

Operating and Capital Budget 2016-17

Municipal Council

April 28, 2016

Draft 1c



OVERVIEW

- Operating Budget \$ **28,403,233** with depreciation
 \$ **26,189,272** *without depreciation*

- Capital Budget \$ 8,173,025
 Borrowing \$ 4,598,500

- Proposed 2015/16 Tax Rate- No Rate Increase
 - Residential \$0.685 per \$100 of Assessment (same as last yr)
 - Commercial \$ 1.53 (same as last yr)
 - Solid Waste Rate \$**0.0957** (increase of \$.00257 from last yr)



Overview- Impact of Tax Rate

- Impact on residential property assessed at \$100,000
 - 68.5 cents \$685.00 (Residential Rate)
 - 9.57 cents \$ 95.70 (Solid Waste Management)
- \$780.70**
- Services Levels are maintained; Service level enhancement – Municipal Election; Internal Controls- PO Module; Tax Billings- E-Billings;
 - Initiatives that achieve Council’s strategic plan goals and are important to our residents



BUDGET HIGHLIGHTS

High Level of Fiscal Responsibility

- Improved Internal Controls- Purchase Order Module (\$40K)
- Increasing Reserves (Net increase \$470,802 ; \$2.5 M in; \$2.2 Million out;)
- Development of a Debt Management Strategy
- Development of an Investment Policy for Landfill Reserve
- Succession Planning for Senior Level Positions (\$8K)

Improved Satisfaction with Municipal Services

- Records Management – Continued Implementation
- ISO 9001:2015- Certification (\$20K)
- E-Post Delivery of Tax Bills – Implementation
- Organization Review
- Safety Program- Implementation of Work Program (\$15K)
- Municipal Election – Continuing with E-Voting (\$60K)
- Saturday hours at Kaizer Meadows (no cost inc)



BUDGET HIGHLIGHTS

Infrastructure to best serve our residents and businesses

- Sewer Infiltration /Video & Cleaning Program (\$117,500K)
- Chester Village Sewer Upgrades (\$45K)
- Mill Cove Sewer Upgrades (\$1.45 M)
- New Ross Pumping Station Improvements (\$50k)
- Otter Point Sewer Upgrades (\$50K)
- Organics and Landfill Process – Options to be Explored
- Foxwood Drive Road Rehabilitation -Mill Cove (\$303K)
- Chester Basin Wharf Repairs (\$65K)
- Trail Maintenance/ Bridges / Upgrades (\$137K)
- Wild Rose Park Drainage (\$25K)
- Mill Cove Fire Protection System (\$150K)
- Parking Study- Village (\$35K)



BUDGET HIGHLIGHTS

Support Environmental, Cultural and Social Resources

- Municipal Plan Review (\$65K)
- Affordable Housing – Municipal Role Definition
- Fire Services
 - District Training Sponsorships (\$4K)
 - Fire Prevention Initiatives in collaboration with Fire Services / Fire Marshall (\$9K)
 - Fire Services Website – Update (\$1K)
- Pro Kids Funding Raising (\$45K in revenue; \$45k in expense)
- Low Income – Property Tax Rebate (\$35K)
- Tax Exemption / Reduction Program for Non-Profit Organizations (\$205k)
- Recreation 4 Life Project
- Grants to organizations (All Grants) (\$318,921)



BUDGET HIGHLIGHTS

Leadership in Public Engagement and Communications

- Municipal Plan Review (\$65K)
- Continued Website Improvements
- Funds continue for Municipal Newsletter (\$13K)
- Communication Strategy Development
- Public Participation Program

Promote conditions Conducive to Fostering Economic Prosperity

- Continued Funding of REN (\$45.7K)
- Marketing Strategy (\$10K for video development)
- Local Business Excellence Awards (\$3K)
- Investment Readiness Profile Development - Videos(\$10k)
- Tourism Grants/ VIC (\$43K)
- Continuation of Business Retention and Expansion (BRE)
- Wind Energy Generation Project (\$550K)
- Land acquisition for Business / Industrial Park (\$300K)
- Land Fill Project – Sustane
- Economic Development Sponsorship Grants (\$5k)



COMPARISON OF TAX RATES - RESIDENTIAL

















Municipality	2012/13	2013/14	2014/15	2015/16	2016/17
Annapolis Co.	0.98**	0.98**	0.98**	0.98**	
Colchester Co.	0.84**	0.84**	0.85**	0.85**	
Cumberland Co.	1.04	1.04	1.04	1.04	
Hants, East	1.06**	0.87**	0.87**	0.8573**	
Hants, West	0.94**	0.92**	0.97**	1.0064**	
Kings	0.853**	0.85**	0.85**	0.85**	
Yarmouth	1.15**	1.15**	1.16**	1.16**	
Queens	0.93	0.97	0.97 /1.85	0.99 /1.87	
Lunenburg MD	0.81**	0.81**	0.81**	0.81**	
Chester MD	0.64**	0.66**	0.685**	0.685**	0.685**

** base rate, area rates additional

COMPARISION OF TAX RATES- COMMERCIAL

Municipality	2012/13	2013/14	2014/15	2015/16	2016/17
Annapolis Co.	1.80**	1.80**	1.80**	1.80**	
Colchester Co.	2.25**	2.25**	2.25**	2.25**	
Cumberland Co.	2.63	2.63	2.63	2.63	
Hants, East	2.70**	2.70**	2.70**	2.70**	
Hants, West	1.68	1.68		1.80	
Kings	2.287**	2.287**	2.287**	2.287**	
Yarmouth	2.15**	2.15**	2.15**	2.15**	
Queens	2.07	2.07	2.07/2.95	2.07/2.95	
Lunenburg MD	2057**	1.957**	1.957**	1.957**	
Chester MD	1.54**	1.53**	1.53**	1.53**	1.53**





















Financial Condition Index (3Yr Trend)

	1	2	3	4	5
	Reliance on Gov't Transfers	Uncollected Taxes	3 yr Change in Tax Base	Comm Property Assessment	Reliance on a Single Business
FINAL 2011/12	 2.3%	 7.9%	 15.1%	 6.4%	 0.5%
FINAL 2012/13	 2.0%	 7.9%	 14.4%	 6.3%	 0.4%
FINAL 2013/14	 2.5%	 8.0%	 12.8%	 6.1%	 0.4%
DRAFT 2014/15	1.8%	8.7%	13.6%	 5.9%	0.3%
Threshold	Below 15	Below 10	2012 Above 8.37 2013 Above 6.20 2014 Above 4.44 2015 Above 3.34	Above 10 rural Above 15 regional Above 20 towns	Below 10
Rural Average	4.2%	10.2%	12.9%	11.4%	3.5%

Financial Condition Index (cont)

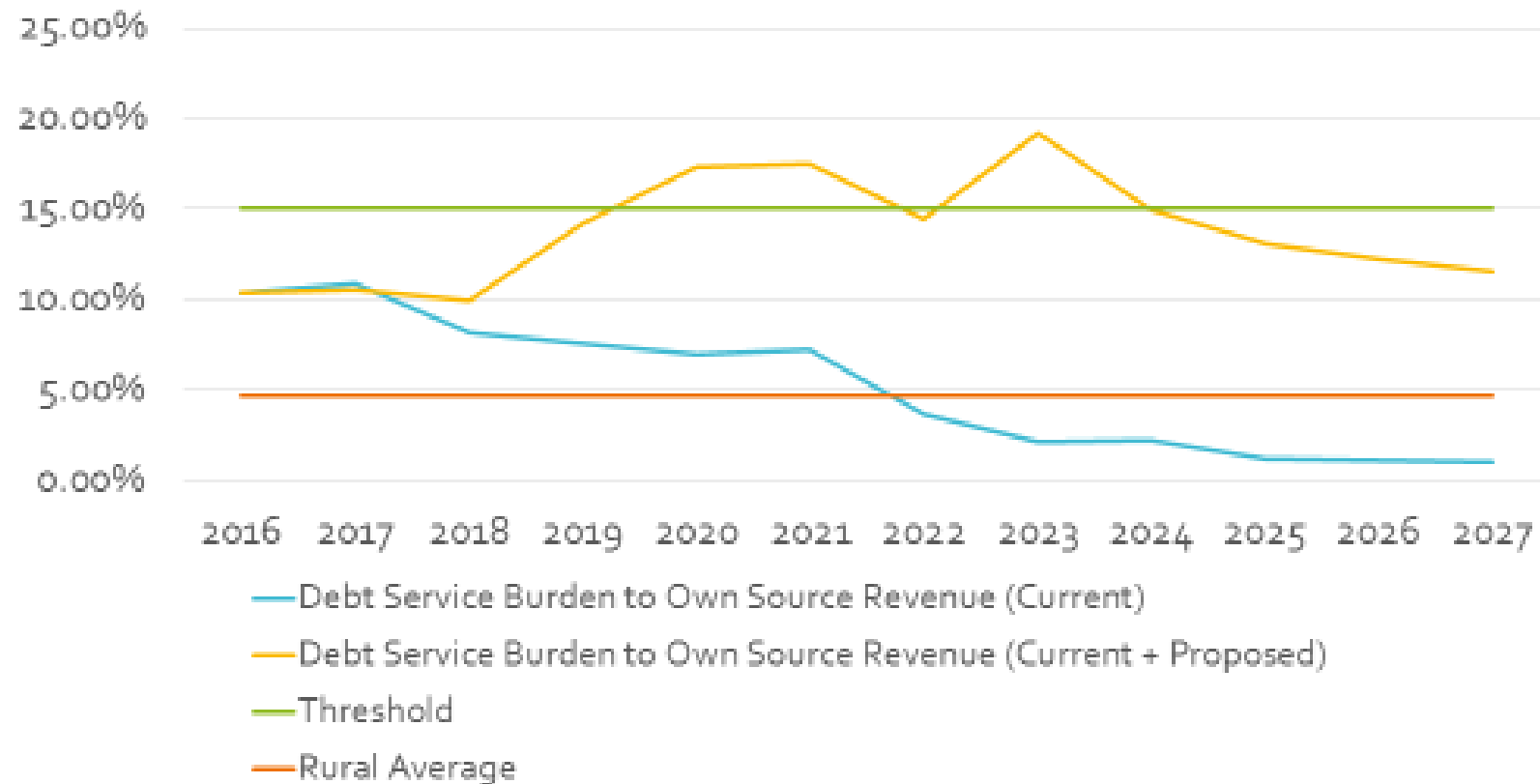
	6	7	8	9	10
	Resi Tax Effort	# of Deficits	Budget Exp. Accuracy	Liquidity Ratio	Operating Reserves
FINAL 2011/12	2.8%	0	1.1%	1.7	32.3%
FINAL 2012/13	2.9%	0	1.0%	1.7	59.1%
FINAL 2013/14	3.1%	0	3.6%	2.2	53.7%
DRAFT 2014/15	3.3%	-	7.7%	3.7	71.6%
Threshold	Below 4	1 or less	Between -5 and 5	Above 1	2012 Above 5 2013 Above 10 2014 Above 10 2015 Above 10
Rural Average	2.3%	0.5	3.3%	3.2	47.8%

Financial Condition Index (cont)

	11	12	13	14	15
	Debt Service Ratio	Outstanding Debt	Undepreciated Assets	5 yr Capital Purchases	5 yr Contributions to Capital Reserve
FINAL 2011/12	 8.5%	 0.5%	 47.4%	 131.2%	 0.6%
FINAL 2012/13	 9.9%	 0.5%	 46.1%	 131.2%	 0.4%
FINAL 2013/14	 10.4%	 0.4%	 46.0%	 144.5%	 3.0%
DRAFT 2014/15	 9.8%	 0.6%	 45.1%	 145.4%	 8.1%
Threshold	Below 15	Below 3.5	Above 60	Above 100	Above 10
Rural Average	5.1%	0.4%	64.7%	247.3%	26.7%

DEBT REPAYMENT

DEBT SERVICE RATIO 2016-2027



RESERVES

Reconciliation of Reserves					
April 12th, 2016					
	Forecasted Balance as of March 31, 2016	Transfer From	Transfer To	Investment Interest Earned	Forecasted Balance as of March 31, 2017
Operating Reserve	\$4,500,000	\$475,000	\$281,400	\$50,000	\$4,356,400
Capital Reserve	\$47,000	\$0	\$0	\$500	\$47,500
Gas Tax Reserve	\$1,085,000	\$538,200	\$589,371	\$20,000	\$1,156,171
Wind Revenue Reserve	\$640,000	\$1,011,921	\$958,578	\$12,000	\$598,657
Recreation Reserve	\$42,000	\$0	\$0	\$500	\$42,500
Parkland Reserve	\$188,000	\$25,000	\$5,000	\$500	\$168,500
Landfill Closure Reserves	\$4,305,000	\$0	\$550,000	\$108,000	\$4,963,000
IT Equipment Reserve	\$76,000	\$60,000	\$12,500	\$600	\$29,100
Sewer Reserve	\$393,000	\$185,000	\$174,574	\$2,400	\$384,974
	\$11,276,000	\$2,295,121	\$2,571,423	\$194,500	\$11,746,802



DISTRICT BUDGET SUMMARY

	2015/16 Budget	2015/16 Forecast	2016/17 Baseline	Proposed Additions 2016/17	Proposed 2016/17 Budget	% Change over last yr. Budget
Gross Expenditure	\$26,917,101	\$25,326,595	\$27,983,326	\$419,907	\$28,403,223	5.1 %
Non-Tax Revenue	<u>\$8,130,328</u>	<u>\$6,600,147</u>	<u>\$8,770,932</u>	<u>\$33,421</u>	<u>\$8,804,353</u>	7.7%
Net Expenditures	\$18,786,773	\$18,726,448	\$19,212,394	\$386,486	\$19,598,880	4.1% ←
<i>Less Depreciation</i>	<u><i>\$(2,213,853)</i></u>	<u><i>\$(2,213,853)</i></u>	<u><i>\$(2,213,961)</i></u>	0	<u><i>\$(2,213,961)</i></u>	
Sub Total	\$16,572,920	\$16,512,595	\$16,998,433	0	\$17,384,919	
Tax Revenue	<u>\$16,794,810</u>	<u>\$16,667,220</u>	<u>\$17,387,356</u>	<u>0</u>	<u>\$17,387,356</u>	3.3%
Surplus (Deficit)	221,890	\$154,625	\$388,923		\$2,437	



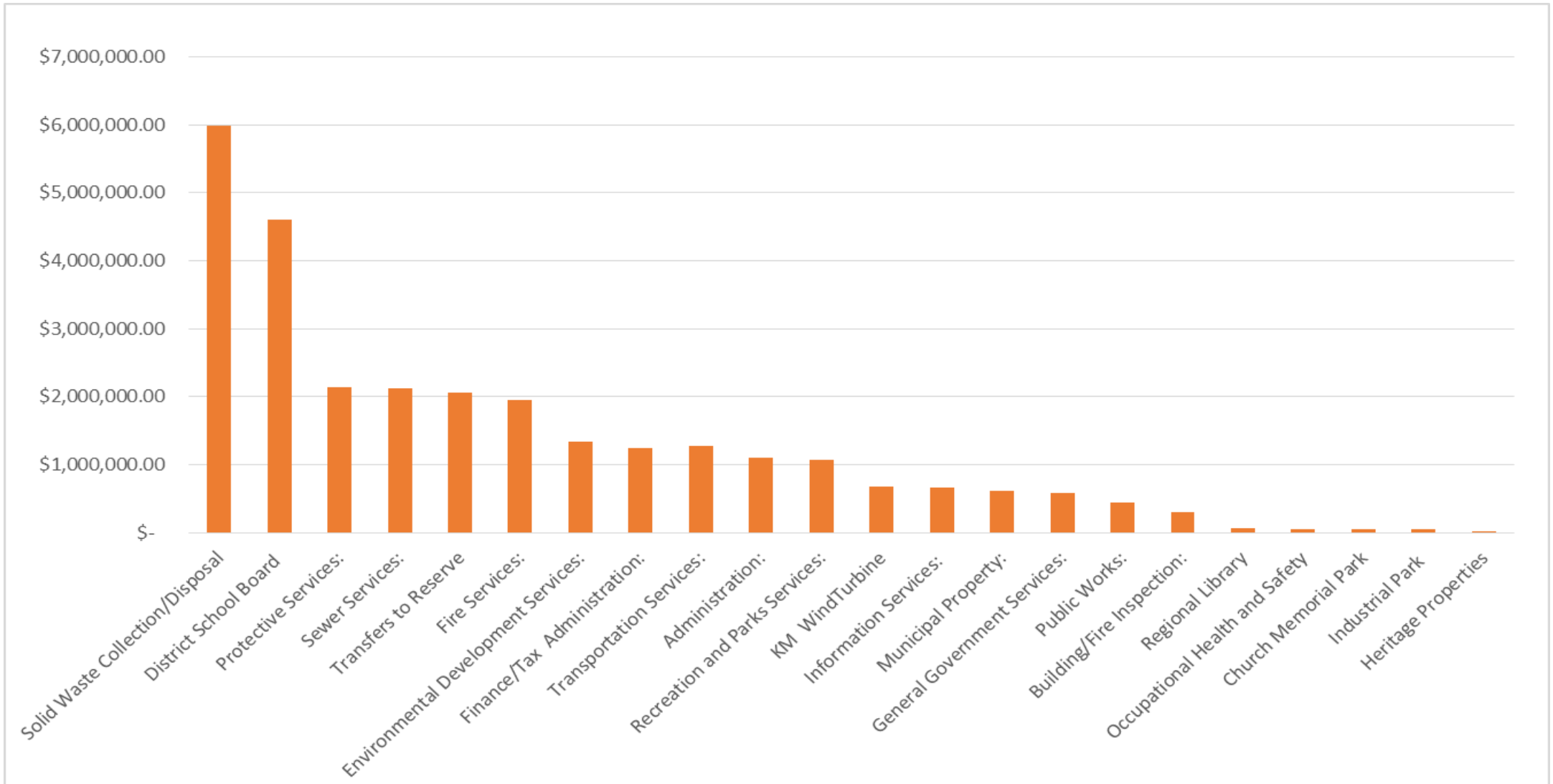
Mandatory / Non- Discretionary Expenditures

Service	2015/16	2016/17	% Change
Education	\$4,447,088	\$4,602,030	3.48%
Assessment Services	\$341,436	\$340,514	-0.28
Corrections	\$236,441	\$236,411	0%
Regional Housing	\$20,000	\$20,000	0%
Policing – RCMP	\$1,682,391	\$1,751,980	4.10%
Public Library	\$69,056	\$69,056	0%
Provincial Roads	\$179,614	\$182,494	1.6%
Waste Collection	\$1,304,435	\$1,326,058	1.66%
Solid Waste Management	\$4,487,085	\$4,662,443	3.9%
Total	\$12,767,516	\$13,191,016	3.31%

46.5% of MODC's Gross Expenditures



WHERE DOES THE MONEY GO?



Operating Budget -Expenditures Summary

	2015-2016 ACTUAL	2015-2016 BUDGET	2015-2016 FORECAST	2016-2017 BUDGET	2016-2017 BUDGET	2016-2017 BUDGET	% CHANGE
<i>EXPENDITURES</i>	January 31st	TOTAL	MARCH 31, 2016	BASELINE	ADJUSTMENT	TOTAL	BUDGET to BUDGET
General Government Services:							
Warden, Council & Committee:							
Council/Committee Remuneration	\$133,782	\$161,560	\$164,187	\$164,844	\$0	\$164,844	2.03
Administrative Expenses	74,989	74,789	86,221	86,847	3,200	90,047	20.40
Grants to Organizations	196,399	200,500	210,500	185,500	68,421	253,921	26.64
Elections and Plebiscites	15,000	15,000	15,000	15,000	60,000	75,000	400.00
	\$420,170	\$451,849	\$475,908	\$452,191	\$131,621	\$583,812	29.21
CAO/Clerk Administration:							
Salaries	\$291,442	\$362,742	\$362,742	\$374,906	\$0	\$374,906	3.35
Administration Expenses	80,085	125,800	121,250	128,551	0	128,551	2.19
Town Crier	0	1,000	0	1,000	0	1,000	0.00
Surveys/Appraisals	4,901	1,500	5,000	2,000	0	2,000	33.33
Communications	8,063	23,000	18,000	13,520	20,000	33,520	45.74
Capital from Revenue Projects	0	0	0	556,000	0	556,000	
	\$384,491	\$514,042	\$506,992	\$1,075,977	\$20,000	\$1,095,977	113.21
Finance/Tax Administration:							
Salaries	\$251,746	\$314,922	\$312,922	\$324,864	\$13,500	\$338,364	7.44
Administration Expenses	150,845	215,736	216,945	220,235	40,000	260,235	20.63
Property Tax Administration	264,716	280,829	281,673	279,900	0	279,900	-0.33
Assessment Recovery Costs	341,463	341,463	341,463	340,514	0	340,514	-0.28
Capital from Revenue Projects	0	0	0	0	0	0	
Depreciation	0	23,153	23,513	23,153	0	23,153	0.00
	\$1,008,770	\$1,176,103	\$1,176,516	\$1,188,666	\$53,500	\$1,242,166	5.62

Operating Summary (cont)

	2015-2016 ACTUAL	2015-2016 BUDGET	2015-2016 FORECAST	2016-2017 BUDGET	2016-2017 BUDGET	2016-2017 BUDGET	% CHANGE BUDGET to
<i>EXPENDITURES</i>	January 31st	TOTAL	MARCH 31, 2016	BASELINE	ADJUSTMENT	TOTAL	BUDGET
Information Services:							
Salaries	\$131,442	\$205,965	\$172,204	\$217,195	\$0	\$217,195	5.45
Administration Expenses	154,345	249,104	232,531	198,745	11,500	210,245	-15.60
Capital from Revenue Projects	5,647	50,140	50,140	171,600	0	171,600	242.24
Debt Charges	19,355	19,483	19,483	19,122	0	19,122	-1.85
Depreciation	0	39,003	39,003	39,003	0	39,003	0.00
	\$310,789	\$563,695	\$513,361	\$645,665	\$11,500	\$657,165	16.58
Municipal Property:							
Salaries	\$60,610	\$83,950	\$111,830	\$83,751	\$0	\$83,751	-0.24
Administrative Expenses	31,412	40,420	42,634	44,100	0	44,100	9.10
Property Services	76,466	128,780	117,468	110,976	0	110,976	-13.83
Wharves, Boat Launches, etc	5,800	16,300	7,520	8,500	0	8,500	-47.85
Community Development/Gardens	8,951	17,500	9,330	15,000	0	15,000	-14.29
Capital from Revenue Projects	137,869	308,500	147,435	327,825	0	327,825	6.26
Depreciation	0	21,058	21,058	21,058	0	21,058	0.00
	\$321,108	\$616,508	\$457,275	\$611,210	\$0	\$611,210	-0.86
Public Works:							
Salaries	\$121,859	\$147,960	\$158,850	\$154,663	\$0	\$154,663	4.53
Administrative Expenses	56,472	92,000	68,495	85,197	0	85,197	-7.40
Sprinkler/Fire Mill Cove	18,654	32,610	25,703	34,964	0	34,964	7.22
Capital from Revenue Projects	10,364	40,000	20,000	150,000	0	150,000	275.00
Depreciation	0	21,524	21,524	21,524	0	21,524	0.00
	\$207,349	\$334,094	\$294,572	\$446,348	\$0	\$446,348	33.60
SUBTOTAL	\$2,652,677	\$3,656,291	\$3,424,624	\$4,420,057	\$216,621	\$4,636,678	26.81

Operating Summary (cont)

	2015-2016 ACTUAL January 31st	2015-2016 BUDGET TOTAL	2015-2016 FORECAST MARCH 31, 2016	2016-2017 BUDGET BASELINE	2016-2017 BUDGET ADJUSTMENT	2016-2017 BUDGET TOTAL	% CHANGE BUDGET to BUDGET
EXPENDITURES							
Protective Services:							
Police Services	\$1,258,589	\$1,682,931	\$1,682,931	\$1,751,980	\$0	\$1,751,980	4.10
Correction Services	236,441	236,441	236,441	236,441	0	236,441	0.00
Legal - Prosecution Services	0	5,000	5,000	5,000	0	5,000	0.00
By-Law Enforcement	14,858	46,490	41,391	35,750	0	35,750	-23.10
Animal Control	43,603	70,480	70,480	76,700	0	76,700	8.83
Emergency Measures	33,669	40,707	39,848	41,114	0	41,114	1.00
	\$1,587,160	\$2,082,049	\$2,076,091	\$2,146,984	\$0	\$2,146,984	3.12
Fire Services:							
Fire Services - Salaries & Wages	\$47,130	\$51,831	\$51,831	\$58,310	\$0	\$58,310	12.50
Fire Services - Administrative Expenses	31,422	61,235	57,785	59,291	4,000	63,291	3.36
Fire Services - Insurance	64,765	67,000	67,000	67,000	0	67,000	0.00
Fire/Village Commissions	1,444,000	1,516,072	1,484,010	1,497,036	0	1,497,036	-1.26
Fire Contract - Districts 1, 3 & 7	235,000	260,104	241,000	237,748	0	237,748	-8.60
Fire Rescue Boat	8,000	11,768	11,768	12,123	0	12,123	3.02
Capital from Revenue Projects	0	30,000	0	10,000	0	10,000	-66.67
	\$1,830,317	\$1,998,010	\$1,913,394	\$1,941,508	\$4,000	\$1,945,508	-2.63
Building/Fire Inspection:							
Building Salaries & Wages	\$121,480	\$166,128	\$166,128	\$161,618	\$5,145	\$166,763	0.38
Building Administrative Expenses	35,092	65,097	64,597	61,805	2,400	64,205	-1.37
Fire Salaries & Wages	42,335	52,026	52,026	54,141	0	54,141	4.06
Fire Administrative Expenses	13,167	24,799	24,449	24,804	0	24,804	0.02
	\$212,074	\$308,050	\$307,200	\$302,368	\$7,545	\$309,913	0.60

Operating Summary (cont)

	2015-2016 ACTUAL	2015-2016 BUDGET	2015-2016 FORECAST	2016-2017 BUDGET	2016-2017 BUDGET	2016-2017 BUDGET	% CHANGE BUDGET to
<i>EXPENDITURES</i>	January 31st	TOTAL	MARCH 31, 2016	BASELINE	ADJUSTMENT	TOTAL	BUDGET
Transportation Services:							
Roads & Streets:							
Administration	\$10,801	\$28,010	\$13,828	\$26,269	\$0	\$26,269	-6.22
Provincial Road Maintenance Fee	179,614	179,614	179,614	182,494	0	182,494	1.60
Municipal Roads & Street Signs	11,084	30,000	30,000	87,500	0	87,500	191.67
Private Road Maintenance	85,181	78,210	85,181	90,660	0	90,660	15.92
Sidewalks/Crosswalks	27,762	87,000	69,630	90,000	0	90,000	3.45
Streetlights	90,868	145,450	145,450	133,143	0	133,143	-8.46
Streetsigns	3,502	12,210	7,646	0	0	0	-100.00
Capital from Revenue Projects	190,882	210,000	293,000	337,100	0	337,100	60.52
Short Term Borrowing	3,068	3,920	3,920	3,965	0	3,965	1.15
Debt Charges	79,757	46,044	46,044	78,517	0	78,517	70.53
Depreciation	0	241,610	241,610	241,610	0	241,610	0.00
	\$682,519	\$1,062,068	\$1,115,923	\$1,271,258	\$0	\$1,271,258	19.70
Sewer Services:							
Universal Sewer Salaries	\$142,545	\$217,180	\$175,300	\$223,548	\$0	\$223,548	2.93
Universal Sewer Operating Expenses	217,236	324,540	282,168	318,280	0	318,280	-1.93
Capital from Revenue Projects	471,894	1,814,834	701,800	1,357,500	0	1,357,500	-25.20
Debt Charges	49,309	51,549	62,036	39,670	0	39,670	-23.04
Depreciation	0	191,640	191,640	191,640	0	191,640	0.00
	\$880,984	\$2,599,743	\$1,412,944	\$2,130,639	\$0	\$2,130,639	-18.04
SUBTOTAL	\$7,845,731	\$11,706,211	\$10,250,175	\$12,212,813	\$228,166	\$12,440,979	6.28

Operating Summary (cont)

	2015-2016 ACTUAL	2015-2016 BUDGET	2015-2016 FORECAST	2016-2017 BUDGET	2016-2017 BUDGET	2016-2017 BUDGET	% CHANGE BUDGET to
<i>EXPENDITURES</i>	January 31st	TOTAL	MARCH 31, 2016	BASELINE	ADJUSTMENT	TOTAL	BUDGET
Solid Waste Collection/Disposal							
Waste Collection Salaries	\$36,960	\$49,838	\$50,050	\$57,134	\$0	\$57,134	14.64
Waste Collection Operating Expenses	947,738	1,254,175	1,212,821	1,268,424	0	1,268,424	1.14
Depreciation	0	422	500	500	0	500	18.48
	\$984,698	\$1,304,435	\$1,263,371	\$1,326,058	\$0	\$1,326,058	1.66
Landfill Salaries	\$502,392	\$608,716	\$565,000	\$527,734	\$0	\$527,734	-13.30
Landfill Operating Expenses	562,883	799,152	734,456	745,468	0	745,468	-6.72
Landfill Closure 2 Expenses	550,000	550,000	550,000	550,000	0	550,000	0.00
Landfill Capital from Revenue Projects	113,316	0	113,316	40,000	0	40,000	
Landfill Debt Charges	1,221,037	1,182,829	1,221,037	1,440,237	0	1,440,237	21.76
Depreciation	0	1,294,432	1,294,432	1,294,432	0	1,294,432	0.00
	\$2,949,628	\$4,435,129	\$4,478,241	\$4,597,871	\$0	\$4,597,871	3.67
Recycling Salaries	\$18,965	\$23,307	\$23,329	\$25,957	\$0	\$25,957	11.37
Recycling Operating Expenses	17,512	28,649	25,899	28,180	10,435	38,615	34.79
	\$36,477	\$51,956	\$49,228	\$54,137	\$10,435	\$64,572	24.28
Total Solid Waste Collection/Disposal	\$3,970,803	\$5,791,520	\$5,790,840	\$5,978,066	\$10,435	\$5,988,501	3.40

Operating Summary (cont)

	2015-2016 ACTUAL	2015-2016 BUDGET	2015-2016 FORECAST	2016-2017 BUDGET	2016-2017 BUDGET	2016-2017 BUDGET	% CHANGE BUDGET to
<i>EXPENDITURES</i>	January 31st	TOTAL	MARCH 31, 2016	BASELINE	ADJUSTMENT	TOTAL	BUDGET
Health & Wellness	\$2,504	\$7,000	\$7,000	\$7,000	\$0	\$7,000	0.00
Occupational Health and Safety	1,684	10,000	10,000	10,000	15,000	25,000	150.00
Regional Housing Authority	0	20,000	20,000	20,000	0	20,000	0.00
	\$4,188	\$37,000	\$37,000	\$37,000	\$15,000	\$52,000	40.54
Environmental Development Services:							
Economic Development Salaries & Wages	\$64,750	\$79,790	\$78,394	\$76,581	\$5,145	\$81,726	2.43
Economic Development Operating Expenses	47,445	141,225	133,906	88,750	16,500	105,250	-25.47
Economic Development Capital from Revenue	0	120,000	20,500	300,000	0	300,000	150.00
	\$112,195	\$341,015	\$232,800	\$465,331	\$21,645	\$486,976	42.80
Planning Salaries & Wages	\$303,579	\$404,770	\$404,770	\$315,208	\$43,393	\$358,601	-11.41
Planning Operating Expenses	177,508	268,290	267,590	178,535	43,012	221,547	-17.42
Planning Capital from Revenue Projects	0	114,000	20,500	165,000	0	165,000	44.74
Depreciation	0	17,812	17,812	17,812	0	17,812	0.00
	\$481,087	\$804,872	\$710,672	\$676,555	\$86,405	\$762,959	-5.21
LQRDA/REN	\$82,277	\$45,794	\$150,000	\$45,794	\$0	\$45,794	0.00
Tourism Development	\$43,803	\$43,000	\$44,000	\$43,000	\$5,000	\$48,000	11.63
Total Environmental Development Services	\$719,362	\$1,234,681	\$1,137,472	\$1,230,679	\$113,050	\$1,343,729	8.83
SUBTOTAL	\$12,540,084	\$18,769,412	\$17,215,487	\$19,458,559	\$366,651	\$19,825,209	5.63

Operating Summary (cont.)

	2015-2016	2015-2016	2015-2016	2016-2017	2016-2017	2016-2017	% CHANGE
	ACTUAL	BUDGET	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET to
<i>EXPENDITURES</i>	January 31st	TOTAL	MARCH 31, 2016	BASELINE	ADJUSTMENT	TOTAL	BUDGET
Industrial Park Operating Expenses	\$8,172	\$23,653	\$15,221	\$17,582	\$3,500	\$21,082	-10.87
Industrial Park Capital from Revenue	0	10,000	10,000	10,000	0	10,000	0.00
Depreciation	0	17,448	17,448	17,448	0	17,448	0.00
	\$8,172	\$51,101	\$42,669	\$45,030	\$3,500	\$48,530	-5.03
Wind Power Operating Expenses	\$31,551	\$89,963	\$86,587	\$79,741	\$10,000	\$89,741	-0.25
Wind Power Capital From Revenue	0	69,000	69,000	0	0	0	-100.00
Wind Power Depreciation	0	254,410	254,410	254,410	0	254,410	0.00
Wind Power Debt Charges	330,229	331,157	331,157	327,905	0	327,905	-0.98
	\$361,780	\$744,530	\$741,154	\$662,056	\$10,000	\$672,056	-9.73
Heritage Properties	\$0	\$500	\$500	\$500	\$0	\$500	0.00

Operating Budget Summary (cont.)

	2015-2016	2015-2016	2015-2016	2016-2017	2016-2017	2016-2017	% CHANGE
	ACTUAL	BUDGET	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET to
<i>EXPENDITURES</i>	January 31st	TOTAL	MARCH 31, 2016	BASELINE	ADJUSTMENT	TOTAL	BUDGET
Recreation and Parks Services:							
Recreation Salaries	\$350,661	\$399,075	\$422,972	\$411,219	\$9,856	\$421,075	5.51
Recreation Grants to Organizations	31,175	38,000	38,000	38,000	18,000	56,000	47.37
Recreation Operating Expenses	296,133	323,357	346,336	319,786	11,900	331,686	2.58
Recreation Capital from Revenue Projects	119,786	289,000	174,171	137,000	0	137,000	-52.60
Recreation Debt Charges	40,438	40,988	40,988	39,167	0	39,167	-4.44
Depreciation	0	91,371	81,917	91,371	0	91,371	0.00
	\$838,193	\$1,181,791	\$1,104,384	\$1,036,543	\$39,756	\$1,076,299	-8.93
Church Memorial Park	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$50,000	0.00
Regional Library	\$68,035	\$69,056	\$69,056	\$69,056	\$0	\$69,056	0.00
Appropriation to District School Board	\$3,705,906	\$4,447,088	\$4,447,088	\$4,602,030	\$0	\$4,602,030	3.48
Transfer to Own Reserves, Funds, Agencies	\$487,900	\$1,603,623	\$1,657,923	\$2,055,532	\$0	\$2,055,532	28.18
Extraordinary Expenditures	-\$1,666	\$0	-\$1,666	\$0	\$0	\$0	
TOTAL EXPENDITURES	\$18,058,404	\$26,917,101	\$25,326,595	\$27,979,305	\$419,907	\$28,399,212	5.51
Surplus/(Deficit) - Operations	\$3,466,267	-\$1,991,963	-\$2,059,228	-\$1,791,617	\$419,907	-\$2,211,524	11.02
Depreciation Allocation to Surplus	\$2,213,853	\$2,213,853	\$2,213,853	\$2,213,961	\$0	\$2,213,961	0.00
Surplus/(Deficit)	\$5,680,120	\$221,890	\$154,625	\$422,344	\$419,907	\$2,437	-98.90

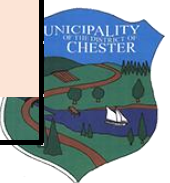
ADDITIONS TO THE BASELINE

Baseline Budget Expenses	\$27,983,326
<i>Less Depreciation</i>	<u>\$2,213,961</u>
Surplus	\$388,923
+	
Additional Revenue	<u>\$33,421</u>
Less Additions to Baseline	<u>\$419,907</u>
Surplus	\$2,437



Additions- Discretionary

DISCRETIONARY ITEMS	AMOUNT	REVENUE	NET COST	COMMENT	ONETIME/REOCCURIN G
Casual Labour- Finance	\$ 6,000.00	\$ -	\$ 6,000.00	Tax Time; Vacation Backup;	Reoccurring
PO Module	\$ 40,000.00	\$ 40,000.00	\$ -	Purchase Order Module; Internal Controls	Onetime
IS Conferences	\$ 1,500.00	\$ -	\$ 1,500.00		
Fire Servcies- Conferneces	\$ 500.00	\$ -	\$ 500.00		Onetime
				Fire Prevention Initiatives with FD and Fire	
Fire Prevention	\$ 2,000.00	\$ -	\$ 2,000.00	Marshall	Onetime
Fire Servcies Website- Upgrades/Updates	\$ 1,000.00	\$ -	\$ 1,000.00	Funds to enable updates	Onetime/Reoccurring
				Fed Grants applied for: Vacation Backup;	
Buildng Inspection - Student (50%)	\$ 5,145.00		\$ 5,145.00	Counter support	Onetime
Economic Development	\$ 10,000.00	\$ -	\$ 10,000.00	Photos for Branding Materials	Onetime
Climate Data Project	\$ 1,500.00	\$ -	\$ 1,500.00	Unsure if projec to proceed	Reoccurring - term unknown
Econ Dev't Sponsorhip Grant	\$ 5,000.00	\$ -	\$ 5,000.00	New Grant Category under grant program	Reoccurring
Economic Development -South Shore Tourism	\$ 5,000.00	\$ -	\$ 5,000.00	Marketing for South Shore Toursim	Reoccurring
				Shared with Bldg Inspection; Assist with	
Economic Development- Student (50%)	\$ 5,145.00	\$ -	\$ 5,145.00	Marketing	Onetime
Planning - Summer Student	\$ 11,393.00	\$ -	\$ 11,393.00	Fed Grants applied for: Plan Review Support	Onetime
Planning- Waterquality Monitoring	\$ 10,000.00	\$ -	\$ 10,000.00	Fox Lake	Reoccurring
KM Campground - Privy	\$ 10,000.00	\$ -	\$ 10,000.00	Site constraints have increased cost estimate	Onetime
Recreation - Special Events	\$ 11,900.00		\$ 11,900.00	Afterschool Programs ; Offset by Grants	Reoccurring
Grants- Chester Play House	\$ 20,000.00	\$ 20,000.00	\$ -	Funded from Wind Reserve	Onetime
Grants- Chester Art Centre	\$ 13,421.00	\$ 13,421.00	\$ -	Funded from Wind Reserve	Onetime
Total Discretionary	\$ 159,504.00	\$ 73,421.00	\$ 86,083.00		



Additions -Mandatory

MANDATORY ITEMS	AMOUNT	REVENUE	NET COST	COMMENT	ONETIME/REOCCURIN G
Committee Expenditures	\$ 3,200.00	\$ -	\$ 3,200.00	PAC conference Registration; mileage	Reoccurring
Election	\$ 60,000.00	\$ 60,000.00	\$ -	Funded from Reserve.	Reoccurs every 4 years
Grants -Special- Food Bank Relocation	\$ 20,000.00		\$ 20,000.00	As per May 28, 2015 motion	One time
Grants- Special New Ross	\$ 15,000.00	\$ 15,000.00	\$ -	Funded from Wind Reserve, as per motion of Council ;	Onetime
ISO - Certification to ISO 9001:2015	\$ 20,000.00	\$ -	\$ 20,000.00	required to maintain certification	Reoccurring \$10K per year
Finance - Succession Plan	\$ 7,500.00	\$ -	\$ 7,500.00	Director of Finance Position	Onetime
Info Services: Computer Servcie and Maintenance	\$ 10,000.00	\$ -	\$ 10,000.00	Office 365; HP Leases - send back all units at end of lease	Onetime/Reoccurring
Fire Servcies- Mileage	\$ 500.00	\$ -	\$ 500.00		
Region 6 contributions	\$ 10,435.00	\$ 10,435.00	\$ -	As per Regional Correspondence / Audit; Offset by diversion credits	Reoccurring
Occupational Health and Safety	\$ 15,000.00	\$ -	\$ 15,000.00	Implementation of Safety Program Workplan; Prebudget approval obtained	Onetime
Building Inspection - Training	\$ 2,400.00	\$ -	\$ 2,400.00	Succession Plan Training	Reoccurring for a term
Planning - Salary /Wages for Plan Review	\$ 32,000.00	\$ -	\$ 32,000.00	Cost to extend Plan Review timeime; Preapproved	Onetime
Planning - Plan Review	\$ 33,012.00	\$ -	\$ 33,012.00	Costs related to Plan Review, excluding salary	Onetime
KM- ECO Park	\$ 3,500.00	\$ -	\$ 3,500.00	Additonal funds for surveying	Onetime
Recreation Salaries- Casual	\$ 9,856.00	\$ 9,856.00	\$ -	Rec for Life; 100% offset by Grant	Onetime
Recreation Grants to Organizations	18,000	0	18000	As per direction of Council- moved from grants to Rec Dept: Southshore Safe Communities \$6K; Community Wheels \$6K; Lunenburg Queens Volunteer Partnershiop \$2K; Hubbards Area Rec Association \$2K; Card Lake Park \$2K	Reoccurring
Total Mandatory	\$ 260,403.00		\$ 165,112.00		
Total Additons	\$ 419,907.00		\$ 251,195.00		

Revenue

- No new fees
- Decrease in Land Fill Tipping Fee
 - \$65.88/tonne for MODC (2.58 cent decrease per tonne)
- All other fees remain the same
- No Tax Rates Increase
- Solid Waste Collection Rate increased by **0.257** cents
- Street Light Rates **decrease** from 2015-16



Sewer Rate

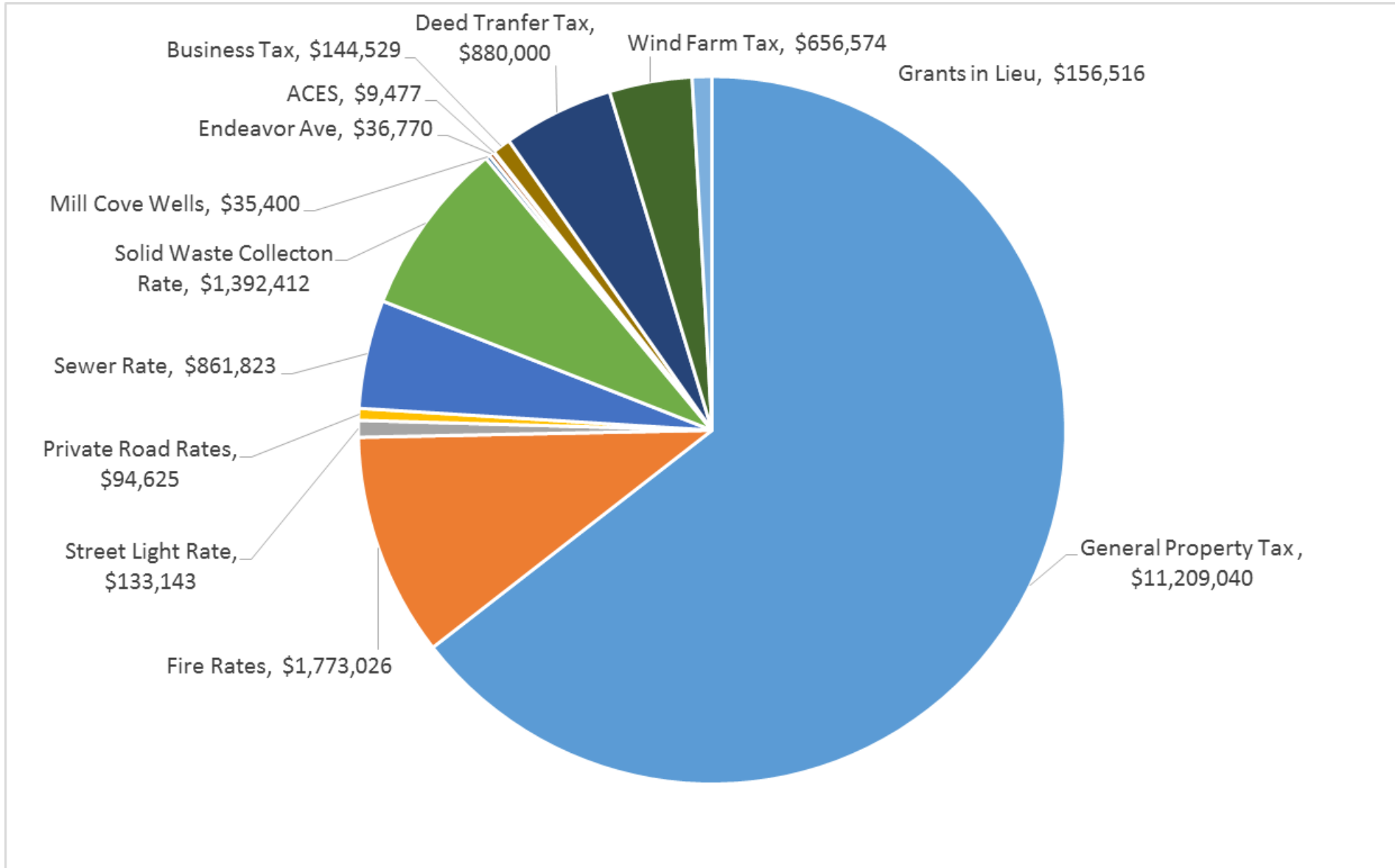
- Maintain Borrowing for limit of \$200,000 for capital project;
- Fund remainder with Gas Tax (continue to use Sewer Reserves as possible)

Year	Rate
2015/16	\$529
2016/17	\$550

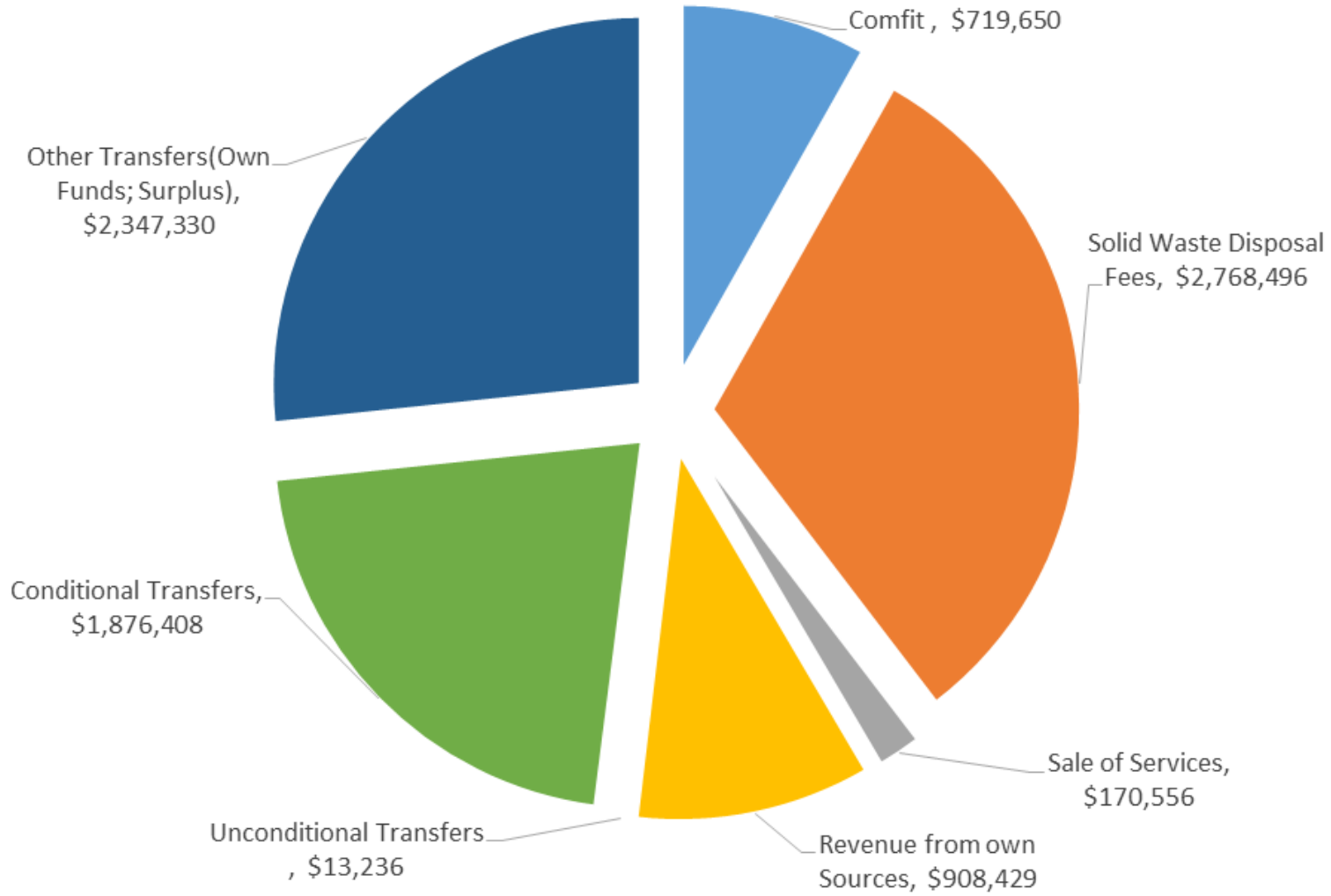
- Contributions to Sewer Reserve for 2016/17 = \$142,655



Tax Revenue



Non-Tax Revenue



Revenue- Baseline Increase (details)

Item	Amount
General Tax Revenue	\$61,525
Wind Farm Tax	\$406,574 (goes to reserve)
Deed Transfer Tax	\$80,000
Universal Sewer	\$31,310
Non Tax Revenue	
Services to Others	\$74,337 (solid waste)
Other revenue from own sources	\$26,846
Transfer from Own Funds	\$943,481
Conditional Transfers (Grants)	-\$441,313
Unconditional Transfers (Grants)	\$856



AREA RATES

Rate	2015-16	2016-17
Waste Collection & Disposal (new /old carts)	\$0.093/ \$0.093	\$0.0957 / \$0.0957
Sewer Rate (EDU)	\$529.63	\$550.00 (proposed)

OTHERS

Fire Protection Rate TBD

Village Commission Rate TBD

Private Road Improvement Rates/Charges TBD

Private Road Maintenance Rates/Charges TBD



STREET LIGHT RATES

District	Location	2015-16 Area Rate	Possible Area Rate	Rec 2016-17 20% Reduction
2	District 2	0.0375	0.027	0.030
2	Mill Cove			
3	East Chester	0.02	0.014	0.016
3	Islandview	0.03	0.022	0.024
3	Commons Downs	0.03	0.022	0.024
3	Target Hill	0.03	0.022	0.024
4	District 4	0.03	0.021	0.024
5	Station Road	0.04	0.029	0.032
5	District 5	0.004	0.003	0.003
5	Beech Hill	0.12	0.088	0.096
5	Bridgeview Drive	0.04	0.029	0.032
6	New Ross	0.087	0.062	0.070
7	Haddon Hill	0.015	0.011	0.012

OTHER AREA RATES

Private Wells – Mill Cove	2015-16	2016-17
Individual W-1	\$700	\$700
Individual W-2	\$500	\$500
Multi-Unit Group A	\$4,200	\$4,200
Multi-Unit Group B	\$9,800	\$9,800
School	\$9,000	\$9,000
Aces School – Sprinkler	\$ 9,477	\$9,477

SUMMARY

- ✓ Service levels maintained
- ✓ Strategic Priorities Met
- ✓ Goals Achieved
 - High Level of Fiscal Responsibility
 - Continually Improving Satisfaction with Municipal Services
 - Ensuring Infrastructure to best serve our residents and businesses
 - Strengthen and support environmental, cultural and social resources
 - Reinforce the Municipality's positive image through leadership in public engagement and communications
 - Promote conditions conducive to fostering economic prosperity



SUMMARY

✓ Service level enhancement

- Kaizer Meadows- Saturday hours
- Municipal Election
- E-Billing
- PO Module
- Grant Program – enhancements
- Business Industrial /Park- land acquisition funds



MOTIONS

- *That Municipal Council approve the 2016/17 Operating Budget and Business Plan with an operating expense of \$28,403,233*
- *That Municipal Council approve the 2016/17 Capital Budget and Plan in the amount of \$8,173,025*
- *That Municipal Council sets the 2016/17 Residential and Resource rate at 68.5 cents per \$100 of assessment;*
- *That Municipal Council sets the 2016/17 Commercial Rate at \$1.53 per \$100 of assessment;*
- *That Municipal Council sets the Waste Collection and Disposal Rate at 9.57 cents per \$100 of assessment;*
- *That Municipal Council sets the EDU Rate for Sewer Services at \$550 per Unit; and*
- *That Municipal Council sets the street light rates, Private Well (Mill Cove) rates and Aces School- Sprinkler Rate as presented in Section 17 of the 2016/17 Operating and Capital Plan dated April 28, 2016*