

# **Municipality of Chester 2022-23 Draft Budget**

**Council  
April 14, 2022**





# 2022-23 Draft Budget

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## Changes from Committee of the Whole feedback - April 7, 2022

- Speed Radar Units (7)
  - \$70,000 added to 22/23 Capital Budget (page 75)
  - Funded by Gas Tax
- Welcome Signs (6)
  - \$30,000 added to 22/23 Capital Budget (page 75)
  - Funded by Wind Energy Reserve (Economic Development)
- Building Inspection Training Position
  - \$50,000 added to Operating Budget - Contingency (page 10)
  - Funded by General Operating Reserve
- Art Centre Budgeted Grant
  - \$25,000 added to Operating Budget – Recreation (page 24)
  - Funded by Wind Energy Reserve (Economic Development)
  - Future years to be funded by General Operating Revenue
- EDU rate changed from \$675 to \$676.65 (page 84)
- East Chester (District 3) Streetlight Area Rate changed from \$0.081 to \$0.022 per \$100 of assessed value (page 85)
- Community Trails (Recreation) - \$25,000 – funded from General Operating Reserve



## Budget Highlights - REVENUE

- **Taxes:**
  - **Property Taxes:** \$13,800,393 (up \$1,104,189 from 21/22)
    - Residential Assessments up 9.3% (average 7.9%, capped at 5.4% for eligible properties)
      - Average assessed value \$178,786 (21/22 \$165,621)
      - Tax bill increase on average property is \$93 (\$63 if capped)
    - Commercial Assessments up 4.9%
    - Resource Assessments up 6.0%
  - **Deed Transfer Tax:** \$1,790,000 (up \$418,918 from 21/22 Budget)
    - 50% allocated to Infrastructure Development Fund
- **Landfill Fees:** \$3,469,402 (down \$130,532 from 21/22)
  - Reduced volumes from controllable sources due to capacity until new Cell is completed
- **Gas Tax:** \$599,418 (down \$570,582 from 21/22)
  - Payments were doubled in 21/22
- **Private Roads Admin Fee:** \$6,019 (down \$4,595 from 21/22)
  - Charge reduced from 10% to 5%





## Budget Highlights - EXPENDITURES

- Total Operating Expenditures: \$29,341,009 (3.8% increase from 2021/22 budget)
- Salary, Wage, and Benefits: \$5,373,957 (up \$623,415 from 21/22)
  - Previously approved org structure changes: \$434,108
  - Cost of Living Adjustments (approved March 31, 2022): \$194,772
  - Movement within ranges: \$106,860
  - 2.0% vacancy allowance for turnover & recruitment: \$112,325
    - 21/22 projected: 5.5%
    - 20/21 actual: 1.4%
- Non-Discretionary Expenditures:
  - Transfers to RCMP: \$2,206,780 (up \$219,406 from 21/22)
  - Insurance Premiums have gone up an average of 18.1% from 21/22
  - School Board Contributions have increased along with assessment values
  - Library Contributions are up 26%
- No amount budgeted for Sustane operations (\$1,020,000 in 21/22)
- Transfers to Reserves increasing due to allocation of Deed Transfer Tax



## Budget Highlights – EXPENDITURES (cont'd)

- **Grants:**
  - Budgeted: \$138,190
  - Council: \$25,000
  - Tourism: \$8,000
  - District: \$70,000 (\$10,000 per District)
  - Recreation: \$20,000
  - Community Trails: \$25,000
  - Youth Sponsorship: \$4,000
  - Leadership: \$4,000
  - Economic Development Sponsorship \$6,000
  - Wind Energy Reserve: \$439,000



## DEPARTMENTAL OPERATING SUMMARY

### Corporate & Strategic Management

Program	Category	2021/22 Budget	Changes	2022/23 Budget	Notes
Council	Revenue	-	-	-	Grants (\$135K), S&W (\$8K)
	Expenditure	664,654	143,871	808,525	
	Net Cost	664,654		808,525	
CAO	Revenue	(98,789)	(20,366)	(119,155)	Shared Services (\$20K) OHS moved from Community Health & Housing (\$106K) + OHS growth (\$21K), S&W (\$96K), Training/Conferences/Travel (\$21K), partially offset by completed/expiring consulting (\$100K)
	Expenditure	1,152,828	143,147	1,295,975	
	Net Cost	1,054,039		1,176,820	
Contingency	Revenue	-	-	-	2.0% vacancy allowance for turnover/recruitment (\$112K), partially offset by building inspection training (\$50K)
	Expenditure	50,000	(62,325)	(12,325)	
	Net Cost	50,000		(12,325)	
Policing & Corrections	Revenue	-	-	-	11.04% increase for RCMP contract (\$219K)
	Expenditure	2,225,711	219,406	2,445,117	
	Net Cost	2,225,711		2,445,117	
REMO	Revenue	(7,203)	(3,279)	(10,482)	Honorarium reimbursements (\$3K) Removed water program (\$10K), partially offset by increased honorariums (\$6K), and shared services costs (\$3K)
	Expenditure	63,111	(1,041)	62,070	
	Net Cost	55,908		51,588	
Fire Protection	Revenue	(2,106,848)	(172,814)	(2,279,662)	Increases in assessment values (\$173K) Remittances to Fire Commissions (\$151K)
	Expenditure	2,298,498	152,278	2,450,776	
	Net Cost	191,650		171,114	
Community Health & Housing	Revenue	-	-	-	OHS moved to CAO (\$106K)
	Expenditure	137,055	(106,155)	30,900	
	Net Cost	137,055		30,900	
Economic Development	Revenue	(60,000)	56,000	(4,000)	VIC (\$6K), REN (\$50K) Exit 6 Growth Strategy (\$50K), World Sailing Sponsorship (\$50K), and Business Retention & Expansion (\$16K), partially offset by reductions in rural internet project costs (\$86K), and S&W allocations (\$28K)
	Expenditure	611,527	1,862	613,389	
	Net Cost	551,527		609,389	
EcoPark	Revenue	(25,000)	-	(25,000)	Increased engineering services for phase 2 (\$24K), partially offset by reduced allocation of S&W (\$12K)
	Expenditure	135,061	11,539	146,600	
	Net Cost	110,061		121,600	
School Board Mandatory Contr.	Revenue	-	-	-	Increase in uniform assessment (\$103K)
	Expenditure	5,204,374	102,550	5,306,924	
	Net Cost	5,204,374		5,306,924	
Departmental Total	Revenue	(2,297,840)	(140,459)	(2,438,299)	
	Expenditure	12,542,819	605,132	13,147,952	
	Net Cost	10,244,979		10,709,653	



# Council

## PROGRAM SUMMARY

Description
Council works to make decisions on the best level of service required to meet the needs of residents living and businesses conducting operations in the Municipality

2022/23 Operating Highlights
Salaries and wages reflect CPI increases Major Capital Grants increased by \$239,000 (to be discussed separately) Removed \$60,000 for COVID Emergency Grants

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	-	-	-	-
Salary/wages and employee benefits	199,076	193,456	204,854	213,425
Cost of Municipal Services	552,903	393,225	459,800	595,100
Expenditures not related to Services	-	-	-	-
Total Expenditures	751,979	586,681	664,654	808,525
Net Cost	751,979	586,681	664,654	808,525





# CAO

## PROGRAM SUMMARY

Description
The CAO budget and Corporate and Strategic Management Department exist to provide strategic and administrative leadership for the staff of the Municipality and to support Council in achieving its strategic priorities. Coordinates a variety of strategic, administrative, and legislative services for the Municipality. This program area also includes our Occupational Health and Safety Program, Accessibility, and Equity, Diversity, and Inclusion programs

2022/23 Operating Highlights
Moved OHS program to CAO from Public Health and Housing Program Area (including salary and benefits) Increased Advertising and Public Engagement

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	-	(84,830)	(98,789)	(119,155)
Salary/wages and employee benefits	648,677	651,432	691,948	849,185
Cost of Municipal Services	111,670	132,107	460,880	446,790
Expenditures not related to Services	-	-	-	-
Total Expenditures	760,346	783,539	1,152,828	1,295,975
Net Cost	760,346	698,709	1,054,039	1,176,820



# Contingency

## PROGRAM SUMMARY

### Description

General operating contingency budget program created in 2021/22 to account for unanticipated operating costs, and budget items which do not related specifically to any one program area.

### 2022/23 Operating Highlights

1.7% vacancy factor for Salary, Wage and benefits budget is held here, on behalf of all program areas. \$50K expenditure budget is for unanticipated operating costs and is funded from Operating Reserve, so does not impact the 2022/23 general tax rate.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	-	-	-	-
Salary/wages and employee benefits	-	-	-	(112,325)
Cost of Municipal Services	-	-	50,000	100,000
Expenditures not related to Services	-	-	-	-
Total Expenditures	-	-	50,000	(12,325)
Net Cost	-	-	50,000	(12,325)



# Policing & Corrections

## PROGRAM SUMMARY

### Description

The provision of policing services is under contract to the Royal Canadian Mounted Police (RCMP), which maintains 3 station detachments. Staffing includes approximately 44 uniformed officers, 6 Lunenburg & Queens traffic services members, 1 police dog service (Chester Office) and related support staffing. The services are undertaken under the authority of the Provincial Police Services Act. 49. The Municipality pays for local policing through the RCMP. Council's relationship with the police force is managed through the RCMP Advisory Board. Municipalities are also required to make financial contributions to the provincial correctional system. Council also provides annual funding to the Lunenburg County Seniors Safety Coordinator.

### 2022/23 Operating Highlights

The new contract for the RCMP will see our contributions increase by 11.04% in 2022-23, however, there are also costs for retroactive pay to officers. No decisions have been made on the costs that will be passed on to Municipalities for these costs.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	-	-	-	-
Salary/wages and employee benefits	-	-	-	-
Cost of Municipal Services	1,891,792	1,984,020	1,992,374	2,211,780
Expenditures not related to Services	234,295	233,335	233,337	233,337
Total Expenditures	2,126,087	2,217,355	2,225,711	2,445,117
Net Cost	2,126,087	2,217,355	2,225,711	2,445,117





# REMO

## PROGRAM SUMMARY

### Description

The Regional Emergency Management Organization (REMO) is created through a joint Inter-municipal Service Agreement between the Municipality of the District of Chester, the Municipality of the District of Lunenburg, the Town of Mahone Bay, the Town of Bridgewater and the Town of Lunenburg. This Agreement provides for the emergency planning and sharing of services and resources during an event. An Emergency Management Coordinator along with the administrative and financial support is provided by the Municipality of the District of Lunenburg, on behalf of the partner units. The REMO budget also includes joint funding of the Lunenburg County Ground Search and Rescue Organization

### 2022/23 Operating Highlights

In 2022-23, \$10,000 for Water Program has been removed as staff shift focus to a community well program. There are additional funds for an AEC honorarium.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(7,377)	(7,368)	(7,203)	(10,482)
Salary/wages and employee benefits	6,462	8,369	9,081	9,387
Cost of Municipal Services	60,164	44,980	54,031	52,683
Expenditures not related to Services	-	-	-	-
Total Expenditures	66,627	53,349	63,111	62,070
Net Cost	59,250	45,982	55,908	51,588





# Fire Protection

## PROGRAM SUMMARY

### Description

Fire and Emergency Services continue to be handled through our 7 Fire Departments operating in Martin's River, Western Shore, Chester Basin, Chester, Blandford, Hubbards and New Ross. Together, the departments responded to over 400 calls annually in 2021 which below the pre-pandemic levels of over 800 calls. The Municipality employs a Fire Services Coordinator to lead strategic initiatives with the Fire Service but the position is also responsible for Occupational Health and Safety and acts as our REMO Assistant Emergency Coordinator.

### 2022/23 Operating Highlights

In 2022-23, anticipate completion of the Fire Service Review. Projects and program delivery will be informed by the outcomes once council has received and reviewed recommendations from the consultant and the Fire Service. Operationally, insurance and training budgets have increased.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(2,064,214)	(2,093,206)	(2,106,848)	(2,279,662)
Salary/wages and employee benefits	23,728	19,751	36,212	37,974
Cost of Municipal Services	354,230	386,014	498,059	497,259
Expenditures not related to Services	1,736,470	1,745,777	1,764,227	1,915,543
Total Expenditures	2,114,428	2,151,542	2,298,498	2,450,776
Net Cost	50,214	58,336	191,650	171,114



# Community Health & Housing

## PROGRAM SUMMARY

### Description

Under municipal service exchange, the Municipality is responsible to share in the cost of any operating deficits incurred by the Regional Housing Authority. The municipal contribution is to help offset costs related to maintaining public housing in the region.

### 2022/23 Operating Highlights

Removed Occupational Health and Safety (internal program) to CAO budget

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	-	-	-	-
Salary/wages and employee benefits	60,619	63,558	60,755	-
Cost of Municipal Services	15,991	19,539	45,400	0
Expenditures not related to Services	30,614	30,900	30,900	30,900
Total Expenditures	107,224	113,997	137,055	30,900
Net Cost	107,224	113,997	137,055	30,900



# Economic Development

## PROGRAM SUMMARY

### Description

Council recognizes that MODC needs to strategically position itself to become investment ready, business friendly and economically diverse. Economic Development is responsible for promoting the growth attraction of new business to the Municipality, retaining, and growing existing businesses, and becoming a known tourism destination.

### 2022/23 Operating Highlights

In 2022-23, the team will be leading discussions on a Growth Strategy and development of a Arts, Culture and Recreation Strategy.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(69,250)	(800)	(60,000)	(4,000)
Salary/wages and employee benefits	184,164	175,425	199,732	171,994
Cost of Municipal Services	132,482	154,766	411,795	441,395
Expenditures not related to Services	-	-	-	-
Total Expenditures	316,646	330,191	611,527	613,389
Net Cost	247,396	329,391	551,527	609,389





# EcoPark

## PROGRAM SUMMARY

### Description

The Kaizer Meadow Industrial Park consists of over 150 acres of land at the Kaizer Meadow Landfill Site. The park is home to Sustane Technologies, Rainbow Net & Rigging and The Municipality of Chester's proven world class solid waste facility and environmental management centre.

### 2022/23 Operating Highlights

In 22-23 work will continue on site certification under the Atlantic Canada Site Certification program which gives developers access to development-ready sites. Work will also be done on the site plan and marketing of the site.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(38,336)	(41,444)	(25,000)	(25,000)
Salary/wages and employee benefits	11,316	11,121	11,961	-
Cost of Municipal Services	19,863	35,849	123,100	146,600
Expenditures not related to Services	-	-	-	-
Total Expenditures	31,179	46,970	135,061	146,600
Net Cost	(7,156)	5,526	110,061	121,600



# School Board Mandatory Contr.

## PROGRAM SUMMARY

Description
Each year the Province charges a mandatory education tax rate, based on the total uniform assessment of each Municipality, thereby establishing the minimum property taxpayer contribution to the Provincial Department of Education for the operation of the South Shore Regional Centre for Education. The amount of the contribution is the 2010/2011 level under a Memorandum of Understanding between the NSFM and the Province.

### 2022/23 Operating Highlights

This is a non-discretionary budget program.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	-	-	-	-
Salary/wages and employee benefits	-	-	-	-
Cost of Municipal Services	-	-	-	-
Expenditures not related to Services	5,093,419	5,204,374	5,204,374	5,306,924
Total Expenditures	5,093,419	5,204,374	5,204,374	5,306,924
Net Cost	5,093,419	5,204,374	5,204,374	5,306,924



## DEPARTMENTAL OPERATING SUMMARY

### Community Development & Recreation

Program	Category	2021/22 Budget	Changes	2022/23 Budget	Notes
Animal Control	Revenue	(37,925)	-	(37,925)	
	Expenditure	76,629	-	76,629	
	Net Cost	38,704		38,704	
Bylaw	Revenue	-	-	-	
	Expenditure	64,617	4,774	69,391	S&W (\$5K)
	Net Cost	64,617		69,391	
Building Inspection	Revenue	(97,048)	41,846	(55,201)	Reduced shared services revenue (\$59K), partially offset by increased building activity (\$17K)
	Expenditure	349,050	(71,023)	278,027	Reallocation of S&W costs (\$49K), and reduction from previous one-time costs in computer service & maintenance (\$22K)
	Net Cost	252,002		222,825	
Fire Inspection	Revenue	(10,464)	(1,965)	(12,429)	Town of Mahone Bay contract (\$2K)
	Expenditure	53,012	825	53,837	S&W (\$1K)
	Net Cost	42,548		41,408	
Planning	Revenue	(68,582)	(13,551)	(82,133)	Town of Mahone Bay (\$11K), and increased building activity (\$3K)
	Expenditure	559,404	115,808	675,212	S&W (\$112K), and Consulting/Review expenditures (\$6K)
	Net Cost	490,822		593,079	
Recreation	Revenue	(146,250)	6,500	(139,750)	Reduced program revenue (\$7K)
	Expenditure	890,761	85,796	976,557	S&W (\$59K), increase recreation grants (\$56K), and program expenses (\$1K), partially offset by reduction to capital from operating (\$30K)
	Net Cost	744,511		836,807	
Heritage Properties & Library	Revenue	-	-	-	
	Expenditure	69,500	16,700	86,200	South Shore Public Libraries (\$17K)
	Net Cost	69,500		86,200	
Departmental Total	Revenue	(360,268)	32,830	(327,439)	
	Expenditure	2,062,974	152,880	2,215,853	
	Net Cost	1,702,705		1,888,414	





# Animal Control

## PROGRAM SUMMARY

### Description

MOC provides Animal Control services to enforce our animal related bylaws and to deal with any animal related complaints from the public.

### 2022/23 Operating Highlights

We are currently in year two of a five-year contract for Animal Control services which results in consistent annual costs. The contract also involves Animal Control Services provided to MODL. There are no planned changes to Animal Control for 2022-23.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(36,252)	(41,943)	(37,925)	(37,925)
Salary/wages and employee benefits	-	-	-	-
Cost of Municipal Services	65,200	72,784	76,629	76,629
Expenditures not related to Services	-	-	-	-
Total Expenditures	65,200	72,784	76,629	76,629
Net Cost	28,948	30,840	38,704	38,704



# Bylaw

## PROGRAM SUMMARY

### Description

There are numerous Municipal Bylaws that require staff follow-up when violations occur.

### 2022/23 Operating Highlights

2021-22 a part-time Bylaw Enforcement Officer was hired for 21 hours per week and that service will continue at the same level in 2022-23. In addition to working with the public on bylaw infractions, the Bylaw Enforcement Officer works with the Dangerous & Unsightly Committee.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	-	-	-	-
Salary/wages and employee benefits	31,724	32,815	47,322	52,096
Cost of Municipal Services	4,453	8,605	17,295	17,295
Expenditures not related to Services	-	-	-	-
Total Expenditures	36,176	41,421	64,617	69,391
Net Cost	36,176	41,421	64,617	69,391





# Building Inspection

## PROGRAM SUMMARY

### Description

New buildings constructed, homes renovated and additions to structures are all examples of when a building permit and inspections are required.

### 2022/23 Operating Highlights

In 2022-23 there will be one full time and one part-time (average 14 hours / week) building official to conduct all required inspections. Staff will be implementing a mobile app system for building inspections, transitioning from paper based to electronic documentation to hopefully reduce inspection activity processing time and use of paper. The municipal units involved in Shared Services will be working to finalize a model for how Shared Services will operate long term. The budget for Shared Services is lower in 2022-23 than it was in 2021-22 as many of the one-time costs related to computer systems are completed.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(76,991)	(104,252)	(97,048)	(55,201)
Salary/wages and employee benefits	147,402	180,891	247,840	198,490
Cost of Municipal Services	57,443	79,424	101,210	79,536
Expenditures not related to Services	-	-	-	-
Total Expenditures	204,845	260,315	349,050	278,027
Net Cost	127,853	156,064	252,002	222,825



# Fire Inspection

## PROGRAM SUMMARY

### Description

The Fire Safety Act of Nova Scotia requires the Municipality to carry out fire inspections on specific types of occupancies.

### 2022/23 Operating Highlights

For 2022-23 fire inspections will be carried out through a combination of a part-time MOC inspector as well as through our shared services agreement.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(10,464)	(10,495)	(10,464)	(12,429)
Salary/wages and employee benefits	68,881	29,432	35,677	36,502
Cost of Municipal Services	7,681	7,417	17,335	17,335
Expenditures not related to Services	-	-	-	-
Total Expenditures	76,561	36,849	53,012	53,837
Net Cost	66,097	26,354	42,548	41,408



# Planning

## PROGRAM SUMMARY

### Description

Staff administer the Municipal Planning Strategy and Land Use Bylaws for the Municipality and to the Town of Mahone Bay. Discussing zoning regulations with the public, creating development agreements, and issuing development permits are all examples of work carried out by Planning and Development staff.

### 2022/23 Operating Highlights

Addition of a new Development Officer. Village of Chester Plan Review will continue in 2022-23. Uniform Signage Implementation at Exit 6 will begin in Spring / Summer 2022.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(66,819)	(186,666)	(68,582)	(82,133)
Salary/wages and employee benefits	384,827	420,904	409,104	521,588
Cost of Municipal Services	125,728	89,934	150,300	153,624
Expenditures not related to Services	-	-	-	-
Total Expenditures	510,554	510,839	559,404	675,212
Net Cost	443,736	324,173	490,822	593,079





# Recreation

## PROGRAM SUMMARY

### Description

Recreation & Parks Services provides direct programming, equipment, community group support and access to community schools, all with the interest to create an active, healthy and vibrant community. The Municipality also provides outdoor areas for people to visit and be active including parks, playgrounds, and trails.

### 2022/23 Operating Highlights

Year 2 implementation of our Open Space Plan (construction on our five gem properties). 2022-23 will be the first full year of operations following the pilot year of community access to CAMS & CDS.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(85,530)	(136,693)	(146,250)	(139,750)
Salary/wages and employee benefits	417,240	456,013	487,486	546,902
Cost of Municipal Services	331,560	311,970	403,275	429,655
Expenditures not related to Services	-	-	-	-
Total Expenditures	748,800	767,984	890,761	976,557
Net Cost	663,270	631,291	744,511	836,807



## **Project: Trail Bridge Inspections - King Street, Barry's Brook #1 & East River**

**Estimated Cost:** \$55,000

**Source of Funds:** Operating Reserve

**Timing:** Completion of Inspections by Fall 2022.

**Back to Council?:** Inspection report will be provided.

**Background:** In September 2021 Design Point Engineering Services completed a Level II visual inspection of 11 trail bridges and provided a report that included a summary of the bridge conditions and recommendations for inspections, maintenance and repairs. The capital recommendations have been included in the 10-year capital investment plan. For 2022-23 there are three recommendations:

1. King Street Bridge, Concrete Condition Study	\$10,000
2. Barry's Brooke #1, Level III Inspection	\$20,000
3. East River, Level III Inspection	\$25,000
Total	\$55,000

**Objective:** Provide safe trail infrastructure for the public through a comprehensive plan for trail bridge inspections and maintenance.



## **Project: East River Foot Bridge**

**Estimated Cost:** \$25,000

**Source of Funds:** \$16,000  
Grant & \$9,000 Gas Tax

**Timing:** Construction Planned  
for August 2022.

**Back to Council?:** No.

**Background:** The Municipality owns a small parcel of land adjacent to the East River, between HWY 3 and the Rum Runners Trail. Recreation & Parks staff have built a short semi-rustic trail and have conducted several guided hikes on this property over the past few years. In order to connect the property to the rail trail a small bridge over Barry's Brook needs to be built.

**Objective:** To provide a connection from the Rum Runners Trail to the Municipal property by installing a footbridge. The bridge allows trail users to explore of the riverbank area and fits into the larger trail connectivity for the area including to the north side of the Rum Runners Trail where hikers will be able to visit a small waterfall.



## Project: Paved Shoulders

**Estimated Cost:** \$762,881

**Source of Funds:** (ICIP Project)

**Fed - \$305,153**

**Prov - \$254,268**

**MOC - \$203,460 (Operating Reserve)**

**Timing:** Construction Planned for Construction Season 2022.

**Back to Council?:** No

**Background:** The Municipality has recent history of partnering with Nova Scotia Public Works to add paved shoulders to planned paving projects outlined in the 5-Year Highway Improvement Plan. NSPW is scheduled to complete paving in 2022-23 on Highway 3 from Trunk 12 Chester Basin to Vaughn Road Western Shore (6kms).

**Objective:** To pave the shoulder of the road (1.2 meters) in order to provide Active Transportation options for residents. The Municipality has been interested in paved shoulders to make HWY 3 more accessible, safe and comfortable for more users (walking & biking). HWY 3 spans 37 kilometers from east to west and completion of this section would add 6 kilometers of paved shoulders to the existing 18.7 kilometers.





## Project: Sidewalk & Trail Construction

**Estimated Cost:** \$1,263,598

**Source of Funds:** (ICIP Project)

**Fed - \$505,439**

**Prov - \$421,157**

**MOC - \$337,002 (Operating Reserve)**

**Timing:** Construction Planned for Construction Season 2022.

**Back to Council?:** RFD

**Background:** Improve Active Transportation infrastructure through construction of sidewalks and trails.

### Objectives:

- Improve the walkability of neighborhoods.
- Create a safe space for pedestrians and an AT friendly community.
- Build a healthy, active community.





## **Project: Sidewalk & Trail Construction (continued)**

**Estimated Cost:** \$1,263,598

**Source of Funds:** (ICIP Project)

**Fed - \$505,439**

**Prov - \$421,157**

**MOC - \$337,002 (Operating Reserve)**

**Timing:** Construction Planned for Construction Season 2022.

**Back to Council?:** RFD

### **1.Highway 329 to Trail: 60 meters**

This short sidewalk extension will connect the existing sidewalk to the Rum Runners Trail Head and will create a safer crossing of HWY 329.

**Budget:** \$98,154

If ICIP application approved, MOC Contribution is \$26,178

### **2.Highway 3 to Croft Road: 265 meters**

Connect existing sidewalks in Chester Basin and will provide a triangle of sidewalks in the core of the community.

**Budget:** \$283,769

If ICIP application approved, MOC Contribution is \$75,681



## Project: Sidewalk & Trail Construction (continued)

**Estimated Cost:** \$1,263,598

**Source of Funds:** (ICIP Project)

**Fed - \$505,439**

**Prov - \$421,157**

**MOC - \$337,002 (Operating Reserve)**

**Timing:** Construction Planned for Construction Season 2022.

**Back to Council?:** RFD

### 3. Our Health Centre to Pig Loop Road: 160 meters

- This project fills in the gap between the existing sidewalk and Pig Loop Rd creating better access to this busy section of HWY 3.
- **Budget:** \$178,411
- If ICIP application approved, MOC Contribution is \$47,582

### 4. Duke St to Victoria St: 660 meters

- The current sidewalk ends at Duke St. This project extends the sidewalk to Victoria Rd.
- **Budget:** \$668,848
- If ICIP application approved, MOC Contribution is \$178,382

### 5. Middle River (Haughn Property) Connector Trail: 700 meters

- This new trail will serve as a connector for all users from the Rum Runners Trail to HWY 3 through the Municipal property.
- **Budget:** \$34,416
- If ICIP application approved, MOC Contribution is \$9,179



## Project: Gold River Bridge Replacement

**Estimated Cost:** \$1,852,217

**Source of Funds:** (ICIP Project)

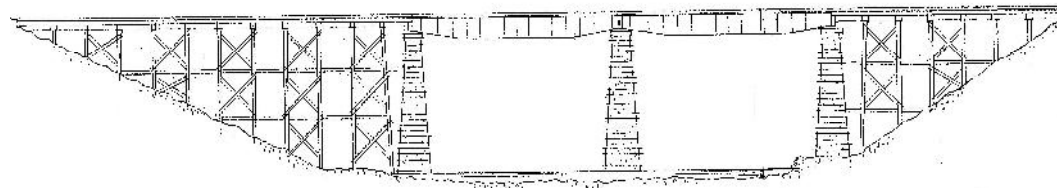
**Fed - \$740,887**

**Prov - \$617,344**

**MOC - \$493,986**

**Timing:** Construction TBD based on solution identified.

**Back to Council?:** Options for solutions following Consultant work.



**Background:** Based on an engineer report, the decision was made to close the Gold River Trail Bridge in September 2021. After some preliminary research and discussion with Council, direction was given for staff to pursue options to replace the existing bridge with a new bridge.

### Objectives:

- Reinststate the trail connection over the Gold River so that all trail users have a river crossing.
- Work with various partners to successfully reestablish the full connection of the Rum Runners Trail through the Municipality.
- Seek bridge building professional opinions through an RFP process.



## Project: Rapid Rectangular Flashing Beacons (RRFB's)

**Estimated Cost:** \$117,563

**Source of Funds:** (ICIP Project)

**Fed - \$47,025**

**Prov - \$39,185**

**MOC - \$31,353 (Operating Reserve)**

**Timing:** Construction Planned for Construction Season 2022.

**Back to Council?:** No.

**Background:** One method to improve the safety of pedestrians crossing the road is by adding safety treatments to improve choke points. The addition of flashing lights (RRFB's) at crossings will make drivers more aware of pedestrian activity.

### Objectives:

- Improve road crossings for pedestrians.
- Create an AT friendly community.
- Support active, healthy lifestyles.

### 1. Highway 3 at Walker Cut Road Trail Crossing

- **Budget:** \$28,358
- If ICIP application approved, MOC Contribution is \$7,563



## **Project: Rapid Rectangular Flashing Beacons (RRFB's) (continued)**

**Estimated Cost:** \$117,563

**Source of Funds:** (ICIP Project)

**Fed - \$47,025**

**Prov - \$39,185**

**MOC - \$31,353 (Operating Reserve)**

**Timing:** Construction Planned for Construction Season 2022.

**Back to Council?:** No.

### **2. Highway 3 at East River Trail Crossing**

- **Budget:** \$29,735
- If ICIP application approved, MOC Contribution is \$7,930

### **3. Western Shore Highway 3 at Lawrence Hatt Rd**

- **Budget:** \$29,735
- If ICIP application approved, MOC Contribution is \$7,930

### **4. Chester Basin Highway 3 at Highway 12**

- **Budget:** \$29,735
- If ICIP application approved, MOC Contribution is \$7,930



## Project: Open Space Implementation

**Estimated Cost:** \$302,750

**Source of Funds:** Operating Reserve

**Timing:** Completion Scheduled for 2022

**Back to Council?:** No.

**Background:** Continued implementation of the “Plan For Our Open Spaces”. 2021-22 included the design phase and 2022-23 the focus will be construction.

### Objectives:

- Create exceptional open spaces that people will love and want to explore.
- Protect and value the natural landscape while providing outdoor recreation opportunities.
- Develop our campus of 5 gem properties.





## Project: Open Space Implementation (continued)

**Estimated Cost:** \$302,750

**Source of Funds:** Operating Reserve

**Timing:** Completion Scheduled for 2022

**Back to Council?:** No.

### 1. East River

- ATV and bicycle parking, picnic area, wayfinding signage and trail construction.
- **Budget:** \$17,300

### 2. Castle Rock

- Addition of new trail route to complement existing trails, additional signage, trail enhancements and new amenities.
- **Budget:** \$45,200

### 3. Gold River

- Construct parking area, professional trail construction, signage and amenities.
- **Budget:** \$68,100



## **Project: Open Space Implementation (continued)**

**Estimated Cost:** \$302,750

**Source of Funds:** Operating Reserve

**Timing:** Completion Scheduled for 2022

**Back to Council?:** No.

### **4. Haughn Property**

- Construct parking area, professional trail construction, signage and amenities.
- **Budget:** \$98,600

### **5. Moland Point**

- Construct parking area, trail construction, signage, amenities and all accessibility features.
- **Budget:** \$73,550





# Heritage Properties & Library

## PROGRAM SUMMARY

### Description

The Municipality has a rich collection of heritage properties with a variety of architectural styles that contribute towards our unique identity. The Municipality has a Heritage Bylaw and we maintain a registry of heritage properties.

### 2022/23 Operating Highlights

There has been very little activity related to heritage properties over the past couple of years. The amount MOC contributes to Libraries is provided by the Province.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	-	-	-	-
Salary/wages and employee benefits	-	-	-	-
Cost of Municipal Services	-	125	500	500
Expenditures not related to Services	68,035	68,035	69,000	85,700
Total Expenditures	68,035	68,160	69,500	86,200
Net Cost	68,035	68,160	69,500	86,200



## DEPARTMENTAL OPERATING SUMMARY

### Infrastructure & Operations

Program	Category	2021/22 Budget	Changes	2022/23 Budget	Notes
Municipal Properties	Revenue	-	-	-	
	Expenditure	969,860	(297,537)	672,324	Trail maintenance costs moved to Capital (\$140K), and lower capital from operating (\$205K), partially offset by S&W (44K), and insurance (\$4K)
	Net Cost	969,860		672,324	
Public Works & Mill Cove Water	Revenue	-	-	-	
	Expenditure	311,959	58,655	370,614	S&W (\$47K) and admin & insurance (\$12K)
	Net Cost	311,959		370,614	
Roads	Revenue	(180,923)	4,595	(176,327)	Private Roads admin fee (\$5K)
	Expenditure	668,803	(47,912)	620,891	Removed one-time budget for traffic study (\$55K), partial offset by S&W (\$8K)
	Net Cost	487,880		444,563	
Streetlights	Revenue	(120,018)	(981)	(120,999)	Increases assessment values (\$1K)
	Expenditure	121,726	3,978	125,703	New lights (\$4K)
	Net Cost	1,708		4,705	
Sewers	Revenue	(1,034,702)	(31,427)	(1,066,129)	EDU rate increase (\$31K)
	Expenditure	1,010,565	77,371	1,087,936	Debt Servicing (\$31K), S&W (\$28K), repairs & maintenance (\$6K), capital from revenue (\$4K), and admin & insurance (\$8K)
	Net Cost	(24,137)		21,807	
Waste Collection	Revenue	(2,211,054)	(167,042)	(2,378,097)	Assessment increases (\$167K)
	Expenditure	1,496,917	29,017	1,525,934	Increased fuel costs (\$13K), capital from revenue (\$10K), S&W (\$5K), and admin (\$1K)
	Net Cost	(714,137)		(852,163)	
Landfill	Revenue	(3,599,934)	130,532	(3,469,402)	Reduced controllable volumes due to capacity constraints (\$131K)
	Expenditure	3,422,691	(247,058)	3,175,633	Reduced expenditures for Sustane (\$1,020K), and R&M (\$52K), partially offset by increases in S&W (\$245K), closure costs (\$372K), Capital from Revenue (\$185K), debt servicing (\$11K) and insurance (\$11K)
	Net Cost	(177,243)		(293,769)	
Recycling	Revenue	(500)	-	(500)	
	Expenditure	62,458	16,130	78,588	S&W (\$9K), and Region 6 contributions (\$7K)
	Net Cost	61,958		78,088	
Wind Turbine	Revenue	(730,000)	(32,500)	(762,500)	Revenue budgeted at 4-year trailing average of actual (\$33K)
	Expenditure	451,672	7,057	458,729	Increased insurance premiums (\$24K), partially offset by reduction in operating costs (\$18K)
	Net Cost	(278,328)		(303,771)	
Departmental Total	Revenue	(7,877,130)	(96,823)	(7,973,953)	
	Expenditure	8,516,650	(400,300)	8,116,350	
	Net Cost	639,520		142,397	



# Municipal Properties

## PROGRAM SUMMARY

### Description

IAO Staff coordinate repairs and upgrades to all municipally-owned facilities, control vegetation and landscape municipal public spaces (parks, beaches, grounds, etc.), and maintain trails and parks - both structurally and aesthetically. Additionally, we work in cooperation with Information Services on asset mapping, a strategic approach to managing municipal infrastructure.

### 2022/23 Operating Highlights

IAO will continue asset mapping, continue with our annual trail resurfacing and repair program, and implement tree management and brush removal to promote a healthy, higher value canopy, providing a safe and aesthetically pleasing environment for our residents and visitors.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	-	-	-	-
Salary/wages and employee benefits	190,878	200,209	230,700	274,560
Cost of Municipal Services	363,422	422,730	739,160	397,764
Expenditures not related to Services	-	-	-	-
Total Expenditures	554,300	622,939	969,860	672,324
<b>Net Cost</b>	<b>554,300</b>	<b>622,939</b>	<b>969,860</b>	<b>672,324</b>





## **Project: ¾ Ton Truck - Municipal Properties**

**Estimated Cost:** \$85,000

**One-Time Cost**

**Source of Funds:** Operating

**Timing:**

**Back to Council:** Yes, prior to  
awarding tender

**Background:** Infrastructure and Operations maintains a fleet of trucks that are maintained by a vehicle maintenance service contract. A new vehicle is typically purchased ....

**Objective:** The truck will be used by the Public Works staff to perform ongoing maintenance and operations activities on various Municipal owned properties.





## **Project: Zero-turn Replacement - Municipal Properties**

**Estimated Cost:** \$20,000

**One-Time Cost**

**Source of Funds:** Operating

**Timing:** 2022

**Back to Council:** No

**Background:** The Public Works staff utilize a zero-turn mower to complete lawn care on various municipal owned properties from Spring to Fall.

**Objective:** To provide adequate equipment required to maintain the municipal properties and to provide the public with good service.



## **Project: Trail Surface Upgrades - Municipal Properties**

**Estimated Cost:** \$26,000

**Recurring Maintenance Cost**

**Source of Funds:** Operating

**Timing:** 2022

**Back to Council:** No

**Background:** Trail surface conditions are assessed annually to identify priorities & timing. This section is scheduled for resurfacing in 2022 is 3 km's in the Goat Lake area.

### **Objectives:**

- Smooth & consistent trail surface that accommodates all trail uses. Activities include grading, pothole repair, ditching, etc.
- Support active, health lifestyles.
- Attract visitors to the Municipality/Province to experience trail network.



## Project: Wild Rose Park Washroom Renovation

**Estimated Cost:** \$100,000?

**Source of Funds:** Enabling Accessibility Grant

**Timing:** Summer 2022.

**Back to Council?:** RFD.

### Background:

The Municipality of Chester owns and operates Wild Rose Park in Western Shore. The property includes two buildings, a storage shed as well as a public washroom. The public washroom building is old, in poor condition and needs significant renovation.

### Objective:

- Continue to provide a washroom facility for park users and the public at large.
- Improve the overall condition of the washroom so that it is user friendly.
- Construct so the washroom facility is fully accessible.



# Public Works & Mill Cove Water

## PROGRAM SUMMARY

### Description

Core services provided by Public Works include maintenance of a water distribution and fire protection system in Mill Cove; transportation services, such as sidewalk construction and maintenance, public parking spaces, municipal parking, and traffic control; and municipal road and wayfinding signs.

### 2022/23 Operating Highlights

IAO will continue regular maintenance and monitoring of Public Works systems, including the mobile speed program.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(9,477)	-	-	-
Salary/wages and employee benefits	226,740	299,361	218,840	266,231
Cost of Municipal Services	108,615	51,621	93,119	104,383
Expenditures not related to Services	-	-	-	-
Total Expenditures	335,355	350,982	311,959	370,614
Net Cost	325,878	350,982	311,959	370,614





# Roads

## PROGRAM SUMMARY

### Description

The Municipality owns and maintains 3.5 km of roads for vehicle traffic. In partnership with the Nova Scotia Department of Public Works, we also evaluate and share the paving costs for J-Class roads throughout the Municipality.

### 2022/23 Operating Highlights

We will continue to provide snow clearing on our municipal roads, and plan to put forward a prioritized list of J-Class roads scheduled for repair for Council's consideration.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(178,760)	(181,480)	(180,923)	(176,327)
Salary/wages and employee benefits	2,895	5,897	22,790	30,729
Cost of Municipal Services	1,915,131	556,247	646,013	590,162
Expenditures not related to Services	-	-	-	-
Total Expenditures	1,918,025	562,144	668,803	620,891
Net Cost	1,739,266	380,664	487,880	444,563



# Streetlights

## PROGRAM SUMMARY

### Description

Management and maintenance of lighting for designated public roads, sidewalks, and parks. NS Power owns all the lights except decorative lights in the Village of Chester, Chester Basin, and Wild Rose Park.

### 2022/23 Operating Highlights

New lights in districts 5 and 7

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(102,788)	(106,093)	(120,018)	(120,999)
Salary/wages and employee benefits	-	-	-	-
Cost of Municipal Services	109,620	114,732	121,726	125,703
Expenditures not related to Services	-	-	-	-
Total Expenditures	109,620	114,732	121,726	125,703
Net Cost	6,832	8,639	1,708	4,705



# Sewers

## PROGRAM SUMMARY

Description
We operate and maintain six sewage treatment plants and associated infrastructure to manage wastewater from properties.

2022/23 Operating Highlights
Our annual sewage system maintenance schedule includes connections, inspections, monitoring, and maintenance to systems, collection infrastructure, and lift stations. We will continue repairing manholes, cleaning and video inspecting lines, and monitoring effluent for environmental standard compliance.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(1,001,529)	(1,024,939)	(1,034,702)	(1,066,129)
Salary/wages and employee benefits	266,475	274,707	308,370	336,659
Cost of Municipal Services	1,000,137	528,208	702,195	751,277
Expenditures not related to Services	-	-	-	-
Total Expenditures	1,266,611	802,916	1,010,565	1,087,936
Net Cost	265,082	(222,023)	(24,137)	21,807



## **Project: Manhole Repairs & Infiltration Reduction - Universal Sewer Projects**

**Estimated Cost:** \$52,500

**Multiyear Cost**

**Source of Funds:** EDU

**Timing:** 2022

**Back to Council:** No.

**Background:** The current wastewater collection infrastructure is over 40 years old and requires repairs. Annually various section on sewer lines are cleaned and videoed as preventative maintenance. In addition manholes have been inspected and repairs documented. Over the year's manholes have been undergoing repairs at the surface to prevent infiltration (groundwater entering the system through defects in sewer) and to bring to grade to provide accessibility for cleaning and any issues that may occur.

An asset management plan is underway in which we will identify potential failures, infiltration etc. this will assist with budgeting long-term to maintain the collection system.

### **Objectives:**

- Prevent infiltration into the system which reduces capacity and increases costs.
- Prevent the release of untreated wastewater into the environment.
- Prevent and possibly reduce sources of inflow through improper connections.





## **Project: Pump Replacements - Universal Sewer Projects**

**Estimated Cost:** \$31,500 –  
**Recurring Maintenance Cost**

**Source of Funds:** EDU

**Timing:** 2022

**Back to Council:** No.

**Background:** The Municipality owns and operates six (6) Wastewater Treatment Plants of various sizes in the following communities: Chester Basin, Chester, Mill Cove, New Ross, Otter Point and Western Shore.

Mechanical upgrades will ensure continued operation and maximize the lifespan of the pump stations

**Objective:** The pump replacement ensures pumps are kept up to date, properly maintained and are able to ensure the system is working as designed.



## **Project: Mill Cove Wastewater collection extension - Universal Sewer Projects**

**Estimated Cost:** \$52,000 (carried forward from 21-22)

**One-Time Cost**

**Source of Funds:** \$26,000 Gas Tax & \$26,000 EDU

**Timing:** 2022 Construction Season

**Back to Council:** For award following tender.

**Background:** The MOC approved a development agreement between the MOC and Aspotogan Ridge Golf Village Inc. The Municipality agrees to extend the service lines of the Mill Cove Wastewater System from the current location to the edge of the Developers property on Parkwood Drive to service Phase q of the development

The design and engineering drawings for this wastewater sewer extension are complete.

**Objective:** To provide wastewater service to Aspotogan Ridge upon confirmation of construction of the proposed development., as noted above.



## **Project: Mill Cove Biofilter - Universal Sewer Projects**

**Estimated Cost:** \$325,000

**Source of Funds:** Borrowing

**One-Time Cost**

**Timing:** 2022 design &  
construction

**Back to Council:** RFD - Scope  
to be approved before  
tendering

**Background:** The Mill Cove Wastewater treatment plant will require additional capacity for the additional proposed development in the area. The exact timing unknown presently but appears to be imminent. Design in 2022/23 with the potential to construct thereafter, Budget may require adjustment. Further investigation as to any possibility on site to expand following this last biofilter addition. I&I investigations are an important part of the capacity for this plant as per design scope.

**Objective:** To provide capacity to serve the growth within the area for up to an additional 35-50 units to be confirmed



# Waste Collection

## PROGRAM SUMMARY

### Description

We work closely with our waste collection contractor and residents to schedule and coordinate curbside waste collection and to ensure any changes in collection methods, routes or times are communicated to all affected parties in advance.

### 2022/23 Operating Highlights

We will continue with bi-weekly collection of sorted household waste. Bulky collection continues to be successful.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(2,174,680)	(2,177,963)	(2,211,054)	(2,378,097)
Salary/wages and employee benefits	30,647	28,121	33,919	38,935
Cost of Municipal Services	1,351,780	1,459,365	1,462,998	1,486,998
Expenditures not related to Services	-	-	-	-
Total Expenditures	1,382,427	1,487,486	1,496,917	1,525,934
Net Cost	(792,253)	(690,477)	(714,137)	(852,163)





## **Project: Green carts 250 – Solid Waste**

**Estimated Cost:** \$35,000

**Ongoing Cost**

**Source of Funds:** Solid Waste  
Area Rate

**Timing:** Ongoing, underway

**Back to Council:** No

**Background:** The Municipality provides green carts for organics collection to all residents of MODC. The increase in budget is due to demand of repairs and replacements required.

**Objective:** To provide residents of the Municipality a means to sort organics and provide collection service at the curb



# Landfill

## PROGRAM SUMMARY

### Description

The Kaizer Meadow Landfill provides solid waste management services to the Municipality of Chester and our partners.

### 2022/23 Operating Highlights

We plan to continue with regular operations, including Public Drop-off, HHW site, monitoring and reporting on waste separation and cell garbage compaction, road and heavy equipment management, facilities maintenance, managing and reporting on leachate and EVC tower operations, monitoring and treating liquid wastes, water sampling, and road maintenance.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(3,607,423)	(3,393,134)	(3,599,934)	(3,469,402)
Salary/wages and employee benefits	571,367	577,068	598,860	843,932
Cost of Municipal Services	4,416,001	2,169,334	2,823,831	2,331,701
Expenditures not related to Services	-	-	-	-
Total Expenditures	4,987,369	2,746,402	3,422,691	3,175,633
Net Cost	1,379,945	(646,732)	(177,243)	(293,769)



## **Project: Landfill cell 3B design & construction – Solid Waste**

**Estimated Cost:** \$6,168,385

**Source of Funds:** Borrowing

**Multi-year project**

**Timing:** Construction Planned  
2022

**Back to Council:** Yes, prior to  
construction award

**Background:** The newest cell 4A had an estimated life of 20 plus years when Sustane was to be up and running two years ago. However, with Sustane not in operation the cell is filling up quickly and a new cell is needed.

Design work is underway. Existing sedimentation ponds will need to be reconfigured and the additional leachate to be treated. This further justifies phase 2 of the leachate treatment upgrades to add a second equalization pond.

### **Objectives:**

To provide the Municipality of Chester and its clients landfill capacity and uninterrupted and environmentally responsible service.



## **Project: Leachate - Phase 2 (design work) – Solid Waste**

**Estimated Cost:** \$100,000

**Source of Funds:** Borrowing

**Multi-year project**

**Timing:** design 2022,  
construction 2023

**Back to Council:** RFD to  
authorize design.

**Background:** An assessment of the Kaizer Meadow Landfill leachate treatment systems identified limiting factors for the system now and in future. Newer cells have higher strength and require additional capacity for treatment. In addition, there is leachate currently being stored in the landfill cells and volume reduction needed.

Proposed upgrades were broken into phasing and Phase 1 was approved to be completed in 2020/21. Phase 2.....

**Objective:** Maintain compliance and due diligence as per NSE permits and regulations.

Phase 2: The addition of a second equalization lagoon and aeration equipment to increase treatment capacity by ensuring adequate retention time of the leachate before dispersal.





## **Project: Heavy Equipment Compactor – Solid Waste**

**Estimated Cost:** \$1,145,000

**Source of Funds:** \$200,00 from Landfill Equipment Reserve, \$200,000 from Solid Waste Area Rate & \$745,000 from borrowing

**One-Time Cost**

**Timing:** purchase 2022

**Back to Council:** For award, following tender

**Background:** The Kaizer Meadow Landfill is operating aging heavy equipment that requires ongoing maintenance and repairs. Operational changes have been identified with the impending opening of Sustane has influenced decision making, in conjunction with our partnership with Valley Waste.

Staff have drafted an equipment replacement plan with general rules to identify decisions as such based on the hours and/or usage (high/low).

**Objective:** To maintain dependable and adequate heavy equipment to maintain the landfill site.



## **Project: ¾ Ton Truck – Solid Waste**

**Estimated Cost:** \$85,000

**Source of Funds:** Solid Waste Area Rate

**One-Time Cost**

**Timing:** 2022

**Back to Council:** For award following tender.

**Background:** : Infrastructure and Operations maintains a fleet of trucks that are maintained by a vehicle maintenance service contract. A new vehicle is typically purchased as needed at the Kaizer Meadow Landfill. A new fleet management policy is being drafted and this truck is part of the new policy.

**Objective:** Staff require trucks to complete various activities on and off the site, sampling, delivery and pickup of materials/parts, meetings, tours and movement on site. This truck will be needed to continue to maintain the fleet as older vehicles are retired.



# Recycling

## PROGRAM SUMMARY

### Description

We manage waste separation and reduction through various programs, such as source separation and clear bag.

### 2022/23 Operating Highlights

We continue a comprehensive communications program that includes education, public engagement and targeted outreach to residents, businesses and institutions to reach our waste reduction and separation goals. We will continue to engage in the promotion of the Landfill through tours, demonstrations, and educational pieces.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(203)	(62)	(500)	(500)
Salary/wages and employee benefits	28,845	31,671	32,971	41,476
Cost of Municipal Services	13,399	29,016	29,487	37,112
Expenditures not related to Services	-	-	-	-
Total Expenditures	42,244	60,687	62,458	78,588
Net Cost	42,042	60,625	61,958	78,088



# Wind Turbine

## PROGRAM SUMMARY

### Description

Chester owns a 2MW wind turbine located at the Kaizer Meadow Industrial Park. Primary operations and maintenance is provided by a third party. The turbine produces an annual output of between 5.3 million and 6.3 million kilowatt hours.

### 2022/23 Operating Highlights

2022/23 budget is based on an estimate of 5.82 million kilowatt hours of production, which is equal to the annual electrical needs of approximately 232 average Nova Scotian households.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(817,212)	(818,251)	(730,000)	(762,500)
Salary/wages and employee benefits	2,256	1,438	2,440	1,807
Cost of Municipal Services	674,175	421,405	449,232	456,921
Expenditures not related to Services	-	-	-	-
Total Expenditures	676,432	422,843	451,672	458,729
Net Cost	(140,780)	(395,409)	(278,328)	(303,771)





## DEPARTMENTAL OPERATING SUMMARY

### Financial & Information Services

Program	Category	2021/22 Budget	Changes	2022/23 Budget	Notes
Property Taxes & GIL	Revenue	(15,044,726)	(1,558,073)	(16,602,799)	Increases to Residential (\$1,014K), Commercial (\$71K), Resource (\$19K), DTT (\$420K), and Wind Farm (\$34K)
	Expenditure	-	-	-	
	Net Cost	(15,044,726)		(16,602,799)	
Federal & Provincial Grants	Revenue	(1,230,145)	620,582	(609,563)	Reduced Gas Tax (\$571K), and Safe Restart (\$50K)
	Expenditure	-	-	-	
	Net Cost	(1,230,145)		(609,563)	
Finance	Revenue	(227,549)	-	(227,549)	S&W (\$125K), partially offset by reduction to Insurance (\$10K), and PVSC contribution (\$4K)
	Expenditure	1,487,694	111,151	1,598,846	
	Net Cost	1,260,145		1,371,297	
Information Services	Revenue	(27,800)	-	(27,800)	S&W (\$30K)
	Expenditure	600,777	30,117	630,894	
	Net Cost	572,977		603,094	
Transf fr Reserve & PY Surplus	Revenue	(1,205,476)	46,869	(1,158,607)	Details provided below
	Expenditure	-	-	-	
	Net Cost	(1,205,476)		(1,158,607)	
Transfer to Reserves	Revenue	-	-	-	Details provided below
	Expenditure	3,059,392	596,722	3,656,113	
	Net Cost	3,059,392		3,656,113	
Departmental Total	Revenue	(17,735,696)	(890,622)	(18,626,318)	
	Expenditure	5,147,863	737,990	5,885,853	
	Net Cost	(12,587,833)		(12,740,464)	



# Property Taxes & GIL

## PROGRAM SUMMARY

### Description

Primary source of Municipal revenues, including Residential, Commercial, Resource, Recreation, and Wind Farm property taxes, Deed Transfer Tax, and grants from other levels of government in-lieu of taxes. Property owners pay annual taxes based on the rates set by Council and the property values assessed by the Property Valuation Services Corporation (PVSC) with a cap on increases to taxable assessed values of eligible properties equal to the year-over-year NS CPI increase for October of the preceding year

### 2022/23 Operating Highlights

Due to strong housing market conditions, assessed values have increased for 2022. The cap on eligible properties is 5.4%. Total residential property assessment increased by 9.3%. Total commercial property assessment increased by 4.9%. Total resource property assessment increased by 6.0%

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(15,383,985)	(15,978,262)	(15,044,726)	(16,602,799)
Salary/wages and employee benefits	-	-	-	-
Cost of Municipal Services	-	-	-	-
Expenditures not related to Services	-	-	-	-
Total Expenditures	-	-	-	-
Net Cost	(15,383,985)	(15,978,262)	(15,044,726)	(16,602,799)



# Federal & Provincial Grants

## PROGRAM SUMMARY

Description
Grant funding received from other levels of Government. Primarily infrastructure funding through the Canada Community-Building Fund (formerly known as "Gas Tax").

2022/23 Operating Highlights
CCBF funding was temporarily doubled in 2021/22. Returning to pre-doubling levels of funding leaves a significant year-over-year decrease in funding

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(744,453)	(1,208,933)	(1,230,145)	(609,563)
Salary/wages and employee benefits	-	-	-	-
Cost of Municipal Services	-	-	-	-
Expenditures not related to Services	-	-	-	-
Total Expenditures	-	-	-	-
Net Cost	(744,453)	(1,208,933)	(1,230,145)	(609,563)





# Finance

## PROGRAM SUMMARY

### Description

Primarily responsible for fulfilling the statutory duties of the Treasurer, to provide financial advice to Council, and to provide financial services to the various departments. Provides accounting services, such as payroll, purchasing services, and controlling of funds through the development and implementation of appropriate policies, procedures, and controls. Also responsible for all tax administration matters (billing, collection, tax sales, etc.), and development and monitoring of annual and multi-year operating and capital budgets.

### 2022/23 Operating Highlights

Continuing to evaluate and update purchasing and procurement policies and procedures, including implementation of Purchase Order module. Increasing depth and breadth of financial analyses such as cash flow projections, and financial modelling of scenarios relating to operational initiatives and capital investments of the various departments.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(260,115)	(262,375)	(227,549)	(227,549)
Salary/wages and employee benefits	470,761	504,760	493,935	618,903
Cost of Municipal Services	924,080	952,932	993,759	979,943
Expenditures not related to Services	-	-	-	-
Total Expenditures	1,394,841	1,457,692	1,487,694	1,598,846
Net Cost	1,134,726	1,195,317	1,260,145	1,371,297





# Information Services

## PROGRAM SUMMARY

### Description

Provides reliable and sustainable technology, tools, and services that enable the Municipality to achieve its strategic plans and objectives in a secure and timely manner. This includes infrastructure and communications services in the areas of computing, communications, geomatic information systems, cyber security, and business continuity.

### 2022/23 Operating Highlights

Laserfiche migration to cloud services. Supporting the implementation of the Purchase Order Module, and eProcurement platform. Recruitment and onboarding of Systems Analyst position (shared with Town of Lunenburg). Strengthening cyber security profile through ongoing efforts, including addition of multi-factor authentication protocols.

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	-	(6,950)	(27,800)	(27,800)
Salary/wages and employee benefits	286,238	321,937	365,743	395,506
Cost of Municipal Services	202,873	195,425	235,034	235,388
Expenditures not related to Services	-	-	-	-
Total Expenditures	489,111	517,361	600,777	630,894
Net Cost	489,111	510,411	572,977	603,094



# Transf fr Reserve & PY Surplus

## PROGRAM SUMMARY

Description
Current year operating revenues drawn from Reserves

2022/23 Operating Highlights
Details provided on following slides

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	(1,470,739)	(910,580)	(1,205,476)	(1,158,607)
Salary/wages and employee benefits	-	-	-	-
Cost of Municipal Services	-	-	-	-
Expenditures not related to Services	-	-	-	-
Total Expenditures	-	-	-	-
Net Cost	(1,470,739)	(910,580)	(1,205,476)	(1,158,607)



## Transfers from Reserve and Prior Years Surplus

### **Transfers from Operating Reserve - \$284,000**

- Salary & Benefits Review (CAO) - \$85,000
- Ergonomics Assessment (CAO) - \$12,000
- Contingency (Contingency) - \$50,000
- Engineering Services – Community Wells (Municipal Properties) - \$50,000
- Consultants (Planning) - \$20,000
- Village Plan Review (Planning) - \$15,000
- Procurement Policy Review - \$2,000
- Building Inspection Training Program (Contingency) - \$50,000
- Community Trails (Recreation) - \$25,000

### **Operating Transfers from Gas Tax Reserve - \$128,300**

- Broadband internet (Economic Development)

### **Transfer from Sewer Reserve - \$21,807**

- Budgeted Net Operating Cost (Sewers)

### **Transfers from Wind Energy Reserve - \$699,500**

- Major Grants approved by Council on March 10, 2022 (Comm. Dev.) - \$289,000
- Major Grants/Sponsorship approved by Council on March 10, 2022 (Econ. Dev.) - \$150,000
- Kaizer Meadow Industrial Park Concept & Phase 2 Site Assessment (Econ. Dev.) - \$130,500
- Business Retention & Expansion (Econ. Dev.) - \$25,000
- Arts, Culture & Recreation Strategy (Econ. Dev.) - \$25,000
- Exit 6 Growth Strategy (Econ. Dev.) - \$50,000
- Invested in Operating Reserve - \$5,000
- Art Centre Budgeted Grant (Econ. Dev.) - \$25,000 – to be funded from general revenue in future years



# Transfer to Reserves

## PROGRAM SUMMARY

Description
Current year operating funds transferred into Reserves to fund future expenditures

2022/23 Operating Highlights
Details provided on following slide

2022/23 Operating Budget	2020/21 Actual	2021/22 Actual (projected)	2021/22 Budget	2022/23 Budget
Total Revenues	-	-	-	-
Salary/wages and employee benefits	-	-	-	-
Cost of Municipal Services	2,736,642	5,960,858	3,059,392	3,656,113
Expenditures not related to Services	-	-	-	-
Total Expenditures	2,736,642	5,960,858	3,059,392	3,656,113
Net Cost	2,736,642	5,960,858	3,059,392	3,656,113





## Transfers to Reserves

### **Transfers to Operating Reserve - \$2,019,343**

- Landfill Host fees (Landfill) - \$210,726
- Solid Waste surplus (Landfill, Waste Collection, & Recycling) - \$859,617
- Municipal Roads - \$35,000
- Elections - \$19,000
- 50% of Deed Transfer Tax - \$895,000

### **Transfer to Gas Tax Reserve (Fed & Prov Grants) - \$599,418**

### **Transfer to IT Equipment Reserve - \$34,150**

### **Transfer to Parkland Reserve - \$2,500**

### **Transfer to Wind Energy Reserve - \$1,000,702**

- Wind Turbine net gain (Wind Turbine) - \$303,771
- Wind Farm Developer Tax (Property Taxes & GIL) - \$696,930
- 1/3 Allocated to each of Economic Development, Community Grants, and Operating Reserves

### **Landfill Equipment Reserve - \$0**

- The 22/23 contribution of \$200,000 will be used to purchase a Compactor within the same year, so it is reflected as a Capital from Revenue item



# Strategic Priority Area – Economic Development

## Description:

Our ongoing commitment to investment attraction, business support services, and infrastructure encourages entrepreneurship, supports sustainable development of targets sectors and strengthens the commercial tax base.

## Priority Outcomes:

1. Partner in the development of infrastructure and opportunities for business development and attraction.
2. Promote and grow the Municipality's economic sectors.
3. Position the Municipality as NS's south shore community of choice for residents, businesses, and organizations, and as an international tourism destination

## 2022/23 Budget Initiatives:

\$25,000 Business Retention and Expansion  
\$25,000 Arts, Culture and Recreation Strategy  
\$128,300 Rural internet  
\$100,000 Kaizer Meadow Industrial Park concept plan  
\$30,000 Kaizer Meadow site assessment (phase 2)

## Funding sources other than tax revenue or debt:

\$128,300 Rural internet – Gas Tax Reserves  
\$100,000 Kaizer Meadow Ind. Park concept plan – Wind Reserve  
\$30,000 Kaizer Meadow site assessment (phase 2) – Wind Reserve  
\$25,000 Business Retention and Expansion – Wind Reserve  
\$25,000 Arts, Culture and Recreation Strategy – Wind Reserve



## Strategic Priority Area – Environmental Stewardship

### Description:

Our leadership in environmental stewardship seeks innovative approaches for sustainable community planning and decision-making that balances growth, invest in green business and infrastructure, enhances quality of life, and responds to the environmental impacts of climate change.

### Priority Outcomes:

1. Seek opportunities for innovation and leadership in waste management.
2. Explore options for integrating green energy and sustainable technologies in municipal infrastructure and program delivery.
3. Support environmental conservation & protection initiatives and efforts to tackle the impact of climate change.

### 2022/23 Budget Initiatives:

\$38,500 Water Quality Monitoring  
\$50,000 Municipal Water Strategy (Community Wells Consultant)  
Financing Program for Home Water Services - \$150,000 allocated for loans

### Funding sources other than tax revenue or debt:

\$50,000 Municipal Water Strategy (Community Wells Consultant) – General Operating Reserve



# Strategic Priority Area – Governance & Engagement

## Description:

Our governance and administration processes demonstrates a commitment to efficient and fiscally sustainable service delivery. Our commitment to communications & engagement provides residents, businesses, and organizations with access to services, information, and decision-making as meaningful participation in local government.

## Priority Outcomes:

1. Ensure municipal service delivery is efficient and effective, communicated and accessible.
2. Ensure municipal bylaw and policy frameworks reflect current and changing needs.
3. Continue to develop an asset management system that will inform decisions about infrastructure, development, levels of service, risk assessment, and associated financing.

## 2022/23 Budget Initiatives:

\$2,000 Procurement Strategy – expert review of revised policy  
\$15,000 Village SPS & LUB policy – consultant to complete study  
Uniform Signage Bylaw (internal allocation of resources)  
\$35,000 Municipal Salaries & Benefits Review  
\$50,000 Human Resources Policy Review

## Funding sources other than tax revenue or debt:

\$2,000 Procurement Strategy – General Operating Reserve  
\$15,000 Village SPS & LUB policy – General Operating Reserve  
\$85,000 Municipal salaries & HR policy review – General Operating Reserve





## Strategic Priority Area – Healthy & Vibrant Communities

### Description:

Our ongoing engagement with partners and stakeholders supports vibrant and sustainable communities throughout our Municipality. Through long range planning that creates active and safe communities, and through the provision of accessible and inclusive programs and services, we work to improve quality of life for residents.

### Priority Outcomes:

1. Ensure residents have access to facilities, natural assets, programs, and services that enrich a quality of life and provide safe communities for residents and visitors alike.
2. Develop an accessibility, diversity, and equity lens for municipal services, and support partners in advancing accessible and inclusive communities.
3. Determine a municipal role in terms of protecting and increasing a broad range of housing stock to meet community needs.

### 2022/23 Budget Initiatives:

\$94,233 Accessibility Plan – Internal Action Plan  
Active Living Strategy (internal allocation of resources)  
Housing Toolbox (internal allocation of resources)  
\$25,000 Community Trails

### Funding sources other than tax revenue or debt:

\$69,155 Accessibility Plan – Other Municipal Units  
\$25,000 Community Trails – General Operating Reserve



## Strategic Priority Area – Infrastructure & Service Delivery

### Description:

Through asset management practices that inform annual operations and maintenance programs as well as long term capital renewals and upgrades, we invest in public infrastructure. In response to ongoing changes in levels of service, regulatory requirements, population, and technological innovation, we work to provide infrastructure that is cost effective, reliable, and sustainable.

### Priority Outcomes:

1. Develop and implement evidence-based plans for future infrastructure and service needs, along with related funding models, to accommodate sustainable growth and levels of service.
2. Create efficiencies through innovative service delivery, and proactive maintenance and operations of existing infrastructure..
3. Plan for and create infrastructure that improves the connectivity of roads, multi-use trails, natural assets and facilities as part of an active transportation network.

### 2022/23 Budget Initiatives:

\$50,000 Growth Strategy for Exit 6  
Numerous Capital Budget Projects

### Funding sources other than tax revenue or debt:

\$50,000 Exit 6 Growth Strategy – Wind Reserve  
Capital Budget Infrastructure Project Funding includes Fed/Prov grants, and reserves (General Operating, Gas Tax, Landfill Equipment)



**Municipality of the District of Chester**  
**Capital Budget - 2022/23**

Department	Project Name	Project Cost	Reserve Type	Grants Federal	Grants Provincial	Funding Reserves	Operations or Area Rate	Fund from Borrowing
Community Development & Recreation	<b>TRAIL BRIDGE REPAIRS</b>							
	B04 King Street - Concrete Condition Study	10,000	Operating	-	-	10,000	-	-
	B08 Barry's Brook #1 - Level III Inspection	20,000	Operating	-	-	20,000	-	-
	B09 East River - Level III Inspection	25,000	Operating	-	-	25,000	-	-
	East River trail foot bridge	25,000	Private Grant/Gax Tax	-	16,000	9,000	-	-
	<b>PAVED SHOULDERS</b>							
	1. Hwy 3 - Chester Basin to Western Shore	762,881	Operating	305,153	254,268	203,460	-	-
	<b>SIDEWALKS and CONNECTOR TRAILS</b>							
	3. Hubbards-Hwy 329 to trail (60m)	98,154	Operating	39,261	32,715	26,178	-	-
	4. Chester Basin-Hwy 3 to Croft Road (265m)	283,769	Operating	113,508	94,580	75,681	-	-
	5. Chester-Our Health Centre to Pig Loop (160m)	178,411	Operating	71,365	59,464	47,582	-	-
	6. Chester-Duke St. to Victoria St. (660m)	668,848	Operating	267,539	222,927	178,382	-	-
	14. Middle River - Haughn Property - Accessible Connector Trail*	34,416	Operating	13,766	11,471	9,179	-	-
	<b>BRIDGES</b>							
	16. Gold River - Gold River Trail Bridge Repair	1,852,217	Operating	740,887	617,344	493,986	-	-
	<b>RAPID RECTANGULAR FLASHING BEACONS (RRFB's)</b>							
	17. Hubbards-Hwy 329 at Hubbards Sailing Club	28,358	Operating	11,343	9,452	7,563	-	-
	18. Chester-Hwy 3 at Walker Cut Rd trail cross	28,358	Operating	11,343	9,452	7,563	-	-
	19. East River-Hwy 3 at East River trail cross	29,735	Operating	11,894	9,911	7,930	-	-
	24. Western Shore-Hwy 3 at Lawrence Hatt Rd.	29,735	Operating	11,894	9,911	7,930	-	-
	26. Chester Basin-Hwy 3 at Hwy 12	29,735	Operating	11,894	9,911	7,930	-	-
	<b>OPEN SPACES</b>	302,750	Operating	-	-	302,750	-	-
Solid Waste	Landfill cell 3B design & construction	6,168,385		-	-	-	-	6,168,385
	Leachate - Phase 2 (design work)	100,000		-	-	-	-	100,000
	Heavy equipment compactor	1,145,000	Landfill Equipment	-	-	200,000	200,000	745,000
	3/4 Ton Truck	85,000		-	-	-	85,000	-
	Green carts 250	35,000		-	-	-	35,000	-
Universal Sewer Projects	Maintenance hole Repairs & Infiltration Reduction	52,500		-	-	-	52,500	-
	Pump Replacements - Allowance	31,500		-	-	-	31,500	-
	Wastewater collection extension	52,000	Gas Tax	-	-	26,000	26,000	-
	Mill Cove - Addition of Biofilter Unit	325,000		-	-	-	-	325,000
Municipal Property	Fire protection renovations - Annex Building	10,000	Operating	-	-	10,000	-	-
	Truck Replacement - 3/4 tonne	85,000	Operating	-	-	85,000	-	-
	Roads Rehabilitation (J-Class)	80,000	Gax Tax	-	-	80,000	-	-
	Wild Rose Park washroom renovation	100,000		100,000	-	-	-	-
	Speed Radar Units (1 per district)	70,000	Gax Tax	-	-	70,000	-	-
	Welcome Signs (6)	30,000	Wind Reserve (ED)	-	-	30,000	-	-
	Zero-turn replacement	20,000	Operating	-	-	20,000	-	-
	Trail Surface Upgrades	26,000	Operating	-	-	26,000	-	-
<b>Total Projects &amp; Funding Contributions</b>		<b>12,822,752</b>		<b>1,709,847</b>	<b>1,357,406</b>	<b>1,987,114</b>	<b>430,000</b>	<b>7,338,385</b>



**Municipality of the District of Chester**  
**Capital Budget - 2023/24**

Department	Project Name	Project Cost	Reserve Type	Grants Federal	Grants Provincial	Funding Reserves	Operations or Area Rate	Fund from Borrowing
Community Development & Recreation	TRAIL BRIDGE REPAIRS							
	B01 Barkhouse Brook - repoint only	5,000	Gas Tax	-	-	5,000	-	-
	B02 Middle River - repoint only	7,500	Gas Tax	-	-	7,500	-	-
	B04 King Street - concrete repair & timber repair	25,000	Gas Tax	-	-	25,000	-	-
	B05 Goat Lake #2 - repoint joints	3,000	Gas Tax	-	-	3,000	-	-
	B07 Barry's Brook #2 - repoint joints & rail ties and steel work	28,500	Gas Tax	-	-	28,500	-	-
	B08 Barry's Brook #1 - repoint joints	4,000	Gas Tax	-	-	4,000	-	-
	B09 East River - repoint joints & rail ties and steel work	59,000	Gas Tax	-	-	59,000	-	-
	SIDEWALKS and CONNECTOR TRAILS							
	9. Hubbards-Hwy 3 to Hubbards Sailing Club (1200m)	1,090,551	Operating	436,220	363,481	290,850	-	-
	10. Hubbards-Fox Point Front Rd. (1000m)	881,110	Operating	352,444	293,674	234,992	-	-
	RAPID RECTANGULAR FLASHING BEACONS (RRFB's)							
	17. Hubbards-Hwy 329 at Hubbards Sailing Club	28,358	Operating	11,343	9,452	7,563	-	-
	20. Chester-at Old Trunk 3 trail cross (east)	28,358	Operating	11,343	9,452	7,563	-	-
	21. Chester-at Old Trunk 3 trail cross (west)	28,358	Operating	11,343	9,452	7,563	-	-
	22. Chester-Hwy 3 at Pig Loop	31,112	Operating	12,445	10,370	8,297	-	-
Information Services	Ortho Photography	110,000	IT Equipment	-	-	110,000	-	-
Solid Waste	Heavy equipment skid steer	105,000		-	-	-	105,000	-
	Leachate treatment plant upgrade (phase 2)	2,000,000		-	-	-	-	2,000,000
	Front Loader	273,000		-	-	-	273,000	-
	Green carts 200	30,000		-	-	-	30,000	-
Universal Sewer Projects	Maintenance hole Repairs & Infiltration Reduction	53,000		-	-	-	53,000	-
	Pump Replacements - Allowance	32,000		-	-	-	32,000	-
Municipal Property	Truck Replacement - 3/4 tonne	85,000		-	-	-	-	85,000
	Road Rehabilitation - Parkwood	730,000	Operating	-	-	730,000	-	-
	ATV replacement	30,000		-	-	-	30,000	-
	Trail Surface Upgrades	27,000		-	-	-	27,000	-
Total Projects & Funding Contributions		5,694,847		835,138	695,881	1,528,828	550,000	2,085,000





# Municipality of the District of Chester

## Capital Budget - 2024/25

Department	Project Name	Project Cost	Reserve Type	Grants Federal	Grants Provincial	Funding Reserves	Operations or Area Rate	Fund from Borrowing
Community Development & Recreation	TRAIL BRIDGE REPAIRS							
	B07 Barry's Brook #2 - clean, sandblast & repaint	75,000	Gas Tax	-	-	75,000	-	-
	B09 East River - clean, sandblast & repaint	275,000	Gas Tax	-	-	275,000	-	-
	SIDEWALKS and CONNECTOR TRAILS							
	7. Chester-Victoria St. to trail (35m)	59,952	Operating	23,981	19,982	15,989	-	-
	8. Chester-Trail to Shore Mall (580m)	534,751	Operating	213,900	178,233	142,618	-	-
	13. New Ross-Forties Rd. to Fairgrounds (900m)	848,003	Operating	339,201	282,639	226,163	-	-
	RAPID RECTANGULAR FLASHING BEACONS (RRFB's)							
	23. Martins River-Hwy 3 at trail cross	28,358	Operating	11,343	9,452	7,563	-	-
Information Service	25. New Ross-Hwy 12 at Forties Rd.	31,112	Operating	12,445	10,370	8,297	-	-
	27. New Ross-Hwy 12 at school connector	28,358	Operating	11,343	9,452	7,563	-	-
Information Service	VMWARE Infrastructure	69,000	IT Equipment	-	-	69,000	-	-
	Hardware Replacement	103,000	IT Equipment	-	-	103,000	-	-
Solid Waste	Equipment - dump truck	139,000		-	-	-	139,000	-
	Equipment - 1 ton truck (Chester only)	107,000		-	-	-	107,000	-
	Green carts 200	30,000		-	-	-	30,000	-
Universal Sewer Projects	Maintenance hole Repairs & Infiltration Reduction	55,000	-	-	-	-	55,000	-
	Pump Replacements - Allowance	33,000		-	-	-	33,000	-
Municipal Property	Truck Replacement - 3/4 tonne	85,000		-	-	-	85,000	-
	Trail Surface Upgrades	28,000		-	-	-	28,000	-
Total Projects & Funding Contributions		2,529,534		612,213	510,128	930,193	477,000	-



Municipality of the District of Chester								
Capital Budget - 2025/26								
Department	Project Name	Project Cost	Reserve Type	Grants Federal	Grants Provincial	Funding Reserves	Operations or Area Rate	Fund from Borrowing
Community Development & Recreation	TRAIL BRIDGE REPAIRS							
	B03 Cooks Branch/Halfway River - All work	110,000	Gas Tax	-	-	110,000	-	-
	B06 Goat Lake #1 - Replace Abutment Walls	15,000	Gas Tax	-	-	15,000	-	-
	PAVED SHOULDERS							
	2. Hwy 3 - Vaughn Rd to Martins River (4.4km)	556,961	Operating	222,784	185,635	148,542	-	-
	SIDEWALKS and CONNECTOR TRAILS							
	11. Western Shore-George Rd to Vaughn Rd. (240m)	232,403	Operating	92,961	77,460	61,982	-	-
	12. Chester-Pig Loop Rd (1300m)	1,298,986	Operating	519,594	432,952	346,440	-	-
	BRIDGES							
	15. Chester-Highway 3 Multi-use trail bridge construction	1,303,625	Operating	521,450	434,498	347,677	-	-
Solid Waste	Heavy equipment 316 excavator	250,000		-	-	-	250,000	-
	Green carts 200	31,200		-	-	-	31,200	-
	Equipment - 1 ton truck (Valley 20%)	65,000		-	-	-	65,000	-
Universal Sewer Projects:	Maintenance hole Repairs & Infiltration Reduction	55,000		-	-	-	55,000	-
	Pump Replacements - Allowance	35,000		-	-	-	35,000	-
Municipal Property:	Truck Replacement - 3/4 tonne	85,000		-	-	-	85,000	-
	Trail Surface Upgrades	29,000		-	-	-	29,000	-
Total Projects & Funding Contributions		4,067,175		1,356,789	1,130,545	1,029,641	550,200	-

Municipality of the District of Chester								
Capital Budget - 2026/27								
Department	Project Name	Project Cost	Reserve Type	Grants Federal	Grants Provincial	Funding Reserves	Operations or Area Rate	Fund from Borrowing
Community Development & Recreation	TRAIL BRIDGE REPAIRS							
	B01 Barkhouse Brook - replace rail ties & steel work	25,000	Gas Tax	-	-	25,000	-	-
	B02 Middle River - replace rail ties & steel work	50,000	Gas Tax	-	-	50,000	-	-
	B08 Barry's Brook #1 - new superstructure	150,000	Gas Tax	-	-	150,000	-	-
	B10 Little East River - all work	280,000	Gas Tax	-	-	280,000	-	-
Solid Waste	Equipment - 3/4 tonne truck	90,000		-	-	-	90,000	-
	Green carts 200	29,580		-	-	-	29,580	-
	Equipment - side-by-side	22,000		-	-	-	22,000	-
Universal Sewer Projects:	Maintenance hole Repairs & Infiltration Reduction	56,000		-	-	-	56,000	-
	Pump Replacements - Allowance	36,000		-	-	-	36,000	-
Municipal Property:	Truck Replacement - 3/4 tonne	85,000		-	-	-	85,000	-
	Trail Surface Upgrades	29,000		-	-	-	29,000	-
Total Projects & Funding Contributions		852,580		-	-	505,000	347,580	-





## Debt and Debt Servicing Charges

	Budget 22-23	Projection 23-24	Projection 24-25	Projection 25-26	Projection 26-27
<b>Outstanding debt</b>					
Opening Balance	5,721,324	12,490,071	12,942,535	10,372,943	7,701,351
New Debt	7,693,741	3,120,000	85,000	-	-
Payments	(924,994)	(2,667,536)	(2,654,592)	(2,671,592)	(2,671,592)
Closing	<u>12,490,071</u>	<u>12,942,535</u>	<u>10,372,943</u>	<u>7,701,351</u>	<u>5,029,760</u>
<b>Debt Charges</b>					
Principal Payments	924,994	2,667,536	2,654,592	2,671,592	2,671,592
Interest Payments	224,577	302,948	293,389	242,484	185,139
Total Debt Servicing Costs	<u>1,149,571</u>	<u>2,970,484</u>	<u>2,947,981</u>	<u>2,914,076</u>	<u>2,856,730</u>
<b>Debt Charges by Program</b>					
Information systems	16,278	-	-	-	-
Roads	32,566	31,663	-	-	-
Sewer	155,468	176,797	250,232	245,983	241,328
Landfill	648,370	2,472,426	2,414,890	2,375,422	2,331,278
Wind Turbine	296,888	289,597	281,902	273,908	265,684
Municipal Properties	-	-	958	18,763	18,441
	<u>1,149,571</u>	<u>2,970,484</u>	<u>2,947,981</u>	<u>2,914,076</u>	<u>2,856,730</u>
Debt charges as a % of own source revenue	6.7%	17.0%	16.6%	16.2%	15.6%
Financial Condition Indicator					
(Green (Met) under 10%, Yellow (Caution) 10-15%, Red (Over Threshold) 15% & over)					



## Reserves - 2022-23 budgeted changes

	Forecast Mar. 2022	Additions ^	Withdrawals *	Interest	Budget Mar. 2023
<b>Operating Reserves</b>					
General Operating	14,047,129	2,019,344	(1,881,114)	141,162	14,326,521
Wind - \$2.5M Opr Res, \$2.4M Eco Dev, \$1.2M Comm	6,084,317	1,000,702	(729,500)	92,621	6,448,140
Sewer	961,558	-	(21,807)	9,507	949,258
Designated Community	4,691	-	-	47	4,738
Fire Services	90,173	-	-	902	91,075
+ to GenOpr 21-22 forecast surplus		423,157			423,157
	21,187,868	3,443,202	(2,632,421)	244,238	22,242,887
			<b>Total General Operating Reserve =&gt;</b>		<b>14,749,678</b>
<b>Capital Reserves</b>					
General capital	58,902	-	-	589	59,491
Gas Tax	3,770,815	599,418	(313,300)	39,139	4,096,072
Recreation	44,753	-	-	448	45,201
Parkland	195,195	2,500	-	1,964	199,660
IT equipment	108,949	34,150	-	1,260	144,360
Forest Heights	23,137	-	-	231	23,368
Landfill equipment	201,000	-	(200,000)	1,010	2,010
	4,402,752	636,068	(513,300)	44,641	4,570,162
<b>Total</b>	<b>25,590,620</b>	<b>4,079,270</b>	<b>(3,145,721)</b>	<b>288,880</b>	<b>26,813,049</b>
<b>^ Additions - Transfers to reserves</b>					
		<b>Per Ex. Summary</b>	Election	Roads	Development Fund
Solid waste Landfill		-			
Solid waste Landfill host fees	2,019,344	210,726	19,000	35,000	895,000
Solid waste (area rate)) - Gen Opr		859,617			
Wind turbine		1,000,702			
Gas Tax		599,418			
<b>* Withdrawals</b>	<b>Capital Exp.</b>	<b>Operating Exp</b>	<b>Description of Operating Expenses</b>		
General Operating	(1,572,114)	(309,000)	Cons./Prof. Serv (\$167K), Contingency (\$50K)		
Wind	-	(729,500)	Grant to Org (\$489K), KM Ind. Park (\$131K) Other (\$5K)		
Sewer	-	(21,807)	Operating Deficit		
Gas Tax	(185,000)	(128,300)	Broadband - Bell		
Landfill equipment	(200,000)	-			
		(3,145,721)			





## Reserves - projected year end balances for the next 5 years

	Previous slide				
	Budget	Projection	Projection	Projection	Projection
	End of 22-23	23-24	24-25	25-26	26-27
<b>Operating Reserves</b>					
General Operating	14,749,678	13,611,513	13,337,394	12,561,604	12,687,220
Wind (see below breakdown of amount)	6,448,140	6,821,583	7,204,855	7,598,165	8,001,728
Sewer	949,258	939,943	882,653	856,414	863,451
Designated Community	4,738	4,785	4,833	4,881	4,930
Fire Services	91,075	91,985	92,905	93,834	94,773
	<b>22,242,887</b>	<b>21,469,810</b>	<b>21,522,639</b>	<b>21,114,898</b>	<b>21,652,101</b>
<b>Capital Reserves</b>					
General capital	59,491	60,086	60,687	61,294	61,907
Gas Tax	4,096,072	3,956,477	4,132,077	4,542,873	4,583,305
Recreation	45,201	45,653	46,109	46,570	47,036
Parkland	199,660	204,169	208,723	213,323	217,968
IT equipment	144,360	69,574	(68,270)	(34,632)	(657)
Forest Heights	23,368	23,602	23,838	24,077	24,317
Landfill equipment	2,010	2,030	2,050	2,071	2,092
	<b>4,570,162</b>	<b>4,361,591</b>	<b>4,405,214</b>	<b>4,855,576</b>	<b>4,935,968</b>
	<b>26,813,049</b>	<b>25,831,401</b>	<b>25,927,854</b>	<b>25,970,474</b>	<b>26,588,069</b>
<b>Wind Reserve</b>					
Fund economic development programs	2,338,260	2,269,355	2,197,857	2,123,703	2,046,830
Invested in operating reserves	2,896,587	3,275,275	3,664,747	4,065,241	4,477,001
Designated for community development	1,213,292	1,276,953	1,342,251	1,409,221	1,477,898
	<b>6,448,140</b>	<b>6,821,583</b>	<b>7,204,855</b>	<b>7,598,165</b>	<b>8,001,728</b>



## Area rate budget statement - Solid Waste

	Budget 22-23	Budget 21-22	\$ Change	% change
Revenue				
Finance - interest on A/Rec	2,500	2,500	-	0.0%
Waste collection	2,378,097	2,211,054	167,042	7.6%
Landfill	3,258,675	3,402,021	(143,346)	-4.2%
Recycling	500	500	-	0.0%
	<u>5,639,772</u>	<u>5,616,075</u>	<u>23,697</u>	<u>0.4%</u>
Expenditures				
Waste collection	1,525,934	1,496,917	29,017	1.9%
Landfill	3,175,633	3,422,691	(247,058)	-7.2%
Recycling	78,588	62,458	16,130	25.8%
Transfers to reserves	859,617	634,009	225,608	35.6%
	<u>5,639,772</u>	<u>5,616,075</u>	<u>23,697</u>	<u>0.4%</u>
	<u>-</u>	<u>-</u>	<u>-</u>	

Sustane fee \$Nil, down from \$1.02M. Landfill expense increase for closure costs \$372K

Transfers to reserves increase for SW area rate \$138K & Landfill Ops \$105K, partially offset by inc. net costs for Recycling \$16K



## Area rate (EDU) budget statement - Sewers

	Budget 22-23	Budget 21-22	\$ Change	% change	
Revenue					
Sewers	1,066,129	1,034,702	31,427	3.0%	
Transfers from reserves	21,807	-	21,807		
	<u>1,087,936</u>	<u>1,034,702</u>	<u>53,234</u>	<u>5.1%</u>	
Expenditures					
Sewers	1,087,936	1,010,565	77,371	7.7%	
Transfers to reserves	-	24,137	(24,137)	-100.0%	
	<u>1,087,936</u>	<u>1,034,702</u>	<u>53,234</u>	<u>5.1%</u>	
	<u>-</u>	<u>-</u>	<u>-</u>		
	<b>End of 22-23</b>	<b>Projection 23-24</b>	<b>Projection 24-25</b>	<b>Projection 25-26</b>	<b>Projection 26-27</b>
Sewer Reserves					
Opening	961,558	949,258	939,943	882,653	856,414
Additions	-	-	-	-	-
Return on investments	9,507	9,399	9,068	8,652	8,557
Capital Withdrawals	-	-	-	-	-
Additions or Withdrawal tfr to operating fund	(21,807)	(18,714)	(66,358)	(34,890)	(1,520)
Closing	<u>949,258</u>	<u>939,943</u>	<u>882,653</u>	<u>856,414</u>	<u>863,451</u>
\$1.00 increase in EDU rate raises	\$ 1,575				
Increase > Budgeted EDU required to balance operating	\$ 13.85	\$ 11.88	\$ 42.14	\$ 22.15	\$ 0.97
Rate to balance operations (avg. \$693.53)	\$ 690.50	\$ 686.88	\$ 717.14	\$ 697.15	\$ 675.97
<b>Budgeted rate (average \$704.26)</b>	<b>676.65</b>	<b>690.18</b>	<b>703.99</b>	<b>718.07</b>	<b>732.43</b>
<b>4.1% increase</b>		Assumed 2% growth in operating costs, and EDU			

### Budgeted Rates:

- 2022/23 = \$676.65 (4.1% increase)
- Subsequent increase 2% per year
- As budgeted, Reserve balance will remain between \$800K – \$900K

### Factors affecting future years:

- Expansion!
  - Increased EDU count
  - Increased Operating Expense





# Area rate budget statement - Street Light area rates

District	Location	2022 Assessed Value	Accumulated Surp (Def) Mar/21	2021-22 /actuals (proj)		Accumulated Surp (Def) Mar/22 (proj)	2022-23 Budget		Accumulated Surp (Def) Mar/23 (bud)	Rate Analyses			
				Revenue	Expense		Revenue Using Recomm'd rate	Expense 1.20%		2021/22 Rate	Rate to cover annual Exp	Rate req'd to clear surp/def over 5 years	Recomm'd 2022/23 Rate
2	District 2 - Hubbards	220,254,300	14,583	(43,480)	49,998	8,064	(48,456)	50,598	5,922	0.0220	0.0230	0.0222	0.0220
3	East Chester	5,368,700	(481)	(1,057)	3,684	(3,107)	(1,181)	3,728	(5,654)	0.0220	0.0694	0.0810	0.0220
1	Islandview & Chester Downs	19,993,800	1,596	(4,543)	6,210	(71)	(6,299)	6,285	(56)	0.0200	0.0256	0.0257	0.0257
1	Commons Downs					-	-	-	-				
3	Target Hill Rd & Commons Rd.	4,517,000				-	-	-	-				
4	District 4 - Chester Basin	188,643,300	2,093	(38,207)	32,368	7,932	(31,126)	32,757	6,302	0.0220	0.0174	0.0165	0.0165
5	New lights (28) - flat rate per a/c	1,290			7,758	(7,758)	(15,080)	13,534	(6,212)	10.37	10.49	11.69	11.69
5	Station Road	824,400	180	(246)	363	63	(256)	367	(49)	0.0310	0.0446	0.0430	0.0310
5	D 5 - intersections	183,466,200	(1,504)	(6,857)	3,895	1,459	(6,238)	6,597	1,099	0.0040	0.0036	0.0034	0.0034
5	Beech Hill Road	978,300	388	(859)	1,088	158	(900)	1,101	(44)	0.0920	0.1126	0.1094	0.0920
5	Bridgeview Drive	2,870,300	109	(814)	968	(46)	(861)	980	(164)	0.0300	0.0341	0.0344	0.0300
6	New Ross	6,333,300	(5,155)	(5,791)	5,672	(5,036)	(6,017)	5,740	(4,759)	0.0950	0.0906	0.1065	0.0950
7	New lights (8)	250,283,400				-	(1,502)	1,256	246	0.0006	0.0005	0.0005	0.0006
7	D 7 - Intersections	250,283,400	1,816	(3,677)	2,068	3,425	(2,503)	2,093	3,835	0.0010	0.0008	0.0006	0.0010
7	Haddon Hill	4,463,300	87	(562)	660	(10)	(580)	668	(98)	0.0130	0.0150	0.0150	0.0130
Undepreciated Asset costs					15,628								
		454,246,700	13,712	(106,093)	130,361	5,073	(120,999)	125,703	368				
		Count											
		Ass'd Value											
		AV (int)											

Decrease  
No change  
Increase





## Area rate budget statement - Mill Cove Hydrants

	<b>Budget 22-23</b>	<b>Budget 21-22</b>	<b>\$ Change</b>	<b>% change</b>
Revenue				
Hydrant rate	17,245	25,374	(8,129)	-32.0%
	<u>17,245</u>	<u>25,374</u>	<u>(8,129)</u>	<u>-32.0%</u>
Expenditures				
Mill Cove fire protection - hydrants	52,653	48,320	4,333	9.0%
	<u>52,653</u>	<u>48,320</u>	<u>4,333</u>	<u>9.0%</u>
	<u>(35,408)</u>	<u>(22,946)</u>	<u>(12,462)</u>	<u>54.3%</u>

Infrastructure and Operations Department is preparing a request for decision on options for the MC fire protection, therefore should wait to set this rate until Council has reviewed the options and made a decision.



## Rates

Rate description	2022-23	2021-22
Residential / Resource	\$0.705	\$0.705
Commercial	\$1.53	\$1.53
Area rate – Solid Waste	\$0.1205	\$0.1205
Sewer EDU fee	\$676.65	\$650.00
Area rate - Mill Cove hydrant	\$0.28	\$0.28
Area rates – streetlights - various	see page 85	

Others	
Area rates – fire protection - various	TBD
Area rate – Village commission rate	TBD



## REQUIRED MOTIONS

That Municipal Council:

- Approve the 2022-23 Capital budget in the amount of \$12,822,752
- Approve the 2022-23 Operating budget, as presented, in the amount of \$29,366,009
- Approve the 2022-23 reserve transfers as noted, for both capital and operating budgets
- Set the residential tax rate at \$0.705 per \$100 of assessment
- Set the commercial tax rate at \$1.53 per \$100 of assessment
- Set the solid waste rate at \$0.1205 per \$100 of assessment
- Set the sewer EDU rate at \$676.65 per EDU
- Set the streetlight area rates as noted on page 85
- Set the Mill Cove Hydrant rate at \$0.28 per \$100 of assessment

