

**THE MUNICIPALITY OF THE COUNTY OF KINGS
BUDGET & FINANCE COMMITTEE
AGENDA**

**Tuesday, March 9, 2021 at 9:00am
Council Chambers, Municipal Complex**

Item	Description	Required Action	Responsible	Page
1.	Roll Call		Chair	
2.	Additions to the Agenda	Decision	All	
3.	Approval of Agenda	Decision	All	
4.	Disclosure of Conflict of Interest Issues	Decision	Chair	
5.	Approval of Minutes: <ul style="list-style-type: none"> February 9, 2021 	Decision	Chair	2
6.	Business Arising from Minutes	Discussion	All	
New Business				
7.	Budget Preview H:\Finance\budgets\2022 Budget\General Operating\Budget Snapshot\Budget Preview 2021 22.pdf	Presentation & Discussion	Greg Barr, Director of Finance & IT	5
8.	2021/22 Budget Timeline Update	Discussion	Mike Livingstone, Manager of Financial Reporting	71
9.	Work Plan Update	Discussion	Greg Barr, Director of Finance & IT	75
Correspondence				
Other Business				
10.	Public Comments			
11.	Next Meeting: Tuesday, April 13, 2021 @ 9am	Decision	All	
12.	Adjournment	Decision	All	

**Municipality of the County of Kings
Budget & Finance Committee**

**Meeting, Date
and Time**

A Budget & Finance Meeting was held on Tuesday, February 09, 2021 at 9:00am via WebEx

Attending

In attendance were:

Committee Members: Councillor Hirtle – Chair
Councillor Winsor – Vice Chair
Deputy Mayor Lutz

Staff: Rob Frost, Deputy CAO
Mike Livingstone, Manager of Financial Reporting
Kevin Wheaton, Financial Analyst
Katrina Roefs, Financial Analyst
Amie Johnstone, Recording Secretary

Regrets: Mayor Muttart

Meeting Called to order:

The Chair called the meeting to order at 9:04am

**Additions to the
Agenda:**

None

**Approval of the
Agenda:**

**On the motion of Deputy Mayor Lutz, seconded by Councillor Winsor the agenda be approved.
Motion carried.**

**Disclosure of Conflict
of Interest Issues:**

None

**Approval of Previous
Minutes:**

**On the motion of Councillor Winsor, seconded by Deputy Mayor Lutz, the minutes of January 11, 2021 be approved as circulated.
Motion carried.**

**Business Arising from
the Minutes:**

None

New Business:

Note. Due to WebEx technical problems, agenda item #8 was presented before agenda item #7.

**(8) 2020/21 Q3
Accountability – Capital**

Kevin Wheaton, Financial Analyst presented the 2020/21 Q3 Accountability – Capital for period ending December 31, 2020 Councillor Winsor asked when Council would be seeing the J-class road priorities for review. Staff advised that the Engineering Department would be most appropriate to comment on the details.

On the motion of Councillor Winsor, seconded by Deputy Mayor Lutz,

**(8) 2020/21 Q3
Accountability – Capital
cont'd**

**That Budget & Finance Committee recommend the Capital Accountability Report (for period ended December 31, 2020) as attached to the February 9, 2021 agenda be received as information by Municipal Council.
Motion Carried**

**(7) 2020/21 Q3
Accountability –
Operating**

Katrina Roefs, Financial Analyst presented the 2020/21 Q3 Accountability – Operating for period ending December 31, 2020. A brief discussion was had. The committee expressed their appreciation of the inclusion of updates on the COVID-19 Relief Reserve as well as the details and use of the Safe Restart Agreement Program.

**On the motion of Deputy Mayor Lutz, seconded by Councillor Winsor,
That the Budget & Finance Committee recommend the General Operating Accountability Report (for period ended December 31, 2020) as attached to the February 9, 2021 agenda be received as an information item to Municipal Council.
Motion Carried**

**(9) 2021/22 Budget
Timeline Update**

Mike Livingstone, Manager of Financial Reporting presented the 2021/22 Budget Timeline update for February. The capital budget is slightly behind but staff remain confident this will not, in the end, affect the release or presentation scheduled. Staff noted that Valley Waste and Kings Transit have now both indicated that the IMSA timeline could not be met, but they are committed to meeting future budget deadlines. More recently however, Kings Transit has indicated that the Feb. 16 presentation date will not be met. When staff were asked how they are building the effects of COVID-19 into the budget they advised that the appeal rate/amount is being doubled (+0.5%, which translates to approximately \$44k of taxation revenue) and will be offset using the Safe Restart Agreement Program with the goal of being net zero in the end. Additionally staff await clarification from the province of what other items qualify for this funding i.e. lost bank revenue.

(10) Work Plan Update

Mike Livingstone, Manager of Financial Reporting presented a review of the work plan update as attached to the agenda.

Correspondence.

None.

Other Business:

None

Next Meeting:

Tuesday, March 09, 2021 at 9:00am in Council Chambers if current restrictions allow it

Adjournment:

**On the motion of Deputy Mayor Lutz, seconded by Councillor Winsor the meeting be adjourned.
Motion Carried**

Approvals:

Budget & Finance Committee

month, day, year

DRAFT



2021/22 BUDGET PREVIEW

MUNICIPALITY OF THE COUNTY OF KINGS



February 26, 2021

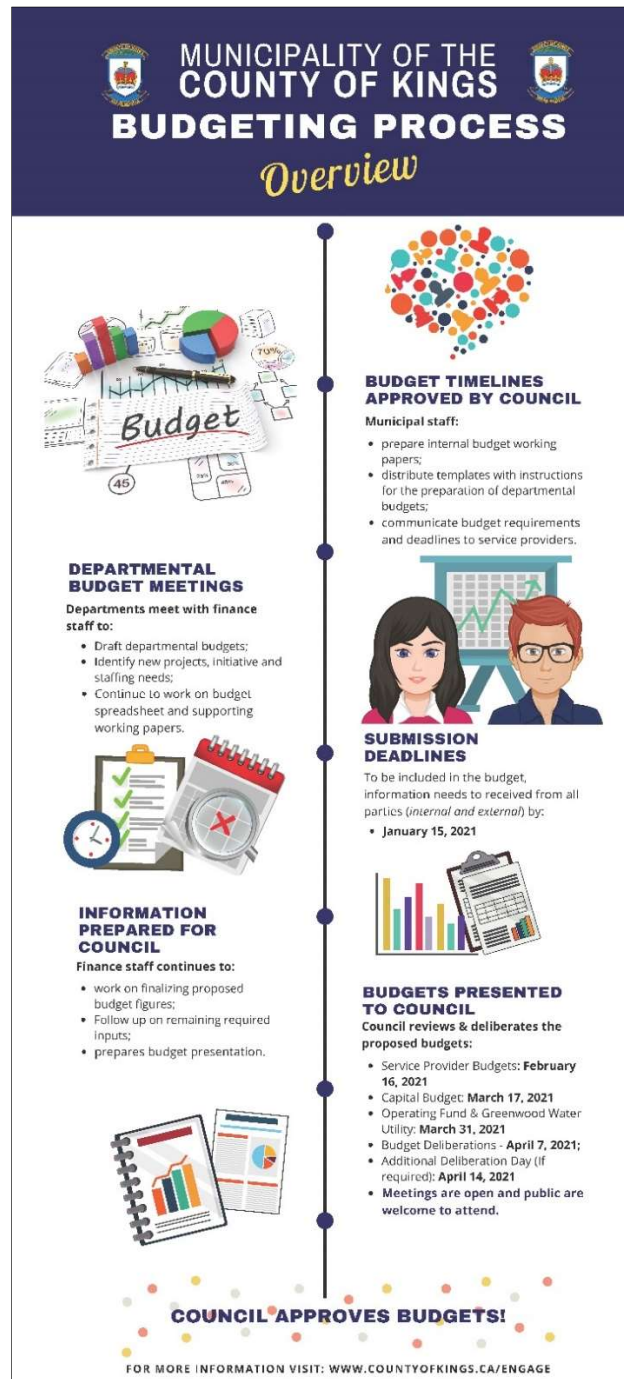
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Appendix B – Capital Accountability Report (Period Ended December 31, 2020)	
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Introduction

This document provides an overview of key components of the 2021/22 operating and utility budgets. Final budgets will be released on the dates approved in the budget timeline below. Information in this document is based on best estimates at the time of preparation. Changes may occur before the completion of the final proposed budgets if additional information becomes available or assumptions change.

Approved Budget Timeline



Proposed Rates – 2021/22 Budget

The 2021/22 Budget does not anticipate any Municipal property tax rate increases. There is a required increase to the Streetlight Area Rate, additional details on this item are provided on page nine.

Tax Rates:

01	Residential - <i>per \$100 of assessment</i>	0.853
02	Commercial - <i>per \$100 of assessment</i>	2.287
03	Resource - <i>per \$100 of assessment</i>	0.853
04	Non Profit - <i>per acre</i>	38.84
05	Agriculture Land - <i>per acre</i>	0.00
06	Forest Commercial - <i>per acre</i>	0.40
07	Forest Resource - <i>per acre</i>	0.25

Tax Rate Impact:

The following table illustrates the impact a one cent adjustment would have on property tax revenue:

Revenue generated by \$0.01 of tax rate increase based on 2021/22 assessments		
Residential & Resource	\$	340,185
Commercial	\$	37,535

Sewer Base Rates:

Per Dwelling	\$	505.00
Vacant Lot	\$	151.50

At the time of approval of the 2020/21 budget the Municipality was working towards determining the long-term capital needs of the municipal sewer system and planned to use this information to inform sewer rate setting in 2021/22. While substantial progress has been made on the asset condition assessment, we are not yet in a place to recommend an adjustment to the sewer rate.

Original plans included undertaking condition assessments which would be used to develop a replacement schedule with pricing based on forecast replacement costs. In the second half of 2020/21 the Municipality had the opportunity to take part in an Atlantic Infrastructure Management Network Cohort Program. The program included an asset management tool that went beyond condition assessment and replacement cost to consider additional factors such as infrastructure risk and life cycle maintenance costs. The Cohort Program is now complete and we are working through the final steps to compile the long-term capital plan.

If the outcomes of the Cohort Program are available in advance of 2021/22 budget approval finance staff will include the results in an updated municipal sewer rate. In the

meantime, maintaining the sewer rate will allow the Municipality to contribute to capital reserves at a level consistent with the annual amortization of the sewer assets.

Street Lights:

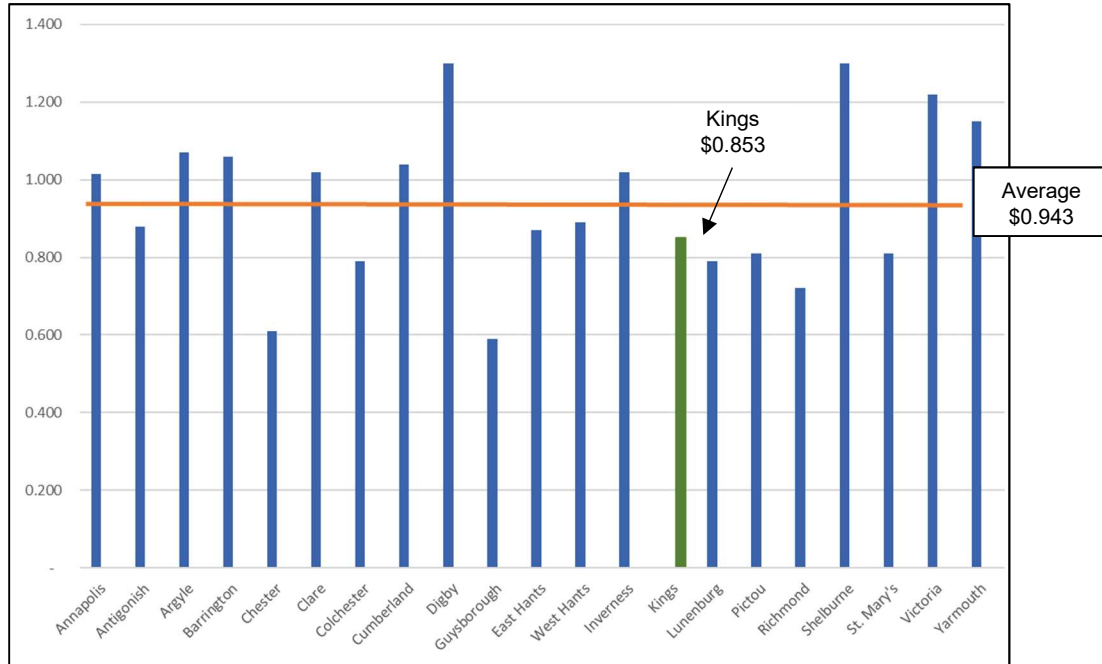
General	\$	40.50
Centreville - Intersection Lighting Bylaw 45	\$	3.50

Area rates in addition to the above may include Village, Fire Capital, Private Road Maintenance, Sidewalks, and Recreation. Some rates are recommended by external organizations and approved by Council, while other rates are set by Villages or Commissions.

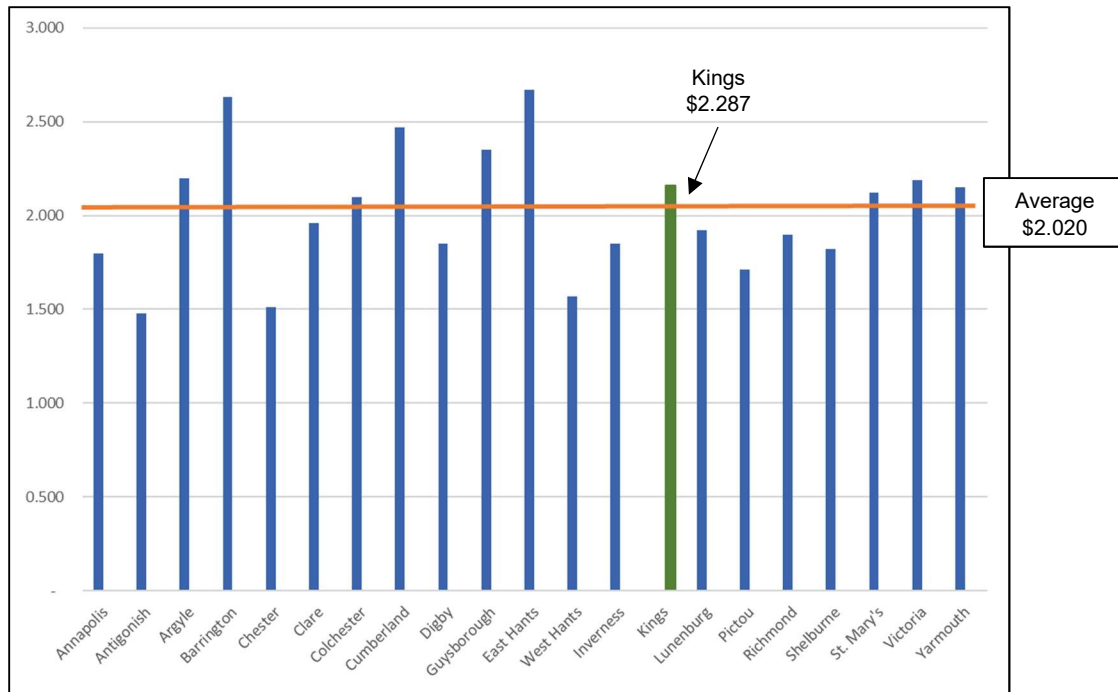
Property Tax Rates, Rural Nova Scotia Municipalities

The tables below provide a comparison of residential and commercial property tax rates of rural municipalities throughout Nova Scotia¹.

Residential Tax Rates 2020/21:



Commercial Tax Rates 2020/21:



¹ These charts do not factor in area rates.

Property Tax Revenue and Assessment Update

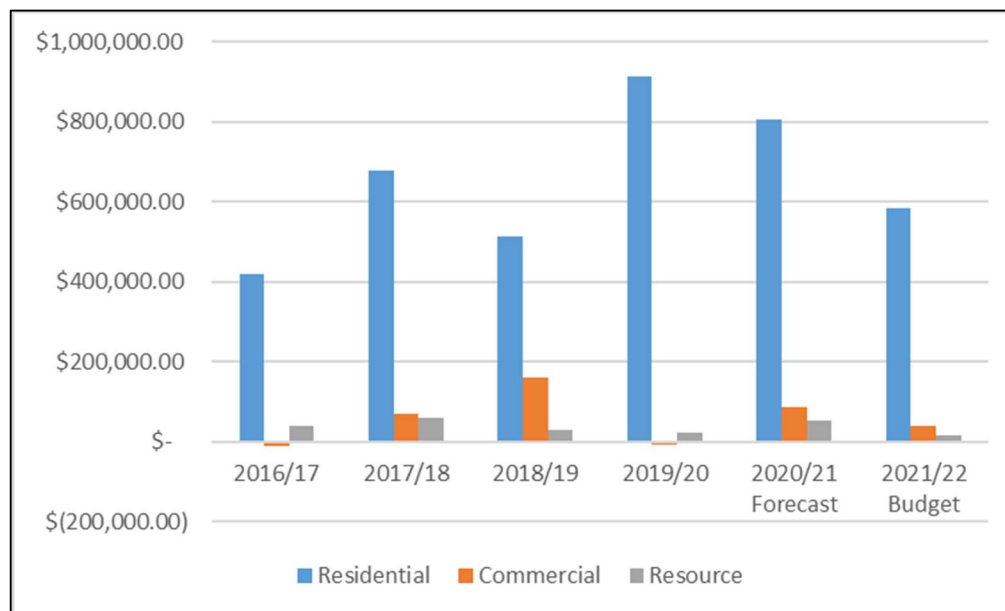
The 2021/22 property tax budgets for residential, commercial, and resource properties are based on the 2021/22 Assessment Roll as provided by the Property Valuation Services Corporation, adjusted to account for the estimated rate of appeal (based on five-year historical average) multiplied by prior year tax rates.

	2021/22 Proposed Budget	2020/21 Approved Budget	Change (\$)	Change (%)	2020/21 Forecast Actual
Residential	\$ 27,762,800	\$ 27,165,300	\$ 597,500	2.2%	\$ 27,178,513
Commercial	8,671,100	8,632,000	39,100	0.5%	8,632,000
Resource	1,254,900	1,239,700	15,200	1.2%	1,239,700
Other	1,210,100	1,290,764	(80,664)	-6.2%	1,278,641
Total	\$ 38,898,900	\$ 38,327,764	\$ 571,136	1.5%	\$ 38,328,854

Property Tax Revenue Trends:

Growth in residential assessments is the most significant contributor to the increase in revenues. The chart below illustrates the annual change in tax revenue by assessment group.

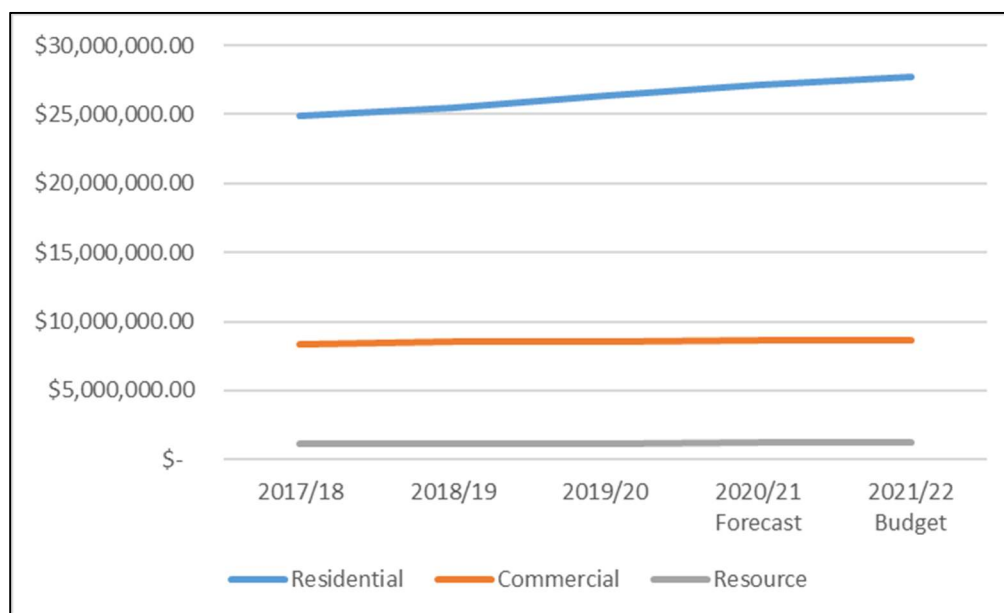
Annual Property Tax Growth²



² This table factors in assessment appeals.

The chart below shows the increase in revenue for each class of properties over five years. All increases relate to assessment growth, as rates have remained uniform over these years.

Property Tax Revenue Growth³



Property Class	Total Five Year Growth
Residential	14%
Commercial	4%
Resource	16%

Uniform Assessment

Uniform Assessment is the total taxable property assessment and the value of grants the Municipality receives from special property tax arrangements. The chart below compares the Municipality of the County of Kings to other rural municipalities.

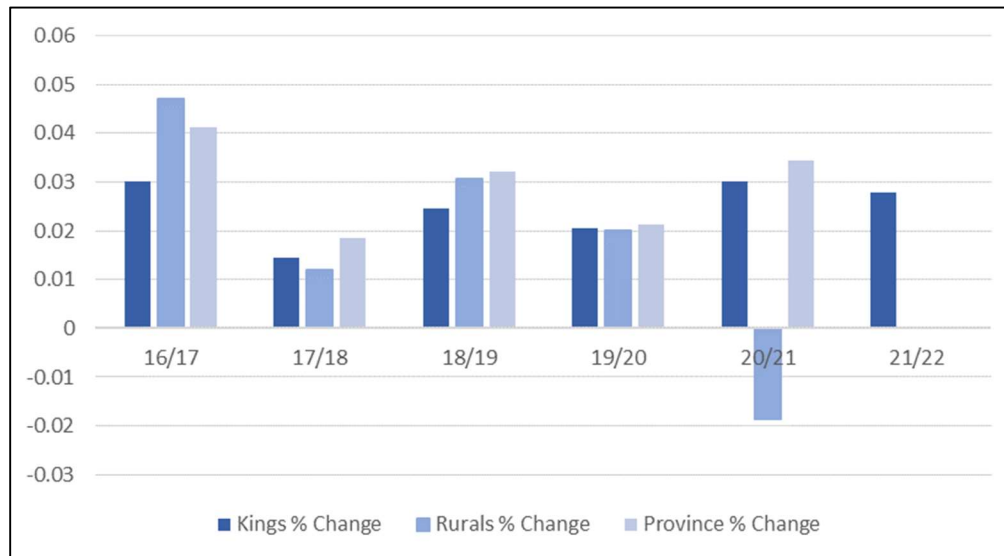
Uniform assessment is a driving factor for certain cost share arrangements, grants, and Provincial expenses such as the education contribution.

The chart on the following page shows the change in Uniform Assessment for Kings, Rural Municipalities, and the Province as a whole.

The Municipality will have 3% growth in Uniform Assessment for the 2021/22 fiscal year. Information for the Province and other Municipalities is not yet available.

³ This table factors in assessment appeals.

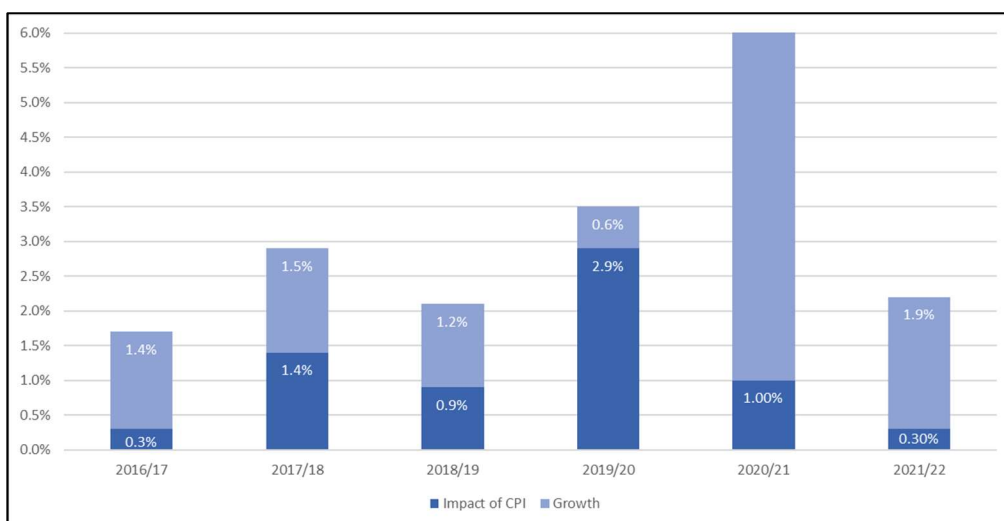
Change in Uniform Assessment



Assessment Trends

Nova Scotia has a legislated Capped Assessment Program (CAP), which places a cap on the maximum amount that residential property assessments can increase annually based on the Nova Scotia October CPI rate. The CAP applies to all properties unless they were purchased in the year covered in the Assessment Roll. The majority of homeowners see their assessments and resulting property taxes grow by the cap rate for that year. For 2021/22, the increase in the capped assessments has been set at 0.3%.

Annual Residential Assessment Growth⁴



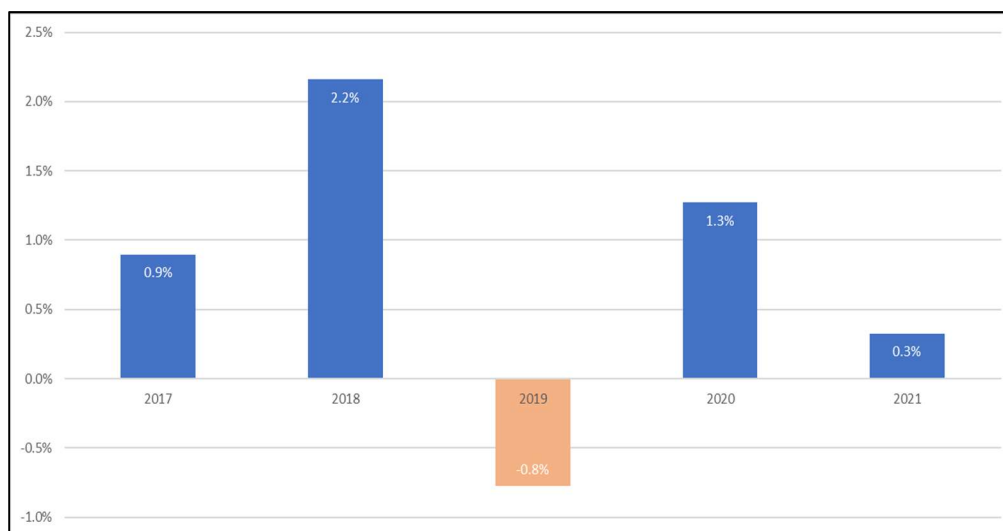
⁴ This table does not factor in assessment appeals

Commercial Property does not fall under the CAP legislation. Assessments are based on a combination of market value at the base date of the assessment (January 1 of the previous year) and the condition such as use and condition of the property at the State Date (December 1 of the previous year).

Due to the use of a market value, assessment date of January 1, 2020 in the calculation of 2021 assessments, impacts of COVID-19 would not factor in the calculation of 2021/22 assessments. This is likely to result in a higher rate of assessment appeals in 2021/22, and a potential drop in assessment in the 2022 year. Therefore, a 0.5% increase in the allowance for appeals has been included in the 2021/22 budget for commercial property tax, which equates to approximately \$45,000 of lost revenue. The Municipality has received Federal Safe Restart Funds which can be used to offset any lost revenue due to the pandemic. Therefore the budget includes \$45,000 of safe restart grant funds to offset the potential lost commercial tax revenue.

The chart below illustrates the five-year history of the commercial assessment levels. For fiscal 2021/22, commercial assessments within the Municipality have increased by 0.3%.

Annual Commercial Assessment⁵



⁵ This table does not factor in assessment appeals

Fees for Streetlights

An annual fee is charged to properties located within 100 feet of a serviced streetlight area. The fee is set on a cost recovery basis and used only to fund those costs directly related to providing the lighting. The amount is set under [FIN-05-003 Fees Policy](#).

The rate has remained unchanged at \$34 since fiscal 2017/18, before which a rate of \$57 was charged. The conversion by Nova Scotia Power to LED bulbs in the 2016/17 year allowed for this decrease.

[By-Law 45 Street Lighting](#) specifies the areas serviced by streetlights and regulates the application of these fees. Twelve areas fall under the general street light fee as detailed in the appendix of the By-law.

In addition to the twelve areas of service, the By-law also stipulates a charge for street lighting within the growth center of Centerville.

Due to increasing costs, rate increases are required. The rates below are projected over the next five fiscal years, subject to adjustment annually as part of the budget process:

General Rate (proposed):

2021/22	\$40.50
2022/23	\$40.50
2023/24	\$44.20
2024/25	\$44.20
2025/26	\$48.30

Centreville Rate (proposed):

2021/22	\$3.50
2022/23	\$3.50
2023/24	\$4.00
2024/25	\$4.00
2025/26	\$4.50

Mandatory Payments-Education Amount

The Municipality is required to make annual contributions to the Annapolis Valley Regional Centre for Education (AVRCE). The AVRCE covers the municipal units within Annapolis, Kings, and the Municipality of the Region of West Hants.

AVRCE Funding History – Municipality of the County of Kings Contributions:

Year	Actual	Change (\$)	Change (%)
2021/22 Estimate	\$ 12,818,900	\$ 413,070	3.33%
2020/21 Forecast	12,405,830	491,666	4.13%
2019/20	11,914,164	163,740	1.39%
2018/19	11,750,424	217,776	1.89%
2017/18	11,532,648	135,204	1.19%
2016/17	11,397,444	321,228	2.90%
Average	\$ 11,969,902	\$ 290,447	2.47%

The operating budget of the AVRCE does not directly affect the municipal contribution amount, which is calculated on a set formula as follows:

Total Municipal Contribution = 0.3049% of the combined Uniform Assessment of municipal units situate in Kings County and the former Town of Hantsport. Each municipal unit is then allocated a share of the cost based on their percent of total student enrollment.

The 2021/22 budget is based on uniform assessment data, and preliminary enrollment figures provided by AVRCE.

Mandatory Payments-RCMP & Prosecution Services

Prosecution Services

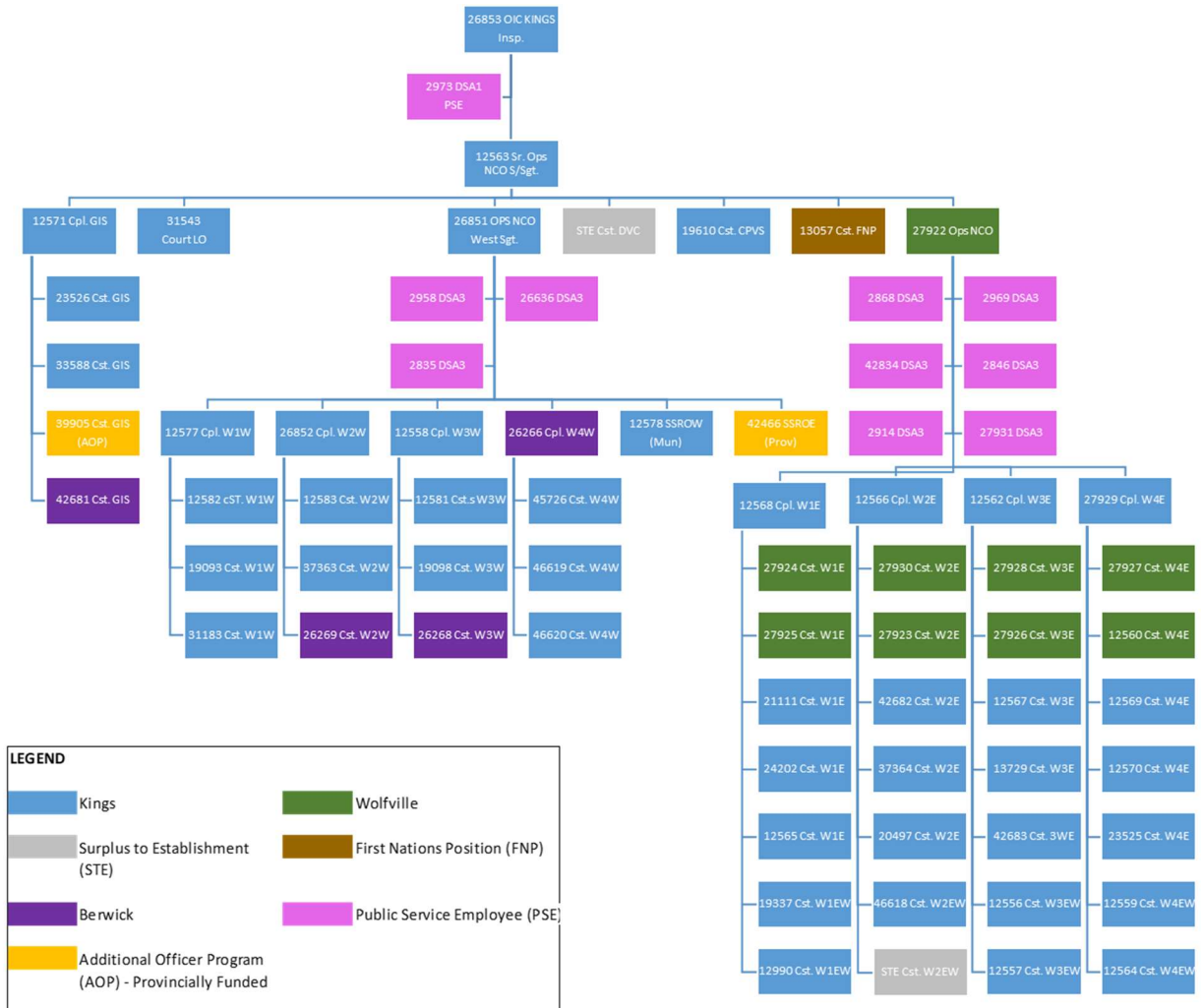
Year	Actual	Change (\$)	Change (%)
2021/22 (estimate)	\$ 57,400	\$ 5,511	10.62%
2020/21 (forecast)	51,889	(9,853)	-15.96%
2019/20	61,742	3,142	5.36%
2018/19	58,600	7,736	15.21%
2017/18	50,864	9,821	-23.93%
Average	\$ 56,099	\$ 3,271	-1.74%

RCMP

Year	Actual	Change (\$)	Change (%)
2021/22 RCMP (estimate)	\$ 7,699,344	361,000	4.92%
2020/21 (forecast)	7,338,344	186,068	2.60%
2019/20	7,152,276	70,348	0.99%
2018/19	7,081,928	80,318	1.15%
2017/18	7,001,610	257,366	3.82%
Average	\$ 7,143,540	\$ 148,525	2.14%

The RCMP have provided a budget estimate with a 4.92% increase. The main driver of the increase relates to a cumulative under estimate of salary increase for the 2017-2021 budget years. Contract negotiations are ongoing to settle an expired collective agreement. The Federal Government had required each provincial division to accrue a specific amount annually with the goal of smoothing the final payout of retro pay once the contract is settled. The Nova Scotia Division had identified that the liability for retro pay has been under budgeted at the divisional level, which has resulted in an increase to the 2021/22 contribution.

The Municipality funds 45 officers, which is the same complement as previous years. Staff Sergeant Rob Jodrey provided the following staff profile:



Other Mandatory Payments

Mandatory payments include all amounts to be paid, pursuant to the *Municipal Government Act (MGA)*; the *Libraries Act*; the *Police Act*; or the Provincial Municipal Service Exchange Agreement.

Housing Nova Scotia - Western Regional Housing Authority

Year	Actual	Change (\$)	Change (%)
2021/22 (estimate)	\$ 284,070	\$ 10,271	3.75%
2020/21 (forecast)	273,799	32,576	13.50%
2019/20	241,223	34,023	16.42%
2018/19	207,200	8,710	4.39%
2017/18	198,490	(13,271)	-6.27%
Average	\$ 240,956	\$ 14,462	6.36%

Municipalities throughout the Province are required to share in the cost of operating losses for the public housing buildings located within their municipal boundaries on an annual basis with the Province. Cost sharing agreements vary by municipality and building and have been based on Hand-Over Agreements that were established between the Province and municipal units decades ago.

The Municipality of the County of Kings is responsible for the cost sharing of losses related to properties within its jurisdiction, which are managed by the Western Regional Housing Authority.

Total properties are as follows, as provided in a January 2019 presentation from the Housing Authority:

- 264 Seniors Units (Public Housing)
- 95 Family Units (Public Housing)
- 83 Family Units (Rural & Native)

Housing NS has communicated that for 2021/22 The Municipality's contribution is estimated between \$257,000 - \$284,070. Housing NS has indicated that the budget increases are in relation to aging housing stock that results in increased maintenance costs. Staff are working with Housing NS to gather additional information.

Annapolis Valley Regional Library (AVRL)

Year	Actual	Change (\$)	Change (%)
2021/22 (estimate)	\$ 331,600	\$ 26,348	8.63%
2020/21 (forecast)	305,252	-	0.00%
2019/20	305,252	-	0.00%
2018/19	305,252	-	0.00%
2017/18	305,252	-	0.00%
Average	\$ 310,522	\$ 5,270	1.73%

The Annapolis Valley Regional Library serves residents of Annapolis County, the Municipality of the County of Kings, County of Annapolis, West Hants Regional Municipality, Towns of Wolfville, Berwick, Kentville, Annapolis Royal and Middleton. The Province has approved a new funding model for 2021/22 that includes a total increase of \$2,500,000, of which the Municipality would be contributing an additional \$26,343. The Municipality was provided with the required one-year notice of the increase.

The Province provides 71% of the funding for AVRL, municipal units fund 26%, with each unit paying based on population, while the final 3% is generated from operations.

Property Valuation Services Corporation

Year	Actual	Change (\$)	Change (%)
2021/22 (estimate)	\$ 846,300	\$ 9,278	1.11%
2020/21 (forecast)	837,022	6,686	0.81%
2019/20	830,336	12,059	1.47%
2018/19	818,277	8,613	1.06%
2017/18	809,664	1,432	0.18%
Average	\$ 828,320	\$ 7,614	0.93%

Property Valuation Services Corporation provides assessment services to Nova Scotia municipalities. Municipal contributions to PVSC are based on a formula specified in the *Property Valuation Services Corporation Act* (s.35(4)).

The 2021/22 estimate is based on a three-year historical rate of increase.

Correctional Services

Year	Actual	Change (\$)	Change (%)
2021/22 (estimate)	\$ 636,800	\$ 1,256	0.20%
2020/21 (forecast)	635,544	3	0.00%
2019/20	635,541	(71)	-0.01%
2018/19	635,612	(2,490)	-0.39%
2017/18	638,102	(1,002)	-0.16%
Average	\$ 636,320	\$ (461)	-0.07%

Per the Nova Scotia *Corrections Act*, these funds are for the provision of correction and lock up services. Section 28 of that Act stipulates each municipality's contribution is to be based on uniform assessment and dwelling units.

The 2021/22 estimate is based on a five-year historic average, as information is not available at budget time.

Municipal Highway Contribution

Year	Actual	Change (\$)	Change (%)
2021/22 (estimate)	\$ 751,900	\$ 2,247	0.30%
2020/21 (forecast)	749,653	16,137	2.20%
2019/20	733,516	14,353	2.00%
2018/19	719,163	13,386	1.90%
2017/18	705,777	10,427	1.50%
Average	\$ 732,002	\$ 11,310	1.58%

The Municipality's contribution to the general maintenance of roads owned by the Province has been estimated in accordance with the 1995 Provincial-Municipal Service Exchange Agreement that calculates costs on a per kilometer basis on specific roads named in the Agreement.

Inter-municipal Service Corporations

Section 60(4) *Municipal Government Act* allows municipalities to jointly provide a municipal service through the incorporation and registration of a body corporate (IMSA Corporations).

The Municipality of the County of Kings has a unique fiscal relationship to the below noted corporations relative to the other municipal owners. Under Public Sector Accounting Standards, and to the extent of the Municipality's financial participation as listed below, the financial statements of these corporations are consolidated within the financial statements of the Municipality:⁶

- Kings Transit Authority – 60%
- Valley Region Solid Waste-Resource Authority – 74.7%
- Valley Community Fibre Network Authority – 66.3%
- Valley Regional Enterprise Network – 53%

Due to the scale of the Municipality's financial involvement or the structuring of the corporate by-laws, the operation of these entities and resulting surpluses or deficits can have a material impact on the Municipality's financial position. Notes and points of uncertainty are included in the below descriptions.

Information on VWRM's budget was presented at the February 18, 2021 Committee of the Whole meeting.

Kings Transit Authority (KTA)

Year	Actual	Change (\$)	Change (%)
2021/22 (estimate)	\$ 591,324	\$ -	0.00%
2020/21 (forecast)	591,324	(17,951)	-2.95%
2019/20	609,275	(13,998)	-2.25%
2018/19	623,273	18,593	3.07%
2017/18	604,680	82,255	15.74%
Average	\$ 603,975	\$ 13,780	2.73%

Kings Transit Authority is a public transit system funded by the Municipality and the Towns of Berwick, Kentville, and Wolfville. KTA provides public transportation services to residents. The Authority also provides transit services to the Municipality of the County of Annapolis and the Municipality of the District of Digby through service agreements.

⁶ PS-1300 Government reporting entity is an accounting standard published by the Canadian Public Sector Accounting Standards Board (PSAB). This standard details how a government consolidates the financial results of an entity deemed to be a Government Reporting Entity. Percentages are reflective of the proportionate consolidation percentages used in the 2019/20 audited financial statements to the extent of the Municipalities financial participation.

The 2021/22 KTA Budget was not available at the time of this documents release; therefore the budget has not been updated. It is expected that an estimate will be available before the Operating Budget release in March.

Valley Region Solid Waste-Resource Management Authority (VWRM)

Year	Actual	Change (\$)	Change (%)
2021/22 (estimate)	\$ 4,637,560	\$ 57,050	1.25%
2020/21 (forecast)	4,580,510	403,798	9.67%
2019/20	4,176,712	230,752	5.85%
2018/19	3,945,960	(399,806)	-9.20%
2017/18	4,345,766	422,381	10.77%
Average	\$ 4,337,302	\$ 142,835	3.67%

VWRM is an Intermunicipal Service Corporation owned by six municipalities created for the purpose of managing solid waste resource in the region.

Included within the VWRM budget are tipping fees paid for disposal at the Kaizer Meadow Landfill operated by the Municipality of the District of Chester. Therefore, the VWRM budget relies on budget estimates provided by the Municipality of the District of Chester.

The VWRM board approved the proposed 2021/22 budget on February 3, 2021.

See appendix D for the 2021/22 VWRM Proposed Budget.

Valley Community Fibre Network Authority (VCFNA)

Year	Actual	Change (\$)	Change (%)
2021/22 (estimate)	TBD		
2020/21 (forecast)	30,000	16,022	114.62%
2019/20	13,978	-	0.00%
2018/19	13,978	(7,158)	-33.87%
2017/18	21,136	12,223	137.14%
Average	\$ 19,773	\$ 5,272	54.47%

The Authority is incorporated per s.60 *Municipal Government Act* (MGA), and comprises the Municipality of the County of Kings, West Hants Regional Municipality, and the Towns of Wolfville, and Berwick. Under the MGA, municipalities cannot form a body corporate with educational institutions. Therefore, to involve Acadia University and the Nova Scotia Community College (NSCC), a Joint Venture Agreement (JVA) was executed for the operation of the Valley Community Fibre Network. The present-day operation of the Network is primarily based on the leasing of dark fibre.

The VCFNA 2021/22 contribution estimate will be included with the full budget release on March 25, 2021.

Valley Regional Enterprise Network (VREN)

Year	Actual	Change (\$)	Change (%)
2021/22 (estimate)	\$ 164,170	\$ (1)	0.00%
2020/21 (forecast)	164,171	24,770	17.77%
2019/20	139,401	(5,763)	-3.97%
2018/19	145,164	-	0.00%
2017/18	145,164	-	0.00%
Average	\$ 151,614	\$ 3,801	2.76%

The Valley Regional Enterprise Network's mission is to lead and enable regional economic growth and prosperity. Members of the VREN include Glooscap First Nation, West Hants Regional Municipality, Municipality of the County of Kings, and the Towns of Berwick, Kentville, and Middleton. The Province matches funding provided by these members. A Municipal Liaison and Oversight committee and a Board of Directors from the private sector govern the VREN. The West Hants Regional Municipality has provided notice of their intent to withdraw from the Authority effective March 31, 2022.

See Appendix E for the 2021/22 VREN Proposed Budget.

Grants & Funding of External Organizations

The table below summarizes grants provided by the Municipality as well as funding to external organizations and individuals. Policies and Agreements guide these budgets.

Grant Program	2021/22 Proposed Budget	2020/21 Approved Budget	Change \$	Change %	2020/21 Forecast Actual
Property Tax Exemptions					
Personal Exemptions	\$ 417,000	\$ 437,000	\$ (20,000)	-5%	\$ 392,023
Not for Profit Exemptions	336,600	345,300	(8,700)	-3%	343,978
Day Care Exemptions	8,800	6,500	2,300	35%	6,490
Total Property Tax Exemptions	\$ 762,400	\$ 788,800	\$ (26,400)	-3%	\$ 742,491
Community Active Living Grants					
Park, Playground, and Trail Maintenance and Development	\$ 150,000	\$ 160,000	\$ (10,000)	-6%	\$ 146,793
Transfer from Operating Reserves					
Youth Travel Assistance	5,000	3,000	2,000	67%	3,000
Community Recreation Programming Assistance	50,000	50,000	-	0%	50,000
Total Community Active Living Grants	\$ 205,000	\$ 213,000	\$ (8,000)	-4%	\$ 199,793
Community Enhancement Grants					
Festivals and Special Events	\$ 50,000	\$ -	\$ 50,000	0%	\$ -
Councillor Grants to Organizations	72,000	72,000	-	0%	72,000
Community Hall Assistance	50,000	50,000	-	0%	18,950
Total Community Enhancement Grants	\$ 172,000	\$ 122,000	\$ 50,000	41%	\$ 90,950
Major Grant Programs					
Kings Vision Grants	\$ 600,000	\$ 600,000	\$ -	0%	\$ 605,119
Major Grant Programs	\$ 600,000	\$ 600,000	\$ -	0%	\$ 605,119
Recreation Grants					
Town and Village Recreation Funding	\$ 125,000	\$ 125,000	\$ -	0%	\$ 125,000
Recreation Directors Salary Grant	80,000	80,000	-	0%	80,000
Total Recreation Grants	\$ 205,000	\$ 205,000	\$ -	0%	\$ 205,000
Other Grants					
Library Operating Grants	\$ 76,300	\$ 75,500	\$ 800	1%	\$ 75,500
Crossing Guards	31,800	16,980	14,820	87%	16,980
School Food Program	100,000	200,000	(100,000)	-50%	200,000
Total Other Grants	\$ 208,100	\$ 292,480	\$ (84,380)	-29%	\$ 292,480
Subtotal Grant Funding	\$ 2,152,500	\$ 2,221,280	\$ (68,780)	-3%	\$ 2,135,833
Valley Search & Rescue	\$ 55,100	\$ 55,000	\$ 100	0%	\$ 55,000
Kings County Senior Safety	18,400	18,200	200	1%	18,200
Kings Point to Point Transit	81,500	81,500	-	0%	81,500
Trans County Transportation	30,300	30,000	300	1%	30,000
Annapolis Valley Trails Coalition	23,800		23,800		
Valley Community Literacy Association	13,500	13,500	-	0%	13,500
Total Funding to External Service Partners	\$ 222,600	\$ 198,200	\$ 24,400	12%	\$ 198,200
Total Grant Programs	\$ 2,375,100	\$ 2,419,480	\$ (44,380)	-2%	\$ 2,334,033

Property Tax Exemptions

Personal Tax Exemptions - FIN-05-009

Personal tax exemptions are available to property owners within the Municipality who qualify per specific income thresholds. Eligible recipients who complete the application process receive an annual rebate. The income threshold and rebate amount are calculated annually based on the guidelines specified in Policy FIN-05-009. During the 20/21 fiscal year, 1,319 exemptions were granted.

Non-Profit Tax Exemption – By-law 99

Tax exemptions are provided to qualified properties used solely by non-profit organizations; By-law 99 contains the criteria.

The deadline for applications is February 28 each year and no inquiries regarding possible new applicants have been received to date in 2021. The proposed budget is based on properties listed in the By-law and related 2021 assessed values.

Daycare Commercial Tax Reduction – By-law 104

Day care facilities that meet the eligibility criteria established in By-law 104 are eligible for a tax reduction from the commercial to residential rate.

Grant Program	2021/22 Proposed Budget	2020/21 Approved Budget	Change \$	Change %	2020/21 Forecast Actual
Property Tax Exemptions					
Personal Exemptions	\$ 417,000	\$ 437,000	\$ (20,000)	-5%	\$ 392,023
Not for Profit Exemptions	336,600	345,300	(8,700)	-3%	343,978
Day Care Exemptions	8,800	6,500	2,300	35%	6,490
Total Property Tax Exemptions	\$ 762,400	\$ 788,800	\$ (26,400)	-3%	\$ 742,491

Grant Programs

The Municipality values the work and contributions of non-profit organizations that serve our communities. A number of grant programs are offered each year to support programming and infrastructure. The [Community Grants Policy](#) provides information on these grants.

Community Active Living Grants

Grants in this category are intended to encourage active living across Kings County and may be awarded to organizations involved in the delivery of leisure, artistic, and education services.

Grant Program	2021/22 Proposed Budget	2020/21 Approved Budget	Change \$	Change %	2020/21 Forecast Actual
Community Active Living Grants					
Park, Playground, and Trail Maintenance and Development	\$ 150,000	\$ 160,000	\$ (10,000)	-6%	\$ 146,793
Transfer from Operating Reserves					
Youth Travel Assistance	5,000	3,000	2,000	67%	3,000
Community Recreation Programming Assistance	50,000	50,000	-	0%	50,000
Total Community Active Living Grants	\$ 205,000	\$ 213,000	\$ (8,000)	-4%	\$ 199,793

Note: An offsetting transfer from the Open Space Operating Reserve funds a portion of the Park, Playground, and Trail grants.

Community Enhancement Grants

Grants in this category are intended to assist in the provision of community related activities.

Grant Program	2021/22 Proposed Budget	2020/21 Approved Budget	Change \$	Change %	2020/21 Forecast Actual
Community Enhancement Grants					
Festivals and Special Events	\$ 50,000	\$ -	\$ 50,000	0%	\$ -
Councillor Grants to Organizations	72,000	72,000	-	0%	72,000
Community Hall Assistance	50,000	50,000	-	0%	18,950
Total Community Enhancement Grants	\$ 172,000	\$ 122,000	\$ 50,000	41%	\$ 90,950

Vision Grants

Kings Vision Grants contribute to the Municipality's vision of being a place where all people choose to be. This grant provides assistance to organizations undertaking projects that align with one of the five Key Strategic Priorities of the Municipality's Strategic Plan: Strong Communities, Environmental Stewardship, Good Governance, Economic Development, and Financial Sustainability.

Grant Program	2021/22 Proposed Budget	2020/21 Approved Budget	Change \$	Change %	2020/21 Forecast Actual
Major Grant Programs					
Kings Vision Grants	\$ 600,000	\$ 600,000	\$ -	0%	\$ 605,119
Major Grant Programs	\$ 600,000	\$ 600,000	\$ -	0%	\$ 605,119

Council has previously committed multi-year funding to the following organizations. This funding is contingent on annual Council approval and would be part of the \$600,000 Kings Vision Grants budget, leaving \$204,215 of the budget for new applications.

Existing Multi Year Applicants

Organization	Total Commitment	Commitment End	2021/22 Proposed Budget
Landscape Grand Pre - Site Management	\$ 250,000	2022/23	\$ 25,000
Coastarts Association - Building the Future Project	200,000	2021/22	50,000
Berwick & District Community Association (KMCC Phase II)	415,000	2021/22	11,000
Village of New Minas (LMCC)	500,000	2022/23	50,000
The Flower Cart Group	300,000	2023/24	60,000
Soldiers Memorial Hospital Foundation	50,000	2023/24	12,500
Brigadoon Children's Camp	395,990	2026/27	56,570
Acadia University - Athletics Complex & Field	23,650	2021/22	11,825
Grand View Manor	1,070,010	2028/29	118,890
	<u>\$ 3,204,650</u>		<u>\$ 395,785</u>

Recreation Grants

The following grants support recreation programming and infrastructure.

Grant Program	2021/22 Proposed Budget	2020/21 Approved Budget	Change \$	Change %	2020/21 Forecast Actual
Recreation Grants					
Town and Village Recreation Funding	\$ 125,000	\$ 125,000	\$ -	0%	\$ 125,000
Recreation Directors Salary Grant	80,000	80,000	-	0%	80,000
Total Recreation Grants	\$ 205,000	\$ 205,000	\$ -	0%	\$ 205,000

Town and Village Recreation Funding – FIN-05-019

This program provides fair, consistent, and equitable funding to support Towns and Villages for operating recreation facilities and programs.

Recreation Directors Salary Grant

Villages with full-time recreation directors are eligible to receive funding for half of eligible salary costs up to a maximum of \$20,000 per year.

Other Grants

The Municipality also provides funding through the following programs that are not included in the Community Grants Policy.

Grant Program	2021/22 Proposed Budget	2020/21 Approved Budget	Change \$	Change %	2020/21 Forecast Actual
Other Grants					
Library Operating Grants	\$ 76,300	\$ 75,500	\$ 800	1%	\$ 75,500
Crossing Guards	31,800	16,980	14,820	87%	16,980
School Food Program	100,000	200,000	(100,000)	-50%	200,000
Total Other Grants	\$ 208,100	\$ 292,480	\$ (84,380)	-29%	\$ 292,480

Library Grants

Each Annapolis Valley Regional Library branch receives funds to assist with operating costs related to that specific branch. Berwick and Kentville have agreements with the Municipality for a portion of their facility costs, and the other libraries are provided with \$5,000 annually for operations. This is in addition to funds provided to the Annapolis Valley Regional Library Operations.

Crosswalk Guards

This program provides funds to organizations for their provision of crosswalk guard services to assist in the safety of elementary school students. Policy [ADMIN-01-004](#) provides full details on the program.

School Food

The Municipality recognizes the value and importance of school food programs and access to nutritious and healthy food as a means to improve student health, well-being, and success at school. Policy [FIN-05-022](#) provides full details on this program.

Funding to Other External Organizations

The Municipality has funding agreements with several external organizations who provide services to residents.

Grant Program	2021/22 Proposed Budget	2020/21 Approved Budget	Change \$	Change %	2020/21 Forecast Actual
Valley Search & Rescue	\$ 55,100	\$ 55,000	\$ 100	0%	\$ 55,000
Kings County Senior Safety	18,400	18,200	200	1%	18,200
Kings Point to Point Transit	81,500	81,500	-	0%	81,500
Trans County Transportation	30,300	30,000	300	1%	30,000
Annapolis Valley Trails Coalition	23,800		23,800		
Valley Community Literacy Association	13,500	13,500	-	0%	13,500
Total Funding to External Service Partners	\$ 222,600	\$ 198,200	\$ 24,400	12%	\$ 198,200

Fire Department Operating Funding

The Municipality funds 13 fire departments. Operating funding is provided through the general tax rate, while capital funding is provided through area rates.

The Fire Services Advisory Committee (FSAC) is a standing committee of Council that provides advice on fire services.

On December 16, 2020, the FSAC passed the following motion:

That the Fire Services Advisory Committee recommend that the fire services budget be increased by 2.9% as a minimum for those fire departments not having a contract with the [Municipality of the] County of Kings.

The table below summarizes the requests from each fire department. Management have reviewed the submitted budgets and have recommended that requested increases be held at a 2.9% maximum.

Department	2021/22 Requested Funding	2021/22 Recommended Funding	2020/21 Approved Funding	Change (\$)	Change (%)
Aylesford District Fire Commissioners	\$ 236,070	\$ 236,070	\$ 236,070	\$ -	0.0%
Berwick and District Fire Department	149,000	149,000	178,270	(29,270)	-16.4%
Canning Fire Commission	213,000	213,000	208,550	4,450	2.1%
Waterville Fire Department (Cornwallis Square Village)	289,000	283,510	275,520	7,990	2.9%
Greenwich Fire Commission	171,380	170,670	165,860	4,810	2.9%
Halls Harbour District Fire Fighters Association	133,465	132,535	128,800	3,735	2.9%
Kingston District Fire Commission	274,500	274,500	274,000	500	0.2%
New Minas Fire Department	259,420	259,420	252,110	7,310	2.9%
Port Williams Fire Department	120,000	118,335	115,000	3,335	2.9%
Springfield and District Fire Department	56,750	56,750	58,210	(1,460)	-2.5%
Contracted Departments:					
Kentville Volunteer Fire Department*	449,600	449,600	424,300	25,300	6.0%
Town of Hantsport Fire Department	55,754	55,754	64,160	(8,406)	-13.1%
Town of Wolfville Fire Department	169,695	169,695	167,450	2,245	1.3%
Total	\$ 2,577,634	\$ 2,568,839	\$ 2,548,300	\$ 20,539	0.8%

*Based on preliminary draft

Municipal Sewer

Municipal sewer provides service to properties in 18 different locations throughout the Municipality. The Municipal Sewer is accounted for within a separate subset of accounts within the Municipality's Operating Fund.

	2021/22 Proposed Budget	% Of Total Budget	2020/21 Approved Budget	Change \$	Change %	2020/21 Projected Actual
Sewer Revenue	\$ 4,303,510	100%	\$ 4,280,810	\$ 22,700	0.5%	\$ 4,347,038
Expenditures:						
Salaries & Benefits	\$ 1,211,200	28%	\$ 1,076,612	\$ 134,588	12.5%	\$ 1,091,612
Maintenance	275,000	6%	282,400	(7,400)	-2.6%	276,808
Vehicle	77,500	2%	82,092	(4,592)	-5.6%	82,092
Lift Station & Treatment Plant	833,100	19%	814,000	19,100	2.3%	839,168
Administration	199,300	4%	154,035	45,265	29.4%	154,035
Debt Service	224,300	5%	244,518	(20,218)	-8.3%	244,518
Transfer to Reserves	1,483,110	34%	1,627,153	(144,043)	-8.9%	1,452,092
Total Expenditures	\$ 4,303,510		\$ 4,280,810	\$ 22,700		\$ 4,140,325
Surplus/Deficit	\$ -		\$ -	\$ -		\$ 206,713

Sewer Base Rates

With no anticipated rate increases in the 2021/22 Municipal Sewer Budget, base rates will remain as follows:

Per Dwelling	\$ 505.00
Vacant Lot	\$ 151.50

The Municipality is presently engaged in developing an Asset Management Plan that, in part, relates to sewer. Through a condition assessment of physical assets, an appropriate multi-year budget can be developed to inform replacement and funding requirements, e.g. how a multi-year budget would be financed through reserves, long-term debt, current-year funding, and third party contributions.

Municipal Sewer Capital Summary

Capital project details will be presented to Council with the release of the Capital Budget. The table below is a summary of the projects planned in relation to the Municipal Sewer:

Capital Projects	2021/22	2022/23	2023/24
Lift Station Replacements	\$ 891,000	\$ 400,000	\$ 400,000
Sewer Treatment Plant Infrastructure Renewal	610,000	450,000	450,000
Sewer Collection Replacement	900,000	100,000	1,050,000
EPW Equipment & Occupational Health & Safety	25,000	25,000	25,000
EPW Service Vehicle Replacements	165,000	60,000	75,000
SCADA System	40,000	50,000	5,000
Greenwood Sewer Extension	140,000	1,500,000	-
	\$ 2,771,000	\$ 2,585,000	\$ 2,005,000
Funding Source			
Operations/Other Revenue	\$ 10,000	\$ -	\$ -
Capital Reserve	1,072,195	1,685,000	1,075,000
Federal/Provincial Grant	1,322,805	675,000	750,000
Long-term Debt	366,000	225,000	225,000
	\$ 2,771,000	\$ 2,585,000	\$ 2,050,000

Greenwood Water Utility

The Greenwood Water Utility provides water to customers of the Utility. This is a regulated utility under the Nova Scotia Utility and Review Board (NSUARB). The Utility's rates can only be changed by approval of the NSUARB. Funding for the current capital budget is being proposed from revenue and surplus. Therefore, there is no proposed change to the Utility rates for the upcoming years.

	2021/22 Draft Budget	% of Total Budget	2020/21 Budget	Change (\$)	Change (%)	2020/21 Forecast Actual
Revenues						
Activity Revenue	\$ 1,159,600	98.1%	\$ 1,216,300	\$ (56,700)	-4.7%	\$ 1,148,000
Other	22,900	1.9%	18,000	4,900	27.2%	22,900
	<u>\$ 1,182,500</u>	<u>100.0%</u>	<u>\$ 1,234,300</u>	<u>\$ (51,800)</u>	<u>22.6%</u>	<u>\$ 1,170,900</u>
Expenditures						
Salaries, Wages, Benefits	\$ 196,800	16.6%	\$ 209,000	\$ (12,200)	-5.8%	\$ 208,000
Materials, Supplies, Utilities	166,900	14.1%	173,800	(6,900)	-4.0%	148,000
Purchased Services	57,300	4.8%	56,800	500	0.9%	40,000
	<u>\$ 421,000</u>	<u>35.6%</u>	<u>\$ 439,600</u>	<u>\$ (18,600)</u>	<u>-8.9%</u>	<u>\$ 396,000</u>
Net Operating (Revenue)	<u>\$ 761,500</u>	<u>64.4%</u>	<u>\$ 794,700</u>	<u>\$ (33,200)</u>	<u>31.5%</u>	<u>\$ 774,900</u>
Capital out of Revenue	\$ 534,200	45.2%	\$ 473,000	\$ 61,200	12.9%	\$ 369,200
Debt & Transfers to Reserves	227,300	19.2%	305,600	(78,300)	-25.6%	210,600
	<u>\$ 761,500</u>	<u>64.4%</u>	<u>\$ 778,600</u>	<u>\$ (17,100)</u>	<u>-12.7%</u>	<u>\$ 579,800</u>
Surplus (Deficit)	<u>\$ -</u>	<u>0.0%</u>	<u>\$ 16,100</u>	<u>\$ (16,100)</u>		<u>\$ 195,100</u>
Surplus Beginning of Year	\$ 2,242,700		\$ 2,047,600			\$ 2,047,600
Capital out of Surplus	385,800		82,000			-
Surplus End of Year	<u>\$ 1,856,900</u>		<u>\$ 1,981,700</u>			<u>\$ 2,242,700</u>

Capital project details will be presented to Council with the release of the Capital Budget. The table below is a summary of the projects planned in relation to the Water Utility:

	2021/22	2022/23	2023/24
Capital Projects			
Water Distribution System Improvements	\$ 450,000	\$ 150,000	\$ 150,000
Water System Equipment	45,000	25,000	25,000
Production Well	425,000	2,250,000	2,100,000
	<u>\$ 920,000</u>	<u>\$ 2,425,000</u>	<u>\$ 2,275,000</u>
Funding Source			
Capital out of Revenue	\$ 534,200	\$ 496,300	\$ 401,300
Capital out of Surplus	385,800	1,928,700	
Other			1,873,700
	<u>\$ 920,000</u>	<u>\$ 2,425,000</u>	<u>\$ 2,275,000</u>

Regional Sewer

The Regional Sewage System consists of the Treatment Plant in New Minas and a trunk collection system extending from Coldbrook through the Town of Kentville to the New Minas-Greenwich border. The Regional System is a partnership among the Municipality, Town of Kentville, Village of New Minas, and Pepsico Inc.

The proposed budget was presented to the Regional Sewer Committee on February 18, 2021.

	2021/22 Draft Budget	% of Total Budget	2020/21 Budget	Change \$	Change %	2020/21 Projected Actual
Revenues						
Activity Revenue	\$ 1,603,300	100%	\$ 1,512,600	\$ 90,700	6.0%	\$ 1,533,187
	<u>\$ 1,603,300</u>		<u>\$ 1,512,600</u>	<u>\$ 90,700</u>		<u>\$ 1,533,187</u>
Expenditures						
Salaries, Wages & Benefits	\$ 182,400	11%	\$ 182,400	-	0.0%	\$ 165,200
Materials, Supplies, Utilities	94,300	6%	91,100	3,200	3.5%	90,900
Purchased Services	704,500	44%	649,400	55,100	8.5%	694,700
	<u>\$ 981,200</u>	<u>61%</u>	<u>\$ 922,900</u>	<u>\$ 58,300</u>		<u>\$ 950,800</u>
Net Operating Expenditures	622,100		589,700	32,400	5.5%	582,387
Debt & Transfer to Reserve	622,100	39%	589,700	32,400	5.5%	589,700
Surplus (Deficit)	<u>\$ -</u>		<u>\$ -</u>			<u>\$ (7,313)</u>

Capital project details will be presented to Council with the release of the Capital Budget. The table below is a summary of the projects planned in relation to the Regional Sewer:

Capital Projects	2021/22	2022/23	2023/24
Regional Sewer Lines	\$ 75,000	\$ -	\$ -
Regional STP Desludging & Aeration	2,300,000	1,050,000	-
	<u>\$ 2,375,000</u>	<u>\$ 1,050,000</u>	<u>\$ -</u>
Funding Source			
Capital Reserve	\$ 1,125,000	\$ 400,000	\$ -
Long-term Debt	1,250,000	6,500,000	-
	<u>\$ 2,375,000</u>	<u>\$ 6,900,000</u>	<u>\$ -</u>

Reserves

Reserve Funds are established by Council to promote long-term financial stability and assist with financial planning. These funds are authorized under provisions set out in the *Municipal Government Act* and are generally used to fund operations, smooth tax levy impacts, and help maintain the Municipality's sound financial position.

Operating Reserves are funds set aside at the discretion of Council to provide for future expenses. Operating Reserves are generally used in conjunction with general operations but they may be used for both operating and capital expenditures. The Municipality has fourteen operating reserves as follows:

ACCOUNT	Balance March 31, 2020	Budgeted Activity	Forecast Actual Activity	Forecast Operating Surplus	Estimated Balance March 31, 2021	Budgeted Transfers In 2021/22	Budgeted Transfers out 21/22	Estimated Balance March 31, 2022
Municipal Sewer Operating	\$ 446,269	\$ 4,909	\$ 4,842		\$ 451,111			\$ 451,111
EMO	151,900				151,900			151,900
Trails	49,185	(25,000)	(13,922)		35,263			35,263
Municipal Elections	133,532	(133,530)	(133,532)		0	57,700		57,700
Economic Development	103,790				103,790			103,790
General Operating Reserve	6,954,663	(1,022,550)	(962,550)	616,609	5,992,113		(300,000)	5,692,113
Village Sidewalk Construction	213,934	-			213,934		(213,900)	34
Insurance	33,723	-			33,723			33,723
VWRM	1,125,928	-		-	1,125,928			1,125,928
Open Space	134,959	(19,990)	(22,563)		112,396	25,000	(46,200)	91,196
Special Project Reserve	599,356	(549,356)		-	599,356			599,356
Unpaid Grants - Civilian Air Park	673,104	(18,940)	(18,618)		654,486		(26,200)	628,286
J-Class Paving Reserve	168,992				168,992		(168,000)	992
COVID-19 Reserve	-	1,845,079	1,139,568		1,139,568			1,139,568
Total Operating Reserves	\$10,789,336	\$ 80,622	\$ (6,775)	\$ 616,609	\$10,782,560	\$ 82,700	\$ (754,300)	\$ 10,110,960

Note: Current year operating surplus consists of the following amounts:

Forecast Surplus (Q3 Accountability Report):	\$523,322
Related to Municipal Sewer:	<u>(206,713)</u>
Net Operating Surplus (Tax Base):	\$316,609
Safe Restart Funding:	<u>300,000</u>
Forecast Surplus:	\$616,609

The following chart summarizes the proposed operating reserve activity for the 2021/22 fiscal year:

Reserve	Transfer In	Transfer Out	Purpose
Election Reserve	\$57,700		An amount is contributed to this reserve on annually in order to fund future elections. The amount is based on the estimated future election budget divided by four years.
General Operating Reserve		\$300,000	<p>The \$300,000 represents Federal Safe Restart Funds recognized in the 2020/21 year in response to the Municipalities lost interest income on operating bank accounts.</p> <p>This amount is in addition to the surplus reported on during the Third Quarter Accountability Report, as details on this grant stream were not fully known at the end of Q3.</p> <p>Based on additional information on the program staff have calculated the potential amount to recognize as an offset to lost interest income in 2020.</p> <p>These funds are budgeted to carry into the 2021/22 Operating Budget to compensate for the reduced lift in residential assessment due to a low CPI that has negatively affected capped residential growth.</p>
Village Sidewalk Construction Reserve		\$213,900	<p>Annually the Municipality provides funding for Village sidewalk funding up to 15% of the total cost.</p> <p>Excess funds are held in the Village Sidewalk Construction Reserve. Based on the Capital Investment Plans submitted by the Villages, identified significant sidewalk projects planned for 2021/22.</p> <p>Therefore, it is recommended that the funds held in reserve be allocated towards these projects, with the total contribution not to exceed 15% of the total project costs.</p>
Open Space Reserve	\$25,000	\$46,200	<p>The Open Space Reserve holds developer contributions made in lieu of green space.</p> <p>The funds annually contribute to funding of the Community Active Living Grants.</p>
Special Projects		TBD	Project budgets are still being finalized, information will be released with the full budget document.
Unpaid Grants Reserve		\$26,200	This reserve holds funds designated for the future funding of lease payments for the airport space at DND Greenwood, used for the civilian airpark. The \$26,200

			represents the annual contracted lease payment to DND for this space.
J-Class Paving Reserve		\$168,000	The J-Class Paving Reserve holds surplus funds from the annual J-Class Paving projects. The current balance relates to a surplus in the 2019/20 year. These funds will offset the \$523,200 budgeted for the 2021/22 J-Class Paving Project.

Operating Reserves – Financial Condition Index (FCI)

Annually the Province compiles a financial report on each Municipality. As part of that report, financial condition indicators are calculated and used to evaluate a Municipality's financial health. One of the indicators looks specifically at the balance held in operating reserves vs total operating expenditures. A 20% threshold is the minimum for obtaining a green financial indicator.

The chart below illustrates the Municipality's status as well as the forecast status based on the proposed 2021/22 budget:

2019/20 Actual:

Total Operating Reserves	10,789,336	34.0%
Total Operating Expenses	31,862,169	

2020/21 Forecast:

Total Operating Reserves	10,782,560	29.9%
Total Operating Expenses	36,111,144	

2021/22 Budget:

Total Operating Reserves	10,110,960	29.3%
Total Operating Expenses	34,464,275	

The operating reserve balance has decreased due to the utilization of reserve balances in 2020/21 to fund items such as the election, and the increased J-Class program. This along with an increase in total operating expenses and the planned use of the Special Project carryover amounts, and the Village Sidewalk Surplus Reserve, will decrease the FCI percent for 2021/22. The Municipality will continue to be well above the 20% minimum threshold set out by the Province,

COVID-19 Reserve

On May 21, 2020 Council approved a Supplemental Operating Budget to allow the Municipality to respond to the COVID-19 Pandemic. This resulted in the creation of a \$1.8 million COVID-19 Response Reserve.

Throughout 2020/21 Council has utilized these funds to respond to the pandemic and provide relief in a variety of forms. The balance of the funds is being retained to protect the Municipality's cash position in the event that future revenues are adversely affected by the ongoing pandemic. An eventual return of funds to Capital Reserves could be considered, as regular contributions to these reserves was partially redirected to the COVID-19 Reserve in 2020/21.

The chart below summarizes the activity to date with regard to the COVID-19 Reserve:

Item	Amount	Date of Motion
COVID-19 Reserve Allocation	\$ 1,845,079	21-May-20
Reserve Utilization		
• Business Retention Officer of the Valley Regional Enterprise Network	(100,000)	11-Jun-20
• Support for Community Groups	(150,000)	11-Jun-20
• Council Grants to Organizations	(67,667)	11-Jun-20
• Council Grants to Organizations	(8,900)	16-Jun-20
• Tourism Marketing through the Annapolis Valley Chamber of Commerce	(100,000)	23-Jun-20
• Hybrid Municipal Election	(54,307)	2-Jun-20
• Reinstatement of Aylesford Lake Beach Operations	(115,502)	11-Jun-20
• Trails Grant	(3,442)	6-Oct-20
• Financial Support for Medical Resident Retention Program through the Annapolis Valley Chamber of Commerce	(10,000)	6-Oct-20
	(609,818)	
Hold Items		
• Food Support	(100,000)	11-Jun-20
• Support for Arts & Culture	(50,000)	11-Jun-20
	(150,000)	
Items not required*		
• Municipal Election Funding	54,307	
	54,307	
COVID-19 Reserve Balance	\$ 1,139,568	
* The Municipal Election was under budget and did not require these funds		

Capital Reserves

Capital Reserves are funds set aside as a result of budget deliberations, legislation, agreement, or By-law for the funding of future capital projects, including the replacement of capital assets. The *MGA* (s. 99(1)) requires municipalities to maintain a Capital Reserve fund. Capital Reserves may only be used to fund capital expenditures for which a Municipality may borrow.

At March 31, 2020, the Municipality had total capital reserves of \$15,945,000. Full details on forecast capital reserve balances, and planned utilization will be provided on March 10, 2021 along with the draft capital budget.



Municipality of the County of Kings

Briefing

TO	Budget & Finance Committee
PREPARED BY	Katrina Roefs, CPA, CA, Financial Analyst
MEETING DATE	February 9, 2021
SUBJECT	Operating Accountability Report (Period Ended December 31, 2020)

ORIGIN

- [2019-06-10 Budget & Finance Terms of Reference, section 4.c.2.](#)
- 2014-05-06 FIN-05-014 Surplus Allocation Policy

RECOMMENDATION

That the Budget & Finance Committee recommend the General Operating Accountability Report (for period ended December 31, 2020) as attached to the February 9, 2021 agenda be received as an information item to Municipal Council.

INTENT

To provide a summary of material variances from amounts budgeted in the 2020/21 Operating Budget to actual results as of December 31, 2020, together with a forecast of the year-end results at March 31, 2021.

DISCUSSION

This report represents activity to the end of the third quarter for the fiscal 2020/21 year. With three months left in the operating year some expenses have timing or seasonal differences creating variance from budget.

The forecasted variances are based on information available at the time of this report; events during the year may vary actual outcomes.

The charts within the report use the following color system to identify the status of each line item.

<u>Legend</u>			
<u>For Revenues</u>		<u>For Expenses</u>	
●	>= 100%	●	<= 100%
●	Between 90% & 100%	●	Between 100% & 110%
●	< 90%	●	> 110%

Currently a surplus of \$523,322 is forecast for the fiscal year ending March 31, 2021. The most significant portion relates to our Inter Municipal Service Agreement Corporations, which are anticipating a decrease in required contributions of \$360,700. The remaining \$162,622 of surplus relates to Municipal Operations. The key components of the forecast surplus are detailed on the following pages and are net of offsetting revenue and expenses.



Municipality of the County of Kings

Briefing

Core Revenue - \$42,363 above budget

Core Revenues include Property taxes, Grants-in-Lieu of Taxes from the Federal and Provincial governments, rent revenue, HST Offset Grant revenue, and the net interest income after transfers to capital reserves.

Description	2020/21 Budget	2020/21 Forecast Actual	% of Budget	Variance (\$)	Variance (%)	Variance as a % of Surplus	Comments
Property Tax	\$ 38,327,764	\$ 38,328,854	100.00%	\$ 1,090	0.00%	-0.2%	The revenue received from Bell in relation to the Incorporate Maritime Telegraph and Telephone Company Limited Act came in under budget by \$12,123; the budgeted amount is based on the average of historic actual amounts received as information is not available annually until subsequent to year end. Residential appeals came in lower than budget by \$13,213 this amount fluctuates annually based on application volume and adjustments made by PVSC.
Property Tax in Lieu	2,990,295	2,971,467	99.4%	(18,828)	-0.63%	3.6%	Variance relates to change in ownership and assessment values of Federally and Provincially owned properties.
Rent	6,255	6,255	100.0%	-	0.00%	0.0%	Estimated to be on target
HST Offset Grant	104,300	131,100	125.7%	26,800	25.70%	-5.1%	The Province calculates this grant based on the total HST rebates submitted by all Nova Scotia Municipalities. The amount received is therefore dependant on the total level of rebates received by these Municipalities. The claiming process has a one year lag and the grant for 2020/21 is based on HST rebates earned up to March 31, 2019. During that period our rebates, including those allocated from jointly operated services such as Kings Transit, Valley Waste and Regional Sewer. Due to the timing of the grant process, information on the current year amount is not available during the budget preparation, and therefore the budget is based on a five-year historic average.
Net Interest Income	390,600	423,901	108.5%	33,301	8.53%	-6.4%	Forecast based on higher bank balances which have created increased revenue.
Total	\$ 41,819,214	\$ 41,861,577	100.1%	\$ 42,363	0.10%	8.1%	



Municipality of the County of Kings

Briefing

Mandatory Payments including RCMP - \$59,535 above budget

Mandatory payments include all payments required to be paid by: the *Municipal Government Act* (MGA), the *Libraries Act*, the *Police Act*, or the Provincial Municipal Service Exchange Agreement.

Description	2020/21 Budget	2020/21 Forecast Actual	% of Budget	Variance (\$)	Variance (%)	Variance as a % of Surplus	Comments
Education Amount	\$ 12,405,830	\$ 12,405,830	100.0%	\$ -	0.00%	0.0%	Subsequent to budget approval the amount previously confirmed for the education contribution was revised by AVRCE.
PVSC - Assessment Services	837,000	837,000	100.0%	\$ -	0.00%	0.0%	Amount confirmed through quarterly billings.
Municipal Road Contribution	749,700	749,700	100.0%	\$ -	0.00%	0.0%	Amount confirmed through quarterly billings.
Correctional Services	633,700	633,700	100.0%	\$ -	0.00%	0.0%	Amount confirmed through quarterly billings.
Housing NS	208,500	273,799	131.3%	\$ 65,299	31.32%	12.5%	The Municipality is responsible for cost sharing in properties under Agreement. These specific properties are managed by the Western Regional Housing Authority. On June 11, 2020 Housing Nova Scotia provided estimates for the 2020/21 fiscal year. This is the first time in recent years that an estimate has been made available in advance of invoicing. An estimate range between \$257,657 - \$284,067 was provided. Municipal Staff contacted the Housing Authority for clarification and were subsequently provided with a revised estimate of \$273,799 with the increase being attributed to additional maintenance costs.
Library (AVRL)	305,300	305,300	100.0%	\$ -	0.00%	0.0%	Amount confirmed through quarterly billings
RCMP & DNA Services	7,320,250	7,314,486	99.9%	\$ (5,764)	-0.08%	-1.1%	Fine revenue received from the Province is higher than anticipated, this fluctuates annually based on tickets awarded and amounts prosecuted.
Total	\$ 22,460,280	\$ 22,519,815	100.3%	\$ 59,535	0.26%	11.4%	



Municipality of the County of Kings

Briefing

Inter-Municipal Service Corporations - \$360,700 below budget

The Municipality has Inter-Municipal Service Agreements (IMSA), which require the Municipality to make capital and operating contributions. To date the IMSA budget amounts are on target and forecasted to be within budget.

Description	2020/21 Budget	2020/21 Forecast Actual	% of Budget	Variance (\$)	Variance (%)	Variance as a % of Surplus	Comments
Valley Community Fibre Network Authority	\$ 30,000	\$ 30,000	100.0%	\$ -	0.00%	0.0%	No update provided.
Kings Transit Authority (KTA)	631,024	591,324	93.7%	\$ (39,700)	-6.29%	-7.6%	KTA is projecting a surplus of \$66,181 in its core operations. The Municipality's portion is \$39,700.
Valley Regional Solid Waste Resource Management Authority (VWRM)	4,580,510	4,259,510	93.0%	\$ (321,000)	-7.01%	-61.3%	VWRM is projecting a surplus of \$428,426 which factors in the surplus from the Chester operations. The Municipality's portion of this is estimated at \$321,000.
Valley Regional Enterprise Network	164,200	164,200	100.0%	\$ -	0.00%	0.0%	Amount confirmed through quarterly billings.
Total	\$ 5,405,734	\$ 5,045,034	93.3%	\$ (360,700)	-7.15%	-68.9%	

Legislative - \$13,861 below budget

Expenses include councillor remuneration, travel, meals, committee honorarium, scholarships, and other legislative services.

The projected variance relates to reduced honorariums and committee expenses; reduced meal and meeting costs; and reduced Council training and conference expense.

Administration - \$26,705 below budget

Administration includes the Office of the CAO, Human Resources, Recreation and Economic Development. Expenses include compensation, legal and consulting fees, training for all staff, Occupational Health & Safety, diversity and public relations projects, advertising, and other related administrative, recreation programming, and economic development expenses.



Municipality of the County of Kings

Briefing

Administration - \$26,705 below budget (cont.)

Description	2020/21 Budget	2020/21 Forecast Actual	% of Budget	Variance (\$)	Variance (%)	Variance as a % of Surplus	Comments
Administration	\$ 1,166,069	\$ 1,148,865	98.5%	\$ (17,204)	-1.48%	-3.3%	<p>Insurance was budgeted with a 1.5% increase based on historical averages. The actual premium increase was higher but within the confines of the five year insurance contract.</p> <p>Legal fees are anticipated to be under budget based on the level of activity to date. An additional amount was budgeted for anticipated specific proceedings, this has since been under utilized.</p> <p>Advertising is anticipated to be over budget by \$8,500 of which \$2,000 relates to increased statutory advertising requirements and the remaining variance is related to additional advertising related to the COVID-19 Pandemic.</p> <p>Salaries are forecast at \$23,800 above budget due to step adjustments, additional parental leave top up per new Collective Agreement, and a budgeting formula error which reduced one calculated salary by 25%.</p> <p>Training is anticipated to be \$5,100 below budget due to decreased conferences and in person sessions.</p> <p>Unbudgeted grant funds in the amount of \$3,200 was received in relation to the Active Transportation project.</p>
Human Resources	143,156	132,493	92.6%	\$ (10,663)	-7.45%	-2.0%	<p>Employee engagement is anticipated to be under budget as the COVID-19 Pandemic has limited the type of events that can be held.</p> <p>Relocation costs are under budget due to reduced staff turnover.</p>
Economic Development	13,921	13,921	100.0%	\$ -	0.00%	0.0%	Estimated to be on target
Corporate Expenditures	121,300	121,300	100.0%	\$ -	0.00%	0.0%	Estimated to be on target
Recreation Administration	253,582	239,982	94.6%	\$ (13,600)	-5.36%	-2.6%	The annual Recreation Newsletter is not being published in the current year due to changes in programming in relation to the COVID-19 Pandemic.
Recreation Programming	(31,750)	(16,988)	53.5%	\$ 14,762	-46.49%	2.8%	Recreation program budgets were reduced as part of the Supplemental 2020/21 budget due to the COVID-19 Pandemic. Further adjustments to programming have been made throughout the year and there have been reduced expenditures and reduced grant and program revenues.
Total	\$ 1,666,278	\$ 1,639,573	98.4%	\$ (26,705)	-1.63%	-5.1%	



Municipality of the County of Kings Briefing

Corporate Services - \$300 below budget

Corporate Services includes the Financial Reporting, Revenue Services, and the Information Technology (IT) divisions. The department generates revenue for the Municipality through the administration of Property Tax, Utility Billing, Area Rates and Capital Charge processes. The Department also generates revenue from the sale of services to other municipal entities, such as IT and payroll processing. The Department further manages banking and treasury functions for the Municipality.

Description	2020/21 Budget	2020/21 Forecast Actual	% of Budget	Variance (\$)	Variance (%)	Variance as a % of Surplus	Comments
Finance	\$ 714,141	\$ 714,141	100.0%	\$ -	0.00%	0.0%	<p>\$20,000 reduction in revenue related to Manager of Financial Reporting services provided to IMSA Corporations in relation to modified services being provided to those organizations.</p> <p>\$20,000 reduction is expense related to a planned consulting engagement with regard to an internal control review in relation to procurement. It has been decided that this work will now be undertaken internally in the upcoming fiscal year.</p>
Revenue Services	102,039	107,239	105.1%	\$ 5,200	5.10%	1.0%	Due to the COVID-19 Pandemic the Municipal Tax Sale will be done in a modified tender process. This has resulted in reduced expense and recoveries.
Information Technology	775,471	769,971	99.3%	\$ (5,500)	-0.71%	-1.1%	<p>Spending on software has been lower due to COVID-19. Incidental software purchases tend to align with new hires. During 2020 there has been reduced staff turnover which in turn has resulted in a forecasted savings of \$6,000.</p> <p>There has also been a decrease in the amount of toner required for printing, and a slight increase in software maintenance contracts.</p>
Total	\$ 1,591,651	\$ 1,591,351	100.0%	\$ (300)	-0.02%	-0.1%	

Engineering & Public Works (EPW) - \$14,520 below budget

EPW manages sewer and water utilities, the Municipal complex, municipal parks and trails, roads, sidewalks, and street lights. Sewer, water, and street lights all generate revenue (on a cost-recovery basis) from utility billing or area rates. Expenses include compensation, vehicles and equipment, utilities, insurance, supplies & parts, repairs & maintenance, J-Class road paving, and consulting services.



Municipality of the County of Kings

Briefing

Engineering & Public Works (EPW) - \$14,520 below budget (cont.)

Description	2020/21 Budget	2020/21 Forecast Actual	% of Budget	Variance (\$)	Variance (%)	Variance as a % of Surplus	Comments
EPW Administration (Net of administration fees)	\$ 289,028	\$ 306,292	106.0%	\$ 17,264	5.97%	3.3%	<p>EPW clothing and safety equipment is forecast at \$6,632 above budget. This relates in an increase to the clothing allowance based on the updated Collective Agreement, as well as additional spending on personal protective equipment in response to the pandemic.</p> <p>Consultant work from outside engineering firms is forecast to be \$10,632 above budget due to increased required consultation on some projects.</p>
Building	322,673	322,673	100.0%	\$ -	0.00%	0.0%	Estimated to be on target.
Municipal Parks & Trails	61,115	60,993	99.8%	\$ (122)	-0.20%	0.0%	Slight variance in trail lease amounts.
Roads and Sidewalks	1,212,746	1,212,746	100.0%	\$ -	0.00%	0.0%	Estimated to be on target, the bulk of this budget relates to snow removal which will be unknown until Q4.
Solid Waste	46,200	46,200	100.0%	\$ -	0.00%	0.0%	Estimated to be on target, this group of accounts relates to monitoring costs at the former landfill site.
Municipal Sewer	(175,051)	(206,713)	118.1%	\$ (31,662)	18.09%	-6.1%	<p>Sewer Revenue is forecast to be \$66,238 above budget. This relates to new connections, and increased flow revenue from two of the larger contract customers.</p> <p>Salaries are forecast to be \$15,000 above budget due to additional overtime, and acting manager pay.</p> <p>Treatment plant & lift station power and pumping costs are forecast to be \$25,168 above budget based on activity to date and historic patterns of consumption.</p> <p>The maintenance forecast is currently below budget by \$5,592 based on activity to date.</p>
Street Lights	-	-					Street Lighting costs are budgeted to be recovered through corresponding area rates. These are estimated to be on target at year end.
Total	\$ 1,756,711	\$ 1,742,191	99.2%	\$ (14,520)	-0.83%	-2.8%	



Municipality of the County of Kings Briefing

Inspection, Planning, Development, and Protective Services - \$63,961 below budget

This Department manages Planning, Building & Development, Fire, By-law Enforcement, Emergency Management services (shared with EPW). The Department generates revenues by providing Building and Fire inspection services to other municipalities, sale of building permits, application fees and other permits. Expenses include compensation, vehicles, office supplies, and contracts with third parties for provision of 911 dispatch and animal control services.

Description	2020/21 Budget	2020/21 Forecast Actual	% of Budget	Variance (\$)	Variance (%)	Variance as a % of Surplus	Comments
Building & Development Services (net)	\$ 260,368	\$ 219,607	84.3%	\$ (40,761)	-15.66%	-7.8%	<p>Building permit revenue is forecast to have a positive variance of \$33,900. There are significantly more renovation permits being issued. This is likely COVID related with disposable income being spent on the property vs. other activities (travel).</p> <p>Salaries are forecast at \$11,200 below budget due to step adjustments for two positions.</p> <p>Vehicle related costs are forecast to be \$4,339 above budget based on actual operating and maintenance costs to date.</p>
Planning	327,371	327,371	100.0%	\$ -	0.00%	0.0%	Estimated to be on target.
Development	265,862	265,862	100.0%	\$ -	0.00%	0.0%	Estimated to be on target.
Fire & Fire Inspection (net)	2,794,663	2,768,663	99.1%	\$ (26,000)	-0.93%	-5.0%	Generator, Dry Hydrant and Fire Emergency funding are forecast to be under budget based on the application volume received for the year.
Bylaw Enforcement (net)	221,326	224,126	101.3%	\$ 2,800	1.27%	0.5%	Variance relates to increased travel and radio costs.
EMO	218,441	218,441	100.0%	\$ -	0.00%	0.0%	Estimated to be on target.
Total	\$ 4,088,031	\$ 4,024,070	98.4%	\$ (63,961)	-1.59%	-12.2%	

Grants and funding to external organizations - \$60,447 below budget

The Municipality provides funding to external organizations through a variety of programs. These include grant programs as outlined in [FIN-05-15 Community Grants Policy](#), various tax exemptions including personal tax exemptions as outlined in [FIN-05-009 Personal Property Tax Exemption Policy](#), and funding to other external service providers as approved by Council.



Municipality of the County of Kings

Briefing

Grants and funding to external organizations - \$60,447 below budget (cont.)

Description	2020/21 Budget	2020/21 Forecast Actual	% of Budget	Variance (\$)	Variance (%)	Variance as a % of Surplus	Comments
Councillor Grants to Organizations	\$ 72,000	\$ 72,000	100.0%	\$ -	0.00%	0.0%	Estimated to be on target.
Property Tax Exemptions per Bylaws	788,800	742,491	94.1%	\$ (46,309)	-5.87%	-8.8%	During the year 1,319 applications were received under FIN-05-009 Personal Property Tax Exemption. This was a reduced volume from past historic years, (2019 had 1,381 applications). The budget was based on a higher application rate.
Leisure Services & Rec Director Salary Grants	205,000	205,000	100.0%	\$ -	0.00%	0.0%	Estimated to be on target.
Crossing Guard and Library Grants	92,480	92,480	100.0%	\$ -	0.00%	0.0%	Estimated to be on target.
Funding to Other External Parties	198,200	198,200	100.0%	\$ -	0.00%	0.0%	Estimated to be on target.
Program grants (CRAF, CHAP, CPDP, etc.)	790,000	775,862	98.2%	\$ (14,138)	-1.79%	-2.7%	Variance in application volume, specifically in relation to the Grants for Community Hall Improvements. All grant information has been presented to Council and details on grant awards has been published online.
Food Program	200,000	200,000	100.0%	\$ -	0.00%	0.0%	Estimated to be on target.
Total	\$ 2,346,480	\$ 2,286,033	97.4%	\$ (60,447)	-2.64%	-11.6%	

COVID-19 Relief Reserve

This accountability report uses the Supplemental Operating Budget approved by Council on May 21, 2020. As part of the approved Supplemental Operating Budget, \$1,845,079 was designated to a COVID-19 Relief Reserve. These amounts will be tracked and reported on separately throughout the year.

At December 31, 2020, Council had approved spending of \$759,818 leaving a balance of \$1,085,261 of uncommitted funds in the COVID-19 Relieve Reserve.

The table on the next page is a summary of approved motions and spending to January 15, 2021:



Municipality of the County of Kings

Briefing

Municipality of the County of Kings COVID-19 Relief Reserve

Motion Date	Motion	Maximum Transfer Amount	Actual Spending to January 15, 2021
June 11, 2020	That Council authorize the transfer of up to \$100,000 from the COVID-19 Reserve Fund for Support for Business - Business Retention and Expansion (BRE) Officer and direct the CAO to implement this through the Valley REN.	\$100,000	\$50,000
June 11, 2020	To hold \$100,000 in the COVID-19 Reserve Fund for future need for Support for Food if COVID-19 supports from other levels of government begin to decline.	\$100,000	\$ -
June 11, 2020	That Council authorize the transfer of \$150,000 from the COVID-19 Reserve Fund for Support for Community Groups - one time funding to help cover fixed overhead costs borne by not-for-profit community groups and direct the CAO to return with funding criteria to be approved by Council.	\$150,000	\$59,791
June 11, 2020	To leave \$50,000 in the COVID-19 Reserve Fund for Support to the Arts and Culture Sector and have staff bring back a report after consulting with the Arts and Culture Sector.	TBD(\$50,000)	\$ -
June 11, 2020	That Council release \$139,667 to be used for the potential funding of the Councillor Grants to Organizations applications for the 2020/2021 year.	\$67,667	\$67,667
June 16, 2020	That Municipal Council increase the total available funding for Councillor Grants to Organizations for 2020/21 by \$8,900, to be funded from the COVID-19 reserve, for a total budget of \$148,567.	\$8,900	\$6,201
June 11, 2020	That Municipal Council receive as information the Briefing on the plan to open Aylesford Lake Beach for the 2020 season attached to the June 11, 2020 Council agenda.	\$115,502	\$91,757
June 2, 2020	That Municipal Council resolve to conduct the October election by hybrid voting - adding electronic voting (telephone and computer) to paper balloting. 2. That Municipal Council approve additional funding of \$54,307 for the October 2020 Election Budget to be funded from Operating Reserve GL # 61-4-460-270	\$54,307	Municipal Election was under budget - these funds are not required.



Municipality of the County of Kings

Briefing

Municipality of the County of Kings COVID-19 Relief Reserve

June 23, 2020	That Council provide \$100,000 of financial support to the Annapolis Valley Chamber of Commerce to be used for Tourism Marketing for the 2020 tourism season from the COVID-19 Reserve GL# 61-4-460-270.	\$100,000	\$100,000
October 6, 2020	That Council direct the Chief Administrative Officer to transfer \$3,442 from the COVID-19 Reserve to provide a total of \$20,000 in funding to the Annapolis Valley Trails Coalition. That Council direct the Chief Administrative Officer to have staff meet with the Annapolis Valley Trails Coalition and other trails organizations in Kings County to develop agreements for funding that would remove them from the Grants process and return to council for approval of an agreement.	\$3,442	\$2,754
October 6, 2020	That Municipal Council provide \$10,000 of financial support to the Annapolis Valley Chamber of Commerce from the COVID-19 Reserve GL#61-4-460-270 to be used towards funding requirements of the 'Medical Resident Retention Program for the Annapolis Valley' as appended to the October 6, 2020 Request for Decision.	\$10,000	\$10,000
	Total at January 15, 2021:	\$759,818	\$388,170

Under the Safe Restart Agreement Program from the Federal Government, The Municipality has received \$792,211, of which \$249,600 is designated for transit. These funds are to be used to offset any direct operating costs or lost revenues related to the COVID-19 Pandemic. Details are still being introduced with regard to eligibility, and any unspent funds will be held in deferred revenue at year-end. Full details of the grant funds recognized will be included with the fourth quarter accountability report.

FINANCIAL IMPLICATIONS

- The actual operating surplus will be finalized subsequent to year-end and distributed in accordance with the FIN-05-014 Surplus Allocation Policy
- Any municipal sewer surplus at year-end is required under the Surplus Allocation Policy to be first used to reduce long-term borrowing and the balance transferred to the Sewer Capital Reserve.

STRATEGIC PLAN ALIGNMENT

Check Applicable	Strategic Priority	Description
	Good Governance	
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
	Financial Sustainability	
	Supports a Core Program Enhancement	



Municipality of the County of Kings

Briefing

✓	Not Applicable	This report is a core function of the Municipality
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ALTERNATIVES

- No alternatives are recommended

IMPLEMENTATION

- Staff will continue to monitor actual results and report on forecast variances.

ENGAGEMENT

Current year budget development included community engagement. This accountability report and annual audited financial statements (possible documents) will form part of the 2021/22 (budget) public engagement program.

APPENDICES

- Appendix A: Operating Variance Report

APPROVALS

Mike Livingstone, Manager Financial Reporting	February 1, 2021
Greg Barr, Director of Finance & IT	February 1, 2021
Rob Frost, Deputy Chief Administrative Officer	February 3, 2021

Appendix A - Operating Accountability Report (Period Ended December 31, 2020)

Appendix A Municipality of the County of Kings Operating Variance Report Results at December 31, 2020

	Budget YTD December 31, 2020	Actual YTD December 31, 2020	Actual as % of Budget	Variance (\$)	Variance %	Year-End Budget	Year-End Forecast	Actual as a % of Budget	Variance (\$)	Variance (%)	Variance as a % of total surplus
Core Revenue											
Property Tax	\$ 38,327,764	\$ 38,328,448	100.00%	\$ 684	0.00%	\$ 38,327,764	\$ 38,328,854	100.00%	\$ 1,090	0.00%	-0.21%
PILT	\$ 2,990,295	2,755,716	92.16%	(234,579)	-7.84%	2,990,295	2,971,467	99.4%	(18,828)	-0.63%	3.60%
Rent	6,255	854	13.65%	(5,401)	-86.35%	6,255	6,255	100.0%	-	0.00%	0.00%
HST Offset Grant	104,300	131,101	125.70%	26,801	25.70%	104,300	131,100	125.7%	26,800	25.70%	-5.12%
Net Interest Income	390,600	495,200	126.78%	104,600	26.78%	390,600	423,901	108.5%	33,301	8.53%	-6.36%
Total Core Revenue	\$ 41,819,214	\$ 41,711,318	99.74%	\$ (107,896)	-0.3%	\$ 41,819,214	\$ 41,861,577	100.10%	\$ 42,363	0.1%	8.1%
Less Mandatory Payments											
Annapolis Valley Regional School Board	\$ (9,304,373)	\$ (9,304,614)	100.00%	\$ (242)	0.00%	\$ (12,405,830)	\$ (12,405,830)	100.0%	-	0.00%	0.00%
Assessment Charges	(837,000)	(837,022)	100.00%	(22)	0.00%	(837,000)	(837,000)	100.0%	-	0.00%	0.00%
Municipal Highway Contribution	(562,275)	(562,239)	99.99%	36	-0.01%	(749,700)	(749,700)	100.0%	-	0.00%	0.00%
Correctional Services	(475,275)	(475,293)	100.00%	(18)	0.00%	(633,700)	(633,700)	100.0%	-	0.00%	0.00%
Regional Housing Corporation	-	-	-	-	-	(208,500)	(273,799)	131.3%	(65,299)	31.32%	12.48%
Regional Library	(228,975)	(228,939)	99.98%	36	-0.02%	(305,300)	(305,300)	100.0%	-	0.00%	0.00%
RCMP (& DNA)	\$ (5,485,325)	\$ (5,487,042)	100.03%	(1,717)	0.03%	(7,320,250)	(7,314,486)	99.9%	5,764	-0.08%	-1.10%
Total	\$ (16,893,223)	\$ (16,895,149)	100.0%	\$ (1,926)	0.0%	\$ (22,460,280)	\$ (22,519,815)	100.3%	\$ (59,535)	0.3%	-11.4%
Available for Municipal Operations	\$ 24,925,992	\$ 24,816,170	99.6%	\$ (109,822)	-0.4%	\$ 19,358,934	\$ 19,341,762	99.9%	\$ (17,172)	-0.1%	-3.3%
Area Rates											
Area Rates Collected	-	-	-	-	-	(4,002,420)	(4,002,420)	100.0%	-	0.00%	0.00%
Less Area Rate Revenue Paid out	-	-	-	-	-	4,002,420	4,002,420	100.0%	-	0.00%	0.00%
Subtotal	-	-	-	-	-	-	-	-	-	-	-
Inter-municipal Service Agreements	\$ 5,206,928	\$ 3,921,685	75.3%	\$ (1,285,243)	-24.68%	\$ 5,405,734	\$ 5,045,034	93.3%	\$ (360,700)	-6.7%	-68.93%
Legislative											
Council	\$ 545,778	\$ 500,915	91.8%	(44,863)	-8.22%	\$ 658,970	\$ 645,109	97.9%	(13,861)	-2.1%	-2.65%
Administration											
Administration	\$ 1,396,329	\$ 827,472	59.3%	(568,857)	-40.74%	\$ 1,166,069	\$ 1,148,865	98.5%	(17,204)	-1.48%	-3.29%
HR	104,131	83,736	80.4%	(20,396)	-19.59%	143,156	132,493	92.6%	(10,663)	-7.45%	-2.04%
Economic Development	13,921	(852)	-6.1%	(14,773)	-106.12%	13,921	13,921	100.0%	-	0.00%	0.00%
Corporate Expenditures	121,300	109,754	90.5%	(11,546)	-9.52%	121,300	121,300	100.0%	-	0.00%	0.00%
Recreation Administration	194,636	173,927	89.4%	(20,710)	-10.64%	253,582	239,982	94.6%	(13,600)	-5.36%	-2.60%
Recreation Programs - Net Contributions	(31,750)	(24,170)	76.1%	7,580	-23.87%	(31,750)	(16,988)	53.5%	14,762	-46.49%	2.82%
Total Administration	\$ 1,798,568	\$ 1,169,865	65.0%	\$ (628,702)	-35.0%	\$ 1,666,278	\$ 1,639,573	98.4%	\$ (26,705)	-1.6%	-5.1%
Corporate Services											
Finance	\$ 553,563	\$ 540,235	97.6%	(13,328)	-2.41%	\$ 714,141	\$ 714,141	100.0%	-	0.00%	0.00%
Revenue Services (Net of cost recoveries)	25,482	46,739	183.4%	21,257	83.42%	102,039	107,239	105.1%	5,200	5.10%	0.99%
IT (net of cost recoveries)	577,678	574,468	99.4%	(3,210)	-0.56%	775,471	769,971	99.3%	(5,500)	-0.71%	-1.05%
Total Corporate Services	\$ 1,156,723	\$ 1,161,443	100.4%	\$ 4,719	0.4%	\$ 1,591,651	\$ 1,591,351	100.0%	\$ (300)	0.0%	-0.1%
EPW											
EPW Administration (Net of administration fees)	\$ 164,648	\$ 238,127	144.6%	\$ 73,480	44.63%	\$ 289,028	\$ 306,292	106.0%	\$ 17,264	5.97%	3.30%
Building	246,606	203,162	82.4%	(43,444)	-17.62%	322,673	322,673	100.0%	-	0.00%	0.00%
Municipal Parks & Trails	61,115	58,928	96.4%	(2,187)	-3.58%	61,115	60,993	99.8%	(122)	-0.20%	-0.02%
Roads and Sidewalks	332,974	303,905	0.0%	(29,069)	0.00%	1,212,746	1,212,746	100.0%	-	0.00%	0.00%
Solid Waste	24,900	16,916	67.9%	(7,984)	-32.07%	46,200	46,200	100.0%	-	0.00%	0.00%
Subtotal	\$ 830,243	\$ 821,038	98.9%	\$ (9,205)	-1.1%	\$ 1,931,762	\$ 1,948,904	100.9%	\$ 17,142	0.9%	3.3%

Appendix A - Operating Accountability Report (Period Ended December 31, 2020)

Municipality of the County of Kings
Operating Variance Report
Results at December 31, 2020

	Budget YTD December 31, 2020	Actual YTD December 31, 2020	Actual as % of Budget	Variance (\$)	Variance %	Year-End Budget	Year-End Forecast	Actual as a % of Budget	Variance (\$)	Variance (%)	Variance as a % of total surplus
EPW cont.											
Municipal Sewer Revenue	\$ (4,134,973)	\$ (4,134,973)	100.0%	\$ -	0.00%	\$ (4,280,800)	\$ (4,347,038)	101.5%	\$ (66,238)	1.55%	-12.66%
Less Municipal Sewer Expense	3,510,008	3,355,327	95.6%	(154,681)	-4.41%	4,105,749	4,140,325	100.8%	34,576	0.84%	6.61%
Subtotal	\$ -	\$ (779,647)		\$ (154,681)		\$ (175,051)	\$ (206,713)		\$ (31,662)		-6.1%
Street Light Revenue	\$ (123,800)	\$ (103,463)	83.6%	\$ 20,337	-16.43%	\$ (123,800)	\$ (123,800)	100.0%	\$ -	0.00%	0.00%
Less Street Light Expense	92,850	71,790	77.3%	(21,060)	-22.68%	123,800	123,800	100.0%	-	0.00%	0.00%
Subtotal	\$ -	\$ (31,673)		\$ (723)		\$ -	\$ -		\$ -		
Total EPW	\$ 830,243	\$ 9,718	1.2%	\$ (164,610)	-19.8%	\$ 1,756,711	\$ 1,742,191	99.2%	\$ (14,520)	-0.8%	-2.8%
Building & Development Services											
Building & Development Services (net)	\$ 192,805	\$ 144,481	74.9%	\$ (48,325)	-25.06%	\$ 260,368	\$ 219,607	84.3%	\$ (40,761)	-15.66%	-7.79%
Planning	243,503	239,049	98.2%	(4,454)	-1.83%	327,371	327,371	100.0%	-	0.00%	0.00%
Development	195,045	187,479	96.1%	(7,566)	-3.88%	265,862	265,862	100.0%	-	0.00%	0.00%
Total Building & Development Services	\$ 631,354	\$ 571,009	90.4%	\$ (60,345)	-9.6%	\$ 853,601	\$ 812,840	95.2%	\$ (40,761)	-4.8%	-7.8%
Protective Services											
Fire & Fire Inspection (net)	\$ 2,753,389	\$ 2,561,347	93.0%	\$ (192,042)	-6.97%	\$ 2,794,663	\$ 2,768,663	99.1%	\$ (26,000)	-0.93%	-4.97%
Bylaw Enforcement (net)	161,003	169,262	105.1%	8,259	5.13%	221,326	224,126	101.3%	2,800	1.27%	0.54%
EMO	177,371	150,686	85.0%	(26,684)	-15.04%	218,441	218,441	100.0%	-	0.00%	0.00%
Total Protective Services	\$ 3,091,763	\$ 2,881,296	93.2%	\$ (210,468)	-6.8%	\$ 3,234,430	\$ 3,211,230	99.3%	\$ (23,200)	-0.7%	-4.4%
Total Building & Development Services, Protective Services	\$ 3,723,117	\$ 3,452,305	92.7%	\$ (270,812)	-7.3%	\$ 4,088,031	\$ 4,024,070	98.4%	\$ (63,961)	-1.6%	-12.2%
Total Core Municipal Services	\$ 13,261,357	\$ 10,215,931	77.0%	\$ (2,389,511)	-18.0%	\$ 15,167,375	\$ 14,687,328	96.8%	\$ (480,047)	-3.2%	-91.7%
Funds available after Core Municipal Services	\$ 11,664,635	\$ 14,600,239	125.2%	\$ 2,279,689	19.5%	\$ 4,191,559	\$ 4,654,434	111.0%	\$ 462,875	11.0%	88.4%
Other Transfers											
Transfer to Reserve for COVID-19 Relief	1,845,079	1,845,079	100.0%	-	0.00%	1,845,079	1,845,079	100.0%	-	0.0%	0.00%
Grants											
Councillor Grants to Organizations	\$ 72,000	\$ 72,000	100.0%	\$ -	-	72,000	\$ 72,000	100.0%	\$ -	0.00%	0.00%
Property Tax Exemptions per Bylaws	788,800	742,491	94.1%	(46,309)	-5.87%	788,800	742,491	94.1%	(46,309)	-5.87%	-8.85%
Leisure Services & Rec Director Salary Grants	30,000	39,992	133.3%	9,992	-	205,000	205,000	100.0%	-	0.00%	0.00%
Crossing Guard and Library Grants	92,480	76,200	82.4%	(16,280)	-17.60%	92,480	92,480	100.0%	-	0.00%	0.00%
Funding to Other External Parties	198,200	198,200	100.0%	-	-	198,200	198,200	100.0%	-	0.00%	0.00%
Program grants (CRAF, CHAP, CPDP, etc.)	623,000	566,461	90.9%	(56,539)	-	790,000	775,862	98.2%	(14,138)	-1.79%	-2.70%
Food Program	200,000	199,999	100.0%	(1)	-	200,000	200,000	100.0%	-	0.00%	0.00%
Total Grants	\$ 2,004,480	\$ 1,895,343	94.6%	\$ (109,136)	-5.4%	\$ 2,346,480	\$ 2,286,033	97.4%	\$ (60,447)	-2.6%	-11.6%
Surplus (Deficit)	\$ -	\$ 523,322				\$ -	\$ 523,322				

Legend			
For Revenues		For Expenses	
● >= 100%		● <= 100%	
● Between 90% & 100%		● Between 100% & 110%	
● < 90%		● > 110%	



Municipality of the County of Kings

Briefing

TO	Budget & Finance Committee
PREPARED BY	Kevin Wheaton, BBA - Financial Analyst
MEETING DATE	February 9, 2021
SUBJECT	Capital Accountability Report (Period Ended December 31, 2020)

ORIGIN

- [2019-06-10 Budget & Finance Terms of Reference, section 4.c.2.](#)

RECOMMENDATION

That Budget & Finance Committee recommend the Capital Accountability Report (for period ended December 31, 2020) as attached to the February 9, 2021 agenda be received as information by Municipal Council.

INTENT

To provide a summary of:

- Material variances from amounts budgeted in the 2020/21 Capital Budget to actual results as of December 31, 2020; together with a forecast of year-end results at March 31, 2021.

DISCUSSION

This report represents activity to the end of the third quarter for the fiscal 2020/21 year. Discussions have occurred with Managers and Directors across the organization to determine the current status of each project and forecasts to year-end. The Capital Accountability Report (Appendix A) details the budget amounts, expenditures to date, and the variances/remaining budget for each capital project for the current fiscal year. The variances forecast are based on information available at the time of this report. Events during the year may vary to actual outcomes.

Each project listed in the Capital Accountability Report is flagged with an icon that labels its current status. A green circle indicates the project is complete, or is expected to be completed, on time and on budget. A yellow circle indicates the project has deviated, or is expected to deviate, from the budget, timeline and/or scope but will be completed. A red circle indicates the project is not expected to move forward in the current or following fiscal year.

Capital Accountability Report – Category A (Information Technology)

Four of the six projects are expected to be completed on time and on budget, and include:

- Hardware Evergreening (#08-1102);
- Network Upgrades (#08-1101);
- Records Management (#16-1102); and
- Tablet Computers (#20-1101).



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Updates on the remaining two projects are as follows:

- The Accounting & Asset Management Software project (#16-1103) has experienced a change in direction, relating to the Asset Management component. Due to recent availability of new software offerings on the market, the decision has been made to replace the current Asset Management software instead of upgrading it. An RFP for the replacement is expected to be awarded at the end of February, and implementation is expected to be complete in Q1 2021/22. An RFP for the Accounting Software replacement, and implementation of the software, is planned to follow implementation of the new Asset Management software. The two software packages are to be tightly integrated, as part of the installation and configuration process.
- The Fibre/Wireless Hybrid Connectivity project (#17-1103) was put on hold while an application for Develop Nova Scotia funding for a 100% fibre buildout was put forward. The funding application was not approved by Develop Nova Scotia. Consequently, the Municipality now plans to move forward with this fibre/wireless hybrid project, as part of the 2021/22 capital budget program.

Capital Accountability Report – Category B (Municipal Buildings)

This category includes two projects, one of which is the finalization of the New Municipal Complex (#16-1301), completed on time and on budget. An update on the remaining project is as follows:

- After experiencing some delay relating to design selection, the EPW Building project (#19-1302) was tendered in September 2020 and the contract awarded in November 2020. Construction began in January, is expected to carry over into 2021/22, and to be substantially complete by December 2021.

Capital Accountability Report – Category C (Roads & Sidewalks)

The Pedestrian Infrastructure project (#08-1714) is expected to be completed on time and under budget, with the exception of crosswalk design estimated at \$5K, which is on hold pending NSTIR approval, and will carry over to 2021/22.

Capital Accountability Report – Category D (Building & Development Service Vehicles)

The Building & Development Service Vehicles project (#13-1501) was completed on time and on budget.

Capital Accountability Report – Category E (Parks & Recreation)

The Harvest Moon Trailhead project (#20-3404) was completed on time and under budget.

Capital Accountability Report – Category F (Municipal Sewer Infrastructure)

Five of the nine projects are expected to be completed on time and on/under budget, and include:

- EPW Equipment & Occupational Health/Safety (#10-3409);
- EPW Service Vehicle Replacements (#11-3401);
- Green Initiatives (#13-3402);
- Sewer Upgrades (#19-3401); and
- Greenwood Sewer Extensions (#20-3405).

Updates on the remaining four projects are as follows:

- The Lift Station Replacements project (#08-3408) is now expected to carry over to 2021/22 and be complete in Q2, with construction at lift station HB2 to now include upgrading of pumps (from 15 inch



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to 20 inch) at a cost of approximately \$70K. Design work for the 2021/22 lift station projects is expected to carry over to 2021/22 and be complete in Q1.

- The Greenwood Clarifier upgrades portion of the Sewer Treatment Plant Infrastructure Renewal project (#08-3409) is now expected to carry over to 2021/22 and be complete in Q1. The Avonport STP upgrades were complete in December 2020.
- The Sewer Collection Line Replacement project (#08-3410) is expected to be completed on time, but over budget by \$33K. An emergency sewer main repair at Patty's Drive (Greenwood) was required and the cost of the repair was \$24K.
- The SCADA System Review project (#19-3403) has changed direction. Initially, the focus of the project was a review of the SCADA system with an expectation of replacing the existing SCADA software with an alternative software package. As the project advanced, an assessment was made that keeping the existing software would be the best option going forward. The focus of this project is now implementation of high-speed, fibre network connections to as much of the physical infrastructure as possible, and bringing the system wiring inside the Municipal firewall. This project is now expected to carry over to 2021/22 and be complete by Q2.

Capital Accountability Report – Category G (Greenwood Water Projects)

All four of the following projects are expected to be completed on time and under budget:

- Water Distribution System Improvements (#10-2403);
- Water System Equipment (#11-2407);
- Production Well (#11-2408); and
- Water System Assessment (#19-2401).

Capital Accountability Report – Category H (Regional Sewer Projects)

The Regional Sewer Lines project (#14-4401) is expected to be completed on time and under budget.

The Regional STP Aeration project (#17-4401) is expected to carry over to 2021/22. Replacement of the aeration system in Cell 2 could not be completed in the current fiscal year, due to the amount of sludge in the cell.

Capital Accountability Report – Category I (Special/Contingent Projects)

Four of the thirteen projects are expected to be completed on time and on budget, and include:

- Community Infrastructure Upgrades - Mee Rd (#19-3402);
- Solar Construction - Municipal Buildings (#20-3401);
- Active Transportation (#20-3406); and
- J-Class 2020-21 One-Time Repave Program (#20-3407).

An additional four of the thirteen projects are expected to be completed on time and under budget, and include:

- Solar – Meadowview (#18-3402);
- Water - Village of Kingston (#18-3407);
- Solar Consulting - Municipal Buildings (#19-3407); and
- Fleet Optimization Study (#19-3409).



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The Light Manufacturing Park Development Study project (#18-3404) is expected to be completed on time and over budget by approximately \$4K.

Updates on the remaining four projects are as follows:

- The Broadband CTI project (#18-3401) includes the development and construction of broadband projects that will expand high-speed internet availability to underserved areas of the Municipality. Engineering work for the project was substantially complete in Q1. Construction and materials were tendered in the first quarter. The start of construction work was delayed for a period of time, pending execution of the Federal Connect to Innovate Contribution Agreement. Following the signing of the agreement in September 2020, network enclosures were purchased in Q3. Purchase of fibre cable and optical networking equipment is expected to be complete in Q4. Construction work has also begun in Q4. To date, 26km of a total of 79km has been constructed. The work is expected to continue through Q4, carry over to 2021/22, and be complete in June 2021. Due to reductions in the project scope, the total cost of the project is now expected to be \$3.4M (\$2.1M below the original expected cost of \$5.5M).
- The Alternative Energy Production (Wind) project (#18-3403) includes various consulting services related to obtaining a Provincial license for placement of a meteorological tower on Crown land. An RFP for the meteorological tower has been issued/closed. The project has been put on hold pending resolution of radar related matters with the Department of National Defense; however, the Municipality is working on an agreement with DND and a private company to resolve the radar issue. Additional consulting work is in progress and the project is expected to carry over to 2021/22.
- The Secondary Planning Strategy Development - New Minas project (#18-3410) will carry over to 2021/22. Technical background studies related to water, sewer and road requirements are substantially complete, with only the final report outstanding. The Village, concurrent with the Municipality, has also commenced planning studies, which will carry forward into the 2021/22 year.
- The Electric Vehicle Infrastructure Deployment project (#19-3410) will not proceed in its current form. An opportunity has developed which could provide substantial funding to support a larger scale project, which would allow for a more efficient delivery of the intended outcomes. Larger scale, electric vehicle deployment initiatives are being explored and the activities originally planned for this project will be incorporated into a new, larger project for the 2021/22 year.

FINANCIAL IMPLICATIONS

- At present, the net budget variance for the Capital Program is one of underspending for the current fiscal year. If the current situation holds to year-end, funding sources will be drawn on at lower levels than originally anticipated.

STRATEGIC PLAN ALIGNMENT

Check Applicable	Strategic Priority	Description
	Good Governance	
	Environmental Stewardship	
	Economic Development	
	Strong Communities	
	Financial Sustainability	



Municipality of the County of Kings

Briefing

	Supports a Strategic Project	
	Supports a Core Program Enhancement	
✓	Not Applicable	This report is a core function of the Municipality.

ALTERNATIVES

- No alternatives are recommended

IMPLEMENTATION

- Staff will continue to monitor actual results and report on project variances

COMMUNITY ENGAGEMENT

Budget development involved community engagement. Specific projects have additional engagement requirements at certain junctures of implementation. This report is providing an update on the 2020/21 Capital Budget.

APPENDICES

- Appendix A: Capital Accountability Report Q3 2020/21

APPROVALS


Mike Livingstone, Manager of Financial Reporting	February 2, 2021
Greg Barr, Director of Finance & IT	February 2, 2021
Rob Frost, Deputy Chief Administrative Officer	February 3, 2021

Project #	Project Description	Project Details	2020-21 Budget (including 2019-20 carryover)	Total Budget (project-to- date)	Prior Year Expenditures	2020-21 Expenditures (Apr.01/20 to Dec.31/20)	Total Expenditures (project-to- date)	2020-21 Forecasted Expenditures (Jan.01/21 to Mar.31/21)	2020-21 Remaining Budget (\$) (as at Dec.31/20)	2020-21 Projected Year-End Remaining Budget (\$)	2020-21 Projected Year-End Remaining Budget (%)	Project Status	Comments - December 31, 2020
Municipal Infrastructure - General Tax Rate Supported Information Technology													
08-1102	Hardware Evergreening	Annual program to upgrade or replace a portion of the computer hardware systems, printers, and copiers.	\$ 62,700	\$ 170,558	\$ 107,858	\$ 57,017	\$ 164,875	\$ 14,000	\$ 5,683	-\$ 8,317	-13%	<div></div>	Microsoft Exchange upgrade was completed in Q2. 7 laptops, 5 monitors, 7 wall-mount displays and a multi-function printer were purchased in Q1 and Q2. The project is \$8.3K over budget as funds for the Microsoft Exchange upgrade were not carried forward from the previous fiscal year (The Exchange upgrade was originally planned for 2019/20 and was to occur in March 2020, but was delayed unexpectedly, due to COVID-19.) The Council Tablets project (#20-1101) is complete and is under budget by \$8.5K. Those funds will be used to offset the budget overage on this project (both projects cover the purchase of computer hardware and share the same GL account). Remaining laptops, monitors and desktop scanners are expected to be purchased in Q4.
08-1101	Network Upgrades	Ongoing program to replace and add system and network components, including cabling, operating system upgrades, servers, firewalls, network drops, and remote site connections.	47,100	161,543	114,443	9,396	123,839	37,704	37,704	0	0%	<div></div>	Security camera and cell repeater installation was completed in Q2. Access points for the new EPW building (\$2.7K) will not be installed this fiscal year due to delay in building construction, however, the access points are to be purchased in Q4 for installation once the new building is ready. SQL Server, Sharepoint and Windows Server 2019 upgrades are expected to be complete in Q4.
16-1102	Records Management	Implement Records Management System.	20,000	40,366	20,366	1,291	21,657	15,000	18,709	3,709	19%	<div></div>	Contract for Sharepoint consulting and Records Centre deployment has been awarded. The upgrade work is expected to be performed in Q4.
16-1103	Accounting & Asset Management Software	Replacement of existing accounting software to improve functionality and take advantage of new features such as the ability to drill down through financial reports, better integration with Microsoft Office, and integration with Asset Management software. Purchase of Asset Management software to enhance or replace the system currently in use by EPW.	250,000	250,000	-	-	-	-	250,000	250,000	100%	<div></div>	Due to the recent availability of new software offerings on the market, an RFP is being issued for replacement of the current Asset Management software (rather than upgrading the current software). The RFP is expected to be awarded at the end of February, and implementation is expected to be complete in Q1 2021/22. Accounting Software RFP and implementation to follow implementation of the Asset Management software.
17-1103	Fibre/Wireless Hybrid Connectivity	Connection of the Greenwood Sewer Treatment Plant and the Greenwood Water Treatment Facility to the municipal network through a hybrid fibre/wireless, high-speed internet connection.	100,000	150,287	50,287	-	50,287	-	100,000	100,000	100%	<div></div>	Develop Nova Scotia funding for a proposed 100% fiber buildout project was not received. Consequently, the plan is now to move forward with this fibre/wireless hybrid project, as part of the 2021/22 capital budget.
20-1101	Tablet Computers	Purchase of Microsoft Surface tablets for use by Council, including required software.	25,000	25,000	-	16,437	16,437	-	8,563	8,563	34%	<div></div>	This project is complete and is \$8.5K under budget. The remaining budget funds will be used to offset the \$8.3K budget overage on the Hardware Evergreening project (#08-1102).
Total Information Technology			\$ 504,800	\$ 797,755	\$ 292,955	\$ 84,141	\$ 377,095	\$ 66,704	\$ 420,659	\$ 353,955	70%		
Municipal Building													
16-1301	New Municipal Complex	Construct new municipal complex.	\$ 45,000	\$ 7,291,075	\$ 7,246,075	\$ 42,901	\$ 7,288,976	\$ 2,099	\$ 2,099	-\$ 0	0%	<div></div>	The two outstanding items related to the pergola and outside lettering on the building were completed in Q1. Project is fully complete and on budget. Pergola lighting and a windscreen shield (for building entrance) to be purchased and installed in Q4.
19-1302	EPW Building	Design and construct EPW building.	3,140,875	3,212,620	71,745	152,570	224,315	300,000	2,988,305	2,688,305	86%	<div></div>	Project was tendered in September 2020 and the contract awarded in November 2020. Construction began in January, is expected to carry over into 2021/22, and to be substantially complete by December 2021.
Total Municipal Building			\$ 3,185,875	\$ 10,503,695	\$ 7,317,820	\$ 195,471	\$ 7,513,291	\$ 302,099	\$ 2,990,404	\$ 2,688,305	84%		
Roads and Sidewalks													
08-1714	Pedestrian Infrastructure	Ongoing program for the construction of sidewalks listed in the Sidewalk Priority List approved by Council. In 2020-21, the construction of Phase 1 of the Scott Drive sidewalk (Mee Rd to Governor Court), the design of Phase 2 of the Scott Drive sidewalk (Governor Court to Nichols Ave), and the installation of crosswalks/speed radar signs are planned.	\$ 600,000	\$ 1,119,207	\$ 519,207	\$ 458,013	\$ 977,219	\$ 38,500	\$ 141,987	\$ 103,487	17%	<div></div>	The Scott Drive sidewalk construction was completed in Q4. The design work for Scott Drive (Phase 2) and the Auburn sidewalk (Hwy 1, West Kings High School to Morden Rd) is expected to be complete in Q4 (except for crosswalk design estimated at \$5K, which is on hold pending NSTIR approval, and will carry over to 2021/22). Installation of the crosswalks/speed radar signs is expected to be completed in Q4. The program is otherwise projected to be under budget by approx. \$100K due to the Scott Drive Sidewalk tender coming in below budget.
Total Roads and Sidewalks			\$ 600,000	\$ 1,119,207	\$ 519,207	\$ 458,013	\$ 977,219	\$ 38,500	\$ 141,987	\$ 103,487	17%		

Project #	Project Description	Project Details	2020-21 Budget (including 2019-20 carryover)	Total Budget (project-to-date)	Prior Year Expenditures	2020-21 Expenditures (Apr.01/20 to Dec.31/20)	Total Expenditures (project-to-date)	2020-21 Forecasted Expenditures (Jan.01/21 to Mar.31/21)	2020-21 Remaining Budget (\$) (as at Dec.31/20)	2020-21 Projected Year-End Remaining Budget (\$)	2020-21 Projected Year-End Remaining Budget (%)	Project Status	Comments - December 31, 2020
Building & Development Services Vehicles													
13-1501	Building & Development Services Vehicles	Ongoing replacement of end-of life Building & Development service vehicles. The 2010 Ford Ranger is scheduled for replacement in 2020/21.	\$ 30,000	\$ 30,000	\$ -	\$ 28,706	\$ 28,706	\$ -	\$ 1,294	\$ 1,294	4%	<div></div>	A 2020 Ford Escape was purchased in September 2020 to replace the 2010 Ford Ranger (Unit #1).
Total Building & Development Services Vehicles			\$ 30,000	\$ 30,000	\$ -	\$ 28,706	\$ 28,706	\$ -	\$ 1,294	\$ 1,294	4%		
Parks and Recreation													
20-3404	Harvet Moon Trailhead	Construction of a trailhead connecting to the Harvest Moon Trail in close proximity to the new Municipal Complex, for the benefit of the general public and Municipal staff.	\$ 25,000	\$ 25,000	\$ -	\$ 13,922	\$ 13,922	\$ -	\$ 11,078	\$ 11,078	44%	<div></div>	Project was complete at the end of September 2020 and was \$11K under budget, due to the easement being obtained at no cost to the Municipality.
Total Parks and Recreation			\$ 25,000	\$ 25,000	\$ -	\$ 13,922	\$ 13,922	\$ -	\$ 11,078	\$ 11,078	44%		
Total Municipal Infrastructure			\$ 4,345,675	\$ 12,475,656	\$ 8,129,982	\$ 780,252	\$ 8,910,234	\$ 407,303	\$ 3,565,423	\$ 3,158,120	73%		
Municipal Sewer Infrastructure - Sewer Rate Supported													
08-3408	Lift Station Replacements	Ongoing program to replace end-of-life lift stations, pumps, & electrical panels. In 2020/21, upgrades are planned for lift stations GW10, GW11, CG4 and HB2, as well as the design work for the 2021-22 lift station projects.	\$ 650,000	\$ 1,632,244	\$ 982,244	\$ 96,583	\$ 1,078,827	\$ 322,000	\$ 553,417	\$ 231,417	36%	<div></div>	Contract 20-04 (lift stations CG4, GW10, GW11 & HB2) is expected to carry over to 2021/22 and to be complete in Q2. Design work for the 2021/22 lift station projects is expected to carry over to 2021/22 and to be complete in Q1. Planned construction at lift station HB2 is now to include upgrading the pumps (from 15in to 20in) at a cost of approx. \$70K.
08-3409	Sewer Treatment Plant Infrastructure Renewal	Ongoing program for the replacement of Sewer Treatment Plant (STP) equipment and related infrastructure. Pumps, blowers and other aeration equipment will be replaced as needs are identified at the STP's. In 2020-21, both of the clarifiers at the Greenwood STP will be replaced and the treatment equipment at the Avonport STP will be upgraded.	1,250,000	1,958,563	708,563	69,872	778,434	250,000	1,180,128	930,128	74%	<div></div>	Avonport STP upgrades were complete in December 2020. Greenwood Clarifier upgrades are expected to carry over to 2021/22 and be complete in Q2.
08-3410	Sewer Collection Line Replacement	Ongoing program for the replacement of sewer collection lines. In 2020-21, research and consulting work related to developing specifications and methods for trenchless excavation will be done. New sewer laterals (from the main sewer line to the property line of individual lots) will be installed.	75,000	521,528	446,528	108,376	554,904	-	- 33,376	- 33,376	-45%	<div></div>	The development of an RFQ and standard specifications for trenchless sewerline rehabilitation was complete in Q2. An emergency sewer main repair for Pattys Drive (Greenwood) was also completed in Q2. This emergency repair has caused the majority of the over-budget total of \$33K.
10-3409	EPW Equipment & Occupational Health/Safety	Ongoing program for the replacement of end of life tools and equipment used to perform repairs & maintenance procedures or to meet occupational health & safety requirements, as needs are identified. In 2020-21, a utility boat for the sewer lagoons, a metal band saw, a mechanical valve wrench turner, a plow blade, and an EPW lawn tractor are to be purchased.	25,000	54,704	29,704	5,661	35,366	16,500	19,339	2,839	11%	<div></div>	A utility boat for the lagoons (and boat trailer) was purchased in Q2. A plow blade was purchased in January. A second boat was also purchased in January (in place of the metal band saw and mechanical valve wrench).
11-3401	EPW Service Vehicle Replacements	Ongoing program for the replacement of end-of-life EPW service vehicles. In 2020-21, two 2012 Chevrolet Colorado trucks are to be replaced with new 1/2 ton trucks.	70,000	99,704	29,704	70,308	100,012	-	- 308	- 308	0%	<div></div>	Delivery of two new 2020 Ford F-150 XL half-ton trucks was received in August.
13-3402	Green Initiatives	A feasibility study related to the potential for energy efficiency improvements, including the evaluation of a bio-waste generator, is to be performed in 2020-21.	43,493	50,000	6,507	43,550	50,057	-	- 57	- 57	0%	<div></div>	The feasibility study's Final Report was received in Q3.
19-3401	Sewer Upgrades	Replacement of lift stations WE-6 (on County Home Rd in Waterville) and AT-5 (on Spencer Rd in North Kentville).	481,588	550,000	68,412	435,499	503,911	-	46,089	46,089	10%	<div></div>	Upgrades to lift stations (AT5 & WE6) are complete in Q4.
19-3403	SCADA System Review	Review of current SCADA monitoring system and software and evaluate potential upgrades, including evaluation of the wiring required to bring the system inside the MoK firewall.	50,000	50,000	-	-	-	-	50,000	50,000	100%	<div></div>	Initially, the IT department and EPW operations started collaborating on developing system requirements and identifying potential vendors to supply a system replacement. Subsequently, the focus was changed from reviewing the system to upgrading the current system. The upgrade work is now expected to carry over to 2021/22, and to be complete by Q2.

Project #	Project Description	Project Details	2020-21 Budget (including 2019-20 carryover)	Total Budget (project-to-date)	Prior Year Expenditures	2020-21 Expenditures (Apr.01/20 to Dec.31/20)	Total Expenditures (project-to-date)	2020-21 Forecasted Expenditures (Jan.01/21 to Mar.31/21)	2020-21 Remaining Budget (\$) (as at Dec.31/20)	2020-21 Projected Year-End Remaining Budget (\$)	2020-21 Projected Year-End Remaining Budget (%)	Project Status	Comments - December 31, 2020
20-3405	Greenwood Sewer Extensions	Extension of sewer infrastructure in the Village of Greenwood, along Rocknotch Road and Hwy 201 (Howe Ave to Village boundary). In 2020-21, a pre-design study to be completed to determine infrastructure sizing, placement and cost.	73,000	73,000	-	-	-	65,000	73,000	8,000	11%	<div></div>	The budget for this project was increased (in Q1) from \$20K to \$73K to allow for the inclusion of engineering design work. Both the pre-design work and the detailed design work are expected to be complete in Q4.
Total Municipal Sewer Infrastructure			\$ 2,718,081	\$ 4,989,744	\$ 2,271,663	\$ 829,849	\$ 3,101,511	\$ 653,500	\$ 1,888,232	\$ 1,234,732	45%		
Greenwood Water Projects - Water Rate Supported													
10-2403	Water Distribution System Improvements	Ongoing program for improvements to the Greenwood Water distribution system.	\$ 50,000	\$ 265,834	\$ 215,834	\$ 16,791	\$ 232,624	\$ 8,500	\$ 33,209	\$ 24,709	49%	<div></div>	Design work for the Greenwood Water Treatment Facility UV system upgrades was complete in Q2 and was \$24K under budget.
11-2407	Water System Equipment	Upgrade and replacement program for existing water distribution system equipment, including flow meters, treatment equipment and monitoring equipment as needs are identified. In 2020-21, UV disinfection equipment, radio-read water meters and a stand-alone generator (to provide backup power to the Sandy Court water treatment system) are to be purchased.	55,000	101,756	46,756	11,255	58,011	12,700	43,745	31,045	56%	<div></div>	The purchase and installation of a stand-alone generator for the Sandy Court water treatment system was complete in Q2. Water testing equipment was purchased in November and additional equipment is expected to be purchased by end of Q4.
11-2408	Production Well	Phased program to test source of supply and develop a new water production well. In 2020-21, a property identified through a hydro-geological study is to be purchased, a new water production well is to be constructed, and a distribution forcemain to the Greenwood Water Treatment Facility is to be designed.	400,000	446,756	46,756	27,537	74,293	330,000	372,463	42,463	11%	<div></div>	The Purchase and Sale Agreement for the selected parcel of land was complete in Q1 and the closing of the purchase is expected in March 2021. Drilling of the production wells, and related engineering services are expected to be complete in Q4.
19-2401	Water System Assessment	A system assessment to be performed to evaluate the water resources and infrastructure needs of the Greenwood Water Utility, and to develop a specific plan for future resource development.	37,335	75,000	37,665	4,185	41,850	-	33,150	33,150	89%	<div></div>	The system assessment was complete in Q1 and under budget by \$33K.
Total Greenwood Water Projects			\$ 542,335	\$ 889,345	\$ 347,010	\$ 59,768	\$ 406,778	\$ 351,200	\$ 482,567	\$ 131,367	24%		
Regional Sewer Projects - User Fee Supported													
14-4401	Regional Sewer Lines	Ongoing program for the replacement of Regional sewer lines. In 2020-21, approximately 200m of gravity line near the Kentville bridge is to be replaced.	\$ 200,000	\$ 221,798	\$ 21,798	\$ 134,820	\$ 156,619	\$ -	\$ 65,180	\$ 65,180	33%	<div></div>	The contract with the Town of Kentville for the replacement of approx. 200m of gravity line (near the Kentville bridge) was complete in September and under budget by \$65K.
17-4401	Regional STP Aeration	In 2020-21, the aeration system in Cells 2 to 5 of the Regional STP lagoon are to be replaced.	413,597	1,050,000	636,403	289,703	926,106	80,000	123,894	43,894	11%	<div></div>	Aeration system replacement in Cells 3 to 5 was complete in Q2. Two warranty issues have been identified and are being addressed. Work on Cell 2 will carry over to 2021/22.
Total Regional Sewer Projects			\$ 613,597	\$ 1,271,798	\$ 658,201	\$ 424,523	\$ 1,082,724	\$ 80,000	\$ 189,074	\$ 109,074	18%		
Special/Contingent Projects													
18-3401	Broadband - CTI	Development and construction of broadband projects that will expand high-speed internet availability to underserved areas of the Municipality. With confirmed Federal Connect to Innovate funding , and a business plan supporting economic viability, construction will take place in 2020-21.	\$ 3,119,751	\$ 3,385,689	\$ 265,938	\$ 204,075	\$ 470,013	\$ 2,150,000	\$ 2,915,676	\$ 765,676	25%	<div></div>	Construction and materials for the project were tendered in Q1 and the engineering work was substantially complete in Q1. Network enclosures were purchased in Q3. Purchase of fibre cable and optical networking equipment is to be complete in Q4. Construction work began in Q4. To date, 26km of a total of 79km has been constructed, with construction to continue through Q4 and into Q1 of 2021/22.
18-3402	Solar - Meadowview	Studies to be performed to evaluate the technical, financial, and strategic aspects associated with the construction of a 4 MW+ solar facility at the closed landfill site in Meadowview, North Kentville.	170,200	170,200	-	17,207	17,207	100,000	152,993	52,993	31%	<div></div>	The geo-technical study originally scheduled for the prior year will be completed along with additional consulting and project studies. Phase 1 of the feasibility study (technical/financial review) is complete. Phase 2 has started and will continue into late winter or early spring.
18-3403	Wind	A contract has been signed with the Alternative Resource Energy Authority for various consulting services related to obtaining a provincial license for placement of meteorological towers on Crown land (to measure, record, and report wind speeds), and cost estimates for the test equipment, legal services, and community consultation that would be needed.	168,350	193,350	25,000	-	25,000	25,000	168,350	143,350	85%	<div></div>	An RFP for the meteorological tower has been issued/closed. The project has been put on hold pending resolution of radar related matters with the Department of National Defense. However, the Municipality is working on an agreement with DND and a private company to resolve the radar issue. Additional consulting work is underway and the project is anticipated to carry over to 2021/22.

Project #	Project Description	Project Details	2020-21 Budget (including 2019-20 carryover)	Total Budget (project-to-date)	Prior Year Expenditures	2020-21 Expenditures (Apr.01/20 to Dec.31/20)	Total Expenditures (project-to-date)	2020-21 Forecasted Expenditures (Jan.01/21 to Mar.31/21)	2020-21 Remaining Budget (\$) (as at Dec.31/20)	2020-21 Projected Year-End Remaining Budget (\$)	2020-21 Projected Year-End Remaining Budget (%)	Project Status	Comments - December 31, 2020
18-3404	Light Manufacturing Park Development Study	Road alignment and industrial park development study to be performed to identify available land adjacent to existing municipal services, determine the cost of road improvements to enhance location traffic efficiencies, and develop strategic partner relationships. In 2020-21, environmental studies will be completed in advance of the internal road alignment and industrial park development studies, including lot design. An evaluation of the adequacy of the Waterville sewer system to service the buildout to also be completed.	15,000	15,000	-	16,675	16,675	2,565	-1,675	-4,240	-28%	<div></div>	An evaluation of the adequacy of the Waterville sewer system to service the buildout is currently underway and is expected to be complete in Q4. Environmental studies are being completed by the Province in advance of the internal road alignment and industrial park development studies, including lot design to be performed in 2021/22 and 2022/23.
18-3407	Water - Village of Kingston	Drilling of test wells to be done to evaluate potential well sites identified by the engineering consulting firm. In 2020-21, additional test wells to be drilled to evaluate potential well sites.	76,433	130,000	53,567	14,616	68,182	4,000	61,818	57,818	76%	<div></div>	Consulting and well drilling work is ongoing and expected to be complete in Q4. Test wells to date have not produced the required quality of water; however, future reports from the consultant could indicate otherwise.
18-3410	Secondary Planning Strategy Development - New Minas	Contribution to secondary planning strategy studies required in connection with the development of lands located within the New Minas Growth Centre. The studies will give consideration to traffic, water/wastewater/stormwater infrastructure, and general planning issues.	111,740	174,797	63,057	60,559	123,617	39,446	51,180	11,734	11%	<div></div>	Technical background studies related to water, sanitary sewer, storm sewer and road needs/capacity are substantially complete, with only the final report outstanding. The Village, concurrent with the Municipality, has also commenced planning studies, which will carry forward into the 2021/22 year.
19-3402	Community Infrastructure Upgrades - Mee Rd	Replace 700m sewer pipe, improve storm drainage system, and construct 900m sidewalk along Mee Rd from Mountain View Rd (at the border between the Town of Kentville and the Municipality) to the intersection of Scott Drive, Middle Dyke Rd and Mee Rd.	1,100,000	1,100,000	-	1,078,905	1,078,905	-	21,095	21,095	2%	<div></div>	The contract for this project was awarded in October 2019. Construction was delayed until the spring of 2020 and was completed in October 2020.
19-3407	Solar Consulting - Municipal Buildings	During 2019-20, the Municipality bid under the Solar Electricity for Community Buildings Pilot Program and was successful with a 72kW supply contract. The contract calls for the Municipality to install a 72 kW system and sell power to NSPI under a 20-year contract for \$0.22 per kWh. The purchase, installation and cross-connection to NSPI is planned for the 2020-21 year under MoK project #20-3401 (Solar Construction - Municipal Buildings).	7,829	12,000	4,171	-	4,171	-	7,829	7,829	100%	<div></div>	The prior year consulting charge, associated with solar panels to be installed on the Admin building, will be the only expenditure on this project. The remaining consulting budget (\$7.8K) will not be utilized.
19-3409	Fleet Optimization Study	Study to improve the sustainability and cost efficiency of the Municipality's fleet through the reduction of fossil fuel use and energy costs. Potential methods to include "right sizing" of vehicles/equipment, operational improvements, driver education, and potential to integrate alternate fuels or electric vehicles into the fleet.	51,000	51,000	-	14,200	14,200	28,800	36,800	8,000	16%	<div></div>	The Fleet Optimization Study is now complete and will be used to inform vehicle purchases on a go forward basis, as well as the implementation phase of the fleet project.
19-3410	Electric Vehicle Infrastructure Deployment	Installation of a fast recharging station for electric vehicles at the new Municipal Complex.	120,000	120,000	-	-	-	-	120,000	120,000	100%	<div></div>	Larger scale electric vehicle deployment initiatives are being explored. The undertakings originally planned for this project will be rolled into a new project. There is an opportunity for substantial funding supporting a larger scale project, which would allow for much more efficient delivery of this project's intended outcomes.
20-3401	Solar Construction - Municipal Buildings	During 2019-20, the Municipality bid under the Solar Electricity for Community Buildings Pilot Program and was successful with a 72kW supply contract. The contract calls for the Municipality to install a 72 kW system and sell power to NSPI under a 20-year contract for \$0.22 per kWh. The purchase, installation and cross-connection to NSPI is planned for the 2020-21 year.	270,000	270,000	-	-	-	270,000	270,000	-	0%	<div></div>	The interconnection application has been submitted to Nova Scotia Power and installation specifications/drawings have been approved by engineering and public works staff. Installation and project completion is expected by the end of Q4 2020/21.
20-3406	Active Transportation	A comprehensive Active Transportation Plan to be created to inform an Active Transportation Policy.	75,000	75,000	-	41,650	41,650	33,350	33,350	-0	0%	<div></div>	Work on the project began in July 2020. Information gathering, background analysis, and branding is complete. Phase 1 engagement work is complete and the draft network design is nearing completion.

Project #	Project Description	Project Details	2020-21 Budget (including 2019-20 carryover)	Total Budget (project-to-date)	Prior Year Expenditures	2020-21 Expenditures (Apr.01/20 to Dec.31/20)	Total Expenditures (project-to-date)	2020-21 Forecasted Expenditures (Jan.01/21 to Mar.31/21)	2020-21 Remaining Budget (\$) (as at Dec.31/20)	2020-21 Projected Year-End Remaining Budget (\$)	2020-21 Projected Year-End Remaining Budget (%)	Project Status	Comments - December 31, 2020
20-3407	J-Class 2020-21 One-Time Repave Program	In the 2020-21 Provincial Budget, the Province announced a one-time \$10,000,000 contribution to assist in the improvement of Provincially owned J-Class roads. The Department of Transportation and Infrastructure Renewal will be dividing the funding proportionately, based on kilometers of paved J-Class roads per Municipality and will be asking Municipalities to cost share 50/50. The roads chosen for repaving would become part of the Cost Shared Agreement for Subdivision Streets that has been signed with the Province.	2,288,296	2,288,296	-	-	-	2,288,296	2,288,296	-	0%		J-Class paving for the year is substantially complete. Financing sources for the project are being finalized and staff will communicate the resulting allocations.
Total Special/Contingent Projects			\$ 7,573,599	\$ 7,985,332	\$ 411,733	\$ 1,447,889	\$ 1,859,622	\$ 4,941,457	\$ 6,125,710	\$ 1,184,253	16%		
Total Capital Program			\$ 15,793,287	\$ 27,611,876	\$ 11,818,589	\$ 3,542,281	\$ 15,360,870	\$ 6,433,460	\$ 12,251,006	\$ 5,817,546	37%		

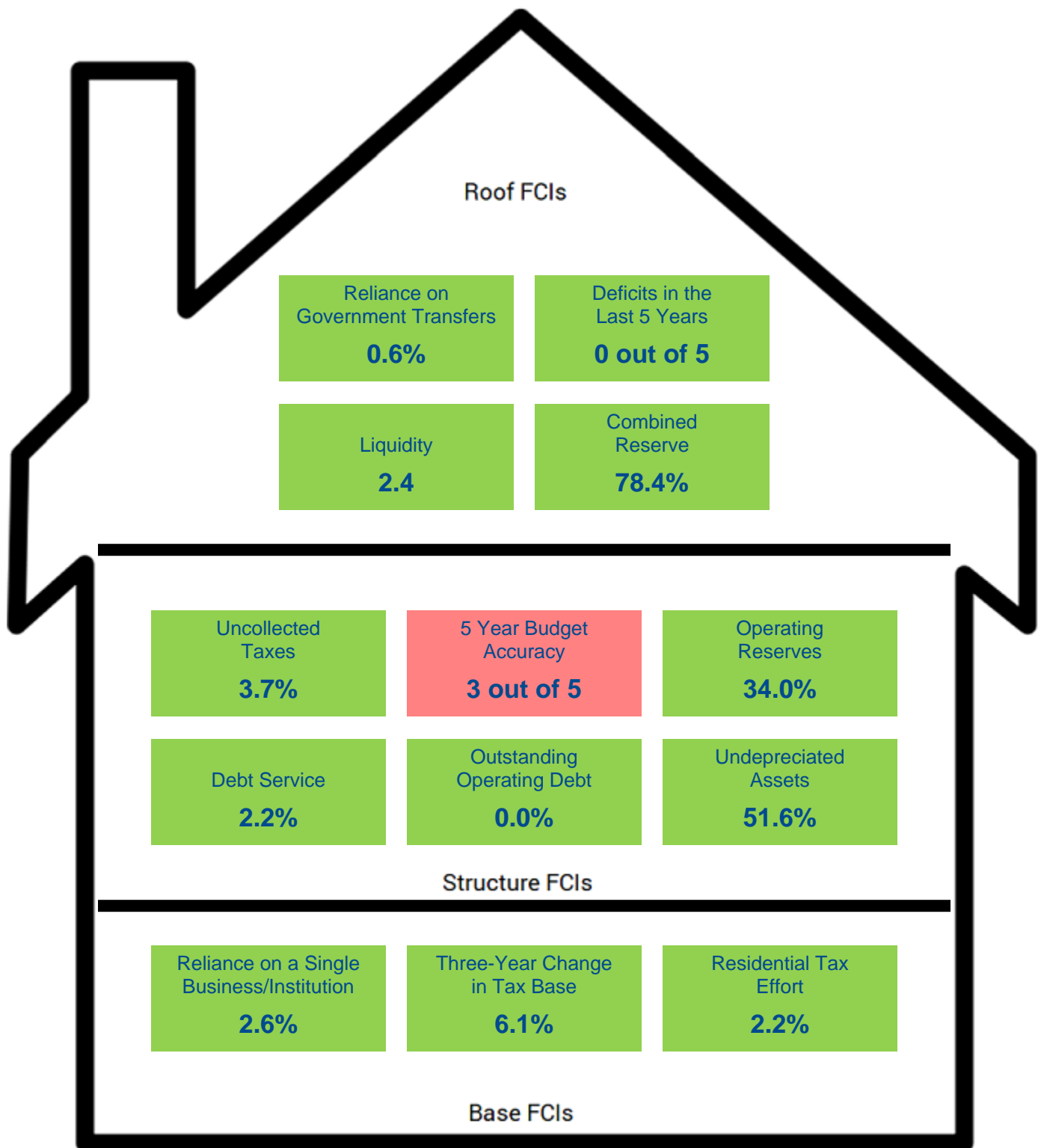
Legend:

Each project listed in the Capital Variance Report (above) is flagged with an icon that labels its current status.



























Green Circle - indicates the project is completed, or is expected to be completed, on time and on budget.

Yellow Circle - indicates the project has deviated, or is expected to deviate, from the budget, timeline and/or scope; but will be completed.

Red Circle - indicates the project is not expected to move forward, in the current or following fiscal year.

DRAFT**2.4.1 Financial Condition Indicators in House Format**

2.4.2 Two-Year Comparison of Financial Condition Indicators

BASE	2020	2019	+/-
3-year Change in Tax Base	 6.1%	 7.1%	-1.0%
Reliance on a Single Business or Institution	 2.6%	 2.6%	-0.1%
Residential Tax Effort	 2.2%	 2.2%	0.1%
STRUCTURE			
Uncollected Taxes	 3.7%	 3.8%	-0.1%
5 Year Budget Accuracy	 3/5	 4/5	-1
Operating Reserves	 34.0%	 30.1%	3.9%
Debt Service	 2.2%	 2.7%	-0.5%
Outstanding Operating Debt	 0.0%	 0.0%	0.0%
Undepreciated Assets	 51.6%	 52.0%	-0.4%
ROOF			
Deficits in the Last 5 Years	 0/5	 0/5	0
Liquidity	 2.4	 2.3	0.1
Reliance on Government Transfers	 0.6%	 0.5%	0.1%
Combined Reserve	 78.4%	 91.9%	-13.5%

* For 3-year Change in Tax Base, CPI % change for 2020 is 3.2% and for 2019 is 5.2%

Valley Region Solid Waste-Resource Management Authority
Operating Fund Budget - Draft
For the Year Ending March 31, 2022

	2021-22 Budget at Dec 14/20	2021-22 Budget Revisions	2021-22 Budget at Feb 1/21	2020-21 Budget	\$ Variance	% Variance	2020-21 Forecast at Feb 1/21	2020-21 Forecast Revisions	2020-21 Forecast at Dec 14/20
Revenues									
West Management Centre	\$ 370,030	10,850	\$ 380,880	\$ 365,470	\$ 15,410	4.22%	368,260	0	368,260
East Management Centre	2,125,000	78,150	2,203,150	2,161,602	41,548	1.92%	2,080,900	-93,850	2,174,750
Conditional Transfers - Administration	666,760	0	666,760	650,499	16,261	2.50%	700,226	0	700,226
RRFB Approved Programs	85,000	0	85,000	94,632	(9,632)	-10.18%	84,700	0	84,700
Communications and Enforcement	201,260	0	201,260	243,462	(42,202)	-17.33%	201,253	0	201,253
Wind Turbine	45,000	0	45,000	44,217	783	1.77%	40,000	0	40,000
Return on Investment	20,100	0	20,100	24,000	(3,900)	-16.25%	20,092	0	20,092
Total Program Revenues	3,513,150	89,000	3,602,150	3,583,882	18,269	0.51%	3,495,430	-93,850	3,589,280
Municipal Parties' Contributions ¹	6,778,980	-559,080	6,219,900	6,130,233	89,667	1.46%	6,130,233	0	6,130,233
Prior Year (Deficit) Surplus	-		-	-	-				
Total Revenues, Contributions & Transfers	\$ 10,292,130	\$ (470,080)	\$ 9,822,050	\$ 9,714,115	\$ 107,936	1.11%	\$ 9,625,663	\$ (93,850)	\$ 9,719,513
Expenses									
Residential Collection	2,367,480	0	2,367,480	2,054,067	313,413	15.26%	2,108,704	0	2,108,704
Residual Transportation and Disposal	2,234,800	-452,150	1,782,650	2,252,484	(469,834)	-20.86%	1,791,504	-401,420	2,192,924
Organics Processing and Transportation	757,850	0	757,850	676,011	81,839	12.11%	749,802	0	749,802
Recyclable Processing and Transportation	593,490	0	593,490	539,213	54,277	10.07%	574,748	0	574,748
Construction & Demolition Debris Processing	317,240	0	317,240	155,142	162,098	104.48%	338,199	0	338,199
East Management Centre Operations	1,144,460	0	1,144,460	1,258,765	(114,305)	-9.08%	1,253,653	0	1,253,653
West Management Centre Operations	500,870	-3,500	497,370	453,967	43,403	9.56%	452,981	0	452,981
Household Hazardous Waste	155,550	0	155,550	191,034	(35,484)	-18.57%	195,391	0	195,391
Communications and Enforcement	478,840	0	478,840	522,995	(44,155)	-8.44%	437,150	0	437,150
Wind Turbine	15,500	0	15,500	13,978	1,522	10.89%	25,355	0	25,355
General Administration	727,830	0	727,830	639,457	88,373	13.82%	692,922	0	692,922
Financial Services	489,180	-14,430	474,750	460,224	14,526	3.16%	451,247	-6,950	458,197
Information Technology	43,240	0	43,240	37,549	5,691	15.16%	47,690	0	47,690
RRFB Approved Programs	180,000	0	180,000	194,869	(14,869)	-7.63%	179,000	0	179,000
Transfer to Capital Reserve Fund	285,800	0	285,800	264,359	21,441	8.11%	264,359	0	264,359
Capital Expenditures from Operations	-	0	-	-	-	-	-	0	-
Total Expenses	\$ 10,292,130	\$ (470,080)	\$ 9,822,050	\$ 9,714,115	\$ 107,936	1.11%	9,562,705	\$ (408,370)	9,971,075
Net Surplus (Deficit)	0	0	0	0	0	0	62,958		-251,562

¹ Contributions from Municipal Parties

	Percentage ²	2021-22 Budget at Feb 1/21	2020-21 Budget	\$ Variance	% Variance	2020-21 Forecast at Feb 1/21
Municipality of Kings	74.56%	\$ 4,637,560	\$ 4,580,510	\$ 57,050	1.25%	4,578,671
Town of Kentville	10.05%	\$ 625,100	611,184	\$ 13,916	2.28%	612,410
Town of Wolfville	8.31%	\$ 516,870	504,518	\$ 12,352	2.45%	505,131
Town of Berwick	3.53%	\$ 219,560	216,397	\$ 3,163	1.46%	216,397
Town of Middleton	2.50%	\$ 155,500	154,482	\$ 1,018	0.66%	153,869
Town of Annapolis Royal	1.05%	\$ 65,310	63,142	\$ 2,168	3.43%	63,755
Total Contributions from Municipal Parties	100.00%	\$ 6,219,900	\$ 6,130,233	\$ 89,667	1.46%	6,130,233

² Draft Percentage values are current at the time of budget development and subject to change based on updated Uniform Assessment values.

Valley Region Solid Waste-Resource Management Authority
Capital Budget and Projections-Draft
For the years ending March 31, 2022-2024

Updated: Feb 1 2021
 Prior update: Dec 14 2020

Description	Budget 2021-22	Projected 2022-23	Projected 2023-24	Operations	Funding Source		Debt	Financing Term (Years)	Total Financing Cost
					Equipment Reserve	Capital Reserve			
2012 Ford F250XL 4x4 Pick-Up Truck Plow	55,000						55,000	5	4,950
2006 Caterpillar Wheel Loader	285,000						285,000	10	47,025
Roll Off Containers	23,000						23,000	10	3,795
Tipping Floor Repairs-WMC	189,750						189,750	25	61,479
Tipping Floor Repairs-EMC	204,000						204,000	25	66,096
Incoming Scale House Window-WMC	19,000						19,000	25	6,156
Sorting Building and transfer building-EMC	75,000						75,000	25	24,300
Sorting Building and transfer building-EMC			900,000				900,000	25	291,600
Trailer(s) for recovered lumber Re-Use Center	15,000						15,000	10	2,475
Scale Program	85,000						85,000	5	7,650
Computer Server	8,300				8,300				
2010 Ford F150 4X4 Pick-Up Truck add lift gate		40,000					40,000	5	3,600
2011 Mazda 3 Sport GX Car		30,000					30,000	5	2,700
2003 Freightliner Roll Off Truck		290,000					290,000	10	47,850
2009 Caterpillar Wheel Loader		285,000					285,000	10	47,025
Roll Off Containers		23,000					23,000	10	3,795
Club Cadet Lawn Tractor		5,000					5,000	5	450
Club Cadet Lawn Tractor		5,000					5,000	5	450
Public Drop off / HHW Center		125,000					125,000	10	20,625
2013 Ford F150 XL 4X4 Pick-Up Truck Lift Gate			40,000				40,000	5	3,600
2008 Freightliner Roll Off Truck			290,000				290,000	10	47,850
	<u>\$ 959,050</u>	<u>\$ 803,000</u>	<u>\$ 1,230,000</u>	<u>\$ -</u>	<u>\$ 8,300</u>	<u>\$ -</u>	<u>\$ 2,983,750</u>		<u>\$ 693,471</u>

Appendix D – Valley Region Solid Waste-Resource Authority Proposed 2021/22 Budget

Valley Region Solid Waste-Resource Management Authority
Ten Year Capital Replacement Plan-DRAFT
For the years ending March 31, 2022-2031
Updated: Feb 1 2021
Prior Update: Dec 14 2020

Unit No. / Location	Description	Finance Term (years)	APRVD TBR RECAP 2020-21	Forecast /WIP 2020-21	notes	Budget 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28	Projected 2028-29	Projected 2029-30	Projected 2030-31
Unit 1	Ford F250XL 4X4 Pick-Up Truck	5	50,000	41,281	TBR approved FY 20/21 for \$50,000							50,000			
Unit 1	Plow attachment (no longer required)	5													
Unit 2	2010 Ford F150 4X4 Pick-Up Truck add lift gate	5					40,000								
Unit 3	2009 Ford F150 Pick-up 4X4 w/ lift gate (no longer required-cottage bins)	5													
Unit 3	Power Liftgate for 2009 F150 replacement (no longer required-cottage bins)	5													
Unit 4	2012 Ford F250XL 4x4 Pick-Up Truck Plow	5			Carry forward from 20/21. Budget estimate revised from \$50,000 to \$55,000	55,000							55,000		
Unit 20	2013 Ford F150 XL 4X4 Pick-Up Truck Lift Gate	5						40,000							40,000
Unit 24	2017 Dodge Ram 1500 4x4 Pick-up Truck Lift Gate	5								40,000					
Unit 25	2017 Dodge Ram 1500 4x4 Pick-up Truck ADD Lift Gate	5	4,000	4,000	TBR approved FY 20/21					40,000					
Unit 26	2017 Dodge Ram 2500 4x4 Pick-up Truck Plow	5									55,000				
Unit 5	2011 Mazda 3 Sport GX Car	5					30,000								
Unit 5T	2010 Utility Tail Dump Trailer-no longer required	5													
Unit 7	2003 Freightliner Roll Off Truck	10					290,000								
Unit 6	2016 Freightliner Roll Off Truck	10									225,000				
Unit 16	2008 Freightliner Roll Off Truck	10	225,000		Carry forward from 20/21. TBR approved FY 20/21 for \$225,000. Budget estimate revised to \$290,000			290,000							
Unit 21	2013 Freightliner Roll Off Truck	10							290,000						
Unit 14	2006 Caterpillar Wheel Loader	10	235,000		TBR approved in 20/21 for \$235,000. Tender results pending Feb 11/21. Budget estimate revised for 21/22	285,000					245,000				
Unit 18	2009 Caterpillar Wheel Loader	10					285,000								
Unit 22	2013 Caterpillar Wheel Loader	10							235,000						
Unit 23	2015 Caterpillar Wheel Loader	10								235,000					
Unit 19	Kubota ATV/RTV	5									27,000				
Unit 27	Kubota ATV/RTV	5							30,000						
EMC/WMC	Roll Off Containers	10				23,000	23,000		23,000		23,000				
EMC	Club Cadet Lawn Tractor	5					5,000								
WMC	Club Cadet Lawn Tractor	5					5,000								
EMC	Portable Magnet-replacement not required	5													
WMC	Tipping Floor Repairs-WMC	25			Carry forward from 20/21	189,750									
EMC	Tipping Floor Repairs-EMC	25			Carry forward from 20/21	204,000									
EMCWMC	Paving-not capital removed -repairs and maintenance	25													
EMC/WMC	Replace Weigh Scales - Incoming & Outgoing	10													
EMC/WMC	Site Signage- moved to operations \$5,000	10													
EMC	Incoming Scale House Window	25	18,000	18,000	TBR approved FY 20/21										
WMC	Incoming Scale House Window-WMC	25				19,000									
EMC	Purchase adjacent land for future expansion	25	238,000	238,000	TBR approved FY 20/21										
EMC	Sorting Building and transfer building-EMC	25			carry forward from 20/21	75,000		900,000							
EMC	Public Drop off / HHW Center	10					125,000								
EMC/WMC	Miscellaneous Capital-dropped from budget- projects not identified	10													
EMC	Video Camera Scale House and Sit	5	75,000	75,000	TBR approved FY 20/21										
EMC/WMC	Green Carts-moved to operations per current policy	10													
EMC	Forklift HHW and Recycling (5,000 lb) with Pneumatic Tires	5	42,000	42,000	TBR approved FY 20/21										
Reuse Centre	Trailer(s) for recovered lumber Re-Use Center	10			carry forward from 20/21	15,000									
EMC/WMC	Scale Program	5	50,000		TBR approved in 20/21 for \$50,000. Budget estimate revised for 21/22 to \$85,000	85,000									
I.T.	Computer Switch	5	8,000	8,000	TBR approved FY 20/21										
I.T.	Computer Server	5				8,300									
	Total Annual Capital Replacement		\$945,000	\$426,281		\$ 959,050	\$ 803,000	\$ 1,230,000	\$ 578,000	\$ 315,000	\$ 575,000	\$ 50,000	\$ 55,000	\$ -	\$ 40,000

Municipal Party Guarantee Requirements
Capital Budget FY2021-22-Draft

Updated: Feb 1 2021
 Prior Update: Dec 14 2020

Current Year Capital Budget	\$ 959,050
Less: Capital Items Deferred to Future Year	-
Net Capital Budget Expenditures in 2021-22	959,050
Less: Draw From Operations / Capital Reserve Fund	8,300
Debt Financing Requirement	<u>\$ 950,750</u>

	Draft	
	Percentages ¹	Party
Financed Capital Requirements	2021-2022	Guarantees
Municipality of Kings	74.56%	\$ 708,879
Town of Kentville	10.05%	95,550
Town of Wolfville	8.31%	79,007
Town of Berwick	3.53%	33,561
Town of Middleton	2.50%	23,769
Town of Annapolis Royal	1.05%	9,983
Total Financed Capital Requirements	100.00%	\$ 950,750

¹ Draft percentage values are current at the time of budget development and subject to change based on updated population and uniform assessment values.



Valley Regional Enterprise Network Draft Core Budget – 2021-2022

REVENUES

Municipalities and First Nation Total Contributions		\$295,183.00
Town of Berwick	\$14,865.08	
Glooscap First Nation	\$7,500.00	
Town of Kentville	\$28,413.61	
Town of Middleton	\$12,731.97	
West Hants Regional Municipality	\$67,501.40	
Municipality of the County of Kings	\$164,170.94	
Province of Nova Scotia		\$295,183.00
TOTAL REVENUES		\$590,366.00

EXPENDITURES

Board of Directors		\$9,500.00
Economic Development		\$134,241.00
Human Resources		\$330,500.00
Operations		\$116,125.00
TOTAL EXPENDITURES		\$590,366.00

Month / Budget Element / Task	Due Date	Status
January		
Capital		
Integrate Capital and Reserve Budget implications into Operating Budget	2021-01-31	Overdue
Review draft Capital and Project Budgets with departments	2021-01-31	Complete
Update Project Justification Sheets with December 31, 2020 data	2021-01-31	Complete
Greenwood Water Utility		
Meeting with EPW to complete draft budget	2021-01-31	Complete
Operating		
Assessment roll received from PVSC and completion of tax revenue budget	2021-01-31	Complete
Budget submission deadline for external parties	2021-01-31	Complete
Continued work on finalizing proposed budget figures	2021-01-31	Complete
Draft departmental budgets submitted to finance department	2021-01-31	Complete
Regional Sewer		
Analyze spending year to date and forecast to year end	2021-01-31	Complete
Input Sewer Flows & Loads into Regional Sewer Budget model	2021-01-31	Complete
Integrate Draft Regional Sewer Budget implications into Operating Budget	2021-01-31	Complete
Integrate relevant Draft Operating Budget information into the Draft Regional Sewer budget	2021-01-31	Complete
Prepare Draft Regional Sewer Budget and review with EPW	2021-01-31	Complete
Update partner Sewer Flows & Loads analysis to December 31, 2020	2021-01-31	Complete
February		
Greenwood Water Utility		
Completion of Draft Budget	2021-02-28	Complete
Preparation of budget presentation	2021-02-28	Complete
Operating		
Continued work on finalizing proposed budget figures	2021-02-28	Complete
Follow up on any remaining required inputs	2021-02-28	Complete
Preparation of budget information for Council	2021-02-28	Complete
Preparation of budget presentation	2021-02-28	Complete
Regional Sewer		
Special meetings of Regional Sewer Committee and Technical Subcommittee to present draft Regional Sewer Operating & Capital Budgets	2021-02-28	Complete
Reporting		
February 26th - Provision of preliminary budget information to Council	2021-02-28	Complete
Service Provider budget presentations	2021-02-28	Complete
March		
Capital		
Capital and Reserves Budgets presentation	2021-03-31	Tracking
Release of Draft Capital and Reserves Budgets	2021-03-31	Tracking
Greenwood Water Utility		
Release of Draft Greenwood Water Utility Budget	2021-03-31	Tracking
Operating		
Draft Operating Budget presentation to Committee of the Whole and deliberations	2021-03-31	Tracking
Release of Draft Operating Budget	2021-03-31	Tracking
Regional Sewer		
Presentation of Regional Sewer Budget to the Regional Sewer Committee	2021-03-31	Complete

Status	Overdue
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Month / Budget Element / Task	Due Date	Staff Notes
December		
Capital		
Prepare draft Project Justification Sheets	2020-12-18	Nearing completion - Only a few project sheets require minor revisions before they are complete.
Operating		
December 31st – Budget submission deadline per agreement for Inter Municipal Service Corporations	2020-12-18	VWRM has presented their budget to Council, who approved the budget on February 18, 2021. KTA is in the process of preparing and submitting a budget.
January		
Capital		
Integrate Capital and Reserve Budget implications into Operating Budget	2021-01-31	In progress - Some preliminary figures have been used to inform the operating budget which will be updated upon completion of the few remaining project sheets

Status	Due Date	Complete Date	Budget Element	Budget Task	Task Notes	Staff Notes
Complete	Nov-20	Nov-20	Planning	Staff from Planning, Administration, and Finance work together to develop a robust public education and engagement plan	Debrief of engagement activities undertaken for the 2020/21 Budget and identification of best practices and opportunities for improvement	It has been determined that the public engagement plan will need to be modified and can be revisited during next years budget process
Complete	Nov-20	Nov-20	Planning	Presentation of budget process to Budget and Finance Committee for review and approval		
Complete	Dec-20	Jan-21	Planning	Budget timelines finalized and approved by Council		Timeline recommendation from Budget and Finance presented to council on January 5, 2021
Complete	Nov-20	Nov-20	Operating	Prepare internal budget working papers	Master budget spreadsheet, budget working papers, departmental budgets, and three year analysis of account details	Budget Spreadsheet is rolled and in good working shape, department budgets have been updated with each Director.
Complete	Nov-20	Nov-20	Operating	Distribution of templates with instructions for preparation of departmental budgets		Complete and meetings held
Complete	Nov-20	Nov-20	Operating	Finance staff facilitate budget process discussions with fire departments at the November 19th Fire Services Advisory Committee.	Budget template to be provided electronically to all fire departments, discussion on continued use prior year budgets indexed for CPI	Template provided, the Committee passed a motion regarding a minimum contribution, budgets are due on January 15th.
Complete	Nov-20	Nov-20	Operating	Preliminary contact with Provincial and other external agencies	Examples include: RCMP, Annapolis Valley Regional Library, and Western Regional Housing Authority	RCMP have provided an estimate; AVRCE contacted on December 4th, and follow up sent January 5th they have indicated enrollment figures will be ready in February; Housing will be contacted in the new year, and we have the Library funding amount.
Complete	Nov-20	Nov-20	Operating	Communication of budget requirements and deadlines to service providers	Examples include: Kings Transit Authority, Valley Waste-Resource Management Authority, Valley Regional Enterprise Network, Valley Community Fibre Network Authority, Valley Search and Rescue, Kings Point to Point, and Trans County Transportation	VSAR, KPTP, and KCSS have been contacted by Katrina, Rob is following up with VCLA. All budget figures have been inputted based on agreements, Rob to follow up with KPTP. Mike is contacting/working with VWRM, KTA, and VCFNA.
Complete	Nov-20	Nov-20	Capital	Roll forward capital budget spreadsheets		complete
Complete	Nov-20	Dec-20	Capital	Summarize current year capital spending vs budget		Q2 2020-21 Capital Accountability Report
Complete	Nov-20	Dec-20	Capital	Preliminary meetings with EPW staff		Preliminary meetings with EPW and IT staff
Complete	Nov-20	Jan-21	Planning	Budget engagement and educational session for public	Online Budget Engagement and Educational session late November	Engagement to be undertaken in a modified form as a result of COVID-19
Complete	Dec-20	Jan-21	Planning	Condensed budget timeline released on Municipal website		To be released once Council approves on January 5th, 2020. The document has been prepared and is ready for release.
Complete	Dec-20	Dec-20	Operating	Departmental budget meetings with finance staff	Draft departmental budgets, identification of any new projects, positions, or requests, and planning for related RFDs	Meetings held with all departments in early December
Complete	Dec-20	Dec-20	Operating	Continued work on budget spreadsheets and supporting working papers		Operating budget is on track
Overdue	Dec-20		Operating	December 31 st – Budget submission deadline per agreement for Inter Municipal Service Corporations		VWRM has presented their budget to Council, who approved the budget on February 18, 2021. KTA is in the process of preparing and submitting a budget.
Complete	Dec-20	Dec-20	Greenwood Water Utility	Roll forward of budget spreadsheets		Rolled forward, will need capital budget inputs to finish depreciation and capital from revenue sections
Complete	Dec-20	Dec-20	Greenwood Water Utility	Update historical analysis of accounts by summarizing prior years activity		complete - forecasts for year end are also complete
Complete	Dec-20	Dec-20	Greenwood Water Utility	Provide budget template and analysis to EPW department for completion		
Complete	Dec-20	Jan-21	Capital	Update current year capital spending analysis		Q3 2020-21 Capital Accountability Report
Complete	Dec-20	Feb-21	Capital	Departmental Capital and Project Budget meetings		complete - final meeting Feb. 5th
Overdue	Dec-20		Capital	Prepare draft Project Justification Sheets		Nearing completion - Only a few project sheets require minor revisions before they are complete.
Complete	Dec-20	Feb-21	Capital	Draft Capital Budgets		complete
Complete	Dec-20	Feb-21	Capital	Prepare analysis of Reserves and Reserve Budgets		Analysis prepared; needs further review
Complete	Jan-21	Jan-21	Operating	Assessment roll received from PVSC and completion of tax revenue budget		Budget has been updated for assessment
Complete	Jan-21	Jan-21	Operating	Budget submission deadline for external parties		All fire department and service partner (VSAR, KPTP, TCTS, KCSS) are in.
Complete	Jan-21	Jan-21	Operating	Draft departmental budgets submitted to finance department		
Complete	Jan-21	Jan-21	Operating	Continued work on finalizing proposed budget figures		a handful of accounts left (have circulated email of such to Greg/Mike)
Complete	Jan-21	Jan-21	Greenwood Water Utility	Meeting with EPW to complete draft budget		no meeting, but full budget circulated for comments, and nothing requested from EPW regarding changes.
Complete	Jan-21	Feb-21	Capital	Update Project Justification Sheets with December 31, 2020 data		complete
Complete	Jan-21	Feb-21	Capital	Review draft Capital and Project Budgets with departments		draft project sheets reviewed by EPW and IT
Overdue	Jan-21		Capital	Integrate Capital and Reserve Budget implications into Operating Budget		In progress - Some preliminary figures have been used to inform the operating budget which will be updated upon completion of the few remaining project sheets
Complete	Jan-21	Jan-21	Regional Sewer	Update partner Sewer Flows & Loads analysis to December 31, 2020		
Complete	Jan-21	Jan-21	Regional Sewer	Input Sewer Flows & Loads into Regional Sewer Budget model		
Complete	Jan-21	Jan-21	Regional Sewer	Analyze spending year to date and forecast to year end		
Complete	Jan-21	Jan-21	Regional Sewer	Integrate relevant Draft Operating Budget information into the Draft Regional Sewer budget		
Complete	Jan-21	Jan-21	Regional Sewer	Prepare Draft Regional Sewer Budget and review with EPW	Draft Regional Sewer Budgets include both operating and capital budgets	All initial regional sewer draft budget tasks have been completed and a meeting has been set to review the draft with the technical subcommittee on Feb. 4th
Complete	Jan-21	Feb-21	Regional Sewer	Integrate Draft Regional Sewer Budget implications into Operating Budget		
Complete	Feb-21	Feb-21	Operating	Preparation of budget information for Council		Budget Preview was released to Council on February 26, 2021 as outlined on the approved budget timeline. The budget document is in the process and tracking to be completed on time.

Complete	Feb-21	Feb-21	Operating	Continued work on finalizing proposed budget figures		All figures finalized except projects and KTA budget - anticipated to be finished shortly.
Complete	Feb-21	Feb-21	Operating	Follow up on any remaining required inputs		See above, all items being finalized
Complete	Feb-21	Feb-21	Operating	Preparation of budget presentation		Budget book and information to Council is being prepared and is on track.
Complete	Feb-21	Feb-21	Reporting	February 26th - Provision of preliminary budget information to Council	Electronic budget preview - Projections of assessment growth, potential labour increases, updates on: major multi-year contractual obligations, multi-year grant projects, changes to IMSAs	Preview has been released.
Complete	Feb-21	Feb-21	Greenwood Water Utility	Completion of Draft Budget		complete including the inclusion of capital.
Complete	Feb-21	Feb-21	Greenwood Water Utility	Preparation of budget presentation		Included in budget preview document, book section relating to Greenwood Water has been drafted.
Complete	Feb-21	Feb-21	Regional Sewer	Special meetings of Regional Sewer Committee and Technical Subcommittee to present draft Regional Sewer Operating & Capital Budgets		
Tracking	Mar-21		Capital	Release of Draft Capital and Reserves Budgets	March 10th	
Tracking	Mar-21		Capital	Capital and Reserves Budgets presentation	March 17 th 1:00 pm– Capital & Reserves Budgets presentation (Special COTW)	
Tracking	Mar-21		Operating	Release of Draft Operating Budget	March 24th	
Tracking	Mar-21		Greenwood Water Utility	Release of Draft Greenwood Water Utility Budget	March 24th	
Complete	Feb-21	Feb-21	Reporting	Service Provider budget presentations	From Valley Waste-Resource Management Authority, Kings Transit Authority, and any others deemed necessary by Finance. Scheduled for February 16, 2020 COTW	
Complete	Mar-21	Feb-21	Regional Sewer	Presentation of Regional Sewer Budget to the Regional Sewer Committee	For recommendation by the Committee to respective partners for approval	
Tracking	Mar-21		Operating	Draft Operating Budget presentation to Committee of the Whole and deliberations	March 31 st 9:00 am– Operating Fund and Greenwood Water Utility budget presentation (Special COTW)	
Tracking	Apr-21		Greenwood Water Utility	Draft Greenwood Water Utility Budget presentation to Committee of the Whole and deliberations		
Tracking	Apr-21		Reporting	Council Budget Deliberations	April 7, 2020 - Possible: setting of municipal rates; including tax rates, approval of service partner budgets as required, communication by Regional Sewer Committee that the draft Regional Sewer budgets have been recommended by the respective partners for approval, approval of Municipal Budgets	
Tracking	Apr-21		Reporting	Additional deliberations if necessary	April 14, 2020 if required	
Tracking	May-21		Implementation	Condensed budget education material provided to Council and the public		
Tracking	May-21		Implementation	Approved Budget posted to Municipal Website		
Tracking	May-21		Implementation	Departments provided with Approved Budgets		
Tracking	May-21		Implementation	External parties notified of budget approvals		
Tracking	Jun-21		Implementation	Debrief session held with Budget & Finance Committee		

Agenda Item - Budget & Finance Work Plan Update – March 09, 2021

Description	Summarized Approach	Target Date	Status Update March 9, 2021
<p>Item #1</p> <p>Program reviews:</p> <p>A review of programs and cost-recovery methods being offered and used by the Municipality in the provision of services such as IT and inspections to MOK clients and third parties</p>	<p>MoK is undertaking reviews of select programs with the intent of identifying resource requirements, efficiencies, and technology applications or enhancements.</p> <p>Fire Inspection was selected for the first review</p> <p>To address chargeback recovery formulas, staff are undertaking “Activity Based Costing” (ABC) exercises. The ABC exercises will identify how costs could be allocated to MoK clients, other Municipalities, and Municipal Corporations.</p>	<p>Data Compilation (Finance): October 30, 2019</p> <p>Staff Review (Inspection & Finance): November 30, 2019</p> <p>Report to Committee: January 30, 2020</p>	<p><u>Fire:</u></p> <p>No further update to last month; the Agreement is being reviewed by the Municipalities CAO and Mayor prior to signing. Terry Brown, Manager of Inspection & Enforcement Division is attending the March 9, 2021 meeting to give this update.</p> <p><u>IT:</u></p> <p>There are now Agreements in principle with both Berwick and Kingston; work to finalizing the Agreement with REMO continues. A meeting is scheduled with KTA for the week of March 8 and a meeting with VWRM is not scheduled as of yet. Chad West, Manager of Information Technology is attending the March 9, 2021 meeting to speak to this update</p> <p><u>Historical Information:</u></p> <p>Fire Inspection Agreement between the MCK and the TOK signed on December 18, 2020 by both parties and is in place for 60 months.</p>
<p>Item #2</p> <p>Chargeback formulas:</p> <p>The fees and charges related to properly structured programs are to be embedded in policy or contract.</p>	<p>Lessons learned in the Fire Inspection review will be used to examine other programs, e.g. IT services, Building Inspection and By-Law Enforcement</p>	<p>December 31, 2020 (Building)</p> <p>March 31, 2021 (IT)</p>	<p>See Item #1 update.</p>

Description	Summarized Approach	Target Date	Status Update March 9, 2021
<p>Item #3</p> <p>Budget Development Process: Budgets for the Municipality are to be developed in an ordered and timely manner</p>	<p>The intent has been and continues to be having the ongoing operations of the Municipality be planned and administered in accordance with a standardized timeline that allows for consultations, drafting, and a Council review and approval period.</p>	<p>Ongoing</p>	<p>Annual Item 2021/22 budget preparations continue by staff with monthly updates included in the meeting agendas until the formal budget has been passed. The released Budget Snapshot has been included as a presentation & discussion in the March 9, 2021 meeting agenda package.</p> <p><u>Historical Information:</u> 2021/22 Budget Process and Timeline approved by Special Council on January 19, 2021 Council.</p>
<p>Item #4</p> <p>Accountability Report Review:</p>	<p>A quarterly report will be presented which will identify significant variances and provide a yearend forecast of financial results.</p> <p>As per Section 4. c. 2. of the amended Budget & Finance Terms of Reference;</p> <p><i>Section 4.c.2. Ensure that:</i></p> <p><i>a) Council receives timely, meaningful reports that keep it properly informed of all Department's financial situation and that provide the information needed for decision making;</i></p> <p><i>b) All financial reports to the Council clearly display the financial results of each principle area of activity and include relevant information such as: actual-to-budget variance and year-to-date variances and outlook, and reflect events to-date or anticipated factors. Future year's implications must also be discussed</i></p>	<p>Quarterly presentations.</p> <p>Presented at the 2nd committee meeting, subsequent to quarter end date.</p> <p>4th quarter accountability to be presented once year end financial information is compiled.</p>	<p><u>Historical Information:</u> 2020/21 Q3 operating accountability presented to the committee on February 9, 2021 and presented to COTW on February 18, 2021. 2020/21 Q3 capital accountability presented to the committee on February 9, 2021 and presented to COTW on February 18, 2021.</p>

Agenda Item - Budget & Finance Work Plan Update – March 09, 2021

Description	Summarized Approach	Target Date	Status Update March 9, 2021
Item #5 Level of Spending Review	As per the Budget & Finance Terms of Reference Section 4. d., the committee will work in conjunction with the Audit Committee to complete the review of the existing Procurement Policy. Once this policy has been reviewed and any amendments made, the Budget & Finance committee will annually review the levels of spending and make recommendation to Council as needed.	Targeting completion in Q1 2021/22. Once initial policy review is complete and recommended changes have been approved, this item will continue as an Annual Item for review.	The procurement policy and process continues to be examined; this will require input from many members of staff, with comments on elements of the procurement policy are being received.
Item #6 Public Engagement	To develop and maintain the standards for Public engagement related to the communication of the annual municipal budget.	On-going item. Material to be produced and available once the budget has been approved each year.	Depending on how the pandemic unfolds in 2021, recommendations will be made about whether to proceed with something in person or an online version to present the approved budget as well as for residents to offer their input into a municipality's long-term budget plans (similar to what the Town of Stratford undertook).