



**TOWN OF ERIN
Special Council Meeting
AGENDA**

October 26, 2016

1:00 PM

Municipal Council Chamber

	Pages
1. Call to Order	
2. Declaration of Pecuniary Interest	
3. 2016 Third Quarter Financial Report	1 - 27
4. Draft 2017 Budget Presentation - to be circulated at the meeting	
5. Draft 2017 Budget Report	28 - 33
6. Draft 2017 Budget - Creating a Road To Financial Sustainability	34
6.1 Summaries	35 - 41
6.2 Departments	42
6.2.1 Council	43 - 44
6.2.2 Administration	45 - 54
6.2.3 Building	55 - 59
6.2.4 Fire & Emergency Services	60 - 67
6.2.5 Roads	68 - 75
6.2.6 Water	76 - 81
6.2.7 Recreation	82 - 92
6.2.8 Planning	93 - 95
6.2.9 Economic Development	96 - 101
6.2.10 Community Support	102 - 104

7. Closed Session

Matters under the following exemptions in the Municipal Act S. 239 (2) :

(a) the security of property of the municipality or local board (Capital Budget Request);

(b) personal matters about an identifiable individual, including municipal or local board employees (HR Matter);

(d) labour relations or employee negotiations (HR Matters)

8. Return from Closed Session

8.1 Motion to Reconvene

8.2 Report Out

9. Council Directions to Staff

10. Adjournment



Staff Report

Report #: 2016-16F

Date: October-26-16

Submitted By: Ursula D'Angelo, Director of Finance

Subject: Third Quarter Financial Report - 2016

Recommendations:

Be it resolved that Council receives the Third Quarter Financial Report 2016-16F of October 26, 2016.

Background:

This report is to provide Council the first nine months of financial results up to September 30, 2016 (Appendix A) and Capital Projects Update (Appendix B). Results are a comparison between actual transactions and percentage of budget used for 2016. It is expected that departments would have used at least 75% of budget. Variance explanations will be provided for departments that were less than 65% or greater than 85% of budget or over or under spent by \$5,000.

The overall financial results for the Town of Erin, is a surplus of \$195k for nine months of 2016. Non departmental revenues were slightly lower at 72.4% of budget at \$4.8m as a result of supplementary taxes and Payment in Lieu that realize later on in the year. Net department operations are slightly lower at 69.4% of budget at \$4.6m caused by variances in several departments. Variance explanations for departments that had less than 65% or greater than 85% of budget will be provided below.

By-Law/Crossing Guards – Net Operations Results \$36,284 or 52.2% of Budget

The net operations results for the department are lower than expected at 52.2% of budget mainly as a result of timing of crossing guard activities than resumed in September. In addition, By-law Enforcement Officer agreement charges have not realized as a result of timing. Actuals are expected to meet budget.

Conservation Authorities – Net Operations Results \$141,223 or -91.2% of Budget

Expenses were higher than expected due to earlier than anticipated full payment of Grand River Conservation Authority offset by Source Water Protection expenses not realized as planned at \$9k instead of \$41k.

Roads – Net Operations Results \$1,770,106 Spent or 62.3% of Budget

The Roads Department net operation results were at 62.3% of budget mainly purchased services for resealing that were not completed due to management changes which also affected underspending in labour costs. In addition, there were some capital project delays and some that will be deferred to 2017 (ie hard surface for 5th line) whereby recommendation to Council will be to transfer unused funds to Unused Capital Projects as done with prior not completed projects. A complete listing of status of Capital Projects is included in Appendix C.

Planning – Net Operations Results of \$17,177 or 38.7% of Budget

The main variance is in expenditures as OMB and Development Charges Study activities that were planned did not realize as a result of staffing challenges and are not expected to be completed by the end of the year. This trend is expected to continue to the end of the year.

Economic Community Development - Net Operations Results \$195,849 or 88%

Net Operating results at 88% of budget were mainly as a result of timing of receiving Economic Development Grant and Trails Development Grant.

Financial Impact:

No financial impact.

Consultation:

n/a

Communications Plan:

For information purposes only.

Conclusion:

This report provides Council and the public accountability and transparency of financial activity for the Town of Erin for the second quarter. The Third Quarter Financial Report provides Council with a synopsis of actuals for revenues and net operations as a percentage of budget spent for all departments. In addition, it provides explanations for any significant variances that may be of concern.

Appendices:

Appendix A – 2016 Budget to Actuals Report – September 30, 2016

Appendix B – Departments Budget to Actuals Report – September 30, 2016

- Appendix C – 2016 Capital Projects Update - September 30, 2016

TOWN OF ERIN
2016 BUDGET TO ACTUALS
As of September 30, 2016
APPENDIX A

	2015 BUDGET	2015 ACTUALS to Sept 30 2015	% Budget Used	2016 BUDGET	ACTUALS to Sept 30 2016	% Budget Used
<u>NON-DEPARTMENTAL REVENUES</u>						
Taxation - Own Purposes	5,762,577	4,321,933	75.0%	5,985,655	4,489,241	75.0%
Grants in Lieu - Federal	27,256		0.0%	27,785		0.0%
Ontario Management Board	760	624	82.1%	762	632	83.0%
L.C.B.O. Payment in Lieu	2,540		0.0%	2,784		0.0%
Ontario Hydro Payment in Lieu	23,110		0.0%	23,280	7,125	30.6%
Halton Hills Payment in Lieu	2,450		0.0%	2,575		0.0%
Town of Erin PIL's- water systems	8,130		0.0%	8,323		0.0%
OMPF Allocation	588,000	294,000	50.0%	595,300	297,650	50.0%
Tax Write/Offs & Reductions	-90,000	-6,022	6.7%	-90,000	-432	0.5%
Supplementary Taxes	55,000	0	0.0%	57,000	0	0.0%
From Working Capital Reserves			0.0%	10,132		0.0%
General Surplus (Deficit)		156,625	#DIV/0!		0	0.0%
TOTAL NON DEPARTMENTAL REVENUES:	6,379,823	4,767,160	74.7%	6,623,596	4,794,217	72.4%
<u>NET OPERATIONS</u>						
Council	150,190	96,472	64.2%	144,280	100,714	69.8%
Administration	948,446	625,665	66.0%	1,145,482	879,696	76.8%
Building	-696	-55,406	7960.6%	0	0	0.0%
Bylaw/Crossing Guards	75,538	48,457	64.1%	69,549	36,284	52.2%
Conservation Authorities	145,520	115,699	79.5%	154,853	141,223	91.2%
Fire	707,482	509,635	72.0%	722,542	504,626	69.8%
Emergency Planning	1,500	0	0.0%	1,500	0	0.0%
Animal Control	18,280	7,123	39.0%	13,816	1,908	13.8%
Roads	2,651,071	1,775,024	67.0%	2,840,298	1,770,106	62.3%
Streetlights	0	-32,777	0.0%	0	0	0.0%
Water	-1,718	-4,673	272.0%	0	0	0.0%
Environmental Services	327,815	12,938	3.9%	23,370	0	0.0%
Recreation & Culture	812,132	897,147	110.5%	985,004	762,402	77.4%
Cemetery	36,570	6,360	17.4%	36,190	26,981	74.6%
Town Rental Facilities	-3,230	-6,554	202.9%	-3,230	0	0.0%
Planning	114,705	51,716	45.1%	44,407	17,177	38.7%
Economic & Community Development	177,693	125,898	70.9%	222,639	195,849	88.0%
BIA	0	-2,294	0.0%	0	-4,690	0.0%
Infrastructure Renewal Reserves	218,525	163,894	75.0%	222,896	167,172	75.0%
Tax Stabilization Reserves	0	156,625	0.0%			0.0%
TOTAL NET OPERATIONS:	6,379,823	4,490,949	70.4%	6,623,596	4,599,449	69.4%
NET SURPLUS/(DEFICIT)	-0	276,211		-0	194,767	

**TOWN OF ERIN
2016 BUDGET**

TOWN OF ERIN

DEPARTMENT - GENERAL GOVERNMENT

SUBDEPARTMENT - COUNCIL

2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	0	0	0.00%	0	0	0.00%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	0	0	0.00%	0	0	0.00%
Expenditures						
Salaries, Wages and Benefits	128,190	82,776	64.57%	119,780	85,808	71.64%
Supplies, Materials and Equipment	22,000	13,696	62.25%	24,500	14,906	60.84%
Purchased Services	0	0	0.00%	0	0	0.00%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	0	0	0.00%	0	0	0.00%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	0	0	0.00%	0	0	0.00%
Total Expenditures	150,190	96,472	64.23%	144,280	100,714	69.80%
NET OPERATING COST / (REVENUE)	150,190	96,472	64.23%	144,280	100,714	69.80%
Revenue - Capital Funding						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	0	0	0.00%	0	0	0.00%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Capital Funding	0	0	0.00%	0	0	0.00%
Capital						
Expenditures	0	0	0.00%	0	0	0.00%
NET CAPITAL COSTS	0	0	0.00%	0	0	0.00%
NET FUNDING NEEDED (GENERATED)	150,190	96,472	64.23%	144,280	100,714	69.80%

TOWN OF ERIN
2016 BUDGET

TOWN OF ERIN

DEPARTMENT - GENERAL GOVERNMENT
SUBDEPARTMENT - ADMINISTRATION
2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	ACTUALS to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	350	943	269.43%	650	4,130	635.45%
Fines and Penalties	414,781	274,767	66.24%	390,718	232,463	59.50%
User Fees and Charges	4,000	85	2.13%	6,000	2,684	44.73%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	39,000	25,904	66.42%	38,064	33,401	87.75%
Internal Recoveries	15,000	55,335	368.90%	15,000	38,786	258.57%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	473,131	357,034	75.46%	450,432	311,464	69.15%
Expenditures						
Salaries, Wages and Benefits	935,565	652,732	69.77%	1,048,273	767,198	73.19%
Supplies, Materials and Equipment	142,231	102,157	71.82%	165,389	121,536	73.48%
Purchased Services	113,061	114,534	101.30%	104,656	88,913	84.96%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	96,581	64,660	66.95%	103,596	100,038	96.57%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	40,000	30,000	75.00%	30,000	22,500	75.00%
Total Expenditures	1,327,437	964,083	72.63%	1,451,914	1,100,185	75.77%
NET OPERATING COST / (REVENUE)	854,306	607,049	71.06%	1,001,482	788,720	78.76%
Revenue - Capital Funding						
Grants and Subsidies			0.00%			0.00%
Unconditional Grants (ie. OMPF)			0.00%			0.00%
Municipal Recoveries			0.00%			0.00%
Licences, Permits and Rents			0.00%			0.00%
Fines and Penalties			0.00%			0.00%
User Fees and Charges			0.00%			0.00%
Sales revenue			0.00%			0.00%
Other revenue			0.00%			0.00%
Internal Recoveries			0.00%			0.00%
Capital Project Recovery			0.00%			0.00%
PILS and Supplementary Taxes			0.00%			0.00%
Debt Proceeds			0.00%			0.00%
Transfer from Reserves	46,810	48,145	102.85%	0	0	0.00%
Total Capital Funding	46,810	48,145	102.85%	0	0	0.00%
Capital						
Expenditures	140,950	16,609	11.78%	144,000	90,976	63.18%
NET CAPITAL COSTS	94,140	(31,536)	-33.50%	144,000	90,976	63.18%
NET FUNDING NEEDED (GENERATED)	948,446	575,513	60.68%	1,145,482	879,696	76.80%

**TOWN OF ERIN
2016 BUDGET**

TOWN OF ERIN

DEPARTMENT - PROTECTION
SUBDEPARTMENT - BUILDING
2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	ACTUALS to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	268,500	244,370	91.01%	319,500	262,874	82.28%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	0	0	0.00%	0	0	0.00%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	268,500	244,370	91.01%	319,500	262,874	82.28%
Expenditures						
Salaries, Wages and Benefits	203,477	148,978	73.22%	259,944	148,089	56.97%
Supplies, Materials and Equipment	37,450	15,315	40.89%	33,670	19,700	58.51%
Purchased Services	6,000	2,602	43.37%	5,000	5,325	106.50%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	4,000	5,192	129.80%	4,000	0	0.00%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	16,877	16,877	100.00%	16,886	89,760	531.56%
Total Expenditures	267,804	188,964	70.56%	319,500	262,874	82.28%
NET OPERATING COST / (REVENUE)	(696)	(55,406)	7960.63%	0	(0)	#DIV/0!
Revenue - Capital Funding						
Grants and Subsidies			0.00%			0.00%
Unconditional Grants (ie. OMPF)			0.00%			0.00%
Municipal Recoveries			0.00%			0.00%
Licences, Permits and Rents			0.00%			0.00%
Fines and Penalties			0.00%			0.00%
User Fees and Charges			0.00%			0.00%
Sales revenue			0.00%			0.00%
Other revenue			0.00%			0.00%
Internal Recoveries			0.00%			0.00%
Capital Project Recovery			0.00%			0.00%
PILS and Supplementary Taxes			0.00%			0.00%
Debt Proceeds			0.00%			0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Capital Funding	0	0	0.00%	0	0	0.00%
Capital						
Expenditures	0	0	0.00%	0	0	0.00%
NET CAPITAL COSTS	0	0		0	0	
NET FUNDING NEEDED (GENERATED)	(696)	(55,406)		0	(0)	

TOWN OF ERIN
2016 BUDGET

TOWN OF ERIN

DEPARTMENT - PROTECTION
SUBDEPARTMENT - BYLAW/CROSSING GUARDS
2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	1,500	1,925	128.33%	2,200	250	11.36%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	0	0	0.00%	0	0	0.00%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	1,500	1,925	128.33%	2,200	250	11.36%
Expenditures						
Salaries, Wages and Benefits	64,338	44,563	69.26%	25,949	25,074	96.63%
Supplies, Materials and Equipment	7,700	4,064	52.78%	7,200	3,728	51.78%
Purchased Services	0	0	0.00%	33,600	0	0.00%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	5,000	1,755	35.10%	5,000	7,731	154.62%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	0	0	0.00%	0	0	0.00%
Total Expenditures	77,038	50,382	65.40%	71,749	36,534	50.92%
NET OPERATING COST / (REVENUE)	75,538	48,457	64.15%	69,549	36,284	52.17%
Revenue - Capital Funding						
Grants and Subsidies			0.00%			0.00%
Unconditional Grants (ie. OMPF)			0.00%			0.00%
Municipal Recoveries			0.00%			0.00%
Licences, Permits and Rents			0.00%			0.00%
Fines and Penalties			0.00%			0.00%
User Fees and Charges			0.00%			0.00%
Sales revenue			0.00%			0.00%
Other revenue			0.00%			0.00%
Internal Recoveries			0.00%			0.00%
Capital Project Recovery			0.00%			0.00%
PILS and Supplementary Taxes			0.00%			0.00%
Debt Proceeds			0.00%			0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Capital Funding	0	0	0.00%	0	0	0.00%
Capital						
Expenditures	0	0	0.00%	0	0	0.00%
NET CAPITAL COSTS	0	0	0.00%	0	0	0.00%
NET FUNDING NEEDED (GENERATED)	75,538	48,457	64.15%	69,549	36,284	52.17%

TOWN OF ERIN
2016 BUDGET

TOWN OF ERIN

DEPARTMENT - PROTECTION
SUBDEPARTMENT - CONSERVATION
2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	67,500	15,000	22.22%	49,932	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	0	0	0.00%	0	0	0.00%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	67,500	15,000	22.22%	49,932	0	0.00%
Expenditures						
Salaries, Wages and Benefits	0	0	0.00%	0	0	0.00%
Supplies, Materials and Equipment	213,020	130,699	61.36%	204,785	141,223	68.96%
Purchased Services	0	0	0.00%	0	0	0.00%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	0	0	0.00%	0	0	0.00%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	0	0	0.00%	0	0	0.00%
Total Expenditures	213,020	130,699	61.36%	204,785	141,223	68.96%
NET OPERATING COST / (REVENUE)	145,520	115,699	85.20%	154,853	141,223	122.06%
Revenue - Capital Funding						
Grants and Subsidies			0.00%			0.00%
Unconditional Grants (ie. OMPF)			0.00%			0.00%
Municipal Recoveries			0.00%			0.00%
Licences, Permits and Rents			0.00%			0.00%
Fines and Penalties			0.00%			0.00%
User Fees and Charges			0.00%			0.00%
Sales revenue			0.00%			0.00%
Other revenue			0.00%			0.00%
Internal Recoveries			0.00%			0.00%
Capital Project Recovery			0.00%			0.00%
PILS and Supplementary Taxes			0.00%			0.00%
Debt Proceeds			0.00%			0.00%
Transfer from Reserves			0.00%			0.00%
Total Capital Funding	0	0	0.00%	0	0	0.00%
Capital						
Expenditures	0	0	0.00%	0	0	0.00%
NET CAPITAL COSTS	0	0	0.00%	0	0	0.00%
NET FUNDING NEEDED (GENERATED)	145,520	115,699	79.51%	154,853	141,223	91.20%

**TOWN OF ERIN
2016 BUDGET**

TOWN OF ERIN

DEPARTMENT - PROTECTION
SUBDEPARTMENT - FIRE & EMERGENCY
2016 Budget to Actuals

	2015 BUDGET	to September 30 2015	% BUDGET USED	2016 BUDGET	ACTUALS to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	30,000	17,775	59.25%	35,000	31,064	88.75%
Licences, Permits and Rents	25,000	24,096	96.38%	26,000	25,950	99.81%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	20,000	21,364	106.82%	35,000	15,682	44.81%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	4,750	0.00%	1,000	1,670	166.99%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	41,000	0	0.00%	41,000	0	0.00%
Total Revenue	116,000	67,985	58.61%	138,000	74,366	53.89%
Expenditures						
Salaries, Wages and Benefits	405,340	276,466	68.21%	424,610	274,249	64.59%
Supplies, Materials and Equipment	188,710	78,712	41.71%	160,230	113,534	70.86%
Purchased Services	25,800	16,303	63.19%	26,600	13,610	51.17%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	167,135	167,135	100.00%	166,987	52,987	31.73%
Insurance and Financial	16,097	16,617	103.23%	17,115	57,020	333.16%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	0	0	0.00%	0	0	0.00%
Total Expenditures	803,082	555,233	69.14%	795,542	511,400	64.28%
NET OPERATING COST / (REVENUE)	687,082	487,248	70.92%	657,542	437,034	66.46%
Revenue - Capital Funding						
Grants and Subsidies			0.00%			0.00%
Unconditional Grants (ie. OMPF)			0.00%			0.00%
Municipal Recoveries			0.00%			0.00%
Licences, Permits and Rents			0.00%			0.00%
Fines and Penalties			0.00%			0.00%
User Fees and Charges			0.00%			0.00%
Sales revenue	4,000		#DIV/0!			0.00%
Other revenue	4,700		#DIV/0!			0.00%
Internal Recoveries			0.00%			0.00%
Capital Project Recovery			0.00%			0.00%
PILS and Supplementary Taxes			0.00%			0.00%
Debt Proceeds	500,000		0.00%	257,000	257,000	100.00%
Transfer from Reserves	95,300	30,148	31.63%	0	41,000	0.00%
Total Capital Funding	604,000	30,148	4.99%	257,000	298,000	115.95%
Capital						
Expenditures	624,400	52,535	1188.54%	322,000	365,592	88.08%
NET CAPITAL COSTS	20,400	22,387	91.12%	65,000	67,592	96.17%
NET FUNDING NEEDED (GENERATED)	707,482	509,635	72.04%	722,542	504,626	69.84%

**TOWN OF ERIN
2016 BUDGET**

TOWN OF ERIN

DEPARTMENT - PROTECTION
SUBDEPARTMENT - EMERGENCY PLAN
2016 Budget to Actuals

	2015 BUDGET	to September 30 2015	% BUDGET USED	2016 BUDGET	ACTUALS to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	0	0	0.00%	0	0	0.00%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	0	0	0.00%	0	0	0.00%
Expenditures						
Salaries, Wages and Benefits	0	0	0.00%	0	0	0.00%
Supplies, Materials and Equipment	1,500	0	0.00%	1,500	0	0.00%
Purchased Services	0	0	0.00%	0	0	0.00%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	0	0	0.00%	0	0	0.00%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	0	0	0.00%	0	0	0.00%
Total Expenditures	1,500	0	0.00%	1,500	0	0.00%
NET OPERATING COST / (REVENUE)	1,500	0	0.00%	1,500	0	0.00%
Revenue - Capital Funding						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	0	0	0.00%	0	0	0.00%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Capital Funding	0	0	0.00%	0	0	0.00%
Capital						
Expenditures	0	0	0.00%	0	0	0.00%
NET CAPITAL COSTS	0	0	0.00%	0	0	0.00%
NET FUNDING NEEDED (GENERATED)	1,500	0	0.00%	1,500	0	0.00%

**TOWN OF ERIN
2016 BUDGET**

TOWN OF ERIN

DEPARTMENT - PROTECTION

SUBDEPARTMENT - ANIMAL CONTROL

2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	6,000	940	15.67%	7,000	5,540	79.14%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	30,920	3,630	11.74%	33,030	29,485	89.27%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	0	0	0.00%	0	0	0.00%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	180	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	36,920	4,570	12.38%	40,030	35,205	87.95%
Expenditures						
Salaries, Wages and Benefits	3,000	120	4.00%	3,000	180	6.00%
Supplies, Materials and Equipment	8,200	2,311	28.18%	19,850	6,285	31.66%
Purchased Services	44,000	9,262	21.05%	30,996	30,648	98.88%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	0	0	0.00%	0	0	0.00%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	0	0	0.00%	0	0	0.00%
Total Expenditures	55,200	11,693	21.18%	53,846	37,113	68.93%
NET OPERATING COST / (REVENUE)	18,280	7,123	38.97%	13,816	1,908	13.81%
Revenue - Capital Funding						
Grants and Subsidies			0.00%			0.00%
Unconditional Grants (ie. OMPF)			0.00%			0.00%
Municipal Recoveries			0.00%			0.00%
Licences, Permits and Rents			0.00%			0.00%
Fines and Penalties			0.00%			0.00%
User Fees and Charges			0.00%			0.00%
Sales revenue			0.00%			0.00%
Other revenue			0.00%			0.00%
Internal Recoveries			0.00%			0.00%
Capital Project Recovery			0.00%			0.00%
PILS and Supplementary Taxes			0.00%			0.00%
Debt Proceeds			0.00%			0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Capital Funding	0	0	0.00%	0	0	0.00%
Capital						
Expenditures	0	0	0.00%	0	0	0.00%
NET CAPITAL COSTS	0	0	0.00%	0	0	0.00%
NET FUNDING NEEDED (GENERATED)	18,280	7,123	38.97%	13,816	1,908	13.81%

TOWN OF ERIN

DEPARTMENT - PUBLIC WORKS
SUBDEPARTMENT - ROADS

2016 Budget to Actuals

	2015 BUDGET	to September 30 2015	% BUDGET USED	2016 BUDGET	ACTUALS to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	60,000	0	0.00%	63,000	80,267	127.41%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	15,000	4,322	28.81%	15,000	6,577	43.85%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	2,500	2,217	88.68%	8,200	18,968	231.32%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	5,400	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	140,478	0.00%	0	0	0.00%
Transfer from Reserves	56,825	0	0.00%	0	0	0.00%
Total Revenue	134,325	152,417	113.47%	86,200	105,812	122.75%
Expenditures						
Salaries, Wages and Benefits	882,235	671,187	76.08%	1,079,787	685,304	63.47%
Supplies, Materials and Equipment	1,255,125	918,116	73.15%	1,273,940	1,004,642	78.86%
Purchased Services	221,500	96,385	43.51%	195,970	51,763	26.41%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	25,765	0	0.00%	25,765	0	0.00%
Insurance and Financial	57,500	52,395	91.12%	56,036	40,853	72.90%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	70,000	52,500	75.00%	0	0	0.00%
Total Expenditures	2,512,125	1,790,583	71.28%	2,631,498	1,782,562	67.74%
NET OPERATING COST / (REVENUE)	2,377,800	1,638,166	68.89%	2,545,298	1,676,750	65.88%
Revenue - Capital Funding						
Grants and Subsidies	371,579	59,729	16.07%	387,171	223,450	
Unconditional Grants (ie. OMPF)						
Municipal Recoveries						
Licences, Permits and Rents						
Fines and Penalties						
User Fees and Charges						
Sales revenue	5,000		0.00%	80,000		
Other revenue						
Internal Recoveries						
Capital Project Recovery						
PILS and Supplementary Taxes						
Debt Proceeds	522,130			995,044	0	
Transfer from Reserves	1,034,207	434,697		613,773	200,000	
Total Capital Funding	1,932,916	494,426	25.58%	2,075,988	423,450	20.40%
Capital						
Expenditures	2,206,187	830,789	37.66%	2,370,988	516,806	21.80%
NET CAPITAL COSTS	273,271	336,363	123.09%	295,000	93,356	31.65%
NET FUNDING NEEDED (GENERATED)	2,651,071	1,974,529	74.48%	2,840,298	1,770,106	62.32%

TOWN OF ERIN
2016 BUDGET

TOWN OF ERIN

DEPARTMENT - PUBLIC WORKS
SUBDEPARTMENT - STREETLIGHTS
2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	123,000	122,940	99.95%	178,971	184,580	103.13%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	123,000	122,940	99.95%	178,971	184,580	103.13%
Expenditures						
Salaries, Wages and Benefits	0	0	0.00%	0	0	0.00%
Supplies, Materials and Equipment	113,982	83,399	73.17%	139,953	103,233	73.76%
Purchased Services	0	0	0.00%	0	0	0.00%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	0	0	0.00%	0	0	0.00%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	9,018	6,764	75.01%	39,018	81,347	208.49%
Total Expenditures	123,000	90,163	73.30%	178,971	184,580	103.13%
NET OPERATING COST / (REVENUE)	0	(32,777)		0	0	
Revenue - Capital Funding						
Grants and Subsidies						
Unconditional Grants (ie. OMPF)						
Municipal Recoveries						
Licences, Permits and Rents						
Fines and Penalties						
User Fees and Charges						
Sales revenue						
Other revenue						
Internal Recoveries						
Capital Project Recovery						
PILS and Supplementary Taxes						
Debt Proceeds						
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Capital Funding	-	-	0.00%	-	-	0.00%
Capital						
Expenditures	0	0	0.00%	0	0	0.00%
NET CAPITAL COSTS	0	0	0.00%	0	0	0.00%
NET FUNDING NEEDED (GENERATED)	0	(32,777)		0	0	

TOWN OF ERIN

DEPARTMENT - PUBLIC WORKS						
SUBDEPARTMENT - WATER						
2016 Budget to Actuals						
	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	ACTUALS to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	3,000	2,961	98.70%	4,039	3,334	82.54%
User Fees and Charges	1,466,570	1,186,046	80.87%	1,459,289	1,168,769	80.09%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	8,000	8,150	101.88%	12,473	86,599	694.29%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	42,155	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	21,030	0	0.00%	0	0	0.00%
Total Revenue	1,498,600	1,197,157	79.89%	1,475,801	1,300,857	88.15%
Expenditures						
Salaries, Wages and Benefits	471,644	340,913	72.28%	491,179	379,327	77.23%
Supplies, Materials and Equipment	301,400	233,551	77.49%	326,928	291,989	89.31%
Purchased Services	16,600	13,801	83.14%	15,600	12,054	77.27%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	56,941	56,941	100.00%	56,941	56,940	100.00%
Insurance and Financial	16,000	16,515	103.22%	16,800	11,978	71.30%
Internal Charges	13,435	8,485	63.16%	14,066	0	0.00%
Transfer to Reserves	620,862	474,032	76.35%	554,287	526,596	95.00%
Total Expenditures	1,496,882	1,144,238	76.44%	1,475,801	1,278,883	86.66%
NET OPERATING COST / (REVENUE)	(1,718)	(52,919)	3080.26%	0	(21,974)	0.00%
Revenue - Capital Funding						
Grants and Subsidies			0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)			0.00%			0.00%
Municipal Recoveries			0.00%			0.00%
Licences, Permits and Rents			0.00%			0.00%
Fines and Penalties			0.00%			0.00%
User Fees and Charges			0.00%			0.00%
Sales revenue			0.00%	0		0.00%
Other revenue			0.00%			0.00%
Internal Recoveries			0.00%			0.00%
Capital Project Recovery			0.00%			0.00%
PILS and Supplementary Taxes			0.00%			0.00%
Debt Proceeds			0.00%	0	0	0.00%
Transfer from Reserves	142,000	125,716	88.53%	346,500	0	0.00%
Total Capital Funding	142,000	125,716	88.53%	346,500	-	0.00%
Capital						
Expenditures	142,000	173,962	122.51%	346,500	21,974	6.34%
NET CAPITAL COSTS	0	48,246	0.00%	0	21,974	0.00%
NET FUNDING NEEDED (GENERATED)	(1,718)	(4,673)		0	0	

**TOWN OF ERIN
2016 BUDGET**

TOWN OF ERIN

DEPARTMENT - PUBLIC WORKS
SUBDEPARTMENT - ENVIRONMENTAL SERVICES
2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	115,587	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	0	0	0.00%	0	0	0.00%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	0	0	0.00%	0	115,587	0.00%
Expenditures						
Salaries, Wages and Benefits	0	0	0.00%	0	0	0.00%
Supplies, Materials and Equipment	7,020	0	0.00%	5,000	10,953	219.05%
Purchased Services	3,365	4,120	122.44%	18,370	2,402	13.07%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	0	0	0.00%	0	0	0.00%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	0	0	0.00%	0	0	0.00%
Total Expenditures	10,385	4,120	39.67%	23,370	13,354	57.14%
NET OPERATING COST / (REVENUE)	10,385	4,120	39.67%	23,370	(102,233)	-437.45%
Revenue - Capital Funding						
Grants and Subsidies				175,000		0.00%
Unconditional Grants (ie. OMPF)						0.00%
Municipal Recoveries						0.00%
Licences, Permits and Rents						0.00%
Fines and Penalties						0.00%
User Fees and Charges						0.00%
Sales revenue						0.00%
Other revenue						0.00%
Internal Recoveries						0.00%
Capital Project Recovery						0.00%
PILS and Supplementary Taxes						0.00%
Debt Proceeds						0.00%
Transfer from Reserves	173,160	73,785	42.61%	227,290	227,290	100.00%
Total Capital Funding	173,160	73,785	42.61%	402,290	227,290	56.50%
Capital						
Expenditures	490,590	82,603	16.84%	402,290	329,523	81.91%
NET CAPITAL COSTS	317,430	8,818	2.78%	0	102,233	0.00%
NET FUNDING NEEDED (GENERATED)	327,815	12,938	3.95%	23,370	(0)	0.00%

**TOWN OF ERIN
2016 BUDGET**

TOWN OF ERIN

DEPARTMENT - RECREATION

SUMMARY

2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	ACTUALS to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	11,650	17,601	151.08%	11,632	8,800	75.66%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	666,796	216,820	32.52%	673,832	306,834	45.54%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	32,950	15,862	48.14%	26,968	6,587	24.43%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	2,800	0	0.00%
Internal Recoveries	8,740	0	0.00%	0	0	0.00%
Capital Project Recovery	10,000	5,215	52.15%	(15,500)	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	115,957	0	0.00%	10,698	0	0.00%
Total Revenue	846,093	248,047	29.32%	710,430	322,222	45.36%
Expenditures						
Salaries, Wages and Benefits	684,952	282,250	41.21%	681,779	460,153	67.49%
Supplies, Materials and Equipment	534,575	209,474	39.19%	559,452	383,818	68.61%
Purchased Services	32,525	12,695	39.03%	33,400	3,710	11.11%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	163,636	81,958	50.09%	28,079	14,117	50.28%
Insurance and Financial	62,690	53,447	85.26%	67,521	34,955	51.77%
Internal Charges	10,150	0	0.00%	10,132	10,132	100.00%
Transfer to Reserves	31,397	0	0.00%	43,271	0	0.00%
Total Expenditures	1,519,925	639,824	42.10%	1,423,634	906,886	63.70%
NET OPERATING COST / (REVENUE)	673,832	391,777	58.14%	713,204	584,664	81.98%
Revenue - Capital Funding						
Grants and Subsidies	0	0		60,000	0	
Unconditional Grants (ie. OMPF)	0	0		0	0	
Municipal Recoveries	0	0		0	0	
Licences, Permits and Rents	0	0		0	0	
Fines and Penalties	0	0		0	0	
User Fees and Charges	0	0		0	0	
Sales revenue	0	0		0	0	
Other revenue	0	0		0	0	
Internal Recoveries	0	0		0	0	
Capital Project Recovery	0	0		20,500	0	
PILS and Supplementary Taxes	0	0		0	0	
Debt Proceeds	0	0		0	0	
Transfer from Reserves	157,210	0	0.00%	6,000	0	0.00%
Total Capital Funding	157,210	0	0.00%	86,500	0	0.00%
Capital						
Expenditures	295,510	7,656	2.59%	358,300	145,286	40.55%
NET CAPITAL COSTS	138,300	7,656	5.54%	271,800	145,286	53.45%
NET FUNDING NEEDED (GENERATED)	812,132	399,433	49.18%	985,004	729,950	74.11%

**TOWN OF ERIN
2016 BUDGET**

TOWN OF ERIN

DEPARTMENT	
SUBDEPARTMENT - CEMETERIES	

2016 Budget to Actuals

	2015 BUDGET	to September 30 2015	% BUDGET USED	2016 BUDGET	to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	0	0	0.00%	0	0	0.00%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	0	0		0	0	0.00%
Expenditures						
Salaries, Wages and Benefits	0	0	0.00%	0	0	0.00%
Supplies, Materials and Equipment	36,570	6,360	17.39%	36,190	26,981	74.55%
Purchased Services	0	0	0.00%	0	0	0.00%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	0	0	0.00%	0	0	0.00%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	0	0	0.00%	0	0	0.00%
Total Expenditures	36,570	6,360	17.39%	36,190	26,981	74.55%
NET OPERATING COST / (REVENUE)	36,570	6,360	17.39%	36,190	26,981	74.55%
Revenue - Capital Funding						
Grants and Subsidies			0.00%			0.00%
Unconditional Grants (ie. OMPF)			0.00%			0.00%
Municipal Recoveries			0.00%			0.00%
Licences, Permits and Rents			0.00%			0.00%
Fines and Penalties			0.00%			0.00%
User Fees and Charges			0.00%			0.00%
Sales revenue			0.00%			0.00%
Other revenue			0.00%			0.00%
Internal Recoveries			0.00%			0.00%
Capital Project Recovery			0.00%			0.00%
PILS and Supplementary Taxes			0.00%			0.00%
Debt Proceeds			0.00%			0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Capital Funding	0	0	0.00%	0	0	0.00%
Capital						
Expenditures	0	0	0.00%	0	0	0.00%
NET CAPITAL COSTS	0	0	0.00%	0	0	0.00%
NET FUNDING NEEDED (GENERATED)	36,570	6,360	17.39%	36,190	26,981	74.55%

TOWN OF ERIN
2016 BUDGET

TOWN OF ERIN

DEPARTMENT
SUBDEPARTMENT - RENTAL FACILITIES
2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	ACTUALS to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	20,150	9,000	44.67%	24,400	13,830	56.68%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	0	0	0.00%	0	0	0.00%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	20,150	9,000	44.67%	24,400	13,830	56.68%
Expenditures						
Salaries, Wages and Benefits	2,920	1,704	58.36%	2,980	2,434	81.67%
Supplies, Materials and Equipment	4,000	742	18.55%	6,890	239	3.47%
Purchased Services	0	0	0.00%	0	0	0.00%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	0	0	0.00%	0	0	0.00%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	10,000	0	0.00%	11,300	11,157	98.73%
Total Expenditures	16,920	2,446	14.46%	21,170	13,830	65.33%
NET OPERATING COST / (REVENUE)	(3,230)	(6,554)	202.91%	(3,230)	(0)	0.00%
Revenue - Capital Funding						
Grants and Subsidies			0.00%			0.00%
Unconditional Grants (ie. OMPF)			0.00%			0.00%
Municipal Recoveries			0.00%			0.00%
Licences, Permits and Rents			0.00%			0.00%
Fines and Penalties			0.00%			0.00%
User Fees and Charges			0.00%			0.00%
Sales revenue			0.00%			0.00%
Other revenue			0.00%			0.00%
Internal Recoveries			0.00%			0.00%
Capital Project Recovery			0.00%			0.00%
PILS and Supplementary Taxes			0.00%			0.00%
Debt Proceeds			0.00%			0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Capital Funding	0	0	0.00%	0	0	0.00%
Capital						
Expenditures	0	0	0.00%	0	0	0.00%
NET CAPITAL COSTS	0	0	0.00%	0	0	0.00%
NET FUNDING NEEDED (GENERATED)	(3,230)	(6,554)	202.91%	(3,230)	(0)	0.00%

**TOWN OF ERIN
2016 BUDGET**

TOWN OF ERIN

DEPARTMENT - PLANNING & DEVELOPMENT

SUBDEPARTMENT - PLANNING

2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	ACTUALS to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	-	-	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	-	-	0.00%
Municipal Recoveries	0	0	0.00%	-	-	0.00%
Licences, Permits and Rents	0	0	0.00%	-	-	0.00%
Fines and Penalties	0	0	0.00%	-	-	0.00%
User Fees and Charges	17,800	8,400	47.19%	17,000	22,200	130.59%
Sales revenue	0	0	0.00%	-	-	0.00%
Other revenue	0	0	0.00%	5,000	-	0.00%
Internal Recoveries	11,000	0	0.00%	10,000	-	0.00%
Capital Project Recovery	0	0	0.00%	-	-	0.00%
PILS and Supplementary Taxes	0	0	0.00%	-	-	0.00%
Debt Proceeds	0	0	0.00%	-	-	0.00%
Transfer from Reserves	0	0	0.00%	-	-	0.00%
Total Revenue	28,800	8,400	29.17%	32,000	22,200	69.38%
Expenditures						
Salaries, Wages and Benefits	87,105	56,188	64.51%	23,407	19,916	85.08%
Supplies, Materials and Equipment	35,400	3,928	11.10%	33,000	14,299	43.33%
Purchased Services	21,000	0	0.00%	20,000	5,162	25.81%
Minor Capital Expenses	0	0	0.00%	-	-	0.00%
Debt Charges	0	0	0.00%	-	-	0.00%
Insurance and Financial	0	0	0.00%	-	-	0.00%
Internal Charges	0	0	0.00%	-	-	0.00%
Transfer to Reserves	0	0	0.00%	-	-	0.00%
Total Expenditures	143,505	60,116	41.89%	76,407	39,377	51.54%
NET OPERATING COST / (REVENUE)	114,705	51,716	45.09%	44,407	17,177	38.68%
Revenue - Capital Funding						
Grants and Subsidies	0	0	0.00%	-	-	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	-	-	0.00%
Municipal Recoveries	0	0	0.00%	-	-	0.00%
Licences, Permits and Rents	0	0	0.00%	-	-	0.00%
Fines and Penalties	0	0	0.00%	-	-	0.00%
User Fees and Charges	0	0	0.00%	-	-	0.00%
Sales revenue	0	0	0.00%	-	-	0.00%
Other revenue	0	0	0.00%	-	-	0.00%
Internal Recoveries	0	0	0.00%	-	-	0.00%
Capital Project Recovery	0	0	0.00%	-	-	0.00%
PILS and Supplementary Taxes	0	0	0.00%	-	-	0.00%
Debt Proceeds	0	0	0.00%	-	-	0.00%
Transfer from Reserves	0	0	0.00%	-	-	0.00%
Total Capital Funding	0	0	0.00%	-	-	0.00%
Capital						
Expenditures	0	0	0.00%	-	-	0.00%
NET CAPITAL COSTS	0	0	0.00%	-	-	0.00%
NET FUNDING NEEDED (GENERATED)	114,705	51,716	45.09%	44,407	17,177	38.68%

**TOWN OF ERIN
2016 BUDGET**

TOWN OF ERIN

DEPARTMENT - PLANNING & DEVELOPMENT
SUBDEPARTMENT - ECONOMIC DEVELOPMENT
2016 Budget to Actuals

	2015 BUDGET	ACTUALS to September 30 2015	% BUDGET USED	2016 BUDGET	ACTUALS to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	30,000	1,936	6.45%	25,000	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	15,500	3,840	24.77%	28,400	1,405	4.95%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	0	0	0.00%	0	0	0.00%
Internal Recoveries	0	0	0.00%	0	0	0.00%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	59,039	34,474	58.39%	47,107	35,330	75.00%
Total Revenue	104,539	40,250	38.50%	100,507	36,735	36.55%
Expenditures						
Salaries, Wages and Benefits	62,582	50,776	81.13%	97,396	86,633	88.95%
Supplies, Materials and Equipment	175,150	77,565	44.28%	146,700	83,673	57.04%
Purchased Services	20,000	19,580	97.90%	16,050	16,047	99.98%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	0	0	0.00%	0	0	0.00%
Internal Charges	19,500	18,227	93.47%	18,000	16,360	90.89%
Transfer to Reserves	0	0	0.00%	0	1,402	#DIV/0!
Total Expenditures	277,232	166,148	59.93%	278,146	204,114	73.38%
NET OPERATING COST / (REVENUE)	172,693	125,898	72.90%	177,639	167,379	94.22%
Revenue - Capital Funding						
Grants and Subsidies	0	0	0.00%	10,000		0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%			0.00%
Municipal Recoveries	0	0	0.00%			0.00%
Licences, Permits and Rents	0	0	0.00%			0.00%
Fines and Penalties	0	0	0.00%			0.00%
User Fees and Charges	0	0	0.00%			0.00%
Sales revenue	0	0	0.00%			0.00%
Other revenue	0	0	0.00%			0.00%
Internal Recoveries	0	0	0.00%			0.00%
Capital Project Recovery	0	0	0.00%			0.00%
PILS and Supplementary Taxes	0	0	0.00%			0.00%
Debt Proceeds	0	0	0.00%			0.00%
Transfer from Reserves	0	0	0.00%			0.00%
Total Capital Funding	0	0	0.00%	10,000	0	0.00%
Capital						
Expenditures	5,000	28,470	569.40%	55,000	28,470	51.76%
NET CAPITAL COSTS	5,000	28,470	569.40%	45,000	28,470	63.27%
NET FUNDING NEEDED (GENERATED)	177,693	154,368	86.87%	222,639	195,849	87.97%

TOWN OF ERIN
2016 BUDGET

TOWN OF ERIN

DEPARTMENT
SUBDEPARTMENT - BIA

2016 Budget to Actuals

	2015 BUDGET	to September 30 2015	% BUDGET USED	2016 BUDGET	ACTUALS to September 30 2016	% BUDGET USED
Revenue						
Grants and Subsidies	0	0	0.00%	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0.00%
Municipal Recoveries	0	0	0.00%	0	0	0.00%
Licences, Permits and Rents	0	0	0.00%	0	0	0.00%
Fines and Penalties	0	0	0.00%	0	0	0.00%
User Fees and Charges	18845	17200	91.27%	17700	16400	92.66%
Sales revenue	0	0	0.00%	0	0	0.00%
Other revenue	15960	11167	69.97%	18600	12774	68.68%
Internal Recoveries	6176	6176	100.00%	13750	12000	87.27%
Capital Project Recovery	0	0	0.00%	0	0	0.00%
PILS and Supplementary Taxes	0	0	0.00%	0	0	0.00%
Debt Proceeds	0	0	0.00%	0	0	0.00%
Transfer from Reserves	0	0	0.00%	0	0	0.00%
Total Revenue	40981	34543	84.29%	50050	41174	82.27%
Expenditures						
Salaries, Wages and Benefits	0	0	0.00%	0	0	0.00%
Supplies, Materials and Equipment	40981	32249	78.69%	48300	36484	75.54%
Purchased Services	0	0	0.00%	0	0	0.00%
Minor Capital Expenses	0	0	0.00%	0	0	0.00%
Debt Charges	0	0	0.00%	0	0	0.00%
Insurance and Financial	0	0	0.00%	0	0	0.00%
Internal Charges	0	0	0.00%	0	0	0.00%
Transfer to Reserves	0	0	0.00%	1750	0	0.00%
Total Expenditures	40981	32249	78.69%	50050	36484	72.90%
NET OPERATING COST / (REVENUE)	0	(2294)		0	(4690)	
Revenue - Capital Funding						
Grants and Subsidies	0	0	0.00%	0	0	0
Unconditional Grants (ie. OMPF)	0	0	0.00%	0	0	0
Municipal Recoveries	0	0	0.00%	0	0	0
Licences, Permits and Rents	0	0	0.00%	0	0	0
Fines and Penalties	0	0	0.00%	0	0	0
User Fees and Charges	0	0	0.00%	0	0	0
Sales revenue	0	0	0.00%	0	0	0
Other revenue	0	0	0.00%	0	0	0
Internal Recoveries	0	0	0.00%	0	0	0
Capital Project Recovery	0	0	0.00%	0	0	0
PILS and Supplementary Taxes	0	0	0.00%	0	0	0
Debt Proceeds	0	0	0.00%	0	0	0
Transfer from Reserves	0	0	0.00%	0	0	0
Total Capital Funding	0	0	0.00%	0	0	0
Capital						
Expenditures	0	0	0.00%	0	0	0
NET CAPITAL COSTS	0	0	0.00%	0	0	0
NET FUNDING NEEDED (GENERATED)	0	(2,294)		0	(4690)	

2016 Capital Project Updates As of September 30, 2016

Status

Project stopped or in jeopardy of not being completed

Project complications/delays being encountered

Project complete or progressing accordingly



General Government

Project No	Project Title	Description	Status	Status Description	Risks	2016 Budget	Amount Spent as of Sept 30, 2016
5	Records Management and Storage Project – Phase 1	This project is a multi-year project – ending with implementation of an electronic records management system		Completed		10,000	\$ 9,033
2	Organizational & Compensation Review – Mayor Study	N/A		Completed Implementation implications being assessed.		26,313	\$ 26,623
3	Municipal Office – Entrance Sign	To place a new municipal sign in front of Town Hall		Project has been assigned to the Economic Development Officer. Design work is currently underway. Quotes are being obtained.	Funding level may be insufficient. County Sign Bylaw must be complied with.	10,800	\$ 131
7	Municipal Office – Renovations	Address numerous deficiencies within Town Hall, especially AODA requirements		Council has approved a \$151,500 grant application to Ontario 150 Community Capital Program for 50% of the cost. Council has also committed \$151,500 in the 2017 Capital Budget.	A lack of a fully accessible work place is a concern. Current design does not make best use of space available. Absence of a meeting room for confidential discussions by staff and members of Council is an on-going concern.	51,440	
6	I.T. Systems Enhancements	Including New Server Solution, New Back Up and Disaster Recovery (BDR) Solution, Replacement Battery Back Ups		Completed		36,500	\$ 33,694
4	Financial Systems Upgrade Project	System to increase reporting capability and efficiencies across departments		Software purchase completed. Go live date will be January 1, 2017.	Possible complications during implementation/ integration across all departments	30,000	30,528

Fire & Emergency Services Department

Project No	Project Title	Project Description	Status	Status Description	Risks	2016 Budget	Amount Spent as of Sept 30, 2016
16	Station 50 Generator	New 50 kv stand-alone diesel generator		Completed		35,000	\$ 37,762.58
17	Breathing Apparatus	Replacement of Breathing Apparatus and bottles		98% Completed . Negotiating completion of contract with supplier; holdback pending training.		240,000	\$ 266,793.46
18	Pumper 11 Replacement - Erin Station 10	2015-16 Project		Five tenders received October 14, 2016.		\$521,000 purchase. \$4,000 recovery.	
19	Radio System Upgrade	Changeover to the Wellington County Fire Radio system		Completed		45,000	\$ 61,035.89
20	Erin Station 10 Expansion	This is Phase One of an ongoing project to provide storage and a bunker gear room.		Survey completed. Talks to be held with property owners to acquire property from Car Quest.		20,000	

Status

Project stopped or in jeopardy of not being completed

Project complications/delays being encountered

Project complete or progressing accordingly



Roads Department

Project No	Project Title	Project Description	Status	Status Description	Risks	2016 Budget	Amount Spent as of Sept 30, 2016
29	Roads Shop Repairs-Variou	Roads Shop - exhaust, windows, floor, sink, electrical.		Work still to be completed in 2016 includes: bollard, locks, eaves, ventilation.	May be subject to availability of contractors.	95,000	\$ 41,712
32	Wheel Loader replacement			Completed. Auxiliary sweeper purchase pending, 2016.	N/A	210,000	\$ 143,379.90
33	Trackless Sidewalk machine replacement			Completed. Hydraulics upgrade pending, 2016.	N/A	148,000	\$ 91,075.24
34	Radio System Upgrade	In conjunction with Fire & Water Depts.		Completion confirmed by Fire chief.	N/A	45,000	\$ 20,025.29
72	Replace Bridge 2045 -4 th line (EA/Design only)	Environmental Assessment to be filed, and bridge design completed.		Environmental Assessment completed years ago. Triton to file E.A. and complete design in 2016. Project on shelf pending Federal grant.	N/A	31,500	
71	Station St. Bridge EA	Environmental Assessment of pond, dam, and bridge - by Triton Engineering.		E.A. process continues. Council has approved a grant application through the Canada 150 Community Infrastructure Program.	N/A	97,544	\$ 58,773
85	Culvert 2011 rehab, 10 th line S. of 15 SR - as per AECOM Structure Inspection study.	Repair embankment, repair concrete, replace cap, re-attach railing. Guiderail maintenance, replace damage posts.		Contractor being sourced.	N/A	12,000	
73	Winston Churchill Bridge	Town of Caledon managing project to replace one-lane bridge.		Delayed, but completion expected in 2016.	Caledon having challenges with peat moss conditions, and general contractor performance.	700,000	\$ 148,668.34
60	Hard surface for 5 th line (22 to Cedar Valley)	Apply chip and tar surface.		Deferred to 2017. Will be completed before road closure for Library & bridge construction.	N/A	60,000	
57	17 Side Road - Paving	Convert gravel roadway to asphalt surface		Construction underway throughout October.		1,018,788	\$ 6,265
58	Urban Reconstruct George St.	Installing curbs, sewers and asphalt.		Deferred until 2017.	Late tender may prompt high bids exceeding funding level.	376,863	
59	Urban Reconstruct Daniel St.	Preliminary drainage investigation only.		Completed	N/A	81,585	
61	2 nd Line Resurface	Pulverize & Resurface		Deferred until 2017.	N/A	111,178	\$ 373
50	Sidewalk CR124 Ross to Tim Horton's			Construction work is complete.	Further review ongoing.	250,000	\$ 4,660

Status

Project stopped or in jeopardy of not being completed
Project complications/delays being encountered
Project complete or progressing accordingly



Water Department

Project No	Project Title	Project Description	Status	Status Description	Risks	2016 Budget	Amount Spent as of Sept 30, 2016
	Mobile generator 100kW	Replacement generator from insurance claim	Green	Completed	N/A	Insurance	
	Fixed generator 100kW	Installation at Erin Well 7	Green	Completed	N/A	Insurance	
W - 7	Radio Reading Device	Purchase new reading device	Green	Completed	N/A	8,500	\$ 8,597
W - 10	Water hydrants	Installation: One in Hillsburgh distribution system, one in Erin distribution system.	Green	Completed	N/A	12,000	\$ 12,211
W - 11	Plow equipment	For truck 26	Green	Completed	N/A	10,000	\$ 9,871
w - 12	Scada Hillsburgh system + Erin Enhancement	Install Scada into Hillsburgh water system and facilitate Erin system data transfer to Town Hall.	Yellow	Town Hall tower decommissioned by Xplornet.	A grant application is being processed: CWWF.	185,000	
W - 6	Meter replacement program	Annual program in Financial Plan.	Green	Meters to be purchased from supplier in November.	N/A	11,000	
W - 8	New water supply	Establishing a new well.	Yellow	Hillsburgh Fire Hall Pumping Test is completed. Erin well pumping timetable not confirmed - awaiting PTTW from MOECC.	Subject to EA process timetable.	120,000	
W - 5	Green Energy Fund	Convert pump at Hillsburgh Heights wellhouse to variable frequency drive (VFD) – energy efficiency	Green	Triton Engineering report received. Awaiting quotes for pump.	N/A	16,000	

Status

Project stopped or in jeopardy of not being completed

Project complications/delays being encountered

Project complete or progressing accordingly



Recreation

Project No	Project Title	Project Description	Status	Status Description	Risks	2016 Budget	Amount Spent as of Sept 30, 2016
113	HCC - Evaporative Condenser	Replace capital equipment past its useful life. Water treatment system added to negate hard water issues.	Completed	Completed		48,500	49,392
114	HCC – Millwork, lobby and concession area	Revamp the lobby and concession area at the HCC for additional vending machines.	At Risk	Deferred to 2017. Snack bar has been leased for 2016/17 winter season.		10,600	
115	HCC – Paint Exterior Cladding	Painting of exterior metal cladding at HCC, plus exterior doors and emergency stairs.	Completed	Completed		11,500	8,250
116	HCC- Accessibility Renovations	Accessibility renovations for two dressing rooms, including sledge accessible flooring to ice surface.	Completed	Completed		11,200	9,500
123	ECC – Paint Cladding	Painting of exterior & interior metal cladding at ECC.	Completed	Completed		10,400	9,800
124	ECC-Hall-Chairs	Replace banquet chairs for Shamrock room and theatre use.	Completed	Completed		15,600	14,357
125	ECC – Desuperheater	Project has been altered by Council resolution from a Desuperheater to a Digital Data Control (DDC) seasonal controller for the refrigeration plant.	Completed	A Hydro One energy efficiency grant has been completed by the contractor, and a purchase order has been issued. Expecting a December completion.		25,000	-
129	Centre 2000 – Sewage Agreement	The UGDSB replaced the Sewage treatment plant at Centre 2000	Completed	Town committed to \$20,000 annually until 2020		20,000	
135	Victoria Park playground	New playground equipment as part of Canada 150th Celebration.	Completed	Protective fencing currently being installed.		150,000	19,053
135	Lions Park playground	New swing set and protective base. Two donations have reduced the total cost; now less than the budgeted amount.	Completed	Completed		10,000	13,740
136	Barbour Field – upgrade Septic system (to reserve only)	\$25,000 allocation to 'reserve' for the future replacement of the septic system at Barbour Field, estimated at \$104,000.	Completed	\$25,000 is also requested for Council consideration in the 2017 capital budget.		25,000	-
137	Recreation – New Pickup 1/2 Ton 4x4	Pickup truck to transport tools and equipment between community centres and parks.	Completed	2006 Ford pickup still to be sold on-line.		\$30,000 purchase \$5,000 recovery	29,444
	Gazebo – Historic Park Hillsburgh	Remove & replace the existing old Gazebo. \$2,500 donation which is recognized as a revenue reduced the total cost; now less than the budgeted amount.	Completed	Gazebo erected on site; project near completion Hydro to be connected by Keeler Electric, plus exterior lighting to be installed.		15,500	16,000

Status

Project stopped or in jeopardy of not being completed
 Project complications/delays being encountered
 Project complete or progressing accordingly



Economic Development Department

Project No	Project Title	Project Description	Status	Status Description	Risks	2016 Budget	Amount Spent as of Sept 30, 2016
160	Walking Trails	On-going project (term of Council) Reviewing and addressing physical deficiencies in the Town Trails		Reviewed Water Tower Trail, clean up completed , new and updated signage is on order (approximately \$2,000). Reviewed Elora Cataract Trailway (ECT) between Hillsburgh and Erin. Clean up completed , signage boards and kiosks need extensive updating. Currently in dialogue with ECT and Credit Valley Conservation staff in regards to upgrades and time lines.	Progress dependent on level of volunteer participation and availability of the Economic Development Officer. Majority of funds likely to be deferred until 2017.	20,000	
161	Erin Rotary River Walk-Feasibility Study	Community focused trail system development		Completed		30,000	\$ 28,470



Staff Report

Report #: 2016-17F

Date: October-26-16

Submitted By: Ursula D'Angelo, Director of Finance

Subject: Draft 2017 Budget of October 26, 2016.

Recommendations:

Be it resolved that Council receive the staff report Draft 2017 Budget of October 26, 2016.

Background:

Draft 2017 Budget Groundwork

Once 2017 Budget Guidelines were approved by Council on July 12, 2016, department managers and Finance began to gather information. The Finance department first met with all senior staff to go over the forms and templates that would be included in the budget package. Late summer, department managers met several times with the Financial Analyst and Director of Finance to review initiatives, resource request and discuss results from the organization's Operations Review and Strategic Plan. New to this year's process, is the introduction of an Executive Team for the Town who is comprised of the Interim CAO, Clerk and Director of Finance. The role of this Team was to review the entire submission from various departments and formulate a recommended draft budget for Council's consideration.

Department Budget Submissions

Departments prepared three reports and the Finance Department provided analysis, support and assistance during the process. The three reports were:

1. Base Budget Submission
2. Operations Plan (include Resource Requests)
3. Capital Budget Project Requests

1. Base Budget Submission

Departments used a zero based budgeting approach so departments reassessed expenditures to deliver 2016 services levels economically, efficiently and effectively. The

following were some assumptions that, in consultation with the Finance Department, were used by departments:

- a. maintain current staff complement
- b. salary adjustments limited to progression. No cost of living adjustments allowed.
- c. price changes for contractual obligations, fuel and natural gas were limited to CPI inflation rate limit at 2% (*Bank of Canada, Monetary Policy Report, April 2016, pg23*)
- d. hydro estimates were based on 9 months of consumption plus three months from prior year. The result was then increased by 8% for forecasted rate increases. The Town participates in a co-operative procurement program delivered by Local Authority Services (LAS) where the Town pays reduced hydro rates that shadow market trends.
- e. Water budgets were adjusted to current water consumption and no price increases as water rates will remain the same in 2017
- f. User Fees will not change

2. Operations Plan

Each department completed an Operations Plan form which described the services provided to the Town in the base budget. Also, in the Effective and Efficient Initiatives section, departments described activities that created efficiencies and effectiveness in delivering services with no additional cost following recommendations from Operational Review(s) and priorities from the Strategic Plan. The section called “Resource Requests” was where departments described initiatives that created efficiencies and effectiveness in delivering services that required one time or continuous funding for Council consideration . These initiatives were mostly based on Strategic Plan priorities, Operational Reviews and other Plans that were approved by Council such as Fire Department Operations Review (December 2015), Economic Development action plan “Momentum Action Plan” (adopted in November 2, 2015).

3. Capital Budget Requests

Each department completed a Capital Budget Request form that described the project, service impact, why it is needed, cost of the project, funding and implications to operating costs. Funding for these projects is based on eligible reserves, debt and taxation. Details are found in the summary sheet for Draft 2017 Capital Budget in the Draft 2017 Budget Package.

Draft 2017 Budget Results

The Finance Department consolidated each department submission and analyzed the results of the submissions.

Base Budget

Overall, the Net Base Operating Budget resulted in a surplus of \$661k that included allowable changes within the Budget Guidelines. This is a \$155k reduction from 2016 Budget mostly from new debt payment commitment estimated at \$200k. Thus, a \$45k savings was generated in 2017.

Revenues Increased by \$29,988 or 0.3%

Revenues increased slightly by \$30k or 0.3% over 2016 Budget. A variance \$82k in user fee charges was mainly in Water Department due to expected volume increases, streetlight charges due to a new subdivision and increase in activity in planning and zoning permits. In addition, there was a \$29k increase mainly in licenses and permits in Building and Recreation departments. These increases were offset by a decrease in grant of \$50k for Source Water Protection project that will be completed in 2016. There were also decreases in transfer from Reserves, internal cost recoveries which are corporate accounts used to fund operating expenditures and there was a decrease in fines and penalties on taxation due to greater efforts in collecting taxes.

Expenditures Increased by \$184,977 or 2%

The largest variance was \$128k in debt charges due to an estimated cost of \$200k loan payment on the new debenture that will be issued the fall of 2016 to pay for capital projects offset by \$72k reduction in debt for completion of 10 year loan for Water projects. The debt charge is an estimate until the contract is finalized which will be reflected in the November 23 Special Council meeting to present the second Draft 2017 Budget.

In addition, there was increase of \$90k in Transfer to Reserves which were from Streetlights and Water to have a net zero operating cost.

There was a combined decrease of \$31k for supplies and material cost mainly due to costs related to the reduced costs for Source Water Protection project offset by allowable increases in utilities such as telephone and hydro.

Furthermore, there was a decrease of \$26k in salaries and benefits mostly based on calculation adjustments and one time funding removal of part time positions for a records management project.

Lastly, there was an increase of \$21k for purchased services such as new software maintenance contracts as a result of implementing new software such as Keystone (financial), ADP Workforce Now (Payroll and Attendance) and FirePro (Fire Department Operations software). The remainder of the increases in insurance and financial and internal charges were as allowed under the Budget Guidelines.

Infrastructure Tax Levy Increase by \$120,000

Capital projects to address infrastructure projects such as roads, bridges, buildings continuously puts pressure on the limited funding that the Town is able to generate. In

addition, given the Town is facing capital intensive activity in the near future (ie. SSMP EA), the Executive Team is recommending a significant increase in contributions to infrastructure tax Levy to better position the Town. This continues on prior years' attempt to build reserves for future capital spending and not depend entirely on debt. that would bring a total of \$343k annually to the reserve.

Recommended Resource Requests \$152,900

Departments submitted 16 resource requests for a total of \$244,700. A summary table of Resource Requests is included in the Draft 2017 Budget package. Recommended resource requests were selected by the Executive Team based on mandatory corporate requirements that are needed by the Town to continue doing business and to address health and safety risks. The following are the recommended resource requests:

- one time funding of two part time staff with combined cost of \$62k as an alternate to hiring staff complement estimated at \$113k requested by Roads, Fire and Clerk's departments. The two part time staff allows management to collect necessary data to better assess workload and meet workload pressures experienced in Roads, Fire and Clerk's departments. The requests of the individual department will be reconsidered during the 2018 Budget process.
- \$30k to replenish operating budget to 2015 Budget due to reallocation to 2016 Capital Project for Erin Rotary River Walk feasibility study.
- \$24k for leak detection mechanism to minimize system water loss which leads to reduction of revenues.
- \$12k resource request for a summer student at the Water department for summer vacation coverage to resolve issues with vacation coverage.
- \$8k for mandatory first responders training that occurs every 3 years and is not included in the budget.
- \$5k to increase operations budget for parks and playground maintenance which is a new service and residents have complained about the lack of maintenance of the playgrounds.
- \$5k to fund the public washroom during the summer at downtown Erin.
- \$3k for repairs to kitchen floor of the Hillsburgh Community Centre is a trip hazard due to chipped tiles.
- \$3k for mandatory service every 10 years to the fire suppression system at Centre 2000.

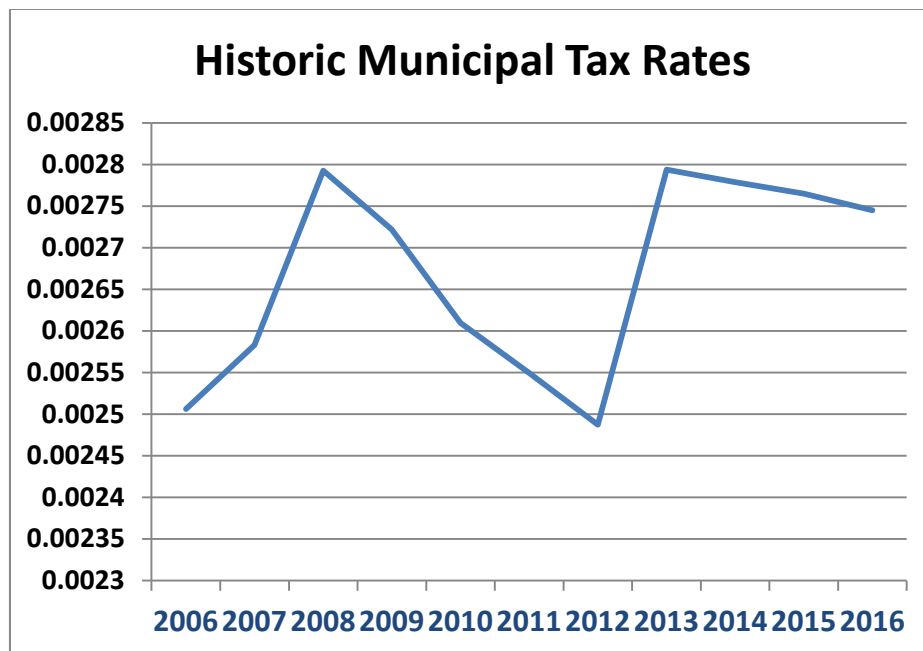
More detailed explanations for each resource request are included in the budget package with each department submission.

Capital Projects Funded from Taxation \$533,200 for Recommended Capital Projects of \$5,524,126

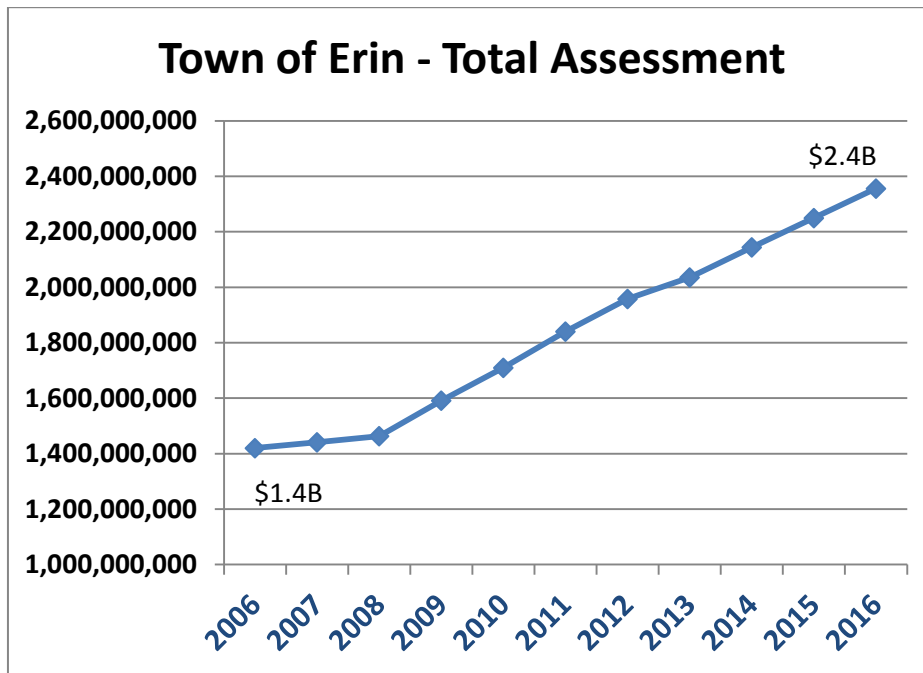
Departments submitted \$9.4m of capital projects. Only \$5.5m are recommended by the Executive Team as capital projects and were selected based on Council commitments (grant applications) and health and safety concerns. Funding for the projects are mostly from grants total amount of \$2.1m in 2017 and \$1.2m in 2018 from OCIF, Canada150 Grant, Ontario150 Grant and Gas Tax Grant. The other source of funding is with debt of \$1.2m for several projects such as Station Street bridge and Daniel Street Rehabilitation. The remainder of the funding will be from various reserve funds and \$533k from taxation. Detailed descriptions of the projects are in the Capital Budget Requests Forms and funding options are in the Draft 2017 Capital Budget Summary in the Draft 2017 Budget Package.

Tax Changes in the Past 10 years

In the past three years, Council has made every effort to reduce the Town's portion of the mill rate (rate used to calculate municipal tax). Town of Erin current tax rate is lower than 2007, however, assessment values have increased significantly which is the major increase in tax bills.



In the past 10 years, assessment values increased from \$1.4B to \$2.4B, which includes new construction and additions to existing homes.



Financial Impact:

The results of the Draft 2017 Budget generated \$145,289 tax levy increase that translates to about 2.5% Town's portion tax levy decrease. It should be noted, that assessment value changes have not been estimated and is expected to generate additional revenues. At the time of this report, estimates were not significant. A more reliable estimate will be presented at the November 23 Special Council meeting.

Consultation:

Senior management

Communications Plan:

Draft 2017 Budget presentation to Council. Council Report will be available on the Town's website

Conclusion:

Based on the results of the Draft 2017 Budget, an increase of 2.5% levy mostly transferred to Infrastructure Reserve.

Appendices:

Appendix

TOWN OF ERIN



DRAFT 2017 BUDGET OCTOBER 26, 2016

Creating a Road to Financial Sustainability





Summaries

- Draft 2017 Operating Budget (by Account Groupings)
- Draft 2017 Operating Budget (Expenditures and Revenues by Department)
- Resource Request Summary
- Capital Summary
- Reserve Balances Summary

TOWN OF ERIN
DRAFT 2017 OPERATING BUDGET (By Account Groupings)
BY-LAW # 16 -
SCHEDULE "A"

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
OPERATIONS					
REVENUE					
General Expenses/Revenues (Surplus fwd.)	156,625	-	-	-	0.0%
Revenues from Assessment Increases	-	-	-	-	0.0%
Tax Levy Requirement	5,762,584	5,985,655	5,985,655	-	0.0%
PILS and Supplementary taxes	122,401	122,509	122,500	(9)	0.0%
OMPF Allocation	588,000	595,300	595,300	-	0.0%
Tax Write/Offs	(40,564)	(90,000)	(90,000)	-	0.0%
From Working Capital Reserves	-	10,132	10,132	-	0.0%
Grants and Subsidies	171,408	156,564	106,600	(49,964)	-31.9%
Municipal Recoveries	60,361	50,000	43,200	(6,800)	-13.6%
Licences, Permits and Rents	1,022,939	1,079,612	1,108,750	29,138	2.7%
Fines and Penalties	383,377	394,757	384,000	(10,757)	-2.7%
User Fees and Charges	1,799,584	1,777,528	1,859,800	82,272	4.6%
Sales revenue	-	-	-	-	0.0%
Other revenue	116,297	77,937	77,300	(637)	-0.8%
Internal Recoveries	67,004	38,750	28,500	(10,250)	-26.5%
Capital Project Recovery	8,550	(15,500)	-	15,500	-100.0%
Transfer from Reserves	175,338	98,805	80,300	(18,505)	-18.7%
Total Revenue	10,393,904	10,282,049	10,312,037	29,988	0.3%
EXPENDITURES					
Labour Costs	4,002,826	4,258,084	4,231,930	(26,154)	-0.6%
Supplies, Materials and Equipment	2,908,089	3,193,477	3,162,030	(31,447)	-1.0%
Purchased Services	427,284	505,242	526,420	21,178	4.2%
Debt Charges	413,404	277,772	405,500	127,728	46.0%
Insurance and Financial	255,542	270,068	273,200	3,132	1.2%
Internal Charges	41,875	42,198	42,500	302	0.7%
Transfer to Reserves	1,284,516	696,512	786,750	90,238	13.0%
Transfer to Infrastructure Renewal Reserve	219,413	222,896	222,896	-	0.0%
Tax Stabilization Reserve	292,679	-	-	-	0.0%
	9,845,628	9,466,249	9,651,226	184,977	2.0%
Net Base Operating Results (Deficit)	548,276	815,800	660,811	(154,989)	-19.0%
Increase Infrastructure Reserve Contributions			120,000	120,000	
Resource Requests	-	-	152,900	152,900	2.0%
Transfer for Capital Projects	548,276	815,800	533,200	(282,600)	
Expenditures (Optional)	548,276	815,800	806,100	(9,700)	
NET OPERATING RESULT (DEFICIT)	-	-	(145,289)	(145,289)	
Tax Levy Increase				145,289	
% Tax Levy Change				2.50%	

*Assumption that 1% tax levy is \$57,000.

DRAFT 2017 OPERATING BUDGET
Expenditures and Revenues by Department

	2015 Actuals			2016 Budget			DRAFT 2017 OPERATING BUDGET			Budget Change in Net	
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	Expenditures	Revenues	Net	\$	%
<u>Departments</u>											
Council	129,593	-	129,593	144,280	-	144,280	147,200	-	147,200	2,920	2%
General Government	1,440,496	483,086	957,410	1,451,914	450,432	1,001,482	1,457,300	439,550	1,017,750	16,268	2%
Building	324,118	324,118	-	319,500	319,500	-	340,000	340,000	-	-	0%
Bylaw/Crossing Guards	73,421	500	72,921	71,749	2,200	69,549	71,850	2,200	69,650	101	0%
Conservation Authorities	168,525	21,093	147,432	204,785	49,932	154,853	154,000	-	154,000	(853)	-1%
Fire	886,347	168,859	717,488	795,542	138,000	657,542	882,100	130,200	751,900	94,358	14%
Emergency Planning	-	-	-	1,500	-	1,500	1,500	-	1,500	-	0%
Animal Control	36,881	35,780	1,101	53,846	40,030	13,816	53,850	40,100	13,750	(66)	0%
Roads	2,687,963	81,079	2,606,884	2,631,498	86,200	2,545,298	2,726,200	86,200	2,640,000	94,702	4%
Streetlights	127,156	127,156	-	178,971	178,971	-	196,000	196,000	-	-	0%
Water	1,558,296	1,553,230	5,066	1,475,801	1,475,801	-	1,522,700	1,522,700	-	-	0%
Environmental Services	18,280	-	18,280	23,370	-	23,370	23,370	-	23,370	-	0%
Recreation & Culture	1,415,795	741,277	674,518	1,423,634	710,430	713,204	1,384,350	723,800	660,550	(52,654)	-7%
Planning	126,330	28,231	98,099	76,407	32,000	44,407	78,400	34,000	44,400	(7)	0%
Cemetery	45,957	8,172	37,785	36,190	-	36,190	36,190	-	36,190	-	0%
Town Rental Facilities	22,217	25,447	(3,230)	21,170	24,400	(3,230)	21,170	24,400	(3,230)	-	0%
Committees of Council	95,526	103,328	(7,802)	92,050	28,400	63,650	92,050	28,400	63,650	-	0%
Economic Development	132,911	61,410	71,501	191,096	72,107	118,989	191,300	72,100	119,200	211	0%
BIA	43,724	42,092	1,632	50,050	50,050	-	48,800	48,800	-	-	0%
Infrastructure Tax transfer to Reserves	219,413	-	219,413	222,896	-	222,896	222,896	-	222,896	-	0%
Tax Stabilization Reserves	292,679	-	292,679	-	-	-	-	-	-	-	0%
	9,845,628	3,804,858	6,040,770	9,466,249	3,658,453	5,807,796	9,651,226	3,688,450	5,962,776	154,980	3%
<u>Non Department Revenues</u>											
General Expenses/Revenues (Surplus fwd.)		156,625	(156,625)		-	-		-	-	-	0%
2016 Tax Levy		5,762,584	(5,762,584)		5,985,655	(5,985,655)		5,985,655	(5,985,655)	-	0%
PILS and Supplementary taxes		122,401	(122,401)		122,509	(122,509)		122,500	(122,500)	9	0%
OMPF Allocation		588,000	(588,000)		595,300	(595,300)		595,300	(595,300)	-	0%
Tax Write/Offs		(40,564)	40,564		(90,000)	90,000		(90,000)	90,000	-	0%
Taxation from Increase in Assessment		-	-		-	-		-	-	-	0%
From Working Capital Reserves		-	-		10,132	(10,132)		10,132	(10,132)	-	0%
	-	6,589,046	(6,589,046)	-	6,623,596	(6,623,596)	-	6,623,587	(6,623,587)	9	0.00%
Net Operating Results/(Surplus)	9,845,628	10,393,904	(548,276)	9,466,249	10,282,049	(815,800)	9,651,226	10,312,037	(660,811)	154,989	
Increase Infrastructure Reserve Contributions							120,000		120,000	120,000	
Resource Requests							152,900		152,900	152,900	
Transfers for Capital Projects	548,276	-	548,276	815,800	-	815,800	533,200		533,200	(282,600)	-35%
	548,276	-	548,276	815,800	-	815,800	806,100		806,100	(129,700)	
Net Results/(Surplus) (with Capital and Resource Requests)	10,393,904	10,393,904	-	10,282,049	10,282,049	0	10,457,326	10,312,037	145,289	145,289	

Tax Levy Increase	145,289
% Tax Levy Increase	2.50%

2017 Resource Requests Submitted

#	Department	Description	Cost	O=One time or C=Continuous	Recommended
1	Fire	Administrative staff from 2 days a week to 5 days a week	50,400	C	-
2	Fire	Fire Fighter protective gear/uniform	12,000	C	-
3	Fire	First Responders training	8,000	O	8,000
4	Fire	Additional Prevention Officer	4,500	C	-
5	Economic Development	Public washrooms	5,500	O	5,500
6	Economic Development	Replenish operating budget to 2015 Budget due to reduction in 2016 Budget to fund for capital projects.	30,000	C	30,000
7	Roads	Administrative staff from 3 days a week to 5 days a week	24,600	C	-
8	Recreation	Mandatory 10 year service to Fire Suppression System at Centre 2000	3,000	O	3,000
9	Recreation	Hillsburgh Community Centre – brine used to keep ice surface cool was analyzed and the recommendations was to install Brine Filter	3,500	O	-
10	Recreation	Increase operations budget for parks and playground maintenance	5,000	O	5,000
11	Recreation	Repairs to kitchen floor at the Hillsburgh Community Centre	3,000	O	3,000
12	Clerk	PT Administrative Assistant	38,000	C	-
13	Clerk	PT Administrative Assistant - computer/furniture/training	3,000	O	-
14	Clerk	Videotaping Council meetings	18,000	C	-
15	Water	Leak detection mechanism	24,000	O	24,000
16	Water	Summer student - vacation coverage	12,200	C	12,200
Subtotal			244,700		90,700
17	CAO	2 PT Administrative contract staff (3 days) - assist all departments with administration work		O	62,200
Total			244,700		152,900



TOWN OF ERIN
2017 DRAFT CAPITAL BUDGET
1st DRAFT - Oct 26, 2016

Project Description	Submitted	Recommended	2017						2018 Draft Budget	2018															
			SOURCES OF FINANCE							SOURCES OF FINANCE															
			Gas Tax/Grants	Trade-Ins, Recoveries	Reserves, Reserve Funds	Development Charges	Debt	Property Tax		Grants	Trade-Ins, Recoveries	Reserves, Reserve Funds	Development Charges	Debt	Property Tax										
GENERAL GOVERNMENT																									
Council approved Project Ontario 150 Capital Grant - Town Hall - Renovations	303,000	303,000	151,500		50,000	50,000			51,500																
IT System Upgrades	23,000	23,000							23,000																
Town Hall - Security Cameras, Access control	15,000	15,000							15,000																
Video Recording Council Meetings	10,000																								
General Government - Totals	351,000	341,000	151,500	-	50,000	50,000	-		89,500																
FIRE & EMERGENCY																									
Radio System upgrade, 2 repeaters for Pumpers 11 & 52	20,000	20,000							20,000																
Hydraulic shears for auto extrication	33,000																								
Erin Firehall 10 expansion - parking, bunker gear room	210,000	50,000				50,000																			
Replace Water Tanker - 1990 International	460,000																								
Erin Firehall 10 - Extractor for vehicle diesel fumes	85,000	85,000							85,000																
Fire Dept - Totals	808,000	155,000				50,000			105,000																
ROADS																									
Council approved Project with Grant Application to Canada 150 Infrastructure: Station St Rehabilitation, includes Bridge 2064	2,442,308	1,221,154	610,577					610,577		1,221,154	610,577														
Council approved Project with Grant Application for OCIF Top Up: Daniel St	2,437,500	1,218,750	645,000					573,750		1,218,750	645,000														
Salt Dome shingle replacement	50,000	50,000			50,000																				
Replace Pickup truck #10 - 2008 Dodge	50,000																								
Sidewalk Maintenance Implementation	60,000	60,000	60,000																						
Grader Refurbishment - 2003 Volvo G740B	250,000	250,000			250,000																				
New Single Axle Snow Plough Truck	250,000																								
Thompson Cr Resurfacing	125,000	125,000	125,000																						
Vinyl Salt Storage structure	30,000	30,000							30,000																
Bridge Culvert maintenance - OCIM structure inspection	606,700	606,700	226,276		380,424																				
Crosswalk on Main St Erin	50,000	50,000			50,000																				
Paving of Parking Lot at 109 Main St, Erin	65,000	65,000			65,000																				
Roads Dept - Totals	6,416,508	3,676,604	1,666,853		795,424			1,184,327	30,000		1,255,577												1,184,327		
RECREATION																									
Centre 2000 Sewage Agreement	20,000	20,000							20,000																
Barbour Fields Septic System - Reserve Contribution	25,000	25,000							25,000																
Hillsburgh Community Centre - Accessibility Renovations	11,200	11,200	10,000						1,200																
Playground equipment program - Barbour Fields 2017	10,000	10,000							10,000																
Arena Rooftop HVAC Units (2 at ECC) (1 at HCC)	34,500	34,500	34,500																						
Sports Fields -replace Compact Tractor, mower, forks, etc	26,750																								
Sports Fields - bleacher replacement program	11,000	11,000							11,000																
Replace 30hp Compressor # 2 at Erin Arena	56,000	56,000							56,000																
Victoria Park - rehabilitate garage, roof, and washrooms	25,000	25,000							25,000																
Centre 2000 - Theatre Roof replacement	120,000	60,000							60,000	60,000													60,000		
Hillsburgh Arena -ice surface lighting upgrade to florescent	15,000	15,000	2,000						13,000																
Erin Arena replace rubber flooring - lobby, dressing rooms	35,000	35,000	17,500						17,500																
Centre 2000 - Generator for Emergency Response Plan	390,000																								
RECREATION DEPT - Totals	779,450	302,700	64,000						238,700														60,000		

DEPARTMENT	Combined Reserves & Reserve Funds	Opening BALANCE @ DEC 31 2015	2016 TRANSACTIONS				Projected BALANCE @ DEC 31 2016	2017 TRANSACTIONS		Projected BALANCE @ DEC 31 2017
			ADDITIONS		DISBURSEMENTS			ADDITIONS	DISBURSEMENTS	
Unallocated	WORKING CAPITAL	\$348,554			21,445	2015 Surplus fwd to 2016 Org Rev	327,109		50,000	277,109
Unallocated	TAX STABILIZATION RESERVE	\$97,109	292,679	2015 Surplus Report-Mar 22/16	5,979	ADJ To ETC Res-2015 Capital Adj	383,809			383,809
Unallocated	INFRASTRUCTURE RENEWAL	\$522,794	222,896	2016 Budget	196,622	2015 Surplus to 2016 Capital	549,068	222,896	577,668	194,296
Unallocated	GAS TAX REVENUE FUND	\$79,858	327,442	2016 Federal Gas Tax	404,543	2015 BAL to 2016 17 Sdrd	2,757	327,442	330,200	-
Unallocated	OCIF FORMULA	\$0	59,729	2016 OCIF Formula Allocation	59,729	2016 Capital Budget - George St	-	115,576	115,576	-
TOTAL Unallocated							1,262,743			855,214
Admin	ELECTION EXPENSE	\$27,000	15,000	2016 Budget			42,000			42,000
Admin	COMPUTER UPGRADES	\$23,852					23,852			23,852
Admin	ADMIN FILE MANAGEMENT	\$71,627	15,000	2016 Budget			86,627			86,627
Admin	ADMIN OFFICE RENO RESERVES	\$12,353			9,740	2015 Surplus to 2016 Capital	2,613			2,613
Admin	ADMIN-PHONE RESERVE	\$10,000					10,000			10,000
Admin	INSURANCE CONTINGENCY	\$15,365					15,365			15,365
Admin	ADMINISTRATION DC	\$127,343	31,056				158,399	31,056	50,000	139,455
TOTAL Admin							338,856			319,912
Building	BUILDING DEPT REVENUE FUND	\$106,706	83,783	2016 Budget allocation + 2015 Surplus adj			190,489			190,489
Building	BUILDING DEPT CAPITAL	\$1,000					1,000			1,000
TOTAL Building							191,489			191,489
Econ Dev	ECONOMIC DEVELOPMENT RESERVES	\$44,569			44,569	2015 actual surplus available	0			0
Econ Dev	DOCTOR RECRUITMENT	\$3,983					3,983			3,983
TOTAL Econ Dev							3,983			3,983
Enviro	ENVIRONMENTAL ASSESSMENT STUDY	\$105,760					105,760			105,760
Enviro	EA WATER/WASTEWATER RESERVES	\$256,050			184,727	2015 bal fwd-EA water&wastwtr	71,324			71,324
TOTAL Enviro							177,083			177,083
Fire	FIRE SERVICES DC	\$95,383	93,549		41,000	Firehall Debt servicing-Budget alloc	147,933	93,549	50,000	191,482
Fire	FIRE CAPITAL	\$109,414			17,495	2015 Surplus to 2016 generator	91,919			91,919
Fire	FIREHALL RESERVE	\$50,712					50,712			50,712
Fire	FIRE DEFIBRILLATION	\$1,670					1,670			1,670
Fire	FIRE WAGE CONTINGENCY	\$120,000					120,000			120,000
Fire	FIRE VEHICLE RESERVE	\$9,810					9,810			9,810
Fire	COMBINED FIRE STATION RESERVES	\$13,999					13,999			13,999
TOTAL Fire							436,043			479,592
Recreation	CENTRE 2000 CAPITAL	\$77,383	12,648	Budget-ECC capital levy	25,000	2015 BAL to 2016 ECC desuperhtr	65,031			65,031
Recreation	HILLSBURGH ARENA CAPITAL	\$0	25,050	Budget-from prev debt savings	6,000	Budget-lobby millwork capital	19,050			19,050
Recreation	BALLINAFAD COMM CENTRE	\$13,181					13,181			13,181
Recreation	ERIN TENNIS CLUB	\$5,257	11,552	ADJ From Tax Stabl Res-2015 Capital Adj			16,809			16,809
Recreation	CASH IN LIEU OF PARKLAND FUND	\$611,562					611,562			611,562
Recreation	PARKS & RECREATION SERVICES DC	\$130,806	72,629				203,435	72,629		276,064
TOTAL Recreation							929,068			984,888
TOTAL Rental	RENTAL FACILITIES RESERVES	\$13,047	11,300	Budget-est. Shamrock Rd surpl			24,347			24,347
Roads	ROADS CAPITAL	\$612,500			394,744	Budget-Wheel Loader	217,756		217,756	0
Roads	SIDEWALK REPLACEMENTS	\$110,694			70,000	Budget-Erin North sdwlk constr	40,694			40,694
Roads	STREETLIGHTS	\$110,253	39,018	2016 Budget Alloc			149,271			149,271
Roads	SIDEWALK RESERVE FUND	\$267,437			101,000	Budget-Erin N sdwlk constr-dev	166,437			166,437
Roads	CASH IN LIEU OF PARKING FUND	\$7,489					7,489			7,489
Roads	DRAINAGE LEVY FUND	\$8,307					8,307			8,307
Roads	TRANSPORTATION SERVICES DC	\$762,324	244,285		394,913	Budget-17 sdrd Constr	611,696	244,285		855,981
TOTAL Roads							1,201,649			1,228,178
Water	WATER LIFECYCLE	\$1,300,798	562,163	2016 Q2 transfer Jnl 8943	422,500	Budget-various Capital	1,440,461	616,600	495,822	1,561,239
Water	TOWN WATER RESERVE FUND	\$122,270					122,270			122,270
Water	WATER DC	\$381,630	25,854		352,017	EA Budget-water	55,467	25,854		81,321
TOTAL Water							1,618,198			1,764,830
Committee	CEMETERY CAPITAL	\$91,257					91,257			91,257
Committee	ERIN PIONEER CEMETERY RESERVES	\$8,140					8,140			8,140
Committee	STREETSCAPE	\$5,000					5,000			5,000
Committee	HERITAGE RESERVES	\$14,584					14,584			14,584
Committee	LGHG COMMITTEE	\$17,652	9,600	orig. Budget \$2,000 -in error	8,400	Budget alloc	18,852			18,852
Committee	CELEBRATE ERIN RESERVE FUND	\$3,221					3,221			3,221
Committee	BIA IMPROVEMENT	\$96					96			96
TOTAL Committee							141,150			141,150
		\$6,929,798	2,155,233		2,760,422		6,324,609	1,749,887	1,887,022	6,170,665

Note: 2017 'Additions' are an estimate.
Disbursements are based on Draft 2017 Capital Budget.



Departments

- Operations Plans
- Capital Budget Requests
- Operation Budgets



Council

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT - GENERAL GOVERNMENT
SUBDEPARTMENT - COUNCIL

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	0	0	0	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	0	0	0	0	0.00%
Expenditures					
Labour Costs	114,181	119,780	122,700	2,920	2.44%
Supplies, Materials and Equipment	15,412	24,500	24,500	0	0.00%
Purchased Services	0	0	0	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	0	0	0	0	0.00%
Total Expenditures	129,593	144,280	147,200	2,920	2.02%
NET OPERATING COST / (REVENUE)	129,593	144,280	147,200	2,920	2.02%

Variance Explanations: Change was in salaries and benefits increased as per By-Law 14-45.



Administration



Operations Plan

Department: Clerk's Department

Budget Year: 2017

Summary Description of Services:

The Clerk's Department is one of the primary points of contact and is also an information and service focal point for Members of Council and Town Staff. Responsible for numerous statutory responsibilities, the department supports the legislative processes for Council through the provision of Corporate Secretariat Services, ensures effective management, retention and retrieval of corporate records, issues licences and permits, and manages the Town's information technology structure.

Services provided to the Town

- Implementing strategic directions as approved by Council
- Fulfillment of statutory responsibilities under the Municipal Act, Municipal Elections Act, Vital Statistics Act, Planning Act and any other legislation.
- Elections – The Clerk is the Returning Officer, responsible to coordinate, run and ensure a fair and accessible election while protecting the integrity of the process
- Administer Municipal Government legislative processes – agenda preparation, recording the proceedings and decisions of Council, custodian of official documents and custody of the Corporate Seal, procedural advice.
- Management, retention and retrieval of corporate records, under TOMRMS. Responsible to process Freedom of Information requests as Head under MFIPPA, and to protect personal information.
- Vital Statistics – Division Registrar, registering births and deaths
- Policy and Procedure Development, communication and implementation of legislative changes
- Accessibility (AODA) – Responsible for compliance - multi-year accessibility plan, training, requirements and reporting under the legislation
- Licencing and Permits
- Commissioner of Oaths and Affidavits, certification of documents, Licencing Officer
- Corporate communications, and information source (including communications with the public and social media)
- Administration of Wildlife Damage and Compensation Program, on behalf of OMAFRA and under the Livestock, Poultry and Honey Bee Protection Act
- Responsible to oversee Town Hall Reception
- Management of information technology infrastructure, application and services:
 - Hardware and software provision and maintenance
 - Network administration and technical support for all Town operations and work locations
 - Protect the security and integrity of information assets
 - Web site development and maintenance, social media

Resources

- Clerk, Information Systems Manager
- Clerk's/Records Management Assistant
- Executive Assistant (shared with CAO)
- Systems Administrator

Efficient and Effective Initiative(s)

Description of initiative	Associated Strategy or Plan	\$ Savings
<u>Records Management – Phase 2</u> The Operational Review identified the lower level storage room as a health and safety risk, which has now been eliminated. Two additional records rooms remain to be purged and categorized and logged (as per TOMRMS), and next phase involves digitizing permanent records, and transferring any historical records possible to the County archives.	Operational Review – Ref 7b3	Efficiency and effectiveness
<u>Administrative User Fees – new By-law came into effect Jan 1, 2016</u> Realized increased revenue due to the introduction of several administrative fees for 2016. User fees will be reviewed and updated during the budget process.	Department Initiative	
<u>Animal Control</u> New service contract for 2016 – Significant increase in dog tag revenue and increased service level with new contract. Service will continue to be improved and monitored in 2017.	Department Initiative	
<u>Keystone Complete Implementation</u> I.T. initiative - Project management of a Town wide software launch. Administrative initiative - Begin use of additional modules to track calls, lottery/dog licences, by-laws, vital statistics.	Operational Review (finance software)	Efficiency and effectiveness
<u>Election Preparedness</u> Changes to the Elections Act will require additional focus on legislative requirements and staff training.	Legislative requirement	Efficiency and effectiveness

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

Request #1 - Description	O/C	Associated Strategy or Plan	\$ Cost
Requesting a Part-Time Administration position (P/T Grid Gr 6) To allow for Deputy Clerk duties to be added to current position, such as FOI, licencing, legislative services, and administrative duties of the Clerk's office, and to support statutory duties of the Clerk during absences.	O C	Operational Review - Ref 7b1 and 7b2 4 Year Action Plan Gapping Est. Licencing Revenue Total for 2017	\$3,000 Supplies and materials \$38,000 (incl wages + benefits, training) (\$6,000) gapping (\$3,000) licencing fees \$32,000
Service impact			
Over the years there has been a steady increase in workload and responsibilities in the Clerk's Department, and an increased level of service expectation. This position is needed to perform administrative tasks, to be able to appoint a Deputy Clerk to support the statutory duties of the Clerk and alleviate departmental workload to address deficiencies in the department, to			

reduce the risk of not advising of/implementing legislative changes, to facilitate projects to move forward, to effectively carry out Council directions, to allow the Clerk to effectively manage the Department rather than focus on day to day administrative tasks, and to deliver the level of service expected from the department. The position would be funded through taxation, and minor cost recovery through licencing and permit revenues, and user fees associated with the department, with the regard to explore all additional opportunities for cost recovery.

The position would take on general administrative tasks of the Department in order to have the following duties performed by an appointed Deputy Clerk:

- Process Freedom of Information requests, under MFIPPA
- Process Wildlife Damage Compensation claims through OMAFRA and supervise Livestock Evaluators
- Act as a Commissioner of Oaths to the public (revenue generating)
- Act as Deputy Division Registrar – to register deaths
- Act as Deputy Returning Officer under the Elections Act
- Act as Licencing Officer, and ensure requirements of associated by-laws, the AGCO, and applicable legislations are met (revenue generating)
- Perform Civil Marriage Solemnization (revenue generating – we have suspended this service)
- Research and development of procedures and by-laws and research on changing legislations for reporting and process implementations
- Ensure AODA requirements are met, update and maintain multi-year plan, conduct training, prepare reports to the Ministry
- Launch of new software modules for by-law tracking, vital statistics, animal and lottery licencing, compliments and complaints tracking – monitor and data entry ongoing, as well as reporting
- Coordinate communications across the organization
- Assist with agenda preparation and compilation, taking minutes
- Assist in the creation of a Municipal Code and maintain going forward
- Assist in all Clerk Department projects (as below, and ongoing)

Implications of not getting resource

The Clerk's function is currently heavily burdened with daily administrative tasks. Work projects continue to be delayed, any new projects and duties add to backlog, and the added immense pressure of each election year further compromises project implementation. The Clerk is unable to focus on legislative processes, managerial activities and moving projects forward due to the inundation of day to day administrative activities. The service of Civil Marriage Solemnization is currently suspended, and requests for a further revenue generating service has been rejected due to lack of staff capacity to provide.

The following is a list of projects/items to be completed:

- Implementation of an Electronic Records Management System with regards to the Town's record classification system (Operational Review, item 7b1) – ongoing since 2009, progress has been slow
- Reporting and implementing legislative changes (ie. Bill 8, Elections Act, Municipal Act)
- Review of Corporate Policies and Policy Manual development and implementation – There is no central location for corporate policies and the Town is lacking policies that are needed
- Municipal Code development – A compilation of the most active by-laws, consolidated with all amendments (Operational Review, item 7b2) – development and ongoing maintenance needs to be addressed
- By-law review and bringing forward replacements for adoption (currently have old village/township by-laws still in place)

- Communications strategy development and implementation – fragmented processes exist throughout the organization
- Deficient in AODA requirements with regards to training volunteers and having certain policies in place

The statutory duties of the Clerk are not supported. In the absence of the Clerk, Council currently does not have an alternate to perform these duties. Constant requests fall on the Clerk to do the work to fulfill, as the Department is held to a high customer service standard both internally and externally. Legislative constraints affect the Clerk's ability to manage the responsibilities in the department. For example, when FOI requests are received, there is a significant amount of work added to the Clerk with tight time constraints under the legislation, and the potential for appeals of decisions causes added constraints. There is currently no option to have these duties performed by another employee within the department.

Staff in the department are over capacity, and unable to meet expectations. Overtime continues to be incurred without the benefits of meaningful change being realized. Legislative changes and deadlines are being missed, as the Clerk is not able to dedicate time to educate on these matters. Level of service will also be impacted, as the Department can no longer keep up with demand.

Request #2 - Description	O/C	Associated Strategy or Plan	\$ Cost
Refer to Capital Request #1	C	Anti-Spam upgrade annual support	\$1,200
Annual costs to support Anti-spam solution and eSCRIBE publishing of Agendas in html	C	Escribe Publishing Module annual support	<u>\$1,400</u>
			\$2,600
Service impact			
Increased protection from Spam, increased access to agendas and minutes (phase 1 of implementation of videotaping Council meetings)			
Implications of not getting resource			
Anti-Spam - eSCRIBE - Visitors to the site will have more ease of access to the agenda items, minutes etc., however will not be able to view the meeting as a video recording. If the capital request for publishing meeting agendas/minutes is not approved, the process will remain as it is currently.			

Request #3 - Description	O/C	Associated Strategy or Plan	\$ Cost
<u>Videotaping Council meetings – (yearly costs in addition to capital request #3)</u>	C	Council direction to consider during budget process	\$10,000
**eSCRIBE Publishing module also required – see Capital request #1	C		eSCRIBE \$8,000 Staff req'd
		Total Yearly Cost:	<u>\$18,000</u>
Service impact			
Transparency and accessibility increased – Costs include yearly support, web hosting, and cloud storage and staff person to conduct Council meetings in software in real time. (If Request #1 is granted, the staff duties would be added to that function, absorbing the cost of \$9,000)			

Implications of not getting resource

Publishing of meeting agendas in html format will be launched before Council chooses to add a video feed. Visitors to the site will have more ease of access to the agenda items, minutes etc., however will not be able to view the meeting as a video recording. If the capital request for publishing meeting agendas/minutes is not approved, the process will remain as it is currently.



Capital Budget Request

Department: Clerk's Department

Budget Year: 2017

Summary of Capital Budget Requests (in Priority)

<i>Description (include project timeline, auxiliary components)</i>	<i>Operating Budget Impact \$ (staff or other costs)</i>	<i>Associated Strategy or Plan</i>	<i>Cost</i>	<i>Funding</i>
<p>#1 - <u>Systems Upgrades:</u> Server and Storage Upgrade – consolidation of physical servers as well as addition of new servers has utilized majority of storage and memory available – new software launching - upgrades required</p> <p>Network Upgrade – Several upgrades to improve access and performance of network</p> <p>Anti-SPAM Upgrade– Current low cost anti-spam solution is not performing as expected nor is product support /sales responding to issues – adequate anti-spam solution is required</p> <p>Escribe Upgrade – Publishing council agendas and minutes on our website (without video) **note this module is required if moving forward with videotaping. Can be implemented as the first phase towards videotaping.</p>	<p>Support costs \$1,200</p> <p>Support costs \$1,400</p>		<p>\$6,000</p> <p>\$4,000</p> <p>\$5,000</p> <p>\$8,000</p> <hr/> <p>\$23,000</p>	
<p>#2 - <u>Building Security:</u> Details to be discussed 'in camera' under the exemption 239 (2) (a) the security of property of the municipality or local board</p>	<p>Policies would have to be developed</p>		<p>\$15,000</p>	
<p>#3 - <u>Video Recording Council Meetings:</u> Recording and publication of Council meetings – install of camera, adding escribe video module, publishing repository and web streaming</p>	<p>Yearly Support & Hosting: \$10,000 Staff Overtime: \$8,000</p>		<p>\$10,000</p>	



Operations Plan

Department: Finance

Budget Year: 2017

Summary Description of Services:

The Finance Department provides services to internal and external stakeholders in addition to providing support and advice with the financial management and planning to Council.

The Finance Department is responsible in establishing processes and delivering services for the following:

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

Resources

Deputy Treasurer (accounts payable, payroll and GL Reconciliation)

1 Tax Administrator processes payments and collections for 5,500 accounts

1 Revenue Administrator – other revenues and Water Billing

1 Financial Analyst – capital asset management, grant applications, capital budget, reserve balances

Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Implement a new financial system that will integrate payments from Recreation, Building, Roads and other services	Operation Review	2016 Budget 2017 efficiencies
Enhance financial reports to assist departments with monitoring expenditures and revenues	Operation Review	2016 Budget 2017 efficiencies
Develop 4 year forecast as part of the budget process to provide Council and stakeholders better information for financial management and planning of the Town.	Operational Review	2016 Budget 2017 efficiencies
Review financial processes and policies, including Procurement By-law	Operational Review	n/a

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - ____
SCHEDULE "A"**

DEPARTMENT - GENERAL GOVERNMENT
SUBDEPARTMENT - ADMINISTRATION

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	613	650	650	0	0.00%
Fines and Penalties	379,338	390,718	380,000	-10,718	-2.74%
User Fees and Charges	3,002	6,000	6,000	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	40,598	38,064	37,900	-164	-0.43%
Internal Recoveries	59,535	15,000	15,000	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	483,086	450,432	439,550	-10,882	-2.42%
Expenditures					
Labour Costs	904,158	1,048,273	1,025,200	-23,073	-2.20%
Supplies, Materials and Equipment	143,795	165,389	178,100	12,711	7.69%
Purchased Services	151,875	104,656	119,000	14,344	13.71%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	105,632	103,596	105,000	1,404	1.36%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	135,036	30,000	30,000	0	0.00%
Total Expenditures	1,440,496	1,451,914	1,457,300	5,386	0.37%
NET OPERATING COST / (REVENUE)	957,410	1,001,482	1,017,750	16,268	1.62%

Variance Explanations: Net variance is an increase of \$16k. The result is a combination of lower revenues from fines and penalties as a result of increased efforts in collecting taxes. Overall expenses did not change much. There was a decrease of \$23k in labour costs due to removal of one-time funding for summer students for records management project and staff replacement at a lower cost due to retirement. Supplies and materials increased by \$13k due to price adjustment from Bell Canada contract and payroll/attendance software service fees. Purchased Services increased by \$14k as a result of Keystone and computer systems maintenance costs. Insurance increased as a result of forecasted changes to premiums.



Building



Operations Plan

Department: Building Department/ By-law Department

Budget Year: 2017

Summary Description of Services:

The Town of Erin Building and By-law department responsibilities are to ensure that development in the Town is done to the Ontario Building Code (OBC) and maintain properties to our by-laws approved by Council.

Services Provided to the Town

Building:

- Review plans/drawings submitted and provide any changes/comments on the plans to verify OBC requirements
- Inspect construction of buildings through required stages under the OBC
- Provide building related comments for any planning applications that are submitted to the Town

By-law:

- Respond to inquiries from citizens regarding property standards and any other by-laws not being maintained
- Prepare and issue orders for properties not maintaining property standards or by-laws
- Build evidence for cases that are not in compliance with orders

Resources

- Chief Building Official
- Building Inspector and Plans Examiner
- Part time By-law officer (Shared with Guelph Eramosa Township)
- Shared building administrative assistant (shared with planning)

Efficient and Effective Initiative(s)

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

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - ____
SCHEDULE "A"**

DEPARTMENT - PROTECTION TO PERSONS / PROPERTY
SUBDEPARTMENT - BUILDING

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	324,118	319,500	340,000	20,500	6.42%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	0	0	0	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	324,118	319,500	340,000	20,500	6.42%
Expenditures					
Labour Costs	200,108	259,944	253,500	-6,444	-2.48%
Supplies, Materials and Equipment	29,045	33,670	34,250	580	1.72%
Purchased Services	5,999	5,000	6,000	1,000	20.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	5,192	4,000	4,000	0	0.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	83,774	16,886	42,250	25,364	150.21%
Total Expenditures	324,118	319,500	340,000	20,500	6.42%
NET OPERATING COST / (REVENUE)	0	0	0	0	0.00%

Variance Explanations: Revenues are estimated to increased by \$20k. Labour costs decreased as a result of calculation adjustment. Supplies and materials slightly increased in travel costs due to higher number of site visits for permits. Purchased services increased slightly due to higher volume of lot plan and grading reviews. Lastly, transfer to reserves changed to reflect other changes to have net zero operating cost.

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT - PROTECTION TO PERSONS / PROPERTY
SUBDEPARTMENT - BYLAW/CROSSING GUARDS

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	0	0	0	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	500	2,200	2,200	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	500	2,200	2,200	0	0.00%
Expenditures					
Labour Costs	62,454	25,949	21,850	-4,099	15.80%
Supplies, Materials and Equipment	5,223	7,200	7,700	500	-6.94%
Purchased Services	0	33,600	34,300	700	-2.08%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	5,744	5,000	8,000	3,000	-60.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	0	0	0	0	0.00%
Total Expenditures	73,421	71,749	71,850	101	-0.14%
NET OPERATING COST / (REVENUE)	72,921	69,549	69,650	101	-0.15%

Variance Explanations: Net operating results changed by \$100. Labour costs decreased by \$4k as a result of calculation adjustment. Insurance and Financial account group includes legal fees which are expected to increase due to efforts in enforcing Town by-laws. The other expenditures in supplies increased as a result of increased travel from efforts to enforce by-laws. Lastly there was an increase in Enforcement By-law Officer shared service agreement.

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT - PROTECTION TO PERSONS / PROPERTY

SUBDEPARTMENT - CONSERVATION

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	21,093	49,932	0	-49,932	-100.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	0	0	0	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	21,093	49,932	0	-49,932	-100.00%
Expenditures					
Labour Costs	0	0	0	0	0.00%
Supplies, Materials and Equipment	168,525	204,785	154,000	-50,785	-24.80%
Purchased Services	0	0	0	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	0	0	0	0	0.00%
Total Expenditures	168,525	204,785	154,000	-50,785	-24.80%
NET OPERATING COST / (REVENUE)	147,432	154,853	154,000	-853	-0.55%

Variance Explanations: Net operating results slightly decreased by \$900. Decrease in revenues and expenditures are a result of completion of the Source Water Protection project where a grant was used to pay one part of the project.



Fire & Emergency Services



Operations Plan

Department: Fire and Emergency Services

Budget Year: 2017

Summary Description of Services:

Erin Fire and Emergency Services serves a population of 11,000 with a total land area of 296.98 square km, with 3,771 dwellings out of 2 stations. In 2015, there were 376 emergency calls and property damage due to fires of approximately \$1.3m. Emergency call volumes are hard to predict and it is important that the Town Fire and Emergency Services department has adequate equipment and personnel.

The following services are provided to the Town.

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

Resources

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

Fleet

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

- 3 tankers
- 4 pumpers
- 2 rescue trucks
- 1 command vehicle.

Efficient and Effective Initiative(s)

Description of initiative	Associated Strategy or Plan	\$ Savings
Expand delivery of public education on fire prevention tactics to community groups such as churches, senior homes and schools.	Fire Operational Review	Effectiveness
Create processes to use Fire Pro Software, Fire Department Management Software system	Fire Operational Review	Efficiency & effectiveness

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

Request #1 - Description	O/C	Associated Strategy or Plan	\$ Cost
Shared administrative staff to full time staff complement	C	Fire Operation Review	\$50,400
Service impact			
Enter data and administrate Fire Pro; log events and time; take over daytime dispatching responsibilities, such as log in times, information control and personnel attendance to emergency calls.			
Implications of not getting resource			
FirePro software will not be fully utilized and provide service reports that would help management of resources in the department. Also, no daytime dispatching would fall back to the responsibility of the Fire Chief and Deputy Fire Chiefs. Provide support to on-call fire fighters for expense reporting and logging time.			

Request #2 - Description	O/C	Associated Strategy or Plan	\$ Cost
Uniforms are used and fire fighters are using outdated 10 year old uniforms	C	Fire Operational Review	\$12,000
Service impact			
Fire Fighters are using 10 year old uniforms.			
Implications of not getting resource			
Health and safety issues for fire fighters. The 2015 Budget had \$25,000 for uniforms/PPE but for the 2016 Budget it was reduced without the department's knowledge. This budget is needed to provide adequate protection and uniforms for fire fighters as per the Operational Review.			

Request #3 - Description	O/C	Associated Strategy or Plan	\$ Cost
First Responders Training – Emergency Medical Training	O	Fire Operational Review	\$8,000
Service impact			
Fire Fighters are required to have this training every 3 years, certification provided by an external agency.			
Implications of not getting resource			
Danger to Health and safety to the public if fire fighters are not trained for emergency medical situations. We will not meet the NFPA, Ministry of Labour, and the FPPA rules for training. May leave the Town of Erin legally liable.			

Request #4 - Description	O/C	Associated Strategy or Plan	\$ Cost
One additional Prevention Officer 8hrs for 48 weeks	C	Fire Operational Review	Labour \$10,500 Less:Fees <u>(\$6,000)</u> Net Cost \$4,500
Service impact			
Being proactive with inspections of commercial and industrial buildings. The Town charges commercial/industrial buildings for inspections so additional expense will be offset with additional revenues.			
Implications of not getting resource			
Currently, inspections are only completed when there is a request.			



Capital Budget Request

Department: Fire and Emergency Services

Budget Year: 2017

Summary of Capital Budget Requests (in Priority)

<i>Description (include project timeline, auxiliary components)</i>	<i>Operating Budget Impact \$ (staff or other costs)</i>	<i>Associated Strategy or Plan</i>	<i>Cost</i>	<i>Funding</i>
1. Radio repeaters for Pumper 11 and Pumper 52 to boost radio signal during emergency calls because radio communication gets lost or unreadable due to terrain and building construction. One repeater for Pumper 11, Station 10, one repeater for Pumper 52, Station 50.		Public safety	\$20,000	
2. Hydraulic shears for auto extrication, needs to be updated because current equipment does not cut strengthened steel used for current auto car technology. Current shears over 10 years old.		Public safety	\$33,000	
3. Erin Station expansion for designated parking space, bunker gear change room and storage.		Fire Operational Review	\$210,000	
4. Water Tanker 57 replacement, current 1990 truck end of useful life; 20 years and older, Town lost accreditation and therefore no reduction to town rural residents home and business insurance rates. Spread over 2 year budget.			\$460,000	
5. Erin Station 10 truck ventilation equipment installed in 1985; not functional for 2 years, ventilation extractors used to extract diesel fumes from station on start up and running of the fire trucks. Fumes stay in the station longer than recommended as per health and safety regulations. Current ventilation is the opening all the overhead garage doors and this contributes to a large loss of heat.			\$85,000	

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT - PROTECTION TO PERSONS / PROPERTY
SUBDEPARTMENT - FIRE & EMERGENCY

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	51,800	35,000	35,000	0	0.00%
Licences, Permits and Rents	25,691	26,000	26,000	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	44,918	35,000	35,000	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	5,450	1,000	1,000	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Transfer from Reserves	41,000	41,000	33,200	-7,800	-19.02%
Total Revenue	168,859	138,000	130,200	-7,800	-5.65%
Expenditures					
Labour Costs	413,161	424,610	427,600	2,990	0.70%
Supplies, Materials and Equipment	253,543	160,230	162,700	2,470	1.54%
Purchased Services	18,146	26,600	26,600	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	167,135	166,987	247,600	80,613	48.28%
Insurance and Financial	16,617	17,115	17,600	485	2.83%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	17,745	0	0	0	0.00%
Total Expenditures	886,347	795,542	882,100	86,558	10.88%
NET OPERATING COST / (REVENUE)	717,488	657,542	751,900	94,358	14.35%

Variance Explanation: Net operating results increased by \$94k. Revenues slightly decreased as a result of loan interest expense change for the Hillsburgh Fire Station. Expenditures increased by \$85k as a result of debt charges increase of \$81k for 2016 debenture. Labour costs increased as a result of change in benefits. Insurance increased due to expected premiums changes and supplies and materials increased as a result of software maintenance costs for FirePro.

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT - PROTECTION TO PERSONS / PROPERTY
SUBDEPARTMENT - EMERGENCY PLAN

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	0	0	0	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	0	0	0	0	0.00%
Expenditures					
Labour Costs	0	0	0	0	0.00%
Supplies, Materials and Equipment	0	1,500	1,500	0	0.00%
Purchased Services	0	0	0	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	0	0	0	0	0.00%
Total Expenditures	0	1,500	1,500	0	0.00%
NET OPERATING COST / (REVENUE)	0	1,500	1,500	0	0.00%

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT - PROTECTION TO PERSONS / PROPERTY
SUBDEPARTMENT - ANIMAL CONTROL

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	14,725	7,000	7,000	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	21,055	33,030	33,100	70	0.21%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	0	0	0	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	35,780	40,030	40,100	70	0.17%
Expenditures					
Labour Costs	240	3,000	3,000	0	0.00%
Supplies, Materials and Equipment	17,839	19,850	19,850	0	0.00%
Purchased Services	18,802	30,996	31,000	4	0.01%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	0	0	0	0	0.00%
Total Expenditures	36,881	53,846	53,850	4	0.01%
NET OPERATING COST / (REVENUE)	1,101	13,816	13,750	-66	-0.48%



Roads



Operations Plan

Department:	Roads
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Budget Year:	2017
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Summary Description of Services:

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

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

Resources

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

Efficient and Effective Initiative(s)

Description of initiative	Associated Strategy or Plan	\$ Savings
LED Streetlight upgrade review – Assessment and consultation for a report to Council	Continuous Improvements	Efficiency TBD
Cooperative/Combined Maintenance Activities with Recreation and Water Departments	Organizational Improvement	Efficiency TBD
Parking lot inventory & Priority Assessment for maintenance strategy	Asset Management Plan	

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

Request #1 - Description	O/C	Associated Strategy or Plan	\$ Cost
Administration Assistant – Full Time	C	Service Standards	\$24,600
Service impact			
Sharing an administrative assistant with the Fire Department has put a strain on administration of Roads Department. Workload has increased due to process changes and expectations such as staff activity tracking, detailed contract tendering preparation and infrastructure project expense tracking.			
Implications of not getting resource			
Tracking of staff activities may not be accurate; contract tendering may not be complete or details may be missed; project expense tracking may not be accurate and not reconcile to financial records.			



Capital Budget Request

Department: Roads

Budget Year: 2017

Summary of Capital Budget Requests (in Priority)

<i>Description (include project timeline, auxiliary components)</i>	<i>Operating Budget Impact \$(staff or other costs)</i>	<i>Associated Strategy or Plan</i>	<i>Cost</i>	<i>Funding</i>
<u>Station Street (Canada 150)</u> This is the cost impact to the Town should we be successful in receiving the Canada 150 grant. The scope of work is yet to be determined by Council following the EA conclusion in December 2016. Costs were estimated based on a full bridge replacement and dam rehabilitation with costs supplied by Triton Engineering. Must be completed by March 31/2018.	Minimal impact on staff except for Road Superintendent involvement in planning, preparation and execution.	Asset Management Plan	\$1,223,153.00	TBD
<u>Daniel Street (OCIF)</u> . This is the cost impact to the Town should we be successful in receiving the OCIF grant. This will include full urbanization of Daniel St., English St. and Scotch St. (from Main to about four lots east of Wheelock). Full water main and storm sewer installation followed by curb and sidewalk replacement and asphalt paving. Future costs incurred by possible sanitary installation would be limited to 100% top asphalt replacement and curb replacement at each sewer crossing location. This cost not likely to exceed \$150,000.	Minimal impact on staff except for Road Superintendent involvement in planning, preparation and execution.	Asset Management Plan	\$1,290,012.75 (roads) \$430,004.25 (water)	TBD
<u>Salt Dome Re-Shingling</u> . 2016 saw the repairs to the structure of the sand storage building. The original structural assessment came with the strong recommendation to replace the aging and damaged shingles the following year.	No staff or other cost impacts anticipated.	5 Year Capital Plan	\$50,000.00	
<u>Bridge/Culvert Maintenance</u> . The 2015 OCIM Structure Inspection Report has identified many structures in need of rehabilitation maintenance. Recommended repairs are to Bridge 2 (\$70,200), Bridge 3 (\$129,500), Bridge 7 (\$134,000), Culvert 2027 (\$148,000) and Culvert 2057 (\$125,000).	Staff time required to update inventory at condition assessment and to conduct inspection. 50 hours	5 Year Capital Plan	\$606,700.00	

<p><u>Sidewalk Maintenance Implementation.</u> Staff report of June 2014 identified major issues with sidewalk at various locations throughout the villages of Hillsburgh and Erin. Some sidewalk is recommended for removal, while some is in need of extensive repairs. This is a practical approach to mitigating liability</p>	<p>Staff time required to update inventory at condition assessment and to conduct inspection. 40-60 hours.</p>	<p>5 Year Capital Plan</p>	<p>\$60,000.00</p>	
<p><u>Grader refurbishment.</u> Six to Seven years extended life is predicted from conducting a refurbishment to a grader renowned for its good reputation (Volvo G740B). Fixing this unit rather than replacing it can free up Capital funds for other priorities. Replacement grader costs are nearing \$500,000.00.</p>	<p>No staff or other cost impacts anticipated.</p>	<p>5 Year Capital Plan</p>	<p>\$250,000.00</p>	
<p><u>Thompson Cr. Resurfacing.</u> The condition of the asphalt on Thompson Cr. is complete failure. This is the alternate route to get to the medical centre and Tim Hortons, and it services a large portion of the village's industrial clients. Work would be performed by pulverizing the existing pavement in place and capping with the needed asphalt overlay.</p>	<p>Staff time required to update inventory at condition assessment and to conduct inspection. 20 hours.</p>	<p>Resource Management</p>	<p>\$125,000.00</p>	
<p><u>Vinyl Salt Storage structure.</u> The Roads Department uses about 500 tonnes of road salt each year. In the interest of being responsible stewards of salt management, adequate protection of salt is needed to prevent wash down and leeching into nearby or ground water sources.</p>	<p>To minimize cost, staff may install the base portion in advance of the building const. 48 hrs labour.</p>	<p>Organizational Effectiveness</p>	<p>\$30,000.00</p>	
<p><u>Cross-Walk on Main St. Erin.</u> At the request of the BIA and in the interest of adding to the Village's sense of convenience, a cross walk has been proposed in the vicinity of the post office. This also falls in line with the proposed Erin Rotary Riverwalk and is a logical link for tourists from Municipal parking to the Riverwalk trail head. This cross walk will remove parking spaces along Main St., so paving the municipal lot behind 109 Main St. is recommended.</p>	<p>Minimal impact on staff except for Road Superintendent involvement in planning, preparation and execution.</p>	<p>Community Capacity Building</p>	<p>\$50,000.00</p>	
<p><u>Paving of Parking Lot at 109 Main St.</u> In an effort to improve the parking in the downtown of Erin village, paving along with some lighting and reconnection to Daniel St. in the rear will permit many of the local business owners/employees an opportunity to park away from the Main St. parking leaving more access to local business patrons. Lack of parking in the downtown core is the second largest finding from the Economic Development, Business Retention and Expansion (BR&E) survey that was done earlier in 2016 and co-insides with Downtown Revitalisation efforts</p>	<p>Minimal impact on staff except for Road Superintendent involvement in planning, preparation and execution.</p>	<p>Community Capacity Building</p>	<p>\$65,000.00</p>	

currently being looked at by the Economic Development Committee. An effort will be made to try to incorporate recycled rubber and benefit from possible grants under the Ontario Tire Stewardship Community Renewal Fund.				
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**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - ____
SCHEDULE "A"**

DEPARTMENT - PUBLIC WORKS
SUBDEPARTMENT - ROADS

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	63,505	63,000	63,000	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	8,561	15,000	8,200	-6,800	-45.33%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	9,013	8,200	15,000	6,800	82.93%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Total Revenue	81,079	86,200	86,200	0	0.00%
Expenditures					
Labour Costs	993,224	1,079,787	1,062,500	-17,287	-1.60%
Supplies, Materials and Equipment	1,126,841	1,273,940	1,285,400	11,460	0.90%
Purchased Services	160,495	195,970	197,500	1,530	0.78%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	25,707	25,765	129,800	104,035	403.78%
Insurance and Financial	52,395	56,036	51,000	-5,036	-8.99%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	329,301	0	0	0	0.00%
Total Expenditures	2,687,963	2,631,498	2,726,200	94,702	3.60%
NET OPERATING COST / (REVENUE)	2,606,884	2,545,298	2,640,000	94,702	3.72%

Variance Explanations: Net operating results is an increase of \$95K. Expenditures overall increased by \$95k as a result of \$104k increase in debt charges for debenture issued in 2016 for several roads projects. There were decreases in other accounts such as labour costs, supplies and insurance due to calculation adjustments. In addition, utilities were adjusted within budget guidelines and accounts grouped with supplies and materials.

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - ____
SCHEDULE "A"**

DEPARTMENT - PUBLIC WORKS
SUBDEPARTMENT - STREETLIGHTS

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	123,145	178,971	196,000	17,029	9.52%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	4,011	0	0	0	0.00%
Total Revenue	127,156	178,971	196,000	17,029	9.52%
Expenditures					
Labour Costs	0	0	0	0	0.00%
Supplies, Materials and Equipment	127,156	139,953	140,000	47	0.03%
Purchased Services	0	0	0	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	0	39,018	56,000	16,982	43.52%
Total Expenditures	127,156	178,971	196,000	17,029	9.52%
NET OPERATING COST / (REVENUE)	0	0	0	0	

Variance Explanations: Overall net result is nil. However, there was an increase of \$17k in revenues for streetlight charges that will be fully offset and transferred to reserves to maintain streetlight services.



Water



Operations Plan

Department: Town of Erin Municipal Water Systems

Budget Year: 2017

Summary Description of Services:

The Town of Erin Water Department is committed to:

Ensuring a consistent supply of safe drinking water to the community and meeting all relevant legislation and regulatory requirements.

Main Responsibilities :

- To maintain the Town of Erin's two large residential drinking water systems, the Erin Municipal Water System and the Hillsburgh Municipal Water System.
- To maintain the Town of Erin's three small non-residential systems, the Municipal Office, Ballinafad Hall and Barbour Field.
- To perform duties required under the following legislation:

We operate under a large number of regulatory requirements, the list below are the main ones.

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

Activities :

- Sampling, Testing and Monitoring – 1,346 samples taken on an annual basis.
- Wellhouse Equipment Calibration and Maintenance is performed by operators on all operational equipment as per manufacturer recommendations.
- Maintain the Town's distribution system which entails 33 km of watermain, 180 hydrants, 1300 services and 295 main valves.
- Fulfill all the requirements under the Drinking Water Quality Management Standard which includes completing Internal and External Audits, Management Reviews, Risk Assessments and Emergency Training, on a yearly basis, as outlined in the Water Department's Operational Plan.

Services :

- 24/7 operational coverage for the Town's municipal water systems, 365 days a year including emergency response.
- Operate/Disconnect/Reconnect Water Services
- Water Valve Inspections
- Water Meter Inspections
- New Service Installation Inspections
- Locates for Water and Street lighting utilities – approx. 250 per year

Resources:

- Water Superintendent (Overall Responsible Operator)
- Compliance Administrator
- Water Foreperson (Operator in Charge)
- 1 full time Water Operator
- 1 contract Water Operator

Fleet:

- Van # 12 E250 Super Duty
- Van # 25 Cube Van 16 ft
- Truck # 26 ¾ ton truck/with box and snow plow attachment

Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Leak Detection	The Water Department's Operational Plan – Infrastructure, Maintenance, Rehabilitation & Renewal	\$24,000
Summer Student	The Water Department's Operational Plan – Personnel Coverage	\$12,000

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

<i>Request #1 - Description</i>	<i>O/C</i>	<i>Associated Strategy or Plan</i>	<i>\$ Cost</i>
Leak Detection	O	Water Dept. Operational Plan	24,000
Service impact			
Prioritize capital spending, Minimize water main breaks and water loss.			
Implications of not getting resource			
Loss Revenue and not determining the condition of the aging infrastructure.			

<i>Request #2 - Description</i>	<i>O/C</i>	<i>Associated Strategy or Plan</i>	<i>\$ Cost</i>
Summer Student	C	Water Dept. Operational Plan	12,200
Service impact			
Personnel Coverage during summer months. Assisting water operators when short in the field due to vacation or away sick. Continuing the same level of service, and to have two staff members available when performing work in private homes..			
Implications of not getting resource			
Will not be able to complete all of the Customer Service Requests as scheduled.			



Capital Request

Department: Water

Budget Year: 2017

Summary of Capital Requests (in Priority)

<i>Description (include project timeline)</i>	<i>Operating Budget Impact \$ (staff or other costs)</i>	<i>Associated Strategy or Plan</i>	<i>Cost</i>	<i>Funding</i>
Well #8 Generator upgrade, as per TSSA re-fuelling Regulations		Water Financial Plan	\$20,000	Lifecycle Reserve
Well #2 Building Services – retrofit control panel, etc		Water Financial Plan	\$15,322	Lifecycle Reserve
Well #7 Building Services – augment electrical equipment		Water Financial Plan	\$10,000	Lifecycle Reserve
Fire Hydrant Program (\$12,000 per annum)		Water Financial Plan	\$12,000	Lifecycle Reserve
Meter Replacement Program (\$11,000 per annum)		Water Financial Plan	\$11,000	Lifecycle Reserve
Replace 2009 Chevrolet Express Cube Van	\$1,500 saving in maintenance	Water Financial Plan	\$48,000	\$3,000 (Trade – In) \$45,000 (Lifecycle Reserve)
Daniel Street Rehabilitation		Water Financial Plan	\$812,500	\$430,000 (OCIF Top-up) \$382,500 (Lifecycle Reserve)

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT - PUBLIC WORKS
SUBDEPARTMENT - WATER

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	4,039	4,039	4,000	-39	-0.97%
User Fees and Charges	1,508,760	1,459,289	1,505,700	46,411	3.18%
Sales revenue	0	0	0	0	0.00%
Other revenue	8,706	12,473	13,000	527	4.23%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	31,725	0	0	0	0.00%
Total Revenue	1,553,230	1,475,801	1,522,700	46,899	3.18%
Expenditures					
Labour Costs	533,501	491,179	513,500	22,321	4.54%
Supplies, Materials and Equipment	294,389	326,928	347,200	20,272	6.20%
Purchased Services	15,065	15,600	14,300	-1,300	-8.33%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	56,941	56,941	0	-56,941	-100.00%
Insurance and Financial	16,515	16,800	16,800	0	0.00%
Internal Charges	13,656	14,066	14,300	234	1.66%
Transfer to Reserves	628,229	554,287	616,600	62,313	11.24%
Total Expenditures	1,558,296	1,475,801	1,522,700	46,899	3.18%
NET OPERATING COST / (REVENUE)	5,066	0	0	0	0.00%

Variance Explanations: There was an overall nil increase in operating costs. There were several changes in expenditures. The largest was a decrease in debt charges as a result of final loan payment in 2016. There was an increase of \$22k as a result of benefits adjustment to a full time complement that was replaced by temporary contract staff and progressions. In addition, there was an increase of \$20k was mainly for utilities which is included in supplies and materials account grouping. Lastly, there was an increase of \$62k in transfer to reserves. Revenues increased by \$46k as a result of higher use of water.

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT - PUBLIC WORKS

SUBDEPARTMENT - ENVIRONMENTAL SERVICES

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	0	0	0	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	0	0	0	0	0.00%
Expenditures					
Labour Costs	0	0	0	0	0.00%
Supplies, Materials and Equipment	4,325	5,000	5,000	0	0.00%
Purchased Services	13,955	18,370	18,370	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	0	0	0	0	0.00%
Total Expenditures	18,280	23,370	23,370	0	0.00%
NET OPERATING COST / (REVENUE)	18,280	23,370	23,370	0	0.00%



Recreation



Operations Plan

Department: Recreation

Budget Year: 2017

Summary Description of Services:

The Recreation Department offers a diverse range of leisure and recreation facilities including winter drop in ice programs while operating and maintaining its physical and natural assets. The 2017 Operating Budget will enable the department:

- Winter recreation programs for all ages and families including public skating, adult skating, Parents and Tots skating, Shiny and ticket ice for figure skating
- Creation of hockey training program for PD days
- Provide self-directed recreational opportunities through permits for recreational facilities such as ice rinks, facilities, parks and sports fields to individuals and community groups
- Provide clean, safe and well-maintained facilities, parks, playgrounds and sports fields
- Continue to develop more community partnership opportunities to leverage additional funding and grants
- Implement Keystone – Central Facility Booking Program providing patrons on-line facility booking requests
- Organize staff, Recreation department and Recreation facilities to operate as one entity enabling our department to operate more efficiently during busy and demanding times
- Promote teamwork with all Town of Erin Departments working in conjunction to increase levels of service and decrease complaints
- Liaise with the Erin Tennis Club and Balinafad Community Centre to assist with Facility and committee needs

Activities Provided:

- Ice Sports, public skating, birthday parties, dance recitals, public meetings, Home Shows, concerts, Box Lacrosse, Ball hockey, Field lacrosse, sports tournaments, baseball, soccer, family picnics, summer camps, hockey schools, live theatre, seniors programs, daycare, Dance & Karate classes, family reunions, skateboarding & BMX park, celebrations of life, family fun days, church services, community fundraisers, awards ceremonies, public elections, and banquets

Facilities provided:

- Centre 2000 – Arena floor & ice surface, banquet room, theatre, meeting rooms, Erin Skate Park, Foodbank, Nursery School, Senior Centre, office space, Soccer pitch, lit ball diamond, OPP Office and concession
- Hillsburgh Community Centre - arena floor/ice surface, banquet room, and concession
- Hillsburgh Sports Fields – 3 Ball Diamonds (2 lit diamonds), 8 Soccer pitches (1 lit pitch), Destination Playground at Victoria Park, Playground at Barbour Field, Batting Cage at Victoria Park and Concession Booth at Barbour Field
- McMillan Park - Erin

- **Historic Park – Hillsburgh**
- **Riverside Park – Erin**
- **Playgrounds – Athenwood Park - Orton, Carberry Park - Erin and Erin Lions Park**
- **Erin Tennis Club – 5 Lit Tennis courts and Clubhouse at Centre 2000**
- **Balinafad Community Centre – Banquet Room, Kitchen, Meeting Room, playground, Ball Diamond, and soccer pitch**

Key Facts:

- **5 Full-time staff, 1 permanent part time(26 hours weekly), 1 Summer Seasonal (Barbour Field), 3 Winter Seasonal (Arenas), 10 Part time staff (all facilities)**
- **Bound to follow standards set by the TSSA, CSA, MOL, MOE and OHSA**
- **Follow standards for parks and arenas set by ORFA and OPA**
- **Home to Erin Hillsburgh Minor Hockey Association, Hillsburgh Erin Figure Skating Club, Hillsburgh Erin and District Soccer Club, Hillsburgh Minor Softball, EDHS Raiders, East Wellington Community Services, Station Road Nursery School and Erin Tennis Club**
- **Facility Partners with Upper Grand District School board and County of Wellington,**
- **Community Partners - Erin Lions Club, Hillsburgh Lions Club and Erin Rotary Club**
- **Business Partners with Tim Hortons**
- **Estimated over 235,000 annually Patrons serviced in our recreation facilities**
- **Over 4,000 Hours of arena floor/ice rentals annually**
- **750 hours of theatre rentals**
- **9475 hours of Shared space use at Centre 2000**
- **Over 7400 hours of Banquet and Meeting Room rentals**
- **600 hours of Ball Diamond Rentals**
- **Over 1660 hours of Soccer Field Rentals**
- **Over 100 hours of public events in Public Parks/Playgrounds**

2016 Key Service Accomplishments and Community Partnerships:

- **Grant received for Canada 150 for the Construction of our destination playground at Victoria Park in Hillsburgh**
- **Grant received from the Ontario Tire Stewardship for installation of playground equipment and play surface at Erin Lions Park**
- **Summer Sports field staff added extra grass cutting around Victoria Park and Mill street to help lower the grass tender costs**
- **Partnered with the Erin Lions club to purchase and install equipment at Erin Lions Park**
- **Grant received for Accessibility Renovations at the Hillsburgh Community Centre**
- **Removed old structure at Historic Park in Hillsburgh and partnered with the Hillsburgh Lions Club to build a new gazebo**
- **Invested in Smart technology for Parks Staff and Dressing rooms & meeting room’s displays to provide the most efficient service delivery models.**
- **Started an Organic Soil Treatment at Barbour field to create custom turf fertilizer 1 foot underground promoting deep root depth and moisture control**
- **Arranged a partnership with the Erin Rotary Club to arrange the construction of a Gazebo at the new destination playground at Victoria Park in Hillsburgh**
- **Grant received and Installation of DDC Based Dedicated Floating Head Pressure Control System at Centre 2000. Projected hydro savings over \$6,000 annually**

- Shared use agreement for Centre 2000 is completed – still working on formulas for utilities
- Starting in the fall of 2016 – ticket ice program added for Figure skating

Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Continue to Integrate and streamline management and operations of recreation activities and facilities.	Operational Review	Efficiency – operations
Review of the premium maintenance standards of the Town of Erin's outdoor recreation sports facilities.	Operational Review	
Continue to co-operate with Roads, Water and Parks Departments to combine maintenance activities	Operational Review	Efficiency – streamline maintenance
Integrate financial functions, such as revenue collection and tracking, and with on line facilities scheduling requests processes in Keystone software	Operational Review	Efficiency – streamline financial management
Installed in 2016 Seasonal Controller in Refrigeration Room at Centre 2000	Energy Conservation	\$6,050 annually
Event Liability Insurance – provide insurance certificates as a cost recovery to community groups using our facilities.	Strategic Plan	Nil
Implement a policy and program to inspect, report and maintain Town of Erin playgrounds by qualified staff. All lead hands are fully licensed playground inspectors. It is mandatory that Playgrounds must be maintained to CSA standards		Efficiency – playground inspections
Additional Garbage collection as required in the playgrounds and parks by Town Recreation staff.		Effectiveness

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

<i>Request #1 - Description</i>	<i>O/C</i>	<i>Associated Strategy or Plan</i>	<i>\$ Cost</i>
Mandatory 10 year service to Fire Suppression System at Centre 2000	O		\$3,000
Service impact			
To Meet Fire Code Regulations			
Implications of not getting resource			
Oven, Stove and Deep Fryers cannot be used in Kitchen/Snack Bar by Community users and snack bar Tenant			

Request #2 - Description	O/C	Associated Strategy or Plan	\$ Cost
Brine Filter - Hillsburgh Community Centre – The Refrigeration Brine used to keep ice surface cool was analyzed and the recommendations was to install a Brine Filter	O		\$3,500
Service impact			
Brine analysis at HCC done in June 2016 had recommendations to install a brine filter to address a level of sediment in the brine. This will allow the brine to be filtered without impacting dramatically the inhibitor levels of the brine. The filter helps reduce damage to the refrigeration pumps and motors in the refrigeration room, making the refrigeration plant more efficient			
Implications of not getting resource			
Damage to pumps, motors, and brine lines			

Request #3 - Description	O/C	Associated Strategy or Plan	\$ Cost
Increase operations budget for parks and playground maintenance	C	Playground/Parks improvements and replacement	\$5,000
Service impact			
Not all Town Playgrounds meet CSA standards for maintenance, improvements and replacement of aging playgrounds and parks structures. An increase to the budget would allow town Staff to increase annual maintenance to aging structures and increase the timeframe to meet the mandatory CSA standards.			
Implications of not getting resource			
Do not meet CSA standards. Equipment not meeting code will need to be removed. Public Liability and safety while using outdated and unsafe equipment			

Request #4 - Description	O/C	Associated Strategy or Plan	\$ Cost
Adding a water tank for the tractor to be used to water diamonds and soccer fields due to lack of irrigation system	O	Energy Efficiency	\$1,000
Service impact			
Allows staff to keep sports fields in great shape as well as controlling dust on the baseball diamonds			
Implications of not getting resource			
During times of drought – increased community complaints and possible closure of fields			

Request #5 - Description	O/C	Associated Strategy or Plan	\$ Cost
Hillsburgh Community Centre - Repairs to Kitchen Floor	O	Facility Maintenance	\$3,000
Service impact			
Kitchen Floor is worn out and ripped – the ripped floor is a tripping hazard. Is also cosmetic maintenance			
Implications of not getting resource			
Facility Cosmetics and continues to be a tripping/safety hazard for facility users			



Capital Budget Request

Department: Recreation Department

Budget Year: 2017

Summary of Capital Budget Requests (in Priority)

<i>Description (include project timeline, auxiliary components)</i>	<i>Operating Budget Impact \$ (staff or other costs)</i>	<i>Associated Strategy or Plan</i>	<i>Cost</i>	<i>Funding</i>
Centre 2000 - Sewage Treatment Agreement with Upper Grand District School Board	4 years left On agreement ends in 2020		\$20,000 Annually	
Hillsburgh Sports Fields (Victoria Park and Barber Fields) – Septic System Replacement Reserve Year 2 of reserve transfer (estimated to be \$104,000)			\$25,000	
Hillsburgh Community Centre - Accessibility Renovations – phase 3 (final stage) of sledge hockey initiative			\$1,200	\$10,000 County Grant
Parks/Playgrounds – Barbour Field Playground – install a swing with a play surface as mandated by Canadian Standards Association.			\$10,000 Less grant funding if received	25% Ontario Tire Stewardship Fund \$2500 Rubber play surface
Erin Community Centre/Hillsburgh Community Centre – Replace 3 A/C and heating units on the rooftop			\$34,500	
Replacement Hillsburgh Sports Fields – Compact Tractor (includes mower, forks and bucket) – Current Tractor is 16 years old			\$26,750	
Hillsburgh Sports Fields - Sports Bleacher Replacement Program			\$11,000	

ECC - Replace 30 HP Compressor #2 – ice surface at Erin Community Centre			\$56,000	
Victoria Park – Rehabilitate Garage, Roof and washrooms			\$25,000	
Centre 2000 – Theatre Roof Replacement – leaks inside theatre			\$60,000 Town Portion	UGDSB 50% Split funding over 2 years
Hillsburgh Community Centre - Arena Ice surface and Building Lighting upgrades - 400 W Metal Halide & T12's to Florescent T5's bulbs and or LED lighting	Annual Hydro Savings	Energy Efficiency	\$15,000 Less grant funding if received	Hydro Retrofit Grant \$2,000 to \$3,500 depending on type of lighting fixtures
Replace Rubber Flooring in dressing rooms, players benches, and arena lobby			\$35,000 total cost Town Portion \$17,500	50% Ontario Tire Stewardship Fund
Centre 2000 - Generator for Emergency Evacuation Plan – setup as warming centre as per Wellington County emergency plan. Currently using Fire Stations and arenas as warming centres.	\$3,000 annually		\$390,000	

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - ____
SCHEDULE "A"**

DEPARTMENT - RECREATION
DEPARTMENTAL SUMMARY

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	20,150	11,632	11,600	-32	-0.28%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	625,515	673,832	682,400	8,568	1.27%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	40,849	26,968	27,000	32	0.12%
Sales revenue	0	0	0	0	0.00%
Other revenue	35,155	2,800	2,800	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	5,870	-15,500	0	15,500	-100.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	13,738	10,698	0	-10,698	-100.00%
Total Revenue	741,277	710,430	723,800	13,370	1.88%
Expenditures					
Labour Costs	596,984	681,779	671,000	-10,779	-1.58%
Supplies, Materials and Equipment	513,030	559,452	540,250	-19,202	-3.43%
Purchased Services	21,750	33,400	33,400	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	163,621	28,079	28,100	21	0.07%
Insurance and Financial	53,447	67,521	70,800	3,279	4.86%
Internal Charges	10,150	10,132	10,200	68	0.67%
Transfer to Reserves	56,813	43,271	30,600	-12,671	-29.28%
Total Expenditures	1,415,795	1,423,634	1,384,350	-39,284	-2.76%
NET OPERATING COST / (REVENUE)	674,518	713,204	660,550	-52,654	-7.38%

Variance Explanation: Net operating decreased by \$53k. The change resulted from a increase in revenues of \$14k mainly in removal of capital project recovery and transfer from reserves offset by higher licenses, permits and rent revenues. Expenditures decreased by \$39k. Supplies, materials account groupings decreased by \$19k mainly in utilities due to energy conservation efforts. Also, there was a decrease in transfer to reserves for Erin Community Centre that is not required in 2017. Labour costs decreased by \$11k due to calculation adjustments. Lastly, insurance increased by \$3k as a result of premium changes. Recreation recovery rates increased slightly from 50% in 2016 to 52% in 2017.

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT
SUBDEPARTMENT - CEMETERIES

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	0	0	0	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	8,172	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	8,172	0	0	0	0.00%
Expenditures					
Labour Costs	0	0	0	0	0.00%
Supplies, Materials and Equipment	37,817	36,190	36,190	0	0.00%
Purchased Services	0	0	0	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	8,140	0	0	0	0.00%
Total Expenditures	45,957	36,190	36,190	0	0.00%
NET OPERATING COST / (REVENUE)	37,785	36,190	36,190	0	0.00%

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT
SUBDEPARTMENT - RENTAL FACILITIES

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	25,447	24,400	24,400	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	0	0	0	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	25,447	24,400	24,400	0	0.00%
Expenditures					
Labour Costs	2,920	2,980	2,980	0	0.00%
Supplies, Materials and Equipment	6,250	6,890	6,890	0	0.00%
Purchased Services	0	0	0	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	13,047	11,300	11,300	0	0.00%
Total Expenditures	22,217	21,170	21,170	0	0.00%
NET OPERATING COST / (REVENUE)	-3,230	-3,230	-3,230	0	0.00%



Planning



Operations Plan

Department: Planning Department

Budget Year: 2017

Summary Description of Services:

The Town of Erin Planning Department responsibilities are to ensure development in the Town is in accordance to the Town Zoning By-law and Official Plans as well as Ontario Planning Act and any other policies or procedures regulating the Town.

Services Provided to the Town of Erin

Planning:

- Provide general inquiries about properties permitted uses and proposed development in the area
- Review planning applications submitted for completeness and provide any information on the planning processes
- Help prepare notices and circulation of notices required under the planning act
- Assist in updating Zoning By-law and Official Plans when required
- Circulation of Site Plan Approval application and managing the process timelines for all planning applications

Services Provided by the County of Wellington

Planning:

- Provide in-depth inquiries about properties permitted uses and proposed developing in the area
- Review planning applications submitted for completeness and provide planning comments based on plans and policies in place
- Prepare notices and planning reports for planning applications
- Update Official Plans and Zoning By-laws when required by the Ontario Planning Act.

Resources

- Shared planning administrative assistant (shared with building department)
- Part time County Planning Services (2 senior planners)

Efficient and Effective Initiative(s)

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

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - ____
SCHEDULE "A"**

DEPARTMENT - PLANNING & DEVELOPMENT
SUBDEPARTMENT - PLANNING

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	26,938	17,000	29,000	12,000	70.59%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	5,000	5,000	0	0.00%
Internal Recoveries	1,293	10,000	0	-10,000	-100.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	28,231	32,000	34,000	2,000	6.25%
Expenditures					
Labour Costs	112,628	23,407	30,500	7,093	30.30%
Supplies, Materials and Equipment	12,085	33,000	23,000	-10,000	-30.30%
Purchased Services	1,617	20,000	24,900	4,900	24.50%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	0	0	0	0	0.00%
Total Expenditures	126,330	76,407	78,400	1,993	2.61%
NET OPERATING COST / (REVENUE)	98,099	44,407	44,400	-7	-0.02%

Variance Explanation: Net operating result was nil. There was an increase of \$2k to revenues for planning and zoning fees. Expenditures changed in OMB costs as appeals are expected to decrease. Purchased services increased by \$5k as a result of expect charges from Wellington County for planner services that were not budgeted in 2016. Salaries and benefits increased by \$7k due progression and calculation adjustments.



Economic Development



Operations Plan

Department: Economic Development

Budget Year: 2017

Summary Description of Services:

The Momentum: Town of Erin 2015-2018 Economic Development Action Plan establishes a roadmap for promoting increased collaboration in the community and across the region and a variety of projects designed to strengthen the Town as a great place to live, work, play and run a business. Future growth within the community both residential and industrial will depend significantly upon decisions before Council on wastewater servicing in the community and where growth will be established. In the interim period, the Town of Erin has seized an opportunity to establish itself as a great tourism and lifestyle destination, which is intended to increase business in the community and maximize exposure to the massive population just next door in the GTA.

Primary Goals

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

Efficient and Effective Initiative(s)

<i>Description of initiative</i>	<i>Associated Strategy or Plan</i>	<i>\$ Savings</i>
Shop Local Program	<ul style="list-style-type: none"> • In partnership with Erin BIA and LGHG. Create and implement. 	Small cost for marketing and promotion

Communications	<ul style="list-style-type: none"> Newly updated and improved Business and Community Directories on the Town of Erin’s website. Up to date business contact information used to communicate business and community information on a monthly basis. “Reach out” Program The Mayor and Economic Development Officer will be formally scheduling meetings with local businesses, to become better informed about the needs of the business community and help address any questions or concerns. 	<p>No cost involved except staff time</p> <p>Time commitment</p>
Business Attraction	<ul style="list-style-type: none"> Town of Erin – Business Fact Sheet Site Selection – an attraction piece designed for potential investors that will provide the resources needed to make an informed choice when selecting the ideal business location. 	<p>\$5000.00 for research, creation and print materials (included in 2017 budget)</p>
Business Initiatives	<ul style="list-style-type: none"> Community Ambassador, a business program that invigorates all participants and stakeholders towards promotion of the Town of Erin as an excellent place to live, work, play and do business Town of Erin “First Impressions”. Students enrolled in the Economic Development program at the University of Waterloo will conduct a First Impressions survey in May 2017. A presentation of findings will be made to the Economic Development Committee. 	<p>Created 2016 / implemented 2017</p> <p>\$1000 (included in 2017 budget)</p>
Tourism Attraction	<ul style="list-style-type: none"> Upgrading of Regional Road Signage as part of the County of Wellington signage strategy for all municipalities across Wellington County. “Content Development” grant with Central Counties Tourism. A “Four Season” video and photography production partnership to build the Town of Erin image portfolio to 	<p>Possibility of some shared costs</p> <p>No cost as initiated and paid in 2016 budget</p>

	<p>enhance our marketing and advertising potential.</p> <ul style="list-style-type: none"> • “Integrated Trails Strategy” grant in partnership with Central Counties Tourism and Ontario marketing Partnership Corporation (OTMPC). A three year trails tourism strategy including road and off-road cycling, walking and hiking. 	<p>No cost as initiated and paid in 2016 budget</p>
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Resource Request(s) in priority sequence; type of expense (O=one-time or C=continuous)

Request #1 - Description	O/C	Associated Strategy or Plan	\$ Cost
Economic Development Momentum Action items	c	Growth for the Town of Erin	\$30,000.00
Service impact			
Project grant leverage; Core/Four Seasons Strategy, Industrial/Equine Manufacturing/Development, Association memberships, Walking Trails development, Conferences, workshops and higher learning, Economic Development hosting, Economic Development Committee support, Memberships and Associations			
Implications of not getting resource			
The “Momentum Action Plan” was adopted by council in 2015 with a specific mandate to implement the strategies and action items. Without the above mentioned funds these strategies will not be adhered to and the Momentum Action Plan will not proceed as intended. All of the above mentioned components are critical to the overall impact and implementation of the Economic Development Strategic Action Plan for this community.			

Request #2 - Description	O/C	Associated Strategy or Plan	\$ Cost
Public Washroom facilities in the Village of Erin	o	6 month Portable washroom	\$5500.00
Service impact			
Washroom facilities must be readily available for visitors and locals during the peak summer months. This is consistent with Town strategies to have a welcoming and inviting downtown core. The onus cannot be put on downtown store owners to take on the extra burden of additional septic pumping.			
Implications of not getting resource			
Until such time as the sewer issue is resolved the support from the Town of Erin for downtown washroom facilities is paramount. This was the “Number 1” concern that came out of the Downtown Retail BR&E surveys at the beginning of 2016 and the semi-permanent installation of the McMillan park washrooms has stirred much positive feedback from the community.			



Capital Budget Request

Department: Economic Development

Budget Year: 2017

Summary of Capital Budget Requests (in Priority)

<i>Description (include project timeline, auxiliary components)</i>	<i>Operating Budget Impact \$ (staff or other costs)</i>	<i>Associated Strategy or Plan</i>	<i>Cost</i>	<i>Funding</i>
Erin Rotary Riverwalk – Town staff to make recommendations to council for a “Pilot Project” to be constructed in 2017 as per the Town of Erin Rotary Riverwalk Trails Feasibility Study.	Staff time	Begin the Request for Proposal (RFP) process for a project construction manager.	\$90,000	45,000 Town of Erin and Matched by County Trails Grant
Establish a Town of Erin Community Improvement Plan (CIP). This will enable council to plan and respond accordingly to community improvement and economic development opportunities	Staff time	Make initiative recommendations to Council as per Public Open consult and Economic Development Officer	\$20,000	Town of Erin
Walking Trails Development. Updating of existing trail ways within the Town of Erin. Will include, trail head kiosks, interpretive signage, road signage, bench’s, clearing away brush and general maintenance. Will also include connecting new trail ways with old.	Staff time	The “Trails Committee” is systematically upgrading all walking trails in the Town of Erin	\$10,000	\$5,000 Town of Erin and Matched by County Trails Grant

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT - PLANNING & DEVELOPMENT
SUBDEPARTMENT - NEW ECONOMIC DEVELOPMENT

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	25,000	25,000	25,000	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	1,936	0	0	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	34,474	47,107	47,100	-7	-0.01%
Total Revenue	61,410	72,107	72,100	-7	-0.01%
Expenditures					
Labour Costs	69,267	97,396	97,600	204	0.21%
Supplies, Materials and Equipment	42,995	71,150	71,150	0	0.00%
Purchased Services	19,580	21,050	21,050	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	1,069	1,500	1,500	0	0.00%
Transfer to Reserves	0	0	0	0	0.00%
Total Expenditures	132,911	191,096	191,300	204	0.11%
NET OPERATING COST / (REVENUE)	71,501	118,989	119,200	211	0.18%

Variance Explanation: Labour cost increased slightly as a result of progression.



Community Support

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT - PLANNING & DEVELOPMENT
SUBDEPARTMENT - COMMUNITY SUPPORT

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%
Revenue					
Grants and Subsidies	26,935	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	23,323	28,400	28,400	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	0	0	0	0	0.00%
Internal Recoveries	0	0	0	0	0.00%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	53,070	0	0	0	0.00%
Total Revenue	103,328	28,400	28,400	0	0.00%
Expenditures					
Labour Costs	0	0	0	0	0.00%
Supplies, Materials and Equipment	66,095	75,550	75,550	0	0.00%
Purchased Services	0	0	0	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	17,000	16,500	16,500	0	0.00%
Transfer to Reserves	12,431	0	0	0	0.00%
Total Expenditures	95,526	92,050	92,050	0	0.00%
NET OPERATING COST / (REVENUE)	-7,802	63,650	63,650	0	0.00%

**TOWN OF ERIN
2016 BUDGET
BY-LAW # 16 - _____
SCHEDULE "A"**

DEPARTMENT	
SUBDEPARTMENT - BIA	

	2015 ACTUALS	2016 BUDGET	2017 BUDGET	NET BUDGET CHANGE	
				\$\$	%

Revenue

Grants and Subsidies	0	0	0	0	0.00%
Unconditional Grants (ie. OMPF)	0	0	0	0	0.00%
Municipal Recoveries	0	0	0	0	0.00%
Licences, Permits and Rents	0	0	0	0	0.00%
Fines and Penalties	0	0	0	0	0.00%
User Fees and Charges	17,700	17,700	17,700	0	0.00%
Sales revenue	0	0	0	0	0.00%
Other revenue	18,216	18,600	17,600	-1,000	-5.38%
Internal Recoveries	6,176	13,750	13,500	-250	-1.82%
Capital Project Recovery	0	0	0	0	0.00%
PILS and Supplementary Taxes	0	0	0	0	0.00%
Debt Proceeds	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0.00%
Total Revenue	42,092	50,050	48,800	-1,250	-2.50%

Expenditures

Labour Costs	0	0	0	0	0.00%
Supplies, Materials and Equipment	43,724	48,300	48,800	500	1.04%
Purchased Services	0	0	0	0	0.00%
Minor Capital Expenses	0	0	0	0	0.00%
Debt Charges	0	0	0	0	0.00%
Insurance and Financial	0	0	0	0	0.00%
Internal Charges	0	0	0	0	0.00%
Transfer to Reserves	0	1,750	0	-1,750	-100.00%
Total Expenditures	43,724	50,050	48,800	-1,250	-2.50%

NET OPERATING COST / (REVENUE)	1,632	0	0	0	0.00%
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