



Town of Minto

Budget 2017

"Keeping it Real."

December 1, 2016

January 24, 2017

He who will not economize will have to agonize" — [Confucius](#)

"These days, you've gotta milk a dollar out of every dime." — [Gayle Forman](#)



Budget 2017

Day 1 Thursday December 1

- Introduction Mayor 1:00 to 1:05pm
- Presentation CAO/Clerk and Treasurer 1:05 to 1:25pm
- Operating Budget Discussions 1:25 to end

Day 2 Tuesday January 24

- Introduction and Review Mayor, CAO, Treasurer 3:00 to 3:05pm
- Operating Budgets Changes and updates 3:05 to 3:15pm
- Capital Budget Discussions 3:15 to 6:30pm
- Supper 6:30 to 7:00pm
- Regular Council 7:00pm

Public Open House 2016: March 21, 2017 5:00pm to 6:30pm



Strategic Plan 2013

The framework
-Vision, Mission, Actions

40% actions complete or partly
complete – 2 year review 2015

Official Plan (County of Wellington) 1999 (Updated 2011)

Policies to attain long term vision
- “Council may take no action contrary
to the Official Plan” (County 5 year
review done in 2014)
- “Shall be consistent with” Provincial
Policy” (new in 2014)

Integrated
Community
Sustainability
Plan 2011

Culture Plan
2011

Financial
Plans DWQMS
2015

Fire Master
Plan 2012

Asset
Management
Plan 2013-14

Specific
Planning
Documents
Policy
Direction

Departmental Business Plans

Budget Implements
Council Directions



Vision & Mission

Vision

A friendly, safe, affordable, family oriented rural community built on a foundation of respect, volunteerism, and prosperous business, and sustained by people who value neighbourliness, fairness and inclusiveness.

Mission

Cost effective and responsive local government through superior customer service, internal stability and efficiency, and promoting responsible economic growth, healthy lifestyles and respect for the natural environment



The Vision is the beacon in the distance. Navigating by Mission. To accomplish our goals



Strategic Directions

- Economic Development (12)
- Financial Strategy (8)
- Emergency Services and Health (10)
- Recreation and Facilities (9)
- Tourism and Culture (12)
- Planning and Development (13)
- Agriculture and Environment (12)
- Public Works (8)
- Governance and Leadership (13)
- Total = 98 40 (ST) 21 (MT) 3 (LT) 34(OG)





Economic Backdrop

- Unemployment Rate National 7%; Provincial 6.4% (similar in 2016)
- Local Unemployment Rate +/-4.0% (same)
- Cost of Living (CPI) confirmed through October to 1%
- Federal Debt \$632 billion; Deficit \$30 billion (originally projected 2105 \$10 billion and other priorities propose to drop to \$15 billion 2021);
- Provincial Debt \$300 billion Deficit \$5 billion (projected to eliminate 2018);
- Provincial Growth Estimates around 2.3% (Conference Board of Canada)
- Housing Starts; **2015** +/- 60,000 **2016** 65,100 **2017** 59,900
- Average home price of \$437,000 in Ontario over 2X Minto
- AMO estimates 96 monthly reports, 100 quarterly reports, 6 semi-annual reports and 68 annual reports = 270 reports annually, plus 16 audited statements and the annual Financial Information Return. Total 287 reports



Municipal Cultural Plan

Strategies:

1. Creative Identity: Telling our Story
2. Creative Capacity: Cultivating Talent & Innovation
3. Creative Enterprise: Connecting & Leveraging Assets
4. Creative Places: Enhancing Quality of Place





Municipal Cultural Plan

Values : We believe...

- Creativity and culture are foundations for building a prosperous and sustainable economy.
- Culture is essential to making Minto a place where people want to live, work, play and invest.
- Cultural resources and activities are essential to building vibrant and successful downtowns.
- Conserving our natural and cultural heritage resources is important.
- Artists and creators are essential sources of new ideas, innovation and technologies important to our future.
- In cultural groups collaborating and working together toward shared purposes.



Integrated Sustainability Community Plan

Goals:

1. Optimum population so Minto pays its bills & take on new projects.
2. Use agricultural abundance to nourish land, people, livelihoods.
3. Pursue fiscal and ecological responsibility with equal diligence.
4. Build Main Streets that support the business and civic life
5. Create/retain enterprises with low environmental impact and provide fulfilling jobs for the people of Minto.
6. Focus on health & recreational well-being.





Fire Master Plan

Mission Statement:

“The Minto Fire Department is dedicated to serving the community with a high standard of emergency response and fire prevention programs to ensure a safe environment for the residents of Minto.”

Core Values:

Commitment, Community Service
Integrity, Professionalism
Teamwork, Trust

Recommendations

Communications, Fire Safety Public Education, Prevention, Apparatus/Equipment, Training, Administration and Finance, Fire Suppression and Emergency Response





Asset Management Plan

- Completed 2013-14 in House inventories Tangible Capital Assets (TCA) in six areas.
- Roads and Bridges
- Culverts and Storm Water
- Water and Wastewater
- On a replacement cost basis over a 10 year period \$6.9 million year needed to maintain TCA
- The plan also looks at the condition of the assets, desired service levels, financial commitments needed to “operate, maintain, renew and replace”
- Policies to sustain TCA





Recreation Needs

Recreation Needs

- Formal Master Plan next few years

Ontario 150 and Canada 150 Grant

- Harriston Kinsmen Pool and adjoining trailer park upgrades
- Harriston Minto Complex Accessible Doors

Trails

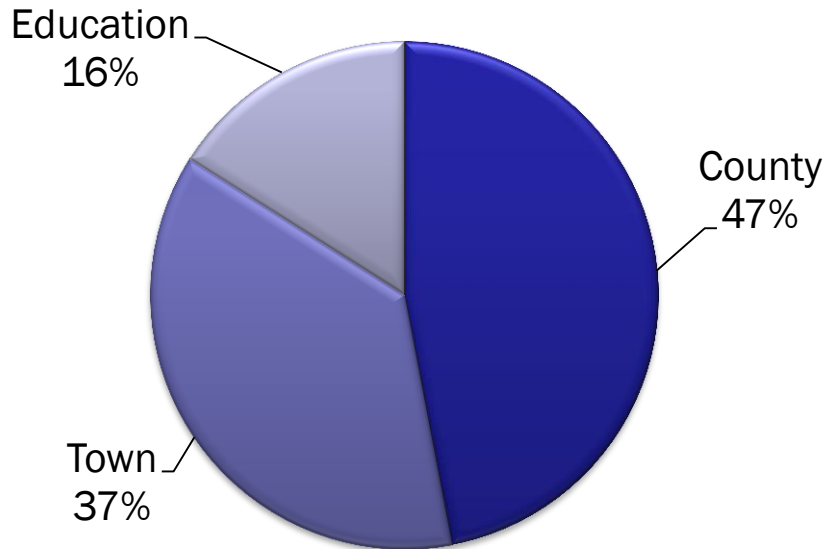
- Acquired White's Junction Trail
Palmerston linked to Harriston via roundabout and CR 5 shoulders
- Harriston Greenway Trail link to 13th
Line Rail track unopened road allowance back of Concession D





Distribution of Tax Dollar

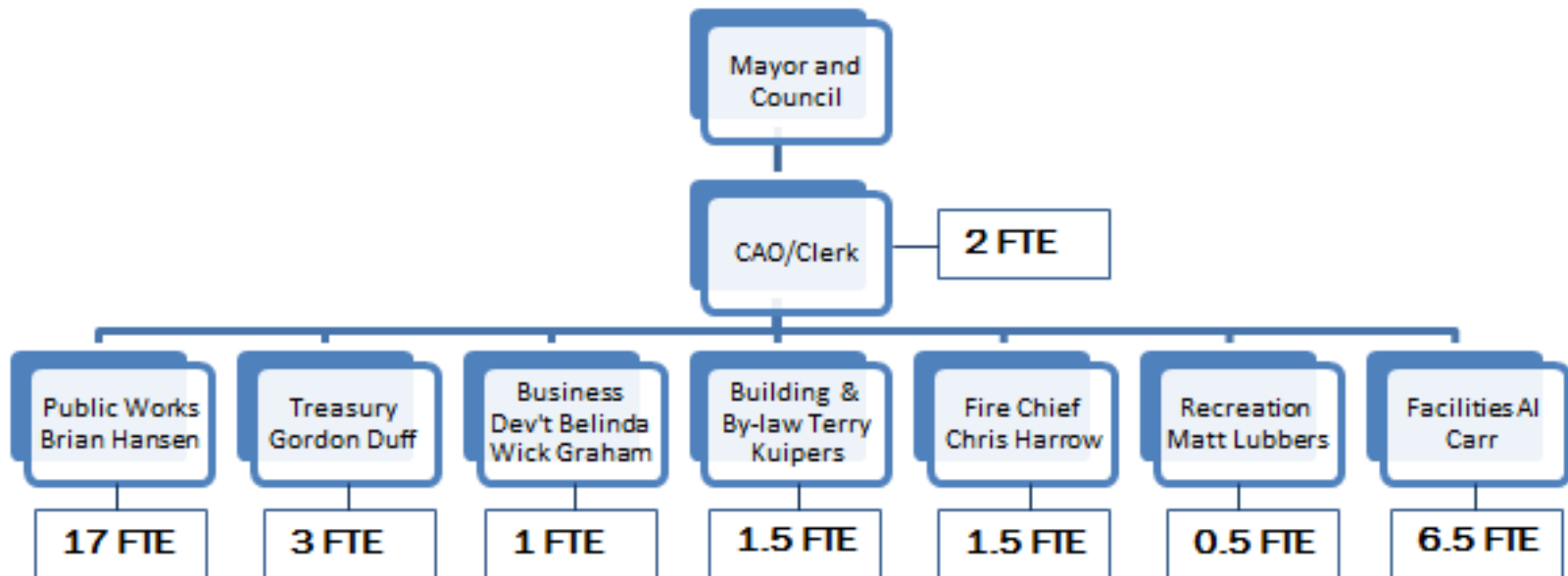
Breakdown of Tax Dollars



- Town Share is 37% of total tax collected.
- Education Share is 16%, (not increased for years).
- County Share 47%, expect $\pm 2.0\%$ in 2015.
- 1% Town Increase raises $\pm \$40,000$ per year



Organizational Structure

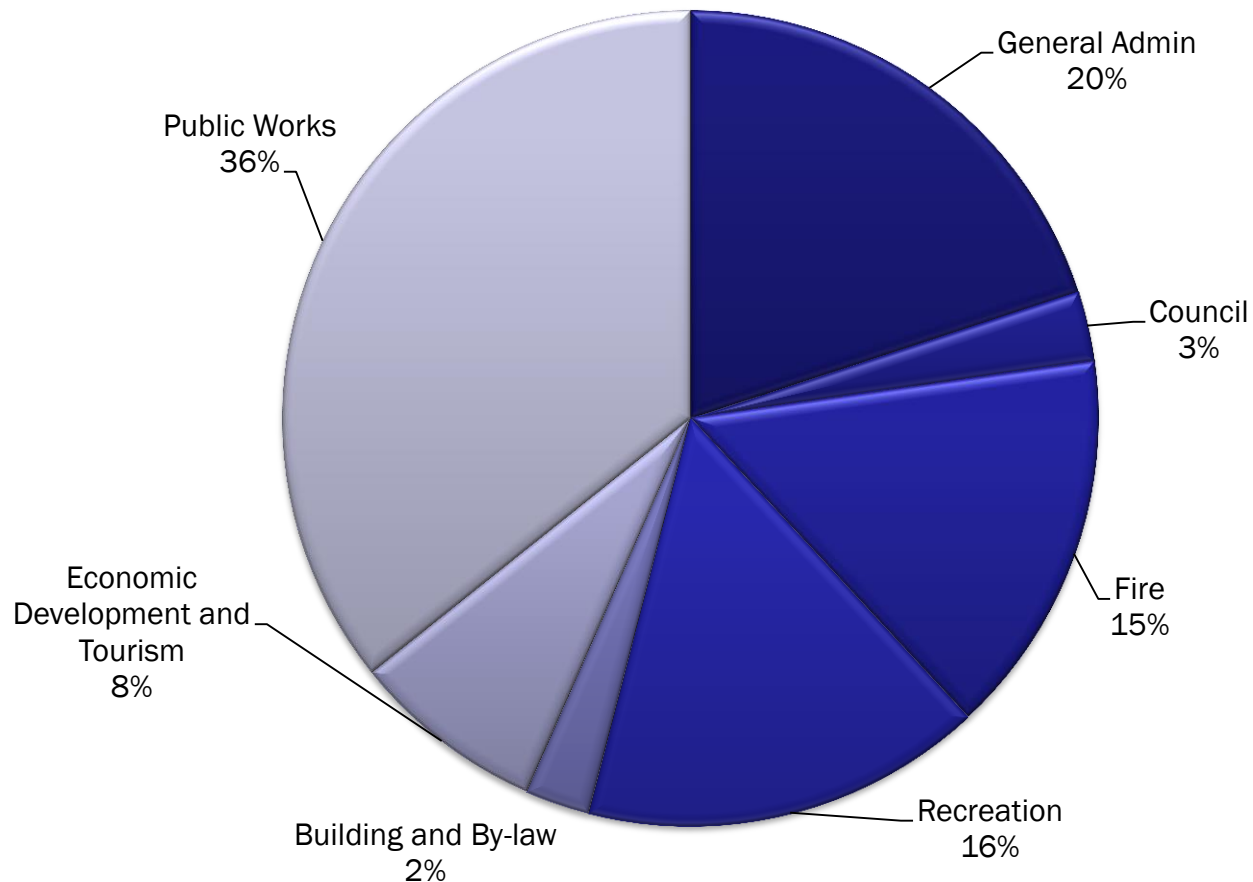


- 41 full time equivalent positions (40 in 2010)
- Shared fire -by-law position vulnerable occupancies (re-organized)
- 3 yr. contract fire admin, electronic meeting, records (less 1 Deputy)
- Building Inspector Source Water Assistance (mandated RMI)
- 3 water & sewer operators (no Centre Wellington); join DWQMS/Lead Hand
- Full time TLC Coordinator and public works operator (re-organize)



Distribution of Town Share

Net Budget





OMPF and OCIF Funding

Year OMPF Allocation

2012 \$1,354,300

2013 \$1,306,900

2014 \$1,491,400

2015 \$1,532,500

2016 \$1,680,700

2017 \$1,802,900

2018 ?

2019 ?

OCIF Formula Based

2016 \$130,000

2017 \$223,161

2018 \$315,205

2019 \$476,143

Net Increase

+\$278,200

+\$215,361

+\$92,044

+\$160,938



Asset Management

- Town should spend \$2.8 and \$6 million to properly maintain assets.
- Starting 2017 very little carry-over from 2016. Likely grant projects :

OCIF 2016 (Finish Palm. Inkerman & Jane)	\$ 400,000
Canada 150 (Harriston Pool)	\$ 250,000
Ontario 150 (Harriston Arena Accessibility)	\$ 145,000
2017 CWWF (George Street)	\$1,100,000
2016 Connecting Link (Clifford Elora Design)	\$ 500,000
- These projects total \$2.395 million; Town share estimate \$1 million.
- Capital proposals by Department to come forward January 24
- Ann Street block C (Allan to John) 7 new lots \$350,000
- Fiscal accountability policy reserves to exceed borrowing unless needed to pay Town share of grant proposal.



2017 Tax Supported Reserves to Debt

Tax Supported Reserve Cont.

CAO Clerk Election	\$6,000
General Admin	\$23,000
Fire Vehicle	\$206,000
Harriston Arena	\$66,500
Clifford Arena	\$30,000
Palmerston Arena	\$30,000
Satellite Facilities	\$5,000
Trails	\$1,000
Pools	\$3,000
Building Vehicle	\$14,000
Public Works Vehicle	<u>\$240,000</u>
Subtotal	\$624,500

Tax Supported Debt

Roads Administration	\$287,528
Economic Development	\$103,685
Clifford Arena	\$43,316
Palmerston Arena	<u>\$71,348</u>
Subtotal	\$505,877

Net Reserve Contribution minus
Tax Supported Debt
= \$118,623

Note: Added Reserve Contribution 2018
- \$114,664 (expire roof payment)



Current Capital Plan

TOWN OF MINTO
5 YEAR CAPITAL PLAN Proposed in 2016

2017 Likely

Project Costs Dept./Year	2016	2017	2018	2019	2020
Water & Sewer	\$2.65 million \$ 1,066,000	\$ 872,000	\$ 911,298	\$2,860,434	\$ 603,000
Roads & Drainage	\$3.165 million \$ 2,407,000	\$ 2,879,438	\$ 3,264,313	\$1,361,346	\$ 1,621,106
Vehicles	\$0.135 million \$ 375,000	\$ -	\$ 260,000	\$ 400,000	\$ 360,000
Other Departments	\$1.49 million \$ 525,000	\$ 335,000	\$ 490,000	\$ 715,000	\$ 645,000
Total	\$7.42 million \$ 4,373,000	\$2,350,000 \$ 4,086,438	\$ 4,925,611	\$ 5,336,780	\$ 3,229,106

Funding Model Dept./Year	2016	2017	2018	2019	2020
Revenue	\$0.64 million \$ 500,000	\$ 500,000	\$ 500,000	\$ 1,700,000	\$ 500,000
Grant	\$1.56 million \$ 1,000,000	\$1,395,000 \$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Devt Chrg & Reserves	\$1.047 million \$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 25,987	\$ 1,000,000
Borrowing	\$1.42 million \$ 1,343,000	\$ 1,056,438	\$ 1,895,611	\$ 2,080,793	\$ 199,106
Tax	\$0.5 million \$ 400,000	\$400,000 \$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
2015 Carry Over	\$2.253 million				
Sustained OCIF	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000
	\$7.42 million \$ 4,373,000	\$2,350,000 \$ 4,086,438	\$ 4,925,611	\$ 5,336,780	\$ 3,229,106



Budget Process

- Operating Budgets, Mayor identifies each budget by service
- Council discusses as Committee of the Whole each budget, and provides direction to approve, modify or table
- Department Heads provide information in support of budget including recommendations around increases or decreases as well as Strategic direction.
- Minutes form Council's budget direction; Treasurer prepares final budget by-law based on minutes and final resolution to adopt.
- Unless process changed Open house prior to regular Council meeting March 21 (5:00pm to 6:30pm)
- Budget by-law April depending on input



Budget by Service

Department Name: Mayor and Council

Budget Code: 1000

Staff: n/a

Section: Administration

FTE:

Strategic Position 12.0 Demonstrate Council and Staff leadership by taking primary responsibility for implementing and following the Strategic Plan, while recognizing the roles of community leaders in achieving Plan success.

Actions: 3.1 transparency 12.1 implement strategic plan

Responsibility: Budget for meetings, training, conferences and other expenses for overall governance of the Town services including sewer and water utilities.

Operating Budget Summary					
2016 Budget (Actual \$77,919 to Sept 2016)					
\$127,700					
Past & Projected (1%)					
0.01					
2015	2016	2017	2018	2019	
\$137,810	\$127,700	\$ 128,200	\$ 129,482	\$ 130,777	
Budget Initiatives					
1. Decrease Per diems					-\$4,000
2. Increase Training/Conference Councillor \$1,000, Deputy Mayor & Mayor \$800					\$6,600
3. Decrease phone cost					-\$1,100
4. Small increase charge to water and sewer					-\$1,000
Proposed 2017 Budget					\$128,200

Budget to Actual Issues

The new remuneration policy for the 2014 to 2018 term increased base pay for Council but more clearly identified meetings that would qualify for per diem payment. This has resulted in lower overall costs for Council wages and per diems. Final expenses for Council overall are projected to be \$8,000 under budget for 2016.

Issues for 2017 and Beyond



2017 OPERATING BUDGET					
Account	Description	2015 YTD Actual - Sept 30/15	2016 Budget	2016 YTD Actual - Sept 30/16	2017 Budget
Town of Minto Council					
10000-00-585	Transfers from Water & Sewer	14,500.00	29,000.00	29,000.00	30,000.00
	Total Revenue	<u>14,500.00</u>	<u>29,000.00</u>	<u>29,000.00</u>	<u>30,000.00</u>
1000-00-6010	Council Per Diems	82121.83	114000.00	84260.51	110000.00
1000-00-6020	Benefits - Council CPP & EHT	2891.46	4000.00	2731.81	4000.00
1000-00-6040	Conferences/Meetings	885.13	0.00	0.00	0.00
1000-00-6050	Training	0.00	0.00	0.00	0.00
1000-00-6051	Council Expense-Bridge	279.54	5000.00	1320.19	5800.00
1000-00-6052	Council Expense-Faulkner	2417.12	4800.00	2715.64	5600.00
1000-00-6053	Council Expense-Anderson	2530.42	3500.00	1200.88	4500.00
1000-00-6054	Council Expense-Colwell	3260.84	3500.00	744.52	4500.00
1000-00-6055	Council Expense-Dirksen	2669.63	3500.00	2532.54	4500.00
1000-00-6056	Council Expense-Elliott	5489.23	3500.00	5068.91	4500.00
1000-00-6057	Council Expense-Turton	2043.06	3500.00	2239.05	4500.00
1000-00-6058	Council Expense	0.00	0.00	0.00	0.00
1000-00-6060	Mileage	1327.09	5600.00	1467.18	5600.00
1000-00-6510	Publications & Data Received	0.00	0.00	0.00	0.00
1000-00-6530	Telephone Services-Cell	1408.39	3600.00	1425.98	2500.00
1000-00-6850	Miscellaneous Fund/Social Fun	45.03	2200.00	1211.72	2200.00
	Total Council Expenditure	107368.77	156700.00	106918.93	158200.00
Excess Revenue over/under Expenditure		-92,868.77	-127,700.00	-77,918.93	-128,200.00



		2016 Budget	2017 Draft	Difference	
Council		\$127,700	\$128,200	\$500	
C.A.O. Clerk		\$276,900	\$335,900	\$59,000	
General Admin & Reserves		\$525,200	\$517,300	-\$7,900	\$981,400
People and Property		\$150,600	\$136,650	-\$13,950	
Health Services		\$28,750	\$33,750	\$5,000	\$42,650
Minto Fire Service Overall	Fire Admin	\$567,400	\$596,930	\$29,530	
	Palmerston Fire	\$70,261	\$68,773	-\$1,488	
	Harriston Fire	\$147,825	\$146,825	-\$1,000	
	Clifford Fire	\$102,750	\$95,600	-\$7,150	\$19,892
Clifford Arena & Hall		\$159,982	\$162,043	\$2,061	
Harriston Arena & Hall		\$162,454	\$175,744	\$13,290	
Palmerston Arena & Hall		\$179,944	\$184,709	\$4,765	
Satellite Facilities		\$57,422	\$76,933	\$19,511	
Clifford Parks		\$21,257	\$21,411	\$154	
Clifford Ball & Soccer		\$19,247	\$19,933	\$686	
Harriston Parks		\$28,056	\$29,457	\$1,401	
Harriston Ball		\$17,196	\$18,870	\$1,674	
Palmerston Parks		\$62,185	\$56,633	-\$5,552	
Palmerston Ball & Soccer		\$34,525	\$36,338	\$1,813	
Trails		\$0	\$5,590	\$5,590	\$45,393
Recreation Administration		\$234,500	\$252,000	\$17,500	
Harriston Pool		\$44,750	\$46,000	\$1,250	
Palmerston Pool		\$38,000	\$39,500	\$1,500	
Adventure Camp		\$1,000	\$0	-\$1,000	
Special Programs		-\$6,000	-\$6,000	\$0	\$1,125,161
Joint Health & Safety		\$4,000	\$5,000	\$1,000	
Norgan Theatre		\$0	\$0	\$0	\$20,250
Building & By-law		\$161,475	\$190,175	\$28,700	
Economic Development		\$443,709	\$437,036	-\$6,673	
Tourism		\$113,800	\$25,900	-\$87,900	-\$94,573
Public Works	Roads Admin	\$769,381	\$849,208	\$79,827	
	Municipal Drains	\$33,000	\$33,000	\$0	
	Vehicle Cost & Time	-\$345,000	-\$345,000	\$0	
	Road Maintenance	\$1,036,970	\$1,041,810	\$4,840	
	Winter Control	\$456,480	\$479,206	\$22,726	
	Trailer Park	-\$6,680	-\$8,115	-\$1,435	
	Cemeteries	\$19,800	\$20,520	\$720	
	Street Lights	\$0	\$0	\$0	
	Town Landscape Care	\$75,220	\$100,506	\$25,286	\$2,171,135
Sewage Collect & Treat		\$0	\$0	\$0	
Water Treat & Distribute		\$0	\$0	\$0	\$131,964
Subtotal		\$5,814,059	\$6,008,335	\$194,276	\$194,276
OMPF		-\$1,680,700	-\$1,802,900	-\$122,200	
StabilizationReservces		-\$54,258		\$54,258	
Total Operating		\$4,079,101	\$4,205,435	\$126,334	\$126,334
Tax Supported Capital		\$500,000	510,000	\$10,000	
Total Raised through Tax		\$4,579,101	\$4,715,435	\$136,334	\$136,334