



**WEST HANTS REGIONAL MUNICIPALITY**  
**Committee of the Whole Agenda**  
**June 1, 2021 5:00-9:30 p.m.**  
**Virtual Zoom Presentation**

1. Call to Order
2. Attendance
3. Announcements
4. Approval of Agenda, including additions or deletions
5. Declaration of Conflict of Interest
6. 5:00-5:30 Introduction and Overview of 2021-2022 Budget  
Mark Phillips & Carlee Rochon
7. 5:45-6:30 Reserve Budget Overview
8. 6:30-8:00 Capital Budget Overview
9. 8:00-8:15 Break
10. 8:15-9:15 General Revenues and Expenses
11. 9:15-9:30 Discussion & Direction from Council
12. 9:30 Adjournment
  - a. Next Meeting June 2, 2021



**WEST HANTS REGIONAL MUNICIPALITY**  
**Committee of the Whole Agenda**  
**June 2, 2021 5:00-9:30 p.m.**  
**Virtual Zoom Presentation**

1. Call to Order
2. Attendance
3. Announcements
4. Approval of Agenda, including additions or deletions
5. Declaration of Conflict of Interest
6. 5:00-5:15 Summary of previous days
7. 5:15-6:15 RCMP
8. 6:15-7:15 General Government Services
  - a. Office of the CAO
  - b. Department of Financial Services
  - c. Recommendation Report – Property Tax Assistance Policy
9. 7:15-7:45 Department of Planning and Development
10. 7:45-8:00 Break
11. 8:00-8:45 Department of Community Development
12. 8:45-9:15 Water Utilities
13. 9:15-9:30 Discussion & Direction from Council
14. 9:30 Adjournment
  - a. Next Meeting June 3, 2021



**WEST HANTS REGIONAL MUNICIPALITY**  
**Committee of the Whole Agenda**  
**June 3, 2021 5:00-9:30 p.m.**  
**Virtual Zoom Presentation**

1. Call to Order
2. Attendance
3. Announcements
4. Approval of Agenda, including additions or deletions
5. Declaration of Conflict of Interest
6. 5:00-6:00 Fire Protection
7. 6:00-6:30 Council Discussion
8. 6:30-7:45 Department of Public Works
9. 7:45-8:00 Break
10. 8:00-8:30 Review of Tax Modelling Scenarios
  - a. Scenario 1 – All Items General Rated
  - b. Scenario 2 – RCMP General Rated
11. 8:30-9:00 Council Discussion
12. 9:00-9:30 Motions & Resolutions
  - a. Tax Exemption List Review and Motion
  - b. Budget Approval Motions
  - c. Taxing Resolution
  - d. HMCC Resolution
  - e. Property Owner Association Resolution
13. 9:30 Adjournment
  - a. Next Meeting June 8, 2021



West Hants Regional Municipality  
2021-2022 Reserve Budget

**WEST HANTS REGIONAL MUNICIPALITY  
RESERVE BALANCE AND PROPOSED ADDITIONS/SPENDING 2021-22**

| <b>Operating Reserves</b>          | <b>Est. Reserve<br/>Cash/Due To<br/>From Balance</b> | <b>Est. Reserve<br/>Balance</b> | <b>Proposed<br/>2021-22 Spend</b> | <b>Estimated<br/>Additions</b> | <b>Proposed 2021-22<br/>Reserve Balance</b> | <b>Notes</b>                                     |
|------------------------------------|--|---------------------------------|-----------------------------------|--------------------------------|---|--|
| WH - 5% Fund/Land Acquisition      | \$ 165,192   | \$ 165,192                      | \$ 3,500                          | \$ 8,000                       | \$ 169,692                                  |  |
| TOW - 5% Open-space Reserve        | \$ 22,235  | \$ 22,235                       | \$ 3,500                          | \$ -                           | \$ 18,735                                   |  |
| TOW - 5% Sub-division Contribution | \$ 30,916  | \$ 30,916                       | \$ -                              | \$ -                           | \$ 30,916                                   |  |
| TOW - Fire Equipment Reserve       | \$ 351,018   | \$ 351,018                      | \$ 66,145                         | \$ -                           | \$ 284,873                                  |  |
| TOW - PWKS Equipment Reserve       | \$ 308,161   | \$ 308,161                      | \$ 125,000                        | \$ -                           | \$ 183,161                                  |  |
| Fire Services Reserve              | \$ 25,000  | \$ 25,000                       | \$ 14,622                         | \$ 50,000                      | \$ 60,378                                   | Reserve Policy - 2%                              |
| TOW - Cemetery Future Dev. Reserve | \$ 167,927   | \$ 167,927                      | \$ 56,000                         | \$ -                           | \$ 111,927                                  |  |
| WH - Equipment Reserve             | \$ 12,162  | \$ 12,162                       | \$ 12,162                         | \$ -                           | \$ -  |  |
| Boundary Reserve                   | \$ -   | \$ -                            | \$ -                              | \$ -                           | \$ -  |  |
| Election Reserve                   | \$ -   | \$ -                            | \$ -                              | \$ -                           | \$ -  |  |
| Sport Complex Donations            | \$ 2,000   | \$ 2,000                        | \$ -                              | \$ -                           | \$ 2,000                                    |  |
| Carryover                          | \$ 174,378   | \$ 174,378                      | \$ 174,378                        | \$ -                           | \$ -  |  |
| RCMP Reserve (Restricted)          | \$ 769,688   | \$ 769,688                      | \$ 869,688                        | \$ 400,000                     | \$ 300,000                                  |  |
| TOW - Swim Pool Liner Reserve      | \$ 37,558  | \$ 37,558                       | \$ -                              | \$ 12,480                      | \$ 50,038                                   |  |
| TOW - Operating Reserve            | \$ 1,233,706   | \$ 1,233,706                    | \$ 79,500                         | \$ -                           | \$ 1,154,206                                |  |
| Operating Reserve                  | \$ 24,270  | \$ 24,270                       | \$ 67,000                         | \$ 300,000                     | \$ 257,270                                  | Moved Gen Ops surplus as per FRAM                |
| WH - Operating Reserve             | \$ 1,754,969   | \$ 1,754,969                    | \$ 549,500                        | \$ 12,162                      | \$ 1,217,631                                |  |
| <b>Total</b>                       | <b>\$ 5,079,181</b>                                  | <b>\$ 5,079,181</b>             | <b>\$ 2,020,995</b>               | <b>\$ 782,642</b>              | <b>\$ 3,840,828</b>                         | Reserve Policy - 10% of revenue or \$2.7 million |
| <b>Capital Reserves</b>            |  |                                 |                                   |                                |   |  |
| WH - Sewer Reserve                 | \$ 958,745   | \$ 958,745                      | \$ 375,436                        | \$ 253,224                     | \$ 836,533                                  |  |
| TOW - Sewer Reserve                | \$ 1,393,882   | \$ 1,393,882                    | \$ 360,780                        | \$ -                           | \$ 1,033,103                                |  |
| Building Reserve                   | \$ -   | \$ -                            | \$ -                              | \$ 50,000                      | \$ 50,000                                   | Reserve Policy - 2%                              |
| Road Infrastructure Reserve        | \$ -   | \$ -                            | \$ 125,000                        | \$ 200,000                     | \$ 75,000                                   | Reserve Policy - 8%                              |
| Vehicle Reserve                    | \$ -   | \$ -                            | \$ -                              | \$ 100,000                     | \$ 100,000                                  | Reserve Policy - 4%                              |
| WH - Building                      | \$ 175,058   | \$ 175,058                      | \$ -                              | \$ -                           | \$ 175,058                                  |  |
| WH - Transportation                | \$ 177,819   | \$ 177,819                      | \$ 50,000                         | \$ -                           | \$ 127,819                                  |  |
| <b>Total</b>                       | <b>\$ 2,705,505</b>                                  | <b>\$ 2,705,505</b>             | <b>\$ 911,216</b>                 | <b>\$ 603,224</b>              | <b>\$ 2,397,513</b>                         |  |

| <b>Special Reserves</b>                | <b>Est. Reserve<br/>Cash/Due To<br/>From Balance</b> | <b>Est. Reserve<br/>Balance</b> | <b>Proposed<br/>2021-22 Spend</b> | <b>Estimated<br/>Additions</b> | <b>Proposed 2021-22<br/>Reserve Balance</b> | <b>Notes</b>                        |
|--|--|---------------------------------|-----------------------------------|--------------------------------|---|-------------------------------------|
| Canada Community Building Fund         | \$ 828,056   | \$ 828,056                      | \$ 719,032                        | \$ 2,014,889                   | \$ 2,123,913                                | One time top up expected in 2021-22 |
| WH - Gas Tax (CCBF)                    | \$ 3,791,595   | \$ 3,791,595                    | \$ 1,210,200                      | \$ -                           | \$ 2,581,395                                |                                     |
| TOW - Gas Tax Reserve (CCBF)           | \$ 337,847   | \$ 337,847                      | \$ 338,557                        | \$ 710                         | \$ -  |                                     |
| WIN/WH - Consolidation Reserve         | \$ 695,634   | \$ 695,634                      | \$ 290,000                        | \$ -                           | \$ 405,634                                  |                                     |
| Safe Restart Fund                      | \$ 634,521   | \$ 634,521                      | \$ 383,000                        | \$ -                           | \$ 251,521                                  |                                     |
| WH - Landfill Closure                  | \$ 353,574   | \$ 353,574                      | \$ 75,579                         | \$ -                           | \$ 277,995                                  |                                     |
| Sport Complex Reserve                  | \$ -   | \$ -                            | \$ -                              | \$ -                           | \$ -  | Closed upon completion              |
| Hantsport Fire Reserve                 | \$ -   | \$ -                            | \$ -                              | \$ -                           | \$ -  |                                     |
| TOW - Windsor Youth Rec & Sport        | \$ 30,635  | \$ 30,635                       | \$ -                              | \$ -                           | \$ 30,635                                   |                                     |
| WH - Special Reserves                  | \$ 170,188   | \$ 170,188                      | \$ -                              | \$ -                           | \$ 170,188                                  | Balance made of multiple reserves   |
| HNS - Hantsport Smoothing Reserve      | \$ 300,150   | \$ 300,150                      | \$ 60,030                         | \$ -                           | \$ 240,120                                  |                                     |
| HNS - Hantsport Infrastructure Reserve | \$ 689,883   | \$ 689,883                      | \$ 272,932                        | \$ 256,500                     | \$ 673,451                                  |                                     |
| WIN - Windsor Infrastructure Reserve   | \$ -   | \$ -                            | \$ -                              | \$ 113,800                     | \$ 113,800                                  |                                     |
| Roads - Capital Cost (HP Dissolution)  | \$ 386,208   | \$ 386,208                      | \$ 386,208                        | \$ -                           | \$ -  | Use remaining amount                |
| Post Transition Cost (HP Dissolution)  | \$ 81,657  | \$ 81,657                       | \$ 81,657                         | \$ -                           | \$ -  | Use remaining amount                |
| Infrastructure (HP Dissolution)        | \$ 55,543  | \$ 55,543                       | \$ 55,543                         | \$ -                           | \$ -  | Use remaining amount                |
| <b>Total</b>                           | <b>\$ 8,355,490</b>                                  | <b>\$ 8,355,490</b>             | <b>\$ 3,872,738</b>               | <b>\$ 2,385,899</b>            | <b>\$ 6,868,652</b>                         |                                     |
| <b>Water Operating Reserves</b>        |  |                                 |                                   |                                |   |                                     |
| WH - Sludge Reserve                    | \$ 62,362  | \$ 62,362                       | \$ -                              | \$ 10,000                      | \$ 72,362                                   | UARB order to add \$10K/year        |
| <b>Total</b>                           | <b>\$ 62,362</b>                                     | <b>\$ 62,362</b>                | <b>\$ -</b>                       | <b>\$ 10,000</b>               | <b>\$ 72,362</b>                            |                                     |
| <b>Water Capital Reserves</b>          |  |                                 |                                   |                                |   |                                     |
| Windsor Utility Depreciation           | \$ 3,702,469   | \$ 3,702,469                    | \$ 1,355,197                      | \$ 247,224                     | \$ 2,594,496                                |                                     |
| West Hants Utility Depreciation        | \$ 3,450,783   | \$ 3,450,783                    | \$ 816,915                        | \$ 430,709                     | \$ 3,064,577                                |                                     |
| <b>Total</b>                           | <b>\$ 7,153,252</b>                                  | <b>\$ 7,153,252</b>             | <b>\$ 2,172,112</b>               | <b>\$ 677,933</b>              | <b>\$ 5,659,073</b>                         |                                     |
| <b>Total Reserves</b>                  | <b>\$ 23,355,789</b>                                 | <b>\$ 23,355,789</b>            | <b>\$ 8,977,060</b>               | <b>\$ 4,459,698</b>            | <b>\$ 18,838,427</b>                        |                                     |



West Hants Regional Municipality  
2021-2022 Capital Budget

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## **CAPITAL BUDGETS**

Capital budgets provide the Municipality with an opportunity to assess and plan for necessary capital assets. Apart from the Water Utilities, the Municipality recognizes any asset that is over \$2,500 in value as a capital asset. There are no financial restrictions to record an item as an asset for the Water Utilities.

There are numerous ways the Municipality funds replacement or upgrade of these assets, which includes:

- Community Building Fund (CCBF) – Federal money that has conditions on what it can be spent on.
- Reserves – Money that the Municipality has set aside for a general or specific purpose.
- Depreciation Reserve – Similar to a reserve but is related to capital assets and their depreciated value.
- General Operations (Capital out of Revenue) – Money that is generated through the operating budget and spent on capital assets.
- User – Capital asset costs that are directly paid for by the user.
- Debt – Money that is borrowed from a lending source. The Municipality typically aims to borrow from the Municipal Finance Corporation (MFC) to get lower interest rates.
- Transition funding – Money that has been specifically earmarked for identified capital projects related to the Hantsport dissolution.
- Consolidation funding – Money that has been specifically earmarked for capital projects related to the legislative Bill 55.

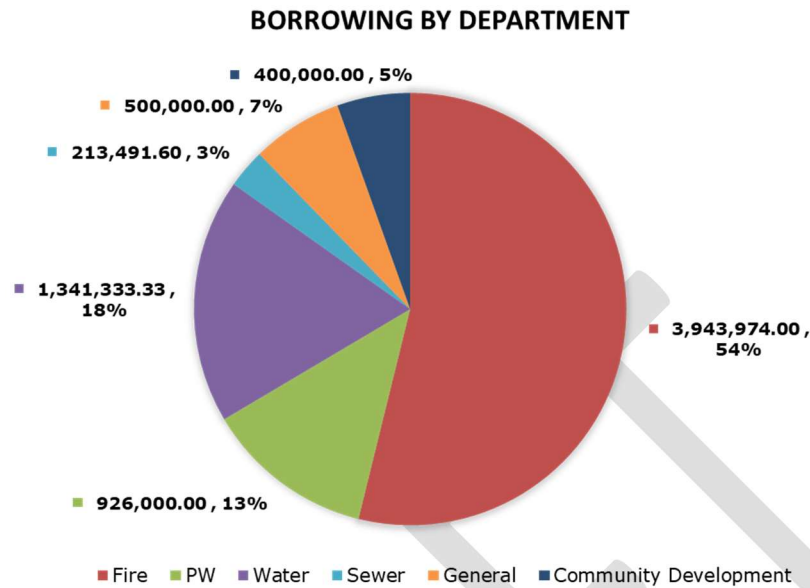
### **2021-22 Projects**

There are a number of capital projects identified for 2021-22 totaling a projected \$14 million. The total amount of borrowing proposed in this capital budget is \$7.3 million, which represents 52.0% of the total 2021-22 Capital Budget. 59.9% of the debt servicing amount is related to the construction of the Hantsport Fire Station (Phase 2) and the Municipal Complex renovations. Actual borrowing may differ, as staff continue to identify potential funding opportunities to reduce this amount.

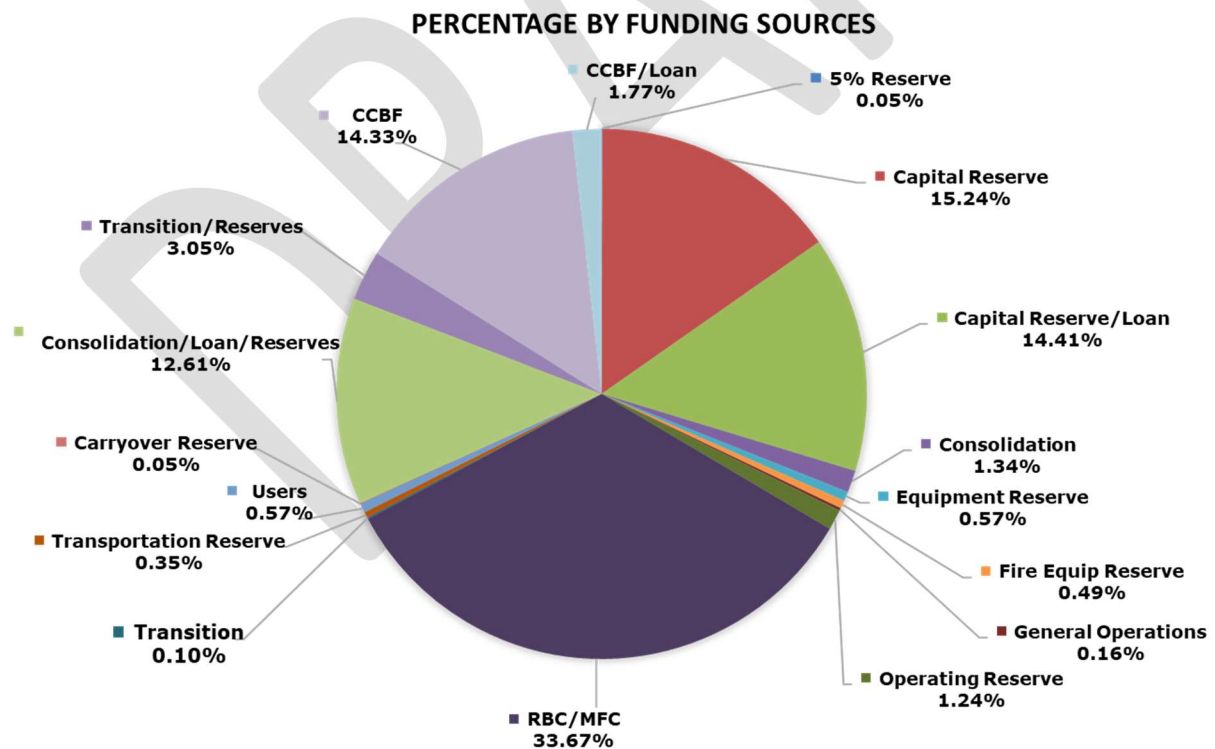
Debt service ratios could fluctuate as staff identify other funding opportunities (grants or donations). Should those opportunities not be available, current year capital projects financed by long-term debt impact the following fiscal year's debt servicing ratio. Assuming no availability of grants or donations, the debt service ratio for 2022-2023 is estimated to be 13.7%.

The five-year capital plan is reviewed annually, if there is limited availability of funding opportunities (i.e. grants, cost shared capital projects, reserves etc.) in future years, the capital plan can be adjusted to limit long-term debt.

See below for a breakdown of the proposed borrowing by department.



See below for breakdown of the proposed 2021-22 capital projects by funding source.



See below for a detailed breakdown of the proposed capital projects, their cost, and funding source.

## General

### WEST HANTS REGIONAL MUNICIPALITY 2021-22 YEAR CAPITAL BUDGET PLAN PROJECT SUMMARY INFORMATION

| GENERAL/RECREATION/COURTHOUSE  | CAPITAL SPEND       | FUNDING SOURCE     |
|--|---------------------|--------------------|
| Foundry Sports Field - Equipment Storage (2021)                                      | \$ 8,500            | CCBF               |
| St. Croix Recreation Site Upgrades - Perimeter Fence Upgrades (2021)                 | \$ 7,000            | CCBF               |
| Maplewood Cemetery - Gate Restoration & Snowblower Attachment (2021)                 | \$ 56,000           | Capital Reserve    |
| P&G Lawn Tractor   | \$ 22,000           | Operating Reserve  |
| Community Beautification Products - Season Decorations and Planters (2021)           | \$ 29,000           | Operating Reserve  |
| Equipment Loan Program   | \$ 7,000            | 5% Reserve         |
| P&G Truck - 2019 Previous Approved   | \$ 9,189            | Operating Reserve  |
| P&G Truck - 1/2 Ton Truck (2021)   | \$ 40,000           | Operating Reserve  |
| Float Trailer  | \$ 8,000            | General Operations |
| Sports Complex, FF&E   | \$ 51,622           | CCBF               |
| Meadow Pond Recreation Lands - Access Trail (2021)                                   | \$ 20,000           | CCBF               |
| Windsor Skatepark - Ramp Extension and Feature (2021)                                | \$ 20,000           | CCBF               |
| Irishmans Road Recreation Site - Interpretive Panels (2021)                          | \$ 8,000            | CCBF               |
| Victoria Park - Monument Repairs (2021)  | \$ 12,000           | Operating Reserve  |
| Windsor Waterside Park - Boat Hub Project (2021)                                     | \$ 48,000           | CCBF               |
| Hants Aquatic Centre - Pool Liner and Bridge (2021)                                  | \$ 250,715          | CCBF               |
| Elmcroft Park - Correct Drainage Issues (2021)                                       | \$ 15,000           | General Operations |
| Recreation Property - Active Transportation and Community Trail Opportunities (2021) | \$ 250,000          | CCBF/Loan          |
| Sports Complex Parking   | \$ 250,000          | RBC/MFC            |
| WHRM Future  | \$ 25,000           | Operating Reserve  |
| New Region Branding - Previously Approved (2020)                                     | \$ 60,000           | Consolidation      |
| Server Upgrade (NAS)   | \$ 10,000           | Operating Reserve  |
| Council Chambers Upgrades  | \$ 20,000           | Operating Reserve  |
| NVR Server Upgrades  | \$ 4,000            | Operating Reserve  |
| Hantsport Video Camera Upgrade   | \$ 4,000            | Transition         |
| Building Inspection Vehicles   | \$ 4,506            | Operating Reserve  |
| GPS Unit   | \$ 6,400            | Carryover Reserve  |
| Sports Complex Upgrades - Track, Fieldhouse Netting, Sync Clock System (2021)        | \$ 296,000          | CCBF               |
| Hobarts Beach Recreation Site - Boat Launch (2021)                                   | \$ 100,000          | CCBF               |
| <b>TOTAL</b>   | <b>\$ 1,641,932</b> |                    |

## Fire Service

| FIRE SERVICES  | CAPITAL SPEND       | FUNDING SOURCE     |
|--|---------------------|--------------------|
| HFD New Fire Station                                     | \$ 3,888,974        | RBC/MFC            |
| 100' Quint Replace Engine 11 - HFD Preapproval (2022-23) | \$ -                | RBC/MFC            |
| Water Rescue Project - WVFD                              | \$ 14,622           | Fire Equip Reserve |
| Pave Truck Bay Entrance - SFD                            | \$ 25,000           | RBC/MFC            |
| Reside Main Station - SFD                                | \$ 30,000           | RBC/MFC            |
| Building Generator - BFD 2 Previously Approved (2020)    | \$ 30,000           | RBC/MFC            |
| SCBA - MSA G1 - WFD                                      | \$ 44,895           | Fire Equip Reserve |
| Engine 5 Body Wrap - WFD                                 | \$ 10,000           | Fire Equip Reserve |
| <b>TOTAL</b>   | <b>\$ 4,043,491</b> |                    |

## Sewer System

| SEWER SYSTEM  | CAPITAL SPEND       | FUNDING SOURCE              |
|---|---------------------|-----------------------------|
| <b>West Hants Sewer</b>   |                     |                             |
| L/S Submersible Pump  | \$ 45,000           | CCBF                        |
| L/S Chambers/Piping   | \$ 47,500           | CCBF                        |
| L/S Access Doors  | \$ 5,000            | CCBF                        |
| L/S Panel/SCADA   | \$ 30,000           | CCBF                        |
| New Service Laterals  | \$ 20,000           | Users                       |
| Hantsport Rehabilitation - Willow Street (2021)                         | \$ 315,936          | Capital Reserve             |
| Falmouth & TMP Inflow & Infiltration Study                              | \$ 40,000           | Capital Reserve             |
| FSTP Replacement Rotating Assemblies                                    | \$ 7,500            | Capital Reserve             |
| FSTP Geobags  | \$ 12,000           | Capital Reserve             |
| Subtotal West Hants Sewer   | \$ 522,936          |                             |
| <b>Windsor Sewer</b>  |                     |                             |
| L/S Submersible Pump  | \$ 45,000           | Capital Reserve             |
| L/S Chambers/Piping   | \$ 47,500           | Capital Reserve             |
| L/S Access Doors  | \$ 5,000            | Capital Reserve             |
| L/S Panel/SCADA   | \$ 90,000           | Capital Reserve             |
| Windsor Sewer Rehabilitation - Avon Street (2021), Albert Street (2021) | \$ 533,729          | Consolidation/Loan/Reserves |
| Lagoon Drive - Study - Headworks Connection                             | \$ 65,000           | Capital Reserve             |
| Subtotal Windsor Sewer  | \$ 786,229          |                             |
| <b>TOTAL SEWER SYSTEM</b>   | <b>\$ 1,309,165</b> |                             |

## Water System

| <b>WATER SYSTEM</b>  | <b>CAPITAL SPEND</b> | <b>FUNDING SOURCE</b>       |
|--|----------------------|-----------------------------|
| <b>West Hants Water</b>  |                      |                             |
| Falmouth Watershed Roads   | \$ 10,000            | Capital Reserve             |
| New Water Meters   | \$ 30,000            | Users                       |
| Upgrade Meter Reading Device (Itron)   | \$ 32,000            | Capital Reserve             |
| New Customer Laterals  | \$ 20,000            | Users                       |
| Hantsport Distribution Pump  | \$ 10,000            | Capital Reserve             |
| Falmouth FWTP Chemical Pumps   | \$ 5,000             | Capital Reserve             |
| Falmouth FWTP Plant Upgrades   | \$ 30,000            | Capital Reserve             |
| Leak Detection   | \$ 20,000            | Capital Reserve             |
| Main/Service Repairs   | \$ 175,000           | Capital Reserve             |
| TMP Replace Main Valves  | \$ 15,000            | Capital Reserve             |
| Hantsport WTP - Filter Cartridge Replacement   | \$ 20,000            | Capital Reserve             |
| Hantsport HWTP Chemical Pump   | \$ 6,000             | Capital Reserve             |
| Hantsport Rehabilitation - Willow Street (2021)  | \$ 178,915           | Capital Reserve             |
| TMP Booster Station Upgrade  | \$ 500,000           | CCBF                        |
| Falmouth Replacement Fire Hydrants   | \$ 15,000            | Capital Reserve             |
| Hantsport PRV Chamber Rehab  | \$ 10,000            | Capital Reserve             |
| FWTP - New Polymer System  | \$ 25,000            | Capital Reserve             |
| Falmouth Standpipe Flow Meter  | \$ 10,000            | Capital Reserve             |
| HWTP - New Turbidity Meters  | \$ 15,000            | Capital Reserve             |
| HWTP - New Heat Pumps  | \$ 15,000            | Capital Reserve             |
| HWTP - Replacement Roof  | \$ 35,000            | Capital Reserve             |
| HWTP - Process Upgrades  | \$ 25,000            | Capital Reserve             |
| HWTP - Spare Pump & Motor  | \$ 15,000            | Capital Reserve             |
| Hantsport Trimmer Station Upgrades   | \$ 15,000            | Capital Reserve             |
| FWTP SCADA Panel Upgrade   | \$ 200,000           | Capital Reserve             |
| System Assessment Report - FWTP (2021)   | \$ 15,000            | Capital Reserve             |
| Interconnect Falmouth/Windsor  | \$ 60,000            | Capital Reserve             |
| <b>Subtotal West Hants Water</b>   | <b>\$ 1,506,915</b>  |                             |
| <b>Windsor Water</b>   |                      |                             |
| Meter Replacement  | \$ 10,800            | Users                       |
| Windsor Distribution Upgrades - Avon Street, Exhibition<br>Grounds - Wentworth to Tregothic Drive (2021) | \$ 478,970           | Consolidation/Loan/Reserves |
| Lime Building Upgrades   | \$ 60,000            | Capital Reserve             |
| Backwash Lagoon Sludge Pump  | \$ 10,000            | Capital Reserve             |
| Sluice Gate-Water Control Structure & Dam Upgrades and<br>Road Construction                              | \$ 1,538,806         | Capital Reserve/Loan        |
| Watershed Bridge Replacement   | \$ 60,000            | Capital Reserve             |
| Electronic Meter Reading System  | \$ 220,000           | Capital Reserve             |
| Water Storage Tank Facility or Interconnect Windsor/Falmouth<br>Water Storage Tanks                      | \$ 140,000           | Capital Reserve             |
| <b>Subtotal Windsor Water</b>  | <b>\$ 2,518,576</b>  |                             |
| <b>TOTAL WATER SYSTEM</b>  | <b>\$ 4,025,491</b>  |                             |

## Public Works

| <b>PUBLIC WORKS</b>   | <b>CAPITAL SPEND</b> | <b>FUNDING SOURCE</b>       |
|---|----------------------|-----------------------------|
| <b>Roads</b>  |                      |                             |
| WH Roads Rehabilitation - Patch Paving and Crack Sealing (2021)             | \$ 50,000            | Transportation Reserve      |
| Hantsport Roads Rehabilitation - Willow Street (2021)                       | \$ 431,304           | Transition/Reserve          |
| Hantsport Sidewalks Rehabilitation - Willow Street (2021)                   | \$ 193,843           | CCBF                        |
| Windsor Roads Rehabilitations - Avon Street (2021), Albert Street (2021)    | \$ 772,000           | Consolidation/Loan/Reserves |
| Windsor Sidewalks Rehabilitation - Avon Street (2021), Albert Street (2021) | \$ 104,100           | CCBF                        |
| Centennial Drive Culvert Replacement  | \$ 100,000           | CCBF                        |
| Avondale Boat Launch & Dyke Repair  | \$ 120,000           | CCBF                        |
| Victoria Park Sidewalk  | \$ 41,100            | CCBF                        |
| King Street Extension Waterfront Sidewalk                                   | \$ 30,700            | CCBF                        |
| Traffic Control Wentworth Road @ Payzant & Empire                           | \$ 25,000            | Capital Reserve             |
| <b>Equipment</b>  |                      |                             |
| Flail Mower Boom Attachment   | \$ 40,000            | Equipment Reserve           |
| Vehicle Lift  | \$ 40,000            | Equipment Reserve           |
| Loader Replacement  | \$ 270,000           | RBC/MFC                     |
| Replace Backhoe   | \$ 270,000           | RBC/MFC                     |
| <b>Facilities</b>   |                      |                             |
| Hantsport PW Garage Upgrades - Capital Repairs                              | \$ 10,000            | Transition                  |
| Municipal Complex Reno  | \$ 500,000           | Capital Reserve/Loan        |
| <b>Other Projects</b>   |                      |                             |
| Asset Management Software - OMS - Previously Approved (2020)                | \$ 130,000           | Consolidation               |
| <b>TOTAL</b>  |                      | <b>\$ 3,128,047</b>         |
| <b>TOTAL 2021/22 COST</b>   |                      | <b>\$ 14,148,126</b>        |

## Previously Approved Projects

These are projects that are primarily funded through general operations and have been approved in a previous fiscal year. The financing costs associated with these capital purchases are shown in the Operating Budget.

### WEST HANTS REGIONAL MUNICIPALITY PREVIOUSLY APPROVED CAPITAL OUT OF REVENUE SUMMARY 2021-2022

| <b>ITEM</b>               | <b>COST</b>       | <b>GENERAL OPERATIONS</b> | <b>PAID TO DATE</b> | <b>BALANCE REMAINING</b> |
|---------------------------|-------------------|---------------------------|---------------------|--------------------------|
| Building Inspection Truck | \$ 32,506         | \$ 4,506                  | \$ 28,000           | \$ -                     |
| Sidewalk Plow (2019)      | \$ 38,000         | \$ 7,600                  | \$ 7,600            | \$ 22,800                |
| PW Service Truck (2019)   | \$ 44,266         | \$ 8,853                  | \$ 8,853            | \$ 26,560                |
| Recreation Truck (2019)   | \$ 45,946         | \$ 9,189                  | \$ 9,189            | \$ 27,568                |
| <b>TOTAL</b>              | <b>\$ 160,718</b> | <b>\$ 30,148</b>          | <b>\$ 53,642</b>    | <b>\$ 76,927</b>         |

## Five-year Project Summaries

The five-year project summaries provide an overview of anticipated projects in the coming years. This allows Council to gauge the current year's request against upcoming capital projects and the projected funding options.

General

WEST HANTS REGIONAL MUNICIPALITY  
5-YEAR CAPITAL BUDGET PLAN 2021-22 - 2025-26  
PROJECT SUMMARY INFORMATION

| GENERAL/RECREATION/COURTHOUSE  | 2021-2022           | 2022-2023         | 2023-2024         | 2024-2025         | 2025-2026         | 5-YEAR COST         | CCBF RESERVE        | RESERVES          | GENERAL OPERATIONS | USERS       | LONG TERM DEBT    | TRANSITIONAL FUNDING | PROV/FED GRANT FUNDING |
|--|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|-------------------|--------------------|-------------|-------------------|----------------------|------------------------|
| Foundry Sports Field - Equipment Storage (2021)                                      | \$ 8,500            | \$ -              | \$ -              | \$ -              | \$ -              | \$ 8,500            | \$ 8,500            | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| St. Croix Recreation Site Upgrades - Perimeter Fence Upgrades (2021)                 | \$ 7,000            | \$ -              | \$ 30,000         | \$ 30,000         | \$ -              | \$ 67,000           | \$ 67,000           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Maplewood Cemetery - Gate Restoration & Snowblower Attachment (2021)                 | \$ 56,000           | \$ 7,500          | \$ -              | \$ 45,000         | \$ -              | \$ 108,500          | \$ -                | \$ -              | \$ -               | \$ -        | \$ 108,500        | \$ -                 | \$ -                   |
| P&G Lawn Tractor   | \$ 22,000           | \$ 18,600         | \$ -              | \$ -              | \$ -              | \$ 40,600           | \$ -                | \$ 40,600         | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Community Beautification Products - Season Decorations and Planters (2021)           | \$ 29,000           | \$ 15,000         | \$ 15,000         | \$ 15,000         | \$ 15,000         | \$ 89,000           | \$ 60,000           | \$ 29,000         | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Equipment Loan Program   | \$ 7,000            | \$ 5,000          | \$ -              | \$ -              | \$ -              | \$ 12,000           | \$ -                | \$ 12,000         | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Plans & Strategies   | \$ -                | \$ 70,000         | \$ 65,000         | \$ 65,000         | \$ 75,000         | \$ 275,000          | \$ -                | \$ 275,000        | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| P&G Truck - 2019 Previous Approved   | \$ 9,189            | \$ 9,189          | \$ 9,189          | \$ 9,189          | \$ -              | \$ 36,757           | \$ -                | \$ 27,568         | \$ 9,189           | \$ -        | \$ -              | \$ -                 | \$ -                   |
| P&G Truck - 1/2 Ton Truck (2021)   | \$ 40,000           | \$ 40,000         | \$ -              | \$ -              | \$ -              | \$ 80,000           | \$ -                | \$ 80,000         | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Old Parish Cemetery  | \$ -                | \$ 223,000        | \$ 230,000        | \$ -              | \$ -              | \$ 453,000          | \$ -                | \$ -              | \$ -               | \$ -        | \$ 453,000        | \$ -                 | \$ -                   |
| Sports Complex, FF&E   | \$ 51,622           | \$ -              | \$ -              | \$ -              | \$ -              | \$ 51,622           | \$ 51,622           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Meadow Pond Recreation Lands - Access Trail (2021)                                   | \$ 20,000           | \$ 103,500        | \$ 80,500         | \$ 53,000         | \$ -              | \$ 257,000          | \$ 257,000          | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Windsor Skatepark - Ramp Extension and Feature (2021)                                | \$ 20,000           | \$ 20,000         | \$ -              | \$ -              | \$ -              | \$ 40,000           | \$ 40,000           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Irishmans Road Recreation Site - Interpretive Panels (2021)                          | \$ 8,000            | \$ -              | \$ 30,000         | \$ 25,000         | \$ -              | \$ 63,000           | \$ 63,000           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Victoria Park - Monument Repairs (2021)  | \$ 12,000           | \$ 35,000         | \$ -              | \$ -              | \$ -              | \$ 47,000           | \$ -                | \$ 47,000         | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Windsor Waterside Park - Boat Hub Project (2021)                                     | \$ 48,000           | \$ 35,000         | \$ -              | \$ -              | \$ -              | \$ 83,000           | \$ 83,000           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Riverbank Cemetery   | \$ -                | \$ -              | \$ -              | \$ -              | \$ 16,000         | \$ 16,000           | \$ -                | \$ 16,000         | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Chittick Park  | \$ -                | \$ -              | \$ -              | \$ 40,000         | \$ -              | \$ 40,000           | \$ 40,000           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Shamrock Field   | \$ -                | \$ -              | \$ -              | \$ 20,000         | \$ -              | \$ 20,000           | \$ 20,000           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Newport Landing Waterfront Park  | \$ -                | \$ -              | \$ -              | \$ 30,000         | \$ -              | \$ 30,000           | \$ 30,000           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Hobarts Beach Recreation Site - Boat Launch (2021)                                   | \$ 100,000          | \$ -              | \$ -              | \$ -              | \$ -              | \$ 100,000          | \$ 100,000          | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Falmouth Mini Park   | \$ -                | \$ -              | \$ 40,000         | \$ -              | \$ -              | \$ 40,000           | \$ 40,000           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Eldridge Road Recreation Site  | \$ -                | \$ -              | \$ 25,000         | \$ -              | \$ -              | \$ 25,000           | \$ 25,000           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Riverside Trail  | \$ -                | \$ 10,000         | \$ -              | \$ -              | \$ -              | \$ 10,000           | \$ 10,000           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Hants Aquatic Centre - Pool Liner and Bridge (2021)                                  | \$ 250,715          | \$ 35,000         | \$ -              | \$ -              | \$ -              | \$ 285,715          | \$ 285,715          | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Elmcroft Park - Correct Drainage Issues (2021)                                       | \$ 15,000           | \$ 25,000         | \$ 25,000         | \$ 100,000        | \$ -              | \$ 165,000          | \$ 153,000          | \$ -              | \$ 12,000          | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Causeway Trail   | \$ -                | \$ 40,000         | \$ 175,000        | \$ -              | \$ -              | \$ 215,000          | \$ 215,000          | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Burgess Crescent   | \$ -                | \$ -              | \$ -              | \$ 40,000         | \$ -              | \$ 40,000           | \$ 40,000           | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Recreation Property - Active Transportation and Community Trail Opportunities (2021) | \$ 250,000          | \$ -              | \$ -              | \$ -              | \$ -              | \$ 250,000          | \$ 100,000          | \$ -              | \$ -               | \$ -        | \$ 150,000        | \$ -                 | \$ -                   |
| Sports Complex Parking   | \$ 250,000          | \$ -              | \$ -              | \$ -              | \$ -              | \$ 250,000          | \$ -                | \$ -              | \$ -               | \$ -        | \$ 250,000        | \$ -                 | \$ -                   |
| Float Trailer  | \$ 8,000            | \$ -              | \$ -              | \$ -              | \$ -              | \$ 8,000            | \$ -                | \$ 8,000          | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| WHRM Future  | \$ 25,000           | \$ -              | \$ -              | \$ -              | \$ -              | \$ 25,000           | \$ -                | \$ 25,000         | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| New Region Branding - Previously Approved (2020)                                     | \$ 60,000           | \$ -              | \$ -              | \$ -              | \$ -              | \$ 60,000           | \$ -                | \$ -              | \$ -               | \$ -        | \$ -              | \$ 60,000            | \$ -                   |
| By-Law Truck   | \$ -                | \$ -              | \$ -              | \$ 30,000         | \$ -              | \$ 30,000           | \$ -                | \$ -              | \$ 30,000          | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Server Upgrade (NAS)   | \$ 10,000           | \$ -              | \$ -              | \$ -              | \$ -              | \$ 10,000           | \$ -                | \$ 10,000         | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Council Chambers Upgrades  | \$ 20,000           | \$ 22,000         | \$ -              | \$ -              | \$ -              | \$ 42,000           | \$ -                | \$ 42,000         | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| NVR Server Upgrades  | \$ 4,000            | \$ -              | \$ -              | \$ -              | \$ -              | \$ 4,000            | \$ -                | \$ 4,000          | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Camera & Fire  | \$ -                | \$ 19,500         | \$ -              | \$ -              | \$ -              | \$ 19,500           | \$ -                | \$ 19,500         | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Hantsport Video Camera Upgrade   | \$ 4,000            | \$ -              | \$ -              | \$ -              | \$ -              | \$ 4,000            | \$ -                | \$ -              | \$ -               | \$ -        | \$ -              | \$ 4,000             | \$ -                   |
| Building Inspection Vehicles   | \$ 4,506            | \$ -              | \$ -              | \$ 40,000         | \$ -              | \$ 44,506           | \$ -                | \$ 4,506          | \$ 40,000          | \$ -        | \$ -              | \$ -                 | \$ -                   |
| GPS Unit   | \$ 6,400            | \$ -              | \$ -              | \$ -              | \$ -              | \$ 6,400            | \$ -                | \$ 6,400          | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Drone  | \$ -                | \$ 25,000         | \$ -              | \$ -              | \$ -              | \$ 25,000           | \$ -                | \$ 25,000         | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| Sports Complex Upgrades - Track, Fieldhouse Netting, Sync Clock System (2021)        | \$ 296,000          | \$ 45,000         | \$ 75,000         | \$ -              | \$ -              | \$ 416,000          | \$ 416,000          | \$ -              | \$ -               | \$ -        | \$ -              | \$ -                 | \$ -                   |
| <b>TOTAL</b>   | <b>\$ 1,641,932</b> | <b>\$ 803,289</b> | <b>\$ 799,689</b> | <b>\$ 542,189</b> | <b>\$ 106,000</b> | <b>\$ 3,893,099</b> | <b>\$ 2,104,837</b> | <b>\$ 671,574</b> | <b>\$ 91,189</b>   | <b>\$ -</b> | <b>\$ 961,500</b> | <b>\$ 64,000</b>     | <b>\$ -</b>            |

## Fire Services

| FIRE SERVICES                        | 2021-2022           | 2022-2023           | 2023-2024           | 2024-2025        | 2025-2026   | 5-YEAR COST         | CCBF RESERVE | RESERVES          | GENERAL OPERATIONS | USERS       | LONG TERM DEBT      | TRANSITIONAL FUNDING | PROV/FED GRANT FUNDING |
|--------------------------------------|---------------------|---------------------|---------------------|------------------|-------------|---------------------|--------------|-------------------|--------------------|-------------|---------------------|----------------------|------------------------|
| Hantsport Fire Department            | \$ 3,888,974        | \$ 1,775,000        | \$ 90,000           | \$ -             | \$ -        | \$ 5,753,974        | \$ -         | \$ -              | \$ -               | \$ -        | \$ 5,753,974        | \$ -                 | \$ -                   |
| Brooklyn Fire Department - Station 1 | \$ -                | \$ -                | \$ -                | \$ -             | \$ -        | \$ -                | \$ -         | \$ -              | \$ -               | \$ -        | \$ -                | \$ -                 | \$ -                   |
| Brooklyn Fire Department - Station 2 | \$ 30,000           | \$ -                | \$ -                | \$ -             | \$ -        | \$ 30,000           | \$ -         | \$ -              | \$ -               | \$ -        | \$ 30,000           | \$ -                 | \$ -                   |
| South West Hants Fire Service        | \$ -                | \$ -                | \$ -                | \$ -             | \$ -        | \$ -                | \$ -         | \$ -              | \$ -               | \$ -        | \$ -                | \$ -                 | \$ -                   |
| Summersville Fire Department         | \$ 55,000           | \$ -                | \$ -                | \$ 60,000        | \$ -        | \$ 115,000          | \$ -         | \$ -              | \$ -               | \$ -        | \$ 115,000          | \$ -                 | \$ -                   |
| Windsor Fire Department              | \$ 54,895           | \$ -                | \$ 1,140,000        | \$ -             | \$ -        | \$ 1,194,895        | \$ -         | \$ 189,895        | \$ -               | \$ -        | \$ 1,005,000        | \$ -                 | \$ -                   |
| Protective Services                  | \$ 14,622           | \$ -                | \$ -                | \$ -             | \$ -        | \$ 14,622           | \$ -         | \$ 14,622         | \$ -               | \$ -        | \$ -                | \$ -                 | \$ -                   |
| <b>TOTAL</b>                         | <b>\$ 4,043,491</b> | <b>\$ 1,775,000</b> | <b>\$ 1,230,000</b> | <b>\$ 60,000</b> | <b>\$ -</b> | <b>\$ 7,108,491</b> | <b>\$ -</b>  | <b>\$ 204,517</b> | <b>\$ -</b>        | <b>\$ -</b> | <b>\$ 6,903,974</b> | <b>\$ -</b>          | <b>\$ -</b>            |

## Sewer System

| SEWER SYSTEM  | 2021-2022           | 2022-2023           | 2023-2024           | 2024-2025           | 2025-2026           | 5-YEAR COST          | CCBF RESERVE      | RESERVES            | GENERAL OPERATIONS | USERS             | LONG TERM DEBT      | TRANSITIONAL FUNDING | PROV/FED GRANT FUNDING |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-------------------|---------------------|--------------------|-------------------|---------------------|----------------------|------------------------|
| <b>WEST HANTS SEWER SYSTEM</b>  |                     |                     |                     |                     |                     |                      |                   |                     |                    |                   |                     |                      |                        |
| L/S Submersible Pump  | \$ 45,000           | \$ 45,000           | \$ 40,000           | \$ 40,000           | \$ 40,000           | \$ 210,000           | \$ 210,000        | \$ -                | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| L/S Chambers/Piping   | \$ 47,500           | \$ 35,000           | \$ 35,000           | \$ 35,000           | \$ 35,000           | \$ 187,500           | \$ 187,500        | \$ -                | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| L/S Access Doors  | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 25,000            | \$ 25,000         | \$ -                | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| L/S Panel/SCADA   | \$ 30,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 30,000            | \$ 30,000         | \$ -                | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| New Service Laterals  | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 100,000           | \$ -              | \$ -                | \$ -               | \$ 100,000        | \$ -                | \$ -                 | \$ -                   |
| Hantsport Rehabilitation - Willow Street (2021)                         | \$ 315,936          | \$ 426,600          | \$ 448,000          | \$ 382,600          | \$ 517,750          | \$ 2,090,886         | \$ -              | \$ 418,177          | \$ -               | \$ -              | \$ 836,354          | \$ 836,354           | \$ -                   |
| Falmouth & TMP Inflow & Infiltration Study                              | \$ 40,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 40,000            | \$ -              | \$ 40,000           | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| FSTP Replacement Rotating Assemblies                                    | \$ 7,500            | \$ -                | \$ -                | \$ -                | \$ -                | \$ 7,500             | \$ -              | \$ 7,500            | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| FSTP Geobags  | \$ 12,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 12,000            | \$ -              | \$ 12,000           | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| Vacuum Truck / Jet Rodder   | \$ -                | \$ 141,695          | \$ -                | \$ -                | \$ -                | \$ 141,695           | \$ -              | \$ -                | \$ -               | \$ -              | \$ 141,695          | \$ -                 | \$ -                   |
| FSTP Roof Replacement   | \$ -                | \$ 25,000           | \$ -                | \$ -                | \$ -                | \$ 25,000            | \$ -              | \$ 25,000           | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| Falmouth WWTF - Phase 3 Expansion                                       | \$ -                | \$ -                | \$ -                | \$ -                | \$ 3,100,000        | \$ 3,100,000         | \$ -              | \$ 930,000          | \$ -               | \$ -              | \$ 1,136,667        | \$ -                 | \$ 1,033,333           |
| <b>SUBTOTAL</b>   | <b>\$ 522,936</b>   | <b>\$ 698,295</b>   | <b>\$ 548,000</b>   | <b>\$ 482,600</b>   | <b>\$ 3,717,750</b> | <b>\$ 5,969,581</b>  | <b>\$ 452,500</b> | <b>\$ 1,432,677</b> | <b>\$ -</b>        | <b>\$ 100,000</b> | <b>\$ 2,114,716</b> | <b>\$ 836,354</b>    | <b>\$ 1,033,333</b>    |
| <b>WINDSOR SEWER SYSTEM</b>   |                     |                     |                     |                     |                     |                      |                   |                     |                    |                   |                     |                      |                        |
| L/S Submersible Pump  | \$ 45,000           | \$ 45,000           | \$ 40,000           | \$ 40,000           | \$ 40,000           | \$ 210,000           | \$ -              | \$ 210,000          | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| L/S Chambers/Piping   | \$ 47,500           | \$ 35,000           | \$ 35,000           | \$ 35,000           | \$ 35,000           | \$ 187,500           | \$ -              | \$ 187,500          | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| L/S Access Doors  | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 25,000            | \$ -              | \$ 25,000           | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| L/S Panel/SCADA   | \$ 90,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 90,000            | \$ -              | \$ 90,000           | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| L/S #1 New Rotating Assembly  | \$ -                | \$ 7,500            | \$ -                | \$ 7,500            | \$ -                | \$ 15,000            | \$ -              | \$ 15,000           | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| Windsor Sewer Rehabilitation - Avon Street (2021), Albert Street (2021) | \$ 533,729          | \$ 479,300          | \$ 1,758,100        | \$ 2,169,000        | \$ 260,000          | \$ 5,200,129         | \$ -              | \$ 1,040,026        | \$ -               | \$ -              | \$ 2,080,052        | \$ 2,080,052         | \$ -                   |
| Lagoon Drive - Study - Headworks Connection                             | \$ 65,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 65,000            | \$ -              | \$ 65,000           | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| Lagoon Drive Preliminary Screening                                      | \$ -                | \$ 600,000          | \$ -                | \$ -                | \$ -                | \$ 600,000           | \$ -              | \$ 180,000          | \$ -               | \$ -              | \$ 420,000          | \$ -                 | \$ -                   |
| Lagoon Drive UV Installation  | \$ -                | \$ 650,000          | \$ -                | \$ -                | \$ -                | \$ 650,000           | \$ -              | \$ 195,000          | \$ -               | \$ -              | \$ 455,000          | \$ -                 | \$ -                   |
| Vacuum Truck / Jet Rodder   | \$ -                | \$ 141,695          | \$ -                | \$ -                | \$ -                | \$ 141,695           | \$ -              | \$ -                | \$ -               | \$ -              | \$ 141,695          | \$ -                 | \$ -                   |
| WSTP UV Chamber Shelter   | \$ -                | \$ 20,000           | \$ -                | \$ -                | \$ -                | \$ 20,000            | \$ -              | \$ 20,000           | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| WSTP Blower Shelter   | \$ -                | \$ 20,000           | \$ -                | \$ -                | \$ -                | \$ 20,000            | \$ -              | \$ 20,000           | \$ -               | \$ -              | \$ -                | \$ -                 | \$ -                   |
| Lagoon Drive Sludge Removal / Drying Bed Construction                   | \$ -                | \$ -                | \$ -                | \$ 336,440          | \$ -                | \$ 336,440           | \$ -              | \$ 100,932          | \$ -               | \$ -              | \$ 235,508          | \$ -                 | \$ -                   |
| <b>SUBTOTAL</b>   | <b>\$ 786,229</b>   | <b>\$ 2,003,495</b> | <b>\$ 1,838,100</b> | <b>\$ 2,592,940</b> | <b>\$ 340,000</b>   | <b>\$ 7,560,764</b>  | <b>\$ -</b>       | <b>\$ 2,148,458</b> | <b>\$ -</b>        | <b>\$ -</b>       | <b>\$ 3,332,255</b> | <b>\$ 2,080,052</b>  | <b>\$ -</b>            |
| <b>SEWER TOTAL</b>  | <b>\$ 1,309,165</b> | <b>\$ 2,701,790</b> | <b>\$ 2,386,100</b> | <b>\$ 3,075,540</b> | <b>\$ 4,057,750</b> | <b>\$ 13,530,345</b> | <b>\$ 452,500</b> | <b>\$ 3,581,135</b> | <b>\$ -</b>        | <b>\$ 100,000</b> | <b>\$ 5,446,971</b> | <b>\$ 2,916,406</b>  | <b>\$ 1,033,333</b>    |

## Water System

| <b>WATER SYSTEM</b>   |                     |                     |                     |                     |                   | <b>5-YEAR COST</b>   | <b>CCBF</b>    | <b>RESERVES</b>     | <b>GENERAL</b>    | <b>USERS</b>     | <b>LONG TERM</b>    | <b>TRANSITIONAL</b> | <b>PROV/FED</b>      |
|---|---------------------|---------------------|---------------------|---------------------|-------------------|----------------------|----------------|---------------------|-------------------|------------------|---------------------|---------------------|----------------------|
| <b>WINDSOR WATER UTILITY</b>  | <b>2021-2022</b>    | <b>2022-2023</b>    | <b>2023-2024</b>    | <b>2024-2025</b>    | <b>2025-2026</b>  |                      | <b>RESERVE</b> |                     | <b>OPERATIONS</b> |                  | <b>DEBT</b>         | <b>FUNDING</b>      | <b>GRANT FUNDING</b> |
| Meter Replacement   | \$ 10,800           | \$ 10,800           | \$ 10,800           | \$ 10,800           | \$ 10,800         | \$ 54,000            | \$ -           | \$ -                | \$ -              | \$ 54,000        | \$ -                | \$ -                | \$ -                 |
| Windsor Transmission Main Upgrades  | \$ -                | \$ -                | \$ 1,535,100        | \$ -                | \$ -              | \$ 1,535,100         | \$ -           | \$ 460,530          | \$ -              | \$ -             | \$ 562,870          | \$ -                | \$ 511,700           |
| Windsor Distribution Upgrades - Avon Street, Exhibition Grounds - Wentworth to Tregothic Drive (2021) | \$ 478,970          | \$ 1,236,800        | \$ 352,000          | \$ 884,000          | \$ 250,000        | \$ 3,201,770         | \$ -           | \$ 640,354          | \$ -              | \$ -             | \$ 960,531          | \$ 1,120,620        | \$ 480,266           |
| Lime Building Upgrades  | \$ 60,000           | \$ -                | \$ -                | \$ -                | \$ -              | \$ 60,000            | \$ -           | \$ 60,000           | \$ -              | \$ -             | \$ -                | \$ -                | \$ -                 |
| Backwash Lagoon Sludge Pump   | \$ 10,000           | \$ -                | \$ -                | \$ -                | \$ -              | \$ 10,000            | \$ -           | \$ 10,000           | \$ -              | \$ -             | \$ -                | \$ -                | \$ -                 |
| Sluice Gate-Water Control Structure & Dam Upgrades and Road Construction                              | \$ 1,538,806        | \$ -                | \$ -                | \$ -                | \$ -              | \$ 1,538,806         | \$ -           | \$ 461,642          | \$ -              | \$ -             | \$ 564,229          | \$ -                | \$ 512,935           |
| Watershed Bridge Replacement  | \$ 60,000           | \$ -                | \$ -                | \$ -                | \$ -              | \$ 60,000            | \$ -           | \$ 60,000           | \$ -              | \$ -             | \$ -                | \$ -                | \$ -                 |
| Electronic Meter Reading System   | \$ 220,000          | \$ 100,000          | \$ -                | \$ -                | \$ -              | \$ 320,000           | \$ -           | \$ 96,000           | \$ -              | \$ -             | \$ 224,000          | \$ -                | \$ -                 |
| Water Storage Tank Facility or Interconnect   |                     |                     |                     |                     |                   |                      |                |                     |                   |                  |                     |                     |                      |
| Windsor/Falmouth Water Storage Tanks  | \$ 140,000          | \$ 3,000,000        | \$ -                | \$ -                | \$ -              | \$ 3,140,000         | \$ -           | \$ 942,000          | \$ -              | \$ -             | \$ 1,198,000        | \$ -                | \$ 1,000,000         |
| Vacuum Truck / Jet Rodder   | \$ -                | \$ 75,015           | \$ -                | \$ -                | \$ -              | \$ 75,015            | \$ -           | \$ -                | \$ -              | \$ -             | \$ 75,015           | \$ -                | \$ -                 |
| System Assessment Report  | \$ -                | \$ 15,000           | \$ -                | \$ -                | \$ -              | \$ 15,000            | \$ -           | \$ 15,000           | \$ -              | \$ -             | \$ -                | \$ -                | \$ -                 |
| Valve Cleaner / Exerciser   | \$ -                | \$ -                | \$ 120,000          | \$ -                | \$ -              | \$ 120,000           | \$ -           | \$ 36,000           | \$ -              | \$ -             | \$ 84,000           | \$ -                | \$ -                 |
| All Terrain Vehicle (ATV) Replacement   | \$ -                | \$ -                | \$ 20,000           | \$ -                | \$ -              | \$ 20,000            | \$ -           | \$ 20,000           | \$ -              | \$ -             | \$ -                | \$ -                | \$ -                 |
| Filter Redundancy WTP - 3rd Process Train   | \$ -                | \$ -                | \$ -                | \$ 3,038,000        | \$ -              | \$ 3,038,000         | \$ -           | \$ 911,400          | \$ -              | \$ -             | \$ 1,113,933        | \$ -                | \$ 1,012,667         |
| <b>SUBTOTAL</b>   | <b>\$ 2,518,576</b> | <b>\$ 4,437,615</b> | <b>\$ 2,037,900</b> | <b>\$ 3,932,800</b> | <b>\$ 260,800</b> | <b>\$ 13,187,691</b> | <b>\$ -</b>    | <b>\$ 3,712,926</b> | <b>\$ -</b>       | <b>\$ 54,000</b> | <b>\$ 4,782,579</b> | <b>\$ 1,120,620</b> | <b>\$ 3,517,568</b>  |

**WEST HANTS WATER UTILITY**

|  |                     |                     |                     |                     |                     |                      |                     |                     |             |                   |                     |                     |                     |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------------|---------------------|-------------|-------------------|---------------------|---------------------|---------------------|
| Falmouth Watershed Roads                             | \$ 10,000           | \$ 10,000           | \$ 10,000           | \$ 10,000           | \$ 10,000           | \$ 50,000            | \$ -                | \$ 50,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| New Water Meters                                     | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 150,000           | \$ -                | \$ 150,000          | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Upgrade Meter Reading Device (Itron)                 | \$ 32,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 32,000            | \$ -                | \$ 32,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| New Customer Laterals                                | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 100,000           | \$ -                | \$ -                | \$ 100,000  | \$ -              | \$ -                | \$ -                | \$ -                |
| Hantsport Distribution Pump                          | \$ 10,000           | \$ 10,000           | \$ 10,000           | \$ 10,000           | \$ 10,000           | \$ 50,000            | \$ -                | \$ 50,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Falmouth FWTP Chemical Pumps                         | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 25,000            | \$ -                | \$ 25,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Falmouth FWTP Plant Upgrades                         | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 30,000           | \$ 150,000           | \$ -                | \$ 150,000          | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Leak Detection                                       | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 100,000           | \$ -                | \$ 100,000          | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Main/Service Repairs                                 | \$ 175,000          | \$ 175,000          | \$ 175,000          | \$ 175,000          | \$ 175,000          | \$ 875,000           | \$ -                | \$ 875,000          | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| TMP Replace Main Valves                              | \$ 15,000           | \$ 15,000           | \$ 15,000           | \$ 15,000           | \$ 15,000           | \$ 75,000            | \$ -                | \$ 75,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Hantsport WTP - Filter Cartridge Replacement         | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 20,000           | \$ 100,000           | \$ -                | \$ 100,000          | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Hantsport HWTP Chemical Pump                         | \$ 6,000            | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ 26,000            | \$ -                | \$ 26,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Hantsport Rehabilitation - Willow Street (2021)      | \$ 178,915          | \$ 270,900          | \$ 395,200          | \$ 259,600          | \$ 754,475          | \$ 1,859,090         | \$ -                | \$ 1,115,454        | \$ -        | \$ -              | \$ -                | \$ 743,636          | \$ -                |
| TMP Booster Station Upgrade                          | \$ 500,000          | \$ -                | \$ -                | \$ -                | \$ -                | \$ 500,000           | \$ 500,000          | \$ -                | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Falmouth Replacement Fire Hydrants                   | \$ 15,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 15,000            | \$ -                | \$ 15,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Hantsport PRV Chamber Rehab                          | \$ 10,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 10,000            | \$ -                | \$ 10,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| FWTP - New Polymer System                            | \$ 25,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 25,000            | \$ -                | \$ 25,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Falmouth Standpipe Flow Meter                        | \$ 10,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 10,000            | \$ -                | \$ 10,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| HWTP - New Turbidity Meters                          | \$ 15,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 15,000            | \$ -                | \$ 15,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| HWTP - New Heat Pumps                                | \$ 15,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 15,000            | \$ -                | \$ 15,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| HWTP - Replacement Roof                              | \$ 35,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 35,000            | \$ -                | \$ 35,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| HWTP - Process Upgrades                              | \$ 25,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 25,000            | \$ -                | \$ 25,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| HWTP - Spare Pump & Motor                            | \$ 15,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 15,000            | \$ -                | \$ 15,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Hantsport Trimmer Station Upgrades                   | \$ 15,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 15,000            | \$ -                | \$ 15,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| FWTP SCADA Panel Upgrade                             | \$ 200,000          | \$ -                | \$ -                | \$ -                | \$ -                | \$ 200,000           | \$ -                | \$ 200,000          | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| System Assessment Report - FWTP (2021)               | \$ 15,000           | \$ 15,000           | \$ -                | \$ -                | \$ -                | \$ 30,000            | \$ -                | \$ 30,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Interconnect Falmouth/Windsor                        | \$ 60,000           | \$ 2,012,000        | \$ -                | \$ -                | \$ -                | \$ 2,072,000         | \$ -                | \$ 60,000           | \$ -        | \$ 1,341,333      | \$ -                | \$ -                | \$ 670,667          |
| FWTP - Actuator & SCADA                              | \$ -                | \$ 70,000           | \$ -                | \$ -                | \$ -                | \$ 70,000            | \$ -                | \$ 70,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Falmouth Standpipe Corrosion Control                 | \$ -                | \$ 10,000           | \$ -                | \$ -                | \$ -                | \$ 10,000            | \$ -                | \$ 10,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| TMP District Meter                                   | \$ -                | \$ 250,000          | \$ -                | \$ -                | \$ -                | \$ 250,000           | \$ -                | \$ 250,000          | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Vacuum Truck / Jet Rodder                            | \$ -                | \$ 75,015           | \$ -                | \$ -                | \$ -                | \$ 75,015            | \$ -                | \$ -                | \$ -        | \$ 75,015         | \$ -                | \$ -                | \$ -                |
| TMP Service Upgrades                                 | \$ -                | \$ -                | \$ 500,000          | \$ -                | \$ -                | \$ 500,000           | \$ 500,000          | \$ -                | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| FWTP - Replace Geotubes                              | \$ -                | \$ -                | \$ 30,000           | \$ -                | \$ -                | \$ 30,000            | \$ -                | \$ 30,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Hwy 1 - Evangeline Trail Main Replacement / Upgrade  | \$ -                | \$ -                | \$ 1,240,000        | \$ -                | \$ -                | \$ 1,240,000         | \$ -                | \$ 1,240,000        | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Yield study review - Davison Lake reservoir upgrades | \$ -                | \$ -                | \$ -                | \$ 50,000           | \$ -                | \$ 50,000            | \$ -                | \$ 50,000           | \$ -        | \$ -              | \$ -                | \$ -                | \$ -                |
| Hantsport Transmission Main                          | \$ -                | \$ -                | \$ -                | \$ 2,100,000        | \$ -                | \$ 2,100,000         | \$ -                | \$ -                | \$ -        | \$ 1,400,000      | \$ -                | \$ -                | \$ 700,000          |
| <b>SUBTOTAL</b>                                      | <b>\$ 1,506,915</b> | <b>\$ 3,042,915</b> | <b>\$ 2,505,200</b> | <b>\$ 2,749,600</b> | <b>\$ 1,094,475</b> | <b>\$ 10,899,105</b> | <b>\$ 1,000,000</b> | <b>\$ 4,868,454</b> | <b>\$ -</b> | <b>\$ 100,000</b> | <b>\$ 2,816,348</b> | <b>\$ 743,636</b>   | <b>\$ 1,370,667</b> |
| <b>WATER TOTAL</b>                                   | <b>\$ 4,025,491</b> | <b>\$ 7,480,530</b> | <b>\$ 4,543,100</b> | <b>\$ 6,682,400</b> | <b>\$ 1,355,275</b> | <b>\$ 24,086,796</b> | <b>\$ 1,000,000</b> | <b>\$ 8,581,380</b> | <b>\$ -</b> | <b>\$ 154,000</b> | <b>\$ 7,598,927</b> | <b>\$ 1,864,256</b> | <b>\$ 4,888,234</b> |

## Public Works & Transition

| <b>PUBLIC WORKS</b>   | <b>2021-2022</b>    | <b>2022-2023</b>    | <b>2023-2024</b>    | <b>2024-2025</b>    | <b>2025-2026</b>    | <b>5-YEAR COST</b>   | <b>CCBF RESERVE</b> | <b>RESERVES</b>     | <b>GENERAL OPERATIONS</b> | <b>USERS</b> | <b>LONG TERM DEBT</b> | <b>TRANSITIONAL FUNDING</b> | <b>PROV/FED GRANT FUNDING</b> |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------------|---------------------|---------------------------|--------------|-----------------------|-----------------------------|-------------------------------|
| <b>Roads</b>  |                     |                     |                     |                     |                     |                      |                     |                     |                           |              |                       |                             |                               |
| WH Roads Rehabilitation - Patch Paving and Crack Sealing (2021)             | \$ 50,000           | \$ 50,000           | \$ 50,000           | \$ 50,000           | \$ 50,000           | \$ 250,000           | \$ -                | \$ -                | \$ 250,000                | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| Hantsport Roads Rehabilitation - Willow Street (2021)                       | \$ 431,304          | \$ 614,920          | \$ 883,940          | \$ 562,360          | \$ 1,050,435        | \$ 3,542,959         | \$ -                | \$ 708,592          | \$ -                      | \$ -         | \$ 1,771,480          | \$ 1,062,888                | \$ -                          |
| Hantsport Sidewalks Rehabilitation - Willow Street (2021)                   | \$ 193,843          | \$ 93,375           | \$ 12,050           | \$ 161,400          | \$ 124,950          | \$ 585,618           | \$ 585,618          | \$ -                | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| Windsor Roads Rehabilitations - Avon Street (2021), Albert Street (2021)    | \$ 772,000          | \$ 2,241,690        | \$ 3,873,575        | \$ 2,317,820        | \$ 1,546,000        | \$ 10,751,085        | \$ -                | \$ 2,150,217        | \$ -                      | \$ -         | \$ 5,375,543          | \$ 3,225,326                | \$ -                          |
| Windsor Sidewalks Rehabilitation - Avon Street (2021), Albert Street (2021) | \$ 104,100          | \$ 213,180          | \$ 523,600          | \$ 418,880          | \$ 54,000           | \$ 1,313,760         | \$ 1,313,760        | \$ -                | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| Centennial Drive Culvert Replacement  | \$ 100,000          | \$ -                | \$ -                | \$ -                | \$ -                | \$ 100,000           | \$ 100,000          | \$ -                | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| Avondale Boat Launch & Dyke Repair  | \$ 120,000          | \$ 600,000          | \$ -                | \$ -                | \$ -                | \$ 720,000           | \$ 120,000          | \$ -                | \$ -                      | \$ -         | \$ 400,000            | \$ -                        | \$ 200,000                    |
| Victoria Park Sidewalk  | \$ 41,100           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 41,100            | \$ 41,100           | \$ -                | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| King Street Extension Waterfront Sidewalk                                   | \$ 30,700           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 30,700            | \$ 30,700           | \$ -                | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| Traffic Control Wentworth Road @ Payzant & Empire                           | \$ 25,000           | \$ 471,500          | \$ -                | \$ -                | \$ -                | \$ 496,500           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 496,500            | \$ -                        | \$ -                          |
| Clifton Avenue - Sidewalk Reconstruction                                    | \$ -                | \$ 167,050          | \$ -                | \$ -                | \$ -                | \$ 167,050           | \$ 167,050          | \$ -                | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| Causeway Trail Asphalt  | \$ -                | \$ 200,000          | \$ -                | \$ -                | \$ -                | \$ 200,000           | \$ 200,000          | \$ -                | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| <b>Equipment</b>  |                     |                     |                     |                     |                     |                      |                     |                     |                           |              |                       |                             |                               |
| Flail Mower Boom Attachment   | \$ 40,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 40,000            | \$ -                | \$ 40,000           | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| Cold Planer Attachment  | \$ -                | \$ 45,000           | \$ -                | \$ -                | \$ -                | \$ 45,000            | \$ -                | \$ 45,000           | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| Vehicle Lift  | \$ 40,000           | \$ -                | \$ -                | \$ -                | \$ -                | \$ 40,000            | \$ -                | \$ 40,000           | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| Street Sweeper  | \$ -                | \$ 360,000          | \$ -                | \$ -                | \$ -                | \$ 360,000           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 360,000            | \$ -                        | \$ -                          |
| Loader Replacement  | \$ 270,000          | \$ -                | \$ -                | \$ -                | \$ -                | \$ 270,000           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 270,000            | \$ -                        | \$ -                          |
| Replace Backhoe   | \$ 270,000          | \$ -                | \$ -                | \$ -                | \$ -                | \$ 270,000           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 270,000            | \$ -                        | \$ -                          |
| Vacuum Truck / Jet Rodder   | \$ -                | \$ 141,695          | \$ -                | \$ -                | \$ -                | \$ 141,695           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 141,695            | \$ -                        | \$ -                          |
| Replace Backhoe (Case)  | \$ -                | \$ -                | \$ 270,000          | \$ -                | \$ -                | \$ 270,000           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 270,000            | \$ -                        | \$ -                          |
| Replace 2006 Sidewalk Machine   | \$ -                | \$ -                | \$ 239,800          | \$ -                | \$ -                | \$ 239,800           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 239,800            | \$ -                        | \$ -                          |
| <b>Facilities</b>   |                     |                     |                     |                     |                     |                      |                     |                     |                           |              |                       |                             |                               |
| Hantsport PW Garage Upgrades - Capital Repairs                              | \$ 10,000           | \$ 10,000           | \$ 10,000           | \$ 10,000           | \$ 10,000           | \$ 50,000            | \$ -                | \$ 30,000           | \$ -                      | \$ -         | \$ -                  | \$ 20,000                   | \$ -                          |
| Municipal Complex Reno  | \$ 500,000          | \$ 1,250,000        | \$ -                | \$ -                | \$ -                | \$ 1,750,000         | \$ -                | \$ 833,333          | \$ -                      | \$ -         | \$ 500,000            | \$ -                        | \$ 416,667                    |
| Public Works Maintenance Facility / Shop                                    | \$ -                | \$ 2,000,000        | \$ -                | \$ -                | \$ -                | \$ 2,000,000         | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 2,000,000          | \$ -                        | \$ -                          |
| <b>Vehicles</b>   |                     |                     |                     |                     |                     |                      |                     |                     |                           |              |                       |                             |                               |
| Replace 2014 Dodge 2500 (Unit 30) with 3500                                 | \$ -                | \$ 90,000           | \$ -                | \$ -                | \$ -                | \$ 90,000            | \$ -                | \$ 90,000           | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| Replace 2011 Salt/Plow - Dump Truck (Unit 50)                               | \$ -                | \$ 160,000          | \$ -                | \$ -                | \$ -                | \$ 160,000           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 160,000            | \$ -                        | \$ -                          |
| Truck Replacement (Unit 41)   | \$ -                | \$ 130,000          | \$ -                | \$ -                | \$ -                | \$ 130,000           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 130,000            | \$ -                        | \$ -                          |
| Replace 1.5 Ton Dump Truck (Unit 35)  | \$ -                | \$ -                | \$ 110,000          | \$ -                | \$ -                | \$ 110,000           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 110,000            | \$ -                        | \$ -                          |
| Truck Replacement (Unit 52)   | \$ -                | \$ -                | \$ -                | \$ 160,000          | \$ -                | \$ 160,000           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ 160,000            | \$ -                        | \$ -                          |
| Truck Replacement (Unit 23)   | \$ -                | \$ -                | \$ -                | \$ -                | \$ 60,000           | \$ 60,000            | \$ -                | \$ 60,000           | \$ -                      | \$ -         | \$ -                  | \$ -                        | \$ -                          |
| <b>Other Projects</b>   |                     |                     |                     |                     |                     |                      |                     |                     |                           |              |                       |                             |                               |
| Asset Management Software - OMS - Previously Approved (2020)                | \$ 130,000          | \$ -                | \$ -                | \$ -                | \$ -                | \$ 130,000           | \$ -                | \$ -                | \$ -                      | \$ -         | \$ -                  | \$ 80,000                   | \$ 50,000                     |
| <b>TOTAL</b>  | <b>\$ 3,128,047</b> | <b>\$ 8,838,410</b> | <b>\$ 5,972,965</b> | <b>\$ 3,680,460</b> | <b>\$ 2,895,385</b> | <b>\$ 24,515,267</b> | <b>\$ 2,558,228</b> | <b>\$ 3,997,142</b> | <b>\$ 250,000</b>         | <b>\$ -</b>  | <b>\$ 12,655,017</b>  | <b>\$ 4,388,213</b>         | <b>\$ 666,667</b>             |

## Total Cost Five Year Cost by Funding Source

|                          | <b>2021-2022</b>    | <b>2022-2023</b>    | <b>2023-2024</b>    | <b>2024-2025</b>    | <b>2025-2026</b>   | <b>5-YEAR COST</b>   | <b>CCBF RESERVE</b> | <b>RESERVES</b>      | <b>GENERAL OPERATIONS</b> | <b>USERS</b>      | <b>LONG TERM DEBT</b> | <b>TRANSITIONAL FUNDING</b> | <b>PROV/FED GRANT FUNDING</b> |
|--------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------------|-------------------|-----------------------|-----------------------------|-------------------------------|
| <b>TOTAL 5-YEAR COST</b> | <b>\$14,148,126</b> | <b>\$21,599,019</b> | <b>\$14,931,854</b> | <b>\$14,040,589</b> | <b>\$8,414,410</b> | <b>\$ 73,133,998</b> | <b>\$ 6,115,565</b> | <b>\$ 17,035,747</b> | <b>\$ 341,189</b>         | <b>\$ 254,000</b> | <b>\$ 33,566,389</b>  | <b>\$ 9,232,875</b>         | <b>\$ 6,588,234</b>           |

## Gas Tax Projects

### WEST HANTS REGIONAL MUNICIPALITY CANADA COMMUNITY BUILDING FUNDING SUMMARY PROJECT SUMMARY INFORMATION

| <b>GENERAL/RECREATION/COURTHOUSE</b>   | <b>2021-22</b>      | <b>5 YEARS</b>      |
|--|---------------------|---------------------|
| Foundry Sports Field - Equipment Storage (2021)                                      | \$ 8,500            | \$ 8,500            |
| St. Croix Recreation Site Upgrades - Perimeter Fence Upgrades (2021)                 | \$ 7,000            | \$ 67,000           |
| Community Beautification Products - Season Decorations and Planters (2021)           | \$ -                | \$ 60,000           |
| Sports Complex, FF&E   | \$ 51,622           | \$ 51,622           |
| Meadow Pond Recreation Lands - Access Trail (2021)                                   | \$ 20,000           | \$ 257,000          |
| Windsor Skatepark - Ramp Extension and Feature (2021)                                | \$ 20,000           | \$ 40,000           |
| Irishmans Road Recreation Site - Interpretive Panels (2021)                          | \$ 8,000            | \$ 63,000           |
| Windsor Waterside Park - Boat Hub Project (2021)                                     | \$ 48,000           | \$ 83,000           |
| Chittick Park  | \$ -                | \$ 40,000           |
| Shamrock Field   | \$ -                | \$ 20,000           |
| Newport Landing Waterfront Park  | \$ -                | \$ 30,000           |
| Falmouth Mini Park   | \$ -                | \$ 40,000           |
| Eldridge Road Recreation Site  | \$ -                | \$ 25,000           |
| Riverside Trail  | \$ -                | \$ 10,000           |
| Hants Aquatic Centre - Pool Liner and Bridge (2021)                                  | \$ 250,715          | \$ 285,715          |
| Elmcroft Park - Correct Drainage Issues (2021)                                       | \$ -                | \$ 153,000          |
| Recreation Property - Active Transportation and Community Trail Opportunities (2021) | \$ 100,000          | \$ 100,000          |
| Causeway Trail   | \$ -                | \$ 215,000          |
| Burgess Crescent   | \$ -                | \$ 40,000           |
| Sports Complex Upgrades - Track, Fieldhouse Netting, Sync Clock System (2021)        | \$ 296,000          | \$ 416,000          |
| Hobarts Beach Recreation Site - Boat Launch (2021)                                   | \$ 100,000          | \$ 100,000          |
| <b>TOTAL</b>   | <b>\$ 909,837</b>   | <b>\$ 2,104,837</b> |
| <b>SEWER SYSTEM</b>  | <b>2021-22</b>      | <b>5 YEARS</b>      |
| <b>West Hants Sewer</b>  |                     |                     |
| L/S Submersible Pump   | \$ 45,000           | \$ 210,000          |
| L/S Chambers/Piping  | \$ 47,500           | \$ 187,500          |
| L/S Access Doors   | \$ 5,000            | \$ 25,000           |
| L/S Panel/SCADA  | \$ 30,000           | \$ 30,000           |
| <b>TOTAL</b>   | <b>\$ 127,500</b>   | <b>\$ 452,500</b>   |
| <b>WATER SYSTEM</b>  | <b>2021-22</b>      | <b>5 YEARS</b>      |
| <b>West Hants Water</b>  |                     |                     |
| TMP Booster Station Upgrade  | \$ 500,000          | \$ 500,000          |
| TMP Service Upgrades   | \$ -                | \$ 500,000          |
| <b>TOTAL</b>   | <b>\$ 500,000</b>   | <b>\$ 1,000,000</b> |
| <b>PUBLIC WORKS</b>  | <b>2021-22</b>      | <b>5 YEARS</b>      |
| Hantsport Sidewalks Rehabilitation - Willow Street (2021)                            | \$ 193,843          | \$ 585,618          |
| Windsor Sidewalks Rehabilitation - Avon Street (2021), Albert Street (2021)          | \$ 104,100          | \$ 1,313,760        |
| Avondale Boat Launch & Dyke Repair   | \$ 120,000          | \$ 120,000          |
| Victoria Park Sidewalk   | \$ 41,100           | \$ 41,100           |
| King Street Extension Waterfront Sidewalk  | \$ 30,700           | \$ 30,700           |
| Centennial Drive Culvert Replacement   | \$ 100,000          | \$ 100,000          |
| Clifton Avenue - Sidewalk Reconstruction   | \$ -                | \$ 167,050          |
| Causeway Trail Asphalt   | \$ -                | \$ 200,000          |
| <b>TOTAL</b>   | <b>\$ 589,743</b>   | <b>\$ 2,558,228</b> |
| <b>TOTAL CCBF PROJECTIONS</b>  | <b>\$ 2,127,080</b> | <b>\$ 6,115,565</b> |
| <b>WH MARCH 31, 2021 EXPECTED RESERVE BALANCE</b>                                    | <b>\$ 3,791,595</b> | <b>\$ 3,791,595</b> |
| <b>TOW MARCH 31, 2021 EXPECTED RESERVE BALANCE</b>                                   | <b>\$ 337,847</b>   | <b>\$ 337,847</b>   |
| <b>MARCH 31, 2021 EXPECTED RESERVE BALANCE</b>                                       | <b>\$ 828,056</b>   | <b>\$ 828,056</b>   |
| <b>ANTICIPATED REVENUE IN 2021/2026</b>  | <b>\$ 2,014,889</b> | <b>\$ 5,898,633</b> |
| <b>ANTICIPATED RESERVE BALANCE MARCH 31, 2021/2026</b>                               | <b>\$ 4,845,308</b> | <b>\$ 4,740,567</b> |



West Hants Regional Municipality  
2021-2022 Operating Budget

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## EXECUTIVE SUMMARY

The first fiscal year for the Regional Municipality was a busy one, as staff continued to consolidate the former two entities through change management, communication, training, and by consolidating policies and by-laws. The Municipality is in the process of developing a municipal brand and has completed the strategic planning process. From this process the following five (5) strategic priorities were identified:

1. Communication
2. Economic Development
3. Environmental Stewardship
4. Community Diversity and Welcomeness
5. Community Mobility and Connectivity

The strategic priorities provide guidance for Council and staff as we move forward in the months and years ahead and determine how funds are directed.

Our budget process began with tax modelling workshops and was finalized with the resulting priorities in mind. This budget respects the past but also highlights the future of the Region. Finally, this budget has been prepared to maintain the service levels residents and businesses in the area have come to expect, resulting in a \$27.2 million proposed operating budget for 2021-2022, which is 8.1% higher than last year.

### Revenue Summary

Revenues have increased by \$2.0 million, the majority of which can be attributed to an increase of the assessment roll resulting in \$819,037 in additional tax revenue. The housing market is also expected to continue to flourish into 2021-22, increasing revenues for deed transfer tax, permits, and tax certificates. \$417,505 of this increase is attributed to Community Development services reopening, but this revenue stream is susceptible to the impacts of the global pandemic and Public Health restrictions.

### Expense Summary

Expenses have also increased by \$2.0 million. The majority is associated with Recreation and Cultural Services reopening facilities and programs, resulting in \$852,479 in additional expenses. New capital expenditures will add \$292,466 to the debt servicing costs. Insurance has increased by 11.7%, and mandated education contributions increased by \$172,290.

The tax rate structure is set up with a general rate and three area rates from the former municipal boundaries of the Town of Windsor, Municipality of West Hants, and the Town of Hantsport. Considering the above, the proposed budget for 2021-22 will have a two-cent decrease on the residential tax rates for the communities of Hantsport and Windsor, and one-cent decrease on the residential tax rate for the rest of West Hants. By utilizing the capacity within the West Hants operating reserves and by reducing costs for traditional municipal services, we were able to mitigate a cost increase of 3.1 cents for the community of West Hants.

The new residential general rate is proposed as \$0.5010, and \$0.98 for the new general commercial rate.

It is further proposed that the combined rates decrease to \$1.0423 for West Hants residential, \$1.66 for Hantsport residential, and \$1.88 for Windsor residential.

It is further proposed that in order to continue to support and attract economic growth to our Region, the combined commercial rate for West Hants be decreased to \$1.78, the combined commercial rate for Hantsport to \$3.80, and the combined commercial rate for Windsor to \$3.90.

| <b>RATE SUMMARY</b> |                             |                  |
|---------------------|-----------------------------|------------------|
| <b>Commercial</b>   | <b>2020-2021</b>            | <b>2021-2022</b> |
| General Rate        | 0.9900                      | 0.9800           |
| <b>Communities</b>  | <b>Combined Area Rates*</b> |                  |
| West Hants Rate     | 1.7900                      | 1.7800           |
| Hantsport Rate      | 3.8100                      | 3.8000           |
| Windsor Rate        | 3.9100                      | 3.9000           |
| <b>Residential</b>  | <b>2020-2021</b>            | <b>2021-2022</b> |
| General Rate        | 0.4318                      | 0.5010           |
| <b>Communities</b>  | <b>Combined Area Rates*</b> |                  |
| West Hants Rate     | 1.0523                      | 1.0423           |
| Hantsport Rate      | 1.6800                      | 1.6600           |
| Windsor Rate        | 1.9000                      | 1.8800           |

\*Combine area rates means all rates applicable to that community.

### **WEST HANTS BUDGET OVERVIEW**

The following table provides a summary of the budgeted estimated totals for each revenue and expense area for each department. The categories are standardized across Nova Scotia municipalities; legend included to locate each department on page 7. The combined totals reflect the integrated budget of the general and area rates.

A complete and more detailed version of the budget is provided in Appendix 1.

## West Hants Budget Overview

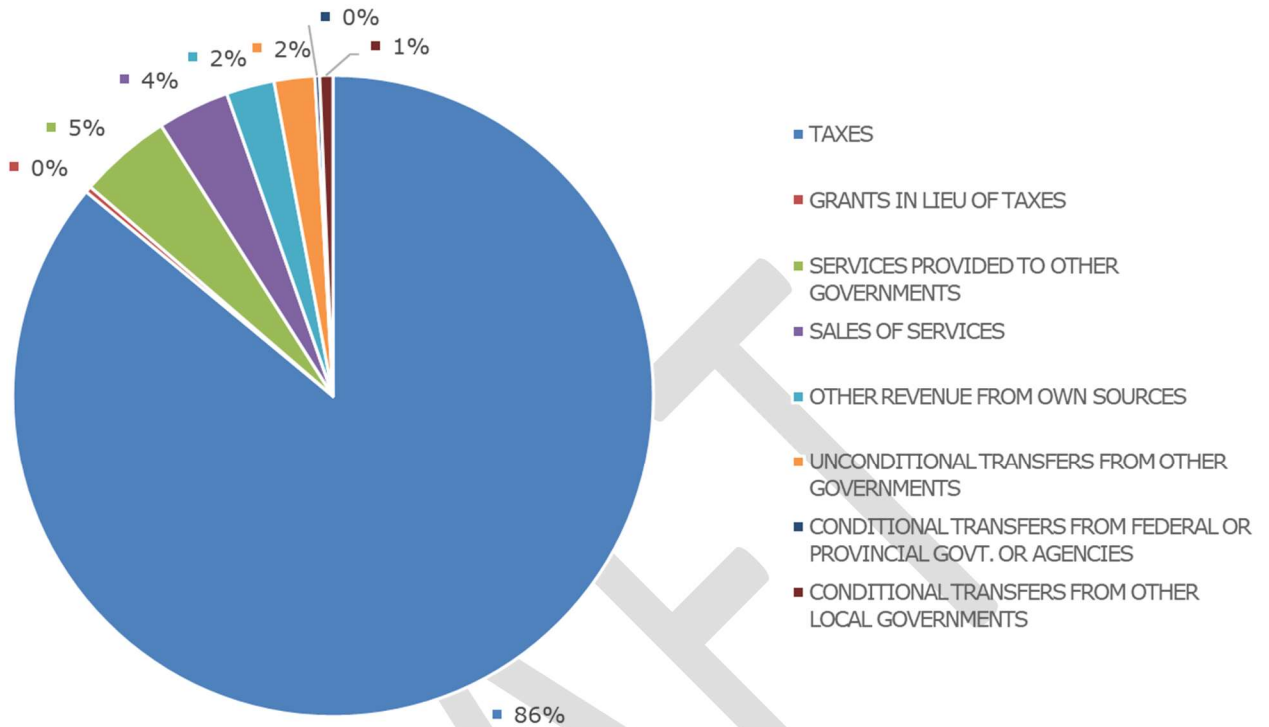
### 2021-2022 WEST HANTS REGIONAL MUNICIPALITY BUDGET

| REVENUE   | 2020-21 BUDGET | 2021-22 ESTIMATES |
|---|----------------|-------------------|
| <b>TAXES</b>  | \$ 21,935,565  | \$ 23,387,831     |
| <b>GRANTS IN LIEU OF TAXES</b>  | \$ 114,555     | \$ 86,128         |
| <b>SERVICES PROVIDED TO OTHER GOVERNMENTS</b>                             | \$ 1,085,044   | \$ 1,284,811      |
| <b>SALES OF SERVICES</b>  | \$ 569,676     | \$ 989,269        |
| <b>OTHER REVENUE FROM OWN SOURCES</b>                                     | \$ 697,216     | \$ 660,918        |
| <b>UNCONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS</b>                     | \$ 557,223     | \$ 558,915        |
| <b>CONDITIONAL TRANSFERS FROM FEDERAL OR PROVINCIAL GOVT. OR AGENCIES</b> | \$ 98,637      | \$ 64,450         |
| <b>CONDITIONAL TRANSFERS FROM OTHER LOCAL GOVERNMENTS</b>                 | \$ 117,520     | \$ 181,927        |
| <b>TOTAL</b>  | \$ 25,175,436  | \$ 27,214,249     |
| <b>EXPENSES</b>   |                |                   |
| <b>GENERAL GOVERNMENT SERVICES</b>  | \$ 3,252,430   | \$ 3,438,790      |
| <b>PROTECTIVE SERVICES</b>  | \$ 8,893,784   | \$ 8,646,645      |
| <b>TRANSPORTATION</b>   | \$ 1,939,501   | \$ 1,906,929      |
| <b>ENVIRONMENTAL HEALTH SERVICES</b>                                      | \$ 3,520,815   | \$ 3,302,367      |
| <b>PUBLIC HEALTH SERVICES</b>   | \$ 155,344     | \$ 214,993        |
| <b>ENVIRONMENTAL DEVELOPMENT SERVICES</b>                                 | \$ 1,002,594   | \$ 1,059,345      |
| <b>RECREATION AND CULTURAL SERVICES</b>                                   | \$ 1,702,114   | \$ 2,554,592      |
| <b>EDUCATION</b>  | \$ 4,683,280   | \$ 4,855,570      |
| <b>EXTRAORDINARY OR SPECIAL ITEMS</b>                                     | \$ -           | \$ -              |
| <b>NET EXPENSES</b>   | \$ 25,149,863  | \$ 25,979,231     |
| <b>DEBENTURE AND TERM LOAN PRINCIPAL INSTALLMENTS</b>                     | \$ 1,529,147   | \$ 1,831,499      |
| <b>NET TRANSFERS FROM (TO) OWN RESERVE, FUNDS AND AGENCIES</b>            | -\$ 1,503,574  | -\$ 596,481       |
| <b>TOTAL</b>  | \$ 25,175,436  | \$ 27,214,249     |
| <b>SURPLUS / DEFICIT</b>  | \$ -           | \$ -              |

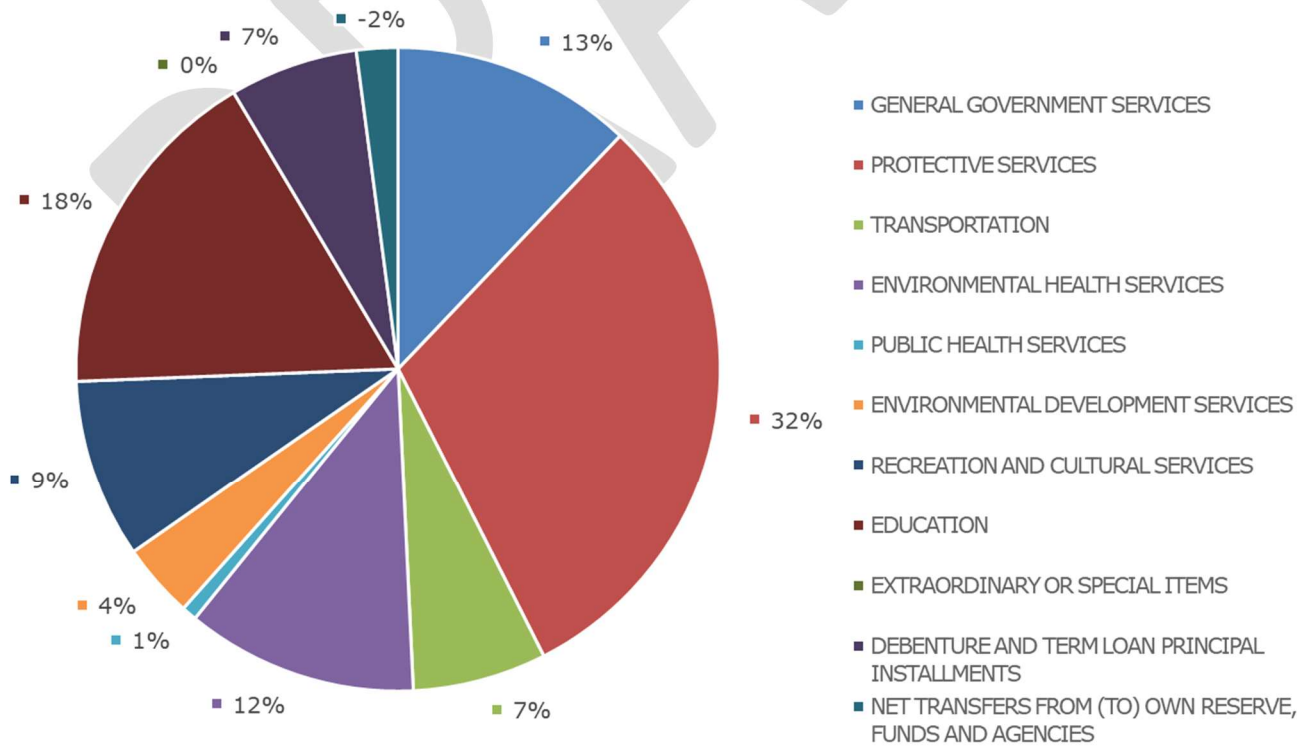
#### Expense Legend:

- General Government Service Includes: Legislative, Administration, Financial Services, Facilities
- Protective Services Includes: RCMP, Fire, REMO, By-Law, Courthouse, Building Inspection, Corrections, Prosecuting Attorney, Ground Search and Rescue
- Environmental Health Services Includes: Sewer, Waste Collection, Waste Diversion, Landfill
- Public Health Services Includes: Cemeteries, Public Housing Authority
- Environmental Development Services Includes: Planning and Development, Community Economic Development, Industrial Park
- Recreation and Cultural Services Includes: Libraries, Community Development (i.e. Programs, Parks, Facilities, and Grants and Contributions)

### 2021-2022 Revenue Estimates



### 2021-2022 Expenses Estimates



## REVENUE

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### Tax Related Revenue

Property taxes are generated through a combination of residential and commercial tax rates. The tax rate is derived from the assessment roll provided by Property Valuation Services Corporation (PVSC), which shows the assessed value of each property in West Hants. The total property values are divided by 100 and multiplied by the proposed tax rates to show the amount of revenue that will be generated from taxes. The taxes generated plus the non-tax related revenue must equal the total proposed expenses as the Municipality is required to put forward a net \$0 budget. Unlike provincial and federal governments, municipalities are not allowed to budget for a deficit.

The following tables outline the calculations for the taxes needed to achieve the revenue that will meet the proposed expenses.

### General Rate Tax Calculation

#### 2021-22 General Tax Calculation

##### GENERAL RATE

|                                   |     |            |
|-----------------------------------|-----|------------|
| Estimated General Rate Expenses   | \$  | 15,852,457 |
| Less Non-tax and Transfer Revenue | -\$ | 7,908,025  |

**Required Tax Revenue** **\$ 7,944,431**

|                                 |     |             |
|---------------------------------|-----|-------------|
| PVSC Commercial Roll            | \$  | 122,482,600 |
| Less Appeals                    | -\$ | 480,000     |
| Federal and Resource Commercial | \$  | 7,329,705   |
| Net PVSC Commercial Roll        | \$  | 129,332,305 |

**Revenue From \$0.98 Tax Rate** **\$ 1,267,457**

**Remaining Tax Required** **\$ 6,676,975**

|                                  |     |               |
|----------------------------------|-----|---------------|
| PVSC Residential Roll            | \$  | 1,330,455,900 |
| Less Appeals                     | -\$ | 700,000       |
| Federal and Resource Residential | \$  | 2,853,388     |
| Net PVSC Residential Roll        | \$  | 1,332,609,288 |

**Residential Tax Rate Required** **\$ 0.5010**

## West Hants Area Rate Calculation

### WEST HANTS

| <b>AREA RATE 1</b>                        |                   |                    |
|---|-------------------|--------------------|
| Estimated General Rate Expenses           | \$                | 6,826,914          |
| Less Non-tax and Transfer Revenue         | \$                | -                  |
| <b>Required Tax Revenue</b>               | <b>\$</b>         | <b>6,826,914</b>   |
| PVSC West Hants Commercial roll           | \$                | 70,162,500         |
| Less Appeals                              | -\$               | 450,000            |
| Federal and Resource Commercial           | \$                | 5,088,405          |
| Net PVSC Commercial Roll                  | \$                | 74,800,905         |
| <b>Revenue From \$0.80 Area Rate 1</b>    | <b>\$</b>         | <b>598,407</b>     |
| <b>Remaining Tax Required</b>             | <b>\$</b>         | <b>6,228,507</b>   |
| PVSC Residential roll                     | \$                | 1,148,638,000      |
| Less Appeals                              | -\$               | 650,000            |
| Federal and Resource Residential          | \$                | 2,725,488          |
| Net PVSC Residential Roll                 | \$                | 1,150,713,488      |
| <b>Residential Area Rate Required</b>     | <b>\$</b>         | <b>0.5413</b>      |
| <b>Area Rate By Expense</b>               | <b>Commercial</b> | <b>Residential</b> |
| <b>GENERAL GOVERNMENT SERVICES</b>        | \$ 0.0025         | \$ 0.0017          |
| <b>PROTECTIVE SERVICES</b>                | \$ 0.5146         | \$ 0.3482          |
| <b>TRANSPORTATION</b>                     | \$ 0.0266         | \$ 0.0180          |
| <b>ENVIRONMENTAL HEALTH SERVICES</b>      | \$ 0.2447         | \$ 0.1656          |
| <b>PUBLIC HEALTH SERVICES</b>             | \$ -              | \$ -               |
| <b>ENVIRONMENTAL DEVELOPMENT SERVICES</b> | \$ -              | \$ -               |
| <b>RECREATION AND CULTURAL SERVICES</b>   | \$ 0.0002         | \$ 0.0002          |
| <b>EDUCATION</b>                          | \$ -              | \$ -               |
| <b>EXTRAORDINARY OR SPECIAL ITEMS</b>     | \$ -              | \$ -               |
| <b>INSTALLMENTS</b>                       | \$ 0.0883         | \$ 0.0597          |
| <b>FUNDS AND AGENCIES</b>                 | -\$ 0.0770        | -\$ 0.0521         |
| <b>Total Area Rate</b>                    | \$ 0.80           | \$ 0.5413          |
| <b>General Rate</b>                       | \$ 0.98           | \$ 0.5010          |
| <b>Total West Hants Tax Rate</b>          | \$ 1.78           | \$ 1.0423          |

## Hantsport Area Rate Calculation

### HANTSPORT

| <b>AREA RATE 2</b>                        |                   |                    |
|---|-------------------|--------------------|
| Estimated General Rate Expenses           | \$                | 667,136            |
| Less Non-tax and Transfer Revenue         | \$                | -                  |
| <b>Required Tax Revenue</b>               | <b>\$</b>         | <b>667,136</b>     |
|   |                   |                    |
| PVSC Hantsport Commercial roll            | \$                | 13,253,400         |
| Less Appeals                              | -\$               | 30,000             |
| Federal and Resource Commercial           | \$                | 226,911            |
| Net PVSC Commercial Roll                  | \$                | 13,450,311         |
| <b>Revenue From \$2.02 Area Rate 2</b>    | <b>\$</b>         | <b>271,696</b>     |
|   |                   |                    |
| <b>Remaining Tax Required</b>             | <b>\$</b>         | <b>395,440</b>     |
|   |                   |                    |
| PVSC Residential roll                     | \$                | 64,067,600         |
| Less Appeals                              | -\$               | 50,000             |
| Federal and Resource Residential          | \$                | -                  |
| Net PVSC Residential Roll                 | \$                | 64,017,600         |
| <b>Residential Area Rate Required</b>     | <b>\$</b>         | <b>0.6177</b>      |
|   |                   |                    |
| <b>Area Rate By Expense</b>               | <b>Commercial</b> | <b>Residential</b> |
| <b>GENERAL GOVERNMENT SERVICES</b>        | \$ 0.0532         | \$ 0.0163          |
| <b>PROTECTIVE SERVICES</b>                | \$ 0.0430         | \$ 0.0132          |
| <b>TRANSPORTATION</b>                     | \$ 0.7069         | \$ 0.2162          |
| <b>ENVIRONMENTAL HEALTH SERVICES</b>      | \$ 0.0158         | \$ 0.0048          |
| <b>PUBLIC HEALTH SERVICES</b>             | \$ 0.0947         | \$ 0.0289          |
| <b>ENVIRONMENTAL DEVELOPMENT SERVICES</b> | \$ -              | \$ -               |
| <b>RECREATION AND CULTURAL SERVICES</b>   | \$ -              | \$ -               |
| <b>EDUCATION</b>                          | \$ -              | \$ -               |
| <b>EXTRAORDINARY OR SPECIAL ITEMS</b>     | \$ -              | \$ -               |
| <b>INSTALLMENTS</b>                       | \$ 0.3016         | \$ 0.0922          |
| <b>FUNDS AND AGENCIES</b>                 | \$ 0.5434         | \$ 0.1662          |
| <b>HMCC</b>                               | \$ 0.2614         | \$ 0.0799          |
|   |                   |                    |
| <b>Total Area Rate</b>                    | \$ 2.02           | \$ 0.6177          |
| <b>Total Area Rate - West Hants</b>       | \$ 0.80           | \$ 0.5413          |
| <b>General Rate</b>                       | \$ 0.98           | \$ 0.5010          |
| <b>Total Hantsport Tax Rate</b>           | \$ 3.80           | \$ 1.6600          |

## HMCC Area Rate

### HMCC AREA RATE

|                                       |           |               |
|---------------------------------------|-----------|---------------|
| Estimated Area Rate Expenses          | \$        | 86,340        |
| Less non-tax and transfer revenue     | \$        | -             |
| <b>Required Tax Revenue</b>           | <b>\$</b> | <b>86,340</b> |
| <br>                                  |           |               |
| PVSC Hantsport Commercial Roll        | \$        | 13,253,400    |
| Less Appeals                          | -\$       | 30,000        |
| Federal and Resource Commercial       | \$        | 226,911       |
| Net PVSC Commercial Roll              | \$        | 13,450,311    |
| <b>Revenue From HMCC Area Rate 2</b>  | <b>\$</b> | <b>35,163</b> |
| <br>                                  |           |               |
| <b>Remaining Tax Required</b>         | <b>\$</b> | <b>51,177</b> |
| <br>                                  |           |               |
| PVSC Residential Roll                 | \$        | 64,067,600    |
| Less Appeals                          | -\$       | 50,000        |
| Federal and Resource Residential      | \$        | -             |
| Net PVSC Residential Roll             | \$        | 64,017,600    |
| <b>Residential Area Rate Required</b> | <b>\$</b> | <b>0.0799</b> |

## Windsor Area Rate Calculation

### WINDSOR

| <b>AREA RATE 3</b>                        |                   |                    |
|---|-------------------|--------------------|
| Estimated General Rate Expenses           | \$                | 4,100,493          |
| Less Non-tax and Transfer Revenue         | \$                | -                  |
| <b>Required Tax Revenue</b>               | <b>\$</b>         | <b>4,100,493</b>   |
| PVSC Windsor Commercial roll              | \$                | 52,320,100         |
| Less Appeals                              | -\$               | 30,000             |
| Federal and Resource Commercial           | \$                | 2,241,300          |
| Net PVSC Commercial Roll                  | \$                | 54,531,400         |
| <b>Revenue From \$2.92 Area Rate 3</b>    | <b>\$</b>         | <b>1,592,317</b>   |
| <b>Remaining Tax Required</b>             | <b>\$</b>         | <b>2,508,176</b>   |
| PVSC Residential roll                     | \$                | 181,817,900        |
| Less Appeals                              | -\$               | 50,000             |
| Federal and Resource Residential          | \$                | 127,900            |
| Net PVSC Residential Roll                 | \$                | 181,895,800        |
| <b>Residential Area Rate Required</b>     | <b>\$</b>         | <b>1.3789</b>      |
| <b>Area Rate By Expense</b>               | <b>Commercial</b> | <b>Residential</b> |
| <b>GENERAL GOVERNMENT SERVICES</b>        | \$ 0.0362         | \$ 0.0171          |
| <b>PROTECTIVE SERVICES</b>                | \$ 1.2660         | \$ 0.5979          |
| <b>TRANSPORTATION</b>                     | \$ 0.4289         | \$ 0.2025          |
| <b>ENVIRONMENTAL HEALTH SERVICES</b>      | \$ 0.7358         | \$ 0.3475          |
| <b>PUBLIC HEALTH SERVICES</b>             | \$ 0.0248         | \$ 0.0117          |
| <b>ENVIRONMENTAL DEVELOPMENT SERVICES</b> | \$ -              | \$ -               |
| <b>RECREATION AND CULTURAL SERVICES</b>   | \$ -              | \$ -               |
| <b>EDUCATION</b>                          | \$ -              | \$ -               |
| <b>EXTRAORDINARY OR SPECIAL ITEMS</b>     | \$ -              | \$ -               |
| <b>INSTALLMENTS</b>                       | \$ 0.3471         | \$ 0.1639          |
| <b>FUNDS AND AGENCIES</b>                 | \$ 0.0810         | \$ 0.0383          |
| <b>Total Area Rate</b>                    | \$ 2.92           | \$ 1.3789          |
| <b>General Rate</b>                       | \$ 0.98           | \$ 0.5010          |
| <b>Total Windsor Tax Rate</b>             | \$ 3.90           | \$ 1.8800          |

## Non-Tax Related Revenue

### Resource and Special Assessment

Resource revenue is based on current year property assessments for recreation and forest properties at last year's tax rates. Special assessments relate to unique or specific charges that are required for services or anomalies in the tax roll.

|                                 | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---------------------------------|-----------------------------|--------------------------------|
| Special Tax Agreement           |                             |                                |
| Recreational Property Tax       | \$ 5,655                    | \$ 5,655                       |
| Forest Property Tax < 50,000 ac | \$ 23,984                   | \$ 23,984                      |
| Forest Property Tax > 50,000 ac | \$ 20,704                   | \$ 20,704                      |
| Area Rates - Super 8            | \$ 53,346                   | \$ 53,346                      |
| Subtotal                        | \$ 103,689                  | \$ 103,689                     |

### Business Property Transfers

Business property includes transfers to the municipality based on special arrangements between the province, Bell Aliant, and NS Power. Revenue generated from Bell Aliant and NS Power is based on assessed values of properties in West Hants at last year's assessment rate. The HST rebate is determined by UNSM and is calculated based on the former units' HST returns from the previous year.

- There is an anticipated decrease in the Bell Aliant revenue, based on the received amount in 2020-21.
- There are no anticipated changes to the NSPI grant
- HST rebate is an estimate and based on the previous year's transactions. In 2020-21 the HST was based on 2019-20 income taxes. There were larger capital expenditures in 2020-21, so the level was kept the same.

|                        | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|------------------------|-----------------------------|--------------------------------|
| Based on Revenue (MTT) | \$ 76,541                   | \$ 63,541                      |
| NS Power Inc. Grant    | \$ 207,445                  | \$ 207,445                     |
| HST Rebate (UNSM)      | \$ 112,360                  | \$ 112,360                     |
| Subtotal               | \$ 396,346                  | \$ 383,346                     |

## Other Taxes

Deed Transfer Tax is based on an estimation of the total value of homes sold in West Hants each year. 5% of the monies relate to anticipated revenue generated through the Subdivision By-Law process. This money is transferred to a reserve resulting in net \$0 revenue for the Municipality.

- Deed Transfer Tax By-Law is being consolidated and is proposed to stay at 1.5%. With the continuance of the housing market growth, we are estimating Deed Transfer Tax to be higher than what was received in 2019-20, by \$450,000.
- 5% is estimated to decrease from what was budgeted last year and is simply an estimate with no impact on the tax rate.

|                   | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-------------------|-----------------------------|--------------------------------|
| Deed Transfer Tax | \$ 692,778                  | \$ 1,315,972                   |
| Other (5% Monies) | \$ 8,000                    | \$ 8,000                       |
| Subtotal          | \$ 700,778                  | \$ 1,323,972                   |

## Services Provided to Other Governments and Agencies

This revenue is generated by recouping costs from other government agencies, host landfill tipping fees, and administration fees charged for providing administrative services to internal and external departments and agencies.

- Revenue generated from Environmental Health Services is drawn from Region 6 funding and the diversion credit reserve and is determined by anticipated expenses for the year.
- The volume of waste that is being delivered to the landfill located in West Hants has increased over the past year and as a result so have the projected revenue for Landfill Tipping Fees.
- Closed landfill draws its revenue from a reserve and matches the anticipated expenses for the year.
- Administrative revenue is made up of 10% administration fees based on operating expenses charged to the Water Utility, Sewer, REMO, Region 6, etc. This year will see a reduction in the Private Road Associations administration fees, reflecting a subsidy of 71.5%.

|                               | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-------------------------------|-----------------------------|--------------------------------|
| Environmental Health Services | \$ 101,130                  | \$ 99,730                      |
| Landfill Tipping Fees         | \$ 360,000                  | \$ 373,000                     |
| Municipal Courthouse          | \$ 77,060                   | \$ 77,834                      |
| Closed Landfill               | \$ 57,969                   | \$ 75,579                      |
| Administration Revenue        | \$ 488,885                  | \$ 658,669                     |
| Subtotal                      | \$ 1,085,044                | \$ 1,284,811                   |

## Sales of Service

Sales of service is made up of revenue from taxes on the Ellershouse and Martock Ridge wind farms as well as projected revenue from field and facility rentals and Community Development programs.

- Wind farm revenue has increased as a result of the Municipality's ability to charge for Martock Ridge and Ellershouse wind farms.
- Community Development programs have seen consistent revenue increases but will be impacted due to Public Health restrictions as a result of COVID-19. Deficits as a direct result from COVID-19 are eligible for Safe Restart Agreement funds.

|  | <b>Budget</b>    | <b>Estimates</b> |
|--|------------------|------------------|
|  | <b>2020-2021</b> | <b>2021-2022</b> |
| Wind Farms                               | \$ 169,080       | \$ 171,168       |
| Community Development Programs & Rentals | \$ 400,596       | \$ 818,101       |
| Subtotal                                 | \$ 569,676       | \$ 989,269       |

## Other Revenue from Own Sources

Revenue from own sources includes sales of licenses and building permits, collection of fines, and rental fees. Return on investment is money earned from bank interest as well as penalties and interest, which is revenue earned on overdue tax accounts. Miscellaneous includes revenue earned from tax certificates, water sales, Street Improvement By-Law, and property tax information transfers.

- Rental revenue is generated from the rental of the space for the Windsor Fire Department, Hantsport Food Bank, and other rentals at the 100 King Street location.
- Penalties and interest are based on the interest charged on outstanding taxes at 1.25%/month simple interest. Increases in outstanding tax receivables are expected to increase interest minimally in 2021-22.

|                                 | <b>Budget</b>    | <b>Estimates</b> |
|---------------------------------|------------------|------------------|
|                                 | <b>2020-2021</b> | <b>2021-2022</b> |
| Licenses and Permits            | \$ 50,930        | \$ 51,949        |
| Fines                           | \$ 44,080        | \$ 44,962        |
| Rentals                         | \$ 147,486       | \$ 131,910       |
| Concessions and Franchises      | \$ -             | \$ -             |
| Return on Investment            | \$ 65,990        | \$ 67,310        |
| Penalties and Interest on Taxes | \$ 301,130       | \$ 307,153       |
| Miscellaneous                   | \$ 87,600        | \$ 57,635        |
| Subtotal                        | \$ 697,216       | \$ 660,918       |

### Unconditional Transfers from Own Government

Overall, these are payments received from the provincial government which have no spending restrictions. Farm property acreage is revenue generated from farmlands and is assessed on last year's commercial rate. Other is made up of the annual 911 fee.

- Equalization funding is a combination of the Hantsport dissolution, and consolidation of Windsor and West Hants. The Hantsport dissolution money ended in 2020-21. The Smoothing Reserve will be used to offset the impact of the loss of these funds.

|                            | <b>Budget</b>    | <b>Estimates</b> |
|----------------------------|------------------|------------------|
|                            | <b>2020-2021</b> | <b>2021-2022</b> |
| Equalization               | \$ 463,476       | \$ 463,476       |
| MGA, Farm Property Acreage | \$ 87,447        | \$ 89,139        |
| 911 Cost Recovery          | \$ 6,300         | \$ 6,300         |
| Subtotal                   | \$ 557,223       | \$ 558,915       |

### Conditional Transfer from Federal and Provincial Governments

Conditional transfers require that money received be used for specific purposes. The budget is made up of recouping funds for excise tax, grant money for the Active Living Coordinator, and pre and post dissolution funding.

- \$9,500 is post dissolution funding and is provided to supplement costs associated to Hantsport records management and IT equipment.
- \$40,000 has been identified as recreation grants with a reasonable expectation for success in obtaining them.

|                       | <b>Budget</b>    | <b>Estimates</b> |
|-----------------------|------------------|------------------|
|                       | <b>2020-2021</b> | <b>2021-2022</b> |
| Federal Government    | \$ 14,950        | \$ 14,950        |
| Provincial Government | \$ 83,687        | \$ 49,500        |
| Subtotal              | \$ 98,637        | \$ 64,450        |

### Conditional Transfers from Other Local Governments

This consists of transfers from various local governments that are conditional on specific services being provided by the Municipality. The majority of revenue is related to fire protection.

- The maintenance agreement with Glooscap for the booster station that supports Glooscap Landing.
- Revenue generated from Kings County for Hantsport fire service is contingent on Kings County approval. Percentage of calls is up over previous years to 30.0%, and the addition of the Fire Station added to the capital portion.
- IT Services is an agreement with the Village of Kingston and the Town of Berwick, for professional services and consulting from our Information Technology Specialist.

|                               | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-------------------------------|-----------------------------|--------------------------------|
| Kings County Fire Service     | \$ 53,679                   | \$ 58,811                      |
| IT Services (Town & Villages) | \$ 2,000                    | \$ 2,000                       |
| Glooscap Fire Grant           | \$ 7,065                    | \$ 7,065                       |
| Glooscap Landing Service      | \$ 30,000                   | \$ 30,000                      |
| Capital Fire Grant Kings      | \$ 24,776                   | \$ 84,052                      |
| Subtotal                      | \$ 117,520                  | \$ 181,927                     |

## EXPENSES

### Non-Departmental Expenses and Net Transfers

#### General Rate Debt Servicing

Debt servicing is for capital purchases such as buildings, vehicles, land, etc. The debt the Municipality currently holds is with the Municipal Finance Corporation (MFC), but the Municipality can borrow from its banker, RBC, when the need arises.

- 49.9% of the Municipality total debt servicing cost is related to Fire Services.
- The proposed 2020-2022 debt servicing costs will add \$0.0219 on the general tax rate.
- The total debt servicing cost including area rated debt servicing, makes up 6.7% of the total budget.

#### DEBT CHARGES

|   | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|---|------------------|-----------------|--------------|
| <u>2020-2021</u>                          |                  |                 |              |
| Hantsport Fire Hall Replacement (Phase 1) | \$ 9,685         | \$ 436          | \$ 10,120    |
| Command Scene Lights                      | \$ 2,575         | \$ 116          | \$ 2,691     |
| Pumper/Tanker - BFD 2                     | \$ 48,363        | \$ 2,176        | \$ 50,539    |
| Aerial 4 - WFD                            | \$ 70,701        | \$ 3,182        | \$ 73,882    |
| Building Generator - BFD 2                | \$ 2,207         | \$ 99           | \$ 2,306     |
| Rescue 32 - SWHFD                         | \$ 15,216        | \$ 685          | \$ 15,900    |
| Ventilation - SWHFD                       | \$ 1,762         | \$ 79           | \$ 1,842     |
| Maxi Force Airbag Set - HFD               | \$ 761           | \$ 34           | \$ 795       |
| Maxi Force Airbag Set - BFD               | \$ 761           | \$ 34           | \$ 795       |
| Light Rescue Utility - SFD                | \$ 10,281        | \$ 463          | \$ 10,744    |
| Major Repairs - Pumper /Tanker 4 - BFD    | \$ 4,360         | \$ 196          | \$ 4,556     |
| Consolidation Employment Cost             | \$ 23,225        | \$ 1,045        | \$ 24,270    |
| Municipal Complex                         | \$ 21,140        | \$ 951          | \$ 22,092    |
| <u>2021-2022</u>                          |                  |                 |              |
| Pave Truck Bay Entrances - SFD            | \$ 1,613         | \$ 73           | \$ 1,686     |
| Reside Main Station - SFD                 | \$ 1,936         | \$ 87           | \$ 2,023     |
| Hantsport Fire Hall Replacement (Phase 2) | \$ 188,316       | \$ 8,474        | \$ 196,790   |
| Recreation Property Opportunities         | \$ 12,106        | \$ 545          | \$ 12,651    |
| Sport Complex Parking                     | \$ 13,001        | \$ 585          | \$ 13,586    |
| Windsor Sewer Rehabilitations             | \$ 11,102        | \$ 500          | \$ 11,602    |
| Windsor Roads Rehabilitations             | \$ 20,073        | \$ 903          | \$ 20,976    |
| Loader Replacement                        | \$ 15,862        | \$ 714          | \$ 16,576    |
| Backhoe Replacement                       | \$ 15,862        | \$ 714          | \$ 16,576    |
| Subtotal                                  | \$ 490,907       | \$ 22,091       | \$ 512,998   |

#### Police Protection

The Municipality is a participant in the Municipal Policing Services Agreement which is a contract between the Province of Nova Scotia and the RCMP. Under this agreement,

the Municipality pays 90% of the cost of an officer (boots on the street) and the province covers the difference. DNA testing is not covered under this agreement and the Municipality pays an annual fee to the RCMP for this service.

- The cost for RCMP services is down 5.3% from 2020-21, and is area rated 70% to area rate 1 and 30% to area rate 3.
- The DNA testing expense did not increase from 2020-21.

|                     | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---------------------|-----------------------------|--------------------------------|
| RCMP                | \$ 5,289,594                | \$ 5,010,562                   |
| Other (DNA Testing) | \$ 11,170                   | \$ 11,500                      |
| Subtotal            | \$ 5,300,764                | \$ 5,022,062                   |

### Law Enforcement

This is the mandatory transfer to the province for correctional services.

- There is an increase of 1.5% to the budget item.
- This mandatory payment represents \$0.019 on the general tax rate.

|                                   | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------------|-----------------------------|--------------------------------|
| Transfer to Correctional Services | \$ 248,531                  | \$ 252,159                     |
| Subtotal                          | \$ 248,531                  | \$ 252,159                     |

### Fire Protection

This represents the combined budgets all of fire services that provide fire protection in the West Hants area. Fire budgets for each of the fire services are presented individually to Council by the Fire Chief or appointed representative. Detailed budgets are provided in Appendix 2-9. The amount for water supply and hydrants is ordered by the UARB through the various water utility rate hearings.

- Water Supply and Hydrants costs have decreased based on the orders from UARB.
- Municipal Fire Services budget has increased by 2.1%.

|                           | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---------------------------|-----------------------------|--------------------------------|
| Fire Fighting Service     | \$ 1,419,327                | \$ 1,449,669                   |
| Water Supply and Hydrants | \$ 1,091,053                | \$ 998,843                     |
| Subtotal                  | \$ 2,510,380                | \$ 2,448,512                   |

### Public Safety

The grants related to public safety have moved to the grants section of the budget. West Hants Ground Search and Rescue is now a line item within the budget at the past

level of grant support.

|                                     | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-------------------------------------|-----------------------------|--------------------------------|
| Grants                              | \$ 30,000                   | \$ -                           |
| West Hants Ground Search and Rescue | \$ -                        | \$ 8,500                       |
| Subtotal                            | \$ 30,000                   | \$ 8,500                       |

### Housing

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

- There is an increase to this item expected for 2020-21 based on reports from the Regional Housing Authority.
- This Provincial payment represents \$0.011 on the general tax rate.

|                                       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---------------------------------------|-----------------------------|--------------------------------|
| Deficit of Regional Housing Authority | \$ 97,000                   | \$ 148,912                     |
| Subtotal                              | \$ 97,000                   | \$ 148,912                     |

### Community Development

The Municipality is a partner in a number of community-based initiatives including: Valley Regional Economic Network (REN), Valley Community Fibre Network (VCFN), and Municipal Climate Change Adaptation Committee (MCCAP).

- The annual deficit of the VCFN is shared by its members. It is anticipated to remain similar to current levels until additional leases are added to generate more revenue for the organization
- Fibre extension maintenance relates to the Brooklyn Fibre line. It is anticipated that once fibre is leased to Internet Service Providers these costs will be eliminated.
- Notice has been given to Valley REN that this agreement will end in 2022-23.
- Funding to support initiatives from motions of the MCCAP committee.

|                             | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------|-----------------------------|--------------------------------|
| Valley REN                  | \$ 67,000                   | \$ 68,000                      |
| VCFN                        | \$ 7,000                    | \$ 7,000                       |
| MCCAP                       | \$ 6,700                    | \$ 2,500                       |
| Fibre Extention Maintenance | \$ 15,000                   | \$ 15,000                      |
| Subtotal                    | \$ 95,700                   | \$ 92,500                      |

### Industrial Park

Industrial Park agreement for expenses related to lighting and snow removal services for parts of the Windsor-West Hants Industrial Park.

|                                   | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------------|-----------------------------|--------------------------------|
| Other- Lights                     | \$ 1,500                    | \$ 3,000                       |
| Cole Dr Snowplowing & Maintenance | \$ 5,000                    | \$ 5,000                       |
| Subtotal                          | \$ 6,500                    | \$ 8,000                       |

### Cultural Buildings and Facilities

These non-department expenses are made up of a mandatory transfer to the Annapolis Valley Regional Library and a small per-diem paid to maintain the Poor Farm Cemetery. Additional expenses are for the Windsor Library and proposed lighting for the Falmouth Minipark. The Hantsport Library is a service that was supported by the former Town through agreements and motions of Town Council. The Municipality retains ownership of the library building and costs associated with maintenance and repairs must continue to be funded.

- Costs for the Hantsport Library have increased, and the 2021-22 estimates is reflective of this.
- The Regional Library contribution has increased over 2021-22, contributions are based on population. Council made the decision to keep our current level of funding the same as it was in 2020-21.
- This contribution to the Regional Library represents \$0.009 on the general tax rate.

|                               | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-------------------------------|-----------------------------|--------------------------------|
| Windsor Library               | \$ 27,975                   | \$ 23,300                      |
| Hantsport Library             | \$ 8,500                    | \$ 9,000                       |
| Transfers to Regional Library | \$ 123,000                  | \$ 123,000                     |
| Subtotal                      | \$ 159,475                  | \$ 155,300                     |

## Appropriations to Regional School Boards

These are mandatory transfers to the school board to cover the costs of education in the region. West Hants' direct share is based on the Uniform Assessment (UA) total provided by the province and multiplied by 0.003048. Under the dissolution order, the former Town of Hantsport maintains an inter-municipal agreement that uses a similar formula as above but combines the total cost of education among Kings County and the Towns of Wolfville, Kentville and Berwick. The formula uses the number of students attending the schools and determines the education cost based on the weighted percentage of students in each area.

- A lift in the UA and an increase in the inter-municipal agreement has led to a 3.7% increase in the cost for education.
- The mandatory contribution to Regional School Boards represents \$0.3644 on the general tax rate.

|                        | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|------------------------|-----------------------------|--------------------------------|
| Mandatory Contribution | \$ 4,683,280                | \$ 4,855,570                   |
| Subtotal               | \$ 4,683,280                | \$ 4,855,570                   |

## Internal Transfers

Internal transfers are budgeted and non-budgeted transfers to and from internal reserves. Unbudgeted transfers from reserves are typically a result of unanticipated costs that occur in the year.

- 5% fund supports recreation equipment, land acquisition, and park development in West Hants.
- Fire Equipment Reserve is a new reserve proposed by staff, to help support the ongoing operations and capital expense for equipment.
- Carryover Reserve is the amount previously approved in 2020-21, for projects that were not able to be completed in 2020-21, and funding was carried over to 2021-22.
- Consolidation and Transition Funding are transfers of funding to cover operational cost as part of the funding agreements with the Province of Nova Scotia.
- The Hantsport Infrastructure Reserve will allow Hantsport to fund required infrastructure upgrades unique to the community and leverage additional Federal and Provincial funding.
- The proposed new Windsor Infrastructure Reserve will allow Windsor to fund required infrastructure upgrades unique to the community and leverage additional Federal and Provincial funding.
- The Hantsport Pension Liability is being drawn down in the 2020-21 year as ongoing contributions are no longer needed.

- The Hantsport dissolution money ended in 2020-21. The Smoothing Reserve will be used to offset the impact of the loss of these funds over the next 5 years.

|                                  | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|----------------------------------|-----------------------------|--------------------------------|
| <i>General Rate</i>              |                             |                                |
| MCCAP                            | \$ -                        | \$ -                           |
| Operating Reserve                | -\$ 780,000                 | \$ -                           |
| Fire Equipment                   | \$ 25,000                   | \$ 50,000                      |
| Safe Restart Funding Agreement   |                             | -\$ 382,751                    |
| Hantsport Transition Reserve     | -\$ 40,000                  | \$ -                           |
| RCMP Reserve                     |                             | -\$ 100,000                    |
| Consolidation Reserve            | -\$ 150,000                 | -\$ 150,000                    |
| Carryover Reserve                | \$ -                        | \$ -                           |
| Capital Fund                     | -\$ 36,941                  | \$ 350,000                     |
| <i>West Hants Rate</i>           |                             |                                |
| Capital Fund                     | \$ -                        | \$ -                           |
| Operating Reserve                | -\$ 265,021                 | -\$ 470,000                    |
| RCMP Reimbursement Province      | \$ -                        | -\$ 187,000                    |
| Carryover Reserve                | -\$ 27,505                  | \$ -                           |
| 5% Fund                          | -\$ 8,000                   | \$ -                           |
| <i>Windsor Rate</i>              |                             |                                |
| Operating Reserve                | -\$ 470,700                 | \$ -                           |
| Capital Fund                     | \$ -                        | \$ 113,800                     |
| Fire Equipment                   | -\$ 12,957                  | \$ -                           |
| <i>Hantsport Rate</i>            |                             |                                |
| Hantsport Smoothing (AR)         | \$ -                        | -\$ 60,030                     |
| Hantsport Infrastructure Reserve | \$ 279,550                  | \$ 256,500                     |
| Hantsport Pension Liability      | -\$ 17,000                  | -\$ 17,000                     |
| Subtotal                         | -\$ 1,503,574               | -\$ 596,481                    |

## Non-Departmental Area Rates

### Debt Servicing

Area rate debt servicing relates to debt through MFC that has been brought over from the former Town of Hantsport, Municipality of West Hants, and Town of Windsor. This will gradually decline as the loans are reduced.

**WEST HANTS  
DEBT CHARGES (Area Rate 1)**

|  | <b>Principal</b>  | <b>Interest</b>   | <b>Total</b>      |
|--|-------------------|-------------------|-------------------|
| Falmouth STP - Phase 1                         | \$ 54,000         | \$ 12,700         | \$ 66,700         |
| Falmouth STP - Phase 2                         | \$ 37,667         | \$ 10,025         | \$ 47,692         |
| Sports Complex                                 | \$ 74,100         | \$ 2,075          | \$ 76,175         |
| Brooklyn Fire Dept and Civic Centre Complex    | \$ 89,000         | \$ 27,084         | \$ 116,084        |
| Fire Truck                                     | \$ 218,603        | \$ 34,849         | \$ 253,452        |
| Rescue Pumper Fire Truck and Aerial Fire Truck | \$ 154,000        | \$ 33,402         | \$ 187,402        |
| Fire Truck Chassis and Pumper Fire Truck       | \$ 59,700         | \$ 12,669         | \$ 72,369         |
| HFD Breathing Apparatus                        | \$ 16,500         | \$ 1,901          | \$ 18,401         |
| Garlands Crossing Fire Substations             | \$ 49,944         | \$ 38,677         | \$ 88,621         |
| <b>Subtotal</b>                                | <b>\$ 753,514</b> | <b>\$ 173,382</b> | <b>\$ 926,896</b> |

**HANTSPORT  
DEBT CHARGES (Area Rate 2)**

|                          | <b>Principal</b> | <b>Interest</b>  | <b>Total</b>      |
|--------------------------|------------------|------------------|-------------------|
| Sidewalk Plow            | \$ 11,460        | \$ 8,000         | \$ 19,460         |
| Facilities/Ditch         | \$ 23,050        | \$ 563           | \$ 23,613         |
| 2010 Prince Street Sewer | \$ 17,200        | \$ 5,212         | \$ 22,412         |
| 2010 Prince St Rd        | \$ 9,400         | \$ 628           | \$ 10,028         |
| Truck Box                | \$ 12,500        | \$ 1,436         | \$ 13,936         |
| Fire Hall Roof           | \$ 4,500         | \$ 812           | \$ 5,312          |
| 2018 Sidewalk Plow       | \$ 21,500        | \$ 6,000         | \$ 27,500         |
| <b>Subtotal</b>          | <b>\$ 99,610</b> | <b>\$ 22,651</b> | <b>\$ 122,261</b> |

**WINDSOR  
DEBT CHARGES (Area Rate 3)**

|  | <b>Principal</b>  | <b>Interest</b>   | <b>Total</b>      |
|--|-------------------|-------------------|-------------------|
| WB Stephens (HVAC)                       | \$ 42,240         | \$ 10,254         | \$ 52,494         |
| WB Stephens Roof Replacement             | \$ 11,620         | \$ 2,821          | \$ 14,441         |
| Wentworth Road - Road Phase 3            | \$ 94,609         | \$ 47,541         | \$ 142,150        |
| Wentworth Road - Storm Sewer Phase 3     | \$ 20,801         | \$ 10,453         | \$ 31,254         |
| Stannus/Grey Street (pav/curb/sidewalk)  | \$ 16,099         | \$ 4,090          | \$ 20,189         |
| Cole Drive                               | \$ 13,381         | \$ 301            | \$ 13,682         |
| Paving                                   | \$ 5,073          | \$ 1,232          | \$ 6,305          |
| Wiley - (pav/curb/sidewalk)              | \$ 9,507          | \$ 1,673          | \$ 11,180         |
| Wentworth Road Upgrade                   | \$ 42,904         | \$ 15,339         | \$ 58,243         |
| Wentworth Road Upgrade- Storm Sewer      | \$ 5,096          | \$ 1,822          | \$ 6,918          |
| Paving , Curb, Sidewalks                 | \$ 10,305         | \$ 3,684          | \$ 13,989         |
| Sewer Treatment Plant                    | \$ 181,574        | \$ 99,090         | \$ 280,664        |
| Wentworth Road - Sewer Phase 3           | \$ 19,105         | \$ 9,600          | \$ 28,705         |
| Stannus and Grey Street (sanitary/storm) | \$ 10,271         | \$ 5,161          | \$ 15,432         |
| Paving , Curb, Sidewalks - Sewer         | \$ 4,882          | \$ 1,745          | \$ 6,627          |
| <b>Subtotal</b>                          | <b>\$ 487,467</b> | <b>\$ 214,806</b> | <b>\$ 702,273</b> |

## Cemetery

The Riverbank Cemetery in Hantsport receives supplemental funding through the Hantsport area rate. The Maplewood Cemetery in Windsor receives supplemental funding through the Windsor area rate. These funds are used to provide maintenance and upkeep services for the cemetery.

- There are no significant changes for the upcoming year.

|                    | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------|-----------------------------|--------------------------------|
| Riverbank Cemetery | \$ 32,805                   | \$ 31,260                      |
| Maplewood Cemetery | \$ 25,539                   | \$ 34,821                      |
| Subtotal           | \$ 32,805                   | \$ 66,081                      |

## Other Services

The Hantsport Food Bank is a service that was supported by the former Town of Hantsport through agreements and motions of Town Council. The Municipality retains ownership of the food bank building and costs associated with maintenance and repairs must continue to be funded.

|                    | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------|-----------------------------|--------------------------------|
| Food Bank Building | \$ 7,000                    | \$ 11,965                      |
| Subtotal           | \$ 7,000                    | \$ 11,965                      |

## Office of the Chief Administrative Budgets

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### Overview

The Chief Administrative Officer (CAO) is responsible for the overall management and delivery of Municipal services as set out by Council. The CAO is responsible for the establishment of departments and positions within the Municipality. The CAO has direct responsibility and oversight of the Office of the Municipal Clerk, Dangerous and Unsightly Matters, Council Support, General Grants, Regional Emergency Management Office (REMO), Police, Fire and Emergency Services and Marketing and Communication. The role of the Chief Administrative Officer is to provide advice to Council and carry out the strategic directives of Council.

**Staffing Levels within the CAO Budget: 3** No changes proposed for 2020-21

CAO (1)

Administrative Supervisor (1)

Municipal Clerk (1)

**Council Structure: 11 Electoral Districts** – No changes in the number of Councilors

Mayor (1)

Deputy Mayor (1)

Councilors (9)

### Council Support

Administrative support is provided to Council for various committee meetings. Support provided includes scheduling and attending meetings, preparing agendas, recording, taking and transcribing minutes, drafting correspondence and administrative and secretarial services to the Mayor, and CAO.

### Municipal Clerk

The Municipal Clerk is responsible for the custody and maintenance of the Municipality's official records and history, coordinating the conduct of Council meetings and elections, oversight and safekeeping of all Council and corporate policies, by-laws, resolutions and agreements or contracts. The Municipal Clerk also acts as the Returning Officer for special and regular elections.

### Additional Areas

Operational areas of the Municipality including communications, grants, fire, and police services are identified and discussed in detail as individual budgets or as parts of other departmental budgets.

### 2021-22 Office of the CAO budget Highlights

See Appendix 10 for more detailed versions of the budget than provided below.

- Increase costs are expected in general administration to support the accessibility committee and initiative.

- The increase in Council expenses is a result of the updated Remuneration Policy and increase in citizen members for committees formed by council.

#### Area Rates (West Hants)

- The projected costs for the former Clerk/Treasurer pension.

#### Area Rates (Hantsport)

- The projected costs for the former Clerk/Treasurer pension are netted out to \$0 with the transfer of funds from the established liability as the payment is expected to end in 2026.

#### Area Rates (Windsor)

- The projected costs for the former Clerk/Treasurer pension increased by cost of living by 1.2%.

### West Hants Regional Municipality Office of the CAO Budget Summary 2021-2022

| EXPENSES                       | Budget<br>2020-2021 | Estimates<br>2021-2022 | Variance   |
|--------------------------------|---------------------|------------------------|------------|
| <b>Legislation</b>             |                     |                        |            |
| Mayor                          | \$ 56,000           | \$ 56,954              | 2%         |
| Council                        | \$ 354,527          | \$ 360,116             | 2%         |
| <b>Total Legislation</b>       | <b>\$ 410,527</b>   | <b>\$ 417,070</b>      | <b>2%</b>  |
| <b>Office of the CAO</b>       |                     |                        |            |
| Salaries                       | \$ 364,230          | \$ 352,178             | -3%        |
| Mileage                        | \$ 3,500            | \$ 2,500               | -29%       |
| Training and Development       | \$ 9,500            | \$ 6,500               | -32%       |
| Admin                          | \$ 5,000            | \$ -                   | -100%      |
| Legal                          | \$ 65,000           | \$ 70,000              | 8%         |
| <b>Total Office of the CAO</b> | <b>\$ 447,230</b>   | <b>\$ 431,178</b>      | <b>-4%</b> |
| <b>West Hants Area Rate</b>    |                     |                        |            |
| Former CAO Pension             | \$ 17,900           | \$ 21,450              | 20%        |
| <b>Total West Hants Exp</b>    | <b>\$ 17,900</b>    | <b>\$ 21,450</b>       |            |
| <b>Hantsport Area Rate</b>     |                     |                        |            |
| Former CAO Pension             | \$ 17,000           | \$ 17,000              | 0%         |
| <b>Total Hantsport Exp</b>     | <b>\$ 17,000</b>    | <b>\$ 17,000</b>       |            |
| <b>Windsor Area Rate</b>       |                     |                        |            |
| Former CAO Pension             | \$ 29,124           | \$ 37,824              | 30%        |
| <b>Total Windsor Exp</b>       | <b>\$ 29,124</b>    | <b>\$ 37,824</b>       |            |

## Regional Emergency Measures Organization

The Protective Services Coordinator, reporting to the CAO, is responsible for developing and maintaining overall emergency management plans for the Municipality; assisting municipal departments and non-government agencies and volunteers to develop plans and procedures which complement the REMO plan; and to ensure all equipment is fully functional and ready for use.

### 2020-21 REMO budgets highlights

See Appendix 11 for more detailed versions of the budget than provided below.

- Educational and marketing costs were increased for events to increase public education, which is one item from the latest NS EMO evaluation.
- EMO Coordinator Contract and reallocation from CAO office make up the salary increase and reduction in honorariums
- Increase cost relating to COVID-19, these costs are eligible under Safe Restart Agreement.

### West Hants Regional Municipality REMO Budget Summary 2021-2022 Detailed Budget

| <b>EXPENSES</b>                  | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|----------------------------------|-----------------------------|--------------------------------|-----------------|
| Staff Salaries & Benefits        | \$ -                        | \$ 42,871                      | #DIV/0!         |
| Mileage                          | \$ 1,800                    | \$ 300                         | -83%            |
| Training & Development           | \$ 2,000                    | \$ 1,000                       | -50%            |
| Equipment Purchase and Operation | \$ 20,650                   | \$ 39,100                      | 89%             |
| Administration                   | \$ 2,480                    | \$ 8,327                       | 236%            |
| Honorariums                      | \$ 7,000                    | \$ -                           | -100%           |
| <b>Total Expenses</b>            | <b>\$ 33,930</b>            | <b>\$ 91,599</b>               | <b>170%</b>     |

## Department of Financial Services Budgets

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### Overview

The Department of Financial Services is made up of 12 employees who are responsible for the overall management and direction of the financial affairs of the Municipality. This includes over \$27 million in operational revenues and \$14 million in budgeted capital costs. The Financial Services Department coordinates the preparation of budgets, financial analysis, annual reporting and audit, day to day transactions among other activities. The Department of Financial Services also oversees the finances for the Municipal Water Utility, with a combined operational budget of \$4.1 million.

On an annual basis, the Department of Finance:

- Distributes over 13,000 tax bills and over 14,400 water bills
- Processes over 6000 payables; 31,014 payments; 325 Tax Certificates
- Processes over \$4.3 million in payroll
- Prepares and presents all Municipal and Provincial required audits and reports

Information Technology (IT) is a general administrative service and is made up of one employee and one consultant. IT is responsible for the maintenance, implementation, and purchasing of IT needs for Municipal operations.

In 2021-22 the Department will be managing the funding agreements for the Consolidation of Windsor and West Hants, and the dissolution of Hantsport. The Department will continue its efforts to improve organizational effectiveness. Financial Services with the assistance of IT will be establishing new procedures regarding internal payables, and work on combining financial policies and by-laws. The Department will be preparing for an insurance policy review, and RFP.

IT will continue to build on staff education through ongoing training of IT software and maintain hardware standards. The Department will develop an IT policy, updated disaster recovery plan, and municipal website once branding is finalized. IT will also increase cybersecurity awareness among staff and continue to support as COVID-19 restrictions change.

### 2021-22 Proposed Budgets

Budget summaries are provided below. See Appendix 13 through 14 for more detailed versions of the budgets.

#### *Department Finance budget highlights*

- Audit charges are anticipated to be lower, as per the RFP rate.
- Training and Development was increased to reflect increases in annual membership dues.
- Salaries increases are attributed to pro-rated position in 2020-21, due to anticipated hiring delays with COVID-19. It also includes a cost of living

adjustment of 1.8%.

**Finance Budget Summary  
2021-2022**

| <b>EXPENSES</b>                 | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|---------------------------------|-----------------------------|--------------------------------|-----------------|
| Salaries                        | \$ 787,489                  | \$ 836,532                     | <b>6%</b>       |
| Mileage                         | \$ 1,750                    | \$ 1,750                       | <b>0%</b>       |
| Training and Development        | \$ 8,000                    | \$ 10,000                      | <b>25%</b>      |
| Audit                           | \$ 51,630                   | \$ 17,677                      | <b>-66%</b>     |
| Financial Services Charges      | \$ 26,100                   | \$ 26,100                      | <b>0%</b>       |
| Other                           | \$ 2,500                    | \$ 1,000                       | <b>-60%</b>     |
| <b>Total Finance Department</b> | <b>\$ 877,469</b>           | <b>\$ 893,059</b>              | <b>2%</b>       |

**Taxation**

Taxation is made up of costs associated with tax reductions provided for under various Municipal policies and by-laws.

- Taxation expenses are up due to additions in the Tax Exemption Policy.

**West Hants Regional Municipality  
Tax Budget Summary  
2021-2022**

| <b>EXPENSES</b>  | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|------------------|-----------------------------|--------------------------------|-----------------|
| Taxation         | \$ 55,450                   | \$ 130,565                     | <b>135%</b>     |
| <b>Total Tax</b> | <b>\$ 55,450</b>            | <b>\$ 130,565</b>              | <b>135%</b>     |

**Other General Administration Services**

Other General Administration Services makes up a number of administrative services that are required to run the Municipality.

- Office Administration is made up of office supplies, postage, secure shredding, printing services, visa card annual fees, phones, and other office related supplies.
- Data Services budget has increased due to ongoing software licensing and support costs. See Appendix 14 for details.
- 'Other' is made up of the water resale costs, photocopier lease costs, staff appreciation, and other general services.
- Assessment services provided by PVSC has increased by \$1,068 over last year.
- Insurance has increased 11.7%, staff are preparing to go to RFP in 2021-22.

- Communications budget is increased to reflect Council’s strategic priorities and support the communication plan.

**West Hants Regional Municipality  
Other General Admin Budget Summary  
2021-2022**

| <b>EXPENSES</b>            | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|----------------------------|-----------------------------|--------------------------------|-----------------|
| <b>Other General Admin</b> |                             |                                |                 |
| Office Administration      | \$ 132,346                  | \$ 124,411                     | <b>-6%</b>      |
| Data/IT Budget             | \$ 465,177                  | \$ 481,859                     | <b>4%</b>       |
| Insurance                  | \$ 97,000                   | \$ 206,982                     | <b>113%</b>     |
| Grants                     | \$ 31,500                   | \$ -                           | <b>-100%</b>    |
| PVSC Charge                | \$ 332,405                  | \$ 333,473                     | <b>0%</b>       |
| Communications             | \$ 13,000                   | \$ 50,570                      | <b>289%</b>     |
| Other                      | \$ 14,500                   | \$ 31,350                      | <b>116%</b>     |
| <b>Total General Admin</b> | <b>\$ 1,085,928</b>         | <b>\$ 1,228,645</b>            | <b>13%</b>      |

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## Planning and Development Department Budget

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### Overview

The Planning and Development Department is responsible for:

- helping Council develop and change land use and heritage policies and regulations;
- administering land use, heritage, and building by-laws and regulations approved by Council and administering or enforcing other by-laws as directed by Council; and
- creating maps and mapped information for all departments.

The first land use regulations were in place in Windsor and a portion of West Hants in 1976; by 1994 regulations were in place throughout both Municipal units. In West Hants the intentions of Council have been consistent and can be summarized as *"protect water resources and protect agricultural and resource land by directing non-rural development to Growth Centres, Village and Hamlets"*, while the overall concept in Windsor was to *"Emphasize and strengthen the role of Windsor as the best place to live in Nova Scotia and a thriving business and service centre for the region by protecting and enhancing the residential and commercial environments."*

Development permits issued by the Development Officer are for "as-of-right" development: development Council has identified in the Land Use By-laws as permitted. On occasion there are matters which Council did not consider in the documents and owners may apply for an amendment to one of the Municipal Planning Strategies and/or the Land Use By-laws to accommodate a requested change. This must then be considered by planning staff, the Planning Advisory Committee (PAC) and Council using the Public Participation Policy. This process is also used when Council considers a development agreement for a specific use.

The Planning and Development Department is also responsible for the Civic Addressing By-law approved for the Region in 2020.

The Heritage Property By-laws for Windsor and West Hants are administered by the Department. Review of these documents and the many forms which accompany them have been carried out in both Windsor and West Hants over the past two years. A Heritage Property By-law for the Region has been approved and is awaiting Ministerial approval. Provision within this budget is again made for the application of the Heritage Grant fund to cover all municipally registered heritage properties.

Two full-time By-law Enforcement Officers respond to by-law complaints not related to planning and building by-laws, including those made under the Dog By-law, Illegal Dumping, Dangerous or Unsightly complaints, parking and any others directed by Regional Council.

The Department also responds to all applications and inquiries, updates material on the website, and provides support to the regional Emergency Measures organization (REMO), the Municipal Climate Change Action Committee (MCAAP) and the three watershed committees.

The budget estimate includes funds for development contingencies to ensure enough funding is available for unanticipated items such as costs associated with the planning document review and major development applications. Large-scale and complex developments can have a substantial impact on the department budget, necessitating legal opinions, increased staff time or consulting expertise.

### 2021-22 Proposed Budget

Budget summaries are provided below. See Appendix 15 for a more detailed version of the budget.

Revenue generated by the Planning and Development Department through application fees for development permits and building permits and development agreements, document amendments and plans of subdivision goes into general revenue. Although this revenue does not show up in the Planning and Development Department budget, it does help offset expenditures.

### 2021-22 Planning and Development Department Budget Highlights

- Heritage grants were moved to grants section of the budget.
- Professional fees were removed.

### West Hants Regional Municipality Planning and Development Budget Summary 2021-2022

| <b>EXPENSES</b>                    | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|------------------------------------|-----------------------------|--------------------------------|-----------------|
| Salary & Benefits                  | \$ 590,327                  | \$ 626,208                     | 6%              |
| Mileage                            | \$ 3,000                    | \$ 3,000                       | 0%              |
| Staff Development                  | \$ 7,107                    | \$ 6,327                       | -11%            |
| Administration                     | \$ 18,185                   | \$ 10,300                      | -43%            |
| Legal                              | \$ 7,000                    | \$ 7,000                       | 0%              |
| Dev Contingency/HAAC/HGP           | \$ 32,500                   | \$ 1,500                       | -95%            |
| <b>Total Dev Services Expenses</b> | <b>\$ 658,119</b>           | <b>\$ 654,335</b>              | <b>-1%</b>      |

### **Building Inspection**

The most recent Building Code Act By-laws require permits be obtained for anything specified in the Nova Scotia Building Code (NSBC) Regulations with additional specific local regulations. For each building permit issued, inspections and re-inspections must be carried out to ensure construction meets the requirements of the NSBC. One Building Code Act By-law will be recommended to Regional Council this spring.

West Hants Council enacted a Policy Respecting a System of Municipal Fire Inspections (2010) which also requires inspections of specific types of buildings on a schedule established in the Policy, and it is anticipated that a policy will be developed for the Region.

### **2021-22 Building Inspection Budget Highlights**

- Increase for training the inspectors and administrative costs for outfitting them with uniforms and personal protection equipment.

### **West Hants Regional Municipality Building Inspection Budget Summary 2021-2022**

| <b>EXPENSES</b>                           | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|---|-----------------------------|--------------------------------|-----------------|
| Salary & Benefits                         | \$ 331,012                  | \$ 339,671                     | 3%              |
| Mileage                                   | \$ 4,500                    | \$ 4,500                       | 0%              |
| Staff Development                         | \$ 12,538                   | \$ 16,103                      | 28%             |
| Administration                            | \$ 9,770                    | \$ 8,530                       | -13%            |
| Vehicle Costs                             | \$ 12,944                   | \$ 14,083                      | 9%              |
| Capital out of Revenue                    | \$ -                        | \$ -                           | #DIV/0!         |
| <b>Total Building Inspection Expenses</b> | <b>\$ 370,764</b>           | <b>\$ 382,887</b>              | <b>3%</b>       |

### By-Law Enforcement and Dangerous and Unsightly

Two full time By-law Enforcement Officers respond to all by-law complaints, including those made under the Dog By-law, Illegal Dumping and Dangerous and Unsightly complaints. See Appendix 12 for a more detailed version of the budget.

### 2021-22 By-Law budgets highlights

- Increase for protective services for the purchase of safety equipment.
- Salaries increases are attributed to pro-rated position in 2020-21, due to anticipated hiring delays with COVID-19. It also includes a cost of living adjustment of 1.8%.
- Increase for vehicle costs to include new lease.

### West Hants Regional Municipality By-Law Budget Summary 2021-2022

| <b>EXPENSES</b>          | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|--------------------------|-----------------------------|--------------------------------|-----------------|
| Salary & Benefits        | \$ 117,596                  | \$ 135,040                     | 15%             |
| Mileage & Truck Payments | \$ 10,000                   | \$ 15,900                      | 59%             |
| Staff Development        | \$ 5,300                    | \$ 4,200                       | -21%            |
| Administration           | \$ 5,387                    | \$ 4,272                       | -21%            |
| Protective Services      | \$ 21,570                   | \$ 24,750                      | 15%             |
| <b>Total Expenses</b>    | <b>\$ 159,852</b>           | <b>\$ 184,162</b>              | <b>15%</b>      |

## Community Development Department

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### Overview

The West Hants Regional Municipality Community Development Department is comprised of twelve full time, four seasonal, and three casual staff. Over the past year a number of youths were also employed on a part time basis to assist with the provision of programs.

Despite the COVID-19 pandemic, much work was completed and reflected in this summary is work that has been completed by the department.

### Recreation Programs

With cooperation from the Mayor, we promoted our parks and open spaces through a video series call "Explore West Hants". These videos were very well received and encouraged our residents to enjoy a summer of play. There was great success with the Backyard Raised Garden Bed Project where residents who were identified by various local service providers to need food security support and were offered a chance to participate.

As the pandemic restrictions lifted, various in-person programs (with limitations) were offered, including family hikes, kayak adventures, senior socials, mountain biking and learn it programs such as: geocache, disc golf and orienteering.

As further restrictions eased the department was able to offer programs indoors including: Active Aging Adventure Program, Beginner Recreational Pickleball, Learn to Play Broomball and Rugby and the Multi-Sport Program. Teaching children physical literacy though the Play Program was also a huge hit. The Department is working with groups to create "on-ramp" opportunities for youth that provide the FUNdamentals and foster being active in a welcoming environment. Our goal is to give youth the tools to have confidence to participate in activities being offered by our local sport organizations.

Free equipment loan programs were available to the community such as GPS units, recreational kayaks, paddle boards, snowshoes, traction straps and cross-country skis. Supported by funds received through the Active Communities Fund, additional kayaks, cross country skis and canoes were purchased.

Initiatives that support active transportation were also undertaken by staff. Projects included: walkability signage and trail mapping and gap analysis to identify trails or potential future connections in the region.

The Department also coordinated the Active Kids Healthy Kids Fund and the Healthy Active Aging Fund to encourage community led programs that support physical activity.

### Parks and Grounds

Jointly, staff were responsible for the ongoing maintenance of thirty-eight municipal recreation parks, two active cemeteries, two non-active cemeteries and various other municipally owned properties. Over the past year several projects were completed in our parks, including Riverview Trail Drainage Project, additional work to support the upgrades to the Newport Landing Waterfront Park, construction of the outdoor privy and new trail construction at Irishmans Road Recreation Site, electrical upgrades to the Victoria Park gazebo, replacement of the retaining wall and building work at the St. Croix Recreation Site, and the parking and entrance to the Meadow Pond site was improved.

Capital projects that were not able to be completed due to lack of funding or lack of staff resources include: Old Parish Cemetery wall restoration, Meadow Pond trail entrance and the Hants Aquatic Centre liner replacement.

### Recreation Facilities

Hants Aquatic Centre - Due to major cracks in the bottom of the leisure pool, the Hants Aquatic Centre did not open for the 2020 summer season. Staff were able to install the base for the mushroom water feature and removed the pool liner floor in preparation for the concrete work. In partnership with the Hants Aquatic Centre Society, funding to complete the necessary concrete work was secured and the concrete work was completed in the spring of 2021.

Windsor Community Centre - With the COVID shutdown of the Windsor Community Centre, staff took advantage of this time and completed the following projects: replaced the flooring in the downstairs hallway, freshened up several areas with a new coat of paint, installed magnetic door holders on the fire doors, installed a fire alarm monitoring system, refinished the auditorium floor, painted pickleball lines on the auditorium floor, and LED lights were installed in the auditorium. As restrictions lifted, we welcomed numerous groups to the facility that included: military show and sale, community markets, driver's education, several sport groups, West Hants Education Centre Phys-Ed classes, and Windsor Day Care.

West Hants Sports Complex - The construction and opening of the West Hants Sports Complex kept staff very busy this past year, with the facility hosting its first event on November 6th. With provincial restrictions in place, the reduced number of people that were permitted in the facility and recognizing the rich hockey history that exists in our community, staff created a virtual introduction to the Sports Complex. The video that was created also highlighted Chook Smith, a Windsor Hockey Legend. Operationalizing the multisport complex in the middle of the pandemic was not without its challenges however, staff were very aware of various return to play plans and worked alongside user groups to ensure that modified programs continued to be offered. The Sports Complex was a hub of activity with approximately 200 skaters per week enjoying unstructured skating opportunities. Ice rentals were primarily for hockey with

some learn to skate and broomball programs being offered. The track was used by runners, walkers, and rollers with 54 time slots being offered and enjoyed by 100-200 people daily. The field house was used by a variety of sports including, rugby, soccer, disc golf, baseball, softball, teen time and play programs. Work within the facility continues with interior and exterior signage being completed in the spring. A sponsorship and advertising program was created and promoted and has drawn interest from local businesses.

#### Community Economic Development

With the Atlantic Bubble opening, the department also opened the Visitor Information Centre on a cost neutral basis from July 1st – October 13th. Funds to support the opening were secured through Tourism Association of Nova Scotia, Community Services and the Canada Summer Jobs program.

Support was given to assist the Windsor Township with the Beautification and Streetscaping grant program, ACOA funding and Develop NS.

Community Economic Development staff continued to work cooperatively with other departments to attract and assist new businesses in the community and to promote our communities as a welcoming tourist destination.

The Department also supported the provision of community programs, services and special events and worked to promote the region.

A local business tour was highlighted via social media to bring attention to the many amazing businesses that exist in our region.

The annual volunteer awards event was held in the fall and offered in keeping with provincial COVID protocols. Staff and Council hand delivered certificates to each of the thirty-six volunteers recognized and highlighted the nominees through social media. The Provincial Representative Volunteer for the region was Effie Smith and the Community Business Appreciation Award recipient was School Street Studio Glass. The Engagement Project with RAD consulting was completed, with the final report being approved by Council. The goal of this project is to improve the quality-of-service delivery to our residents.

#### Grants and Contributions

In 2020, community groups and organizations were supported through Grants and Contributions by way of direct financial support or in-kind contributions, and when combined totaled approximately \$263,573.

#### **2021-22 Proposed Budgets**

Budget summaries are provided below. See Appendix 16 for a more detailed version of the budget.

### **Community Development Budget Highlights**

- Due to COVID-19, we are anticipating that the operations of departments under Community Development will be impacted. Some more significantly than others.
- Heritage, public safety, and CAO grants have moved under the Grants section of the budget. Grants and Contributions Policy RCOFN-012.00, *"The total of the amounts paid for grants in a fiscal years' operating budget will not normally exceed one percent of the taxes for general municipal purposes levied by the municipality."*
- Community beautification and the maintenance of Fort Edward are attributed to the increase in Parks and Grounds.
- Sports Complex first full year of operations is attributed to the increase of 59.7%
- Brooklyn Civic Centre operational agreement will be completed in 2021-22.
- Deficits as a direct result of COVID-19 are eligible for Safe Restart Agreement funds, apart from any deficits for the Sports Complex and Brooklyn Civic Centre.

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**West Hants Regional Municipality  
Community Development Budget Summary  
2021-2022**

| <b>General Rate Revenue</b>       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|-----------------------------------|-----------------------------|--------------------------------|-----------------|
| Recreation Programs               | \$ 58,000                   | \$ 203,752                     | 251.3%          |
| Swimming Pool                     | \$ -                        | \$ 75,875                      | #DIV/0!         |
| Parks and Grounds                 | \$ -                        | \$ 16,600                      | #DIV/0!         |
| Community Centre (Windsor)        | \$ 28,300                   | \$ 31,034                      | 9.7%            |
| Community Centre (Brooklyn)       | \$ -                        | \$ 8,500                       | #DIV/0!         |
| Sports Complex                    | \$ 294,296                  | \$ 465,040                     | 58.0%           |
| Tourist Bureau                    | \$ -                        | \$ 17,300                      | #DIV/0!         |
| Community Economic Development    | \$ -                        | \$ -                           | 0.0%            |
| <i>Total General Rate Revenue</i> | <i>\$ 380,596</i>           | <i>\$ 818,101</i>              | <i>115.0%</i>   |

| <b>HMCC Area Rate Revenue</b>       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|-------------------------------------|-----------------------------|--------------------------------|-----------------|
| HMCC                                | \$ 86,082                   | \$ 86,340                      | 0.3%            |
| <i>Total HMCC Area Rate Revenue</i> | <i>\$ 86,082</i>            | <i>\$ 86,340</i>               | <i>0.3%</i>     |

| <b>WBES Area Rate Revenue</b>       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|-------------------------------------|-----------------------------|--------------------------------|-----------------|
| Windsor Township                    | \$ 40,872                   | \$ -                           | -100.0%         |
| <i>Total HMCC Area Rate Revenue</i> | <i>\$ 40,872</i>            | <i>\$ -</i>                    | <i>-100.0%</i>  |
| <b>Total Revenue</b>                | <b>\$ 507,550</b>           | <b>\$ 904,441</b>              | <b>78.2%</b>    |

| <b>General Rate Expenses</b>       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|------------------------------------|-----------------------------|--------------------------------|-----------------|
| Recreation Administration          | \$ 291,312                  | \$ 306,705                     | 5.3%            |
| Recreation Programs                | \$ 207,073                  | \$ 420,104                     | 102.9%          |
| Parks and Grounds                  | \$ 407,936                  | \$ 443,086                     | 8.6%            |
| Swimming Pool                      | \$ 40,480                   | \$ 167,043                     | 312.7%          |
| Community Centre (Windsor)         | \$ 184,047                  | \$ 182,633                     | -0.8%           |
| Community Centre (Brooklyn)        | \$ -                        | \$ 17,000                      | #DIV/0!         |
| Sports Complex                     | \$ 378,646                  | \$ 604,635                     | 59.7%           |
| Tourist Bureau                     | \$ -                        | \$ 39,541                      | #DIV/0!         |
| Community Economic Development     | \$ 225,113                  | \$ 304,510                     | 35.3%           |
| Grants                             | \$ 72,500                   | \$ 129,000                     | 77.9%           |
| <i>Total General Rate Expenses</i> | <i>\$ 1,807,107</i>         | <i>\$ 2,614,258</i>            | <i>44.7%</i>    |

**HMCC AREA RATE EXPENSES**

|                                      |                  |                  |             |
|--------------------------------------|------------------|------------------|-------------|
| HMCC                                 | \$ 86,082        | \$ 86,340        | 0.3%        |
| <i>Total HMCC Area Rate Expenses</i> | <i>\$ 86,082</i> | <i>\$ 86,340</i> | <i>0.3%</i> |

**WBES AREA RATE EXPENSES**

|                                      |                     |                     |                |
|--------------------------------------|---------------------|---------------------|----------------|
| Windsor Township                     | \$ 58,872           | \$ -                | -100.0%        |
| <i>Total WBES Area Rate Expenses</i> | <i>\$ 58,872</i>    | <i>\$ -</i>         | <i>-100.0%</i> |
| <b>Total Expenses</b>                | <b>\$ 1,952,061</b> | <b>\$ 2,700,598</b> | <b>38.3%</b>   |

### Cemetery Budget Highlights – Area Rate

Operational budget items include one caretaker to manage lots and seasonal worker for grounds maintenance.

Burial Information April 1, 2020 – March 17, 2021

| <b>Maplewood Cemetery</b>    |   |
|------------------------------|---|
| 2020                         | 41 Burials (7 Full, 34 Cremations)      |
| 2021                         | 9 Burials (4 Full, 5 Cremations)        |
| Total lots sold in 2020/2021 | 10 Full Lots<br>2 Half Lots (Cremation) |
| <b>Riverbank Cemetery</b>    |   |
| 2020                         | 11 Burials (3 Full, 8 Cremations)       |
| 2021                         | 2 Burials (both Cremations)             |
| Total lots sold in 2020/2021 | 7 full Lots                             |

### Survey Maplewood Cemetery

A plot survey was completed at Maplewood Cemetery on November 17, 2020 by B. Davison Surveying and Engineering Limited, which created potentially 230 4X10 lots. Approximate number of lots remaining in each cemetery:

| <b>Riverbank Cemetery</b>                    | <b># of Lots Remaining</b> | <b>Remaining land suitable for burials</b>                  |
|--|----------------------------|---|
| Full burial plots<br>4' x 10' (surveyed)     | 187                        | 2.3 acres of 4.6 acres of land is considered suitable.      |
| Half plots (cremation)<br>3'x4.5' (surveyed) | 350                        |   |
| <b>Maplewood Cemetery</b>                    | <b># of Lots Remaining</b> | <b>Remaining land suitable for burials</b>                  |
| Full Burial Plots 3'x9'                      | 32                         |   |
| Full Burial Plots<br>4'x10' (surveyed)       | 230                        | 5.31 acres of land is undeveloped and suitable for burials. |
| Half Plots<br>3'x4.5'                        | 35                         |   |

### **Riverbank Cemetery Budget Highlights**

- Operational budget items include one caretaker to manage lots and seasonal worker for grounds maintenance.

**West Hants Regional Municipality  
Riverbank Cemetery Budget Summary  
2021-2022**

| <b>Revenue</b>                | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|-------------------------------|-----------------------------|--------------------------------|-----------------|
| Income from Investments       | \$ -                        | \$ -                           | 0.00%           |
| Area Rate                     | \$ 32,805                   | \$ 31,260                      | -4.71%          |
| Sale and Care of Lots         | \$ 3,000                    | \$ 3,000                       | 0.00%           |
| Other                         | \$ -                        | \$ -                           | 0.00%           |
| <b>Total Cemetery Revenue</b> | <b>\$ 35,805</b>            | <b>\$ 34,260</b>               | <b>-4.31%</b>   |

| <b>Expenses</b>                | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|--------------------------------|-----------------------------|--------------------------------|-----------------|
| Salaries & Benefits            | \$ 25,895                   | \$ 24,485                      | -5.44%          |
| Operation Expenses             | \$ 9,910                    | \$ 9,775                       | -1.36%          |
| <b>Total Cemetery Expenses</b> | <b>\$ 35,805</b>            | <b>\$ 34,260</b>               | <b>-4.31%</b>   |

**Maplewood Cemetery Budget Highlights**

- Operational budget items include one caretaker to manage lots and seasonal workers for grounds maintenance.
- Major repairs to the rock wall and gate are in the 5-Year Capital Budget.

**West Hants Regional Municipality  
Maplewood Cemetery Budget Summary  
2021-2022**

| <b>Revenue</b>                | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|-------------------------------|-----------------------------|--------------------------------|-----------------|
| Income from Investments       | \$ 3,500                    | \$ -                           | -100.00%        |
| Area Rate                     | \$ 25,539                   | \$ 34,821                      | 36.34%          |
| Sale and Care of Lots         | \$ 26,210                   | \$ 28,010                      | 6.87%           |
| Other                         | \$ -                        | \$ -                           | 0.00%           |
| <b>Total Cemetery Revenue</b> | <b>\$ 55,249</b>            | <b>\$ 62,831</b>               | <b>13.72%</b>   |

| <b>Expenses</b>                | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|--------------------------------|-----------------------------|--------------------------------|-----------------|
| Salaries & Benefits            | \$ 43,469                   | \$ 54,131                      | 24.53%          |
| Operation Expenses             | \$ 11,780                   | \$ 8,700                       | -26.15%         |
| <b>Total Cemetery Expenses</b> | <b>\$ 55,249</b>            | <b>\$ 62,831</b>               | <b>13.72%</b>   |

## Public Works Budgets

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### **Mission:**

To enhance the quality of life for all residents, businesses, and visitors of the service areas of West Hants Regional Municipality through responsible and sound management, innovation, and teamwork, with a clear vision to provide dependable, high quality, responsive public works and utility services at reasonable costs.

### **Overview:**

The Public Works Department is comprised of several departments being managed with collaboration amongst all Public Works and Utility staff encompassing distinct operations.

A high-level breakdown would consist of all streets, sidewalks, storm drainage systems, open spaces, buildings / facility maintenance, vehicle / equipment maintenance, solid waste management, including recycling and maintenance of the closed Cogmagun Landfill. It also includes the wastewater management and treatment systems, pumping stations, and the network of sewage collection pipes, testing, maintenance, and repair.

The Water Utility portion is broken down into two departments. The first is the Treatment Plants and Watersheds, and the second is the associated water distribution systems. We sometimes refer to these areas as "Plants and Pipes".

The continual challenge for the Public Works Department will be to maintain levels of services with the current level of funding while adding increased infrastructure inventory and the peak in development along with our recent consolidation. This department is motivated to meet all expectations of citizens. Based on our track record, Public Works employees are up to these on-going challenges and are committed to delivering efficient and effective services for the Region and its citizens. However, support will be needed in the form of sufficient funding, equipment, personnel, and training to continue providing this level of public service.

Public Works Outside Operations is comprised of (3) supervisors, (1) mechanic and (16) unionized employees. We also employ students during the summer months as needed to help with other tasks. There is a public works staff person on call 24/7/365 for transportation, water distribution, wastewater collection or other emergencies related to public works. The team of professionally certified, technical, and skilled staff is a very diverse and experienced group that provide essential services in support of the service areas and region. The team works hard at providing water distribution and meter reading, sewer collection, including sewage lift station operation and maintenance, road maintenance, snow and ice control, fleet, equipment and building maintenance, and many other services to the citizens of Windsor and West Hants.

Water and Sewage Treatment Operations are carried out by (6) certified operators, along with (2) managers, Manager of Water Treatment and Manager of Wastewater Treatment. These eight individuals, with assistance from our Supervisor of Water Distribution / Wastewater Collection, are also responsible for water quality control, customer service, source water protection / monitoring, and control of activities in the watershed.

Management functions, including project planning / design, municipal engineering and inspections, assets and records management, budgeting, and employee relations are carried out by the Director with assistance from the Manager of Public Works Operations, Capital Projects Manager and Engineering Technologist. Our Waste Services and Safety Coordinator oversees all municipal waste management initiatives (including waste reduction programs through education and enforcement). Additional responsibilities include the oversight of waste services operations, financials, and administration for the landfill / septage lagoon and waste collection / diversion / disposal systems. This staff position also provides coordination for Public Works Health and Safety requirements.

### **2021-22 Proposed Budgets**

Budget summaries are provided below. See Appendix 17 through 23 for more detailed versions of the budgets.

### **Roads and Streets**

Operational budget items include salary for operation and maintenance technician staff (costs split over roads and utilities), fees to TIR for maintenance, snow and ice control of roads, contracted maintenance, cost sharing for PW compound and expenses, and operational costs for streetlights.

Streets and Sidewalks - Minor repairs to the 102 lane kilometres of roadway and 30 kilometres of sidewalks are carried out in-house (shouldering, ditching, manhole, catch basin and valve box adjustments, small asphalt patching, concrete curb and sidewalk construction, and pothole filling). During the 2021 construction season, it is our intention to have our Public Works crew involved in several small replacement projects in-house (side-walk improvements, catch-basin, water mains and storm water drainage work, etc.). Larger projects will continue to be tendered out to the private sector as funding permits.

Equipment Maintenance – Our in-house mechanic provides for all regular and major maintenance for all vehicles and fleet in Public Works, Water Utility, Community Development and Planning departments with assistance from outside service centres for specialized work, as necessary. Due to much of the Region's fleet being of significant age and past the recommended service life, it is critical a dedicated preventative maintenance system is used to have the equipment operational when

required. Our new proposed Asset Management Operations Maintenance System will greatly help in this endeavor.

Snow Removal and Ice Control – This program is carried out by Public Works staff and equipment, except for rented trucks required for snow removal operations (when and as needed) or hired contractors for larger snow events. For the past several winters, our equipment and manpower have continued to be put to the test. With the recent purchase of new equipment both large and small for snow removal operations, it has allowed us to change the way we remove snow during and after all types of snow and ice events. This has greatly improved efficiencies. Staff will continue to explore ways to adjust snow removal operations and ice control within budget and staff resources. The new regional public works department has recently taken on additional municipal owned road networks that were previously contracted out to private contractors. We have also entered into a “winter service road exchange” with NSTIR. This is a mutual benefit to both parties and increases efficiencies. Recommended equipment purchases for the 2021/21 capital budget shows replacement of a 1977-wheel loader and 2008 rubber tire backhoe with two new wheel loaders.

### Roads and Streets Budget Highlights

- The administrative and compound costs related to Public Works Distribution for the General and Area Rate
- Road maintenance is area rated service and is up significantly to recognize the ongoing costs of maintaining streets, streetlights, and sidewalk and street snow clearing.
- Provincial road costs through Department of Transportation are a general rated item.
- Clover Lane betterment expenses for streetlights are funded through residents of Clover Lane

#### West Hants Regional Municipality Roads & Streets Budget Summary 2021-2022

| General Rate<br>REVENUE       | Budget<br>2021-2022 | Estimates<br>2021-2022 | Variance      |
|-------------------------------|---------------------|------------------------|---------------|
| Street Betterment Charge      | \$ 1,800            | \$ 3,506               | 100.0%        |
| <b>Total Revenue</b>          | <b>\$ 1,800</b>     | <b>\$ 3,506</b>        | <b>100.0%</b> |
| <b>EXPENSES</b>               |                     |                        |               |
| Salary & Benefits             | \$ 640,980          | \$ 389,186             | -39.3%        |
| Training & Development        | \$ 6,700            | \$ 5,700               | -14.9%        |
| Administration                | \$ 153,888          | \$ 122,593             | -20.3%        |
| Vehicle Costs                 | \$ 39,000           | \$ 39,000              | 0.0%          |
| Equipment Costs               | \$ 87,200           | \$ 87,200              | 0.0%          |
| DOT                           | \$ 187,094          | \$ 188,404             | 0.7%          |
| Street Maintenance            | \$ -                | \$ 10,000              | #DIV/0!       |
| <i>Total General Expenses</i> | <i>\$ 1,114,862</i> | <i>\$ 842,083</i>      | <i>-24.5%</i> |

| <b>West Hants Area Rate EXPENSES</b> | <b>Budget 2020-2021</b> | <b>Estimates 2020-2021</b> | <b>Variance</b> |
|--------------------------------------|-------------------------|----------------------------|-----------------|
| Snow & Ice Control (Streets)         | \$ 55,000               | \$ 55,000                  | 0.0%            |
| Street Maintenance                   | \$ 70,000               | \$ 70,000                  | 0.0%            |
| Administration                       | \$ 17,516               | \$ 20,612                  | 17.7%           |
| Snow Equipment Maintenance           | \$ 15,300               | \$ 8,800                   | -42.5%          |
| Roads - Materials                    | \$ 10,500               | \$ 12,000                  | 14.3%           |
| PW Costs                             | \$ 22,560               | \$ 22,560                  | 0.0%            |
| Salary & Benefits                    | \$ -                    | \$ 35,955                  | #DIV/0!         |
| Street Betterment - Clover Lane      | \$ 1,800                | \$ 1,800                   | 0.0%            |
| <i>Total West Hants Expenses</i>     | <i>\$ 192,676</i>       | <i>\$ 226,727</i>          | <i>17.7%</i>    |

| <b>Hantsport Area Rate EXPENSES</b> | <b>Budget 2020-2021</b> | <b>Estimates 2020-2021</b> | <b>Variance</b> |
|-------------------------------------|-------------------------|----------------------------|-----------------|
| Snow & Ice Control (Streets)        | \$ 57,000               | \$ 69,000                  | 21.1%           |
| Street Maintenance                  | \$ 7,000                | \$ 7,000                   | 0.0%            |
| Maintenance Sidewalks               | \$ 6,000                | \$ 6,000                   | 0.0%            |
| Sidewalk - Snow & Ice               | \$ 18,000               | \$ 18,000                  | 0.0%            |
| PW Works Distribution               | \$ 18,800               | \$ 18,800                  | 0.0%            |
| Salary & Benefits                   | \$ -                    | \$ 48,645                  | #DIV/0!         |
| Administration                      | \$ 16,905               | \$ 24,895                  | 47.3%           |
| Street Lights                       | \$ 26,500               | \$ 26,500                  | 0.0%            |
| <i>Total Hantsport Expenses</i>     | <i>\$ 150,205</i>       | <i>\$ 218,840</i>          | <i>45.7%</i>    |

| <b>Windsor Area Rate EXPENSES</b> | <b>Budget 2020-2021</b> | <b>Estimates 2020-2021</b> | <b>Variance</b> |
|-----------------------------------|-------------------------|----------------------------|-----------------|
| Snow & Ice Control (Streets)      | \$ 66,000               | \$ 96,000                  | 45.5%           |
| Street Maintenance                | \$ 160,000              | \$ 125,000                 | -21.9%          |
| Maintenance Sidewalks             | \$ 36,000               | \$ 36,000                  | 0.0%            |
| Sidewalk - Snow & Ice             | \$ -                    | \$ -                       | #DIV/0!         |
| PW Works Distribution             | \$ 22,560               | \$ 22,560                  | 0.0%            |
| Salary & Benefits                 | \$ -                    | \$ 126,900                 | #DIV/0!         |
| Administration                    | \$ 35,136               | \$ 47,426                  | 35.0%           |
| Parking Lot Lease                 | \$ 6,300                | \$ 7,300                   | 15.9%           |
| Street Lights                     | \$ 55,000               | \$ 55,000                  | 0.0%            |
| <i>Total Windsor Expenses</i>     | <i>\$ 380,996</i>       | <i>\$ 516,186</i>          | <i>35.5%</i>    |
| <b>Total Expenses</b>             | <b>\$ 1,838,738</b>     | <b>\$ 1,803,835</b>        | <b>-1.9%</b>    |

## Waste Collection and Disposal

Garbage Collection and Disposal – Both solid waste collection and landfill services are contracted out. The Public Works Department administers these contracts. The current contract for Windsor for Solid Waste Collection of our three streams (Garbage, Organics, and Recycle) runs until March 31<sup>st</sup>, 2021. A new collection and transportation contract with GFL starts in April 2021 for the community of Windsor. The current contract for West Hants' three stream collection runs until April 2023, with the possibility of three one-year extensions. The garbage portion collected within the Region is hauled to the GFL Environmental West Hants Landfill in Cogmagun for landfilling. The Region has an agreement with GFL to accept leachate from the landfill in return for reduced tipping fees. This has mutual benefits for both parties.

Operational budget items include one full-time waste coordinator staff (costs split between waste collection, waste diversion, and landfill), annual waste collection costs for recyclables and organics processing, recyclable, organics, and garbage tipping fees, advertising, and illegal site cleanup.

### **Waste Collection and Disposal Budget Highlights**

- Waste collection and disposal is an area rated cost.
- The community of Windsor's costs are reduced, based on the new contract for that area.
- Salary allocations vary from year to year based on where the work is anticipated, based on previous year.

### **West Hants Regional Municipality Waste Collection and Disposal Budget Summary 2021-2022**

| <b>West Hants Rate<br/>EXPENSES</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|-------------------------------------|-----------------------------|--------------------------------|-----------------|
| Recycling and Refuse Collection     | \$ 747,000                  | \$ 747,000                     | 0.0%            |
| Recyclables Processing              | \$ 83,000                   | \$ 83,000                      | 0.0%            |
| Organics Processing                 | \$ 90,000                   | \$ 90,000                      | 0.0%            |
| Landfill Tipping Fees               | \$ 79,000                   | \$ 79,000                      | 0.0%            |
| Salary and Benefits                 | \$ 11,985                   | \$ 42,180                      | 251.9%          |
| Training and Development            | \$ 1,000                    | \$ 500                         | -50.0%          |
| Administration                      | \$ 12,400                   | \$ 14,000                      | 12.9%           |
| PW Costs                            | \$ 5,987                    | \$ 110                         | -98.2%          |
| Vehicle Expense                     | \$ 1,700                    | \$ -                           | -100.0%         |
| Illegal Site Cleanup                | \$ 2,000                    | \$ 3,000                       | 50.0%           |
| <i>Total West Hants Expenses</i>    | <i>\$ 1,034,072</i>         | <i>\$ 1,058,790</i>            | <i>2.4%</i>     |

| <b>Windsor Area Rate<br/>EXPENSES</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|---------------------------------------|-----------------------------|--------------------------------|-----------------|
| Recycling and Refuse Collection       | \$ 110,000                  | \$ 82,000                      | -25.45%         |
| Organics Processing                   | \$ 128,200                  | \$ 102,830                     | -19.79%         |
| Landfill Tipping Fees                 | \$ 72,000                   | \$ 59,000                      | -18.06%         |
| Salary and Benefits                   | \$ 78,175                   | \$ 37,659                      | 0.00%           |
| Training and Development              | \$ 1,000                    | \$ -                           | 0.00%           |
| Administration                        | \$ 9,977                    | \$ 2,415                       | 0.00%           |
| Vehicle Expense                       | \$ 8,257                    | \$ 4,600                       | 0.00%           |
| Recycling Promotions                  | \$ 1,500                    | \$ 1,000                       | 0.00%           |
| PW Cost Allocation                    | \$ -                        | \$ -                           | 0.00%           |
| <i>Total Windsor Expenses</i>         | <i>\$ 409,109</i>           | <i>\$ 289,504</i>              | <i>-29.24%</i>  |
| <b>Total Expenses</b>                 | <b>\$ 1,443,181</b>         | <b>\$ 1,348,294</b>            | <b>-6.57%</b>   |

### Municipal Landfill (closed)

The first generation Cogmagun Landfill was opened in 1983 and closed in 2005. After 2006, all landfills in the province were required to meet second generation standards. The Public Works department is responsible to ensure compliance with the approval through Nova Scotia Environment. Environmental monitoring is contracted to Fracflow Environmental Consultants. Ongoing and long-term maintenance activities are administered by Public Works using contractors or municipal staff.

Operational budget items include one full-time (part salary) waste coordinator staff (costs split between Health and Safety, waste collection, waste diversion and landfill), monitoring/sampling program, and ongoing landfill site maintenance. During its operation, the now closed West Hants Landfill was required to accumulate a reserve to fund closure and perpetual care costs. Closed landfill costs are covered by this reserve.

The new landfill facility currently in operation is owned and operated by GFL Environmental under a Public Private Partnership with West Hants which expires in 2025. The Municipality receives a portion of the annual tipping fees for being a land fill host community. This revenue is recorded under non-departmental revenues.

### Landfill Budget Highlights

- Specialized maintenance is resulting in the increase in site maintenance.
- The landfill does not impact the general tax rate.

### West Hants Regional Municipality Landfill Budget Summary 2021-2022

|                                     | Budget           | Estimates        | Variance |
|-------------------------------------|------------------|------------------|----------|
| REVENUE                             | 2020-2021        | 2021-2022        |          |
| Trans fr Capital Reserve - LANDFILL | \$ 57,969        | \$ 75,579        | 30%      |
| <b>Total Revenue</b>                | <b>\$ 57,969</b> | <b>\$ 75,579</b> | 30%      |
| <b>EXPENSES</b>                     |                  |                  |          |
| Salary & Benefits                   | \$ 11,204        | \$ 7,108         | -37%     |
| Administration                      | \$ 6,765         | \$ 12,671        | 87%      |
| Site Maintenance                    | \$ 5,000         | \$ 20,000        | 300%     |
| Landfill Sampling                   | \$ 35,000        | \$ 35,000        | 0%       |
| <b>Total Expenses</b>               | <b>\$ 57,969</b> | <b>\$ 75,579</b> | 30%      |
| <b>Surplus/ (Deficit)</b>           | <b>\$ -</b>      | <b>\$ -</b>      |          |

## Waste Diversion

Collection and Processing of organics and blue bag recyclables are contracted out. The recycle material is collected and hauled to Scotia Recycling. Green cart organic material is collected and hauled to Northridge Farms in Aylesford for processing. The contract for Solid Waste, Recyclables and Organics Collection / Transportation provides good value along with new collection vehicles at the start of the contract. New vehicles have been critical for reliability in covering the large geographic area in West Hants. The Public Works Department administers these contracts.

Operational budget items include one full-time (part salary) waste coordinator staff (costs split between Health and Safety, waste collection, waste diversion and landfill), publications (waste collection calendars), recycling projects, curbside enforcement, educational programs, annual replacement or additional waste sorting stations, mileage and expenses associated with these programs.

### Waste Diversion Budget Highlights

- Costs related to waste diversion are being moved back to this department. Using funds received from Region 6 helps offset salary costs and lower the impact in the general rate.

### West Hants Regional Municipality Waste Diversion Budget Summary 2021-2022 Detailed Budget

| <b>REVENUE</b>                 | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|--------------------------------|-----------------------------|--------------------------------|-----------------|
| Region 6 Waste Station Funding | \$ 3,600                    | \$ 10,000                      | 100%            |
| Region 6 Enforcement funding   | \$ 5,363                    | \$ 20,474                      | 282%            |
| Transfer of Diversion Credits  | \$ 93,948                   | \$ 69,256                      | -26%            |
| <b>Total Revenue</b>           | <b>\$ 102,910</b>           | <b>\$ 99,730</b>               | <b>-3%</b>      |
| <b>EXPENSES</b>                |                             |                                |                 |
| Salary & Benefits              | \$ 66,710                   | \$ 63,330                      | -5%             |
| Mileage & Expenses             | \$ 2,500                    | \$ 2,500                       | 0%              |
| Training & Development         | \$ 1,600                    | \$ 900                         | -44%            |
| Administration                 | \$ 12,600                   | \$ 13,700                      | 9%              |
| Projects & Programs            | \$ 4,500                    | \$ 4,300                       | -4%             |
| Curbside Enforcement Prog.     | \$ 15,000                   | \$ 15,000                      | 0%              |
| <b>Total Expenses</b>          | <b>\$ 102,910</b>           | <b>\$ 99,730</b>               | <b>-3%</b>      |
| <b>Surplus/(Deficit)</b>       | <b>\$ -</b>                 | <b>\$ -</b>                    |                 |

## Municipal Facilities

**Facility Maintenance** – Facility maintenance, like other asset classes, struggles to achieve timely replacements and upgrades to most of the 27 facilities within this

section. Over the past few years upgrades in several facilities were made in areas of improved lighting, interior insulation and metal sheathing, roofing, HVAC, and electrical and workspace / safety improvements, recently fuel pump replacement. Staff are waiting for direction on the future location for a regional administration office. Due to the uncertainty of the new location some required work to the W.B. Stephens building at 100 King St was deferred. Outstanding work in this area includes required wall coating, crack sealing, certain window replacements, ventilation system upgrades on the ground floor, and other exterior work. Pending approval of municipal complex renovations these maintenance items can be completed during this project or completed as a separate project. Further upgrades and renovations and / or possible additions are proposed to continue in areas of the Public Works building, water / wastewater facilities, and other various municipal owned facilities. As the new regional municipality continues to evolve so will the management of the building and facility assets.

#### **Municipal Facilities Budget Highlights**

- The Municipal offices are general rated.
- One full-time (half) salary for custodial staff, is cost shared by Windsor Fire Department.

#### **West Hants Regional Municipality Facilities Buildings Budget Summary 2021-2022**

|                                    | <b>Budget</b>     | <b>Estimates</b> | <b>Variance</b> |
|------------------------------------|-------------------|------------------|-----------------|
| <b>REVENUE</b>                     | <b>2020-2021</b>  | <b>2021-2022</b> |                 |
| Windsor Office Rentals             | \$ 81,336         | \$ 79,560        | -2%             |
| Windsor Office Leases              | \$ 62,550         | \$ 48,750        | -22%            |
| <b>Total Revenue</b>               | <b>\$ 143,886</b> | <b>\$128,310</b> | <b>-11%</b>     |
| <b>EXPENSES - 100 KING STREET</b>  |                   |                  |                 |
| Salary & Benefits                  | \$ 30,885         | \$ 35,932        | 16%             |
| Administration                     | \$ 3,034          | \$ 2,500         | -18%            |
| Building Operations                | \$ 72,560         | \$ 73,650        | 2%              |
| Building Maintenance               | \$ 45,000         | \$ 30,600        | -32%            |
| <b>Total Operations</b>            | <b>\$ 151,479</b> | <b>\$142,682</b> | <b>-6%</b>      |
| <b>EXPENSES - 76 MORISON DRIVE</b> |                   |                  |                 |
| Salary & Benefits                  | \$ 33,128         | \$ 35,932        | 8%              |
| Administration                     | \$ 5,534          | \$ 5,800         | 5%              |
| Building Operations                | \$ 43,125         | \$ 44,350        | 3%              |
| Building Maintenance               | \$ 17,300         | \$ 17,600        | 2%              |
| <b>Total Operations</b>            | <b>\$ 99,087</b>  | <b>\$103,682</b> | <b>5%</b>       |
| <b>Total Expenses</b>              | <b>\$ 250,566</b> | <b>\$246,364</b> | <b>-2%</b>      |

## Courthouse

The Municipality is partner in a negotiated lease agreement with the Province for the use of the Hants County Courthouse. This property is owned and maintained by the Municipality. The agreement is based on full recovery of all operating costs and expenses from Nova Scotia Transportation and Infrastructure Renewal.

Operational budget items include one full-time (half) salary for custodial staff, fuel expenses for a very old building, and general maintenance of the 2 cast iron boilers and associated building equipment.

### Courthouse Budget Highlights

- There are no anticipated significant changes to the budget.

### West Hants Regional Municipality Courthouse Budget Summary 2021-2022

|                               | Budget<br>2020-2021 | Estimates<br>2021-2022 | Variance |
|-------------------------------|---------------------|------------------------|----------|
| <b>REVENUE</b>                |                     |                        |          |
| Fiscal Courthouse             | \$ 77,060           | \$ 77,834              | 1.0%     |
| 50% Capital from Province     | \$ -                | \$ -                   |          |
| 50% Capital from Municipality | \$ -                | \$ -                   |          |
| <b>Total Revenue</b>          | <b>\$ 77,060</b>    | <b>\$ 77,834</b>       | 1.0%     |
| <b>EXPENSES</b>               |                     |                        |          |
| Salary & Benefits             | \$ 30,640           | \$ 31,214              | 1.9%     |
| Administration                | \$ 10,020           | \$ 10,020              | 0.0%     |
| Building Operations           | \$ 28,900           | \$ 29,100              | 0.7%     |
| Building Maintenance          | \$ 7,500            | \$ 7,500               | 0.0%     |
| <b>Total Operations</b>       | <b>\$ 77,060</b>    | <b>\$ 77,834</b>       | 1.0%     |
| Capital Expenditures (50%)    | \$ -                | \$ -                   |          |
| <b>Total Expenses</b>         | <b>\$ 77,060</b>    | <b>\$ 77,834</b>       | 1.0%     |

## Libraries

The Public Works department provides maintenance services to the Windsor and Hantsport Libraries, including cleaning services, building repairs / maintenance, insurance, power, heat, and utilities. The Hantsport Library is a service that was supported by the former Town through agreement and motions of Council. The Municipality retains ownership of these properties, buildings and costs associated with maintenance and repairs are required to be funded. There is a municipal contribution also required to the Annapolis Valley Regional Library. These contributions have increased over the years and are based on population. This can be found in the Cultural Buildings and Facilities section of the budget, on page 22.

### **Library Budget Highlights**

- There are no anticipated significant changes to the budget.
- Libraries are a general rated item.

#### **West Hants Regional Municipality Windsor Library Budget Summary 2021-2022**

| <b>EXPENSES</b>       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|-----------------------|-----------------------------|--------------------------------|-----------------|
| Salary & Benefits     | \$ 9,575                    | \$ 4,500                       | -53%            |
| Administration        | \$ 1,200                    | \$ 1,600                       | 33%             |
| Building Operations   | \$ 17,200                   | \$ 17,200                      | 0%              |
| <b>Total Expenses</b> | <b>\$ 27,975</b>            | <b>\$ 23,300</b>               | <b>-16.7%</b>   |

#### **West Hants Regional Municipality Hantsport Library Budget Summary 2021-2022**

| <b>EXPENSES</b>       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|-----------------------|-----------------------------|--------------------------------|-----------------|
| Building Operations   | \$ 8,500                    | \$ 9,000                       | 6%              |
| <b>Total Expenses</b> | <b>\$ 8,500</b>             | <b>\$ 9,000</b>                | <b>5.9%</b>     |

## West Hants Utilities

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West Hants operates and manages two water utilities and sanitary sewer utilities which are self-supported through user fees.

### Sewer Utilities

Sewage Collection and Lift Stations – Maintenance of the sewage collection systems and 32 sewage pumping stations, over 1200 manholes and catch basins and 82 kilometres of sewer mains is done in-house with major pump repairs, TV Inspection services, and power vacuum and cleaning of collection systems contracted out. Our Manager of Wastewater Treatment and Supervisor of Water / Wastewater Collection have direct responsible charge for sewage lift station operations and maintenance. With a large section of the Region below sea level, it is critical that these pumping stations operate properly when required. The department has two portable generators that can be used during power outage situations. Our newest lift station #7 has its own dedicated emergency backup power generator. This pumping station is part of the new wastewater facility that was put in service in June 2016 and is the largest in the Region's wastewater collection system, capable of pumping 18.5 million litres per day. Systems are continuously monitored 24/7 via our SCADA system and notify operators if alarms are triggered. Collection and treatment operators are responsible for on-call duties on a rotating basis that requires; monitoring our pumping stations remotely, and response/troubleshooting to any alarms or issues that require action.

Sewage Treatment – The regional municipality owns and operates four wastewater treatment facilities:

- Windsor Lagoons - A two-cell secondary treatment plant, located at 3 Lagoon Drive, provides sewage treatment for a partial area of Windsor and the service area of Three Mile Plains.
- Windsor Headworks Facility - Located at 293 Wentworth Road, started operation in June 2016. This now allows 100% of Windsor's wastewater to be treated. Previously, 70% of the Town's service area flowed into the environment untreated.
- Falmouth Wastewater plant - Located off the Falmouth Connector (Highway 101 access), was upgraded in 2009/10 (phase #1). The plant uses biological and UV treatment. This plant provides treatment for that entire service area.
- The fourth facility is a septage treatment lagoon at the closed Cogmagun Landfill site. This facility is operated for the Region by GFL Environmental. This arrangement has benefits for both parties as the closed landfill is not staffed.

Our Manager of Wastewater Treatment has direct responsible charge for the daily operation of the Sewage Treatment Facilities, and directs treatment plant operators as required, with help from Public Works and Water Utility if needed. Nova Scotia Environment renewed our permits to operate in 2015; the new permits extend until 2025. Part of the new permit requirements involve a sludge management plan and

potential reduction of chlorine residual remaining in the treated effluent. Preliminary forecasting has been added to the capital requests during the next 5 to 10 years.

Operational budget items include salary for operation and maintenance technician staff (costs split between utilities and roads), annual sewer system depreciation costs, collection system and lift station maintenance, plant power and sewage plant operation costs. The Hantsport plant power and sewage treatment fees are paid to Kings County.

Revenue for the sewer utility is generated through user fees based on metered residential water consumption.

#### **West Hants Sewer Budget Highlights**

- Moving the Municipality of Kings County’s sewer treatment fees is the source of the increase for Administration and reduction in Sewage Treatment & Disposal
- Reduction in projected deficit in 2020-21 due to three-year phase in rates.

### **West Hants Regional Municipality West Hants Sewer Budget Summary 2021-2022**

| <b>REVENUE</b>              | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|-----------------------------|-----------------------------|--------------------------------|-----------------|
| Sewer Rates                 | \$ 1,078,390                | \$ 1,124,977                   | 4%              |
| Other Revenue               | \$ -                        | \$ -                           | 0%              |
| <b>Total Revenue</b>        | <b>\$ 1,078,390</b>         | <b>\$ 1,124,977</b>            | <b>0%</b>       |
| <b>EXPENSES</b>             |                             |                                |                 |
| Administration              | \$ 848,457                  | \$ 952,240                     | 12%             |
| Sewage Collection System    | \$ 23,500                   | \$ 23,500                      | 0%              |
| Lift Stations               | \$ 65,100                   | \$ 75,100                      | 15%             |
| Sewage Treatment & Disposal | \$ 226,000                  | \$ 135,000                     | -40%            |
| <b>Total Expenses</b>       | <b>\$ 1,163,057</b>         | <b>\$ 1,185,840</b>            | <b>2%</b>       |
| <b>Surplus/(Deficit)</b>    | <b>\$ (84,667)</b>          | <b>\$ (60,863)</b>             |                 |

#### **Windsor Sewer Budget Highlights**

- Allocation of Public Works salary and expense are the increase for Administration and General.
- Rate study has been identified for the upcoming year, as deficits are impacting the Utility’s ability to support ongoing capital works.

**West Hants Regional Municipality  
Windsor Sewer Budget Summary  
2021-2022**

| <b>REVENUE</b>              | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|-----------------------------|-----------------------------|--------------------------------|-----------------|
| Sewer Rates                 | \$ 926,320                  | \$ 995,000                     | 7%              |
| Other Revenue               | \$ 55,280                   | \$ 4,000                       | 0%              |
| <b>Total Revenue</b>        | <b>\$ 981,600</b>           | <b>\$ 999,000</b>              |                 |
| <b>EXPENSES</b>             |                             |                                |                 |
| Administration              | \$ 818,323                  | \$ 907,755                     | 11%             |
| Sewage Collection System    | \$ 68,000                   | \$ 48,500                      | -29%            |
| Lift Stations               | \$ 67,300                   | \$ 56,400                      | -16%            |
| Sewage Treatment & Disposal | \$ 181,150                  | \$ 157,650                     | -13%            |
| <b>Total Expenses</b>       | <b>\$ 1,134,773</b>         | <b>\$ 1,170,305</b>            | 3%              |
| <b>Surplus/(Deficit)</b>    | <b>\$ (153,173)</b>         | <b>\$ (171,305)</b>            | 12%             |

## Municipal Water Utility

### Water Utility

Our Manager of Water Treatment has direct responsible charge for the daily operation of all water treatment plants and directs the water treatment plant operators as required. Maintenance and operational procedures are carried out in accordance with our permit to operate, water withdrawal permit, and source water protection plan issued by the Nova Scotia Department of Environment. Detailed plans for operational procedures and emergency responses are also followed to continuously provide safe clean drinking water and maintain an adequate supply for fire protection.

All treatment plants operate day and night, 365 days a year, therefore monitoring and operation of these plants is maintained after regular working hours via our SCADA and remote monitoring system. Critical alarms are acted upon quickly and operators respond as required. Plant operators rotate on-call responsibilities on a weekly basis to handle after hour alarms, while also conducting required water testing and operational checks on the weekends and holidays.

Windsor Water Treatment – Our Dissolved Air Flotation (DAF) water treatment plant produces and delivers approximately 3760m<sup>3</sup>/day (2019 figures), of treated water to the Region of Windsor and Three Mile Plains water utilities. This is a chemically assisted process which focuses primarily on colour removal containing many complex systems. Due to the age of the water treatment plant (constructed in 2001), there are critical components that will require replacement/upgrades in the next few years. Staff are discussing some options with consultants that will allow the plant to produce adequate treated water supply when upgrades to/replacement of equipment is undertaken. Preliminary plans are to explore the feasibility of adding a third process train. This will

meet our regulatory requirement for filter redundancy that we currently do not meet, along with increased system water storage and possibility of connecting the Falmouth and Windsor distribution systems. Implementing these plans and continuing to invest in this critical water infrastructure is important to continue to provide safe, reliable drinking water, along with supplying water demand for fire protection, domestic consumption, and potential future growth. We are also in the planning stage for dam upgrades in the Mill Lakes and French Mill Brook Watersheds.

Falmouth Water Treatment Plant - This Conventional Water Treatment Plant is designed to treat raw water for the removal of colour, turbidity, and other impurities to provide high quality effluent for potable and domestic use for the community of Falmouth. This plant combines the time proven principles of mixing, coagulation, flocculation, tube settler assisted clarification and high-rate filtration. The treatment process is a completely automatic, operation. However, due to the watershed characteristics, the raw water quality changes rapidly after rain / storm events. This dictates close operator intervention and process adjustments during and after these events. The plant has only a single train which treats an average of 750m<sup>3</sup>/day (2019 Figures). Due to the age of the water treatment plant, there are critical components that will require replacement/upgrades in the next few years. We are looking at chemical feed, process instrumentation, and process equipment upgrades and installing engineering controls to eliminate lengthy call outs. Modifications are necessary to increase redundancy and resiliency for this facility.

Water yield in the French Mill Brook watershed is also a consideration for future planning to build capacity / resiliency for anticipated growth. Consolidation planning is taking a more regional approach and looking at all options before major capital projects are initiated. Staff will be working with engineering consultants to study some potential solutions.

Hantsport Water Treatment Plant - Built in 2004, this membrane treatment plant is responsible for the production of all treated water for the community of Hantsport, Glooscap First Nations and Hants Border (Kings County), supplying an average of 600m<sup>3</sup>/day (2019 figures). The raw water supply is in the protected watershed area of Davidson Lake. Raw water flows 6.9 km by gravity fed transmission main to the treatment facility. After treatment, water is pumped 4.1 km from the treatment facility to a storage tank in the community of Hantsport.

Future projects for the Hantsport Water Supply will focus on building resiliency and capacity and look at toward a regional water utility approach.

Water Distribution System – Our distribution system is maintained and operated in-house by certified operators and public works staff. This includes water quality assurance checks, maintaining and repair of; 138 km of pipe 1,131 valves, nearly 4000-meter reading/repairs, 487 fire hydrants, along with customer relations. Our

Water Distribution Supervisor, with help from the Manager of Public Works Operations, have direct overall charge for the system; they also receive assistance from the Manager of Water Treatment and plant operators. 2021 will see operations working on preventative maintenance / repair and leak detection. Staff continue to plan for future capital projects and look for areas of water leakage to help reduce water loss. The construction and commissioning of two pressure management chambers was completed in August 2015. The objective of this system was to reduce the number and severity of water main breaks, along with the reduction of main and service line leaks. Since implementation of the pressure management, we have noticed a reduction in the number and severity of main breaks in the Windsor district.

Distribution facilities, including our 3 standpipes, chlorination booster station, altitude valve chamber, PRV chambers and booster stations, are overseen together by the Supervisor of Distribution, Manager of PW Operations and Manager of Water Treatment.

Operational budget items include salary for shared ODRC, salary for one full time plant operator, salary for one-part time water utility technician, operation and maintenance technician staff (costs split between utilities and roads), water purchase costs from the Town of Windsor, transmission and distribution lines maintenance (includes increased leak detection efforts and increasing requirement to address emergency water break repairs), utility depreciation costs, water treatment plant maintenance, power, chemicals and other plant operation costs, transmission and distribution lines maintenance, utility administration and professional fees.

Revenue for the water utility is generated through user fees based on base rate plus consumption charges.

#### ***West Hants Water Utility Budget Highlights***

- The three-year phased in water consumption rates, ended in 2020-21. All routes will be the same rates starting April 1, 2021, as per the Utility and Review Board Order.
- Increases in water purchase from Windsor for TMP explains the increase in the Source of Supply.
- The 10% administrative fee is the source of the increase for Administration and General.

**West Hants Regional Municipality  
West Hants Water Budget Summary  
2021-2022**

| <b>REVENUE</b>                         | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|--|-----------------------------|--------------------------------|-----------------|
| Rate Sales                             | \$ 1,590,000                | \$ 1,684,000                   | 6%              |
| Fire Protection                        | \$ 605,838                  | \$ 601,250                     | -1%             |
| Sprinkler Services                     | \$ 1,000                    | \$ 900                         | -10%            |
| Other Operating Revenue                | \$ 17,500                   | \$ 26,100                      | 49%             |
| <b>Total Operating Revenue</b>         | <b>\$ 2,214,338</b>         | <b>\$ 2,312,250</b>            | <b>4%</b>       |
| <b>EXPENSES</b>                        |                             |                                |                 |
| Source of Supply                       | \$ 463,220                  | \$ 461,220                     | 0%              |
| Power and Pumping                      | \$ 51,650                   | \$ 49,650                      | -4%             |
| Water Treatment                        | \$ 314,900                  | \$ 327,600                     | 4%              |
| Transmission and Distribution          | \$ 635,012                  | \$ 634,795                     | 0%              |
| Administration and General             | \$ 635,284                  | \$ 751,217                     | 18%             |
| <b>Total Operating Expenditures</b>    | <b>\$ 2,100,065</b>         | <b>\$ 2,224,482</b>            | <b>6%</b>       |
| <b>Total Non-Operating Revenue</b>     | <b>\$ 3,500</b>             | <b>\$ 3,500</b>                | <b>0%</b>       |
| <b>Total Non-Operating Expenditure</b> | <b>\$ 141,955</b>           | <b>\$ 116,455</b>              | <b>-18%</b>     |
| <b>Operating Surplus/Deficit</b>       | <b>\$ (24,182)</b>          | <b>\$ (25,187)</b>             | <b>4%</b>       |

**Windsor Water Utility Budget Highlights**

- Increases in water purchase from Windsor for TMP explains the increase in the revenues. Changes in the rate sales are based on 2020-21 actuals.
- The 10% administrative fee is the source of the increase for Administration and General.

**West Hants Regional Municipality  
Windsor Water Budget Summary  
2021-2022**

| <b>REVENUE</b>                         | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> | <b>Variance</b> |
|--|-----------------------------|--------------------------------|-----------------|
| Rate Sales                             | \$ 1,344,200                | \$ 1,477,700                   | 10%             |
| Fire Protection                        | \$ 478,100                  | \$ 408,900                     | -14%            |
| Sprinkler Services                     | \$ 5,650                    | \$ 7,400                       | 31%             |
| Other Operating Revenue                | \$ 109,820                  | \$ 137,281                     | 25%             |
| <b>Total Operating Revenue</b>         | <b>\$ 1,937,770</b>         | <b>\$ 2,031,281</b>            | <b>5%</b>       |
| <b>EXPENSES</b>                        |                             |                                |                 |
| Source of Supply                       | \$ 49,650                   | \$ 49,650                      | 0%              |
| Water Treatment                        | \$ 463,350                  | \$ 467,050                     | 1%              |
| Transmission and Distribution          | \$ 494,350                  | \$ 443,008                     | -10%            |
| Administration and General             | \$ 439,806                  | \$ 508,072                     | 16%             |
| <b>Total Operating Expenditures</b>    | <b>\$ 1,447,156</b>         | <b>\$ 1,467,780</b>            | <b>1%</b>       |
| <b>Total Non-Operating Revenue</b>     | <b>\$ 7,698</b>             | <b>\$ 7,698</b>                | <b>0%</b>       |
| <b>Total Non-Operating Expenditure</b> | <b>\$ 248,295</b>           | <b>\$ 244,295</b>              | <b>-2%</b>      |
| <b>Operating Surplus/Deficit</b>       | <b>\$ 250,017</b>           | <b>\$ 326,904</b>              | <b>31%</b>      |

**APPENDICES – DETAILED BUDGETS**

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## Appendix 1 – Municipal Budget

### 2021-2022 West Hants Regional Municipality Budget

| <b>REVENUE</b>   |                       |                          |
|--|-----------------------|--------------------------|
| <b>ASSESSABLE PROPERTY TAXES</b>                           | <b>2020-21 Budget</b> | <b>2021-22 Estimates</b> |
| <b>Assessable Property</b>                                 |                       |                          |
| Residential  | \$ 5,207,899          | \$ 6,452,279             |
| Commercial   |                       |                          |
| Commercial property  | \$ 1,224,147          | \$ 1,195,625             |
| Resource   |                       |                          |
| Taxable assessments  | \$ 172,928            | \$ 210,399               |
| Recreation Property tax                                    | \$ 5,655              | \$ 5,655                 |
| Forest property tax (< 50,000 acres)                       | \$ 23,984             | \$ 23,984                |
| Forest property tax (> 50,000 acres)                       | \$ 20,704             | \$ 20,704                |
| Special assessments - Super 8                              | \$ 53,346             | \$ 53,346                |
| Special assessments - Sewer                                | \$ 1,078,390          | \$ 1,124,977             |
| Special assessments - Sewer                                | \$ 981,600            | \$ 999,000               |
| Area rates (1) and special assessments - West Hants        | \$ 7,417,582          | \$ 6,826,914             |
| Area rates (2) and special assessments - Hantsport         | \$ 591,820            | \$ 580,796               |
| Area rates (3) and special assessments - Windsor           | \$ 3,933,094          | \$ 4,100,493             |
| Area rates and special assessments - HMCC                  | \$ 86,082             | \$ 86,340                |
| Area rates and special assessments - WBES                  | \$ 41,210             | \$ -                     |
| Subtotal   | \$ 20,838,441         | \$ 21,680,513            |
| Business Property  |                       |                          |
| Based on revenues - Aliant                                 | \$ 76,541             | \$ 63,541                |
| NS Power Inc. - Grant in lieu of taxes                     | \$ 207,445            | \$ 207,445               |
| HST Rebate   | \$ 112,360            | \$ 112,360               |
| Subtotal   | \$ 396,346            | \$ 383,346               |
| Other taxes  |                       |                          |
| Deed transfer tax  | \$ 692,778            | \$ 1,315,972             |
| 5% fund  | \$ 8,000              | \$ 8,000                 |
| Subtotal   | \$ 700,778            | \$ 1,323,972             |
| <b>TOTAL TAXES</b>   | <b>\$ 21,935,565</b>  | <b>\$ 23,387,831</b>     |
| <b>GRANT IN LIEU OF TAX</b>                                |                       |                          |
| Federal government   | \$ 46,963             | \$ 48,279                |
| Federal government agencies                                | \$ -                  | \$ -                     |
| Provincial government                                      |                       |                          |
| Provincial property and property of supported institutions | \$ 20,098             | \$ 20,199                |
| Crown timber lands   | \$ 17,830             | \$ 17,650                |
| Fire Protection  | \$ 29,664             | \$ -                     |
| Wind Farm  | \$ -                  | \$ -                     |
| <b>TOTAL GRANTS IN LIEU OF TAXES</b>                       | <b>\$ 114,555</b>     | <b>\$ 86,128</b>         |
| <b>AGENCIES</b>  | <b>\$ 1,085,044</b>   | <b>\$ 1,284,811</b>      |
| <b>SALES OF SERVICES</b>                                   |                       |                          |
| Sale of services (excluding transit)                       | \$ 569,676            | \$ 989,269               |
| Sale of services (including transit)                       | \$ -                  | \$ -                     |
| <b>TOTAL SALES OF SERVICE</b>                              | <b>\$ 569,676</b>     | <b>\$ 989,269</b>        |

**OTHER REVENUE FROM OWN SOURCES**

|   |           |                |           |                |
|---|-----------|----------------|-----------|----------------|
| Licenses and permits                        | \$        | 50,930         | \$        | 51,949         |
| Fines                                       | \$        | 44,080         | \$        | 44,962         |
| Rentals                                     | \$        | 147,486        | \$        | 131,910        |
| Concessions and franchises                  | \$        | -              | \$        | -              |
| Return on investment                        | \$        | 65,990         | \$        | 67,310         |
| Penalties and interest on taxes             | \$        | 301,130        | \$        | 307,153        |
| Miscellaneous                               | \$        | 87,600         | \$        | 57,635         |
| <b>TOTAL OTHER REVENUE FROM OWN SOURCES</b> | <b>\$</b> | <b>697,216</b> | <b>\$</b> | <b>660,918</b> |

**UNCONDITIONAL TRANSFERS FROM OWN GOVTS****Federal Government**

|  |    |   |    |   |
|--|----|---|----|---|
|  | \$ | - | \$ | - |
|--|----|---|----|---|

**Provincial Government**

Service Nova Scotia and Municipal Relations

|                                     |    |         |    |         |
|-------------------------------------|----|---------|----|---------|
| Municipal Grants Act - Equalization | \$ | 463,476 | \$ | 463,476 |
|-------------------------------------|----|---------|----|---------|

|  |    |        |    |        |
|--|----|--------|----|--------|
| Municipal Grants Act - Farm property acreage | \$ | 87,447 | \$ | 89,139 |
|--|----|--------|----|--------|

|          |    |         |    |         |
|----------|----|---------|----|---------|
| Subtotal | \$ | 550,923 | \$ | 552,615 |
|----------|----|---------|----|---------|

Other provincial

|                              |    |   |    |   |
|------------------------------|----|---|----|---|
| Resource Recovery Fund Board | \$ | - | \$ | - |
|------------------------------|----|---|----|---|

|       |    |       |    |       |
|-------|----|-------|----|-------|
| Other | \$ | 6,300 | \$ | 6,300 |
|-------|----|-------|----|-------|

|          |    |       |    |       |
|----------|----|-------|----|-------|
| Subtotal | \$ | 6,300 | \$ | 6,300 |
|----------|----|-------|----|-------|

**TOTAL UNCONDITIONAL TRANSFERS FROM OWN GOVTS**

|  |    |         |    |         |
|--|----|---------|----|---------|
|  | \$ | 557,223 | \$ | 558,915 |
|--|----|---------|----|---------|

**CONDITIONAL TRANSFERS FROM FED AND PROV GOVTS**

|                    |    |        |    |        |
|--------------------|----|--------|----|--------|
| Federal Government | \$ | 14,950 | \$ | 14,950 |
|--------------------|----|--------|----|--------|

|                       |    |   |    |   |
|-----------------------|----|---|----|---|
| Federal Agency - CMHC | \$ | - | \$ | - |
|-----------------------|----|---|----|---|

|                       |    |        |    |        |
|-----------------------|----|--------|----|--------|
| Provincial Government | \$ | 83,687 | \$ | 49,500 |
|-----------------------|----|--------|----|--------|

**TOTAL CONDITIONAL TRANSFERS FROM FED AND PROV GOVTS**

|  |    |        |    |        |
|--|----|--------|----|--------|
|  | \$ | 98,637 | \$ | 64,450 |
|--|----|--------|----|--------|

**CONDTRANSFERS FROM OTHER LOCAL GOVTS**

|  |    |         |    |         |
|--|----|---------|----|---------|
|  | \$ | 117,520 | \$ | 181,927 |
|--|----|---------|----|---------|

**TOTAL REVENUE**

|  |           |                   |           |                   |
|--|-----------|-------------------|-----------|-------------------|
|  | <b>\$</b> | <b>25,175,436</b> | <b>\$</b> | <b>27,214,249</b> |
|--|-----------|-------------------|-----------|-------------------|

**EXPENDITURES****General Rate General government services**

|                                  |    |         |    |         |
|----------------------------------|----|---------|----|---------|
| Transfers to assessment services | \$ | 332,405 | \$ | 333,473 |
|----------------------------------|----|---------|----|---------|

|   |    |       |    |       |
|---|----|-------|----|-------|
| Interest on short term and long-term debt | \$ | 3,709 | \$ | 1,996 |
|---|----|-------|----|-------|

|                                   |    |           |    |           |
|-----------------------------------|----|-----------|----|-----------|
| Other general government services | \$ | 2,589,199 | \$ | 3,013,408 |
|-----------------------------------|----|-----------|----|-----------|

|              |    |   |    |   |
|--------------|----|---|----|---|
| Amortization | \$ | - | \$ | - |
|--------------|----|---|----|---|

|          |    |           |    |           |
|----------|----|-----------|----|-----------|
| Subtotal | \$ | 2,925,313 | \$ | 3,348,877 |
|----------|----|-----------|----|-----------|

**Area Rate 1 General government services**

|                                  |    |   |    |   |
|----------------------------------|----|---|----|---|
| Transfers to assessment services | \$ | - | \$ | - |
|----------------------------------|----|---|----|---|

|   |    |   |    |   |
|---|----|---|----|---|
| Interest on short term and long-term debt | \$ | - | \$ | - |
|---|----|---|----|---|

|                                   |    |         |    |        |
|-----------------------------------|----|---------|----|--------|
| Other general government services | \$ | 116,987 | \$ | 21,450 |
|-----------------------------------|----|---------|----|--------|

|              |    |   |    |   |
|--------------|----|---|----|---|
| Amortization | \$ | - | \$ | - |
|--------------|----|---|----|---|

|          |    |         |    |        |
|----------|----|---------|----|--------|
| Subtotal | \$ | 116,987 | \$ | 21,450 |
|----------|----|---------|----|--------|

**Area Rate 2 General government services**

|                                  |    |   |    |   |
|----------------------------------|----|---|----|---|
| Transfers to assessment services | \$ | - | \$ | - |
|----------------------------------|----|---|----|---|

|   |    |     |    |     |
|---|----|-----|----|-----|
| Interest on short term and long-term debt | \$ | 563 | \$ | 563 |
|---|----|-----|----|-----|

|                                   |    |        |    |        |
|-----------------------------------|----|--------|----|--------|
| Other general government services | \$ | 17,000 | \$ | 17,000 |
|-----------------------------------|----|--------|----|--------|

|              |    |   |    |   |
|--------------|----|---|----|---|
| Amortization | \$ | - | \$ | - |
|--------------|----|---|----|---|

|          |    |        |    |        |
|----------|----|--------|----|--------|
| Subtotal | \$ | 17,563 | \$ | 17,563 |
|----------|----|--------|----|--------|

**Area Rate 3 General government services**

|   |    |         |    |        |
|---|----|---------|----|--------|
| Transfers to assessment services          | \$ | -       | \$ | -      |
| Interest on short term and long-term debt | \$ | 13,075  | \$ | 13,075 |
| Other general government services         | \$ | 179,493 | \$ | 37,824 |
| Amortization                              | \$ | -       | \$ | -      |
| Subtotal                                  | \$ | 192,568 | \$ | 50,899 |

**General Rate Protective Services**

|   |    |           |    |           |
|---|----|-----------|----|-----------|
| Police Protection                         | \$ | -         | \$ | -         |
| Transfer to correctional services         | \$ | 248,531   | \$ | 252,159   |
| Other law enforcement                     | \$ | 144,099   | \$ | 169,812   |
| Fire Protection                           | \$ | 1,419,327 | \$ | 1,449,669 |
| Interest on short term and long-term debt | \$ | 4,776     | \$ | 16,134    |
| Emergency measures                        | \$ | 34,280    | \$ | 91,599    |
| Amortization                              | \$ | -         | \$ | -         |
| Other debt charges                        | \$ | -         | \$ | -         |
| Valuation allowances                      | \$ | -         | \$ | -         |
| Protective inspections                    | \$ | -         | \$ | -         |
| Other protective services                 | \$ | 493,125   | \$ | 483,571   |
| Subtotal                                  | \$ | 2,344,137 | \$ | 2,462,945 |

**Area Rate 1 Protective Services**

|   |    |           |    |           |
|---|----|-----------|----|-----------|
| Police Protection                         | \$ | 3,710,535 | \$ | 3,515,443 |
| Transfer to correctional services         | \$ | -         | \$ | -         |
| Other law enforcement                     | \$ | -         | \$ | -         |
| Fire Protection                           | \$ | 771,843   | \$ | 727,588   |
| Interest on short term and long-term debt | \$ | 148,582   | \$ | 148,582   |
| Emergency measures                        | \$ | -         | \$ | -         |
| Amortization                              | \$ | -         | \$ | -         |
| Other debt charges                        | \$ | -         | \$ | -         |
| Valuation allowances                      | \$ | -         | \$ | -         |
| Protective inspections                    | \$ | -         | \$ | -         |
| Other protective services                 | \$ | -         | \$ | -         |
| Subtotal                                  | \$ | 4,630,960 | \$ | 4,391,613 |

**Area Rate 2 Protective Services**

|   |    |       |    |        |
|---|----|-------|----|--------|
| Police Protection                         | \$ | -     | \$ | -      |
| Transfer to correctional services         | \$ | -     | \$ | -      |
| Other law enforcement                     | \$ | -     | \$ | -      |
| Fire Protection                           | \$ | -     | \$ | -      |
| Interest on short term and long-term debt | \$ | 2,248 | \$ | 2,248  |
| Emergency measures                        | \$ | -     | \$ | -      |
| Amortization                              | \$ | -     | \$ | -      |
| Other debt charges                        | \$ | -     | \$ | -      |
| Valuation allowances                      | \$ | -     | \$ | -      |
| Protective inspections                    | \$ | -     | \$ | -      |
| Other protective services                 | \$ | 7,000 | \$ | 11,965 |
| Subtotal                                  | \$ | 9,248 | \$ | 14,213 |

**Area Rate 3 Protective Services**

|   |    |                  |    |                  |
|---|----|------------------|----|------------------|
| Police Protection                         | \$ | 1,590,229        | \$ | 1,506,619        |
| Transfer to correctional services         | \$ | -                | \$ | -                |
| Other law enforcement                     | \$ | -                | \$ | -                |
| Fire Protection                           | \$ | 319,210          | \$ | 271,255          |
| Interest on short term and long-term debt | \$ | -                | \$ | -                |
| Emergency measures                        | \$ | -                | \$ | -                |
| Amortization                              | \$ | -                | \$ | -                |
| Other debt charges                        | \$ | -                | \$ | -                |
| Valuation allowances                      | \$ | -                | \$ | -                |
| Protective inspections                    | \$ | -                | \$ | -                |
| Other protective services                 | \$ | -                | \$ | -                |
| Subtotal                                  | \$ | <u>1,909,439</u> | \$ | <u>1,777,874</u> |

**General Rate Transportation Services**

|   |    |                  |    |                |
|---|----|------------------|----|----------------|
| Public Transit                            | \$ | -                | \$ | -              |
| Interest on short term and long-term debt | \$ | -                | \$ | 2,331          |
| Amortization                              | \$ | -                | \$ | -              |
| Other debt charges                        | \$ | -                | \$ | -              |
| Valuation allowances                      | \$ | -                | \$ | -              |
| Other transportation services             | \$ | 1,114,862        | \$ | 842,083        |
| Subtotal                                  | \$ | <u>1,114,862</u> | \$ | <u>844,414</u> |

**Area Rate 1 Transportation Services**

|   |    |                |    |                |
|---|----|----------------|----|----------------|
| Public Transit                            | \$ | -              | \$ | -              |
| Interest on short term and long-term debt | \$ | -              | \$ | -              |
| Amortization                              | \$ | -              | \$ | -              |
| Other debt charges                        | \$ | -              | \$ | -              |
| Valuation allowances                      | \$ | -              | \$ | -              |
| Other transportation services             | \$ | 192,676        | \$ | 226,727        |
| Subtotal                                  | \$ | <u>192,676</u> | \$ | <u>226,727</u> |

**Area Rate 2 Transportation Services**

|   |    |                |    |                |
|---|----|----------------|----|----------------|
| Public Transit                            | \$ | -              | \$ | -              |
| Interest on short term and long-term debt | \$ | 14,628         | \$ | 14,628         |
| Amortization                              | \$ | -              | \$ | -              |
| Other debt charges                        | \$ | -              | \$ | -              |
| Valuation allowances                      | \$ | -              | \$ | -              |
| Other transportation services             | \$ | 150,205        | \$ | 218,840        |
| Subtotal                                  | \$ | <u>164,833</u> | \$ | <u>233,468</u> |

**Area Rate 3 Transportation Services**

|   |    |                |    |                |
|---|----|----------------|----|----------------|
| Public Transit                            | \$ | -              | \$ | -              |
| Interest on short term and long-term debt | \$ | 86,135         | \$ | 86,135         |
| Amortization                              | \$ | -              | \$ | -              |
| Other debt charges                        | \$ | -              | \$ | -              |
| Valuation allowances                      | \$ | -              | \$ | -              |
| Other transportation services             | \$ | 380,996        | \$ | 516,186        |
| Subtotal                                  | \$ | <u>467,131</u> | \$ | <u>602,321</u> |

**General Rate Environmental Health Services**

|  |    |         |    |         |
|--|----|---------|----|---------|
| Transfer to the capital reserve for solid waste closure/post-closure costs | \$ | -       | \$ | -       |
| Other current expenditures for solid waste landfill costs                  | \$ | 57,969  | \$ | 75,579  |
| Interest on short term and long-term debt                                  | \$ | -       | \$ | -       |
| Amortization   | \$ | -       | \$ | -       |
| Other debt charges   | \$ | -       | \$ | -       |
| Valuation allowances   | \$ | -       | \$ | -       |
| Other environmental health services  | \$ | 101,130 | \$ | 99,730  |
| Subtotal   | \$ | 159,099 | \$ | 175,309 |

**Area Rate 1 Environmental Health Services**

|  |    |           |    |           |
|--|----|-----------|----|-----------|
| Transfer to the capital reserve for solid waste closure/post-closure costs | \$ | -         | \$ | -         |
| Other current expenditures for solid waste landfill costs                  | \$ | -         | \$ | -         |
| Interest on short term and long-term debt                                  | \$ | 22,725    | \$ | 22,725    |
| Amortization   | \$ | -         | \$ | -         |
| Other debt charges   | \$ | -         | \$ | -         |
| Valuation allowances   | \$ | -         | \$ | -         |
| Other environmental health services  | \$ | 1,999,171 | \$ | 2,065,810 |
| Subtotal   | \$ | 2,021,897 | \$ | 2,088,535 |

**Area Rate 2 Environmental Health Services**

|  |    |       |    |       |
|--|----|-------|----|-------|
| Transfer to the capital reserve for solid waste closure/post-closure costs | \$ | -     | \$ | -     |
| Other current expenditures for solid waste landfill costs                  | \$ | -     | \$ | -     |
| Interest on short term and long-term debt                                  | \$ | 5,212 | \$ | 5,212 |
| Amortization   | \$ | -     | \$ | -     |
| Other debt charges   | \$ | -     | \$ | -     |
| Valuation allowances   | \$ | -     | \$ | -     |
| Other environmental health services  | \$ | -     | \$ | -     |
| Subtotal   | \$ | 5,212 | \$ | 5,212 |

**Area Rate 3 Environmental Health Services**

|  |    |           |    |           |
|--|----|-----------|----|-----------|
| Transfer to the capital reserve for solid waste closure/post-closure costs | \$ | -         | \$ | -         |
| Other current expenditures for solid waste landfill costs                  | \$ | -         | \$ | -         |
| Interest on short term and long-term debt                                  | \$ | 115,596   | \$ | 116,096   |
| Amortization   | \$ | -         | \$ | -         |
| Other debt charges   | \$ | -         | \$ | -         |
| Valuation allowances   | \$ | -         | \$ | -         |
| Other environmental health services  | \$ | 1,219,011 | \$ | 917,215   |
| Subtotal   | \$ | 1,334,607 | \$ | 1,033,311 |

**General Rate Public Health Services**

|   |    |        |    |         |
|---|----|--------|----|---------|
| Deficit of Regional Housing Authority     | \$ | 97,000 | \$ | 148,912 |
| Interest on short term and long-term debt | \$ | -      | \$ | -       |
| Amortization                              | \$ | -      | \$ | -       |
| Other debt charges                        | \$ | -      | \$ | -       |
| Other public health services              | \$ | -      | \$ | -       |
| Subtotal                                  | \$ | 97,000 | \$ | 148,912 |

**Area Rate 1 Public Health Services**

|   |    |   |    |   |
|---|----|---|----|---|
| Deficit of Regional Housing Authority     | \$ | - | \$ | - |
| Interest on short term and long-term debt | \$ | - | \$ | - |
| Amortization                              | \$ | - | \$ | - |
| Other debt charges                        | \$ | - | \$ | - |
| Other public health services              | \$ | - | \$ | - |
| Subtotal                                  | \$ | - | \$ | - |

**Area Rate 2 Public Health Services**

|   |    |        |    |        |
|---|----|--------|----|--------|
| Deficit of Regional Housing Authority     | \$ | -      | \$ | -      |
| Interest on short term and long-term debt | \$ | -      | \$ | -      |
| Amortization                              | \$ | -      | \$ | -      |
| Other debt charges                        | \$ | -      | \$ | -      |
| Other public health services              | \$ | 32,805 | \$ | 31,260 |
| Subtotal                                  | \$ | 32,805 | \$ | 31,260 |

**Area Rate 3 Public Health Services**

|   |    |        |    |        |
|---|----|--------|----|--------|
| Deficit of Regional Housing Authority     | \$ | -      | \$ | -      |
| Interest on short term and long-term debt | \$ | -      | \$ | -      |
| Amortization                              | \$ | -      | \$ | -      |
| Other debt charges                        | \$ | -      | \$ | -      |
| Other public health services              | \$ | 25,539 | \$ | 34,821 |
| Subtotal                                  | \$ | 25,539 | \$ | 34,821 |

**General Rate Environmental Development Services**

|   |    |           |    |           |
|---|----|-----------|----|-----------|
| Interest on short term and long-term debt | \$ | -         | \$ | -         |
| Amortization                              | \$ | -         | \$ | -         |
| Other environmental development services  | \$ | 1,002,594 | \$ | 1,059,345 |
| Subtotal                                  | \$ | 1,002,594 | \$ | 1,059,345 |

**Area Rate 1 Environmental Development Services**

|   |    |   |    |   |
|---|----|---|----|---|
| Interest on short term and long-term debt | \$ | - | \$ | - |
| Amortization                              | \$ | - | \$ | - |
| Other environmental development services  | \$ | - | \$ | - |
| Subtotal                                  | \$ | - | \$ | - |

**Area Rate 2 Environmental Development Services**

|   |    |   |    |   |
|---|----|---|----|---|
| Interest on short term and long-term debt | \$ | - | \$ | - |
| Amortization                              | \$ | - | \$ | - |
| Other environmental development services  | \$ | - | \$ | - |
| Subtotal                                  | \$ | - | \$ | - |

**Area Rate 3 Environmental Development Services**

|   |    |   |    |   |
|---|----|---|----|---|
| Interest on short term and long-term debt | \$ | - | \$ | - |
| Amortization                              | \$ | - | \$ | - |
| Other environmental development services  | \$ | - | \$ | - |
| Subtotal                                  | \$ | - | \$ | - |

**General Rate Recreation and Cultural Services**

|   |    |           |    |           |
|---|----|-----------|----|-----------|
| Interest on short term and long-term debt | \$ | -         | \$ | 1,130     |
| Amortization                              | \$ | -         | \$ | -         |
| Other recreation and cultural services    | \$ | 1,572,746 | \$ | 2,465,048 |
| Subtotal                                  | \$ | 1,572,746 | \$ | 2,466,177 |

**Area Rate 1 Recreation and Cultural Services**

|   |    |       |    |       |
|---|----|-------|----|-------|
| Interest on short term and long-term debt | \$ | 2,075 | \$ | 2,075 |
| Amortization                              | \$ | -     | \$ | -     |
| Other recreation and cultural services    | \$ | -     | \$ | -     |
| Subtotal                                  | \$ | 2,075 | \$ | 2,075 |

**Area Rate 2 Recreation and Cultural Services**

|   |    |   |    |   |
|---|----|---|----|---|
| Interest on short term and long-term debt | \$ | - | \$ | - |
| Amortization                              | \$ | - | \$ | - |
| Other recreation and cultural services    | \$ | - | \$ | - |
| Subtotal                                  | \$ | - | \$ | - |

**Area Rate 3 Recreation and Cultural Services**

|   |    |   |    |   |
|---|----|---|----|---|
| Interest on short term and long-term debt | \$ | - | \$ | - |
| Amortization                              | \$ | - | \$ | - |
| Other recreation and cultural services    | \$ | - | \$ | - |
| Subtotal                                  | \$ | - | \$ | - |

**Area Rate HMCC**

|          |    |        |    |        |
|----------|----|--------|----|--------|
| HMCC     | \$ | 86,082 | \$ | 86,340 |
| Subtotal | \$ | 86,082 | \$ | 86,340 |

**Area Rate WBES**

|          |    |        |    |   |
|----------|----|--------|----|---|
| WBES     | \$ | 41,210 | \$ | - |
| Subtotal | \$ | 41,210 | \$ | - |

|                                |    |           |    |           |
|--------------------------------|----|-----------|----|-----------|
| Education                      | \$ | 4,683,280 | \$ | 4,855,570 |
| Extraordinary or special items | \$ | -         | \$ | -         |

|   |    |            |    |            |
|---|----|------------|----|------------|
| <b>GENERAL RATE EXPENDITURES SUBTOTAL</b> | \$ | 13,899,032 | \$ | 15,361,549 |
| <b>AREA RATE 1 EXPENDITURES SUBTOTAL</b>  | \$ | 6,964,594  | \$ | 6,730,400  |
| <b>AREA RATE 2 EXPENDITURES SUBTOTAL</b>  | \$ | 229,660    | \$ | 301,716    |
| <b>AREA RATE 3 EXPENDITURES SUBTOTAL</b>  | \$ | 3,929,284  | \$ | 3,499,226  |

|   |    |            |    |            |
|---|----|------------|----|------------|
| <b>HMCC AREA RATE EXPENDITURES SUBTOTAL</b> | \$ | 86,082     | \$ | 86,340     |
| <b>WBES AREA RATE EXPENDITURES SUBTOTAL</b> | \$ | 41,210     | \$ | -          |
| <b>EXPENDITURES SUBTOTAL</b>                | \$ | 25,149,863 | \$ | 25,979,231 |

|   |    |         |    |         |
|---|----|---------|----|---------|
| <b>PLUS GENERAL RATE PRINCIPAL PAYMENTS</b> | \$ | 188,556 | \$ | 490,907 |
| <b>PLUS AREA RATE 1 PRINCIPAL PAYMENTS</b>  | \$ | 753,514 | \$ | 753,514 |
| <b>PLUS AREA RATE 2 PRINCIPAL PAYMENTS</b>  | \$ | 99,610  | \$ | 99,610  |
| <b>PLUS AREA RATE 3 PRINCIPAL PAYMENTS</b>  | \$ | 487,467 | \$ | 487,467 |

|                                   |     |                   |     |                   |
|-----------------------------------|-----|-------------------|-----|-------------------|
| <b>+/- GENERAL RATE TRANSFERS</b> | -\$ | 981,941           | -\$ | 232,751           |
| <b>+/- AREA RATE 1 TRANSFERS</b>  | -\$ | 300,526           | -\$ | 657,000           |
| <b>+/- AREA RATE 2 TRANSFERS</b>  | \$  | 262,550           | \$  | 179,470           |
| <b>+/- AREA RATE 3 TRANSFERS</b>  | -\$ | 483,657           | \$  | 113,800           |
| <b>TOTAL EXPENDITURES</b>         | \$  | <b>25,175,436</b> | \$  | <b>27,214,249</b> |

## Appendix 2 – Municipal Fire Budget

### West Hants Regional Municipality Municipal Fire Service 2021-2022 Detailed Budget

| <b>REVENUE</b>                       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------------|-----------------------------|--------------------------------|
| Fundraising                          | \$ -                        | \$ -                           |
| Donations                            | \$ -                        | \$ -                           |
| Contributions (Taxes)                | \$ 893,644                  | \$ 913,874                     |
| Contributions (TOW)                  | \$ -                        | \$ -                           |
| Other                                | \$ -                        | \$ -                           |
| <b>Total Revenue</b>                 | <b>\$ 893,644</b>           | <b>\$ 913,874</b>              |
| <b>EXPENSES</b>                      |                             |                                |
| <b>Firefighting Operations</b>       |                             |                                |
| <i>Apparatus</i>                     |                             |                                |
| Regular Maintenance                  | \$ -                        | \$ -                           |
| Fuel                                 | \$ -                        | \$ -                           |
| Major Repairs                        | \$ -                        | \$ -                           |
| Annual Safety Inspection             | \$ -                        | \$ -                           |
| Insurance                            | \$ -                        | \$ -                           |
| <i>Apparatus Sub Total</i>           | <i>\$ -</i>                 | <i>\$ -</i>                    |
| <i>Equipment &amp; Services</i>      |                             |                                |
| Personal Protection                  | \$ -                        | \$ -                           |
| Hoses/Ladders                        | \$ -                        | \$ -                           |
| Scba Test & Inspections              | \$ -                        | \$ -                           |
| Air Equipment                        | \$ -                        | \$ -                           |
| Uniforms                             | \$ -                        | \$ -                           |
| Meals for major calls                | \$ -                        | \$ -                           |
| Insurance                            | \$ -                        | \$ -                           |
| FS Equipment and Supplies            | \$ 7,700                    | \$ 7,700                       |
| Other                                | \$ -                        | \$ -                           |
| <i>Equipment Sub Total</i>           | <i>\$ 7,700</i>             | <i>\$ 7,700</i>                |
| <i>Communications</i>                |                             |                                |
| Dispatch                             | \$ 43,700                   | \$ 48,115                      |
| Pagers/Portable Radios               | \$ -                        | \$ -                           |
| Maintenance & Testing                | \$ -                        | \$ -                           |
| Publications/Subscriptions           | \$ 500                      | \$ 3,926                       |
| Other                                | \$ -                        | \$ -                           |
| <i>Communication Sub Total</i>       | <i>\$ 44,200</i>            | <i>\$ 52,041</i>               |
| <b>Total Firefighting Operations</b> | <b>\$ 51,900</b>            | <b>\$ 59,741</b>               |

**Training**

|                           |    |   |    |       |
|---------------------------|----|---|----|-------|
| Fire School Level 1       | \$ | - | \$ | -     |
| Medical First Responder   | \$ | - | \$ | -     |
| Seminars/Materials        | \$ | - | \$ | 5,215 |
| Travel/Meals/Etc          | \$ | - | \$ | -     |
| FS Exercise Expenses      | \$ | - | \$ | -     |
| Firefighter Honorarium    | \$ | - | \$ | -     |
| <i>Training Sub Total</i> | \$ | - | \$ | 5,215 |

**Fire Station**

|                               |    |   |    |   |
|-------------------------------|----|---|----|---|
| Light & Power                 | \$ | - | \$ | - |
| Heating                       | \$ | - | \$ | - |
| General Maintenance           | \$ | - | \$ | - |
| Emergency Equipment           | \$ | - | \$ | - |
| Snow Removal/Grounds          | \$ | - | \$ | - |
| Janitorial/Cleaning           | \$ | - | \$ | - |
| Renovations/Major Repairs     | \$ | - | \$ | - |
| Other                         | \$ | - | \$ | - |
| <i>Fire Station Sub Total</i> | \$ | - | \$ | - |

**Administration**

|                                 |    |        |    |        |
|---------------------------------|----|--------|----|--------|
| Telephone                       | \$ | -      | \$ | -      |
| Fire Services Coordinator       | \$ | -      | \$ | -      |
| Summer Student                  | \$ | -      | \$ | -      |
| Mileage and Expenses            | \$ | -      | \$ | -      |
| Conventions & Conferences       | \$ | -      | \$ | -      |
| Office Supplies                 | \$ | -      | \$ | -      |
| Membership                      | \$ | -      | \$ | -      |
| Legal/Audit Fees                | \$ | -      | \$ | -      |
| Bank Charges/Interest           | \$ | -      | \$ | -      |
| Insurance                       | \$ | 6,000  | \$ | 6,000  |
| WCB                             | \$ | 8,800  | \$ | 8,800  |
| EAP                             | \$ | 8,400  | \$ | 8,400  |
| Computer Services               | \$ | -      | \$ | 18,000 |
| Public Events                   | \$ | -      | \$ | -      |
| Other                           | \$ | 22,502 | \$ | 3,000  |
| <i>Administration Sub Total</i> | \$ | 45,702 | \$ | 44,200 |

**Long Term Debt Payments**

|  |                   |                   |
|--|-------------------|-------------------|
| Principal - BFD/CC                     | \$ 89,000         | \$ 89,000         |
| Term Loan Interest - BFD/CC            | \$ 28,537         | \$ 28,537         |
| Brooklyn Pumper Principal              | \$ 74,000         | \$ 74,000         |
| Brooklyn Pumper Interest               | \$ 11,453         | \$ 11,453         |
| Summerville Pumper Principal           | \$ 42,200         | \$ 42,200         |
| Summerville Pumper Interest            | \$ 9,770          | \$ 9,770          |
| Aerial Truck Principal                 | \$ 80,000         | \$ 80,000         |
| Aerial Truck Interest charges          | \$ 23,986         | \$ 23,986         |
| Fire Transition MFC Principal          | \$ 193,682        | \$ 193,682        |
| Fire Transition MFC Interest           | \$ 34,176         | \$ 34,176         |
| TMP Fire Station RBC Principal         | \$ 49,944         | \$ 49,944         |
| TMP Fire Station RBC Interest          | \$ 39,783         | \$ 39,783         |
| Pumper/Tanker - BFD 2 (ETA Mar 22)     |                   | \$ 25,270         |
| Aerial 4 - WFD (ETA April - May 22)    |                   | \$ 36,941         |
| Building Generator - BFD 2 (Pending)   |                   | \$ 2,306          |
| Rescue 32 - SWHFD (ETA May 21)         |                   | \$ 15,900         |
| Ventilation - SWHFD                    |                   | \$ 1,842          |
| Maxi Force Airbag Set - BFD            |                   | \$ 795            |
| Light Rescue Utility - SFD             |                   | \$ 10,744         |
| Major Repairs - Pumper /Tanker 4 - BFD |                   | \$ 4,556          |
| Proposed Additions 2021-22             | \$ 94,511         | \$ 4,833          |
| <i>Long Term Debt Payments</i>         | <i>\$ 771,042</i> | <i>\$ 779,718</i> |
| <b>Total Fire Service Operations</b>   | <b>\$ 868,644</b> | <b>\$ 888,874</b> |

**Capital & Reserve Expenses**

|   |                   |                   |
|---|-------------------|-------------------|
| Capital Contributions                               | \$ -              | \$ -              |
| Reserve Contributions                               | \$ 25,000         | \$ 25,000         |
| <i>Capital &amp; Reserve Expenditures Sub Total</i> | <i>\$ 25,000</i>  | <i>\$ 25,000</i>  |
| <b>Total Municipal Fire Expenses</b>                | <b>\$ 893,644</b> | <b>\$ 913,874</b> |
| <b>Surplus/Deficit</b>                              | <b>\$ -</b>       | <b>\$ -</b>       |

### Appendix 3 – Hantsport Fire Budget

#### West Hants Regional Municipality Hantsport Fire Service 2021-2022 Detailed Budget

| <b>REVENUE</b>                                 | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--|-----------------------------|--------------------------------|
| Fundraising                                    | \$ -                        | \$ -                           |
| Donations                                      | \$ -                        | \$ -                           |
| Operation Contributions - West Hants           | \$ 125,251                  | \$ 137,225                     |
| Operation Contributions - Kings (30% of calls) | \$ 53,679                   | \$ 58,811                      |
| Operation Contributions - Glooscap             | \$ 7,065                    | \$ 7,065                       |
| Capital Contributions - West Hants             | \$ 57,810                   | \$ 196,120                     |
| Capital Contributions - Kings (30% of calls)   | \$ 24,776                   | \$ 84,052                      |
| Hantsport Area Rate                            | \$ 19,154                   | \$ 19,154                      |
| Building Reserve                               | \$ -                        | \$ -                           |
| Provincial Funding                             | \$ -                        | \$ -                           |
| Other  | \$ -                        | \$ -                           |
| <b>Total Revenue</b>                           | <b>\$ 287,735</b>           | <b>\$ 502,426</b>              |
| <b>EXPENSES</b>                                |                             |                                |
| <b>Firefighting Operations</b>                 |                             |                                |
| <i>Apparatus</i>                               |                             |                                |
| Regular Maintenance                            | \$ 10,000                   | \$ 15,000                      |
| Fuel   | \$ 5,000                    | \$ 7,500                       |
| Major Repairs                                  |                             |                                |
| Annual Safety Inspection                       | \$ 3,000                    | \$ 3,000                       |
| Insurance                                      | \$ 15,500                   | \$ 19,900                      |
| <i>Apparatus Sub Total</i>                     | <b>\$ 33,500</b>            | <b>\$ 45,400</b>               |
| <i>Equipment &amp; Services</i>                |                             |                                |
| Personal Protection                            | \$ 25,000                   | \$ 25,000                      |
| Fire Suppression & Rescue Equipment            | \$ 2,000                    | \$ 2,000                       |
| Scba Test & Inspections                        | \$ 1,500                    | \$ 1,500                       |
| Air Equipment                                  | \$ 4,000                    | \$ 4,000                       |
| Uniforms                                       | \$ 1,500                    | \$ 1,500                       |
| Testing Repair & Maintenance                   | \$ 1,000                    | \$ 2,000                       |
| Meals for major calls                          | \$ 400                      | \$ 400                         |
| Other  | \$ 1,000                    | \$ 1,000                       |
| <i>Equipment Sub Total</i>                     | <b>\$ 36,400</b>            | <b>\$ 37,400</b>               |
| <i>Communications</i>                          |                             |                                |
| Dispatch                                       | \$ -                        | \$ -                           |
| Pagers/Portable Radios                         | \$ 10,000                   | \$ 5,000                       |
| Maintenance & Testing                          | \$ 1,000                    | \$ 1,000                       |
| Publications/Subscriptions                     | \$ 500                      | \$ 500                         |
| Other  | \$ -                        | \$ -                           |
| <i>Communication Sub Total</i>                 | <b>\$ 11,500</b>            | <b>\$ 6,500</b>                |
| <b>Total Firefighting Operations</b>           | <b>\$ 81,400</b>            | <b>\$ 89,300</b>               |

**Training**

|                           |                 |                 |
|---------------------------|-----------------|-----------------|
| Fire & Rescue Training    | \$ 2,500        | \$ 2,500        |
| Medical First Responder   | \$ 800          | \$ 2,000        |
| Seminars/Materials        | \$ 1,000        | \$ 1,000        |
| Travel/Meals/Etc          | \$ 500          | \$ 500          |
| <i>Training Sub Total</i> | <i>\$ 4,800</i> | <i>\$ 6,000</i> |

**Fire Station**

|  |                  |                  |
|--|------------------|------------------|
| Light & Power                          | \$ 6,500         | \$ 6,500         |
| Heating                                | \$ 4,000         | \$ 3,000         |
| General Maintenance                    | \$ 1,500         | \$ 1,000         |
| Emergency Equipment                    | \$ 1,000         | \$ 1,000         |
| Snow Removal/Grounds                   | \$ 5,000         | \$ 5,000         |
| Janitorial/Cleaning                    | \$ 1,200         | \$ 1,200         |
| Maintenance - Apparatus Superintendent | \$ 25,000        | \$ 30,000        |
| Renovations/Major Repairs              | \$ 1,500         | \$ -             |
| Insurance                              | \$ -             | \$ -             |
| Other Station Expenses                 | \$ -             | \$ -             |
| Other                                  | \$ -             | \$ -             |
| <i>Fire Station Sub Total</i>          | <i>\$ 45,700</i> | <i>\$ 47,700</i> |

**Administration**

|                                 |                  |                  |
|---------------------------------|------------------|------------------|
| Telephone                       | \$ 1,800         | \$ 1,800         |
| Office Supplies                 | \$ -             | \$ -             |
| Membership                      | \$ 500           | \$ 500           |
| Legal/Audit Fees                | \$ 2,500         | \$ 3,000         |
| Bank Charges/Interest           | \$ -             | \$ -             |
| Insurance                       | \$ -             | \$ -             |
| WCB                             | \$ 1,500         | \$ 1,800         |
| EAP                             | \$ 1,500         | \$ 1,500         |
| Computer Services               | \$ 500           | \$ 500           |
| Public Events                   | \$ 1,000         | \$ 2,000         |
| Firefighter Honorarium          | \$ 40,000        | \$ 45,000        |
| Other                           | \$ 4,000         | \$ 4,000         |
| <i>Administration Sub Total</i> | <i>\$ 53,300</i> | <i>\$ 60,100</i> |

**Long Term Debt Payments**

|  |                   |                   |
|--|-------------------|-------------------|
| Hantsport Pumper Principal                   | \$ 25,000         | \$ 25,000         |
| Hantsport Pumper Interest                    | \$ 4,412          | \$ 4,412          |
| Fire Truck Chassis Principal                 | \$ 17,500         | \$ 17,500         |
| Fire Truck Chassis Interest                  | \$ 4,051          | \$ 4,051          |
| Truck Box Principal (Area Rate)              | \$ 12,500         | \$ 12,500         |
| Truck Box Interest (Area Rate)               | \$ 1,436          | \$ 1,436          |
| Fire Hall Roof Principal (Area Rate)         | \$ 4,500          | \$ 4,500          |
| Fire Hall Roof Interest (Area Rate)          | \$ 718            | \$ 718            |
| Fire Hall Principal - Phase 1                | \$ 9,685          | \$ 9,685          |
| Fire Hall Interest - Phase 1                 | \$ 436            | \$ 436            |
| Breathing Apparatuses Principal              | \$ 16,500         | \$ 16,500         |
| Breathing Apparatuses Interest               | \$ 2,311          | \$ 2,311          |
| Command Scene Lighting Principal             | \$ 2,575          | \$ 2,575          |
| Command Scene Lighting Interest              | \$ 116            | \$ 116            |
| Maxi Force Airbag Set Principal              | \$ 761            | \$ 761            |
| Maxi Force Airbag Set Interest               | \$ 34             | \$ 34             |
| HFD - Fire Station Phase 2 Principal         |                   | \$ 188,316        |
| HFD - Fire Station Phase 2 Interest          |                   | \$ 8,474          |
| HFD - 100' Quint (Order 2021, Delivery 2023) |                   |                   |
| <i>Total Long Term Debt Payments</i>         | <i>\$ 102,535</i> | <i>\$ 299,326</i> |
| <b>Total Fire Service Operations</b>         | <b>\$ 287,735</b> | <b>\$ 502,426</b> |

**Capital & Reserve Expenses**

|   |                   |                   |
|---|-------------------|-------------------|
| Misc  | \$ -              | \$ -              |
| Reserve Contributions                               | \$ -              | \$ -              |
| <i>Capital &amp; Reserve Expenditures Sub Total</i> | <i>\$ -</i>       | <i>\$ -</i>       |
| <b>Total Hantsport Fire Expenses</b>                | <b>\$ 287,735</b> | <b>\$ 502,426</b> |
| <b>Surplus/Deficit</b>                              | <b>\$ -</b>       | <b>\$ -</b>       |

Appendix 4 – Summerville Fire Budget

**West Hants Regional Municipality  
Summerville Fire Department  
2021-2022 Detailed Budget**

| <b>REVENUE</b>                       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------------|-----------------------------|--------------------------------|
| Fundraising                          | \$ -                        | \$ -                           |
| Donations                            | \$ -                        | \$ -                           |
| Contributions - Grants               | \$ 204,970                  | \$ 152,113                     |
| Municipal Costs                      | \$ -                        | \$ 58,466                      |
| Other                                | \$ -                        | \$ -                           |
| <b>Total Revenue</b>                 | <b>\$ 204,970</b>           | <b>\$ 210,578</b>              |
| <b>EXPENSES</b>                      |                             |                                |
| <b>Firefighting Operations</b>       |                             |                                |
| <i>Apparatus</i>                     |                             |                                |
| Regular Maintenance                  | \$ 15,000                   | \$ 15,000                      |
| Fuel                                 | \$ 3,000                    | \$ 3,000                       |
| Major Repairs                        | \$ -                        | \$ -                           |
| Annual Safety Inspection             | \$ 500                      | \$ 500                         |
| Insurance                            | \$ 5,471                    | \$ 15,805                      |
| <i>Apparatus Sub Total</i>           | <i>\$ 23,971</i>            | <i>\$ 34,305</i>               |
| <i>Equipment &amp; Services</i>      |                             |                                |
| Personal Protection                  | \$ 14,000                   | \$ 13,000                      |
| Fire Suppression & Rescue Equipment  | \$ 7,000                    | \$ 7,000                       |
| Scba Test & Inspections              | \$ 5,500                    | \$ 5,500                       |
| Air Equipment                        | \$ 5,500                    | \$ 5,500                       |
| Uniforms                             | \$ 1,500                    | \$ 1,500                       |
| Testing Repair & Maintenance         | \$ 6,600                    | \$ 6,000                       |
| Meals for major calls                | \$ 500                      | \$ 500                         |
| Other                                | \$ 2,000                    | \$ 2,000                       |
| <i>Equipment Sub Total</i>           | <i>\$ 42,600</i>            | <i>\$ 41,000</i>               |
| <i>Communications</i>                |                             |                                |
| Dispatch                             | \$ -                        | \$ -                           |
| Pagers/Portable Radios               | \$ 4,500                    | \$ 4,500                       |
| Maintenance & Testing                | \$ 1,500                    | \$ 1,000                       |
| Publications/Subscriptions           | \$ 3,600                    | \$ 2,000                       |
| Other                                | \$ -                        | \$ -                           |
| <i>Communication Sub Total</i>       | <i>\$ 9,600</i>             | <i>\$ 7,500</i>                |
| <b>Total Firefighting Operations</b> | <b>\$ 76,171</b>            | <b>\$ 82,805</b>               |

**Training**

|                           |                  |                  |
|---------------------------|------------------|------------------|
| Fire School Level 1       | \$ 6,000         | \$ 6,000         |
| Medical First Responder   | \$ 2,000         | \$ 1,500         |
| Seminars/Materials        | \$ 2,000         | \$ 1,500         |
| Travel/Meals/Etc.         | \$ 1,600         | \$ 1,600         |
| <i>Training Sub Total</i> | <i>\$ 11,600</i> | <i>\$ 10,600</i> |

**Fire Station**

|  |                  |                  |
|--|------------------|------------------|
| Light & Power                          | \$ 6,000         | \$ 6,000         |
| Heating                                | \$ 9,000         | \$ 9,000         |
| General Maintenance                    | \$ 10,000        | \$ 10,000        |
| Emergency Equipment                    | \$ 2,500         | \$ 3,000         |
| Snow Removal/Grounds                   | \$ 10,000        | \$ 13,500        |
| Janitorial/Cleaning                    | \$ 5,000         | \$ 5,000         |
| Maintenance - Apparatus Superintendent |                  | \$ -             |
| Renovations/Major Repairs              | \$ 6,500         | \$ 10,000        |
| Insurance                              | \$ 14,717        | \$ 17,660        |
| Other Station Expenses                 | \$ 1,000         | \$ 1,000         |
| Other                                  | \$ 7,000         | \$ 7,000         |
| <i>Fire Station Sub Total</i>          | <i>\$ 71,717</i> | <i>\$ 82,160</i> |

**Administration**

|                                 |                  |                  |
|---------------------------------|------------------|------------------|
| Telephone                       | \$ 3,000         | \$ 3,000         |
| Office Supplies                 | \$ 3,000         | \$ 3,000         |
| Membership                      | \$ 1,100         | \$ 750           |
| Legal/Audit Fees                | \$ 3,500         | \$ 3,000         |
| Bank Charges/Interest           | \$ 500           | \$ 500           |
| Insurance                       | \$ 10,882        | \$ 1,763         |
| WCB                             | \$ -             | \$ -             |
| EAP                             | \$ -             | \$ -             |
| Computer Services               | \$ 3,000         | \$ 3,000         |
| Public Events                   | \$ 2,500         | \$ 3,000         |
| Firefighter Honorarium          | \$ 15,000        | \$ 15,000        |
| Other                           | \$ 3,000         | \$ 2,000         |
| <i>Administration Sub Total</i> | <i>\$ 45,482</i> | <i>\$ 35,013</i> |

|                                      |                   |                   |
|--------------------------------------|-------------------|-------------------|
| <i>Long Term Debt Payments</i>       | <i>\$ -</i>       | <i>\$ -</i>       |
| <b>Total Fire Service Operations</b> | <b>\$ 204,970</b> | <b>\$ 210,578</b> |

**Capital & Reserve Expenses**

|   |                   |                   |
|---|-------------------|-------------------|
| Long Term Debt - New Tanker                         | \$ -              | \$ -              |
| Long Term Debt - New Pumper                         | \$ -              | \$ -              |
| Payout - Credit Union Loan                          | \$ -              | \$ -              |
| <i>Capital &amp; Reserve Expenditures Sub Total</i> | <i>\$ -</i>       | <i>\$ -</i>       |
| <b>Total Summerville Fire Expenses</b>              | <b>\$ 204,970</b> | <b>\$ 210,578</b> |
| <b>Surplus/Deficit</b>                              | <b>\$ -</b>       | <b>\$ -</b>       |

Appendix 5 – Walton Budget

West Hants Regional Municipality  
Walton Fire Department  
2021-2022 Detailed Budget

| <b>REVENUE</b>                       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------------|-----------------------------|--------------------------------|
| Fundraising                          | \$ 18,000                   | \$ 5,000                       |
| Donations                            | \$ 5,000                    | \$ 5,000                       |
| Contributions - Grants               | \$ 38,850                   | \$ 38,850                      |
| Other                                | \$ 35,000                   | \$ 46,218                      |
| <b>Total Revenue</b>                 | <b>\$ 96,850</b>            | <b>\$ 95,068</b>               |
| <b>EXPENSES</b>                      |                             |                                |
| <b>Firefighting Operations</b>       |                             |                                |
| <i>Apparatus</i>                     |                             |                                |
| Regular Maintenance                  | \$ 6,500                    | \$ 7,800                       |
| Fuel                                 | \$ 1,500                    | \$ 1,500                       |
| Major Repairs                        |                             | \$ 10,000                      |
| Annual Safety Inspection             | \$ 1,200                    | \$ 1,200                       |
| Insurance                            | \$ -                        | \$ -                           |
| <i>Apparatus Sub Total</i>           | <i>\$ 9,200</i>             | <i>\$ 20,500</i>               |
| <i>Equipment &amp; Services</i>      |                             |                                |
| Personal Protection                  | \$ 5,750                    | \$ 5,750                       |
| Fire Suppression & Rescue Equipment  | \$ 3,500                    | \$ 20,000                      |
| Scba Test & Inspections              | \$ 4,500                    | \$ 4,500                       |
| Air Equipment                        | \$ 2,000                    | \$ 2,000                       |
| Uniforms                             | \$ 6,300                    | \$ 10,000                      |
| Testing Repair & Maintenance         |                             |                                |
| Meals for major calls                |                             |                                |
| Other - Rehab Supplies               | \$ 6,600                    | \$ 6,600                       |
| <i>Equipment Sub Total</i>           | <i>\$ 28,650</i>            | <i>\$ 48,850</i>               |
| <i>Communications</i>                |                             |                                |
| Dispatch                             | \$ -                        | \$ -                           |
| Pagers/Portable Radios               | \$ 4,000                    | \$ 10,000                      |
| Maintenance & Testing                | \$ 5,500                    | \$ 5,000                       |
| Publications/Subscriptions           | \$ 100                      | \$ 100                         |
| Other                                | \$ -                        | \$ -                           |
| <i>Communication Sub Total</i>       | <i>\$ 9,600</i>             | <i>\$ 15,100</i>               |
| <b>Total Firefighting Operations</b> | <b>\$ 47,450</b>            | <b>\$ 84,450</b>               |

**Training**

|                           |                  |                  |
|---------------------------|------------------|------------------|
| Fire School Level 1       | \$ 14,000        | \$ 14,000        |
| Medical First Responder   | \$ 1,000         | \$ 1,000         |
| Seminars/Materials        | \$ 1,000         | \$ 1,000         |
| Travel/Meals/Etc.         | \$ 2,000         | \$ 2,000         |
| <i>Training Sub Total</i> | <i>\$ 18,000</i> | <i>\$ 18,000</i> |

**Fire Station**

|  |                  |                  |
|--|------------------|------------------|
| Light & Power                          | \$ 5,300         | \$ 5,300         |
| Heating                                | \$ 4,500         | \$ 4,500         |
| General Maintenance                    | \$ 500           | \$ 500           |
| Emergency Equipment                    | \$ 500           | \$ 500           |
| Snow Removal/Grounds                   | \$ 1,500         | \$ 1,500         |
| Janitorial/Cleaning                    | \$ 1,200         | \$ 1,200         |
| Maintenance - Apparatus Superintendent | \$ -             | \$ -             |
| Renovations/Major Repairs              | \$ 4,500         | \$ 4,500         |
| Insurance                              | \$ 15,957        | \$ 15,957        |
| Other Station Expenses                 | \$ -             | \$ -             |
| Other                                  | \$ 6,500         | \$ 6,500         |
| <i>Fire Station Sub Total</i>          | <i>\$ 40,457</i> | <i>\$ 40,457</i> |

**Administration**

|                                      |                  |                  |
|--------------------------------------|------------------|------------------|
| Telephone                            | \$ 2,200         | \$ 2,200         |
| Office Supplies                      | \$ 900           | \$ 900           |
| Membership                           | \$ 400           | \$ 1,000         |
| Legal/Audit Fees                     | \$ 700           | \$ 700           |
| Bank Charges/Interest                | \$ 2,500         | \$ 2,500         |
| Insurance                            | \$ 3,388         | \$ 3,388         |
| WCB                                  | \$ -             | \$ -             |
| EAP                                  | \$ -             | \$ -             |
| Computer Services                    | \$ 550           | \$ 550           |
| Public Events                        | \$ 1,000         | \$ 1,000         |
| Firefighter Honorarium               | \$ -             | \$ -             |
| Other (Banquet, Service Medals, Etc) | \$ 12,000        | \$ 5,000         |
| <i>Administration Sub Total</i>      | <i>\$ 23,638</i> | <i>\$ 17,238</i> |

|                                      |                   |                   |
|--------------------------------------|-------------------|-------------------|
| <i>Long Term Debt Payments</i>       | <i>\$ 5,732</i>   | <i>\$ 25,000</i>  |
| <b>Total Fire Service Operations</b> | <b>\$ 135,277</b> | <b>\$ 185,145</b> |

**Capital & Reserve Expenses**

|   |                   |                    |
|---|-------------------|--------------------|
| Truck Bay floor                                     | \$ -              | \$ -               |
| Transfer to Reserves                                | \$ 10,000         | \$ 10,000          |
| <i>Capital &amp; Reserve Expenditures Sub Total</i> | <i>\$ 10,000</i>  | <i>\$ 10,000</i>   |
| <b>Total Walton Fire Expenses</b>                   | <b>\$ 145,277</b> | <b>\$ 195,145</b>  |
| <b>Surplus/Deficit</b>                              | <b>-\$ 48,427</b> | <b>-\$ 100,077</b> |

**Appendix 6 – Brooklyn Fire Department – Station 1**

**West Hants Regional Municipality  
Brooklyn Station 1 Fire Service  
2021-2022 Detailed Budget**

| <b>REVENUE</b>                       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------------|-----------------------------|--------------------------------|
| Fundraising                          | \$ -                        | \$ -                           |
| Donations                            | \$ -                        | \$ -                           |
| Contributions - West Hants           | \$ 293,226                  | \$ 214,912                     |
| Contributions - East Hants           | \$ 51,867                   | \$ 54,028                      |
| Municipal costs                      | \$ 41,000                   | \$ 120,500                     |
| Other                                | \$ -                        | \$ -                           |
| <b>Total Revenue</b>                 | <b>\$ 386,093</b>           | <b>\$ 389,440</b>              |
| <b>EXPENSES</b>                      |                             |                                |
| <b>Firefighting Operations</b>       |                             |                                |
| <i>Apparatus</i>                     |                             |                                |
| Regular Maintenance                  | \$ 20,000                   | \$ 20,000                      |
| Fuel                                 | \$ 9,000                    | \$ 6,500                       |
| Major Repairs                        | \$ 5,000                    | \$ 12,000                      |
| Annual Safety Inspection             | \$ 5,000                    | \$ 5,500                       |
| Insurance                            | \$ 15,750                   | \$ 22,000                      |
| <i>Apparatus Sub Total</i>           | <i>\$ 54,750</i>            | <i>\$ 66,000</i>               |
| <i>Equipment &amp; Services</i>      |                             |                                |
| Personal Protection                  | \$ 30,000                   | \$ 36,740                      |
| Fire Suppression & Rescue Equipment  | \$ 10,043                   | \$ 20,000                      |
| Scba Test & Inspections              | \$ 10,000                   | \$ 13,000                      |
| Air Equipment                        | \$ 2,000                    | \$ 3,000                       |
| Uniforms                             | \$ 2,500                    | \$ 2,500                       |
| Testing Repair & Maintenance         | \$ 8,500                    | \$ 8,500                       |
| Meals for major calls                | \$ 1,000                    | \$ 1,000                       |
| Other                                | \$ 1,000                    | \$ 500                         |
| <i>Equipment Sub Total</i>           | <i>\$ 65,043</i>            | <i>\$ 85,240</i>               |
| <i>Communications</i>                |                             |                                |
| Dispatch                             | \$ -                        | \$ -                           |
| Pagers/Portable Radios               | \$ 13,000                   | \$ 4,500                       |
| Maintenance & Testing                | \$ 2,000                    | \$ 2,000                       |
| Publications/Subscriptions           | \$ 3,000                    | \$ 6,000                       |
| Other                                | \$ -                        | \$ -                           |
| <i>Communication Sub Total</i>       | <i>\$ 18,000</i>            | <i>\$ 12,500</i>               |
| <b>Total Firefighting Operations</b> | <b>\$ 137,793</b>           | <b>\$ 163,740</b>              |

**Training**

|                           |                  |                  |
|---------------------------|------------------|------------------|
| Fire School Level 1       | \$ 10,000        | \$ 8,000         |
| Medical First Responder   | \$ 1,500         | \$ 1,000         |
| Seminars/Materials        | \$ 1,000         | \$ 1,000         |
| Travel/Meals/Etc.         | \$ 1,000         | \$ 1,000         |
| <i>Training Sub Total</i> | <i>\$ 13,500</i> | <i>\$ 11,000</i> |

**Fire Station**

|  |                   |                  |
|--|-------------------|------------------|
| Light & Power                          | \$ 16,000         | \$ 16,000        |
| Heating                                | \$ -              | \$ -             |
| General Maintenance                    | \$ 17,900         | \$ 10,000        |
| Emergency Equipment                    | \$ 2,000          | \$ 1,000         |
| Snow Removal/Grounds                   | \$ 25,000         | \$ 25,000        |
| Janitorial/Cleaning Supplies           | \$ 2,100          | \$ 3,000         |
| Maintenance - Apparatus Superintendent | \$ 37,500         | \$ 39,000        |
| Renovations/Major Repairs              | \$ 6,500          | \$ 2,500         |
| Insurance                              | \$ -              | \$ -             |
| Other Station Expenses                 | \$ -              | \$ -             |
| Other                                  | \$ -              | \$ -             |
| <i>Fire Station Sub Total</i>          | <i>\$ 107,000</i> | <i>\$ 96,500</i> |

**Administration**

|                                 |                  |                  |
|---------------------------------|------------------|------------------|
| Telephone                       | \$ 5,000         | \$ 4,000         |
| Office Supplies                 | \$ 1,800         | \$ 3,000         |
| Membership                      | \$ 200           | \$ 300           |
| Legal/Audit Fees                | \$ 3,500         | \$ 3,500         |
| Bank Charges/Interest           | \$ 300           | \$ 400           |
| Insurance                       | \$ 2,500         | \$ 2,500         |
| WCB                             | \$ -             | \$ -             |
| EAP                             | \$ -             | \$ -             |
| Computer Services               | \$ 1,000         | \$ 1,000         |
| Public Events                   | \$ 500           | \$ 500           |
| Firefighter Honorarium          | \$ 65,000        | \$ 55,000        |
| Other                           | \$ 6,000         | \$ 6,000         |
| <i>Administration Sub Total</i> | <i>\$ 85,800</i> | <i>\$ 76,200</i> |

|                                      |                   |                   |
|--------------------------------------|-------------------|-------------------|
| <i>Long Term Debt Payments</i>       | <i>\$ 42,000</i>  | <i>\$ 42,000</i>  |
| <b>Total Fire Service Operations</b> | <b>\$ 386,093</b> | <b>\$ 389,440</b> |

**Capital & Reserve Expenses**

|   |                   |                   |
|---|-------------------|-------------------|
| Misc  |                   |                   |
| Reserve Contributions                               |                   |                   |
| <i>Capital &amp; Reserve Expenditures Sub Total</i> | <i>\$ -</i>       | <i>\$ -</i>       |
| <b>Total BFD Station 1 Fire Expenses</b>            | <b>\$ 386,093</b> | <b>\$ 389,440</b> |
| <b>Surplus/Deficit</b>                              | <b>\$ -</b>       | <b>\$ -</b>       |

Appendix 7 – Brooklyn Fire Station 2

West Hants Regional Municipality  
BFD Station 2 Fire Service  
2021-2022 Detailed Budget

| <b>REVENUE</b>                       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------------|-----------------------------|--------------------------------|
| Fundraising                          | \$ -                        | \$ -                           |
| Donations                            | \$ -                        | \$ -                           |
| Contributions - Grants               | \$ 126,800                  | \$ 94,200                      |
| Municipal costs                      | \$ 24,875                   | \$ 60,175                      |
| Other                                | \$ -                        | \$ -                           |
| <b>Total Revenue</b>                 | <b>\$ 151,675</b>           | <b>\$ 154,375</b>              |
| <b>EXPENSES</b>                      |                             |                                |
| <b>Firefighting Operations</b>       |                             |                                |
| <i>Apparatus</i>                     |                             |                                |
| Regular Maintenance                  | \$ 10,000                   | \$ 7,500                       |
| Fuel                                 | \$ 7,000                    | \$ 3,500                       |
| Major Repairs                        | \$ 7,500                    | \$ 5,000                       |
| Annual Safety Inspection             | \$ 1,000                    | \$ 2,500                       |
| <i>Insurance</i>                     | \$ 12,175                   | \$ 12,175                      |
| <i>Apparatus Sub Total</i>           | <i>\$ 37,675</i>            | <i>\$ 30,675</i>               |
| <i>Equipment &amp; Services</i>      |                             |                                |
| Personal Protection                  | \$ 25,000                   | \$ 15,000                      |
| Fire Suppression & Rescue Equipment  | \$ 8,000                    | \$ 7,500                       |
| Scba Test & Inspections              | \$ 7,500                    | \$ 7,000                       |
| Air Equipment                        | \$ -                        | \$ 500                         |
| Uniforms                             | \$ 1,500                    | \$ 2,000                       |
| Testing Repair and Maintenance       | \$ 2,000                    | \$ 3,000                       |
| Meals for major calls                | \$ 500                      | \$ 500                         |
| Other                                | \$ 500                      |                                |
| <i>Equipment Sub Total</i>           | <i>\$ 45,000</i>            | <i>\$ 35,500</i>               |
| <i>Communications</i>                |                             |                                |
| Dispatch                             | \$ -                        | \$ -                           |
| Pagers/Portable Radios               | \$ 5,600                    | \$ 5,000                       |
| Maintenance & Testing                | \$ 1,000                    | \$ 500                         |
| Publications/Subscriptions           | \$ 1,500                    | \$ 2,500                       |
| Other                                | \$ -                        | \$ -                           |
| <i>Communication Sub Total</i>       | <i>\$ 8,100</i>             | <i>\$ 8,000</i>                |
| <b>Total Firefighting Operations</b> | <b>\$ 90,775</b>            | <b>\$ 74,175</b>               |

**Training**

|                           |    |              |    |              |
|---------------------------|----|--------------|----|--------------|
| Fire School Level 1       | \$ | 4,000        | \$ | 3,500        |
| Medical First Responder   | \$ | 1,000        | \$ | 1,000        |
| Seminars/Materials        | \$ | 750          | \$ | 750          |
| Travel/Meals/Etc          | \$ | 500          | \$ | 600          |
| <i>Training Sub Total</i> | \$ | <i>6,250</i> | \$ | <i>5,850</i> |

**Fire Station**

|  |    |               |    |               |
|--|----|---------------|----|---------------|
| Light & Power                          | \$ | 4,900         | \$ | 4,900         |
| Heating                                |    |               | \$ | 4,000         |
| General Maintenance                    | \$ | 2,800         | \$ | 2,800         |
| Emergency Equipment                    | \$ | 200           | \$ | 200           |
| Snow Removal/Grounds                   | \$ | 3,000         | \$ | 3,000         |
| Janitorial/Cleaning                    | \$ | 1,200         | \$ | 1,500         |
| Maintenance - Apparatus Superintendent | \$ | 15,000        | \$ | 15,000        |
| Renovations/Major Repairs              | \$ | -             | \$ | -             |
| Insurance                              | \$ | -             | \$ | -             |
| Other Station Expenses                 | \$ | -             | \$ | -             |
| Other                                  | \$ | -             | \$ | -             |
| <i>Fire Station Sub Total</i>          | \$ | <i>27,100</i> | \$ | <i>31,400</i> |

**Administration**

|                                      |    |               |    |               |
|--------------------------------------|----|---------------|----|---------------|
| Telephone                            | \$ | 600           | \$ | 600           |
| Office Supplies                      | \$ | 500           | \$ | 750           |
| Membership                           | \$ | 50            | \$ | 100           |
| Legal/Audit Fees                     | \$ | 2,500         | \$ | 2,500         |
| Bank Charges/Interest                |    |               | \$ | -             |
| Insurance                            | \$ | 900           | \$ | 1,000         |
| WCB                                  | \$ | -             | \$ | -             |
| EAP                                  | \$ | -             | \$ | -             |
| Computer Services                    | \$ | 500           | \$ | 500           |
| Public Events                        | \$ | 500           | \$ | 500           |
| Firefighter Honorarium               | \$ | 20,000        | \$ | 35,000        |
| Other (Banquet, Service Medals, Etc) | \$ | 2,000         | \$ | 2,000         |
| <i>Administration Sub Total</i>      | \$ | <i>27,550</i> | \$ | <i>42,950</i> |

|                                      |    |                |    |                |
|--------------------------------------|----|----------------|----|----------------|
| <i>Long Term Debt Payments</i>       | \$ | -              | \$ | -              |
| <b>Total Fire Service Operations</b> | \$ | <b>151,675</b> | \$ | <b>154,375</b> |

**Capital & Reserve Expenses**

|   |    |                |    |                |
|---|----|----------------|----|----------------|
| Misc  | \$ | -              | \$ | -              |
| Reserve Contributions                               | \$ | -              | \$ | -              |
| <i>Capital &amp; Reserve Expenditures Sub Total</i> | \$ | -              | \$ | -              |
| <b>Total BFD Station 2 Fire Expenses</b>            | \$ | <b>151,675</b> | \$ | <b>154,375</b> |
| <b>Surplus/Deficit</b>                              | \$ | -              | \$ | -              |

## Appendix 8 – Windsor Fire Department

### West Hants Regional Municipality Windsor Fire Department 2021-2022 Detailed Budget

| <b>REVENUE</b>                       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------------|-----------------------------|--------------------------------|
| Fundraising                          | \$ -                        | \$ -                           |
| Donations                            | \$ -                        | \$ -                           |
| Operation Contributions              | \$ 272,704                  | \$ 295,016                     |
| Capital Contributions                | \$ -                        | \$ -                           |
| Windsor Area Rate                    | \$ -                        | \$ -                           |
| Fire Protection Area Rate            | \$ 27,040                   | \$ -                           |
| Reserves                             | \$ -                        | \$ -                           |
| Provincial Funding                   | \$ -                        | \$ -                           |
| Other                                | \$ -                        | \$ -                           |
| <b>Total Revenue</b>                 | <b>\$ 299,744</b>           | <b>\$ 295,016</b>              |
| <b>EXPENSES</b>                      |                             |                                |
| <b>Firefighting Operations</b>       |                             |                                |
| <i>Apparatus</i>                     |                             |                                |
| Regular Maintenance                  | \$ 10,000                   | \$ 12,000                      |
| Fuel                                 | \$ 8,000                    | \$ 5,000                       |
| Major Repairs                        | \$ 5,000                    | \$ 3,500                       |
| Annual Safety Inspection             | \$ 3,807                    | \$ 4,000                       |
| Insurance                            | \$ 12,000                   | \$ 12,000                      |
| <i>Apparatus Sub Total</i>           | <i>\$ 38,807</i>            | <i>\$ 36,500</i>               |
| <i>Equipment &amp; Services</i>      |                             |                                |
| Personal Protection                  | \$ 36,740                   | \$ 36,740                      |
| Fire Suppression & Rescue Equipment  | \$ 12,326                   | \$ 12,326                      |
| Scba Test & Inspections              | \$ 5,000                    | \$ 6,200                       |
| Air Equipment                        | \$ 2,850                    | \$ 3,500                       |
| Uniforms                             | \$ 5,000                    | \$ 6,000                       |
| Testing Repair & Maintenance         | \$ 7,300                    | \$ 8,000                       |
| Meals for major calls                | \$ 1,000                    | \$ 1,000                       |
| Other                                | \$ 400                      | \$ -                           |
| <i>Equipment Sub Total</i>           | <i>\$ 70,616</i>            | <i>\$ 73,766</i>               |
| <i>Communications</i>                |                             |                                |
| Dispatch                             | \$ -                        | \$ -                           |
| Pagers/Portable Radios               | \$ 4,000                    | \$ 5,500                       |
| Maintenance & Testing                | \$ 5,450                    | \$ 1,200                       |
| Publications/Subscriptions           | \$ 1,200                    | \$ 500                         |
| Other                                | \$ -                        | \$ -                           |
| <i>Communication Sub Total</i>       | <i>\$ 10,650</i>            | <i>\$ 7,200</i>                |
| <b>Total Firefighting Operations</b> | <b>\$ 120,073</b>           | <b>\$ 117,466</b>              |

**Training**

|                           |           |           |
|---------------------------|-----------|-----------|
| Fire School Level 1       | \$ 12,000 | \$ 10,000 |
| Medical First Responder   | \$ 400    | \$ 400    |
| Seminars/Materials        | \$ 3,600  | \$ 3,600  |
| Travel/Meals/Etc          | \$ 500    | \$ 500    |
| <i>Training Sub Total</i> | \$ 16,500 | \$ 14,500 |

**Fire Station**

|  |           |           |
|--|-----------|-----------|
| Light & Power                          | \$ -      | \$ -      |
| Heating                                | \$ -      | \$ -      |
| General Maintenance                    | \$ 1,000  | \$ 3,000  |
| Emergency Equipment                    | \$ 100    | \$ 100    |
| Snow Removal/Grounds                   | \$ -      | \$ -      |
| Janitorial/Cleaning                    | \$ 2,000  | \$ 500    |
| Maintenance - Apparatus Superintendent | \$ 27,440 | \$ 27,440 |
| Renovations/Major Repairs              | \$ 2,000  | \$ 2,000  |
| Insurance                              | \$ -      | \$ -      |
| Other (Rent WFD)                       | \$ 63,660 | \$ 63,660 |
| <i>Fire Station Sub Total</i>          | \$ 96,200 | \$ 96,700 |

**Administration**

|                                 |           |           |
|---------------------------------|-----------|-----------|
| Telephone                       | \$ 2,000  | \$ 3,500  |
| Office Supplies                 | \$ 4,000  | \$ 3,000  |
| Membership                      | \$ 700    | \$ 700    |
| Legal/Audit Fees                | \$ 3,300  | \$ 3,300  |
| Bank Charges/Interest           | \$ -      | \$ -      |
| Insurance                       | \$ 3,600  | \$ 3,600  |
| WCB                             | \$ -      | \$ -      |
| EAP                             | \$ -      | \$ -      |
| Computer Services               | \$ 2,400  | \$ 2,000  |
| Public Events                   | \$ 500    | \$ 750    |
| Firefighter Honorarium          | \$ 44,000 | \$ 44,000 |
| Other                           | \$ 6,471  | \$ 5,500  |
| <i>Administration Sub Total</i> | \$ 66,971 | \$ 66,350 |

*Long Term Debt Payments*

|                                      |                   |                   |
|--------------------------------------|-------------------|-------------------|
| <b>Total Fire Service Operations</b> | <b>\$ 299,744</b> | <b>\$ 295,016</b> |
|--------------------------------------|-------------------|-------------------|

**Capital & Reserve Expenses**

|   |                   |                   |
|---|-------------------|-------------------|
| Misc  |                   |                   |
| Reserve Contributions                               |                   |                   |
| <i>Capital &amp; Reserve Expenditures Sub Total</i> | \$ -              | \$ -              |
| <b>Total Windsor Fire Expenses</b>                  | <b>\$ 299,744</b> | <b>\$ 295,016</b> |
| <b>Surplus/Deficit</b>                              | <b>\$ -</b>       | <b>\$ -</b>       |

## Appendix 9 – South West Hants Fire Budget

### West Hants Regional Municipality South West Hants Fire Service 2021-2022 Detailed Budget

| <b>REVENUE</b>                       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------------|-----------------------------|--------------------------------|
| Fundraising                          | \$ 7,500                    | \$ 6,000                       |
| Donations                            | \$ 500                      | \$ 500                         |
| SWH Fire Society                     | \$ 26,025                   | \$ 14,500                      |
| Fire Operations                      | \$ 52,575                   | \$ 63,682                      |
| Auxiliary                            | \$ -                        | \$ -                           |
| Rent                                 | \$ 1,000                    | \$ 1,000                       |
| Surplus                              | \$ -                        | \$ -                           |
| Other                                | \$ -                        | \$ -                           |
| <b>Total Revenue</b>                 | <b>\$ 87,600</b>            | <b>\$ 85,682</b>               |
| <b>EXPENSES</b>                      |                             |                                |
| <b>Firefighting Operations</b>       |                             |                                |
| <i>Apparatus</i>                     |                             |                                |
| Regular Maintenance                  | \$ 8,000                    | \$ 8,000                       |
| Fuel                                 | \$ 800                      | \$ 800                         |
| Major Repairs                        | \$ -                        | \$ -                           |
| Annual Safety Inspection             | \$ 500                      | \$ 500                         |
| Insurance                            | \$ 1,000                    | \$ 1,000                       |
| <i>Apparatus Sub Total</i>           | <i>\$ 10,300</i>            | <i>\$ 10,300</i>               |
| <i>Equipment &amp; Services</i>      |                             |                                |
| Personal Protection                  | \$ 10,000                   | \$ 10,000                      |
| Fire Supression & Rescue Equipment   | \$ 1,000                    | \$ 2,000                       |
| Scba Test & Inspections              | \$ 1,000                    | \$ 1,500                       |
| Air Equipment                        | \$ 250                      | \$ 250                         |
| Uniforms                             | \$ 500                      | \$ 800                         |
| Testing Repair & Maintenance         | \$ -                        | \$ 5,100                       |
| Meals for major calls                | \$ -                        | \$ -                           |
| Other                                | \$ -                        | \$ -                           |
| <i>Equipment Sub Total</i>           | <i>\$ 12,750</i>            | <i>\$ 19,650</i>               |
| <i>Communications</i>                |                             |                                |
| Dispatch                             | \$ -                        | \$ -                           |
| Pagers/Portable Radios/Headsets      | \$ -                        | \$ 1,500                       |
| Maintenance & Testing                | \$ 500                      | \$ 500                         |
| Publications/Subscriptions           | \$ -                        | \$ 250                         |
| Other                                | \$ -                        | \$ -                           |
| <i>Communication Sub Total</i>       | <i>\$ 500</i>               | <i>\$ 2,250</i>                |
| <b>Total Firefighting Operations</b> | <b>\$ 23,550</b>            | <b>\$ 32,200</b>               |

**Training**

|                           |    |     |       |     |       |
|---------------------------|----|-----|-------|-----|-------|
| Fire School Level 1       | \$ | 800 | \$    | 800 |       |
| Medical First Responder   | \$ | 500 | \$    | 500 |       |
| Seminars/Materials        | \$ | 500 | \$    | 500 |       |
| Travel/Meals/Etc          | \$ | 250 | \$    | 250 |       |
| <i>Training Sub Total</i> |    | \$  | 2,050 | \$  | 2,050 |

**Fire Station**

|  |    |        |        |       |        |
|--|----|--------|--------|-------|--------|
| Light & Power                          | \$ | 6,000  | \$     | 6,000 |        |
| Heating                                | \$ | 5,000  | \$     | 5,000 |        |
| General Maintenance                    | \$ | 2,000  | \$     | 2,000 |        |
| Emergency Equipment                    | \$ | 1,850  | \$     | 6,500 |        |
| Snow Removal/Grounds                   | \$ | 3,500  | \$     | 2,500 |        |
| Janitorial/Cleaning                    | \$ | 1,600  | \$     | 2,400 |        |
| Maintenance - Apparatus Superintendent | \$ | 2,500  | \$     | 2,500 |        |
| Renovations/Major Repairs              | \$ | 16,675 | \$     | -     |        |
| Other                                  | \$ | -      | \$     | -     |        |
| <i>Fire Station Sub Total</i>          |    | \$     | 39,125 | \$    | 26,900 |

**Administration**

|                                      |    |        |        |       |        |
|--------------------------------------|----|--------|--------|-------|--------|
| Telephone                            | \$ | 1,300  | \$     | 1,410 |        |
| Office Supplies                      | \$ | 400    | \$     | 100   |        |
| Membership                           | \$ | 35     | \$     | 35    |        |
| Legal/Audit Fees                     | \$ | 1,250  | \$     | 1,250 |        |
| Bank Charges/Interest                | \$ | 90     | \$     | 25    |        |
| Insurance                            | \$ | 5,000  | \$     | 6,000 |        |
| Computer Services                    | \$ | 800    | \$     | 200   |        |
| WCB                                  | \$ | -      | \$     | -     |        |
| EAP                                  | \$ | -      | \$     | 512   |        |
| Public Events                        | \$ | 500    | \$     | 3,000 |        |
| Firefighter Honorarium               | \$ | 10,500 | \$     | 9,000 |        |
| Other (Banquet, Service Medals, Etc) | \$ | 3,000  | \$     | 3,000 |        |
| <i>Administration Sub Total</i>      |    | \$     | 22,875 | \$    | 24,532 |

|                                |    |   |    |   |
|--------------------------------|----|---|----|---|
| <i>Long Term Debt Payments</i> | \$ | - | \$ | - |
|--------------------------------|----|---|----|---|

|                                      |    |               |    |               |
|--------------------------------------|----|---------------|----|---------------|
| <b>Total Fire Service Operations</b> | \$ | <b>87,600</b> | \$ | <b>85,682</b> |
|--------------------------------------|----|---------------|----|---------------|

**Capital & Reserve Expenses**

|   |    |    |               |    |               |
|---|----|----|---------------|----|---------------|
| Misc  | \$ | -  | \$            | -  |               |
| Reserve Contributions                               | \$ | -  | \$            | -  |               |
| <i>Capital &amp; Reserve Expenditures Sub Total</i> |    | \$ | -             | \$ | -             |
| <b>Total SWH Fire Expenses</b>                      |    | \$ | <b>87,600</b> | \$ | <b>85,682</b> |
| <b>Surplus/Deficit</b>                              |    | \$ | <b>-</b>      | \$ | <b>-</b>      |

## Appendix 10 – Office of CAO

### West Hants Regional Municipality Office of the CAO 2021-2022 Detailed Budget

| <b>Legislation</b>             | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------|-----------------------------|--------------------------------|
| Mayor                          | \$ 56,000                   | \$ 56,954                      |
| Councillors                    | \$ 326,527                  | \$ 332,116                     |
| Training & Development         | \$ 5,000                    | \$ 5,000                       |
| Citizens Members               | \$ 6,000                    | \$ 6,000                       |
| Other Legislative Expenses     | \$ 17,000                   | \$ 17,000                      |
| <b>Total Legislation</b>       | <b>\$ 410,527</b>           | <b>\$ 417,070</b>              |
| <b>Office of CAO</b>           |                             |                                |
| <b>Salaries</b>                |                             |                                |
| Salaries - Full time           | \$ 261,950                  | \$ 255,386                     |
| Overtime                       | \$ 6,000                    | \$ 15,000                      |
| Vacation                       | \$ 26,350                   | \$ 25,690                      |
| Sick Leave                     | \$ 21,700                   | \$ 21,156                      |
| EI                             | \$ 4,216                    | \$ 3,346                       |
| CPP                            | \$ 9,937                    | \$ 8,035                       |
| Pension                        | \$ 18,600                   | \$ 13,043                      |
| Blue Cross                     | \$ 11,036                   | \$ 7,158                       |
| Worker's Comp.                 | \$ 4,441                    | \$ 3,364                       |
| Total Salary & Benefits        | \$ 364,230                  | \$ 352,178                     |
| <b>CAO Administration</b>      |                             |                                |
| Mileage                        | \$ 3,500                    | \$ 2,500                       |
| Training & Development         | \$ 6,000                    | \$ 3,500                       |
| Conventions & Conferences      | \$ 1,000                    | \$ 1,000                       |
| Membership Fees                | \$ 2,500                    | \$ 2,000                       |
| Legal                          | \$ 65,000                   | \$ 70,000                      |
| CAO Grants                     | \$ 5,000                    | \$ -                           |
| Total CAO Administration       | \$ 83,000                   | \$ 79,000                      |
| <b>Total Office of the CAO</b> | <b>\$ 447,230</b>           | <b>\$ 431,178</b>              |

**West Hants Area Rate**

|                                 | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---------------------------------|-----------------------------|--------------------------------|
| Pension shortfall Bennett       | \$ 2,400                    | \$ 5,950                       |
| Pension (Haley)                 | \$ 15,500                   | \$ 15,500                      |
| <b>Total Area Rate Expenses</b> | <b>\$ 17,900</b>            | <b>\$ 21,450</b>               |

**Hantsport Area Rate**

|                                 | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---------------------------------|-----------------------------|--------------------------------|
| Pension (McGinn)                | \$ 17,000                   | \$ 17,000                      |
| <b>Total Area Rate Expenses</b> | <b>\$ 17,000</b>            | <b>\$ 17,000</b>               |

**Windsor Area Rate**

|                                 | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---------------------------------|-----------------------------|--------------------------------|
| Pension (Armstrong)             | \$ 29,124                   | \$ 37,824                      |
| <b>Total Area Rate Expenses</b> | <b>\$ 29,124</b>            | <b>\$ 37,824</b>               |

Appendix 11 – REMO

**West Hants Regional Municipality  
REMO  
2021-2022 Detailed Budget**

| <b>EXPENSES</b>           | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---------------------------|-----------------------------|--------------------------------|
| Full Time - Salary        | \$ -                        | \$ 36,705                      |
| EI                        | \$ -                        | \$ 776                         |
| CPP                       | \$ -                        | \$ 1,747                       |
| Pension                   | \$ -                        | \$ 2,202                       |
| Health Benefit            | \$ -                        | \$ 648                         |
| WCB                       | \$ -                        | \$ 793                         |
| Mileage and Expenses      | \$ 1,800                    | \$ 300                         |
| Training and Development  | \$ 1,000                    | \$ 1,000                       |
| Conventions & Conferences | \$ 1,000                    | \$ -                           |
| Memberships               | \$ 350                      | \$ -                           |
| EOC Telephone             | \$ 5,500                    | \$ 7,000                       |
| Computer Expenses         | \$ -                        | \$ -                           |
| Mandated Communication    | \$ -                        | \$ -                           |
| Marketing/PR              | \$ 500                      | \$ 500                         |
| Public Information        | \$ 400                      | \$ 1,200                       |
| Satellite Phones          | \$ 2,000                    | \$ 2,000                       |
| Satellite Television      | \$ 300                      | \$ 300                         |
| Photocopier/Plotter       | \$ -                        | \$ -                           |
| IT Services               | \$ -                        | \$ -                           |
| Insurance                 | \$ -                        | \$ -                           |
| Exercise Expenses         | \$ -                        | \$ 500                         |
| EOC Equip. and Supplies   | \$ -                        | \$ -                           |
| Radio Equipment/repeater  | \$ 3,900                    | \$ 500                         |
| Radio License             | \$ 1,300                    | \$ 1,350                       |
| Emergency Response Costs  | \$ 6,000                    | \$ 25,000                      |
| EMO Training              | \$ 750                      | \$ 750                         |
| Command Trailer - Phone   | \$ -                        | \$ -                           |
| Command trailer service   | \$ -                        | \$ -                           |
| Capital out of Revenue    | \$ -                        | \$ -                           |
| <i>Sub Total</i>          | <b>\$ 24,800</b>            | <b>\$ 83,271</b>               |
| Administration Fee 10%    | \$ 2,480                    | \$ 8,327                       |
| <i>Sub Total</i>          | <b>\$ 27,280</b>            | <b>\$ 91,599</b>               |
| Honorarium alt-coord.     | \$ 7,000                    | \$ -                           |
| <b>Total Expenses</b>     | <b>\$ 34,280</b>            | <b>\$ 91,599</b>               |

Appendix 12 – By-Law

**West Hants Regional Municipality  
By-Law Enforcement  
2021-2022 Detailed Budget**

| <b>EXPENSES</b>                   | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------------|-----------------------------|--------------------------------|
| Salary- Full Time                 | \$ 84,717                   | \$ 101,538                     |
| Salary- Part Time                 | \$ -                        | \$ -                           |
| Hourly-Part Time                  | \$ -                        | \$ -                           |
| Hourly- Casual                    | \$ -                        | \$ -                           |
| Overtime                          | \$ 2,884                    | \$ 2,884                       |
| Statutory Holiday                 | \$ -                        | \$ -                           |
| By Law - Call Duty Pay            | \$ -                        | \$ -                           |
| Vacation                          | \$ 6,663                    | \$ 7,643                       |
| Sick Leave                        | \$ 3,808                    | \$ -                           |
| Medical Appointment Leave         | \$ -                        | \$ -                           |
| Employer Share - EI               | \$ 2,106                    | \$ 2,415                       |
| Employer Share - CPP              | \$ 4,630                    | \$ 5,569                       |
| Employer Share - Pension          | \$ 5,711                    | \$ 6,551                       |
| Employer Share - Blue Cross (H&D) | \$ 5,059                    | \$ 5,787                       |
| Employer Share - WCB              | \$ 2,018                    | \$ 2,653                       |
| Personal Leave                    | \$ -                        | \$ -                           |
| Mileage & Expenses                | \$ 2,000                    | \$ 1,000                       |
| Training & Development            | \$ 5,000                    | \$ 4,000                       |
| Conventions & Conferences         | \$ -                        | \$ -                           |
| Membership Fees                   | \$ 300                      | \$ 200                         |
| Telephone                         | \$ 3,980                    | \$ 2,500                       |
| Mandated Communication            | \$ 250                      | \$ 250                         |
| Public Information                | \$ -                        | \$ -                           |
| Insurance                         | \$ 1,157                    | \$ 1,522                       |
| Marketing/PR                      | \$ -                        | \$ -                           |
| Prosecuting Attorney              | \$ 15,870                   | \$ 14,350                      |
| Dog Complaints                    | \$ -                        | \$ -                           |
| Dog Impoundment                   | \$ 1,000                    | \$ 1,000                       |
| Dog Tag Contribution SPCA         | \$ 1,500                    | \$ 1,500                       |
| Supplies & Miscellaneous          | \$ 3,200                    | \$ 7,900                       |
| Feral Cat Program                 | \$ -                        | \$ -                           |
| Pest Control                      | \$ -                        | \$ -                           |
| Lease Vehicle                     | \$ -                        | \$ 5,900                       |
| Truck Maintenance                 | \$ 6,000                    | \$ 4,700                       |
| Truck Fuel                        | \$ 2,000                    | \$ 4,000                       |
| Truck Registration                | \$ -                        | \$ 300                         |
| Capital Out Of Revenue            | \$ -                        | \$ -                           |
| <b>Total Expenses</b>             | <b>\$ 159,852</b>           | <b>\$ 184,162</b>              |

Appendix 13 – Department of Finance

West Hants Regional Municipality  
 Department of Financial Services  
 2021-2022 Detailed Budget

| <b>Finance Department</b>           | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-------------------------------------|-----------------------------|--------------------------------|
| Salaries - Finance                  | \$ 580,540                  | \$ 611,337                     |
| Hourly - Causal                     | \$ -                        | \$ 4,399                       |
| Overtime                            | \$ 9,000                    | \$ 15,000                      |
| Vacation                            | \$ 45,660                   | \$ 48,083                      |
| Sick Leave                          | \$ 26,092                   | \$ 27,476                      |
| EI                                  | \$ 12,559                   | \$ 13,324                      |
| CPP                                 | \$ 28,670                   | \$ 31,522                      |
| Pension                             | \$ 39,138                   | \$ 42,308                      |
| Blue Cross                          | \$ 33,153                   | \$ 31,121                      |
| Worker's Comp.                      | \$ 12,678                   | \$ 11,962                      |
| <b>Total Salary &amp; Benefits</b>  | <b>\$ 787,489</b>           | <b>\$ 836,532</b>              |
| <b>Finance Administration</b>       |                             |                                |
| Mileage                             | \$ 1,750                    | \$ 1,750                       |
| Training & Development              | \$ 4,500                    | \$ 4,500                       |
| Conventions & Conferences           | \$ 1,000                    | \$ 1,000                       |
| Membership Fees                     | \$ 2,500                    | \$ 4,500                       |
| Audit                               | \$ 51,630                   | \$ 17,677                      |
| Cash Over & Short                   | \$ 100                      | \$ 100                         |
| Financial Services Charges          | \$ 26,000                   | \$ 26,000                      |
| Operational Costs                   | \$ 2,500                    | \$ 1,000                       |
| <b>Total Finance Administration</b> | <b>\$ 89,980</b>            | <b>\$ 56,527</b>               |
| <b>Total Finance Department</b>     | <b>\$ 877,469</b>           | <b>\$ 893,059</b>              |
| <b>Taxation</b>                     |                             |                                |
| Tax Rebates- Low Income             | \$ -                        | \$ 3,000                       |
| Tax Rebates- Exemptions             | \$ 52,000                   | \$ 105,800                     |
| Tax Rebates- WIN Exemptions         | \$ -                        | \$ -                           |
| Day Care Reductions                 | \$ 1,250                    | \$ 17,500                      |
| Water Utility Exemptions            | \$ -                        | \$ -                           |
| Other Taxation-Seasonal             | \$ 2,200                    | \$ 2,200                       |
| Tax Sale Expense                    | \$ -                        | \$ -                           |
| Street Lighting Clover Lane         | \$ -                        | \$ 2,065                       |
| <b>Total Taxation</b>               | <b>\$ 55,450</b>            | <b>\$ 130,565</b>              |

**Other General Admin Services**

|                                  |           |                |           |                |
|----------------------------------|-----------|----------------|-----------|----------------|
| Office Administration            | \$        | 128,346        | \$        | 120,411        |
| IT Operations                    | \$        | 465,177        | \$        | 481,859        |
| Staff Improvement/Apprec         | \$        | 8,450          | \$        | 12,000         |
| Election                         | \$        | -              | \$        | -              |
| Telephone                        | \$        | 4,000          | \$        | 4,000          |
| Insurance                        | \$        | 97,000         | \$        | 206,982        |
| Grants to Other Orgs             | \$        | 31,500         | \$        | -              |
| Other General Services           | \$        | 5,000          | \$        | 6,500          |
| Water for resale                 | \$        | -              | \$        | 9,600          |
| Mandated Communications          | \$        | 3,000          | \$        | 6,500          |
| Marketing/PR                     | \$        | 7,500          | \$        | 7,500          |
| Public Communications            | \$        | 2,500          | \$        | 36,570         |
| Safety Committee                 | \$        | 500            | \$        | 1,000          |
| Wellness Program                 | \$        | 250            | \$        | 250            |
| Employee Support Committee       | \$        | 300            | \$        | 2,000          |
| Transfer to Reserves             | \$        | -              | \$        | -              |
| Staff Salary Increase            | \$        | -              | \$        | -              |
| <b>Total Other General Admin</b> | <b>\$</b> | <b>753,523</b> | <b>\$</b> | <b>895,172</b> |

**Assessment Recovery Costs**

|                                       |           |                |           |                |
|---------------------------------------|-----------|----------------|-----------|----------------|
| Assessment Recovery Costs             | \$        | 332,405        | \$        | 333,473        |
| <i>Total Assessment Recovery Cost</i> | <i>\$</i> | <i>332,405</i> | <i>\$</i> | <i>333,473</i> |

## Appendix 14 – IT Budget

### West Hants Regional Municipality Information Technology 2021-22 Detailed Budget

| <b>EXPENSES</b>                        | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-22</b> |
|--|-----------------------------|------------------------------|
| <u>Salaries</u>                        |                             |                              |
| Salary- Full Time                      | 62,720                      | 65,976                       |
| Overtime                               | -                           | -                            |
| Vacation                               | -                           | 4,966                        |
| Employer Share - EI                    | 1,200                       | 1,245                        |
| Employer Share - CPP                   | 2,750                       | 3,166                        |
| Employer Share - Pension               | 4,100                       | 4,257                        |
| Employer Share - Blue Cross (H&D)      | 2,200                       | 2,594                        |
| Employer Share - WCB                   | 930                         | 1,567                        |
| Mileage & Expenses                     | 1,750                       | 1,750                        |
| Training & Development                 | 1,500                       | 1,500                        |
| Conventions & Conferences              | -                           | -                            |
| Membership Fees                        | -                           | -                            |
| Telephone                              | 700                         | 700                          |
| <i>Sub Total</i>                       | <b>77,850</b>               | <b>87,721</b>                |
| <u>Hardware</u>                        |                             |                              |
| Camera / Wifi Maintenance              | 7,500                       | 5,500                        |
| Stanley Security Support               | 2,500                       | -                            |
| Laptop or desktop replacement/upgrades | 8,000                       | 8,000                        |
| iPhone Repacements                     | 6,000                       | 6,000                        |
| Owl Meeting Camera                     | 2,500                       | -                            |
| Joan Meeting Room                      | -                           | -                            |
| SSD Drives                             | 1,000                       | -                            |
| Networking Maintenance                 | 8,000                       | 8,500                        |
| Supplies and Maintenance               | 5,000                       | 5,000                        |
| iPad Hardware (iPad + Case)            | 3,200                       | 1,500                        |
| <i>Sub Total</i>                       | <b>43,700</b>               | <b>34,500</b>                |
| <u>Software</u>                        |                             |                              |
| VMWare                                 | 2,000                       | 2,000                        |
| Firepower Services                     | 8,000                       | 13,000                       |
| Keystone Support                       | 5,000                       | 6,500                        |
| Anti-Virus                             | 900                         | 2,400                        |
| Microsoft Office 365                   | 26,400                      | 26,400                       |
| Office Protect                         | 4,500                       | 4,000                        |
| Exclaimer Signature Manager            | -                           | 2,300                        |
| Adobe Acrobat Standard Upgrades        | 5,000                       | 6,000                        |
| Logmein Service                        | 2,000                       | 1,500                        |
| <i>Sub Total</i>                       | <b>53,800</b>               | <b>64,100</b>                |

Administration

|                           |        |        |
|---------------------------|--------|--------|
| New Copiers               | -      | 6,000  |
| CAO Office Hardware       | -      | 2,200  |
| Zoom Meeting Service      | -      | 876    |
| Cybersecurity Training    | -      | -      |
| Laserfiche LSAP (Support) | 12,000 | 8,500  |
| <i>Sub Total</i>          | 12,000 | 17,576 |

Planning and Development

|  |        |        |
|--|--------|--------|
| ArcGIS 10 License                        | 2,000  | 2,000  |
| Zoom Meeting Service                     | -      | 240    |
| GPS Annual Subscription                  | 1,200  | 1,200  |
| iPads/Mobile Desks - Building Inspection | 2,000  | -      |
| ArcGIS Online Credits                    | 500    | 1,000  |
| TownSuite Maintenance & Support          | 8,500  | 8,500  |
| <i>Sub Total</i>                         | 14,200 | 12,940 |

Public Works

|                          |       |       |
|--------------------------|-------|-------|
| HIPPO CMMS               | 2,652 | 2,800 |
| Tablets for Public Works | 5,000 | 2,000 |
| Cell Plan for Tablets    | 500   | -     |
| <i>Sub Total</i>         | 8,152 | 4,800 |

Community Development

|                                 |        |        |
|---------------------------------|--------|--------|
| Online Registration System      | 11,000 | 11,000 |
| Laptops for Summer Students (3) | -      | 2,000  |
| Zoom Meeting Service            | -      | 876    |
| iPhone for Summer Students (4)  | -      | 1,700  |
| <i>Sub Total</i>                | 11,000 | 15,576 |

Council

|  |        |   |
|--|--------|---|
| Internal Communication: iPad For Council | 12,000 | - |
| Wireless Plan (LTE Cellular)             | 2,000  | - |
| iPad Software                            | -      | - |
| <i>Sub Total</i>                         | 14,000 | - |

|  |                |                |
|--|----------------|----------------|
| <i>Contingency Fund</i>                      | 3,000          | 1,000          |
| <i>Internet/Telecommunications Charges</i>   | 7,800          | 3,600          |
| <i>Backup / Monitoring / Email / Website</i> |                |                |
| Veeam Backup System Maintenance              | 4,500          | 4,500          |
| MessageScreen Email Spam Appliance           | -              | -              |
| Website Branding & Planning                  | -              | -              |
| Website support costs                        | 5,000          | 5,500          |
| <i>Sub Total</i>                             | 9,500          | 10,000         |
| <i>IT Service Contract</i>                   |                |                |
| IT Services                                  | 74,825         | 74,825         |
| <i>Sub Total</i>                             | 74,825         | 74,825         |
| <i>Diamond annual support costs</i>          |                |                |
| Platinum support plan                        | 50,000         | 50,000         |
| Addition Users (one time cost)               | 4,000          | -              |
| Year End Updates (Payroll)                   | -              | 4,000          |
| GP UPGRADE TO 2019                           | -              | 10,000         |
| Training Professional Services               | 3,500          | 3,500          |
| <i>Sub Total</i>                             | 57,500         | 67,500         |
| <b>Total IT Operating Budget</b>             | <b>465,177</b> | <b>481,859</b> |

## Appendix 15 – Planning and Building Inspections

### Planning

#### West Hants Regional Municipality Planning and Development 2021-2022 Detailed Budget

| <b>Development Services<br/>EXPENSES</b>     | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--|-----------------------------|--------------------------------|
| Salaries And Wages - Full Time               | \$ 458,010                  | \$ 479,879                     |
| Hourly - Full time                           | \$ -                        | \$ -                           |
| Hourly - Part Time                           | \$ -                        | \$ -                           |
| Hourly - Casual                              | \$ 8,552                    | \$ 5,860                       |
| Hourly - Seasonal                            | \$ -                        | \$ -                           |
| Hourly - Term/Students                       | \$ -                        | \$ 10,000                      |
| Overtime                                     | \$ -                        | \$ 3,500                       |
| Statutory Holiday                            | \$ -                        | \$ -                           |
| Call Duty Pay                                | \$ -                        | \$ -                           |
| Vacation                                     | \$ 34,907                   | \$ 36,754                      |
| Sick Leave                                   | \$ -                        | \$ -                           |
| Medical Appointment Leave                    | \$ -                        | \$ -                           |
| Employer Share - EI                          | \$ 9,454                    | \$ 9,942                       |
| Employer Share - CPP                         | \$ 21,576                   | \$ 19,904                      |
| Employer Share - Pension                     | \$ 29,575                   | \$ 32,054                      |
| Employer Share - Blue Cross                  | \$ 18,708                   | \$ 19,174                      |
| Employer Share - WCB                         | \$ 9,545                    | \$ 9,140                       |
| Personal Leave                               | \$ -                        | \$ -                           |
| Mileage & Expenses                           | \$ 3,000                    | \$ 3,000                       |
| Training & Development                       | \$ 3,550                    | \$ 2,500                       |
| Conventions & Conferences                    | \$ 870                      | \$ 1,000                       |
| Memberships & Subscriptions                  | \$ 2,687                    | \$ 2,827                       |
| Telephone                                    | \$ 2,635                    | \$ -                           |
| Mandated Advertising                         | \$ 10,500                   | \$ 5,000                       |
| Marketing/PR                                 | \$ -                        | \$ -                           |
| Public Information                           | \$ -                        | \$ -                           |
| Administration Fee                           | \$ -                        | \$ -                           |
| Legal  | \$ 7,000                    | \$ 7,000                       |
| General (Planning & Zoning)                  | \$ 1,000                    | \$ 1,000                       |
| Office Supplies                              | \$ 3,000                    | \$ 2,000                       |
| Printing                                     | \$ -                        | \$ 2,000                       |
| Postage & Courier                            | \$ 250                      | \$ 300                         |
| Computer Expenses                            | \$ -                        | \$ -                           |
| Photocopying                                 | \$ 800                      | \$ -                           |
| Heritage Grant                               | \$ 15,000                   | \$ -                           |
| Capital Out of Revenue                       | \$ -                        | \$ -                           |
| Professional Fees                            | \$ 15,000                   | \$ -                           |
| Planning Boards (Heritage Advisory Expenses) | \$ -                        | \$ -                           |
| Development-Related Contingencies            | \$ 2,500                    | \$ 1,500                       |
| <b>Total Planning Expenses</b>               | <b>\$ 658,119</b>           | <b>\$ 654,335</b>              |

*Building Inspection and Permits*

**West Hants Regional Municipality  
Building Inspection  
2021-2022 Detailed Budget**

| <b>EXPENSES</b>                           | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| Salaries -Full Time                       | \$ 246,608                  | \$ 264,105                     |
| Salaries And Wages - Part Time            | \$ -                        | \$ -                           |
| Hourly - Part Time                        | \$ -                        | \$ -                           |
| Hourly - Casual                           | \$ -                        | \$ -                           |
| Hourly - Seasonal                         | \$ -                        | \$ -                           |
| Hourly - Term/Students                    | \$ -                        | \$ -                           |
| Overtime                                  | \$ 6,569                    | \$ 6,569                       |
| Statutory Holiday                         | \$ -                        | \$ -                           |
| Call Duty Pay                             | \$ -                        | \$ -                           |
| Vacation                                  | \$ 19,396                   | \$ 19,879                      |
| Sick Leave                                | \$ 11,084                   | \$ -                           |
| Medical Appointment Leave                 | \$ -                        | \$ -                           |
| Personal Leave                            | \$ -                        | \$ -                           |
| Employer Share - EI                       | \$ 4,796                    | \$ 4,981                       |
| Employer Share - CPP                      | \$ 11,450                   | \$ 11,640                      |
| Employer Share - Pension                  | \$ 16,625                   | \$ 17,039                      |
| Employer Share - Blue Cross               | \$ 9,354                    | \$ 10,375                      |
| Employer Share - WCB                      | \$ 5,130                    | \$ 5,083                       |
| Mileage & Expenses                        | \$ 4,500                    | \$ 4,500                       |
| Training & Development                    | \$ 8,786                    | \$ 15,240                      |
| Coventions & Conferences                  | \$ -                        | \$ -                           |
| Membership Fees                           | \$ 3,752                    | \$ 863                         |
| Telephone                                 | \$ 2,500                    | \$ 3,200                       |
| General Administration & Supplies         | \$ 7,270                    | \$ 5,330                       |
| Insurance                                 | \$ 3,044                    | \$ 2,283                       |
| Vehicle Maintenance                       | \$ 5,600                    | \$ 5,500                       |
| Vehicle Fuel                              | \$ 4,000                    | \$ 6,000                       |
| Vehicle Registration                      | \$ 300                      | \$ 300                         |
| Capital Expense Vehicle                   | \$ -                        | \$ -                           |
| <b>Total Building Inspection Expenses</b> | <b>\$ 370,764</b>           | <b>\$ 382,887</b>              |

## Appendix 16 – Community Development

### West Hants Regional Municipality Community Development Administration 2021-2022 Detailed Budget

| <b>Hantsport Area Rate<br/>REVENUE</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--|-----------------------------|--------------------------------|
| HMCC Area Rate                         | \$ 86,082                   | \$ 86,340                      |
| <i>Total HMCC Area Rate Revenue</i>    | <i>\$ 86,082</i>            | <i>\$ 86,340</i>               |
| <b>Total Revenue</b>                   | <b>\$ 86,082</b>            | <b>\$ 86,340</b>               |

| <b>EXPENSES<br/>Administration &amp; Facilities</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| Salary - full time                                  | \$ 198,738                  | \$ 206,247                     |
| Hourly - Part Time                                  | \$ -                        | \$ -                           |
| Overtime  | \$ -                        | \$ 1,500                       |
| Vacation  | \$ 14,959                   | \$ 15,422                      |
| Sick Leave  | \$ -                        | \$ -                           |
| Employer Share EI                                   | \$ 3,355                    | \$ 3,509                       |
| Employer Share CPP                                  | \$ 7,845                    | \$ 8,272                       |
| Employer Share Pension                              | \$ 12,822                   | \$ 14,395                      |
| Employer Share Blue Cross                           | \$ 7,362                    | \$ 7,781                       |
| Employer Share WCB                                  | \$ 3,531                    | \$ 4,254                       |
| Mileage & Expenses                                  | \$ 3,000                    | \$ 3,000                       |
| Training & Development                              | \$ 2,250                    | \$ 2,250                       |
| Conventions & Conferences                           | \$ 3,750                    | \$ 1,000                       |
| Membership Fees                                     | \$ 2,200                    | \$ 2,200                       |
| Telephone   | \$ 4,500                    | \$ 4,500                       |
| Bank Service Charges                                | \$ -                        | \$ -                           |
| Insurance -Premium & Claims                         | \$ 15,000                   | \$ 22,375                      |
| Marketing/PR  | \$ 3,000                    | \$ 3,000                       |
| General Recreation Expenses                         | \$ 1,500                    | \$ 1,500                       |
| Staff Identification                                | \$ 4,500                    | \$ 4,500                       |
| <i>Total Admin &amp; Facilities</i>                 | <i>\$ 288,312</i>           | <i>\$ 305,705</i>              |

| <b>Other Recreation &amp; Cultural Services</b> |                   |                   |
|---|-------------------|-------------------|
| Town Crier Expenses                             | \$ 1,000          | \$ 1,000          |
| Hockey Heritage                                 | \$ 2,000          | \$ -              |
| <i>Total Grants and Reserves</i>                | <i>\$ 3,000</i>   | <i>\$ 1,000</i>   |
| <b>Total General Rate Expenses</b>              | <b>\$ 291,312</b> | <b>\$ 306,705</b> |

| <b>HMCC Area Rate Expenses</b>                             |                   |                   |
|--|-------------------|-------------------|
| HMCC Admin Fee   | \$ 8,608          | \$ 8,634          |
| Splashpad  | \$ 5,000          | \$ 4,000          |
| Grounds Maintenance  | \$ 25,000         | \$ 25,000         |
| Equipment Usage  | \$ 3,000          | \$ 1,500          |
| Dog Park Water   | \$ 1,000          | \$ 1,000          |
| Pool Water   | \$ 3,000          | \$ 1,500          |
| HMCC Misc. Exp   | \$ 40,474         | \$ 44,706         |
| <b>Total HMCC Area Rate Expenses</b>                       | <b>\$ 86,082</b>  | <b>\$ 86,340</b>  |
| <b>Total Community Development Administration Expenses</b> | <b>\$ 377,394</b> | <b>\$ 393,045</b> |

**West Hants Regional Municipality  
Swimming Pool  
2020 - 2021 Detailed Budget**

| <b>General Rate<br/>REVENUE</b>                     | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2020-2021</b> |
|---|-----------------------------|--------------------------------|
| Facility Passes                                     | \$ -                        | \$ -                           |
| Daily Admissions                                    | \$ -                        | \$ 22,000                      |
| Child Lesson Fees                                   | \$ -                        | \$ 15,000                      |
| Rentals   | \$ -                        | \$ 5,000                       |
| Grants  | \$ -                        | \$ 5,000                       |
| Operating Contribution - HAS                        | \$ -                        | \$ 25,875                      |
| Classes   | \$ -                        | \$ 3,000                       |
| Other   | \$ -                        | \$ -                           |
| <i>Total General Rate Revenue</i>                   | <i>\$ -</i>                 | <i>\$ 75,875</i>               |
| <hr/>   |                             |                                |
| <b>EXPENSES<br/>Administration &amp; Facilities</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2020-2021</b> |
| Salary - Full Time                                  | \$ -                        | \$ -                           |
| Hourly - Part Time                                  | \$ -                        | \$ 90,000                      |
| Vacation  | \$ -                        | \$ 3,594                       |
| Sick Leave  | \$ -                        | \$ -                           |
| Employer Share EI                                   | \$ -                        | \$ 2,070                       |
| Employer Share CPP                                  | \$ -                        | \$ 3,795                       |
| Employer Share Pension                              | \$ -                        | \$ -                           |
| Employer Share Blue Cross                           | \$ -                        | \$ -                           |
| Employer Share WCB                                  | \$ -                        | \$ 2,274                       |
| Personal Leave                                      | \$ -                        | \$ -                           |
| Mileage & Expenses                                  | \$ -                        | \$ 400                         |
| Training & Development                              | \$ -                        | \$ 3,000                       |
| Telephone   | \$ -                        | \$ 400                         |
| Building Maintenance                                | \$ 13,000                   | \$ 9,000                       |
| Program Supplies                                    | \$ -                        | \$ 4,000                       |
| Pool Maintenance                                    | \$ 1,500                    | \$ 7,500                       |
| Light & Power                                       | \$ 10,500                   | \$ 12,000                      |
| Insurance -Premium & Claims                         | \$ 2,000                    | \$ 2,530                       |
| Water & Sewer                                       | \$ 1,000                    | \$ 14,000                      |
| Capital out of Revenue                              | \$ 12,480                   | \$ 12,480                      |
| <i>Total Admin &amp; Facilities</i>                 | <i>\$ 40,480</i>            | <i>\$ 167,043</i>              |
| <b>Total Swimming Pool</b>                          | <b>-\$ 40,480</b>           | <b>-\$ 91,168</b>              |

**West Hants Regional Municipality  
Recreation Programs  
2021-2022 Detailed Budget**

| <b>General Rate<br/>REVENUE</b>   | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------------|-----------------------------|--------------------------------|
| Provincial Grants                 | \$ 48,000                   | \$ 42,000                      |
| Federal Grants                    |                             | \$ 21,752                      |
| KES Aquatics                      | \$ 10,000                   | \$ 10,000                      |
| Event Revenue                     | \$ -                        | \$ -                           |
| General Programs                  | \$ -                        | \$ 65,000                      |
| Summer Programs                   | \$ -                        | \$ 65,000                      |
| <i>Total General Rate Revenue</i> | <i>\$ 58,000</i>            | <i>\$ 203,752</i>              |

| <b>EXPENSES<br/>Programing Staff</b>    | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| Salary - Full Time                      | \$ 96,255                   | \$ 103,212                     |
| Hourly - contract/term                  | \$ 27,000                   | \$ 50,000                      |
| Overtime                                | \$ 3,000                    | \$ 3,000                       |
| Vacation                                | \$ 8,289                    | \$ 7,776                       |
| Sick Leave                              | \$ -                        | \$ -                           |
| Employer Share - EI                     | \$ 2,289                    | \$ 2,453                       |
| Employer Share - CPP                    | \$ 5,066                    | \$ 4,910                       |
| Employer Share - Pension                | \$ 6,210                    | \$ 6,666                       |
| Employer Share - Blue Cross             | \$ 5,059                    | \$ 5,187                       |
| Employer Share - WCB & EAP              | \$ 2,194                    | \$ 2,699                       |
| Mileage                                 | \$ 3,000                    | \$ 4,000                       |
| Training & Development                  | \$ 3,000                    | \$ 3,000                       |
| Conventions & Conferences               | \$ 2,500                    | \$ -                           |
| Telephone                               |                             | \$ -                           |
| <i>Total Active Liv &amp; Rec Staff</i> | <i>\$ 163,862</i>           | <i>\$ 192,903</i>              |

| <b>Programs</b>                       |                  |                   |
|---------------------------------------|------------------|-------------------|
| Hourly - term/students (wages & vac)  | \$ 3,120         | \$ 115,074        |
| Overtime                              | \$ -             | \$ 2,000          |
| Vacation                              | \$ -             | \$ 4,603          |
| Sick Leave                            | \$ -             | \$ -              |
| Employer Share - EI                   | \$ 69            | \$ 2,647          |
| Employer Share - CPP                  | \$ 20            | \$ 5,569          |
| Employer Share - WCB                  | \$ 56            | \$ 2,908          |
| Employer Share - Blue Cross           | \$ -             | \$ -              |
| Employer Share - Pension              | \$ -             | \$ -              |
| Mileage & Miscellaneous               | \$ -             | \$ 12,000         |
| Summer Camp Supplies                  | \$ -             | \$ 7,000          |
| Summer Camp Special Activity Expenses | \$ -             | \$ 5,000          |
| Staff Identification                  | \$ -             | \$ 6,500          |
| Sports Supplies                       | \$ -             | \$ 4,000          |
| Valley Senior Games                   | \$ -             | \$ 500            |
| Active Transportation                 | \$ -             | \$ 7,400          |
| Recreation Programs                   | \$ 35,000        | \$ 52,000         |
| <i>Total Summer Programs</i>          | <i>\$ 38,265</i> | <i>\$ 227,201</i> |

**After School Programs**

|                                    |           |                |           |                |
|------------------------------------|-----------|----------------|-----------|----------------|
| Hourly - term/students             | \$        | 4,500          | \$        | -              |
| Overtime                           | \$        | -              | \$        | -              |
| Employer Share - EI                | \$        | 105            | \$        | -              |
| Employer Share - CPP               | \$        | 62             | \$        | -              |
| Employer Share - WCB               | \$        | 99             | \$        | -              |
| <i>Total After School Programs</i> | \$        | <i>4,946</i>   | \$        | <i>-</i>       |
| <b>Total Programs Expenses</b>     | <b>\$</b> | <b>207,073</b> | <b>\$</b> | <b>420,104</b> |

**GRANTS**

|   |            |                |            |                |
|---|------------|----------------|------------|----------------|
| Grants & Contribution                           | \$         | -              | \$         | 96,000         |
| Bursaries                                       |            |                | \$         | 1,500          |
| Type 1  | \$         | 35,000         | \$         | -              |
| Type 2  | \$         | 3,000          | \$         | -              |
| Leadership                                      | \$         | 8,000          | \$         | -              |
| Special Events                                  | \$         | 10,000         | \$         | -              |
| Program Grant                                   | \$         | 4,000          | \$         | -              |
| Travel Assistance                               | \$         | 2,500          | \$         | 2,500          |
| Sponsorship/Advertising/in-kind                 | \$         | -              | \$         | 4,000          |
| Heritage  | \$         | -              | \$         | 5,000          |
| Safety  | \$         | -              | \$         | 15,000         |
| From 5% Fund                                    | \$         | -              | \$         | -              |
| Trails  | \$         | 10,000         | \$         | 5,000          |
| <i>Total Grants and Reserves</i>                | \$         | <i>72,500</i>  | \$         | <i>129,000</i> |
| <b>Total Program &amp; Grants Expenses</b>      | <b>\$</b>  | <b>279,573</b> | <b>\$</b>  | <b>549,104</b> |
| <b>Surplus / Deficit (Not including Grants)</b> | <b>-\$</b> | <b>149,073</b> | <b>-\$</b> | <b>216,352</b> |

**West Hants Regional Municipality  
Parks & Grounds  
2021 - 2022 Detailed Budget**

| <b>General Rate<br/>REVENUE</b>   | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------------|-----------------------------|--------------------------------|
| St. Croix Field Rental Revenue    | \$ -                        | \$ 6,000                       |
| Parks Canada Revenue              | \$ -                        | \$ 6,000                       |
| Transfer from 5% Fund             | \$ -                        | \$ 4,600                       |
| <i>Total General Rate Revenue</i> | <i>\$ -</i>                 | <i>\$ 16,600</i>               |

| <b>EXPENSES<br/>Parks &amp; Grounds Maintenance</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| Salary - Full Time                                  | \$ 63,500                   | \$ 77,791                      |
| Hourly - full time, term/students                   | \$ 126,944                  | \$ 114,912                     |
| Overtime  | \$ 4,500                    | \$ 1,000                       |
| Vacation  | \$ 9,883                    | \$ 5,855                       |
| Employer Share - EI                                 | \$ 2,398                    | \$ 3,831                       |
| Employer Share - CPP                                | \$ 5,796                    | \$ 9,161                       |
| Employer Share - Pension                            | \$ 3,810                    | \$ 5,019                       |
| Employer Share - Blue Cross & EAP                   | \$ 2,758                    | \$ 5,187                       |
| Employer Share - WCB                                | \$ 2,629                    | \$ 4,414                       |
| Mileage   | \$ 1,700                    | \$ 1,500                       |
| Training & Development                              | \$ 3,310                    | \$ 2,000                       |
| Conventions & Conferences                           | \$ 750                      | \$ 250                         |
| <i>Total Parks &amp; Ground Maintenance</i>         | <i>\$ 227,978</i>           | <i>\$ 230,920</i>              |

## Recreation Sites

|  |                   |                   |
|--|-------------------|-------------------|
| Truck Maintenance                                | \$ 6,000          | \$ 6,000          |
| Truck Fuel                                       | \$ 7,500          | \$ 5,000          |
| Truck Registration                               | \$ 100            | \$ 750            |
| Insurance  | \$ 350            | \$ -              |
| Software & Services                              | \$ 3,758          | \$ -              |
| Capital Expenditures                             | \$ -              | \$ 8,000          |
| Rec Signs  | \$ 10,000         | \$ 10,000         |
| Ste. Croix Rec. Site                             | \$ 5,000          | \$ 5,000          |
| Ste.Croix Rec. Site Maintenance                  | \$ 7,500          | \$ 7,500          |
| Irishmans Road Rec. Site                         | \$ 3,000          | \$ 3,000          |
| Irishmans Road Rec. Site Maintenance             | \$ 1,000          | \$ 1,500          |
| Victoria Park Site Maintenance                   | \$ 5,500          | \$ 2,500          |
| Star Brides Park Site Maintenance                | \$ -              | \$ 500            |
| Waterfront Park Site Maintenance                 | \$ 12,000         | \$ 12,000         |
| Trails   | \$ 25,000         | \$ 29,600         |
| Newport Landing Waterfront Park                  | \$ 3,000          | \$ 3,000          |
| Hobarts, Quarry Pond & Cheverie Recreation Sites | \$ 4,500          | \$ 4,000          |
| Falmouth Mini Park                               | \$ 8,000          | \$ 6,000          |
| Halewood Drive Paving & Sewer Charge             | \$ 550            | \$ 550            |
| Parks & Grounds Snow Removal                     | \$ 23,700         | \$ 11,000         |
| Eldridge Road Rec. Site Maintenance              | \$ 6,500          | \$ 6,500          |
| Maintenance Equipment & supplies                 | \$ 21,000         | \$ 21,000         |
| Fort Edward                                      | \$ -              | \$ 1,000          |
| Equipment & Supplies                             | \$ 4,500          | \$ 4,500          |
| Park Supplies (Misc. Parks)                      | \$ 1,000          | \$ 1,000          |
| Community Beautification                         | \$ -              | \$ 32,766         |
| Tremain Cres Ballfield - Supp, Material, Other   | \$ -              | \$ 2,500          |
| Tennis Court - Supplies, Materials               | \$ -              | \$ -              |
| Burgess Cres - Supplies, Materials, Other        | \$ -              | \$ -              |
| Playground Equip. Rep/Mntce                      | \$ -              | \$ -              |
| Skatepark- repairs and maintenance               | \$ -              | \$ -              |
| Other Recreation Grounds                         | \$ -              | \$ 15,000         |
| Shamrock Field, Maintenance                      | \$ 2,500          | \$ 2,500          |
| Foundry Field Maintenance, Hantsport             | \$ 15,000         | \$ 6,500          |
| Fundy Centennial Park Maintenance                | \$ -              | \$ 300            |
| Historic Site - Poor Farm Cemetery               | \$ 2,000          | \$ 1,200          |
| Tree Expenses                                    | \$ 1,000          | \$ 1,500          |
| <i>Total Recreation Sites</i>                    | \$ 179,958        | \$ 212,166        |
| <b>Total Parks &amp; Grounds Expenses</b>        | <b>\$ 407,936</b> | <b>\$ 443,086</b> |

**West Hants Regional Municipality  
Community Centre  
2021-2022 Detailed Budget**

| <b>General Rate<br/>REVENUE</b>   | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------------|-----------------------------|--------------------------------|
| Rentals                           | \$ 25,800                   | \$ 28,534                      |
| Other                             | \$ 2,500                    | \$ 2,500                       |
| <i>Total General Rate Revenue</i> | <i>\$ 28,300</i>            | <i>\$ 31,034</i>               |

| <b>EXPENSES<br/>Administration &amp; Facilities</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| Salary - Full Time                                  | \$ 48,127                   | \$ 52,682                      |
| Hourly - Part Time                                  | \$ 27,000                   | \$ 27,000                      |
| Vacation  | \$ -                        | \$ -                           |
| Sick Leave  | \$ 4,703                    | \$ 7,282                       |
| Employer Share EI                                   | \$ -                        | -                              |
| Employer Share CPP                                  | \$ 1,766                    | \$ 3,235                       |
| Employer Share Pension                              | \$ 3,897                    | \$ 6,475                       |
| Employer Share Blue Cross                           | \$ 3,105                    | \$ 3,161                       |
| Employer Share WCB                                  | \$ 2,757                    | \$ 2,594                       |
| Personal Leave                                      | \$ 1,692                    | \$ 3,554                       |
| Mileage & Expenses                                  | \$ 250                      | \$ -                           |
| Training & Development                              | \$ 250                      | \$ 500                         |
| Telephone   | \$ 1,400                    | \$ -                           |
| Building Maintenance                                | \$ 30,000                   | \$ 20,000                      |
| Operating Supplies & Services                       | \$ 5,000                    | \$ 1,500                       |
| Taxes   | \$ 2,400                    | \$ 3,500                       |
| Bank Services Charges                               | \$ 800                      | \$ -                           |
| Light & Power                                       | \$ 13,000                   | \$ 13,000                      |
| Truck Maintenance                                   | \$ 2,500                    | \$ -                           |
| Truck Fuel  | \$ 1,000                    | \$ -                           |
| Truck Registration                                  | \$ 100                      | \$ -                           |
| Insurance   | \$ 350                      | \$ -                           |
| Heating   | \$ 15,350                   | \$ 15,350                      |
| Insurance -Premium & Claims                         | \$ 13,000                   | \$ 17,200                      |
| Water & Sewer                                       | \$ 2,800                    | \$ 2,800                       |
| <i>Total Admin &amp; Facilities</i>                 | <i>\$ 184,047</i>           | <i>\$ 182,633</i>              |
| <b>Total Community Centre</b>                       | <b>-\$ 155,747</b>          | <b>-\$ 151,599</b>             |

**West Hants Regional Municipality  
Brooklyn Civic Centre  
2021 - 2022 Detailed Budget**

| <b>General Rate<br/>REVENUE</b>                     | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| Rentals   | \$ -                        | \$ 8,500                       |
| Other   | \$ -                        | \$ -                           |
| <i>Total General Rate Revenue</i>                   | \$ -                        | \$ 8,500                       |
| <hr/>   |                             |                                |
| <b>EXPENSES<br/>Administration &amp; Facilities</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
| Auxillary - Honouriam                               | \$ -                        | \$ -                           |
| Cleaning  | \$ -                        | \$ -                           |
| Telephone   | \$ -                        | \$ -                           |
| Building Maintenance                                | \$ -                        | \$ -                           |
| Light & Power                                       | \$ -                        | \$ 17,000                      |
| Heating   | \$ -                        | \$ -                           |
| <i>Total Admin &amp; Facilities</i>                 | \$ -                        | \$ 17,000                      |
| <b>Total Community Centre</b>                       | <b>\$ -</b>                 | <b>-\$ 8,500</b>               |

**West Hants Regional Municipality  
Sports Complex  
2021 - 2022 Detailed Budget**

| <b>General Rate<br/>REVENUE</b>   | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------------|-----------------------------|--------------------------------|
| Advertising                       | \$ 1,500                    | \$ 25,000                      |
| Facilities Rentals                | \$ 26,300                   | \$ 18,400                      |
| Field House - Rental              | \$ 75,000                   | \$ 153,090                     |
| Ice Rentals                       | \$ 185,396                  | \$ 247,250                     |
| Off Season Rentals                | \$ -                        | \$ 5,000                       |
| Sponsorship                       | \$ 5,000                    | \$ 11,000                      |
| Skating Admissions                | \$ 1,100                    | \$ 5,300                       |
| <i>Total General Rate Revenue</i> | <b>\$ 294,296</b>           | <b>\$ 465,040</b>              |

| <b>EXPENSES<br/>Administration &amp; Facilities</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2020-2021</b> |
|---|-----------------------------|--------------------------------|
| Salary - Full Time                                  | \$ 84,242                   | \$ 89,659                      |
| Hourly - Seasonal                                   | \$ 17,923                   | \$ 101,640                     |
| Hourly - Part Time                                  | \$ 50,000                   | \$ 31,691                      |
| Overtime  | \$ 4,000                    | \$ 4,939                       |
| Vacation  | \$ 7,058                    | \$ 11,835                      |
| Sick Leave  | \$ -                        | \$ -                           |
| Employer Share EI                                   | \$ 2,416                    | \$ 5,082                       |
| Employer Share CPP                                  | \$ 5,183                    | \$ 9,133                       |
| Employer Share Pension                              | \$ 5,435                    | \$ 9,623                       |
| Employer Share Blue Cross                           | \$ 5,515                    | \$ 11,401                      |
| Employer Share WCB                                  | \$ 2,316                    | \$ 5,583                       |
| Personal Leave                                      | \$ -                        | \$ -                           |
| Union Costs   | \$ -                        | \$ 3,500                       |
| Mileage & Expenses                                  | \$ 1,500                    | \$ 1,000                       |
| Training & Development                              | \$ 20,000                   | \$ 6,000                       |
| Telephone   | \$ 1,500                    | \$ 1,749                       |
| Building Maintenance                                | \$ 1,158                    | \$ 5,000                       |
| Ice Cleaner Equipment & Maintenance                 | \$ 2,000                    | \$ 2,500                       |
| Grounds & Snow Removal                              | \$ 6,000                    | \$ 20,000                      |
| Office Supplies & Mscl.                             | \$ 8,000                    | \$ 2,500                       |
| End of Season Expenses                              | \$ 12,600                   | \$ -                           |
| Plant Maintenance                                   | \$ 3,000                    | \$ 30,000                      |
| Light & Power                                       | \$ 80,000                   | \$ 190,000                     |
| Insurance -Premium & Claims & Legal/Audit           | \$ 15,000                   | \$ 27,000                      |
| Water & Sewer                                       | \$ 12,000                   | \$ 15,000                      |
| Bank Services Charges                               | \$ 800                      | \$ 800                         |
| Communications/Marketing                            | \$ 15,000                   | \$ 500                         |
| Sports Equipment                                    | \$ 4,000                    | \$ 4,000                       |
| Staff Identification                                | \$ 2,000                    | \$ 1,000                       |
| Software & licensing                                | \$ 10,000                   | \$ 2,500                       |
| Capital out of Revenue/ Transfer to Reserves        | \$ -                        | \$ 11,000                      |
| <i>Total Admin &amp; Facilities</i>                 | <b>\$ 378,646</b>           | <b>\$ 604,635</b>              |
| <b>Total Sports Complex</b>                         | <b>-\$ 84,350</b>           | <b>-\$ 139,595</b>             |

**West Hants Regional Municipality  
Welcome Centre  
2021 - 2022 Detailed Budget**

| <b>General Rate<br/>REVENUE</b>    | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|------------------------------------|-----------------------------|--------------------------------|
| Federal Grants - Tourist Bureau    | \$ -                        | \$ 6,400                       |
| Provincial Grants - Tourist Bureau | \$ -                        | \$ 10,900                      |
| Sales Revenue                      | \$ -                        | \$ -                           |
| <i>Total General Rate Revenue</i>  | <i>\$ -</i>                 | <i>\$ 17,300</i>               |

| <b>EXPENSES<br/>Administration &amp; Facilities</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| Hourly -Part Time                                   | \$ -                        | \$ -                           |
| Hourly - contract/term                              | \$ -                        | \$ 28,500                      |
| Overtime  | \$ -                        | \$ -                           |
| Vacation  | \$ -                        | \$ 1,140                       |
| Employer Share - EI                                 | \$ -                        | \$ 656                         |
| Employer Share - CPP                                | \$ -                        | \$ 1,425                       |
| Employer Share - Pension                            | \$ -                        | \$ -                           |
| Employer Share - Blue Cross                         | \$ -                        | \$ -                           |
| Employer Share - WCB & EAP                          | \$ -                        | \$ 720                         |
| Mileage   | \$ -                        | \$ 200                         |
| Training & Development                              | \$ -                        | \$ 400                         |
| Conventions & Conferences                           | \$ -                        | \$ -                           |
| Telephone   | \$ -                        | \$ 800                         |
| Repairs & Maintenance                               | \$ -                        | \$ 300                         |
| Operational costs                                   | \$ -                        | \$ 5,000                       |
| Supplies  | \$ -                        | \$ 400                         |
| Rent - Community Centre Space                       | \$ -                        | \$ -                           |
| Honorariums - Tourist Bureau                        | \$ -                        | \$ -                           |
| <i>Total Summer Programs</i>                        | <i>\$ -</i>                 | <i>\$ 39,541</i>               |
| <b>Total Tourist Bureau Expenses</b>                | <b>\$ -</b>                 | <b>\$ 39,541</b>               |

**West Hants Regional Municipality  
Community Economic Development  
2021-2022 Detailed Budget**

| <b>General Rate<br/>REVENUE</b>   | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------------|-----------------------------|--------------------------------|
| CED Revenue                       | \$ -                        | \$ -                           |
| Downtown Development              | \$ -                        | \$ -                           |
| <i>Total General Rate Revenue</i> | <i>\$ -</i>                 | <i>\$ -</i>                    |

| <b>Windsor Area Rate<br/>Area Rate Revenue</b>      | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| WINDSOR BUSINESS ENCHANCEMENT SOCIETY               | \$ 40,872                   | \$ -                           |
| Downtown Development                                | \$ -                        | \$ -                           |
| <i>Total WBES Area Rate Revenue</i>                 | <i>\$ 40,872</i>            | <i>\$ -</i>                    |
| <b>Total Community Economic Development Revenue</b> | <b>\$ 40,872</b>            | <b>\$ -</b>                    |

| <b>EXPENSES<br/>Administration &amp; Facilities</b>  | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--|-----------------------------|--------------------------------|
| Salary - Full Time                                   | \$ 120,098                  | \$ 120,098                     |
| Vacation   | \$ 9,040                    | \$ 9,040                       |
| Sick Leave   | \$ -                        | \$ -                           |
| Overtime   | \$ 3,000                    | \$ 3,000                       |
| Employer Share EI                                    | \$ 2,344                    | \$ 2,344                       |
| Employer Share CPP                                   | \$ 5,431                    | \$ 5,431                       |
| Employer Share Pension                               | \$ 7,748                    | \$ 7,748                       |
| Employer Share Blue Cross                            | \$ 5,515                    | \$ 5,515                       |
| Employer Share WCB                                   | \$ 2,412                    | \$ 2,412                       |
| Personal Leave                                       | \$ -                        | \$ -                           |
| Mileage & Expenses                                   | \$ 3,000                    | \$ 4,000                       |
| Training & Development                               | \$ 3,000                    | \$ 3,000                       |
| Conference & Convention                              | \$ 2,500                    | \$ -                           |
| Membership   | \$ 575                      | \$ 1,250                       |
| Telephone  | \$ 1,950                    | \$ 1,000                       |
| Community Development Programs                       | \$ 25,000                   | \$ 25,000                      |
| Community and Volunteer Recognition                  | \$ 7,500                    | \$ 2,200                       |
| Operating Supplies & Services                        | \$ 500                      | \$ 500                         |
| Marketing/PR   | \$ 13,500                   | \$ 25,000                      |
| Festivals & Community Branding                       | \$ 7,000                    | \$ 12,000                      |
| Apple Blossom  | \$ -                        | \$ 100                         |
| Downtown Development Societies                       | \$ -                        | \$ 45,872                      |
| Business Enhancement                                 | \$ -                        | \$ 24,000                      |
| Communities in Bloom/Tree Canopy                     | \$ 5,000                    | \$ 5,000                       |
| <i>Total Admin &amp; Facilities</i>                  | <i>\$ 225,113</i>           | <i>\$ 304,510</i>              |
| <b>Total Community Economic Development Expenses</b> | <b>\$ 225,113</b>           | <b>\$ 304,510</b>              |

| <b>Hantsport Area Rate<br/>HABA Area Rate Expenses</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--|-----------------------------|--------------------------------|
| HANTSPORT AREA DOWNTOWN DEVELOPMENT                    | \$ 5,000                    | \$ -                           |
| <i>Total HMCC Area Rate Revenue</i>                    | <i>\$ 5,000</i>             | <i>\$ -</i>                    |
| <b>Total Revenue</b>                                   | <b>\$ 5,000</b>             | <b>\$ -</b>                    |

| <b>Windsor Area Rate Expenses<br/>WBES Area Rate Expenses</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| WINDSOR BUSINESS ENCHANCEMENT SOCIETY                         | \$ 40,872                   | \$ -                           |
| WBES Misc. Exp  | \$ 18,000                   | \$ -                           |
| <i>Total WBES Area Rate Expenses</i>                          | <i>\$ 58,872</i>            | <i>\$ -</i>                    |
| <b>Total Community Economic Development Expenses</b>          | <b>\$ 288,985</b>           | <b>\$ 304,510</b>              |

*Cemetery Budget*

**West Hants Regional Municipality  
Riverbank Cemetery  
2021-2022 Detailed Budget**

| <b>Area Rate<br/>REVENUE</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|------------------------------|-----------------------------|--------------------------------|
| Income From Investments      | \$ -                        | \$ -                           |
| Area Rate Revenue            | \$ 32,805                   | \$ 31,260                      |
| Sale Of Lots                 | \$ 1,200                    | \$ 1,200                       |
| Care Of Lots                 | \$ 1,800                    | \$ 1,800                       |
| Grants - West Hants          | \$ -                        | \$ -                           |
| Grants - Special             | \$ -                        | \$ -                           |
| Other                        | \$ -                        | \$ -                           |
| <b>Total Revenue</b>         | <b>\$ 35,805</b>            | <b>\$ 34,260</b>               |

| <b>Area Rate<br/>EXPENSES</b>    | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|----------------------------------|-----------------------------|--------------------------------|
| <i>Salary &amp; Benefits</i>     |                             |                                |
| Salary - Full Time               | \$ 8,330                    | \$ 12,719                      |
| Hourly - Part Time               | \$ 12,945                   | \$ 7,056                       |
| Overtime                         | \$ -                        | \$ -                           |
| Vacation                         | \$ 1,145                    | \$ 1,239                       |
| Employer Share - Ei              | \$ 626                      | \$ 465                         |
| Employer Share - Cpp             | \$ 1,170                    | \$ 897                         |
| Employer Share - Pension         | \$ 537                      | \$ 821                         |
| Employer Share - Blue Cross      | \$ 551                      | \$ 778                         |
| Employer Share - Wcb             | \$ 590                      | \$ 510                         |
| <i>Total Salary And Benefits</i> | <i>\$ 25,895</i>            | <i>\$ 24,485</i>               |

|                                 |                  |                  |
|---------------------------------|------------------|------------------|
| <i>Operating Expenses</i>       |                  |                  |
| Training & Development          | \$ 300           | \$ 300           |
| Cemetery Grounds Maintenance    | \$ 2,500         | \$ 3,500         |
| Equipment/Maintenance           | \$ 1,000         | \$ 500           |
| Water                           | \$ 750           | \$ 300           |
| Insurance                       | \$ 60            | \$ 75            |
| General Projects                | \$ 4,000         | \$ 4,000         |
| Tree Pruning/Planting           | \$ 1,000         | \$ 500           |
| Operational Costs               | \$ 300           | \$ 600           |
| <i>Total Operating Expenses</i> | <i>\$ 9,910</i>  | <i>\$ 9,775</i>  |
| <b>Total Expenses</b>           | <b>\$ 35,805</b> | <b>\$ 34,260</b> |

**West Hants Regional Municipality  
Maplewood Cemetery  
2020-2021 Detailed Budget**

| <b>Area Rate<br/>REVENUE</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|------------------------------|-----------------------------|--------------------------------|
| Income From Investments      | \$ 3,500                    | \$ -                           |
| Area Rate Revenue            | \$ 25,539                   | \$ 34,821                      |
| Sale Of Lots                 | \$ 3,890                    | \$ 3,890                       |
| Care Of Lots                 | \$ 200                      | \$ 2,000                       |
| Burial Fees                  | \$ 22,120                   | \$ 22,120                      |
| Grants - Special             | \$ -                        | \$ -                           |
| Other                        | \$ -                        | \$ -                           |
| <b>Total Revenue</b>         | <b>\$ 55,249</b>            | <b>\$ 62,831</b>               |

| <b>Area Rate<br/>EXPENSES</b>    | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|----------------------------------|-----------------------------|--------------------------------|
| <i>Salary &amp; Benefits</i>     |                             |                                |
| Salary - Full Time               | \$ 33,320                   | \$ 29,678                      |
| Hourly - Part Time               | \$ -                        | \$ 14,112                      |
| Overtime                         | \$ -                        | \$ -                           |
| Vacation                         | \$ 2,508                    | \$ 2,234                       |
| Employer Share - Ei              | \$ 792                      | \$ 1,031                       |
| Employer Share - Cpp             | \$ 1,734                    | \$ 2,215                       |
| Employer Share - Pension         | \$ 2,150                    | \$ 1,915                       |
| Employer Share - Blue Cross      | \$ 2,206                    | \$ 1,816                       |
| Employer Share - Wcb             | \$ 760                      | \$ 1,131                       |
| <i>Total Salary And Benefits</i> | <b>\$ 43,469</b>            | <b>\$ 54,131</b>               |

|                                 |                  |                  |
|---------------------------------|------------------|------------------|
| <i>Operating Expenses</i>       |                  |                  |
| Training & Development          | \$ 300           | \$ 300           |
| Cemetery Grounds Maintenance    | \$ 2,500         | \$ 4,500         |
| Equipment/Maintenance           | \$ 4,000         | \$ 1,000         |
| Old Parish Burial - Mntce       | \$ -             | \$ 400           |
| Water                           | \$ 500           | \$ 500           |
| Insurance                       | \$ 200           | \$ 200           |
| Lights & Power                  | \$ 800           | \$ 800           |
| General Projects                | \$ 3,000         | \$ 1,000         |
| Telephone                       | \$ 480           | \$ -             |
| Operational Costs               | \$ -             | \$ -             |
| <i>Total Operating Expenses</i> | <b>\$ 11,780</b> | <b>\$ 8,700</b>  |
| <b>Total Expenses</b>           | <b>\$ 55,249</b> | <b>\$ 62,831</b> |

## Appendix 17 – Roads and Streets

### West Hants Regional Municipality Roads 2021-2022 Detailed Budget

| <b>General Rate<br/>REVENUE</b>              | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--|-----------------------------|--------------------------------|
| Street Betterment - Clover Lane              | \$ 1,800                    | \$ 3,506                       |
| Business Improvement District - Windsor D.T. | \$ -                        | \$ -                           |
| <b>Total Revenue</b>                         | <b>\$ 1,800</b>             | <b>\$ 3,506</b>                |
| <b>EXPENSES</b>                              |                             |                                |
| Salaries                                     | \$ 390,000                  | \$ 212,857                     |
| Overtime                                     | \$ 11,000                   | \$ 23,000                      |
| Call of Duty Pay                             | \$ 6,500                    | \$ 11,000                      |
| Vacation                                     | \$ 47,000                   | \$ 47,000                      |
| Sick Leave                                   | \$ 24,700                   | \$ 24,700                      |
| Employer Share - EI                          | \$ 19,200                   | \$ 8,000                       |
| Employer Share - CPP                         | \$ 40,000                   | \$ 19,000                      |
| Employer Share - Pension                     | \$ 61,620                   | \$ 19,629                      |
| Employer Share - Blue Cross (+ EAP)          | \$ 31,960                   | \$ 15,000                      |
| Employer Share - WCB                         | \$ 8,000                    | \$ 8,000                       |
| Union - Retirement Allowance                 | \$ 1,000                    | \$ 1,000                       |
| Mileage & Expenses                           | \$ 2,500                    | \$ 2,500                       |
| Training & Development                       | \$ 3,000                    | \$ 2,500                       |
| Conventions & Conferences                    | \$ -                        | \$ -                           |
| Membership Fees                              | \$ 1,200                    | \$ 700                         |
| Telephone                                    | \$ 9,500                    | \$ 3,000                       |
| Mandated Communications                      | \$ 1,000                    | \$ 1,000                       |
| Publications                                 | \$ 500                      | \$ 500                         |
| Legal  | \$ 200                      | \$ 200                         |
| Insurance & Claims                           | \$ 21,670                   | \$ 21,670                      |
| Asset Management - Software License / Other  | \$ 6,667                    | \$ 6,670                       |
| Fee to DOT                                   | \$ 187,094                  | \$ 188,404                     |
| Maintenance - Equipment                      | \$ 50,000                   | \$ 50,000                      |
| Maintenance - Small Tool & Equipment         | \$ 10,000                   | \$ 10,000                      |
| Equipment                                    | \$ 15,000                   | \$ 15,000                      |
| Equipment - Sewer                            | \$ 7,100                    | \$ 7,100                       |
| Equipment Fuel                               | \$ 5,100                    | \$ 5,100                       |
| Truck Maintenance                            | \$ 15,000                   | \$ 15,000                      |
| Truck Fuel                                   | \$ 20,000                   | \$ 20,000                      |
| Vehicle Registration                         | \$ 4,000                    | \$ 4,000                       |
| Engineering                                  | \$ 7,500                    | \$ 7,500                       |
| Street Lighting Charge                       | \$ -                        | \$ 5,000                       |
| Traffic Lights                               | \$ -                        | \$ 5,000                       |
| Other  | \$ 5,500                    | \$ 5,500                       |
| PW Cost Distribution                         | \$ -                        | \$ -                           |
| Transfer to Roads                            | \$ -                        | \$ -                           |
| Capital out of Revenue                       | \$ -                        | \$ -                           |
| <i>Sub Total</i>                             | <i>\$ 1,013,511</i>         | <i>\$ 765,530</i>              |
| Admin. Fee 10%                               | \$ 101,351                  | \$ 76,553                      |
| <b>Total General Expense</b>                 | <b>\$ 1,114,862</b>         | <b>\$ 842,083</b>              |

| <b>WEST HANTS AREA RATE EXPENSES</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------------|-----------------------------|--------------------------------|
| Salary & Benefits                    | \$ -                        | \$ 35,955                      |
| Snow & Ice Control (Streets)         | \$ 55,000                   | \$ 55,000                      |
| Street Maintenance                   | \$ 70,000                   | \$ 70,000                      |
| Snow Equipment Maintenance           | \$ 15,300                   | \$ 8,800                       |
| Roads - Materials                    | \$ 10,500                   | \$ 12,000                      |
| PW Costs                             | \$ 22,560                   | \$ 22,560                      |
| Street Betterment - Clover Lane      | \$ 1,800                    | \$ 1,800                       |
| <i>Sub Total</i>                     | \$ 175,160                  | \$ 206,115                     |
| Admin fee 10%                        | \$ 17,516                   | \$ 20,612                      |
| <i>Total West Hants Expenses</i>     | \$ 192,676                  | \$ 226,727                     |

| <b>HANTSPORT AREA RATE EXPENSES</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-------------------------------------|-----------------------------|--------------------------------|
| Salary & Benefits                   | \$ -                        | \$ 48,645                      |
| Snow & Ice Control (Streets)        | \$ 57,000                   | \$ 57,000                      |
| Street Maintenance                  | \$ 7,000                    | \$ 7,000                       |
| Sidewalk Maintenance                | \$ 6,000                    | \$ 6,000                       |
| Sidewalk - Snow & Ice               | \$ 18,000                   | \$ 18,000                      |
| Snow Equipment Maintenance          | \$ -                        | \$ 12,000                      |
| PW Cost Distribution                | \$ 18,800                   | \$ 18,800                      |
| Shed Fuel and Power                 | \$ 250                      | \$ 2,000                       |
| Insurance - Premiums and Claims     | \$ 3,000                    | \$ 3,000                       |
| Street Lights                       | \$ 26,500                   | \$ 26,500                      |
| <i>Sub Total</i>                    | \$ 136,550                  | \$ 198,945                     |
| Admin fee 10%                       | \$ 13,655                   | \$ 19,895                      |
| <i>Total Hantsport Expenses</i>     | \$ 150,205                  | \$ 218,840                     |

| <b>WINDSOR AREA RATE EXPENSES</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------------|-----------------------------|--------------------------------|
| Salary & Benefits                 | \$ -                        | \$ 126,900                     |
| Snow & Ice Control (Streets)      | \$ 66,000                   | \$ 66,000                      |
| Street Maintenance                | \$ 150,000                  | \$ 120,000                     |
| Sidewalk Maintenance              | \$ 28,000                   | \$ 28,000                      |
| Sidewalk - Snow & Ice             | \$ -                        | \$ -                           |
| Snow Equipment Maintenance        |                             | \$ 30,000                      |
| PW Cost Distribution              | \$ 22,560                   | \$ 22,560                      |
| Shed Fuel and Power               | \$ 500                      | \$ 500                         |
| Insurance - Premiums and Claims   | \$ -                        | \$ -                           |
| Street Signs                      | \$ 10,000                   | \$ 5,000                       |
| Parking Lot - Lease               | \$ 6,300                    | \$ 7,300                       |
| Tree Removals & Planting          | \$ 8,000                    | \$ 8,000                       |
| Street & Traffic Lights           | \$ 55,000                   | \$ 55,000                      |
| <i>Sub Total</i>                  | \$ 346,360                  | \$ 469,260                     |
| Admin fee 10%                     | \$ 34,636                   | \$ 46,926                      |
| <i>Total Windsor Expenses</i>     | \$ 380,996                  | \$ 516,186                     |
| <b>Total Expenses</b>             | <b>\$ 1,838,738</b>         | <b>\$ 1,803,835</b>            |

## Appendix 18 – Waste Collection and Disposal

### West Hants Regional Municipality Waste Collection and Disposal 2021-2022 Detailed Budget

| <b>WEST HANTS AREA RATE<br/>EXPENSES</b>    | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| <b>Waste Collection</b>                     |                             |                                |
| Recycling & Refuse Collection - Waste Mgmt. | \$ 747,000                  | \$ 747,000                     |
| Recyclables Processing                      | \$ 83,000                   | \$ 83,000                      |
| Organics Tipping Fees                       | \$ 90,000                   | \$ 90,000                      |
| Tipping Fees                                | \$ 79,000                   | \$ 79,000                      |
| Bins in Public Works Compound               | \$ 4,200                    | \$ 4,200                       |
| <i>Sub Total</i>                            | <i>\$ 1,003,200</i>         | <i>\$ 1,003,200</i>            |
| <b>Administration</b>                       |                             |                                |
| Salary - Full Time                          | \$ 7,500                    | \$ 34,000                      |
| Hourly - Full Time                          | \$ -                        | \$ -                           |
| Hourly - Part Time                          | \$ -                        | \$ -                           |
| Overtime                                    | \$ 2,000                    | \$ 2,000                       |
| Call Duty Pay                               | \$ 200                      | \$ -                           |
| Vacation                                    | \$ 300                      | \$ 300                         |
| Sick Leave                                  | \$ -                        | \$ -                           |
| Personal Leave                              | \$ -                        | \$ -                           |
| Medical Appointment                         | \$ -                        | \$ -                           |
| EI  | \$ 166                      | \$ 752                         |
| CPP   | \$ 210                      | \$ 1,662                       |
| Pension                                     | \$ 450                      | \$ 2,040                       |
| Blue Cross                                  | \$ 1,000                    | \$ 600                         |
| Worker's Comp                               | \$ 159                      | \$ 826                         |
| Mileage & Expenses                          | \$ 500                      | \$ -                           |
| Training & Development                      | \$ 1,000                    | \$ 500                         |
| Conventions& Conferences                    | \$ -                        | \$ -                           |
| Membership Fees                             | \$ 100                      | \$ 110                         |
| Telephone                                   | \$ 1,500                    | \$ 1,500                       |
| Mandated Communication                      | \$ 500                      | \$ 2,600                       |
| Marketing/PR                                | \$ -                        | \$ -                           |
| Public Information                          | \$ -                        | \$ -                           |
| Administration Fee                          | \$ 5,000                    | \$ 5,000                       |
| Legal                                       | \$ -                        | \$ -                           |
| Insurance -Premiums & Claims                | \$ 200                      | \$ 200                         |
| PW Cost Allocation                          | \$ 5,887                    | \$ -                           |
| Equipment                                   | \$ -                        | \$ -                           |
| Truck/Equipment Maintenance                 | \$ 800                      | \$ -                           |
| Truck/Equipment Fuel                        | \$ 400                      | \$ -                           |
| Truck/Equipment Registration                | \$ 500                      | \$ -                           |
| Other                                       | \$ -                        | \$ -                           |
| Public Works Waste Collection Materials     | \$ 500                      | \$ 500                         |
| Recycling & Refuse Promotions               | \$ 1,000                    | \$ 2,000                       |
| Illegal Site Cleanup                        | \$ 1,000                    | \$ 1,000                       |
| <i>Sub Total</i>                            | <i>\$ 30,872</i>            | <i>\$ 55,590</i>               |
| <b>Total West Hants Expenses</b>            | <b>\$ 1,034,072</b>         | <b>\$ 1,058,790</b>            |

| <b>WINDSOR AREA RATE<br/>EXPENSES</b>     | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| <b>Waste Collection</b>                   |                             |                                |
| Recycling Collection/Processing           | \$ 110,000                  | \$ 82,000                      |
| Bins (green cart & Public Waste Stations) | \$ 11,500                   | \$ 11,500                      |
| Compostable Organics Collection           | \$ 73,700                   | \$ 36,830                      |
| Organic Tipping Fees                      | \$ 24,500                   | \$ 26,000                      |
| Organic Tipping Fees                      | \$ 30,000                   | \$ 40,000                      |
| Garbage collection                        | \$ 60,500                   | \$ 47,500                      |
| <i>Sub Total</i>                          | \$ 310,200                  | \$ 243,830                     |
| <b>Administration</b>                     |                             |                                |
| Salary - Full Time                        | \$ 19,250                   | \$ 32,000                      |
| Hourly - Full Time                        | \$ 28,000                   | \$ -                           |
| Hourly - Part Time                        | \$ 19,000                   | \$ -                           |
| Overtime                                  | \$ -                        | \$ -                           |
| Call Duty Pay                             | \$ -                        | \$ -                           |
| Vacation                                  | \$ 1,880                    | \$ 300                         |
| Sick Leave                                | \$ -                        | \$ -                           |
| Medical Appointment                       |                             |                                |
| Personal Leave                            | \$ -                        | \$ -                           |
| EI  | \$ 1,507                    | \$ 708                         |
| CPP                                       | \$ 3,209                    | \$ 1,553                       |
| Pension                                   | \$ 1,155                    | \$ 1,920                       |
| Blue Cross                                | \$ 2,730                    | \$ 400                         |
| Worker's Comp                             | \$ 1,444                    | \$ 778                         |
| Mileage & Expenses                        | \$ 1,500                    | \$ 500                         |
| Training & Development                    | \$ 1,000                    | \$ -                           |
| Conventions& Conferences                  | \$ -                        | \$ -                           |
| Membership Fees                           | \$ 70                       | \$ 120                         |
| Telephone                                 | \$ 1,265                    | \$ 1,265                       |
| Manadted Communication                    | \$ 30                       | \$ 30                          |
| Marketing/PR                              | \$ -                        | \$ -                           |
| Public Information                        | \$ -                        | \$ -                           |
| Administration Fee                        | \$ -                        | \$ -                           |
| Legal                                     | \$ -                        | \$ -                           |
| PW Cost Allocation                        | \$ -                        | \$ -                           |
| Insurance -Premiums & Claims              | \$ 5,887                    | \$ -                           |
| Truck Maintenance                         |                             | \$ 2,500                       |
| Truck Fuel                                | \$ 5,210                    | \$ 1,600                       |
| Truck Registration                        | \$ 3,047                    | \$ 500                         |
| Other                                     | \$ 1,225                    | \$ 500                         |
| Recycling & Refuse Promotions             | \$ 1,000                    | \$ 500                         |
| Illegal Site Cleanup                      | \$ 500                      | \$ 500                         |
| <i>Sub Total</i>                          | \$ 98,909                   | \$ 45,674                      |
| <i>Total Windsor Expenses</i>             | \$ 409,109                  | \$ 289,504                     |
| <b>Total Expenses</b>                     | <b>\$ 1,443,181</b>         | <b>\$ 1,348,294</b>            |

**Appendix 19 – Landfill (Closed)**

**West Hants Regional Municipality  
Landfill  
2021-2022 Detailed Budget**

| <b>REVENUE</b>                      | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-------------------------------------|-----------------------------|--------------------------------|
| Trans fr Capital Reserve - LANDFILL | \$ 57,969                   | \$ 75,579                      |
| <b>Total Revenue</b>                | <b>\$ 57,969</b>            | <b>\$ 75,579</b>               |
| <b>EXPENSES</b>                     |                             |                                |
| Salary - Full Time                  | \$ 5,700                    | \$ 5,500                       |
| Hourly - Full Time                  | \$ -                        | \$ -                           |
| Hourly - Part Time                  | \$ -                        | \$ -                           |
| Overtime                            | \$ 1,000                    | \$ 50                          |
| Call Duty Pay                       | \$ 100                      | \$ -                           |
| Vacation                            | \$ 1,350                    | \$ 385                         |
| Sick Leave                          | \$ 1,500                    | \$ -                           |
| Medical Appointment                 | \$ -                        | \$ -                           |
| Personal Leave                      | \$ -                        | \$ -                           |
| EI                                  | \$ 126                      | \$ 122                         |
| CPP                                 | \$ 116                      | \$ 109                         |
| Pension                             | \$ 342                      | \$ 330                         |
| Blue Cross                          | \$ 850                      | \$ 478                         |
| Worker's Comp                       | \$ 121                      | \$ 134                         |
| Mileage & Expenses                  | \$ 500                      | \$ 500                         |
| Training & Development              | \$ -                        | \$ 200                         |
| Conventions & Conferences           | \$ -                        | \$ -                           |
| Membership Fees                     | \$ -                        | \$ 100                         |
| Telephone                           | \$ 595                      | \$ 600                         |
| Mandated Communication              | \$ 200                      | \$ 200                         |
| Marketing/PR                        | \$ -                        | \$ -                           |
| Public Information                  | \$ -                        | \$ -                           |
| Legal                               | \$ -                        | \$ -                           |
| Insurance & Claims                  | \$ 200                      | \$ -                           |
| Equipment                           | \$ -                        | \$ 500                         |
| Truck Maintenance                   | \$ -                        | \$ -                           |
| Truck Fuel                          | \$ -                        | \$ -                           |
| Truck Registration                  | \$ -                        | \$ -                           |
| Monitoring Program Sampling         | \$ 35,000                   | \$ 35,000                      |
| Site Maintenance                    | \$ 5,000                    | \$ 20,000                      |
| PW Cost Contribution                | \$ -                        | \$ 4,500                       |
| <i>Sub Total</i>                    | <i>\$ 52,699</i>            | <i>\$ 68,708</i>               |
| Administration Fee                  | \$ 5,270                    | \$ 6,871                       |
| <b>Total Expenses</b>               | <b>\$ 57,969</b>            | <b>\$ 75,579</b>               |

Appendix 20 – Waste Diversion

**West Hants Regional Municipality  
Waste Diversion  
2020-2021 Detailed Budget**

| <b>REVENUE</b>                 | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2020-2021</b> |
|--------------------------------|-----------------------------|--------------------------------|
| Region 6 Waste Station Fund    | \$ 3,600                    | \$ 10,000                      |
| Region 6 Enforcement funding   | \$ 5,363                    | \$ 20,474                      |
| Transfer of Diversion Credits  | \$ 93,948                   | \$ 69,256                      |
| <b>Total Revenue</b>           | <b>\$ 102,910</b>           | <b>\$ 99,730</b>               |
| <b>EXPENSES</b>                |                             |                                |
| Coordinator Salary             | \$ 47,300                   | \$ 51,750                      |
| Hourly - Full Time             | \$ -                        |                                |
| Hourly - Part Time             | \$ 10,000                   | \$ -                           |
| Overtime                       | \$ -                        | \$ -                           |
| Call Duty Pay                  | \$ -                        | \$ -                           |
| Vacation                       | \$ 2,700                    | \$ 2,700                       |
| Sick Leave                     | \$ -                        | \$ -                           |
| CPP                            | \$ 2,200                    | \$ 2,533                       |
| EIP                            | \$ 1,100                    | \$ 1,145                       |
| Pension                        | \$ 1,500                    | \$ 3,105                       |
| Blue Cross                     | \$ 1,000                    | \$ 1,000                       |
| WCB                            | \$ 910                      | \$ 1,097                       |
| Mileage/Expenses               | \$ 2,500                    | \$ 2,500                       |
| Training & Development         | \$ 1,000                    | \$ 700                         |
| Conventions/Conferences        | \$ 400                      |                                |
| Membership Fees                | \$ 200                      | \$ 200                         |
| Telephone                      | \$ 2,400                    | \$ 1,000                       |
| Mandated Communication         | \$ 2,500                    | \$ 5,000                       |
| Marketing/PR                   | \$ -                        | \$ -                           |
| PW Cost Allocation             | \$ 500                      | \$ 500                         |
| Equipment                      | \$ 500                      | \$ 500                         |
| Truck Maintenance              | \$ 800                      | \$ 800                         |
| Truck Fuel                     | \$ 400                      | \$ 400                         |
| Truck Registration             | \$ 500                      | \$ 500                         |
| Public Information             | \$ -                        | \$ -                           |
| Administration Fee             | \$ 5,000                    | \$ 5,000                       |
| Recycling Projects             | \$ 1,000                    | \$ 1,000                       |
| Supplies                       | \$ 500                      | \$ 300                         |
| Other Organics Diversion Prog. | \$ 1,000                    | \$ 1,000                       |
| Curbside Enforcement Prog.     | \$ 15,000                   | \$ 15,000                      |
| Waste Sorting Stations         | \$ 2,000                    | \$ 2,000                       |
| <b>Total Expenses</b>          | <b>\$ 102,910</b>           | <b>\$ 99,730</b>               |

**Appendix 21 – Municipal Facilities**

**West Hants Regional Municipality  
Municipal Facilities  
2021 - 2022 Detailed Budget**

| <b>100 King St.<br/>REVENUE</b>    | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|------------------------------------|-----------------------------|--------------------------------|
| Rentals - Windsor Fire             | \$ 63,160                   | \$ 63,160                      |
| Lease - Cell Tower                 | \$ 8,000                    | \$ 6,100                       |
| Lease - ScotianWEB                 | \$ 43,050                   | \$ 29,000                      |
| Rentals - West Hants Water Utility | \$ 19,500                   | \$ 19,750                      |
| Rentals - Windsor Water Utility    | \$ 10,176                   | \$ 10,300                      |
| <i>Total General Rate Revenue</i>  | <i>\$ 143,886</i>           | <i>\$ 128,310</i>              |

| <b>EXPENSES<br/>Administration &amp; Facilities</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| Salary - Full Time                                  | \$ 24,640                   | \$ 28,000                      |
| Hourly - Part Time                                  | \$ 1,200                    | \$ -                           |
| Overtime  | \$ -                        | \$ 500                         |
| Call Duty Pay                                       | \$ -                        | \$ 2,000                       |
| Vacation  | \$ -                        | \$ -                           |
| Sick Leave  | \$ -                        | \$ -                           |
| Personal Leave                                      | \$ -                        | \$ -                           |
| Employer Share EI                                   | \$ 545                      | \$ 619                         |
| Employer Share CPP                                  | \$ 1,300                    | \$ 1,335                       |
| Employer Share Pension                              | \$ 1,480                    | \$ 1,680                       |
| Employer Share Blue Cross                           | \$ 1,270                    | \$ 1,297                       |
| Employer Share WCB                                  | \$ 450                      | \$ 501                         |
| Mileage & Expenses                                  | \$ 271                      | \$ 500                         |
| Training & Development                              | \$ 263                      | \$ 500                         |
| Conferences & Conventions                           | \$ -                        | \$ -                           |
| Membership Fees                                     | \$ -                        | \$ 140                         |
| Telephone   | \$ 1,110                    | \$ 1,110                       |
| Mandated Communications                             | \$ -                        | \$ 50                          |
| Building Maintenance                                | \$ 45,000                   | \$ 30,000                      |
| PW Cost Contribution                                | \$ -                        | \$ -                           |
| Operating Supplies & Services                       | \$ 2,500                    | \$ 1,500                       |
| Data Services                                       | \$ -                        | \$ -                           |
| Equipment Fuel                                      | \$ -                        | \$ 600                         |
| Truck Maintenance                                   | \$ -                        | \$ -                           |
| Truck Fuel  | \$ -                        | \$ -                           |
| Truck Registration                                  | \$ -                        | \$ -                           |
| Light & Power                                       | \$ 36,000                   | \$ 38,000                      |
| Fuel  | \$ 25,000                   | \$ 23,000                      |
| Water & Sewer                                       | \$ 7,600                    | \$ 8,500                       |
| Insurance -Premium & Claims                         | \$ 2,200                    | \$ 2,200                       |
| Property Taxes                                      | \$ 650                      | \$ 650                         |
| <i>Total Admin &amp; Facilities</i>                 | <i>\$ 151,479</i>           | <i>\$ 142,682</i>              |
| <b>Total Office Building Expenses</b>               | <b>\$ 151,479</b>           | <b>\$ 142,682</b>              |

**76 Morison****EXPENSES**

|  | <b>Budget</b>    | <b>Estimates</b>  |
|--|------------------|-------------------|
| <b>Administration &amp; Facilities</b> | <b>2020-2021</b> | <b>2021-2022</b>  |
| Salary - Full Time                     | \$ 26,793        | \$ 28,000         |
| Overtime                               | \$ -             | \$ -              |
| Call Duty Pay                          | \$ -             | \$ 500            |
| Vacation                               | \$ 2,000         | \$ 2,000          |
| Sick Leave                             | \$ -             | \$ -              |
| Personal Leave                         | \$ -             | \$ -              |
| Employer Share EI                      | \$ 560           | \$ 619            |
| Employer Share CPP                     | \$ 1,330         | \$ 1,335          |
| Employer Share Pension                 | \$ 1,520         | \$ 1,680          |
| Employer Share Blue Cross              | \$ 450           | \$ 1,297          |
| Employer Share WCB                     | \$ 475           | \$ 501            |
| Mileage & Expenses                     | \$ 271           | \$ 500            |
| Training & Development                 | \$ 263           | \$ 300            |
| Conferences & Conventions              | \$ -             | \$ -              |
| Membership Fees                        | \$ -             | \$ -              |
| Telephone                              | \$ 1,110         | \$ 1,500          |
| Mandated Communications                | \$ -             | \$ 50             |
| Building Maintenance                   | \$ 17,300        | \$ 17,000         |
| PW Cost Contribution                   | \$ -             | \$ -              |
| Operating Supplies & Services          | \$ 5,000         | \$ 5,000          |
| Data Services                          | \$ -             | \$ -              |
| Equipment Fuel                         | \$ -             | \$ 600            |
| Truck Maintenance                      | \$ -             | \$ -              |
| Truck Fuel                             | \$ -             | \$ -              |
| Truck Registration                     | \$ -             | \$ -              |
| Light & Power                          | \$ 34,300        | \$ 35,000         |
| Water & Sewer                          | \$ 3,000         | \$ 3,000          |
| Insurance -Premium & Claims            | \$ 3,234         | \$ 3,300          |
| Property Taxes                         | \$ 1,481         | \$ 1,500          |
| <i>Total Admin &amp; Facilities</i>    | <i>\$ 99,087</i> | <i>\$ 103,682</i> |
| <b>Total Office Building Expenses</b>  | <b>\$ 99,087</b> | <b>\$ 103,682</b> |

**West Hants Regional Municipality  
Windsor Library  
2021-22 Detailed Budget**

| <b>General Rate<br/>REVENUE</b>   | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------------|-----------------------------|--------------------------------|
| Rentals                           | \$ -                        | \$ -                           |
| <i>Total General Rate Revenue</i> | \$ -                        | \$ -                           |

| <b>EXPENSES<br/>Administration &amp; Facilities</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| Salary & Benefits                                   | \$ 9,575                    | \$ 4,500                       |
| Mileage & Expenses                                  | \$ -                        | \$ 300                         |
| Training & Development                              | \$ -                        | \$ -                           |
| Telephone   | \$ 500                      | \$ 600                         |
| Building Maintenance                                | \$ 6,000                    | \$ 6,000                       |
| Operating Supplies & Services                       | \$ 700                      | \$ 700                         |
| Light & Power                                       | \$ 9,000                    | \$ 9,000                       |
| Water & Sewer                                       | \$ 1,000                    | \$ 1,000                       |
| Insurance -Premium & Claims                         | \$ 1,200                    | \$ 1,200                       |
| Regional Library Assessments                        | \$ -                        | \$ -                           |
| <i>Total Admin &amp; Facilities</i>                 | \$ 27,975                   | \$ 23,300                      |

**West Hants Regional Municipality  
Hantsport Library  
2021-22 Detailed Budget**

| <b>EXPENSES<br/>Administration &amp; Facilities</b> | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---|-----------------------------|--------------------------------|
| Salary & Benefits                                   | \$ -                        | \$ 4,500                       |
| Building Maintenance                                | \$ 8,500                    | \$ 4,500                       |
| Light & Power                                       | \$ -                        | \$ -                           |
| Insurance -Premium & Claims                         | \$ -                        | \$ -                           |
| Water & Sewer                                       | \$ -                        | \$ -                           |
| <i>Total Admin &amp; Facilities</i>                 | \$ 8,500                    | \$ 9,000                       |
| <b>Total Library Expenses</b>                       | <b>\$ 36,475</b>            | <b>\$ 32,300</b>               |

**West Hants Regional Municipality  
Courthouse  
2021-2022 Detailed Budget**

| <b>REVENUE</b>             | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|----------------------------|-----------------------------|--------------------------------|
| Fiscal Courthouse          | \$ 77,060.00                | \$ 77,834.00                   |
| <b>Total Revenue</b>       | <b>\$ 77,060.00</b>         | <b>\$ 77,834.00</b>            |
| <b>EXPENSES</b>            |                             |                                |
| Salary                     | \$ 24,640.00                | \$ 24,640.00                   |
| Overtime                   | \$ -                        | \$ 500.00                      |
| Vacation                   | \$ 2,000.00                 | \$ 2,000.00                    |
| Personal Leave             | \$ -                        | \$ -                           |
| Sick Leave                 | \$ -                        | \$ -                           |
| EI                         | \$ 600.00                   | \$ 545.00                      |
| CPP                        | \$ 1,000.00                 | \$ 1,152.00                    |
| Pension                    | \$ 1,400.00                 | \$ 1,478.00                    |
| Blue Cross (+ EAP)         | \$ 600.00                   | \$ 300.00                      |
| Worker's Comp              | \$ 400.00                   | \$ 599.00                      |
| Mileage & Expenses         | \$ 500.00                   | \$ 500.00                      |
| Training & Development     | \$ 200.00                   | \$ 200.00                      |
| Conventions & Conferences  | \$ -                        | \$ -                           |
| Membership Fees            | \$ -                        | \$ -                           |
| Telephone                  | \$ 220.00                   | \$ 220.00                      |
| Advertising                | \$ -                        | \$ -                           |
| Admin. Fee                 | \$ 6,700.00                 | \$ 6,700.00                    |
| Insurance & Claims         | \$ 2,400.00                 | \$ 2,400.00                    |
| Fuel                       | \$ 18,000.00                | \$ 18,000.00                   |
| Power                      | \$ 4,500.00                 | \$ 4,700.00                    |
| Water/Sewer                | \$ 2,500.00                 | \$ 2,500.00                    |
| Supplies Cleaning          | \$ 3,500.00                 | \$ 3,500.00                    |
| Supplies Other             | \$ 400.00                   | \$ 400.00                      |
| Repairs                    | \$ 3,500.00                 | \$ 3,500.00                    |
| Other Gen. Maint.          | \$ 4,000.00                 | \$ 4,000.00                    |
| <b>Total Operations</b>    | <b>\$ 77,060.00</b>         | <b>\$ 77,834.00</b>            |
| Capital Expenditures (50%) | \$ -                        | \$ -                           |
| <b>Total Expenses</b>      | <b>\$ 77,060.00</b>         | <b>\$ 77,834.00</b>            |

**West Hants Regional Municipality  
Hantsport Food Bank  
2021-2022 Detailed Budget**

| <b>REVENUE</b>                 | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------|-----------------------------|--------------------------------|
| Rent                           | \$ 3,600                    | \$ 3,600                       |
| <i>Total Revenue</i>           | <i>\$ 3,600</i>             | <i>\$ 3,600</i>                |
| <b>Total Food Bank Revenue</b> | <b>\$ 3,600</b>             | <b>\$ 3,600</b>                |

| <b>EXPENSES<br/>Food Bank</b>   | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---------------------------------|-----------------------------|--------------------------------|
| Building Maintenance            | \$ 7,000                    | \$ -                           |
| Light & Power                   | \$ -                        | \$ 2,193                       |
| Insurance -Premium & Claims     | \$ -                        | \$ -                           |
| Heating                         | \$ -                        | \$ -                           |
| Property Taxes                  | \$ -                        | \$ 8,011                       |
| Land Lease                      | \$ -                        | \$ 521                         |
| Water & Sewer                   | \$ -                        | \$ 1,240                       |
| <i>Subtotal</i>                 | <i>\$ 7,000</i>             | <i>\$ 11,965</i>               |
| <b>Total Food Bank Expenses</b> | <b>\$ 7,000</b>             | <b>\$ 11,965</b>               |

## Appendix 22 – Municipal Sewer Utilities

### West Hants Regional Municipality West Hants Sewer 2021-2022 Detailed Budget

| <b>REVENUE</b>                        | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|---------------------------------------|-----------------------------|--------------------------------|
| Sewer Rates (Effluent)                | \$ 1,078,390                | \$ 571,162                     |
| Sewer Rates (Base)                    | \$ -                        | \$ 553,815                     |
| Other Revenue                         | \$ -                        | \$ -                           |
| <b>Total Revenue</b>                  | <b>\$ 1,078,390</b>         | <b>\$ 1,124,977</b>            |
| <b>EXPENSES</b>                       | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
| <b>Administration</b>                 |                             |                                |
| <b>Salaries</b>                       |                             |                                |
| Salary - Full Time                    | \$ 118,000                  | \$ 220,000                     |
| Hourly - Full Time                    | \$ 83,000                   |                                |
| Hourly - Part Time                    | \$ 2,100                    |                                |
| Overtime                              | \$ 18,000                   |                                |
| Call Duty Pay                         | \$ 6,500                    | \$ 6,500 ▼                     |
| Vacation                              | \$ 13,000                   | \$ 17,000                      |
| Sick Leave                            | \$ 15,400                   | \$ 15,000                      |
| EI                                    | \$ 3,800                    | \$ 3,800                       |
| CPP                                   | \$ 7,800                    | \$ 8,200                       |
| Pension                               | \$ 10,500                   | \$ 11,300                      |
| Blue Cross                            | \$ 6,500                    | \$ 5,500                       |
| WCB                                   | \$ 3,200                    | \$ 3,200                       |
| <i>Total of Salaries</i>              | <i>\$ 287,800</i>           | <i>\$ 290,500</i>              |
| <b>General Administration</b>         |                             |                                |
| Mileage & Expenses                    | \$ 750                      | \$ 750                         |
| Training & Development                | \$ 2,400                    | \$ 2,500 ▼                     |
| Conventions & Conferences             |                             | ▼                              |
| Membership Fee's                      |                             | ▼                              |
| Telephone                             | \$ 3,500                    | \$ 3,500                       |
| Asset Management - Software Lic/Other | \$ 6,667 ▼                  | \$ 6,670 ▼                     |
| Mandated Communications               | \$ 600                      | \$ 600                         |
| Marketing/PR                          |                             |                                |
| Public Information                    |                             |                                |
| Administration Fee                    | \$ 63,200                   | \$ 63,200                      |
| Insurance - Premiums & Claims         | \$ 3,500                    | \$ 3,500                       |
| Depreciation                          | \$ 310,977 ▼                | \$ 314,087 ▼                   |
| Equipment                             |                             |                                |
| Engineering                           | \$ -                        | \$ 5,000                       |
| Truck/Equipment Maintenance           | \$ 15,630                   | \$ 16,500                      |
| Truck/Equipment Fuel                  | \$ 9,140                    | \$ 9,140                       |
| Truck/Equipment Registration          | \$ 3,675                    | \$ 3,675                       |
| PW Distribution (Compound Costs)      | \$ 17,661 ▼                 | \$ 17,661 ▼                    |
| Other                                 | \$ 5,000                    | \$ 5,000                       |
| Capital out of Revenue                | -                           | -                              |
| Treatment Plant - Kings County        | -                           | 92,000                         |
| Industrial Park - Town of Windsor     | \$ -                        | \$ -                           |
| <i>Total of General Admin</i>         | <i>\$ 442,700</i>           | <i>\$ 543,783</i>              |
| <b>Total Administration</b>           | <b>\$ 730,500</b>           | <b>\$ 834,283</b>              |

**Sewage Collection Systems**

|  |           |               |           |               |
|--|-----------|---------------|-----------|---------------|
| Pipe Maintenance                       | \$        | 20,000        | \$        | 20,000        |
| Operational Expenses                   | \$        | 3,500         | \$        | 3,500         |
| ORDC Expense (TOW)                     | \$        | -             |           |               |
| <b>Total Sewage Collection Systems</b> | <b>\$</b> | <b>23,500</b> | <b>\$</b> | <b>23,500</b> |

**Lift Stations**

|                               |           |               |           |               |
|-------------------------------|-----------|---------------|-----------|---------------|
| Insurance - Premiums & Claims | \$        | 6,100         | \$        | 6,100         |
| Power                         | \$        | 28,000        | \$        | 28,000        |
| Maintenance                   | \$        | 30,000        | \$        | 40,000        |
| Stock Items                   | \$        | -             | \$        | -             |
| Freight Charges               | \$        | -             | \$        | -             |
| Portable Generator            | \$        | 1,000         | \$        | 1,000         |
| <b>Total Lift Stations</b>    | <b>\$</b> | <b>65,100</b> | <b>\$</b> | <b>75,100</b> |

**Sewage Treatment & Disposal**

|  |           |                |           |                |
|--|-----------|----------------|-----------|----------------|
| Sewage Treatment Fee                         | \$        | 146,000        | \$        | 55,000         |
| Power  | \$        | 50,000         | \$        | 50,000         |
| Operational Expenses                         | \$        | 30,000         | \$        | 30,000         |
| <b>Total Sewage Treatment &amp; Disposal</b> | <b>\$</b> | <b>226,000</b> | <b>\$</b> | <b>135,000</b> |

**Long Term Debt Payments**

|                                |           |                  |           |                  |
|--------------------------------|-----------|------------------|-----------|------------------|
| MFC Principal Payment          | \$        | 91,667           | \$        | 91,667           |
| MFC Interest Payment           | \$        | 26,290           | \$        | 26,290           |
| <b>Long Term Debt Payments</b> | <b>\$</b> | <b>117,957</b>   | <b>\$</b> | <b>117,957</b>   |
| <b>Total Expenses</b>          | <b>\$</b> | <b>1,163,057</b> | <b>\$</b> | <b>1,185,840</b> |
| <b>Surplus/(Deficit)</b>       | <b>\$</b> | <b>(84,667)</b>  | <b>\$</b> | <b>(60,863)</b>  |

**West Hants Regional Municipality  
Windsor Sewer  
2021-2022 Detailed Budget**

| <b>REVENUE</b>       | <b>Budget<br/>2019-20</b> | <b>Estimates<br/>2021-2022</b> |
|----------------------|---------------------------|--------------------------------|
| Sewer Rates          | \$ 926,320                | \$ 995,000                     |
| Other Revenue        | \$ 55,280                 | \$ 4,000                       |
| <b>Total Revenue</b> | <b>\$ 981,600</b>         | <b>\$ 999,000</b>              |

| <b>EXPENSES</b>          | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------|-----------------------------|--------------------------------|
| <b>Administration</b>    |                             |                                |
| <b>Salaries</b>          |                             |                                |
| Salary - Full Time       | \$ 172,000                  | \$ 210,500                     |
| Hourly - Full Time       | \$ 35,500                   | \$ -                           |
| Salary - Part Time       | \$ -                        | \$ -                           |
| Overtime                 | \$ -                        | \$ -                           |
| Call Duty Pay            | \$ 6,500                    | \$ 6,500                       |
| Vacation                 | \$ -                        | \$ -                           |
| Personal Leave           | \$ -                        | \$ -                           |
| Sick Leave               | \$ -                        | \$ -                           |
| EI                       | \$ 2,100                    | \$ 3,800                       |
| CPP                      | \$ 5,000                    | \$ 8,200                       |
| Pension                  | \$ -                        | \$ 13,020                      |
| Blue Cross               | \$ -                        | \$ 5,500                       |
| WCB                      | \$ 1,500                    | \$ 3,200                       |
| <i>Total of Salaries</i> | <b>\$ 222,600</b>           | <b>\$ 250,720</b>              |

|                                       |                   |                   |
|---------------------------------------|-------------------|-------------------|
| <b>General Administration</b>         |                   |                   |
| Mileage & Expenses                    | \$ 600            | \$ 600            |
| Training & Development                | \$ 2,000          | \$ 1,500          |
| Conventions & Conferences             | \$ -              | \$ -              |
| Membership Fee's                      | \$ -              | \$ 350            |
| Telephone                             | \$ -              | \$ 2,000          |
| Asset Management - Software Lic/Other | \$ 6,667          | \$ 6,670          |
| Mandated Communications               | \$ -              | \$ -              |
| Marketing/PR                          | \$ 200            | \$ 200            |
| Public Information                    | \$ -              | \$ -              |
| Administration Fee                    | \$ 46,760         | \$ 46,760         |
| Insurance - Premiums & Claims         | \$ -              | \$ 7,000          |
| Engineering                           | \$ -              | \$ 4,500          |
| Depreciation                          | \$ 168,090        | \$ 169,771        |
| Equipment                             | \$ -              | \$ 2,000          |
| Equipment Maintenance                 | \$ -              | \$ 9,000          |
| Truck Maintenance                     | \$ 15,630         | \$ 7,000          |
| Truck/Equipment Fuel                  | \$ 9,140          | \$ 5,000          |
| Truck/Equipment Registration          | \$ 3,675          | \$ 3,700          |
| PW Distribution (Compound Costs)      | \$ 17,661         | \$ 17,661         |
| Other                                 | \$ 500            | \$ 500            |
| Capital out of Revenue                | \$ -              | \$ -              |
| Industrial Park - Town of Windsor     | \$ -              | \$ -              |
| <i>Total of General Admin</i>         | <b>\$ 270,923</b> | <b>\$ 284,212</b> |
| <b>Total Administration</b>           | <b>\$ 493,523</b> | <b>\$ 534,932</b> |

**Sewage Collection Systems**

|  |                  |                  |
|--|------------------|------------------|
| Pipe Maintenance                       | \$ 10,000        | \$ 7,500         |
| Operational Expenses                   | \$ 8,000         | \$ 7,500         |
| Mntce Manhole Structure-sewer          | \$ 5,000         | \$ 3,500         |
| Outside contract work on sewers        | \$ 45,000        | \$ 30,000        |
| <b>Total Sewage Collection Systems</b> | <b>\$ 68,000</b> | <b>\$ 48,500</b> |

**Lift Stations**

|                               |                  |                  |
|-------------------------------|------------------|------------------|
| Insurance - Premiums & Claims | \$ 1,500         | \$ 1,500         |
| Power                         | \$ 32,500        | \$ 31,500        |
| Maintenance                   | \$ 30,000        | \$ 20,000        |
| Stock Items                   | \$ -             | \$ 100           |
| Freight Charges               | \$ -             | \$ -             |
| Water Charges                 | \$ 2,500         | \$ 2,500         |
| Portable Generator            | \$ 800           | \$ 800           |
| <b>Total Lift Stations</b>    | <b>\$ 67,300</b> | <b>\$ 56,400</b> |

**Sewage Treatment & Disposal- Lagoon Drive**

|                                     |                  |                  |
|-------------------------------------|------------------|------------------|
| Insurance                           | \$ 1,000         | \$ 1,000         |
| Chemical Supplies-STP Lagoon Dr.    | \$ 12,000        | \$ 11,000        |
| Power                               | \$ 42,000        | \$ 52,000        |
| Maintenance                         | \$ 18,000        | \$ 14,500        |
| Mntce of Compressors-STP Lagoon Dr. | \$ 6,500         | \$ -             |
| Mntce of Chlorinator-STP Lagoon Dr. | \$ 3,000         | \$ -             |
| Water/Sewer charges-STP Lagoon Dr.  | \$ 500           | \$ 500           |
| Operational Expenses                | \$ 10,000        | \$ 7,000         |
| <i>Total ST&amp;D Lagoon Dr</i>     | <i>\$ 93,000</i> | <i>\$ 86,000</i> |

**Sewage Treatment & Disposal- Wentworth Road**

|  |                   |                   |
|--|-------------------|-------------------|
| Insurance                                    | \$ 2,650          | \$ 2,650          |
| Power  | \$ 11,000         | \$ 11,000         |
| Maintenance                                  | \$ 40,000         | \$ 30,000         |
| Maintenance of Screens-STP Wentworth RD      | \$ 12,000         | \$ 10,000         |
| Mntce of Blowers                             | \$ 6,500          | \$ 5,000          |
| Water/Sewer charges-STP Lagoon Dr.           | \$ 10,000         | \$ 8,500          |
| Operational Expenses                         | \$ 6,000          | \$ 4,500          |
| <i>Total ST&amp;D Wentworth Rd</i>           | <i>\$ 88,150</i>  | <i>\$ 71,650</i>  |
| <b>Total Sewage Treatment &amp; Disposal</b> | <b>\$ 181,150</b> | <b>\$ 157,650</b> |

**Long Term Debt Payments**

|                                |                     |                     |
|--------------------------------|---------------------|---------------------|
| MFC Principal Payment          | \$ 210,950          | \$ 255,978          |
| MFC Interest Payment           | \$ 113,850          | \$ 116,845          |
| <b>Long Term Debt Payments</b> | <b>\$ 324,800</b>   | <b>\$ 372,823</b>   |
| <b>Total Expenses</b>          | <b>\$ 1,134,773</b> | <b>\$ 1,170,305</b> |
| <b>Surplus/(Deficit)</b>       | <b>\$ (153,173)</b> | <b>\$ (171,305)</b> |

## Appendix 23 – Municipal Water Utilities

### West Hants Regional Municipality West Hants Water Utility 2021-2022 Detailed Budget

| <b>REVENUE</b>                 | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------|-----------------------------|--------------------------------|
| Residential - Consumption      | \$ 1,300,000                | \$ 1,205,000                   |
| Residential - Meter            | \$ 290,000                  | \$ 479,000                     |
| Commercial (Bulk Sales)        | \$ -                        | \$ 1,950                       |
| Public                         | \$ 604,438                  | \$ 600,000                     |
| Private                        | \$ 1,400                    | \$ 1,250                       |
| Services                       | \$ 1,000                    | \$ 900                         |
| Other                          | \$ -                        | \$ 4,000                       |
| Special Services               | \$ 13,500                   | \$ 16,150                      |
| Interest Earned Overdue Acc.   | \$ 4,000                    | \$ 4,000                       |
| <b>TOTAL OPERATING REVENUE</b> | <b>\$ 2,214,338</b>         | <b>\$ 2,312,250</b>            |

| <b>EXPENSES</b>                | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--------------------------------|-----------------------------|--------------------------------|
| <b>SOURCE OF SUPPLY</b>        |                             |                                |
| Engineering                    | \$ 2,500                    | \$ 2,500                       |
| Operational Labour             | \$ 37,000                   | \$ 35,000                      |
| Operational Supplies and Exp.  | \$ 500                      | \$ 500                         |
| Impounding Reservoirs          | \$ 3,000                    | \$ 3,000                       |
| Watershed                      | \$ 3,000                    | \$ 3,000                       |
| Intakes                        | \$ 1,500                    | \$ 1,500                       |
| Other                          | \$ 1,500                    | \$ 1,500                       |
| Water Purchased - TMP          | \$ 413,720                  | \$ 413,720                     |
| Other Expenses                 | \$ -                        | \$ -                           |
| Water Rights                   | \$ 500                      | \$ 500                         |
| <b>TOTAL SOURCE OF SUPPLY</b>  | <b>\$ 463,220</b>           | <b>\$ 461,220</b>              |
| <b>POWER AND PUMPING</b>       |                             |                                |
| Engineering                    | \$ 2,500                    | \$ 2,500                       |
| Operational Labour             | \$ 37,000                   | \$ 35,000                      |
| Fuel (Generator)               | \$ 550                      | \$ 550                         |
| Power                          | \$ 6,000                    | \$ 6,000                       |
| Structures and Improvements    | \$ 1,600                    | \$ 1,600                       |
| Pumping Equipment              | \$ 3,000                    | \$ 3,000                       |
| Other Expenses                 | \$ 1,000                    | \$ 1,000                       |
| <b>TOTAL POWER AND PUMPING</b> | <b>\$ 51,650</b>            | <b>\$ 49,650</b>               |
| <b>WATER TREATMENT</b>         |                             |                                |
| Engineering                    | \$ 15,000                   | \$ 15,000                      |
| Operational Labour             | \$ 105,000                  | \$ 110,000                     |
| 238 Eldridge Rd                | \$ 67,000                   | \$ 67,000                      |
| Chemicals and Other            | \$ 62,000                   | \$ 70,000                      |
| Telephone                      | \$ 3,000                    | \$ 4,000                       |
| Alarm                          | \$ 1,000                    | \$ 1,000                       |
| Structures and Improvements    | \$ 5,500                    | \$ 5,600                       |
| Treatment Equipment            | \$ 45,000                   | \$ 45,000                      |
| Other Expenses                 | \$ 11,400                   | \$ 10,000                      |
| <b>TOTAL WATER TREATMENT</b>   | <b>\$ 314,900</b>           | <b>\$ 327,600</b>              |

**TRANSMISSION AND DISTRIBUTION**

|  |                   |                   |
|--|-------------------|-------------------|
| Engineering and Asset Management             | \$ 18,667         | \$ 29,000         |
| Supervision                                  | \$ 210,000        | \$ 216,300        |
| Operational Labour (Mains)                   | \$ 95,000         | \$ 100,000        |
| Operational Labour (Meters)                  | \$ 95,000         | \$ 72,000         |
| Reservoirs and Standpipes                    | \$ 17,000         | \$ 17,000         |
| Structures and Improvements                  | \$ 3,000          | \$ 3,000          |
| Mains  | \$ 25,000         | \$ 30,000         |
| Other Distribution Plants (Leak Detection)   | \$ 15,000         | \$ 10,000         |
| Services                                     | \$ 34,000         | \$ 34,000         |
| Meters                                       | \$ 6,000          | \$ 6,000          |
| Hydrants                                     | \$ 10,000         | \$ 10,000         |
| PW Cost Contribution                         | \$ 20,000         | \$ 20,000         |
| Rents (DMA Radio)                            | \$ 1,700          | \$ 850            |
| Freight Expenses                             | \$ 3,500          | \$ 3,500          |
| Truck Maintenance                            | \$ 15,630         | \$ 15,630         |
| Truck Fuel                                   | \$ 9,140          | \$ 9,140          |
| Truck Registration                           | \$ 3,675          | \$ 3,675          |
| Shop Expenses                                | \$ 3,500          | \$ 3,500          |
| Other  | \$ 200            | \$ 200            |
| Lab Analysis                                 | \$ 26,000         | \$ 28,000         |
| Monitoring Services                          | \$ 8,500          | \$ 8,500          |
| Power  | \$ 14,500         | \$ 14,500         |
| <b>TOTAL TRANSMISSION &amp; DISTRIBUTION</b> | <b>\$ 635,012</b> | <b>\$ 634,795</b> |

**ADMINISTRATION**

|                                     |                     |                     |
|-------------------------------------|---------------------|---------------------|
| Meter Reading                       | \$ 500              | \$ 1,615            |
| Mileage & Expenses                  | \$ 2,500            | \$ 2,500            |
| Training & Development              | \$ 2,000            | \$ 2,500            |
| Conventions & Conferences           | \$ 893              | \$ -                |
| Membership Fee's                    | \$ 210              | \$ 305              |
| Telephone                           | \$ 5,500            | \$ 5,500            |
| Advertising                         | \$ 1,000            | \$ 1,000            |
| Administration Fee                  | \$ 112,000          | \$ 230,641          |
| General Office Expenses             | \$ 4,400            | \$ 4,400            |
| Legal                               | \$ 5,000            | \$ 5,000            |
| Auditor                             | \$ 12,000           | \$ 8,475            |
| UARB                                | \$ 1,000            | \$ 1,000            |
| Insurance                           | \$ 9,200            | \$ 9,200            |
| General Property                    | \$ 3,000            | \$ 3,000            |
| Other Expenses                      | \$ 6,000            | \$ 6,000            |
| Depreciation                        | \$ 430,709          | \$ 430,709          |
| Taxes                               | \$ 39,372           | \$ 39,372           |
| <b>TOTAL ADMINISTRATION EXPENSE</b> | <b>\$ 635,284</b>   | <b>\$ 751,217</b>   |
| <b>TOTAL OPERATING EXPENSES</b>     | <b>\$ 2,100,065</b> | <b>\$ 2,224,482</b> |

**NON OPERATING REVENUE**

|                                    |           |              |           |              |
|------------------------------------|-----------|--------------|-----------|--------------|
| Bank Interest                      | \$        | 3,500        | \$        | 3,500        |
| <b>TOTAL NON OPERATING REVENUE</b> | <b>\$</b> | <b>3,500</b> | <b>\$</b> | <b>3,500</b> |

**NON OPERATING EXPENSES**

|                                     |           |                 |           |                 |
|-------------------------------------|-----------|-----------------|-----------|-----------------|
| Principal                           | \$        | 60,133          | \$        | 60,133          |
| Long Term Debt (interest)           | \$        | 46,322          | \$        | 46,322          |
| Interfund Borrowing                 | \$        | 500             | \$        | -               |
| Capital Expenditures out of Revenue | \$        | 25,000          | \$        | -               |
| Transfer to Sludge Handling Reserve | \$        | 10,000          | \$        | 10,000          |
| <b>TOTAL NON OPERATING EXPENSES</b> | <b>\$</b> | <b>141,955</b>  | <b>\$</b> | <b>116,455</b>  |
| <b>Total Surplus/(Deficit)</b>      | <b>\$</b> | <b>(24,182)</b> | <b>\$</b> | <b>(25,187)</b> |

**West Hants Regional Municipality  
Windsor Water Utility  
2021-2022 Detailed Budget**

| <b>REVENUE</b>                    | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|-----------------------------------|-----------------------------|--------------------------------|
| Residential Metered               | \$ 600,000                  | \$ 675,000                     |
| Commercial / Institutional        | \$ 390,000                  | \$ 450,000                     |
| Industrial Meters                 | \$ 40,000                   | -                              |
| Fire Protection -Town of Windsor  | \$ 319,200                  | \$ 275,000                     |
| Fire Protection - West Hants      | \$ 155,100                  | \$ 132,000                     |
| Fire Protection- Private Hydrants | \$ 3,800                    | \$ 1,900                       |
| Sprinkler Service                 | \$ 5,650                    | \$ 7,400                       |
| Three Mile Plains Water Utility   | \$ 180,000                  | \$ 294,700                     |
| Wentworth Water Utility           | \$ 4,200                    | \$ 5,000                       |
| Dill Road Utility                 | \$ 50,000                   | \$ 52,000                      |
| West Hants- Underwood Meter       | \$ 80,000                   | \$ 1,000                       |
| West Hants Service Charge         | \$ 99,520                   | \$ 124,700                     |
| Interest On Customer Accounts     | \$ 6,500                    | \$ 7,200                       |
| Other operating revenue           | \$ 3,800                    | \$ 5,381                       |
| <b>TOTAL OPERATING REVENUE</b>    | <b>\$ 1,937,770</b>         | <b>\$ 2,031,281</b>            |

| <b>EXPENSES</b>                          | <b>Budget<br/>2020-2021</b> | <b>Estimates<br/>2021-2022</b> |
|--|-----------------------------|--------------------------------|
| <b>SOURCE OF SUPPLY</b>                  |                             |                                |
| Wages - Maintenance of Reservoir-SrcSply | \$ 6,000                    | \$ 6,000                       |
| Wages - Maintenance of Intakes-SrcSply   | \$ 2,200                    | \$ 2,200                       |
| Employee Benefits-SrcSply                | \$ 1,450                    | \$ 1,450                       |
| Engineering Services-SrcSply             | \$ 25,000                   | \$ 25,000                      |
| Maintenance of Road to Watershed-SrcSply | \$ 12,000                   | \$ 12,000                      |
| Other Supplies & Expenses-SrcSply        | \$ 1,500                    | \$ 1,500                       |
| Water Withdrawal Fees-SrcSply            | \$ 1,500                    | \$ 1,500                       |
| <b>TOTAL SOURCE OF SUPPLY</b>            | <b>\$ 49,650</b>            | <b>\$ 49,650</b>               |

|  |                   |                   |
|--|-------------------|-------------------|
| <b>WATER TREATMENT</b>                 |                   |                   |
| Operational Labour                     | \$ 173,500        | \$ 154,200        |
| Telephone Services-WTP                 | \$ 2,500          | \$ 2,500          |
| Photocopier Expenses-WTP               | \$ 1,200          | \$ 1,200          |
| Office Supplies-WTP                    | \$ 200            | \$ 200            |
| Computer Expenses-WTP                  | \$ 4,500          | \$ 4,500          |
| Engineering Services-WTP               | \$ 10,000         | \$ 25,000         |
| Training, Travel - Plant Operators WTP | \$ 5,500          | \$ 5,500          |
| Supplies - Chlorine WTP                | \$ 20,000         | \$ 25,000         |
| Supplies -Phosphate WTP                | \$ 22,000         | \$ 22,000         |
| Supplies - Lime WTP                    | \$ 12,000         | \$ 12,000         |
| Supplies - Alum WTP                    | \$ 28,000         | \$ 28,000         |
| Supplies - Polymer                     | \$ 10,000         | \$ 10,000         |
| Supplies - Soda Ash WTP                | \$ 14,500         | \$ 14,500         |
| Freight - Treat Supplies WTP           | \$ 200            | \$ 200            |
| Other Supplies & Expenses WTP          | \$ 2,000          | \$ 2,000          |
| Maintenance of Roadway to Plant-WTP    | \$ 5,000          | \$ 5,000          |
| Bldg. Maintenance Costs-WTP            | \$ 20,000         | \$ 20,000         |
| Maintenance of Generator-WTP           | \$ 2,500          | \$ 2,500          |
| Light & Power-WTP                      | \$ 51,500         | \$ 51,500         |
| Fuel - Bldgs/Generator-WTP             | \$ 23,000         | \$ 23,000         |
| Waste Water Lagoon Maintenance-WTP     | \$ 5,000          | \$ 5,000          |
| Process Equipment-WTP                  | \$ 35,000         | \$ 35,000         |
| Lab Supplies-WTP                       | \$ 4,500          | \$ 5,500          |
| Outside Testing-WTP                    | \$ 10,000         | \$ 12,000         |
| All Terrain Vehicle Expenses-WTP       | \$ 750            | \$ 750            |
| <b>TOTAL WATER TREATMENT</b>           | <b>\$ 463,350</b> | <b>\$ 467,050</b> |

**TRANSMISSION AND DISTRIBUTION**

|  |           |                |           |                |
|--|-----------|----------------|-----------|----------------|
| Operational Labour                           | \$        | 257,770        | \$        | 266,808        |
| Engineering Services-Trans/Dist              | \$        | 10,000         | \$        | 17,000         |
| Training, Travel - Trans/Dist                | \$        | 4,000          | \$        | 4,000          |
| Maintenance Standpipe Ind. Park-Trans/Dist   | \$        | 500            | \$        | 500            |
| Small Tools & Equipment--Trans/Dist          | \$        | 5,000          | \$        | 5,000          |
| Safety Equipment & Clothing--Trans/Dist      | \$        | 1,500          | \$        | 2,000          |
| Maintenance Transmission Mains               | \$        | 16,000         | \$        | 16,000         |
| Maintenance Distribution Mains               | \$        | 85,000         | \$        | 85,000         |
| Maintenance of Services--Trans/Dist          | \$        | 15,000         | \$        | 15,000         |
| Maintenance of Meters--Trans/Dist            | \$        | 3,000          | \$        | 3,000          |
| Maintenance of Hydrants--Trans/Dist          | \$        | 8,500          | \$        | 8,500          |
| Power for Isolation Valve Chamber-Trans/Dist | \$        | 1,200          | \$        | 1,200          |
| Other Trans & Dist                           | \$        | 2,000          | \$        | 2,000          |
| Vehicle Use From P/W Dept                    | \$        | 84,880         | \$        | 17,000         |
| <b>TOTAL TRANSMISSION &amp; DISTRIBUTION</b> | <b>\$</b> | <b>494,350</b> | <b>\$</b> | <b>443,008</b> |

**ADMINISTRATION**

|  |           |                |           |                |
|--|-----------|----------------|-----------|----------------|
| Advertising-WTR Admin/gen                | \$        | 1,200          | \$        | 1,200          |
| Legal-WTR Admin/gen                      | \$        | 5,000          | \$        | 5,000          |
| Auditors-WTR Admin/gen                   | \$        | 11,100         | \$        | 8,475          |
| Computer / Data Processing-WTR Admin/gen | \$        | 12,040         | \$        | 6,000          |
| Insurance                                | \$        | 7,380          | \$        | 9,963          |
| Meter Reading Costs-WTR Admin/gen        | \$        | 3,600          | \$        | 1,115          |
| Uncollectible Accounts-WTR Admin/gen     | \$        | 2,000          | \$        | 1,000          |
| Special Services-WTR Admin/gen           | \$        | 16,000         | \$        | 16,000         |
| Training, Travel, Dues & Conferences     | \$        | 6,000          | \$        | 6,000          |
| Asset Management - Software Lic/Other    | \$        | 6,667          | \$        | 6,667          |
| PW Contribution                          | \$        | 56,399         | \$        | 25,000         |
| Rental                                   | \$        | 10,176         | \$        | 10,300         |
| Administration Fee                       | \$        | 23,390         | \$        | 132,498        |
| <b>TOTAL ADMINISTRATION EXPENSE</b>      | <b>\$</b> | <b>160,952</b> | <b>\$</b> | <b>229,218</b> |

|                     |           |                |           |                |
|---------------------|-----------|----------------|-----------|----------------|
| <b>DEPRECIATION</b> | <b>\$</b> | <b>247,244</b> | <b>\$</b> | <b>247,244</b> |
|---------------------|-----------|----------------|-----------|----------------|

**TAXES**

|                              |           |               |           |               |
|------------------------------|-----------|---------------|-----------|---------------|
| Taxes By Municipal Units-WTR | \$        | 29,478        | \$        | 29,478        |
| Taxes Levied By URB-WTR      | \$        | 2,132         | \$        | 2,132         |
| <b>TOTAL TAXES EXPENSE</b>   | <b>\$</b> | <b>31,610</b> | <b>\$</b> | <b>31,610</b> |

|                                 |           |                  |           |                  |
|---------------------------------|-----------|------------------|-----------|------------------|
| <b>TOTAL OPERATING EXPENSES</b> | <b>\$</b> | <b>1,447,156</b> | <b>\$</b> | <b>1,467,780</b> |
|---------------------------------|-----------|------------------|-----------|------------------|

**NON OPERATING REVENUE**

|                                    |           |              |           |              |
|------------------------------------|-----------|--------------|-----------|--------------|
| Interest-WTR                       | \$        | 6,498        | \$        | 6,498        |
| Other Non-Operating revenue        | \$        | 1,200        | \$        | 1,200        |
| <b>TOTAL NON OPERATING REVENUE</b> | <b>\$</b> | <b>7,698</b> | <b>\$</b> | <b>7,698</b> |

**NON OPERATING EXPENSES**

|   |    |         |    |         |
|---|----|---------|----|---------|
| Other Interest & Bank Service Charges-WTR | \$ | 25      | \$ | 25      |
| Interest Paid on Consumer Deposits-WTR    | \$ | 100     | \$ | 100     |
| Principal on Long Term Debt-WTR           | \$ | 182,520 | \$ | 182,520 |
| Interest on Long Term Debt-WTR            | \$ | 61,650  | \$ | 61,650  |
| CAPITAL EXPENDITURES OUT OF REVENUE       | \$ | 4,000   |    |         |

|                                     |           |                |           |                |
|-------------------------------------|-----------|----------------|-----------|----------------|
| <b>TOTAL NON OPERATING EXPENSES</b> | <b>\$</b> | <b>248,295</b> | <b>\$</b> | <b>244,295</b> |
|-------------------------------------|-----------|----------------|-----------|----------------|

|                                 |           |                |           |                |
|---------------------------------|-----------|----------------|-----------|----------------|
| <b>Total Surplus/ (Deficit)</b> | <b>\$</b> | <b>250,017</b> | <b>\$</b> | <b>326,904</b> |
|---------------------------------|-----------|----------------|-----------|----------------|



**WEST HANTS REGIONAL MUNICIPALITY  
RECOMMENDATION REPORT**

|                                      |  |   |  |
|--------------------------------------|--|---|--|
| Information <input type="checkbox"/> | Recommendation <input checked="" type="checkbox"/> | Decision Request <input type="checkbox"/> | Councillor Activity <input type="checkbox"/> |
|--------------------------------------|--|---|--|

**To:** Committee of the Whole

**Submitted by:** \_\_\_\_\_  
Carlee Rochon, Director of Financial Services

**Date:** June 2, 2021

**Subject:** RCOFN-011.00 Residential Property Tax Assistance Policy Amendment

**LEGISLATIVE AUTHORITY**

Municipal Government Act, Section 23 and Section 69

**RECOMMENDATION**

Committee of the Whole recommends that . . .

. . . Council approves the amended RCOFN-011.00 Residential Property Tax Assistance Policy for the West Hants Regional Municipality, as presented during 2021-22 budget deliberations.

Further that

. . . Council approves for the 2021-2022 fiscal year, an extension on the application deadline to July 30, 2021.

**BACKGROUND**

|                                   |   |                                      |                                 |  |  |
|-----------------------------------|---|--------------------------------------|---------------------------------|--|--|
| Property <input type="checkbox"/> | Public Opinion <input type="checkbox"/> | Environment <input type="checkbox"/> | Social <input type="checkbox"/> | Economic <input checked="" type="checkbox"/> | Councillor Activity <input type="checkbox"/> |
|-----------------------------------|---|--------------------------------------|---------------------------------|--|--|

The Municipal Government Act, Section 23 gives council the power to adopt policies as specifically outlined in the Act, or for any matter that the council considers conducive of effective management of the Municipality. This policy provides detailed guidelines on property tax assistance for residents, with updates included for CPI increases and review requirements.

## **DISCUSSION**

### **RCOFN-011.00 Residential Property Tax Assistance Policy**

The purpose of this Policy is to establish guidelines for providing tax assistances to residential taxpayers within the Municipality. These guidelines include a maximum total household income that cannot be exceeded, application requirements and deadlines. Additionally, this Policy describes how the Municipality will manage the assistance program, through an assistance fund that will be distributed equally to all qualified applicants on a prorated basis. The updates to this policy include adding Consumer Price Index (CPI) increases to the maximum household income and an adjustment to the required reviewing and updating schedule of the policy.

### **FINANCIAL IMPLICATIONS**

The Residential Property Tax Assistance Policy will create financial implications as it allows qualified residents to receive a lower property tax bill, with the difference being funded from the Municipality. However, the annual budget included room should this policy be approved.

### **ALTERNATIVES**

The Committee of the Whole could choose to not move forward with the recommendation.

### **ATTACHMENTS**

- Proposed RCOFN-011.00 Residential Property Tax Assistance Policy – Amended

Report Prepared by: \_\_\_\_\_  
Diana Gibson, Manager, Accounting and Financial Reporting

Report Reviewed by: \_\_\_\_\_  
Carlee Rochon, Director, Financial Services

Report Approved by:  \_\_\_\_\_  
Mark Phillips, Chief Administrative Officer

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## 1. PURPOSE

The purpose of this Policy is to establish guidelines for providing tax assistance, to residential taxpayers, within the West Hants Regional Municipality, whose total income from all sources in the tax year is below a specific amount.

## 2. DEFINITIONS

For the purposes of this Policy, the following definitions are provided:

- a. "CAO" refers to the Chief Administrative Officer of the Municipality.
- b. "Council" refers to the Council of the Municipality.
- c. "Councillor" refers to a Council member and includes the Mayor and Deputy Mayor unless the context indicates otherwise.
- d. "MGA" refers to the *Municipal Government Act*.
- e. "Municipality" refers to the West Hants Regional Municipality.

## 3. APPLICATION

Each tax year, the Municipality will advertise the availability of the assistance program. In future tax years this assistance will be applied directly to Property Tax Bills prior to being issued. Qualified applicants are subject to the following conditions:

- a. Applications will be accepted until **June 30<sup>th</sup>** of the current fiscal year.
- b. A property owner's gross income from all sources, including the income of all persons residing within the home, must be \$25,000 or less on Line 15000 of their Notice of Assessment from the Canada Revenue Agency in the immediately preceding calendar year, adjusted yearly for the Consumer Price Index (CPI) increase. Proof of such must be provided by all persons within the home by providing their prior year's Notice of Assessment.
- c. Where a property is assessed to more than one person, any person who is entitled to assistance may receive only the portion of the exemption equal to that person's share of the total assessment for the property. Where the different interests are not separated, then to only that portion determined by the Treasurer or designate, whose determination is final.
- d. No assistance will exceed 50% of the current year's taxes and is capped by residential community the application is for. Below are the capped rates by community, adjusted yearly for the Consumer Price Index (CPI) increase:

*RESIDENTIAL PROPERTY TAX ASSISTANCE POLICY*

- a. Community of West Hants is capped at \$112.00
  - b. Community of Hantsport is capped at \$156.00
  - c. Community of Windsor is capped at \$200.00
- e. A property owner's previous year's property taxes must be paid in full at the time of their applications.
- f. Tax assistance will only be granted to residents where the property is their primary residence and occupied year-round.

**4. REVIEW**

The Municipality will review the Residential Property Tax Assistance Policy every three (3) years or as necessary.

**9. REPEAL**

The Low-Income Partial Tax Exemption Policy (2019/20) of the former Town of Windsor is hereby repealed.

I, Rhonda Brown, Municipal Clerk of the West Hants Regional Municipality, the Province of Nova Scotia, do hereby certify that this is a true copy of the Policy as adopted by the Council of the Region of Windsor and West Hants Municipality at a meeting duly called and held on the **28<sup>th</sup>** day of **July, 2020**.

\_\_\_\_\_  
R. N. Brown  
Municipal Clerk

| <i>Adoption</i>  |               |
|--|---------------|
| <i>Notice to Council:</i>  | June 14, 2020 |
| <i>Approval:</i>   | July 28, 2020 |
| <i>Description: Initial Approval of Residential Property Tax Assistance Policy.</i>                                      |               |
| <i>1<sup>st</sup> Amendment</i>  |               |
| <i>Notice to Council:</i>  | June 3, 2021  |
| <i>Approval:</i>   |               |
| <i>Description: Amended policy to allow for Cost Price Indexing adjustment annual to income level and rebate amount.</i> |               |



# Southwest Hants Fire Society

1884 Highway 14  
RR #3 Windsor, N.S.  
B0N 2T0

Wednesday, May 5, 2021

West Hants Regional Municipality  
76 Morison Dr., P.O. Box 3000  
Windsor, NS B0N 2T0

Dear CAO Mark Phillips  
Director of Finance Carlee Rochon  
Councillor Ed Sherman  
Mayor Abe Zebian:

It is with great frustration that we learn through external channels that you have made the decision to omit what our area would consider a vital piece of equipment from the consideration of Council for upcoming Budget decisions.

In a community that has upwards of 12 lakes or still waters, it goes without saying that a water rescue boat is a necessary investment, especially when the outfitted price tag is under \$15,000. The nearest mutual aid availability is Windsor or Chester, each with a 20-minute minimum response, provided someone is available at those respective stations to be dispatched.

We understand that there are a number of larger capital investments required this year by other departments, but that does not mean our department is any less deserving. We are of similar size and call volume to other departments who do have water rescue equipment, yet our budgets regularly come in much less. We do not ask for much more than the bare minimum to ensure the safety of the firefighters who serve us in this community, so when an ask is made and no communication is given prior to an absolute no, it is difficult to see that departments are being given equitable treatment.

We also realize that having a boat was not a direct recommendation in the fire services study for our station; however, like all studies, operational requirements may have to be adjusted from time to time to accommodate new needs or those overlooked by the writers of the study. The operational need for a boat was identified by the members through the fire chief to mitigate the risks associated with increased use of our waterways.

Southwest Hants is a growing community and has been for some time. Adding to that growth, the nature of current real estate markets means many older properties which would have been grandfathered at older assessments will now see inflated values. Both greatly increase future property tax revenues across the Municipality. The community is really beginning to look for tangible value for their tax dollars without having to travel to other communities within the municipality to utilize them. Knowing that with increased lake traffic that there will be a safety net is one of those tangible values.

The Southwest Hants Fire Society board and membership have rallied time and again to fundraise and apply for grants for various initiatives to ensure adequate facilities for the equipment and safety of this community, yet Municipal Staff and Councillors continue to turn a blind eye to our need. A prime example is the 2018-19 budget item – a vehicle exhaust system - that was approved under Department Capital Funding and to this day is not installed (but has just recently been delivered) and the purchase order only issued last year during the early stages of the pandemic. At least this is what is being relayed to the Society via Hantsport Station 1.

In closing, we would really encourage you to re-evaluate the decision to remove the Water Rescue Boat from Hantsport's Capital Budget for Station 2. We would also ask, respectfully, that we be included in the conversation or in the very least, receive direct information regarding the funding of both the Station and the Society.

Kindest Regards,

Signed on behalf of Southwest Hants Fire Society Board of Directors:

Jeff Dunfield, Chairperson, [jcdunfield@hotmail.com](mailto:jcdunfield@hotmail.com)  
Kayla Leary-Pinch, Vice-Chairperson, [klearydm@hotmail.com](mailto:klearydm@hotmail.com)  
Alicia Wile, Treasurer, [aliciadmwile@hotmail.com](mailto:aliciadmwile@hotmail.com)  
Jennifer Davison, Secretary, [jennifer.j.davison@hotmail.com](mailto:jennifer.j.davison@hotmail.com)

Cc: File  
Hantsport Chief & Executive

# SAFE RESTART FUND (SRF)

## FUNDS TO SUPPORT MUNICIPAL COVID-19 OPERATING COSTS

### To safely restart the economy.....

Municipalities needed to put in place appropriate precautions to minimize the spread of COVID-19 and manage public spaces and critical services, like public transit.



### SRF OVERVIEW:

- The SRF is a federal investment of \$19 billion to help provinces and territories safely restart their economies and make our country more resilient to possible future surges in cases of COVID-19. The Municipal and Transit Stream was \$4.3 billion.
- In partnership with the Government of Canada, the Province of Nova Scotia through the Safe Restart Fund Agreement - Municipal and Transit Stream provided \$67.5 million to support Nova Scotia municipalities with COVID-19 operating and transit costs.
- Of the 67.5 million, 23.2 million was designated for transit COVID-19 costs.
- All 49 municipalities received funds.
- Funds were allocated based on percentage of total estimated costs calculated in a survey conducted by the Nova Scotia Federation of Municipalities.
- All municipalities are required to submit how they have spent the SRF by September 30th. The SRF Accountability Schedules are included in the Financial Information Return.

**\$ 67.5 million**

Municipalities are on the front lines, and provide critical services, like public transit.



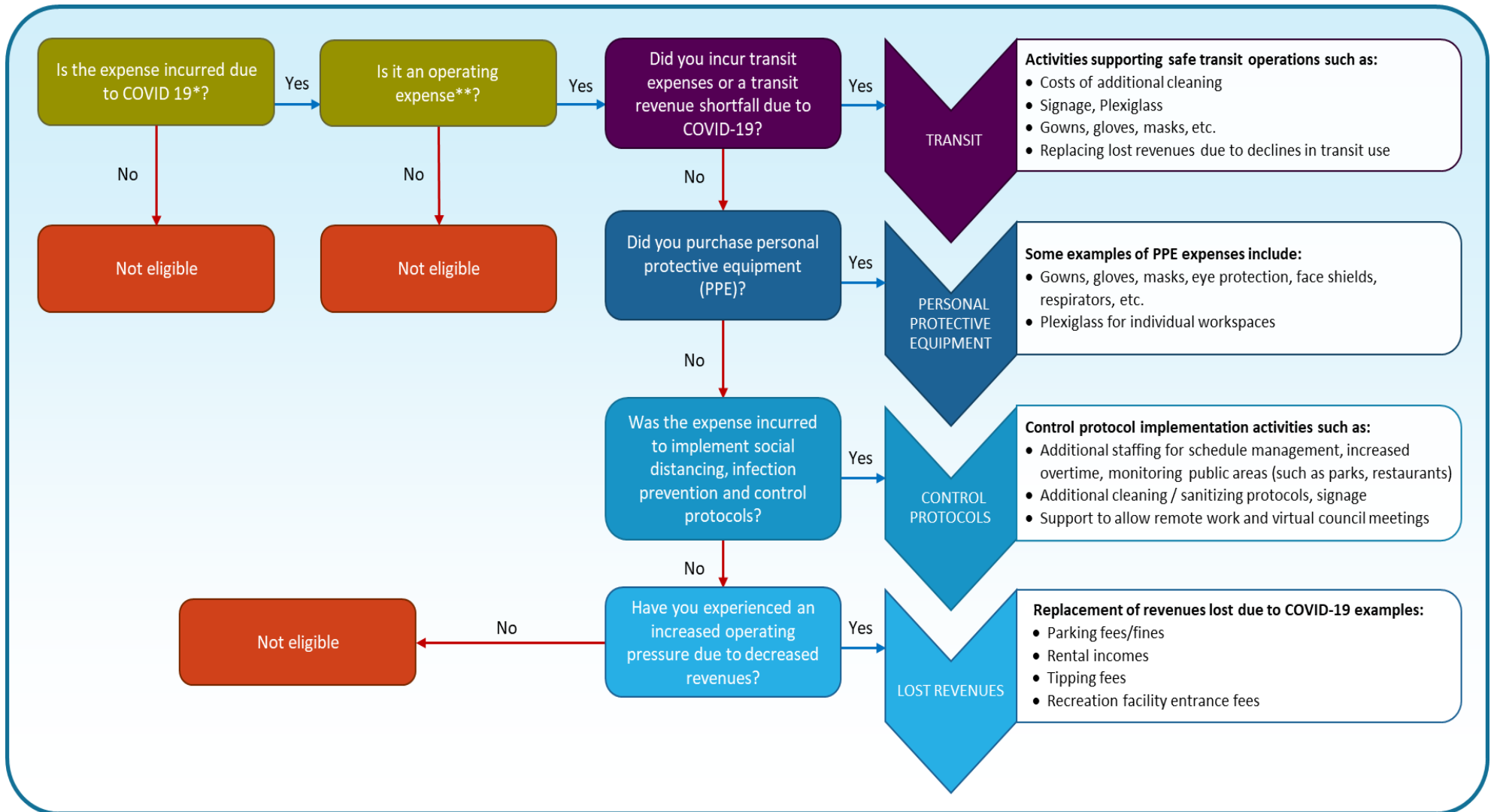
**ELIGIBLE EXPENDITURES :** The decision flowchart on the next page provides eligible expenditures categories and examples. SRF recognizes COVID-19 eligible expenditures incurred starting from April 1, 2020.



*Governments working together to effectively to manage the impacts of the global COVID-19 pandemic.*



# SAFE RESTART FUND (SRF)- NOVA SCOTIA



\*If a third-party organization provides municipal services, the municipality may transfer the SRF fund to cover the expenses incurred due to COVID-19 and their lost revenue.

\*\* The SRF must be used for operating expenses. For some expenses, you will find it difficult to determine whether they are operating expenses or capital expenditures. Municipalities must follow their Tangible Capital Asset Policy to determine capital expenditures. If the municipality incurred capital expenditures to implement social distancing and infection prevention and control protocols, the costs are not eligible. However, the amortization expenses associated with the capital assets are eligible as amortization expenses are considered operating expenses.