
MUNICIPALITY OF THE COUNTY OF ANNAPOLIS

SPECIAL COMMITTEE OF THE WHOLE AGENDA

Wednesday, April 12, 2023

10:00 a.m.

Municipal Administration Building, 752 St. George Street, Annapolis Royal, NS



1. **ROLL CALL**
2. **DISCLOSURE OF INTEREST**
3. **APPROVAL of the Order of the Day**
4. **NEW BUSINESS**
 - 4.1 2023-24 Draft Operating Budget
5. **ADJOURNMENT**



2023/24 DRAFT OPERATING BUDGET

COUNTY *of* ANNAPOLIS
NATURALLY ROOTED

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Demographic Profile

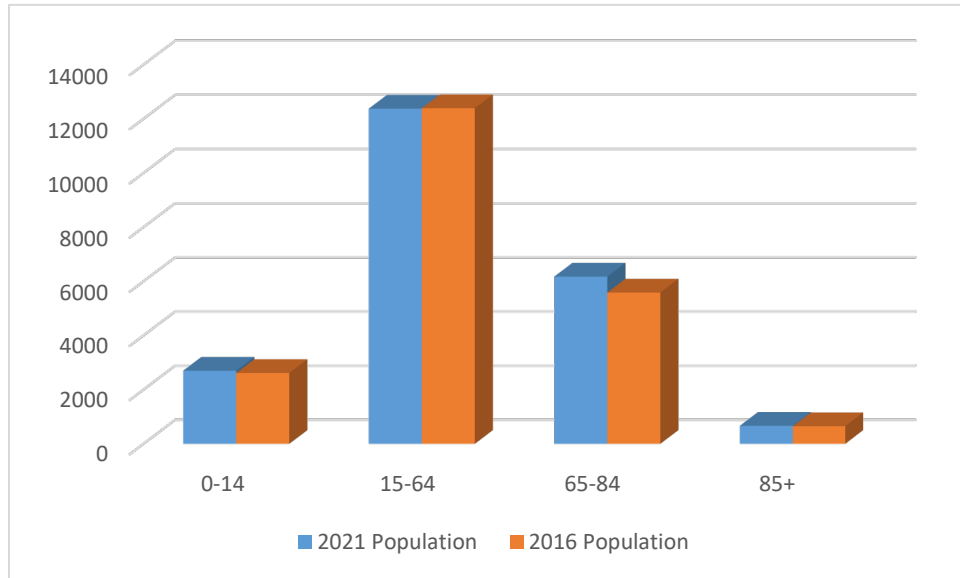
The County of Annapolis is located on the French shore of the Province of Nova Scotia along the shores of the Bay of Fundy. ¹



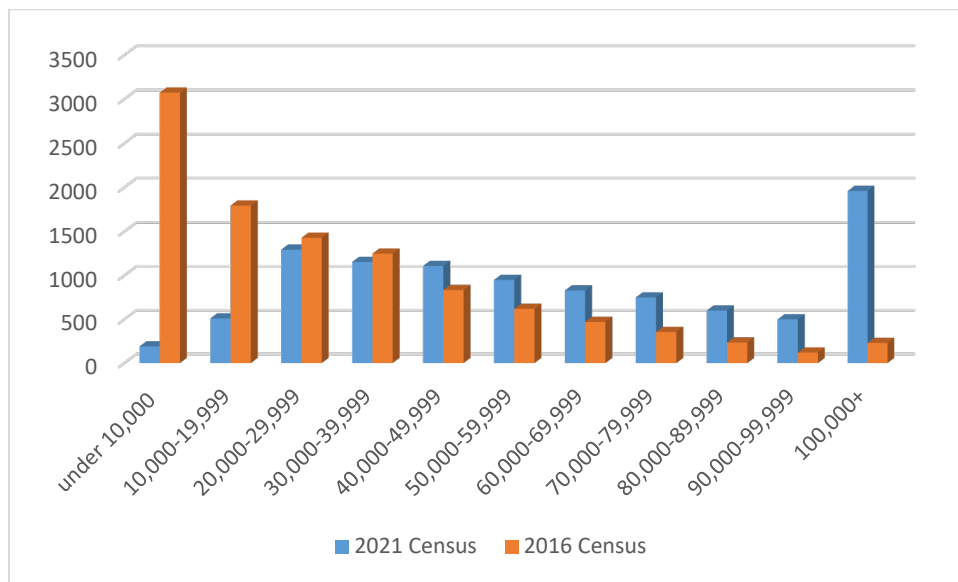
The population has increased from 20,590 per the 2016 census to 21,255 per the 2021 census resulting in a growth rate of 3.23%. Growth is a new trend in the County as the population had been trending downward since at least 1996. The following table shows the breakdown of that population with the majority of people in the 15-64 age category. This total number of private dwellings has increased from 11,391 to 11,612 from the 2016 census to the 2021 census. The median age has also increased from 52.7 to 54.

¹ 2021 Census Data. Statistics Canada. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Annapolis&DGUIDlist=2021A00031205&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>; 2016 Census Data. Statistics Canada. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CD&Code1=1205&Geo2=PR&Code2=12&SearchText=Annapolis&SearchType=Begins&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=1205&TABID=1&type=0>

Household Income

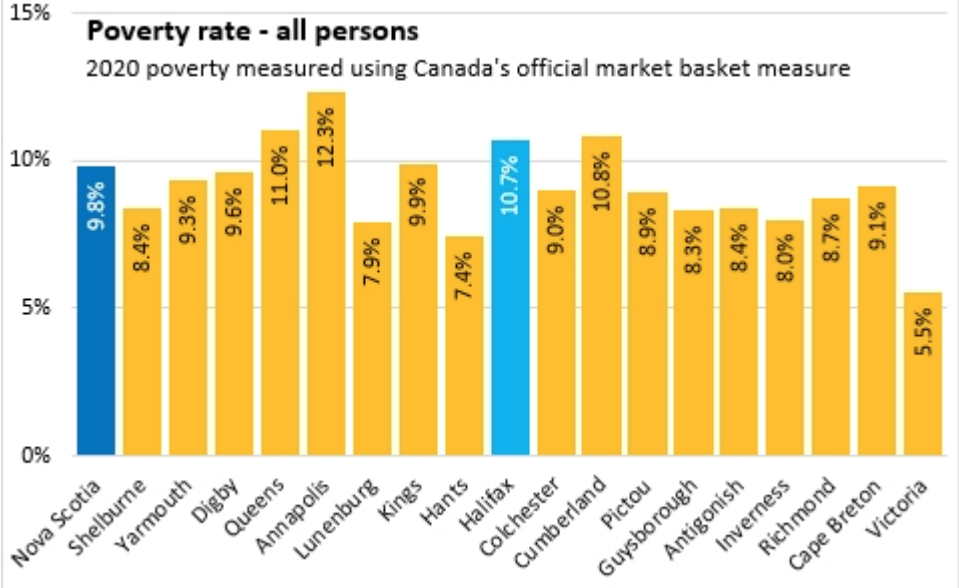


The median total household income in 2021 is \$56,800, which is up from \$49,589 in 2016 though it remains below the Provincial rural average. The following table shows a shift to increasing total household income in 2021.



The provincially issued financial condition indicators measures the residential tax effort, which is calculated as the total residential tax per dwelling unit / median household income. This is used to assess basic affordability of property taxes in the area. In 2020/21 the ratio was 2.6% indicating low risk and acceptable affordability. Re-calculation of this ratio using statistics available in 2023/24 result in a ratio of 2.17% assuming the same tax rate of 1.025%. This suggests a slight increase in affordability overall, however, individual circumstances may contradict.

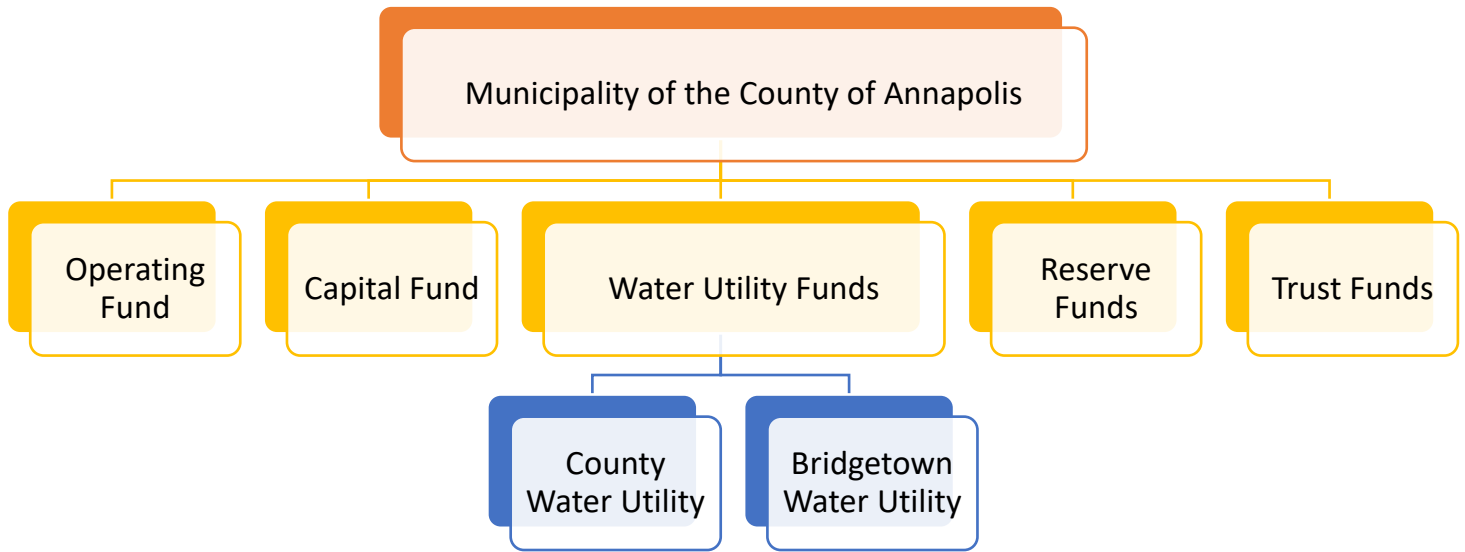
Nova Scotia’s poverty rate as a Province, from the 2021 census is 9.8% which is tied for the highest in Canada (with British Columbia). A further breakdown of the areas in Nova Scotia the highest poverty rates within the Province are in Annapolis County with 12.3% (see below).



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² Nova Scotia. Finance and Treasury Board Economics and Statistics.
https://novascotia.ca/finance/statistics/archive_news.asp?id=18263&dg=&df=&dto=0&dti=3

Municipal Funds



Operating Fund

This fund includes the day to day operation of the Municipality and provision of services to the residents. These services include everything from governance and administration to roads, sewer services, garbage collection and disposal, recreation services, and protection services. Included in this fund is the replenishment of reserves and reserve funds for future capital financing and fiscal responsibility.

Capital Fund

The capital fund supports the infrastructure and assets utilized by the Municipality to provide the aforementioned services to the residents. Capital budgets are funded through the use of capital reserve funds, Canada Community Building Funds (CCBF), other capital grant sources, and rated services (ex. Sewer).

Water Utility Funds

The water utilities are governed by the Nova Scotia Utility and Review Board and are prescribed to ensure the safe supply, processing and distribution of potable water. The costs associated with operations and capital infrastructure replacement are financed through water rates and are billed to users accordingly. The Municipality has two water utilities including County Water and Bridgetown Water and each system operates independently.

Reserve Funds

Section 99(1) of the Municipal Government Act (MGA) requires Municipalities to maintain a capital reserve fund for investment in capital assets and replacement/major maintenance of existing infrastructure and assets. Operating reserves are set aside as a tool to fund future expenses and support the Municipality’s ability to respond to emergency situations, out of budget expenses that arise unexpectedly, and to ensure business continuity. Specific purpose reserves and reserve funds are permitted as directed by Council and are used to save for pre-defined uses. For example: excess sewer rates are saved in reserve to fund the capital requirements for the sewer systems.

Trust Funds

This fund is minor as the Municipality holds specific funds in trust as a result of the dissolution of the former Town of Bridgetown. These items include school trusts, the Max Young Trust, and a few others. The use is legislated and restricted.

Budgeting Process

The development of the annual budget includes input from various stakeholders that is combined into a draft budget for Council's consideration. The process undertaken is as follows:



Economic Pressures

As the economic landscape is transitioning from a pandemic there are a number of factors that add both positive and negative pressures on the annual budget.

Inflation

Inflation for January 2023 for the Province of Nova Scotia was 6.9%, which is significantly higher than what is traditionally expected. Inflation used to hover around the 2% mark. This has resulted in a substantial increase in the cost of goods and services as well as added pressure on households.

Municipalities don't use every basket of goods/services that factor into the overall 6.9% calculation. Therefore, a simplified version of a Municipal Price Index has been used to inform the budget process as follows:

Expense	Total Budget (\$) 22/23	Total Budget (%)	CPI Increase	Levy Increase (\$)	Levy Increase (%)
Insurance	154,511	0.72%	15.00%	23,177	0.11%
Energy Costs (heat/hydro)	202,000	0.94%	46.10%	93,122	0.43%
Salaries & Benefits (COLA)	4,688,935	21.72%	1.50%	70,334	0.33%
Fleet & Equipment	73,300	0.34%	18.00%	13,194	0.06%
Fuel	118,035	0.55%	48.20%	56,893	0.26%
Infrastructure	8,517,673	39.45%	1.90%	161,836	0.75%
Other Expenses	7,835,148	36.29%	6.70%	524,955	2.43%
	21,589,602			943,510	4.37%

The table above indicates a more reasonable inflationary pressure for the Municipality is 4.37%, slightly less than the unadjusted consumer price index. This table contains estimates that represent the best information available as of the date of preparation.

Other Economic Pressures

There are numerous pressures in today's economy that include both cyclical as well as recoveries from a global pandemic. The following is not an exhaustive list, but include pressures that have been felt throughout the Municipality:

- High interest rates – increased cost of borrowing and debt financing, but also increased interest revenues on deposit accounts and guaranteed investment certificates (GIC)
- Equity market fluctuations – though the investment with returns tied to the equity market is safe the market conditions may prolong the time before we receive the cash gains.
- Increasing fuel prices – resulting in cost of contract increases as well as in-house service provision increases
- Labour force – with the baby boomers exiting the workforce it is becoming increasingly difficult to attract skilled, experienced staff. This is not a reflection of unemployment but a demographic shift. This includes contractors and skilled trades for project completion as well
- Public perception – with the increased attention to social media there are various challenges that Municipalities face in that regard

Property Assessments

Assessments are calculated and provided to the Municipality by Property Valuation Services Corporation (PVSC). The 2023/24 assessment year has been very substantial resulting in a significant increase in overall assessments. The total assessment has increased approximately \$176 million, resulting in additional revenues of approximately \$1.89 million. It is important to note, as presented by PVSC, assessment has appeared to have peaked at a high in 2023/24. Over the next few years it is expected to decrease which will also result in a decrease in revenues. Considering cost pressures and reserve replenishment, this may result in the need for an increase in property tax rates at that time.

Taxable Assessment	2024	2023	\$ Change	% Change
Residential Assessment	1,395,817,000	1,238,463,400	157,353,600	12.71%
Resource Assessment	66,983,400	57,904,700	9,078,700	15.68%
Commercial Assessment	69,108,600	58,708,900	10,399,700	17.71%
Uniform Assessment	1,441,713,759	1,317,154,762	124,558,997	9.46%

The following table reflects the impact of the increased assessment on the revenue generation by property classification. These increased revenues are offset by a decrease in other revenues such as the equalization grant returning to original amounts, and the decrease in property sales is resulting in lower deed transfer tax revenues.

Property Tax Revenues	2023 Revenues	2024 Revenues	\$ Change	% Change
Residential	12,694,250	14,307,124	1,612,874	12.71%
Commercial	1,056,760	1,243,955	187,195	17.71%
Resource	593,523	686,580	93,057	15.68%
Recreation	6,548	6,876	328	5.01%
Forest (commercial - 40 cents/acre)	9,698	8,749	(949)	-9.78%
Forest (residential - 25 cents/acre)	54,040	54,007	(33)	-0.06%
Total	14,414,819	16,307,291	1,892,472	13.13%

Tax Rate Comparisons

The following table shows the residential and commercial tax rates for Municipalities with similar uniform assessment amounts. The Towns and surrounding Municipalities have been included for information, but the assessment bases are quite different.

Municipality	Residential Tax Rate	Commercial Tax Rate
Similar Uniform Assessment		
Municipality of the County of Annapolis	1.025	1.80
Town of Antigonish	1.11	2.63
Municipality of Cumberland	1.17	2.76
Municipality of the County of Inverness	1.05	1.91
Town of Pictou	1.69	4.34
Region of Queens	1.07	2.17
Geographic Proximity		
Town of Middleton	1.79	4.27
Town of Annapolis Royal	1.70	3.20
District of Digby	1.30	1.85
Municipality of the County of Kings	0.853	2.287

The proposed budget includes no change to the existing \$1.025 and \$1.80 residential and commercial tax rates for the County of Annapolis. The table above indicates that with the exception of the County of Kings, Annapolis has the lowest residential tax rates, and possesses the lowest commercial tax rate of all displayed. The top part of the graph show those with similar uniform assessments which translates into similar tax bases. The geographic proximity locations are shown as potential places to reside, however, they have very different assessment bases than the County.

The commercial tax rate has remained unchanged since prior to 2012, which is worth keeping in mind to ensure the increasing tax burden is shared between both residents and commercial properties, rather than one bearing the increase over the other.

In order to decrease the residential tax rate by one penny to \$1.015 it would require the removal of approximately \$139,000 of expenses. The reduction required for the commercial rate to decrease by a penny to \$1.80 requires the reduction of approximately \$6,900. Conversely, an increase to the residential tax rate of a penny would result in an increase in revenues of approximately \$139,000 and \$6,900 respectively.

Operating Budget Summary

The following table is a summary of the revenue sources and expenses by type included in the 2023/24 draft operating budget.

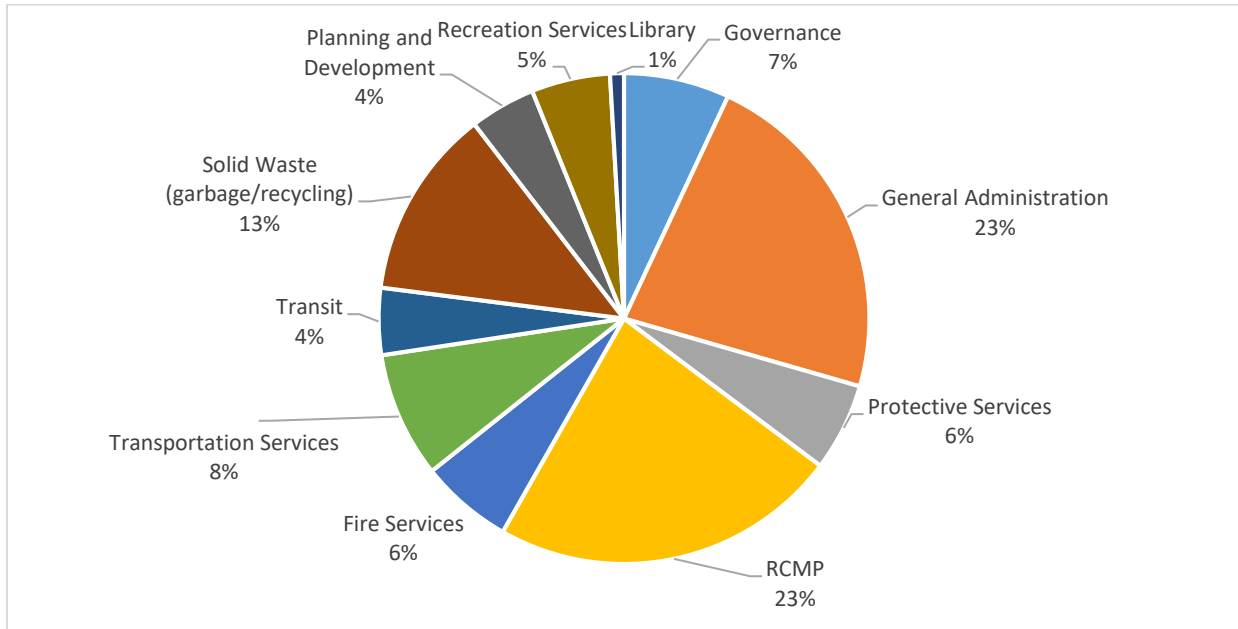
	2022/23 Budget	2023/24 Budget	Increase (Decrease)
Revenues			
Area Rates	1,800,266	2,058,118	257,852
User Fees	1,294,523	1,550,362	255,839
Conditional Grants	20,539	50,333	29,794
Cost Recovery	163,955	312,059	148,104
Interest Income	12,000	12,500	500
Other Municipal Contributions	36,329	41,842	5,513
Other Revenue	199,100	286,985	87,885
Payment in Lieu of Taxation	373,310	386,645	13,335
Sales	4,500	4,600	100
Taxation	16,909,499	18,202,098	1,292,599
Transfer from Reserve	-	81,000	81,000
Unconditional Grants	1,357,199	944,305	(412,894)
Total Revenues	22,171,220	23,930,847	1,759,627
Expenses			
Education Contribution	4,000,000	4,418,238	418,238
Transfer to Reserve	943,690	1,216,106	272,416
Community Events	4,000	2,500	(1,500)
Contracted Services	7,117,000	7,382,753	265,753
Cost Recovery	421,509	549,245	127,736
Debt Repayment	395,614	473,484	77,870
External Transfers	1,626,085	1,992,359	366,274
Insurance	209,829	307,396	97,567
Debt Repayment	12,000	176,400	164,400
IT Services	92,311	96,129	3,818
Materials & Supplies	737,198	798,107	60,909
Professional Development	270,435	261,150	(9,285)
Professional Services	267,872	222,900	(44,972)
Repairs & Maintenance	202,753	182,065	(20,688)
Salaries & Benefits	4,785,357	5,300,070	514,713
Strategic Initiatives	110,000	35,000	(75,000)
Tax Exemptions	171,646	205,000	33,354
Utilities	325,202	311,945	(13,257)
Total Expenses	21,692,501	23,930,847	2,238,345

Summary of Significant Changes

Budget Item	Pre-budget Adjustment	23/24 Budget Impact	Total Budget Impact
Increase (Decrease) in Revenues			
Increase in property tax revenues		1,892,472	1,892,472
Deed Transfer Tax		(600,000)	(600,000)
Equalization Grant		(405,628)	(405,628)
Reduction of BT Community Rate		(68,385)	(68,385)
Hydrant Area Rates	160,171	-	160,171
Increase (Decrease) in Expenses			
Insurance	48,676	77,637	126,313
Kings Transit Authority	39,585	51,712	91,297
Low Income and Tax Exempt Properties		33,354	33,354
RCMP Contract Cost		171,164	171,164
Education Contribution	45,271	372,967	418,238
Microsoft 365		15,008	15,008
Cost of Living Adjustment (COLA)		44,873	44,873
New Staff		172,670	172,670
Annualization of Existing Staff		152,576	152,576
Interest on ST Borrowing	164,400	-	164,400
Remittance for Lawrencetown	242,508	-	242,508
Fire Services Review		75,000	75,000
Reduction of Legal Costs		(100,000)	(100,000)
Annual Financial Statement Audit		13,800	13,800
Removal of one-time initiatives		(140,000)	(140,000)
Reserve Replenishment			
Elections Reserve		38,500	38,500
Capital Reserve		35,000	35,000
Recreation & Culture Reserve		55,000	55,000
Operating Reserve		90,040	90,040
Capital Reserve		400,000	400,000
BT Sewer Reserve		123,804	123,804
County Sewer Reserve		394,393	394,393
Streetlighting Reserve	38,250	30,228	68,478

Budget Breakdown by Service

This figure represents the percentage breakdown of services that make up the expenses funded by the tax rates. For example, 23% of the tax funded expenses are related to the RCMP. There are other substantial services that are rate funded and not reflected in the figure below such as, sewer services and water utility services. General administration includes items such as the contracted amount paid to PVSC for valuation services, overhead for IT that services the Municipality as a whole, and all the legal/professional services that are provided for the organization as a whole as well.



Average Tax Bill Breakdown

This shows where each \$100 of assessment goes as well as the average tax bill based on the updated 2023/24 average residential dwelling assessment of \$177,935, up from \$147,560 in the prior year. This considers only the tax rate (no area rates) of \$1.025 per \$100 of assessment, which is proposed to remain unchanged for the upcoming fiscal year.

Service	Per \$100	Average Tax Bill
<i>Governance</i>	6.97	127.18
<i>General Administration</i>	22.48	410.11
<i>Protective Services</i>	5.79	105.56
<i>RCMP</i>	22.98	419.25
<i>Fire Services</i>	6.10	111.21
<i>Transportation Services</i>	8.28	151.03
<i>Transit</i>	4.41	80.48
<i>Solid Waste (garbage/recycling)</i>	12.54	228.73
<i>Planning and Development</i>	4.34	79.23
<i>Recreation Services</i>	5.18	94.56
<i>Library</i>	0.91	16.67
Total	100.00	1,824.00

The average tax bill is calculated using the average assessment for a dwelling multiplied by 1.025% to reach \$1,824 for the fiscal year. The same logic can be utilized by residents to anticipate the property tax portion of the bill (area rates are in addition to the tax rates).

\$177,935 x 1.025%

Human Resource Requests

As a result of recent growth and direction of the Municipality there are requests for additional staff in the proposed budget. Some of these requests have been made over the years and others are addressing current and future needs (including succession planning).

In 2022/23 the Municipality underwent a Human Resources and Compensation Review to provide an objective review and recommendation for the organizational structure. This is intended to remove the bias and ensure the right people are in the right jobs and adding value to the organization. Additionally, it serves as a market check on salary and compensation to ensure the Municipality is in line with industry expectations to remain competitive and responsible.

Though the project is not officially complete, there has been substantial progress and staff have been sure to include only the highest priority staff requests that are in line with the review.

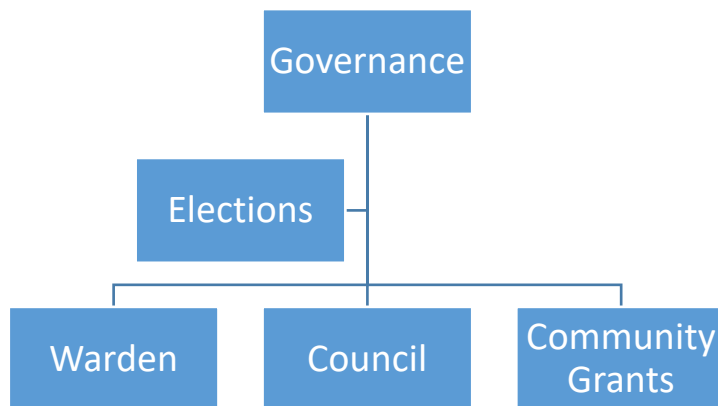
The table below includes all staff considerations at this time. The new staff requests for consideration have been included in the budget for 6-9 months due to the time required to post and hire the positions. The Junior Engineer position is included in this table with the cost impacting the levy. This position is expected to support rated budgets as well, such as water utilities and sewer services.

The annualization section includes positions that were accommodated in the 2022/23 budget but the full annual cost of the positions are in the current proposed budget. There are staff currently filling these positions.

Lastly, in the removed section staff prioritized the requests and voluntarily removed positions to ensure a balanced budget with adequate reserve replenishment. This is also a result of pre-budget adjustments required and other increases in mandatory contributions such as Education and RCMP to name a few.

Position	Salary	Benefits	Total Cost
NEW – 50-75%			
<i>Sr. Administrative Assistant</i>	47,153	11,788	58,941
<i>Legislative Services Coordinator</i>	32,149	8,037	40,186
<i>Active Living Coordinator (net)</i>	14,154	9,788	23,942
<i>Junior Engineer</i>	39,681	9,920	49,601
Total New Positions			172,670
ANNUALIZATION - 100%			
<i>Customer Service Representative</i>	42,502	6,375	48,877
<i>REMO Coordinator</i>	29,471	7,928	37,399
<i>Heavy Equipment Operator</i>	53,040	13,260	66,300
Total Annualization			152,576
REMOVED - 0%			
<i>Development Officer</i>	41,208	10,302	51,510
<i>Records Management Clerk</i>	24,059	6,015	30,074
Total Annualization			81,584

Governance

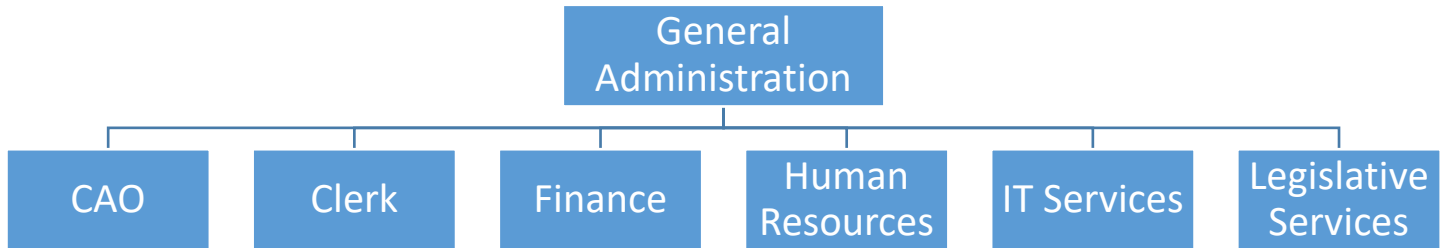


Governance	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries and Benefits	518,772	488,200	(30,572)	459,024
Professional Development	61,200	59,000	(2,200)	66,985
Materials & Supplies	25,525	21,000	(4,525)	18,461
Community Events	4,000	2,500	(1,500)	1,650
IT Services	10,960	10,000	(960)	7,109
Professional Services	-	-	-	20,538
Contracted Services	67,238	42,368	(24,870)	-
External Transfers	315,150	335,500	20,350	251,636
Transfer to Reserve	-	38,500	38,500	-
Net Levy Impact	1,002,845	997,068	(5,777)	825,402
% Change over prior year			-0.58%	

Summary of Key Changes

- Reduction in benefits as they were budgeted at full-time staff rates in the 22/23 budget
- Reduction in contracted services per the IMSA Agreement which indicates a 23/24 contribution of \$42,368 down from \$67,238 for 22/23
- Establishment of a transfer to reserve for elections to reduce the large impact in the year of the election. It is one quarter of the estimated cost for a hybrid election
- Includes increase of \$20,000 for TCTS

General Administration



Chief Administrative Officer

Office of the CAO	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	373,379	386,743	13,364	491,103
Professional Development	32,920	23,000	(9,920)	2,251
Materials & Supplies	5,600	7,900	2,300	6,115
Contracted Services	-	-	-	5,759
Strategic Initiatives	90,000	-	(90,000) ³	28,812
Total CAO	501,899	417,643	(84,256)	534,040
% Change over prior year			-16.79%	

Clerk

Clerk	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	218,375	292,105	73,730 ⁴	201,890
Professional Development	11,925	11,100	(825)	1,210
Materials & Supplies	5,180	10,300	5,120	2,821
Total Clerk	235,480	313,505	78,025	205,921
% Change over prior year			33.13%	

³ Removal of \$45,000 for strategic plan and \$45,000 for physician recruitment that was budgeted in excess of the Policy Amounts per AM-1.4.9.1 Medical Assistance Recruitment Program.

⁴ Includes the Sr. Administrative Assistant to the Clerk.

Finance

Finance	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
User Charges	9,000	9,000	-	6,225
Cost Recover - rates	163,955	130,703	(33,252) ⁵	23,792
Total Revenues	172,955	139,703	(33,252)	30,017
Expenses				
Salaries & Benefits	799,133	908,727	109,594 ⁶	618,287
Professional Development	21,650	20,500	(1,150)	13,787
IT Services	-	-	-	-
Insurance	-	-	-	-
Materials & Supplies	55,950	56,000	50	41,674
Repairs & Maintenance	-	-	-	-
Professional Services	30,200	44,000	13,800 ⁷	45,131
Contracted Services	473,351	474,000	649	445,163
Tax Exemptions	171,646	205,000	33,354 ⁸	166,956
Total Expenses	1,551,930	1,708,227	156,297	1,330,997
Total Finance	1,378,975	1,568,525	189,550	1,300,980
% Change over prior year			13.75%	

IT Services

IT Services	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	152,313	184,169	31,856 ⁹	147,010
Professional Development	8,050	11,800	3,750	6,306
IT Services	75,000	70,000	(5,000)	67,905
Insurance	200	200	-	169
Materials & Supplies	12,520	38,282	25,762 ¹⁰	10,899
Repairs & Maintenance	-	-	-	-
Professional Services	3,500	27,000	23,500 ¹¹	2,526
Contracted Services	25,000	30,000	5,000	29,978

⁵ Water/sewer rate recoveries for utility billing, financial reporting, and oversight. Calculated based on actuals.

⁶ As a result of annualization for the customer service representative hired as support for the amalgamation of 3 administration buildings for a 12-month contract. Other increases include staff returning from leave.

⁷ Cost increase for audit services. RFP expected in 2023/24 for future years with greater potential for cost savings.

⁸ Per Policy AM-1.4.11 and AM-1.4.12.

⁹ Provision to replace the Assistant Manager with a Manager position as discussed with Council.

¹⁰ Includes the conversion from Microsoft Office 2013 to Microsoft Office 365 as this is the primary software utilized by all staff and Council (excel, word, powerpoint, outlook, etc.) for \$15,008. Also included is around \$10,000 for server licences and \$3,600 for Laserfiche licencing for records management.

¹¹ Includes \$20,000 for offsite enhanced cyber security to minimize the liability to the Municipality.

IT Services	2023 Budget	2024 Budget	Budget Change	Actual YTD
Transfer to Reserve	-	15,000	15,000 ¹²	-
Total IT Services	276,583	376,451	99,868	264,793
% Change over prior year			36.11%	

Human Resources

Human Resources	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	228,480	193,508	(34,972)	207,960
Professional Development	24,450	12,710	(11,740)	10,157
Materials & Supplies	29,250	10,800	(18,450)	19,469
Professional Services	-	-	-	75,943
Contracted Services	50,000	-	(50,000)	25,811
Total Human Resources	332,180	217,018	(115,162)¹³	339,340
% Change over prior year			-34.67%	

Legislative Services

This is a new cost centre for 2023/24 and includes the costs for liability insurance for the Municipality as a whole, legal expenses including FOIPOP costs. The Director was previously included in Human Resources but has been split out between the two cost centres. Certain costs have been transferred from Human Resources to Legislative Services.

Legislative Services (new)	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	-	81,672	81,672	-
Professional Development	-	15,550	15,550	-
Insurance	105,000	121,221	16,221	113,294
Materials & Supplies	-	3,700	3,700	-
Professional Services	200,500	100,000	(100,500)	83,145
Total Legislative Services	305,500	322,142	16,642	196,438
% Change over prior year			5.45%	

Corporate Services

This cost centre includes all the general revenues and general transfers to other government entities, as well as reserve replenishment.

Corporate Services (new)	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
Taxation - Assessable Property	14,414,819	16,307,291	1,892,472	14,391,534

¹² For IT lifecycle replacement.

¹³ Part of the Director previously included in HR has been split between HR and Legislative Services. The professional development has also been shared. The HR and compensation review has been removed.

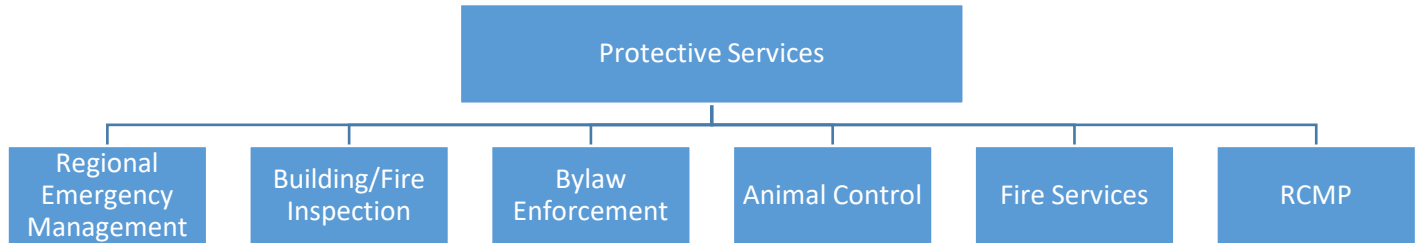
Corporate Services (new)	2023 Budget	2024 Budget	Budget Change	Actual YTD
Taxation - other	2,494,680	1,894,807	(599,873)	2,794,760
Payment in Lieu of Taxation (PIL)	373,310	386,645	13,335	119,867
Area Rates	511,421	470,905	(40,516)	528,012
Unconditional Grants	1,357,199	944,305	(412,894)	550,847
Other Revenues - own source	199,100	286,985	87,885	455,407
Total Revenues	19,350,529	20,290,938	940,409	18,840,426
Expenses				
External Transfers	50,000	292,508	242,508	264,627
Interest on Short-term Borrowing	12,000	176,400	164,400	102,339
Nova Scotia Housing Contribution	145,000	145,000	-	-
Education Contribution	4,000,000	4,418,238	418,238	4,045,272
Operating Reserve Replenishment	525,545	90,040	(435,505)	-
Capital Reserve Fund Replenishment	-	400,000	400,000	-
Total Expenses	4,732,545	5,522,186	789,641	4,412,238
Total Finance	(14,617,984)	(14,768,752)	(150,768)	3,884,226
% Change over prior year			1.03%	

The increase in revenues from property assessments is \$1,892,472. This increase in revenues is offset by other decreases in revenue such as:

- Reduction in unconditional grants for the equalization payment that was doubled for the 2022/23 fiscal year only
- Reduction in deed transfer tax as house sales decrease. The estimate of lost revenues in this line item is \$600,000

The education contribution is based 50% on uniform assessment at a rate of 0.3048% and 50% student enrolment rates. This has resulted in an increased overall contribution of \$418,238.

Protective Services



Regional Emergency Management Organization (REMO)

Regional Emergency Management	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
Town Contributions	11,329	16,842	5,513	
Total Revenues	11,329	16,842	5,513	-
Salaries & Benefits	34,442	71,841	37,399 ¹⁴	33,507
Professional Development	4,450	6,240	1,790	2,234
IT Services	350	4,329	3,979	-
Materials & Supplies	2,920	4,550	1,630	636
Repairs & Maintenance	1,000	2,000	1,000	-
Professional Services	-	300	300	-
Contracted Services	11,250	5,270	(5,980)	5,431
Total Expenses	54,412	94,530	40,118	41,808
Total REMO	43,083	77,688	34,605	41,808
% Change over prior year			80.32%	

¹⁴ Increased from a part-time REMO Coordinator to a full-time service model. This includes additional revenues from the Town to support the regional initiative.

Inspection Services

Building/Fire Inspection	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
Permits	26,000	38,000	12,000	36,549
Total Revenues	26,000	38,000	12,000	36,549
Expenses				
Salaries & Benefits	360,316	403,665	43,349	292,267
Professional Development	34,410	19,550	(14,860)	12,044
Materials & Supplies	6,300	9,300	3,000	3,745
Cost Recovery	-	48,362	48,362 ¹⁵	14,058
Total Expenses	401,026	480,877	79,851	322,115
Total Building/Fire Inspection	375,026	442,877	67,851	285,566
% Change over prior year			18.09%	

Bylaw Enforcement

Bylaw Enforcement	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	159,627	183,502	23,875	144,705
Professional Development	7,300	6,300	(1,000)	1,026
Materials & Supplies	2,740	2,500	(240)	1,301
Repairs & Maintenance	1,000	1,000	-	-
Professional Services	8,000	25,000	17,000 ¹⁶	35,528
Contracted Services	1,000	1,040	40	18
Cost Recovery	-	24,181	24,181	11,716
Total Bylaw Enforcement	179,667	243,523	63,856	194,295
% Change over prior year			35.54%	

Animal Control

Animal Control	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
User Fees	3,500	2,500	(1,000)	
Total Revenues	3,500	2,500	(1,000)	-
Expenses				
Salaries & Benefits	59,398	45,462	(13,936)	60,102

¹⁵ This is a cost recovery for fleet. All costs have been included in a centralized fleet budget with cost recovery proportionate to the department vehicles.

¹⁶ Legal services estimate to deal with bylaw issues that are in legal proceedings. The actual spending from 22/23 was higher than anticipated and is dependent on external factors.

Animal Control	2023 Budget	2024 Budget	Budget Change	Actual YTD
Professional Development	400	400	-	-
Materials & Supplies	9,650	9,150	(500)	1,369
Professional Services	1,500	1,000	(500)	1,332
Contracted Services	11,200	10,000	(1,200)	7,632
Total Expenses	82,148	66,012	(16,136)	70,434
Total Animal Control	78,648	63,512	(15,136)	70,434
% Change over prior year			-19.25%	

Salaries are shared between animal control and bylaw services. There is a decrease in animal control, offset by an increase in bylaw services.

Policing – RCMP

Policing is a mandatory contribution for provision of the RCMP services.

RCMP	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	600	600	-	-
Professional Development	500	500	-	-
Professional Services	18,472	18,600	128	16,903
Contracted Services	2,833,127	3,004,291	171,164 ¹⁷	2,124,845
External Transfers	257,783	262,939	5,156	250,534
Total RCMP	3,110,482	3,286,930	176,448	2,392,282
% Change over prior year			5.67%	

Fire Services

Fire Services	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
Area Rates	1,080,917	1,341,508	260,591 ¹⁸	1,076,065
Total Revenues	1,080,917	1,341,508	260,591	1,076,065
Expenses				
Salaries & Benefits	14,908	14,908	-	10,249
Professional Development	1,000	-	(1,000)	100
Materials & Supplies	4,000	1,100	(2,900)	3,350
Contracted Services	712,807	802,063	89,256 ¹⁹	712,804
External Transfers	846,452	944,713	98,261 ²⁰	233,039
Cost Recovery	400,704	400,704	-	400,704

¹⁷ 6.04% increase over the prior year as confirmed by the Justice department.

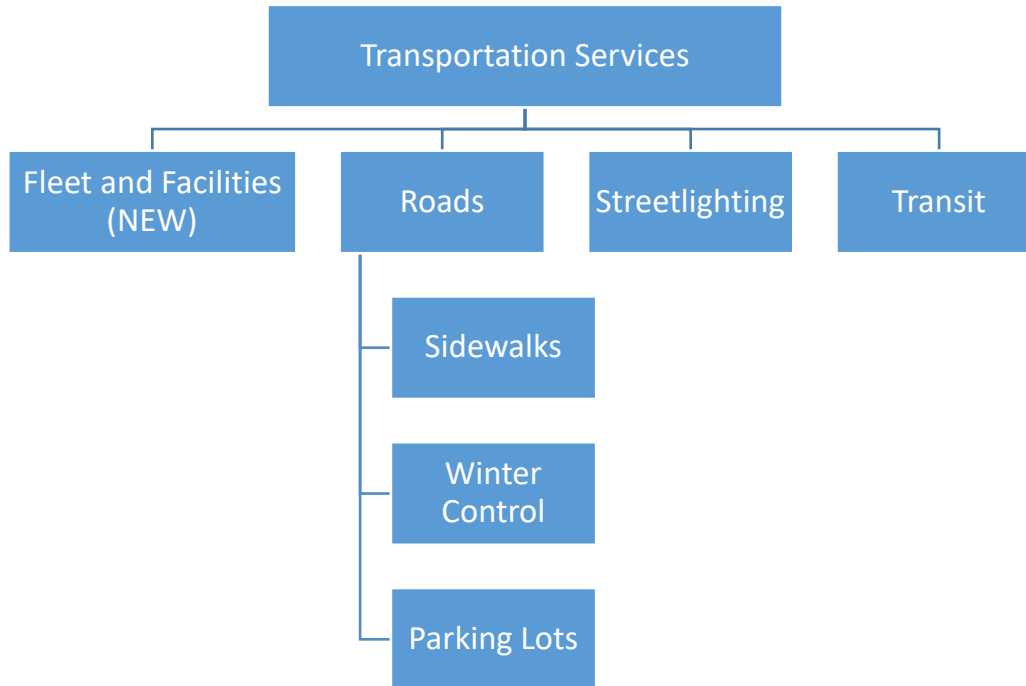
¹⁸ The full revenues were not included in the prior budget to offset the “cost recovery” expense for water use in the hydrants. This is set out in the UARB Board Order.

¹⁹ This includes \$75,000 for the fire services review requested by Council.

²⁰ External transfers are based on assessment which has increased.

Fire Services	2023 Budget	2024 Budget	Budget Change	Actual YTD
Debt Repayment	51,368	49,954	(1,414)	17,368
Total Expenses	2,031,239	2,213,442	182,203	1,377,615
Total Fire Services	950,322	871,934	(78,388)	301,550
% Change over prior year			-8.25%	

Transportation Services



Fleet and Facilities

This is a new cost centre as there has been an operational shift in how fleet and facilities are managed internally. The cost recoveries represent the share of cost for the provision of various other Municipal services. As these are new cost centres there is no inclusion for year-to-date (YTD) costs. Council will be kept apprised of the status of these cost centers in future variance reporting throughout 2023/24.

Centralized Fleet

Fleet	2023 Budget	2024 Budget	Budget Change
Revenues			
Cost Recovery	-	181,356	181,356
Total Revenues	-	181,356	181,356
Expenses			
Insurance	42,060	63,898	21,838
Materials & Supplies	109,543	115,000	5,457

Fleet	2023 Budget	2024 Budget	Budget Change
Repairs & Maintenance	47,550	55,000	7,450
Transfer to Reserve	-	20,000	20,000
Total Expenses	199,153	253,898	54,745
Total Fleet	199,153	72,542	(126,611)
% Change over prior year			-63.57%

Public Works Facilities

Public Works Facilities	2023 Budget	2024 Budget	Budget Change
IT Services	253	300	47
Insurance	24,924	29,202	4,278
Utilities	17,745	18,000	255
Materials & Supplies	8,500	8,500	-
Repairs & Maintenance	19,800	20,000	200
Contracted Services	2,614	4,500	1,886
Debt Repayment	75,000	75,000	-
Total Expenses	148,836	155,502	6,666
% Change over prior year			4.48%

Other Facilities – including administration building(s) and recreational facilities

Other Facilities	2023 Budget	2024 Budget	Budget Change
Salaries & Benefits	41,693	500	(41,193)
IT Services	1,012	1,000	(12)
Insurance	17,669	45,005	27,336
Utilities	68,850	61,100	(7,750)
Materials & Supplies	1,100	3,000	1,900
Repairs & Maintenance	70,738	30,200	(40,538)
Contracted Services	73,000	53,540	(19,460)
External Transfers	26,000	26,000	-
Cost Recovery	(15,000)	(15,000)	-
Debt Repayment	35,302	34,997	(305)
Total Expenses	320,364	240,342	(80,022)
% Change over prior year			-24.98%

Public Works Administration

This cost centre represents the overhead for the provision of transportation services including items like training and development, health and safety. For reporting purposes it will be allocated on a percentage basis to the service areas in which it supports.

Public Works Admin	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	659,531	718,003	58,472 ²¹	431,395
Professional Development	17,525	17,500	(25)	9,071
IT Services	-	3,600	3,600	2,789
Materials & Supplies	23,500	44,000	20,500	15,903
Contracted Services	5,000	5,000	-	-
Cost Recovery	(58,764)	-	58,764 ²²	-
Debt Repayment	-	13,866	13,866 ²³	31,909
Total Public Works Admin.	646,792	801,969	155,177	491,067
% Change over prior year			23.99%	

Roads

Roads	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
Area Rates	11,097	11,123	26	10,936
Total Revenues	11,097	11,123	26	10,936
Expenses				
Insurance	-	1,093	1,093	-
Materials & Supplies	-	30,000	30,000	-
Contracted Services	411,837	351,278	(60,559)	363,767
Transfer to Reserve	10,958	10,891	(67)	10,936
Total Expenses	422,795	393,262	(29,533)	374,703
Total Roads	411,698	382,139	(29,559)	363,767
% Change over prior year			-7.18%	

The roads budget has a reduction in contracted services and increase in materials and supplies to reflect the provision of services internally as opposed to contractors.

²¹ This includes the tax supported portion of the Jr. Engineer requested.

²² This was recovery for salaries and wages on the rated services (water/sewer). Salaries and wages have, instead been allocated to each service area.

²³ This is not new debt the prior year budget was previously included in another budget section.

Street lighting

Street lighting	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
Area Rates	196,831	234,582	37,751 ²⁴	195,739
Total Revenues	196,831	234,582	37,751	195,739
Expenses				
Insurance	-	11,087	11,087	-
Utilities	65,000	60,000	(5,000)	52,223
Repairs & Maintenance	6,700	10,000	3,300	4,237
Debt Repayment	86,881	85,017	(1,864)	8,319
Transfer to Reserve	-	68,478	68,478 ²⁵	-
Total Expenses	158,581	234,582	76,001	64,780
Total Streetlights	(38,250)	0	38,250	(130,959)
% Change over prior year			-100.00%	

Kings Transit Authority (KTA)

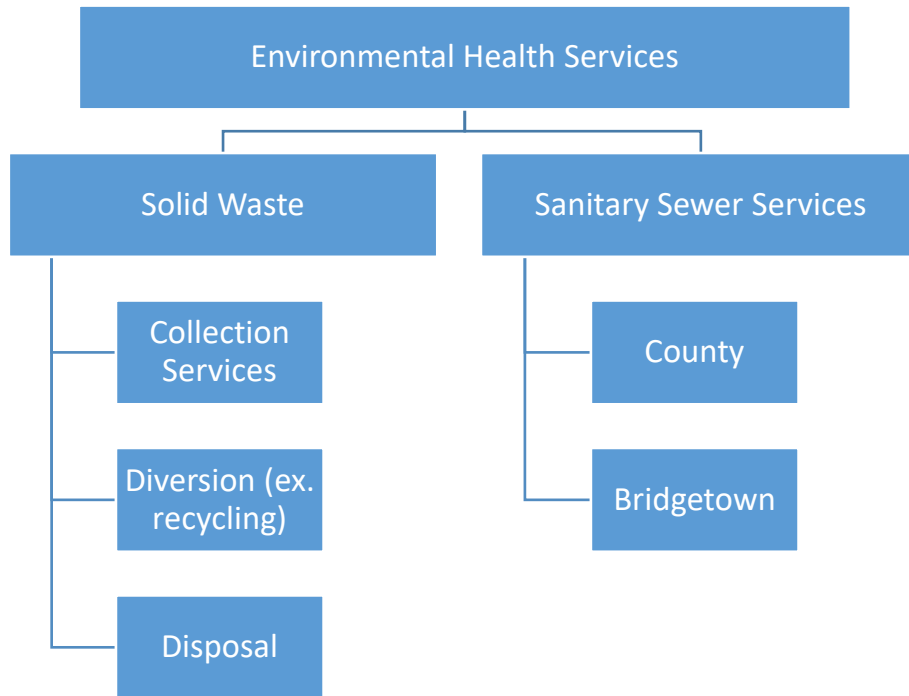
Kings Transit Authority	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
Other Municipal Contributions	25,000	25,000	-	25,000
Total Revenues	25,000	25,000	-	25,000
Expenses				
Contracted Services	564,706	656,003	91,297 ²⁶	604,291
Total Expenses	564,706	656,003	91,297	604,291
Total Streetlights	539,706	631,003	91,297	579,291
% Change over prior year			16.92%	

²⁴ This is keeping the area rate the same as the prior year, but reflects the increase in assessment.

²⁵ This is to balance the budget and reflects the capital replacement of the assets.

²⁶ See attached Kings Transit Authority Budget.

Environmental Health Services



Solid Waste Services (garbage/recycling)

Solid Waste Services	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	25,830	-	(25,830) ²⁷	20,310
Materials & Supplies	6,750	5,000	(1,750)	-
Contracted Services	1,685,000	1,718,600	33,600	2,805
Debt Repayment	-	69,650	69,650	22,422
Total Solid Waste Services	1,717,580	1,793,250	75,670	45,537
\$ Change over prior year			4.41%	

Bridgetown Sanitary Sewer System

BT Sewers	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
User Fees	150,000	312,166	162,166 ²⁸	121,873
Interest Income	1,000	1,500	500	1,308
Total Revenues	151,000	313,666	162,666	123,182
Expenses				

²⁷ These salaries have been reallocated to Public Works Admin cost centre as the bin replacements and distribution is expected to be completed by Valley Waste this fiscal year.

²⁸ The majority of the increase is a result of re-allocating the revenues from Carleton Corner and Church St. properties that are billed as part of the County, but tie into the Bridgetown Sewer System.

BT Sewers	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	27,888	73,178	45,290 ²⁹	21,663
Professional Development	1,180	6,000	4,820	1,388
Insurance	1,386	1,421	35	1,549
Utilities	13,100	10,000	(3,100)	8,952
Materials & Supplies	57,100	57,100	-	38,811
Repairs & Maintenance	-	-	-	2,556
Contracted Services	4,800	14,800	10,000	-
Cost Recovery	51,025	27,363	(23,662)	-
Debt Repayment	2,063	-	(2,063)	32
Transfer to Reserve	40,000	123,804	83,804 ³⁰	-
Total Expenses	198,542	313,665	115,123	74,950
Total Bridgetown Sewers	47,542	(0)	(47,542)	(48,231)
% Change over prior year			-100.00%	

²⁹ Allocated to the expense area offset by a reduction in cost recovery below.

³⁰ This is to balance the budget and ensures capital replacement, which is built into the rate structure(s). This is more in line with the actual spending required.

County of Annapolis Sanitary Sewer System

This includes the sewer services in Granville Ferry, Lequille, Bear River, Carleton Corner, Nictaux and Cornwallis Park/Deep Brook.

County Sewers	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
User Fees	1,076,398	1,159,496	83,098	1,251,519
Interest Income	11,000	11,000	-	13,320
Total Revenues	1,087,398	1,170,496	83,098	1,264,838
Expenses				
Salaries & Benefits	258,159	213,651	(44,508)	262,316
Professional Development	5,650	8,500	2,850	1,117
IT Services	1,400	1,600	200	1,064
Insurance	12,990	16,949	3,959	13,882
Utilities	146,600	129,750	(16,850)	105,725
Materials & Supplies	228,503	226,200	(2,303)	167,162
Repairs & Maintenance	15,000	18,000	3,000	13,629
Professional Services	200	1,000	800	1,365
Contracted Services	162,070	121,000	(41,070)	58,951
Cost Recovery	43,544	39,454	(4,090)	11,860
Transfer to Reserve	312,187	394,393	82,206 ³¹	-
Total Expenses	1,186,303	1,170,497	(15,806)	637,070
Total Bridgetown Sewers	98,905	0	(98,905)	(627,769)
% Change over prior year			-100.00%	

³¹ This is to balance the budget and ensures capital replacement, which is built into the rate structure(s). This is more in line with the actual spending required.

Community Development Services



Planning and Development

Planning and Development	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
User Fees	12,000	14,600	2,600	14,525
Conditional Grants	-	7,233	7,233	-
Transfer from Reserve	-	81,000	81,000 ³²	-
Total Revenues	12,000	102,833	90,833	14,525
Expenses				
Salaries & Benefits	508,322	564,740	56,418 ³³	360,778
Professional Development	15,950	17,500	1,550	6,024
IT Services	3,036	5,000	1,964	6,711
Materials & Supplies	22,383	22,933	550	5,601
Professional Services	5,500	6,000	500	4,800
Contracted Services	-	81,000	81,000	-
Total Expenses	555,191	697,173	141,982	383,914
Total Planning and Development	543,191	594,340	51,149	369,389
% Change over prior year			9.42%	

Area Advisory Committees	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	13,100	16,900	3,800	9,541
Professional Development	2,700	3,900	1,200	2,624
Materials & Supplies	6,100	6,000	(100)	420

³² This is a carry-forward project for the County Wide Plan. It was previously included as a capital item, however it does not meet the definition of a Tangible Capital Asset. It is offset by the expenses anticipated and has a net zero impact on the tax rate.

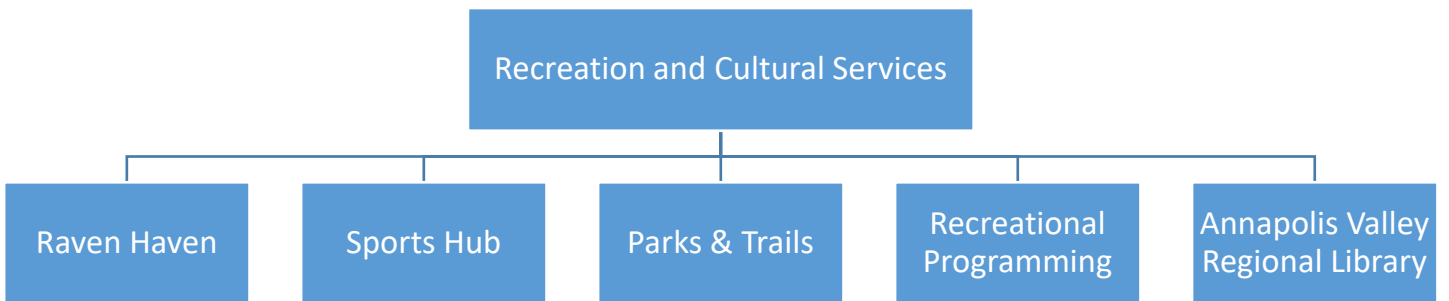
³³ This includes annualization for the GIS Technician that was hired in 2022/23 as only part of the year was included.

Area Advisory Committees	2023 Budget	2024 Budget	Budget Change	Actual YTD
Total Planning and Development	21,900	26,800	4,900	12,584
% Change over prior year			22.37%	

Outreach (Tourism)

Outreach	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	97,271	101,447	4,176	39,414
Professional Development	8,600	8,300	(300)	1,603
Materials & Supplies	41,750	39,750	(2,000)	2,089
Strategic Initiatives	20,000	35,000	15,000	2,476
Total Outreach	167,621	184,497	16,876	45,583
% Change over prior year			10.07%	

Recreation and Cultural Services



Raven Haven

Raven Haven	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
Sales	4,500	4,600	100	4,451
Total Revenues	4,500	4,600	100	4,451
Expenses				
Salaries & Benefits	34,229	36,842	2,613	21,816
Professional Development	1,200	1,600	400	205
IT Services	300	300	-	30
Insurance	4,700	8,212	3,512	-
Utilities	1,400	1,600	200	1,479
Materials & Supplies	14,940	14,040	(900)	8,306
Repairs & Maintenance	6,200	6,600	400	876
Total Expenses	62,969	69,194	6,225	32,712

Raven Haven	2023 Budget	2024 Budget	Budget Change	Actual YTD
Total Raven Haven	58,469	64,594	6,125	28,261
% Change over prior year			10.48%	

Sports Hub

Sports Hub	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
User Fees	2,200	-	(2,200)	
Conditional Grants	10,000	10,000	-	10,000
Total Revenues	12,200	10,000	(2,200)	10,000
Expenses				
Salaries & Benefits	4,373	15,024	10,651	7,407
Utilities	9,807	9,000	(807)	1,853
Insurance	2,500	22,295	19,795 ³⁴	12,575
Materials & Supplies	11,992	-	(11,992)	12,979
Repairs & Maintenance	15,500	20,000	4,500	5,315
Total Expenses	44,172	66,319	22,147	40,129
Total Recreation Programming	31,972	56,319	24,347	40,129
% Change over prior year			76.15%	

Parks & Trails

Parks & Trails	2023 Budget	2024 Budget	Budget Change	Actual YTD
Salaries & Benefits	49,610	143,002	93,392 ³⁵	38,379
Insurance	900	9,109	8,209	-
Repairs & Maintenance	15,765	15,765	-	16,683
Contracted Services	15,000	-	(15,000)	-
Cost Recovery	-	24,181	24,181	-
Total Raven Haven	81,275	192,057	110,782	55,063
% Change over prior year			136.31%	

³⁴ The majority of the increase for the Sports Hub is the insurance costs associated with the facility, washroom facility, turf, and running track.

³⁵ Previously these salaries have not been allocated to parks and trails, however, with the addition of new parks and trails and the inability to keep up in 2022/23 with maintenance requirements resources have been allocated this year.

Recreation Programming

Recreation Programming	2023 Budget	2024 Budget	Budget Change	Actual YTD
Revenues				
User Fees	15,425	14,600	(825)	
Conditional Grants	10,539	33,100	22,561 ³⁶	
Total Revenues	25,964	47,700	21,736	-
Expenses				
Salaries & Benefits	145,608	161,681	16,073	125,897
Professional Development	9,375	11,200	1,825	2,428
Utilities	200	200	-	142
Materials & Supplies	45,402	52,002	6,600	20,807
Repairs & Maintenance	3,500	3,500	-	358
Contracted Services	8,000	8,000	-	7,091
Transfer to Reserve	55,000	55,000	-	-
Total Expenses	267,085	291,583	24,498	156,723
Total Recreation Programming	241,121	243,883	2,762	156,723
% Change over prior year			1.15%	

Annapolis Valley Regional Library

Library	2023 Budget	2024 Budget	Budget Change	Actual YTD
External Transfers	130,700	130,700	-	130,700
Total Library	130,700	130,700	-	130,700
% Change over prior year			0.00%	

The Annapolis Valley Regional Library mandatory contribution remains unchanged, which is great news for the Municipality considering all the great events, programs and services available to the residents.

³⁶ This is a grant for an Active Living Coordinator Position where the expenses are included in the salaries & benefits line.