



## 4th Quarter Statement of Operations - Ending December 31, 2019

	2019 Budget			4th Quarter 2019			
	Expenditures	Revenues	Net	Expenditures	Revenues	Net	% Budget
<u>Programs</u>							
Council	182,600	-	<b>182,600</b>	175,462	-	<b>175,462</b>	96%
Corporate Services	1,961,600	573,800	<b>1,387,800</b>	1,788,106	691,904	<b>1,096,202</b>	79%
Modernization Grant	-	-	-	610,837	610,837	-	0%
Economic Development	252,400	35,000	<b>217,400</b>	275,125	108,317	<b>166,808</b>	77%
Advisory Committees	93,050	12,500	<b>80,550</b>	85,700	23,961	<b>61,739</b>	77%
Building	359,500	359,500	-	287,002	287,002	-	0%
Planning	245,100	136,000	<b>109,100</b>	236,473	159,273	<b>77,200</b>	71%
Bylaw/Crossing Guards	102,400	6,000	<b>96,400</b>	102,224	14,998	<b>87,226</b>	90%
Conservation Authorities	164,900	-	<b>164,900</b>	147,142	-	<b>147,142</b>	89%
Animal Control	56,400	27,500	<b>28,900</b>	34,418	19,971	<b>14,447</b>	50%
Fire & Emergency Services	1,117,800	141,100	<b>976,700</b>	1,236,585	207,764	<b>1,028,821</b>	105%
Roads	2,759,600	207,500	<b>2,552,100</b>	2,904,544	195,302	<b>2,709,242</b>	106%
Streetlights	199,200	199,200	-	199,091	199,091	-	0%
Water	1,440,370	1,440,370	-	1,427,389	1,427,389	-	0%
Parks & Recreation	1,368,270	707,630	<b>660,640</b>	1,251,994	716,081	<b>535,913</b>	81%
Cemeteries	4,000	-	<b>4,000</b>	3,033	59	<b>2,974</b>	74%
BIA	35,300	35,300	-	48,197	48,197	-	0%
Sub-Total	10,342,490	3,881,400	<b>6,461,090</b>	10,813,322	4,710,146	<b>6,103,176</b>	<b>94%</b>
<u>Non-Program</u>							
Transfer for Capital Projects	626,896		<b>626,896</b>	557,720		<b>557,720</b>	89%
Infrastructure Renewal Trf	587,059		<b>587,059</b>	591,271		<b>591,271</b>	101%
Tax Levy		7,049,145	<b>(7,049,145)</b>		7,049,145	<b>(7,049,145)</b>	100%
PILS and Supplementary taxes		122,500	<b>(122,500)</b>		107,631	<b>(107,631)</b>	88%
OMPF Allocation		593,400	<b>(593,400)</b>		593,300	<b>(593,300)</b>	100%
Tax Write/Offs	90,000	-	<b>90,000</b>	75,118		<b>75,118</b>	83%
From Tax Rate Stabilization		-	-		-	-	
Sub-Total	1,303,955	7,765,045	<b>(6,461,090)</b>	1,224,108	7,750,076	<b>(6,525,968)</b>	<b>101%</b>
<b>Net Operating Results (Surplus)</b>	<b>11,646,445</b>	<b>11,646,445</b>	<b>-</b>	<b>12,037,430</b>	<b>12,460,222</b>	<b>(422,792)</b>	

Transfer to Tax Rate Stabilisation - **211,395.77**Transfer to Infrastructure Reserve - **211,395.77**



**4th Quarter Statement of Operations - Ending December 31, 2019**  
**By Account Grouping**

	2019 Budget	2019 4th Quarter	\$ Variance	% of Budget	Variance Description for 10% variance and/or greater than \$10,000
<b><u>REVENUES</u></b>					
Tax Levy	7,049,145	7,049,145	-	100%	
PILS and Supplementary Taxes	122,500	107,631	- 14,869	88%	Supplementary is dependent on renovations and new homes activity. Payment in lieu of taxes (PILS) are for government owned organizations and are not mandatory.
OMPF Allocation	593,400	593,300	- 100	100%	
Building Permit Revenues	359,500	287,002	- 72,498	80%	Permit revenues were lower than expected and are dependent on builders activities that are difficult to predict.
Grants and Subsidies	26,500	653,765	627,265	2467%	Variance is mostly due to Modernization Grant of \$603k.
Water User Fees	1,390,000	1,288,291	- 101,709	93%	Variance is due to lower than expected usage due a wet spring and summer
Recreation User Fees	637,430	640,690	3,260	101%	
Penalties/interest	320,000	335,856	15,856	105%	Variance was due to higher than anticipated late fees for outstanding taxes.
Fire & Emergency Fees	107,900	174,564	66,664	162%	Variance was mostly due to agreement with East Garafraxa which is based on volume of calls.
Streetlight Special Area Charges	199,200	199,091	- 109	100%	
Interest	100,000	200,445	100,445	200%	Variance is due to higher interest rate and cashflow management to maximize interest.
Other revenue	343,470	556,980	213,510	162%	Includes Nestle contribution of \$25k; \$42k permit revenues from greater than 5 year deposits
Transfer from Reserves	397,400	373,461	- 23,939	94%	Variance was mostly in Roads for anticipated loan payments for Station St Bridge that did not materialize.
<b>Total Revenues</b>	<b>11,646,445</b>	<b>12,460,221</b>	<b>813,776</b>	<b>107%</b>	

	2019 Budget	2019 4th Quarter	\$ Variance	% of Budget	Variance Description for 10% variance and/or greater than \$10,000
<b><u>EXPENDITURES</u></b>					
Labour Costs	4,034,900	3,905,059	129,841	97%	Variance is mostly due to vacancies in Corporate Services and Roads.
Supplies & Materials	248,350	200,975	47,375	81%	Most of the variance was in Corporate Services (\$24k) and the remainder of the variance in Recreation
Gravel Surface	400,000	396,546	3,454	99%	
Sanding	180,000	304,099 -	124,099	169%	This variance was caused by increased number of winter storm event and numerous freezing rain events in the early part of 2019.
Calcium	160,000	160,260 -	260	100%	
General Maintenance	110,650	244,425 -	133,775	221%	Variance was in Water Services as a result of water main repairs and unexpected repairs required to install the elevator.
Streetlight Repairs	10,000	10,710 -	710	107%	
Consulting Services	512,500	551,734 -	39,234	108%	This variance was partly due to the Modernization Grant projects that were delivered by consultants (\$87k). This was offset by lower than expected consulting services in Planning related to partial Official Plan Review and municipal standards.
Legal and Audit Fees	63,800	199,904 -	136,104	313%	The variance is due to LPAT appeals (\$63k) and in By-law Enforcement
Service Agreements	858,800	865,654 -	6,854	101%	
IT Services	117,000	103,654	13,346	89%	
Resealing	85,000	87,997 -	2,997	104%	
Roads Maintenance	125,000	113,323	11,677	91%	
Winter Control	57,500	59,285 -	1,785	103%	
Equipment/small tools	80,000	73,959	6,041	92%	
Vehicle Maintenance	229,400	335,305 -	105,905	146%	The variance was partly in Roads which spent over by \$58k and Fire which overspent by \$48k because of the aging fleet.
Vehicle Fuel	131,200	150,320 -	19,120	115%	Fuel consumption was higher than anticipated due to icy winter in early part of the year.
Community Grants	35,050	35,050	-	100%	
Conservation Authorities	164,900	147,142	17,758	89%	
Emergency Planning	1,000	392	608	39%	
Telephone & Cell Phones	46,900	32,771	14,129	70%	Savings due to change of telephone and cell phone service contracts.
Hydro	494,750	433,797	60,953	88%	Savings in Recreation due to less activities and LED lights in community centres.
Natural Gas	65,400	48,367	17,033	74%	High energy efficiency HVAC systems that were installed in 2018.

	2019 Budget	2019 4th Quarter	\$ Variance	% of Budget	Variance Description for 10% variance and/or greater than \$10,000
Water & Sewage	52,490	35,722	16,768	68%	Efficiencies
Economic Development Activities	70,300	93,421	- 23,121	133%	The main reason for the variance was grant awards related to Community Improvement Project.
Advertising/Promo	57,050	67,584	- 10,534	118%	Most of the variance was related to BIA activities
Projects Funded by Nestle	-	24,749	- 24,749		Projects are not planned because it is dependent on funding.
Modernization Grant - Projects	-	87,285	- 87,285		Unplanned grant from the Provincial government.
Other Expenses	284,820	308,298	- 23,478	108%	
Elections	17,000	18,837	- 1,837	111%	
Inter Dept Expenses	11,000	8,987	2,013	82%	
Insurance & Legal	146,100	187,781	- 41,681	129%	Most of the variance was in Water.
Tax Write Offs	90,000	75,118	14,882	83%	Lower than expected tax write offs.
Contingency	35,200	-	35,200	0%	
Debt Servicing	432,600	433,246	- 646	100%	
Capital Projects	626,896	557,720	69,176	89%	Full explanation is in the Capital Project Variance report for fourth quarter.
Transfer to Reserves	1,023,830	1,086,684	- 62,854	106%	There was an unplanned transfer to reserves (\$521k) related to unspent funds in the Modernization Grant. Offset by reduced transfers for Water and Building calculated in their net results.
Trf to Infrastructure Renewal Res.	587,059	591,271	- 4,212	101%	
<b>Total Expenditures</b>	<b>11,646,445</b>	<b>12,037,430</b>	<b>- 390,985</b>	<b>103%</b>	

<b>SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>422,791</b>
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4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

Council

	<b>Annual Budget</b>	<b>4th Quarter Actuals</b>	<b>% of Budget</b>
Expense			
Labour Costs	155,200	155,115	100%
Conferences	24,500	16,829	69%
Insurance & Legal	2,900	3,518	121%
Inter Dept Expenses	0	0	
Total Expense	<b>182,600</b>	<b>175,462</b>	<b>96%</b>



## 4th Quarter - Budget to Actuals (as of December 31, 2019)

### Program>

### Administration

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Tax Registration & Certificates	8,800	9,793	111%
Penalties/interest	320,000	335,856	105%
Licenses	9,000	12,829	143%
Interest	100,000	192,280	192%
Miscellaneous Revenue	56,000	44,886	80%
Transfer from Reserves	74,000	71,512	97%
Corporate Contribution from Nestle	0	24,749	
Inter Dept Recovery	6,000	0	0%
<b>Total Revenue</b>	<b>573,800</b>	<b>691,904</b>	<b>121%</b>

### Expense

Labour Costs	1,293,400	1,098,397	85%
Supplies/Materials	73,400	49,707	68%
Consulting Services	155,000	146,961	95%
Legal and Audit Fees	50,000	70,842	142%
Repairs and Maintenance	8,000	39,063	488%
Service Agreements	30,000	26,553	89%
IT Services	117,000	103,654	89%
Utilities	27,100	28,742	106%
Other Expenses	34,200	74,146	217%
Postage	10,000	15,878	159%
Membership	12,800	11,501	90%
Bank and credit card charges	12,000	15,735	131%
Advertising	16,500	14,472	88%
Insurance	55,000	30,479	55%
Inter Dept Expenses	0	3,390	0%
Projects Funded from Nestle	0	24,749	0%
Contingency	35,200	0	0%
Elections transfer to Reserve	17,000	18,837	111%
IT Transfers to Reserves	15,000	15,000	100%
<b>Total Expense</b>	<b>1,961,600</b>	<b>1,788,106</b>	<b>91%</b>

### **2019 Water Levy Projects**

	<b>Budget</b>	<b>Actuals</b>
Canada Day Flags - <u>Completed</u>	\$5,000	\$5,160
Movie nights (2 nights) - <u>Completed</u>	\$5,200	\$3,700
Canada Day Events - <u>Completed</u>	\$1,000	\$1,000
Holiday Light Enhancement to McMillan Park <u>Completed</u>	\$10,000	\$10,172
Basketball nets (2)	\$3,200	
New Years Levy Fireworks (2020)	\$5,000	
McMillan Park picnic tables <u>Completed</u>	\$5,303	\$4,717
<b>Total</b>	<b>\$34,703</b>	<b>\$24,749</b>



## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

Modernization Grant

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Provincial Grant	0	602,673	
Interest		8,164	
<b>Total Revenue</b>	<b>0</b>	<b>610,837</b>	
Expense			
Consulting Services	0	87,285	
Legal and Audit Fees	0	0	
Service Agreements	0	0	
IT Services	0	0	
Other Expenses	0	0	
Transfers to Reserves	0	523,552	
<b>Total Expense</b>	<b>0</b>	<b>610,837</b>	

<b>Modernization Grant Projects</b>	<b>Amount</b>	<b>Actuals</b>
Roads Operational Review - Completed	\$15,300	\$15,188
Conservation and Demand Management Plan – to meet provincial regulatory requirements deadline	\$6,000	\$4,986
Facilities Assessment (Firehalls and Townhall)	\$12,000	\$12,109
Energy efficiency audit – all town owned facilities (except Water facilities)	\$40,000	\$40,195
KPMG Service Review (County lead project)	\$25,000	\$14,806
Governance review – independent review that is specific to the Town of Erin (2020)	\$50,000	
Roads Needs Assessment – gravel to asphalt study (2020)	\$25,000	
AMP – Key performance indicators and Levels of Service (2020)	\$50,000	
<b>Total</b>	<b>\$223,300</b>	<b>\$87,285</b>



## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

Economic Development

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Grants	25,000	30,489	122%
Miscellaneous Revenue	0	1,538	
Transfer from CIP Reserve	0	35,290	
Transfer fm Reserve	10,000	41,000	410%
<b>Total Revenue</b>	<b>35,000</b>	<b>108,317</b>	<b>309%</b>
Expense			
Labour Costs	109,400	105,996	97%
Supplies & Material	3,500	2,064	59%
Consulting & Service Agreements	46,500	44,459	96%
Ambassador Program	2,000	0	
Arts & Culture	2,000	2,188	109%
Business Retention & Expansion	8,800	1,285	15%
Community Profile	5,000	1,170	23%
Indust/Equine	9,500	11,649	123%
Core/Four Seasons Strat	25,000	22,438	90%
Marketing materials	3,000	1,094	36%
Economic Dev-Project Leverage	15,000	13,306	89%
Advertising/Promo	17,100	17,017	100%
Community Improvement Project	0	40,290	
Other Expenses	5,600	10,252	183%
Insurance	0	1,917	
<b>Total Expense</b>	<b>252,400</b>	<b>275,125</b>	<b>109%</b>





## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

### Advisory Committees

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
LGHG Revenue	3,500	10,338	295%
Heritage Revenue	500	190	38%
ESAC Fundraising	0	664	
Trf from Operating	8,500	8,500	100%
Trf from Reserves	0	4,269	
Total Revenue	<b>12,500</b>	<b>23,961</b>	<b>192%</b>
Expense			
Other Expenses	23,900	27,550	115%
Community Grants	35,050	35,050	100%
Trfs to Res Advisory Cttees	34,100	23,100	68%
Total Expense	<b>93,050</b>	<b>85,700</b>	<b>92%</b>



#### 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

Building

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Building Permits	350,000	274,576	78%
Misc. Revenue	9,500	12,425	131%
Transfer from Reserve	-	-	
<b>Total Revenue</b>	<b>359,500</b>	<b>287,002</b>	<b>80%</b>
Expense			
Labour Costs	229,200	161,277	70%
Supplies & Material	5,000	665	13%
Consulting	36,200	89,907	248%
Service Agreements	4,960	216	
Telephone	2,500	1,115	45%
Vehicle Maintenance	2,500	1,563	63%
Other Expenses	11,000	3,202	29%
Insurance	0	4,528	0%
Inter Dept Expenses	0	1,119	0%
Transfers to Reserves	68,140	23,409	
<b>Total Expense</b>	<b>359,500</b>	<b>287,002</b>	<b>80%</b>



## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

Planning

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Planning Zoning Fees	29,000	23,433	81%
Misc. Revenue	5,000	47,223	944%
Trf from Reserves	102,000	88,616	87%
<b>Total Revenue</b>	<b>136,000</b>	<b>159,273</b>	<b>117%</b>
Expense			
Labour Costs	27,900	51,364	184%
Supplies & Material	2,400	778	32%
Consulting Services	207,800	115,797	56%
LPAT Appeals	0	62,959	
Other Expenses	6,500	3,688	57%
Insurance	500	766	153%
Inter Dept Expense	0	1,119	
<b>Total Expense</b>	<b>245,100</b>	<b>236,473</b>	<b>96%</b>



#### 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

By-law/Crossing Guards/Conservation

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Misc. Revenue	0	150	
Cannabis Grant	0	10,603	
Vendor Permits	6,000	4,245	71%
<b>Total Revenue</b>	<b>6,000</b>	<b>14,998</b>	<b>250%</b>
Expense			
Labour Costs	49,600	53,913	109%
Supplies & Material	3,400	4,150	122%
Legal Fees	7,800	31,451	403%
Service Agreement	35,000	10,810	31%
Other Expenses	5,900	442	7%
Cannabis Expenses		0	
Insurance	700	1,457	208%
Conservation Authorities	164,900	147,142	89%
<b>Total Expense</b>	<b>267,300</b>	<b>249,366</b>	<b>93%</b>



## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program> Animal Control

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Animal Control Revenues	0	0	
Dog Tags	20,500	19,282	94%
Misc. Revenue	7,000	689	10%
<b>Total Revenue</b>	<b>27,500</b>	<b>19,971</b>	<b>73%</b>
Expense			
Labour Costs	0	925	
Service Agreements	56,000	32,777	59%
Other Expenses	0	0	
Insurance	400	717	179%
<b>Total Expense</b>	<b>56,400</b>	<b>34,418</b>	<b>61%</b>



## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program> Fire & Emergency Services

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Burn Permits	26,000	24,041	92%
Lease Agreements	47,400	107,857	228%
Donations	500	2,200	440%
Miscellaneous Revenue	34,000	40,467	119%
Transfer from DC Reserves	33,200	33,200	100%
<b>Total Revenue</b>	<b>141,100</b>	<b>207,764</b>	<b>147%</b>
Expense			
Labour Costs	449,400	479,093	107%
Supplies & Material	35,700	33,646	94%
Legal Fees	6,000	928	15%
Service Agreements	21,000	38,673	184%
General Maintenance	8,000	35,394	442%
Utilities	31,700	32,357	102%
Equipment / Small Tools	16,000	8,675	54%
Vehicle Maintenance	42,400	90,784	214%
Other Expenses	50,000	49,254	99%
Insurance & Legal	16,000	21,887	137%
Debt Servicing	270,600	274,383	101%
Emergency Planning	1,000	392	39%
Inter Dept Expenses	0	1,119	
Transfers to Reserves	170,000	170,000	100%
<b>Total Expense</b>	<b>1,117,800</b>	<b>1,236,585</b>	<b>111%</b>



## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

Roads

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Gravel Levy	110,000	161,378	147%
Miscellaneous Revenue	15,000	6,000	40%
Transfer from DC Reserves	82,500	14,644	
Cost Recovery	0	13,280	
<b>Total Revenue</b>	<b>207,500</b>	<b>195,302</b>	<b>94%</b>
Expense			
Labour Costs	1,115,700	988,539	89%
Supplies & Material	34,300	37,025	108%
Gravel Surface	400,000	396,546	99%
Sanding	180,000	304,099	169%
Signs	10,000	18,427	184%
Calcium	160,000	160,260	100%
Purchased Services	15,000	65,942	440%
Resealing	85,000	87,997	104%
Roads Maintenance	125,000	113,323	91%
Winter Control	38,000	43,856	115%
Telephone & Cell Phones	5,000	1,993	40%
Utilities	21,400	19,053	89%
Equipment/small tools	6,000	23,273	388%
Vehicle Maintenance	181,100	238,793	132%
Vehicle Fuel	131,200	150,320	115%
Other Expenses	18,600	29,436	158%
Insurance & Legal	41,000	42,118	103%
Debt Servicing	136,300	133,545	98%
Inter Dept Expenses	6,000	0	0%
Transfers to Reserves	50,000	50,000	100%
<b>Total Expense</b>	<b>2,759,600</b>	<b>2,904,544</b>	<b>105%</b>



## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

Streetlights

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Special Area Charge	199,200	199,091	100%
Inter Dept Recovery	0	0	
Total Revenue	<b>199,200</b>	<b>199,091</b>	<b>100%</b>
Expense			
Repairs	10,000	10,710	107%
Utilities	116,100	63,284	55%
Insurance & Legal	0	229	
Transfers to Reserves	73,100	124,867	171%
Total Expense	<b>199,200</b>	<b>199,091</b>	<b>100%</b>





## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

Water

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
<b>Revenue</b>			
Water Revenues	1,370,000	1,253,491	91%
Miscellaneous Revenue	20,000	34,800	174%
Source Water Protection	23,370	20,137	86%
Trf from Reserves	27,000	19,540	72%
Waste Water Financing Cost Recovery	0	99,420	
<b>Total Revenue</b>	<b>1,440,370</b>	<b>1,427,389</b>	<b>99%</b>
<b>Expense</b>			
Labour Costs	15,300	279,114	1824%
Supplies & Material	-	8,064	
Consulting	27,000	23,844	88%
Service Agreements	656,000	628,450	96%
General Maintenance	6,500	73,993	1138%
Telephone & Mobile	2,700	5,348	198%
Hydro	115,600	115,734	100%
Equipment / Small Tools	-	70	
Other Expenses	-	4,004	
Source Water Protection	23,370	12,155	52%
Insurance & Legal	-	49,209	
Waste Water Expenses	-	99,420	
Inter Dept Expenses	5,000	2,239	45%
Transfers to Reserves	588,900	125,744	21%
<b>Total Expense</b>	<b>1,440,370</b>	<b>1,427,389</b>	<b>99%</b>



## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

Parks and Recreation

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
<b>Revenue</b>			
Capital Surcharge	19,000	28,592	150%
Ice Rental	383,800	360,593	94%
Rentals	118,800	124,734	105%
Baseball	19,105	12,274	64%
Soccer	24,775	20,605	83%
Summer Camp	9,000	6,181	69%
Advertising	8,050	7,131	89%
Donations & Fundraising	2,800	0	0%
Grants	1,500	10,000	667%
Micro Fit Solar	10,100	9,890	98%
Miscellaneous Revenue	42,000	22,572	54%
Inter Dept Revenue	0	8,100	
Cost Recovery	0	40,018	
Transfers fm Reserves	68,700	65,390	95%
<b>Total Revenue</b>	<b>707,630</b>	<b>716,081</b>	<b>101%</b>
<b>Expense</b>			
Labour Costs	589,800	531,326	90%
Supplies & Material	77,450	60,231	78%
Service Agreements	45,800	62,448	136%
Consultants	40,000	43,481	109%
General Maintenance	84,150	92,941	110%
Winter Control	19,500	15,429	79%
Telephone & Mobile	15,700	5,468	35%
Hydro	222,050	207,525	93%
Natural Gas	47,200	34,702	74%
Water & Sewage	52,490	35,722	68%
Equipment / Small Tools	58,000	41,941	72%
Vehicle Maintenance	3,400	4,165	122%
Summer Camp	8,900	11,562	130%
Other Expenses	23,940	15,221	64%
Insurance & Legal	29,600	32,873	111%
Debt Servicing	25,700	25,319	99%
Inter Dept Expenses	0	3,047	
Transfers to Reserves	24,590	28,592	116%
<b>Total Expense</b>	<b>1,368,270</b>	<b>1,251,994</b>	<b>92%</b>



## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

### Cemeteries

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Miscellaneous Revenue	0	59	
Transfer fm Reserve	0	0	
Total Revenue	<b>0</b>	<b>59</b>	
Expense			
General Maintenance	4,000	3,033	
Transfers to Reserves	0	0	
Total Expense	<b>4,000</b>	<b>3,033</b>	



## 4th Quarter - Budget to Actuals (as of December 31, 2019)

Program>

BIA

	<b>Annual Budget</b>	<b>4th Quarter Actual</b>	<b>% of Budget</b>
Revenue			
Special Levy	17,200	16,800	98%
Miscellaneous Revenue	18,100	17,897	99%
Town contribution	0	13,500	
Trf fm BIA Reserve	0	0	
<b>Total Revenue</b>	<b>35,300</b>	<b>48,197</b>	<b>137%</b>
Expense			
Supplies & Material	13,200	4,646	35%
Advertising/Promo	19,200	35,642	186%
Other Expenses	2,900	7,406	255%
Transfers to Reserves	0	502	
<b>Total Expense</b>	<b>35,300</b>	<b>48,197</b>	<b>137%</b>