Closing Balance 2027</b>
<b>Capital Reserve Funds</b>								
Office Furniture and Equipment	\$ 372,844	\$ 40,220					\$ -	\$ 413,064
IT Equipment	\$ 538,721	\$ 328,947					\$ (135,650)	\$ 732,018
Fire Equipment Replacement	\$ 1,982,185	\$ 629,373					\$ (855,000)	\$ 1,756,558
Facilities Maintenance	\$ 1,578,383	\$ 1,183,170					\$ (1,505,000)	\$ 1,256,553
Museum	\$ 308,929	\$ 21,585					\$ -	\$ 330,514
Fleet Equipment Replacement	\$ 1,389,195	\$ 655,472					\$ (205,000)	\$ 1,839,667
Ice Resurfacer Replacement	\$ 74,066	\$ 22,000					\$ -	\$ 96,066
Storm Refurbishing	\$ 1,346,783	\$ 1,790,326					\$ (1,625,320)	\$ 1,511,789
Municipal Drain	\$ 334,330	\$ 211,610	\$ (50,000)				\$ -	\$ 495,940
Road Refurbishing	\$ 3,307,360	\$ 4,440,936		\$ 241,701			\$ (4,439,290)	\$ 3,550,707
Bridges & Culverts Refurbishing	\$ 886,286	\$ 610,370	\$ (100,000)				\$ (526,900)	\$ 869,756
Major Capital Expenditure	\$ 3,368,503	\$ -	\$ 102,339				\$ -	\$ 3,470,842
Industrial Land Development	\$ 1,894,781	\$ 200,000						\$ 2,094,781
Parking	\$ 231,836	\$ 118,500					\$ -	\$ 350,336
Dedicated Water Meter Replacement	\$ 1,461,692	\$ 523,200					\$ (100,000)	\$ 1,884,892
Water Refurbishing	\$ 4,368,994	\$ 2,260,731					\$ (3,780,300)	\$ 2,849,425
Sanitary Sewer Refurbishing	\$ 5,578,573	\$ 2,247,971					\$ (3,811,220)	\$ 4,015,324
Wayfinding Implementation	\$ 78,071	\$ 22,430	\$ (26,500)				\$ -	\$ 74,001
Waterfront & Tourism Development	\$ 23,384	\$ -	\$ 725				\$ -	\$ 24,109
Cemetery Improvements	\$ 99,815	\$ 38,006					\$ (35,000)	\$ 102,821
Major Capital - Garrison Village	\$ 388,253	\$ -						\$ 388,253
	<b>\$ 29,612,985</b>	<b>\$ 15,344,847</b>	<b>\$ (73,436)</b>	<b>\$ 241,701</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (17,018,680)</b>	<b>\$ 28,107,416</b>
<b>Operating Reserve Funds</b>								
General Levy Rate Stabilization	\$ 1,966,779	\$ 398,800	\$ (312,800)					\$ 2,052,779
Sewer Rate Stabilization	\$ 2,113,106	\$ 50,000	\$ (150,000)					\$ 2,013,106
Water Rate Stabilization	\$ 886,896	\$ -	\$ (50,000)					\$ 836,896
Self Insurance	\$ 1,675,730	\$ -	\$ (35,000)					\$ 1,640,730
Emergency Management	\$ 1,804,964	\$ -						\$ 1,804,964
Municipal Elections	\$ 58,268	\$ 58,250	\$ (30,000)					\$ 86,518
South Niagara Hospital	\$ 2,234,922	\$ -	\$ (2,000,000)					\$ 234,922
CIP Financial Incentives	\$ 647,577	\$ -						\$ 647,577
Affordable Housing CIP Incentives	\$ 1,238,966	\$ 250,000						\$ 1,488,966
Development Charges Exemptions	\$ -	\$ -						\$ -
Heritage	\$ 109,570	\$ -						\$ 109,570
Museum Memorial	\$ 556,393	\$ -	\$ (15,000)					\$ 541,393
Building Permit Surplus	\$ 667,735	\$ -	\$ (453,338)				\$ -	\$ 214,397
Community Health & Wellness	\$ 548,609	\$ 50,000						\$ 598,609
Climate Change	\$ 87,838	\$ -						\$ 87,838
Ridgeway BIA	\$ 40,443	\$ -						\$ 40,443
Bridgeburg BIA	\$ 79,487	\$ -						\$ 79,487
Crystal Beach BIA	\$ 24,479	\$ -						\$ 24,479
	<b>\$ 14,741,759</b>	<b>\$ 807,050</b>	<b>\$ (3,046,138)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,502,671</b>
<b>Deferred Revenue</b>								
Canada Community-Building Fund	\$ 473,758	\$ -			\$ 1,120,612		\$ (1,463,100)	\$ 131,270
Parkland	\$ 1,038,284	\$ 920,749		\$ -	\$ 600,000		\$ (1,286,138)	\$ 1,272,895
Community Benefits Charges	\$ 61,245	\$ -			\$ 50,000			\$ 111,245
Development Charges	\$ 12,911,363	\$ -	\$ (675,000)		\$ 6,500,000	\$ (249,857)	\$ (13,492,662)	\$ 4,993,844
	<b>\$ 14,484,650</b>	<b>\$ 920,749</b>	<b>\$ (675,000)</b>	<b>\$ -</b>	<b>\$ 8,270,612</b>	<b>\$ (249,857)</b>	<b>\$ (16,241,900)</b>	<b>\$ 6,509,254</b>
<b>Total Projection</b>	<b>\$ 58,839,394</b>	<b>\$ 17,072,646</b>	<b>\$ (3,794,574)</b>	<b>\$ 241,701</b>	<b>\$ 8,270,612</b>	<b>\$ (249,857)</b>	<b>\$ (33,260,580)</b>	<b>\$ 47,119,342</b>

# **SECTION TWELVE**

# **STATISTICAL INFORMATION**



**TOWN OF FORT ERIE**

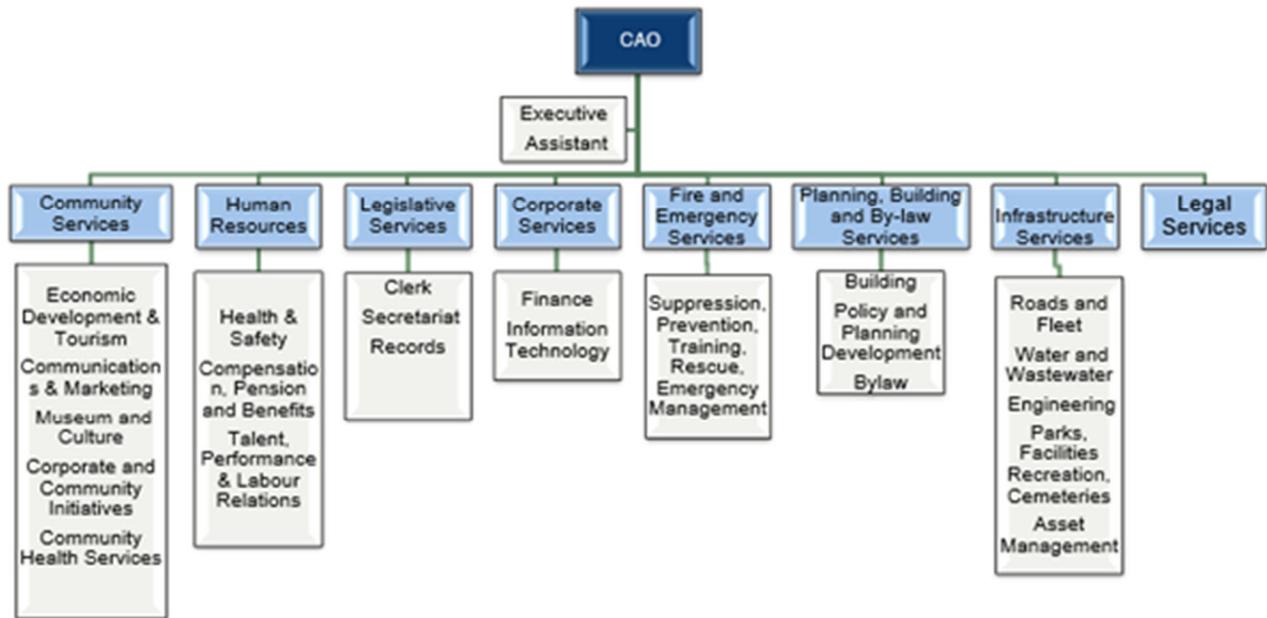
**2025 PROPOSED BUDGET**

**The Corporation of the Town of Fort Erie  
2025 Training & Professional Development**

Run Date: 21/01/25 1:27 PM

	2025 Budget Full Time Salary	2025 Capped at 2% of Full Time Salary	2025 Budget Training	2024 YTD Actuals Training	2024 Budget Training
<b>Mayor &amp; Council</b>					
Mayor & Council	37,547	751	20,500	14,138	20,500
<b>Total Mayor &amp; Council</b>	<b>37,547</b>	<b>751</b>	<b>20,500</b>	<b>14,138</b>	<b>20,500</b>
<b>Town Departments Training</b>					
Office of the CAO	1,120,810	22,416	51,510	41,166	36,475
Community Services	1,211,666	24,233	24,838	7,634	20,718
Corporate Services	1,791,476	35,830	34,630	16,631	23,850
Fire & Emergency Services	640,557	12,811	10,740	7,181	10,640
Infrastructure Services	5,460,198	109,204	65,257	57,436	69,899
Legal & Legislative Services	495,853	9,917	10,150	2,211	10,000
Planning Building & By-law Services	3,365,491	67,310	76,319	37,016	75,973
<b>Total Town Departments Training</b>	<b>14,086,051</b>	<b>281,721</b>	<b>273,444</b>	<b>169,275</b>	<b>247,555</b>
<b>Boards &amp; Committees</b>					
Boards & Committees	114,495	2,290	3,100	1,699	3,200
<b>Total Boards &amp; Committees</b>	<b>114,495</b>	<b>2,290</b>	<b>3,100</b>	<b>1,699</b>	<b>3,200</b>
<b>Mandatory Provincial Programs</b>					
Volunteer Fire Fighter Training	95,481	1,910	40,784	32,872	38,711
Provincial Water Certification	1,837,893	36,758	33,000	32,011	29,000
<b>Total Mandatory Provincial Programs</b>	<b>1,933,374</b>	<b>38,667</b>	<b>73,784</b>	<b>64,883</b>	<b>67,711</b>
<b>Total Town Training</b>	<b>16,171,467</b>	<b>323,429</b>	<b>370,828</b>	<b>249,995</b>	<b>338,966</b>

## 2025 Corporate Organization Chart



Full-time Complement				
Department	2024	2023	2022	
Office of the CAO	6.0	13.5	12.5	
Community Services	14.5	12.0	15.0	
Corporate Services	21.0	15.0	16.0	
Fire and Emergency Services	9.0	9.0	8.0	
Infrastructure Services	88.0	86.0	84.0	
Legislative Services	4.0	6.0	0.0	
Legal Services	2.0	0.0	0.0	
Planning, Building & By-law Services (PBBS)	34.0	30.0	29.0	
<b>Total Complement</b>	<b>178.5</b>	<b>171.5</b>	<b>164.5</b>	

**Total Full-time Complement**

- Mayor (1) and Council (6) are excluded as elected officials.
- Above head count includes permanent part-time employees
- In 2024, an organizational structure change was implemented, impacting multiple departments and introducing the Legal Services department. The structure from prior years was not adjusted to reflect the 2024 changes.
- 7 positions added: 1 Supervisor of Water and Wastewater, 1 Asset Management Analyst, 1 Community Coordinator, 1 EA to Director of PBBS, 1 Project Manager, Policy, 1 Junior Municipal Law Enforcement Officer and 1 Junior Environmental Planner.

**FIR2023: Fort Erie T**

Asmt Code: 2703  
MAH Code: 18401

**Schedule 81**

**ANNUAL DEBT REPAYMENT LIMIT**

based on the information reported for the year ended December 31, 2023

**DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT**

**NOTE: THE ESTIMATED ANNUAL REPAYMENT LIMIT IS EFFECTIVE JANUARY 01, 2025**  
*Please note that fees and revenues for Homes for the Aged are not reflected in this estimate.*

<b>Debt Charges for the Current Year</b>		1
		\$
0210	Principal (SLC 74 3099 01).	855,981
0220	Interest (SLC 74 3099 02).	150,117
0299		<b>Subtotal</b>
		<b>1,006,098</b>
0610	Payments for Long Term Commitments and Liabilities Financed from the Consolidated Statement of Operations (SLC 42 6010 01)	0
<b>9910</b>	<b>Total Debt Charges</b>	<b>1,006,098</b>
<b>Excluded Debt Charges</b>		1
		\$
1010	Electricity - Principal (SLC 74 3030 01)	0
1020	Electricity - Interest (SLC 74 3030 02)	0
1030	Gas - Principal (SLC 74 3040 01)	0
1040	Gas - Interest (SLC 74 3040 02)	0
1050	Telephone - Principal (SLC 74 3050 01)	0
1060	Telephone - Interest (SLC 74 3050 02)	0
1099		<b>Subtotal</b>
		<b>0</b>
1410	Debt Charges for Tile Drainage / Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)	0
1411	Provincial Grant Funding for Repayment of Long Term Debt (SLC 74 3120 01 + SLC 74 3120 02)	0
1412	Lump Sum (Balloon) Repayments of Long Term Debt (SLC 74 3110 01 + SLC 74 3110 02)	0
1420		<b>Total Debt Charges to be Excluded</b>
		<b>0</b>
<b>9920</b>	<b>Net Debt Charges</b>	<b>1,006,098</b>
1610	<b>Total Revenues (SLC 10 9910 01)</b>	1
		\$
		76,899,102
<b>Excluded Revenue Amounts</b>		
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04)	0
2210	Ontario Grants, Including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC10 0815 01)	4,435,485
2220	Canada Grants, Including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	1,474,671
2225	Deferred Revenue Earned (Provincial Gas Tax) (SLC 10 0830 01)	0
2226	Deferred Revenue Earned (Canada Gas Tax) (SLC 10 0831 01)	0
2230	Revenue from Other Municipalities, Including Revenue for Tangible Capital Assets (SLC 10 1099 01 + SLC 10 1098 01)	294,164
2240	Gain (Loss) on Sale of Land & Capital Assets (SLC 10 1811 01)	445,510
2250	Deferred Revenue Earned (Development Charges) (SLC 10 1812 01)	699,939
2251	Deferred Revenue Earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	900,519
2256	Deferred Revenue Earned (Community Benefits Charges) (SLC 10 1815 01)	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	3,714,707
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	0
2255	Other Revenue (SLC 10 1890 01 + SLC 10 1891 01 + SLC 10 1892 01 + SLC 10 1893 01 + SLC 10 1894 01 + SLC 10 1895 01 + SLC 10 1896 01 + SLC 10 1897 01 + SLC 10 1898 01)	505,025
<b>2299</b>		<b>Subtotal</b>
		<b>12,470,020</b>
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	
<b>2610</b>		<b>Net Revenues</b>
		<b>64,429,082</b>
<b>2620</b>		<b>25% of Net Revenues</b>
		<b>16,107,271</b>
<b>9930</b>	<b>ESTIMATED ANNUAL REPAYMENT LIMIT</b>	<b>15,101,173</b>

For Illustration Purposes Only

Annual Interest Rate

@

Term

years =

# FINANCIAL INDICATOR REVIEW

(Based on 2023 Financial Information Return)

## Fort Erie T

Date Prepared:	07-Jan-25
MSO Office:	Central
Prepared By:	Leah Yakeley
Tier	LT

2023 Households:	16,493
2023 Population	32,901
2024 MFCI Index	n/a

Median Household Income:	60,800
Taxable Residential Assessment as a % of Total Taxable Assessment:	83.7%
Own Purpose Taxation:	32,666,255

## SUSTAINABILITY INDICATORS

Indicator	Ranges	Actuals	South - LT - Regions - Non-Rural		Level of Risk	
			Median	Average		
Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied	Low: < 10% Mod: 10% to 15% High: > 15%	2019	5.8%	4.9%	5.5%	LOW
		2020	5.9%	5.6%	6.5%	LOW
		2021	5.2%	5.1%	5.6%	LOW
		2022	7.0%	5.4%	5.8%	LOW
		2023	8.3%	6.4%	7.1%	LOW
Net Financial Assets or Net Debt as % of Own Source Revenues	Low: > -50% Mod: -50% to -100% High: < -100%	2019	80.5%	83.2%	74.6%	LOW
		2020	103.7%	95.6%	87.8%	LOW
		2021	103.9%	90.2%	88.5%	LOW
		2022	109.8%	87.7%	85.3%	LOW
		2023	112.6%	74.3%	79.6%	LOW
Total Reserves and Discretionary Reserve Funds as a % of Municipal Expenses	Low: > 20% Mod: 10% to 20% High: < 10%	2019	66.0%	62.1%	63.0%	LOW
		2020	82.8%	65.5%	70.4%	LOW
		2021	95.5%	70.6%	75.6%	LOW
		2022	98.8%	70.4%	75.4%	LOW
		2023	90.6%	66.8%	74.4%	LOW
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)	Low: > 50% Mod: 50% to 25% High: < 25%	2019	219.2%	245.7%	314.2%	LOW
		2020	321.0%	226.5%	295.1%	LOW
		2021	244.5%	249.8%	312.5%	LOW
		2022	279.7%	225.6%	268.0%	LOW
		2023	266.8%	120.8%	185.4%	LOW

## FLEXIBILITY INDICATORS

Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	Low: < 5% Mod: 5% to 10% High: >10%	2019	2.0%	2.8%	3.7%	LOW
		2020	1.6%	2.9%	3.2%	LOW
		2021	1.5%	2.9%	3.0%	LOW
		2022	1.4%	2.4%	2.7%	LOW
		2023	1.4%	2.4%	2.8%	LOW
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	Low: < 50% Mod: 50% to 75% High: > 75%	2019	43.9%	38.8%	37.4%	LOW
		2020	41.3%	38.7%	37.8%	LOW
		2021	43.0%	38.9%	38.2%	LOW
		2022	42.2%	39.0%	38.4%	LOW
		2023	42.5%	38.0%	38.0%	LOW
Annual Surplus / (Deficit) as a % of Own Source Revenues	Low: > -1% Mod: -1% to -30% High: < -30%	2019	27.5%	12.5%	13.8%	LOW
		2020	20.6%	14.5%	15.6%	LOW
		2021	24.1%	17.9%	14.1%	LOW
		2022	23.9%	17.7%	19.8%	LOW
		2023	22.3%	17.7%	20.1%	LOW

\*\*\*\*\*  
 The data and information contained in this document is for informational purposes only. It is not an opinion about a municipality and is not intended to be used on its own - it should be used in conjunction with other financial information and resources available. It may be used, for example, to support a variety of strategic and policy discussions.  
 \*\*\*\*\*

# FINANCIAL INDICATOR REVIEW

(Based on 2023 Financial Information Return)

## Fort Erie T

### NOTES

*Financial Information Returns ("FIRs") are a standard set of year-end reports submitted by municipalities to the Province which capture certain financial information. On an annual basis, Ministry staff prepare certain financial indicators for each municipality, based on the information contained in the FIRs. It is important to remember that these financial indicators provide a snapshot at a particular moment in time and should not be considered in isolation, but supported with other relevant information sources. In keeping with our Financial Information Return review process and follow-up, Ministry staff may routinely contact and discuss this information with municipal officials.*

#### Supplementary Indicators of Sustainability and Flexibility

The following is a summary, adapted from the Chartered Professional Accountants of Canada Statement of Recommended Practice (SORP) 4.

- A government (including a municipality) may choose to report supplementary information on financial condition, to expand on and help explain the government's financial statements.
- Supplementary assessment of a government's financial condition needs to consider the elements of sustainability and flexibility.
- Sustainability in this context may be seen as the degree to which a municipality can maintain its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others without inappropriately increasing the debt or tax burden relative to the economy within which it operates.
- Sustainability is an important element to include in an assessment of financial condition because it may help to describe a government's ability to manage its financial and service commitments and debt burden. It may also help to describe the impact that the level of debt could have on service provision.
- Flexibility is the degree to which a government can change its debt or tax level on the economy within which it operates to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.
- Flexibility provides insights into how a government manages its finances. Increasing taxation or user fees may reduce a municipality's flexibility to respond when adverse circumstances develop if the municipality approaches the limit that citizens and businesses are willing to bear.  
A municipality may temporarily use current borrowing, subject to the requirements set out in the Municipal Act to meet expenses and certain other amounts required in the year, until taxes are collected and other revenues are received. Municipal current borrowing cannot be carried over the long term or converted to long term borrowing except in very limited circumstances.
- For each element of financial condition, the report on indicators of financial condition should include municipality-specific indicators and municipality-related indicators. It may be useful to also include economy-wide information when discussing financial condition.

#### ***Additional Notes on what Financial Indicators may indicate:***

**Total Taxes Receivable less Allowance for Uncollectibles as a % of Total Taxes Levied** - Shows how much of the taxes billed are not collected.

**Net Financial Assets or Net Debt as % of Own Source Revenues** - Indicates how much property tax and user fee revenue is servicing debt.

**Reserves and Reserve Funds as a % of Municipal Expenses** - Indicates how much money is set aside for future needs and contingencies.

**Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)** - Indicates how much cash and liquid investments could be available to cover current obligations.

**Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)** - Indicates how much of each dollar raised in revenue is spent on paying down existing debt.

**Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)** - Indicates how much of the assets' life expectancy has been consumed.

**Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues** - Indicates the municipality's ability to cover its operational costs and have funds available for other purposes (e.g. reserves, debt repayment, etc.)

**The Northern and Rural Municipal Fiscal Circumstances Index (MFCl)** is used by the Ministry of Finance to calculate the "Northern and Rural Fiscal Circumstances Grant" aimed at northern as well as single and lower-tier rural municipalities. The index measures a municipality's fiscal circumstances. The MFCl is determined by six indicators: Weighted Assessment per Household, Median Household Income, Average Annual Change in Assessment (New Construction), Employment Rate, Ratio of Working Age to Dependent Population, and Per Cent of Population Above Low-Income Threshold. A lower MFCl corresponds to relatively positive fiscal circumstances, whereas a higher MFCl corresponds to more challenging fiscal circumstances. (Note: the MFCl index is only available for northern and rural municipalities)

# FINANCIAL INDICATOR REVIEW

(Based on 2023 Financial Information Return)

Fort Erie T

## CALCULATIONS

Total Taxes Rec. less Allowance for Uncollectibles as % of Total Taxes Levied	$\text{SLC } 70\ 0699\ 01 / (\text{SLC } 26\ 9199\ 03 - \text{SLC } 72\ 2899\ 09)$
Net Financial Assets or Net Debt as % of Own Source Revenues	$\text{SLC } 70\ 9945\ 01 / (\text{SLC } 10\ 9910\ 01 - \text{SLC } 10\ 0699\ 01 - \text{SLC } 10\ 0899\ 01 - \text{SLC } 10\ 1098\ 01 - \text{SLC } 10\ 1099\ 01 - \text{SLC } 10\ 1811\ 01 - \text{SLC } 10\ 1812\ 01 - \text{SLC } 10\ 1813\ 01 - \text{SLC } 10\ 1814\ 01 - \text{SLC } 10\ 1830\ 01 - \text{SLC } 10\ 1831\ 01 - \text{SLC } 12\ 1850\ 04)$
Total Reserves and Reserve Funds as a % of Municipal Expenses	$(\text{SLC } 60\ 2099\ 02 + \text{SLC } 60\ 2099\ 03) / (\text{SLC } 40\ 9910\ 11 - \text{SLC } 12\ 9910\ 03 - \text{SLC } 12\ 9910\ 07)$
Cash Ratio (Total Cash and Cash Equivalents as a % of Current Liabilities)	$\text{SLC } 70\ 0299\ 01 / (\text{SLC } 70\ 2099\ 01 + \text{SLC } 70\ 2299\ 01)$
Debt Servicing Cost as a % of Total Revenues (Less Donated TCAs)	$(\text{SLC } 74\ 3099\ 01 + \text{SLC } 74\ 3099\ 02) / (\text{SLC } 10\ 9910\ 01 - \text{SLC } 10\ 1831\ 01)$
Closing Amortization Balance as a % of Total Cost of Capital Assets (Asset Consumption Ratio)	$\text{SLC } 51\ 9910\ 10 / \text{SLC } 51\ 9910\ 06$
Annual Surplus / (Deficit) (Less Donated TCAs) as a % of Own Source Revenues	$(\text{SLC } 10\ 2099\ 01 - \text{SLC } 10\ 1831\ 01) / (\text{SLC } 10\ 9910\ 01 - \text{SLC } 10\ 0699\ 01 - \text{SLC } 10\ 0899\ 01 - \text{SLC } 10\ 1098\ 01 - \text{SLC } 10\ 1099\ 01 - \text{SLC } 10\ 1811\ 01 - \text{SLC } 10\ 1812\ 01 - \text{SLC } 10\ 1813\ 01 - \text{SLC } 10\ 1814\ 01 - \text{SLC } 10\ 1830\ 01 - \text{SLC } 10\ 1831\ 01 - \text{SLC } 12\ 1850\ 04)$