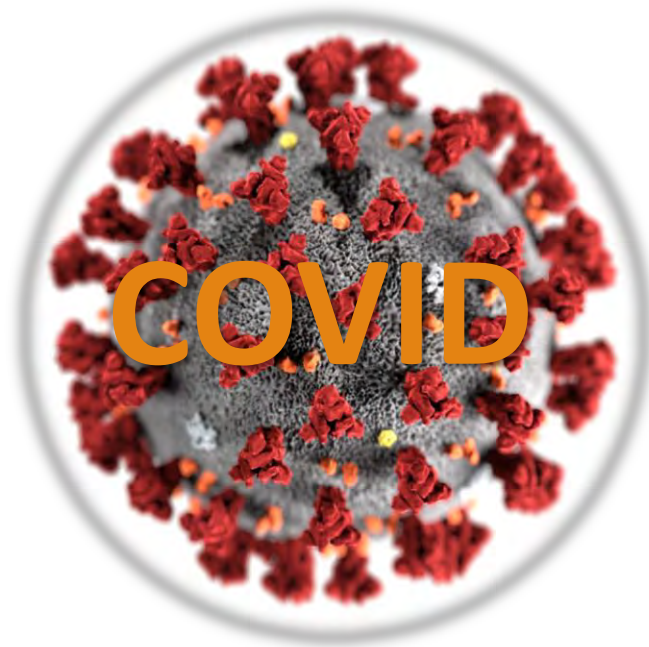


# BUDGET 2022



# VISION

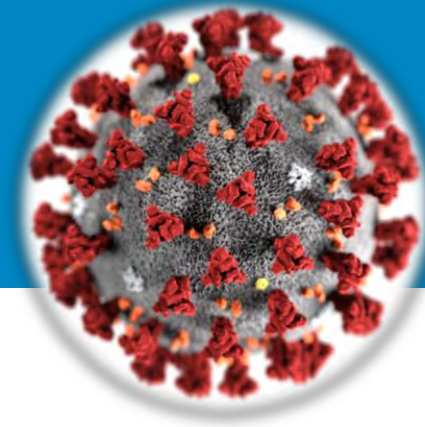
Quispamsis is a forward-thinking community where families enjoy a safe, friendly and active lifestyle surrounded by a beautiful, natural environment.



... continued



# COVID MEASURES IN FACILITIES

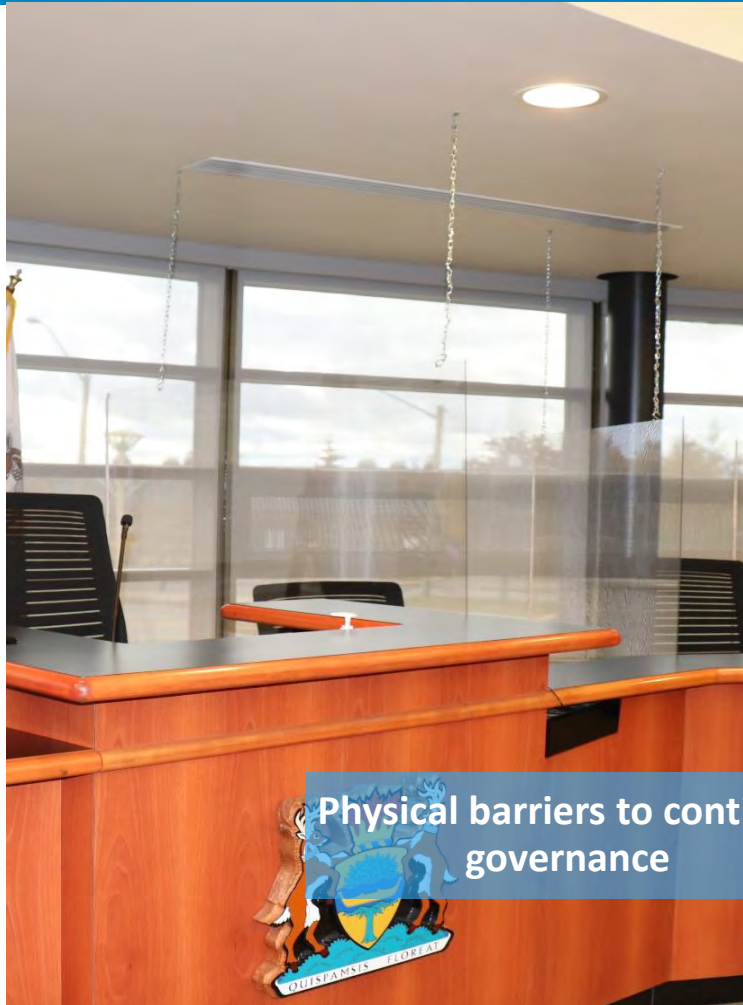
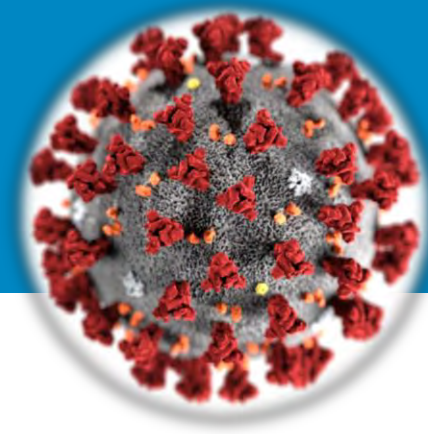


qplex

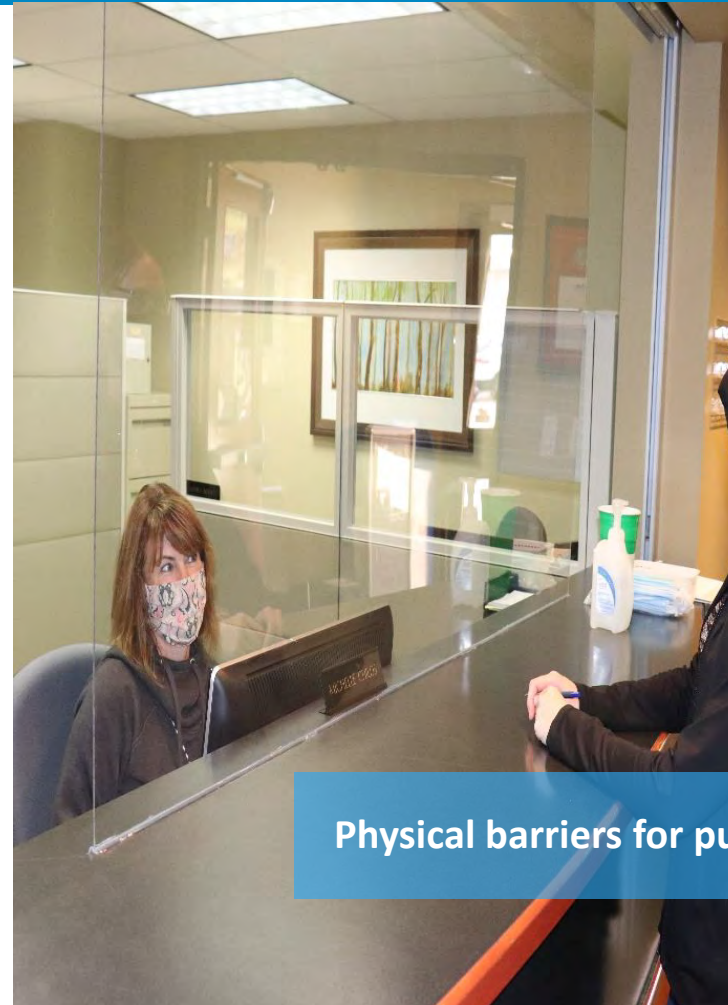


Signage

# COVID MEASURES IN FACILITIES



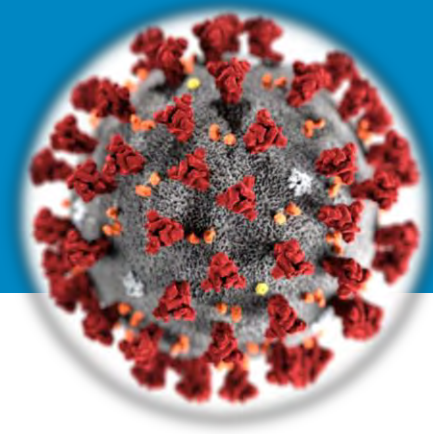
Physical barriers to continue governance



Physical barriers for public



# COVID CHALLENGES



- Operational Plans
- Evolving Mandatory Order
- Proof of Vaccination Public Facilities (security)
- Vaccination Protocol (staff)
- Special Events

# 2021 YEAR IN REVIEW



Town Council 2021-2025



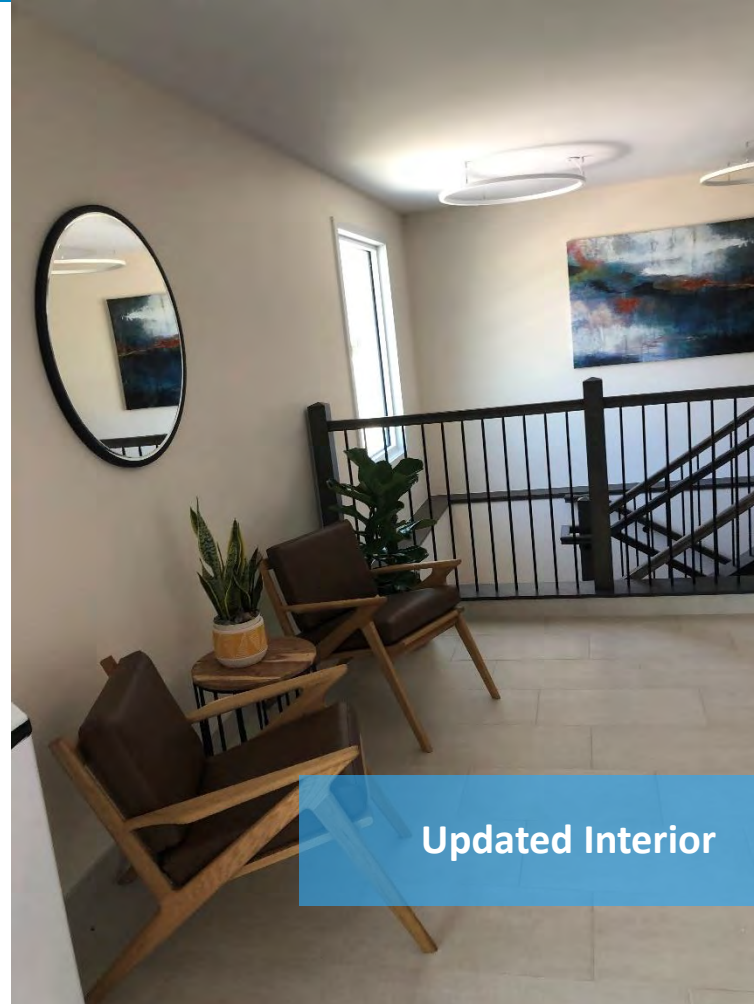
New AV System



# 2021 YEAR IN REVIEW



Beach House Re-opened



Updated Interior



# 2021 YEAR IN REVIEW

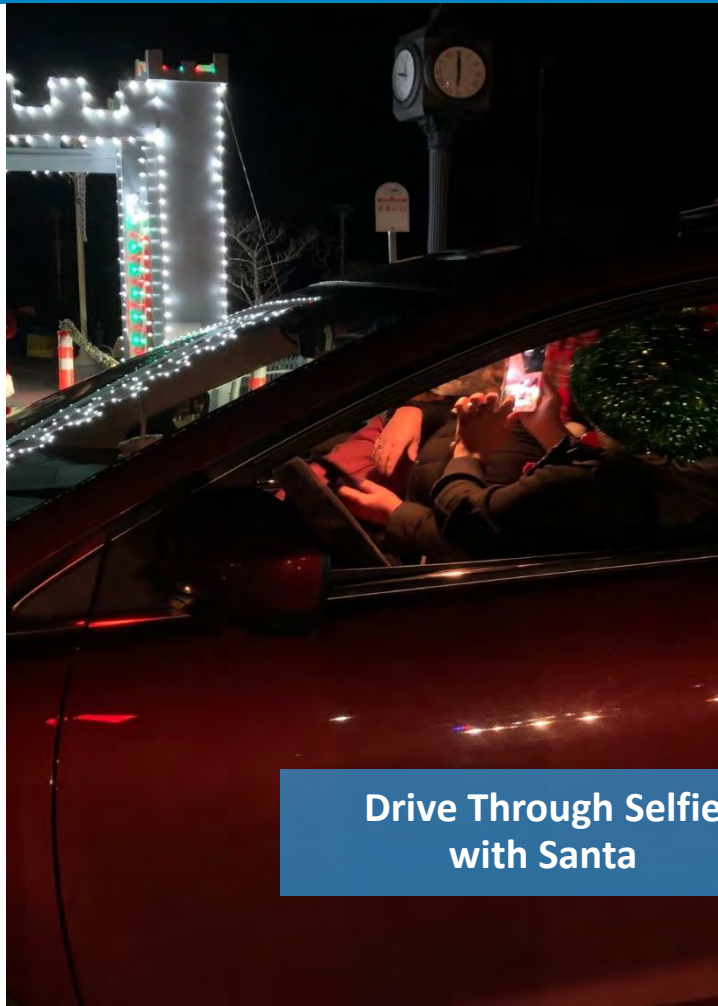


Envision Strategic Plan



Strong Residential Growth

# 2021 YEAR IN REVIEW



Drive Through Selfie  
with Santa



Quispamsis Road and  
Hammond River Road  
Construction



# 2021 YEAR IN REVIEW

## Human Resources Manager

Town of Quispamsis



As an important member of the Town's management team, the Human Resources Manager will play an important role in overseeing and managing human resources and labour relations services, providing strategic advice and direction in support of municipal services delivery. Reporting directly to the Chief Administrative Officer, the Manager of Human Resources will provide leadership in all activities that enable the Town of Quispamsis to attract, support and retain a skilled and knowledgeable workforce and ensuring the commitment, integrity and responsibility in their service to the community.

### Key Responsibility

- Advising and supporting the Chief Administrative Officer, Management and Town Council on human resource matters.
- Aligning human resource management functions with established organizational strategy and goals.
- Fostering a workplace culture of respect, service excellence and continuous improvement.
- Encouraging positive employee and labour relations through partnership and interest-based collaboration.
- Coaching, mentoring, and developing staff.
- Providing leadership, direction, and authority to the Town's Department of Human Resources.

Specific operational areas of responsibility include compensation plan, payroll, pension and benefits administration, staffing, employee training and development, labour and employee relations, contract negotiation and administration, organizational development, employee social and wellness initiatives and the administration of employee health and safety.

### Essential Qualifications:

- Completed University degree in Business Administration or related discipline.
- A CPHR (Chartered Professional in Human Resources) designation would be considered an asset.
- Minimum of 7 years progressive human resources experience, ideally in a public sector environment including 4 years direct experience in employment labour relations with a strong knowledge of applicable legislation.
- Strong relationship building skills, ability to work with internal and external stakeholders.
- Excellent communication skills, both verbal and written.

### The Town of Quispamsis

*There Is No Other*, evokes the uniqueness of the town's name and the pride of its 18,000 residents who call it home. This picturesque suburban community is located in southwestern New Brunswick, 22 kilometers northeast of the City of Saint John. Quispamsis is a progressive, vibrant community with many attractive residential opportunities for all types of family units. Abundant recreational areas, quality schools, places of worship, retail and professional services are all within the Kennebecasis Valley. Our vision "A forward-thinking community where families enjoy a safe, friendly and active lifestyle surrounded by a beautiful, natural environment."

## Staffing Changes





# 2021/2022 STAFFING

- Engineering Technician (new)
- Fleet Operations Supervisor
- qplex Clerk

# 2022 BUDGET CHALLENGES

## Covid-19

- Continually changing processes to maintain compliance

When will it end?

# SUMMARY OF 2022 PROPOSED BUDGET

[Source of Changes 2022](#)

Refer to Page 1 of Budget Package



# INTERNAL SOURCES



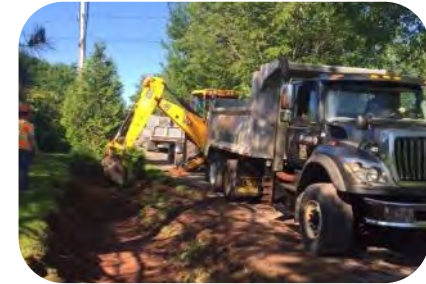
General  
Government



Internal Protective  
Services



Environmental  
Health and  
Development



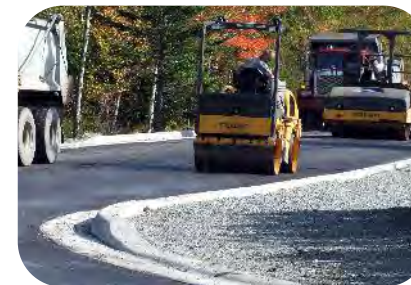
Transportation  
Services



Community  
Services



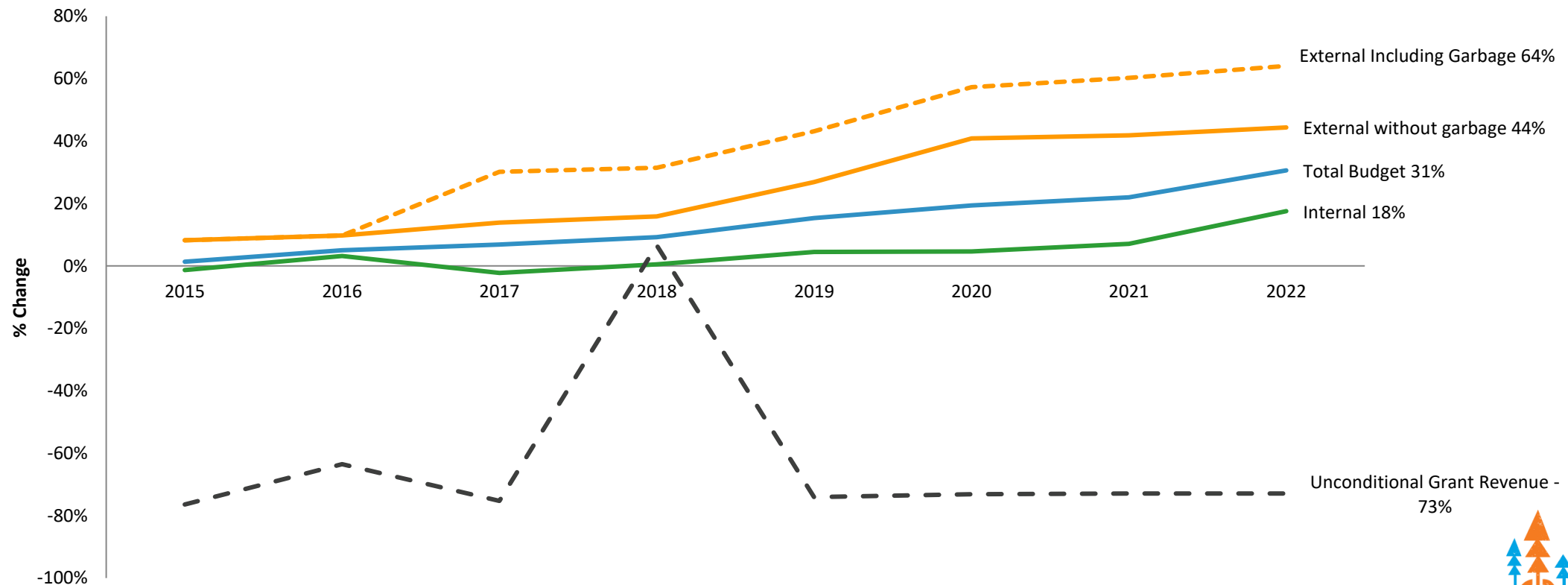
Debt Servicing



Capital and  
Reserves

# INTERNAL VS. EXTERNAL SPENDING INCREASES

Internal vs External Spending Increases Percentage of Change



# QUESTIONS





# COMMUNITY SERVICES DEPT. 2022 BUDGET



# 2021 HIGHLIGHTS

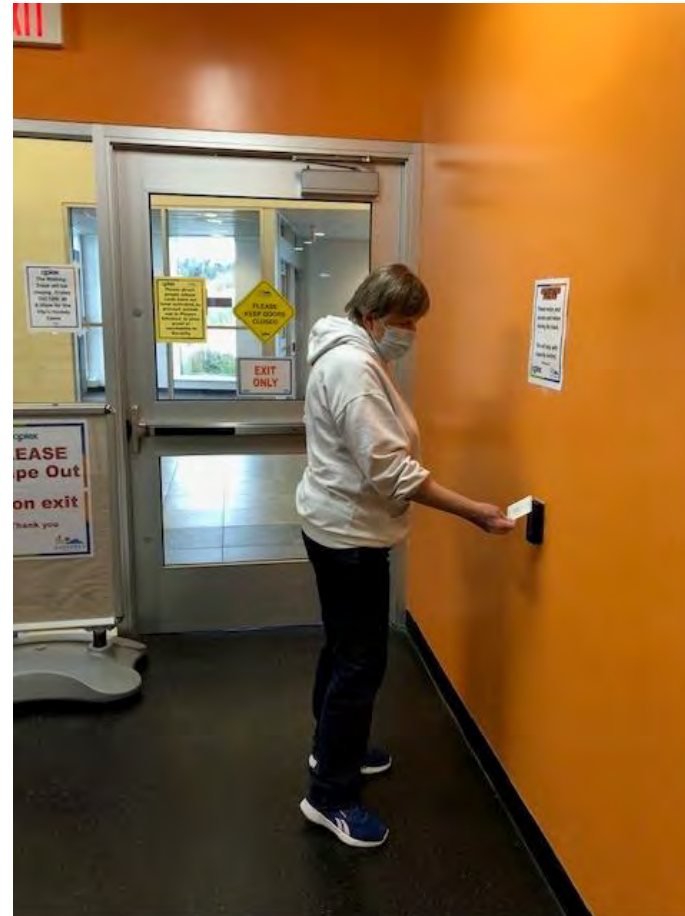
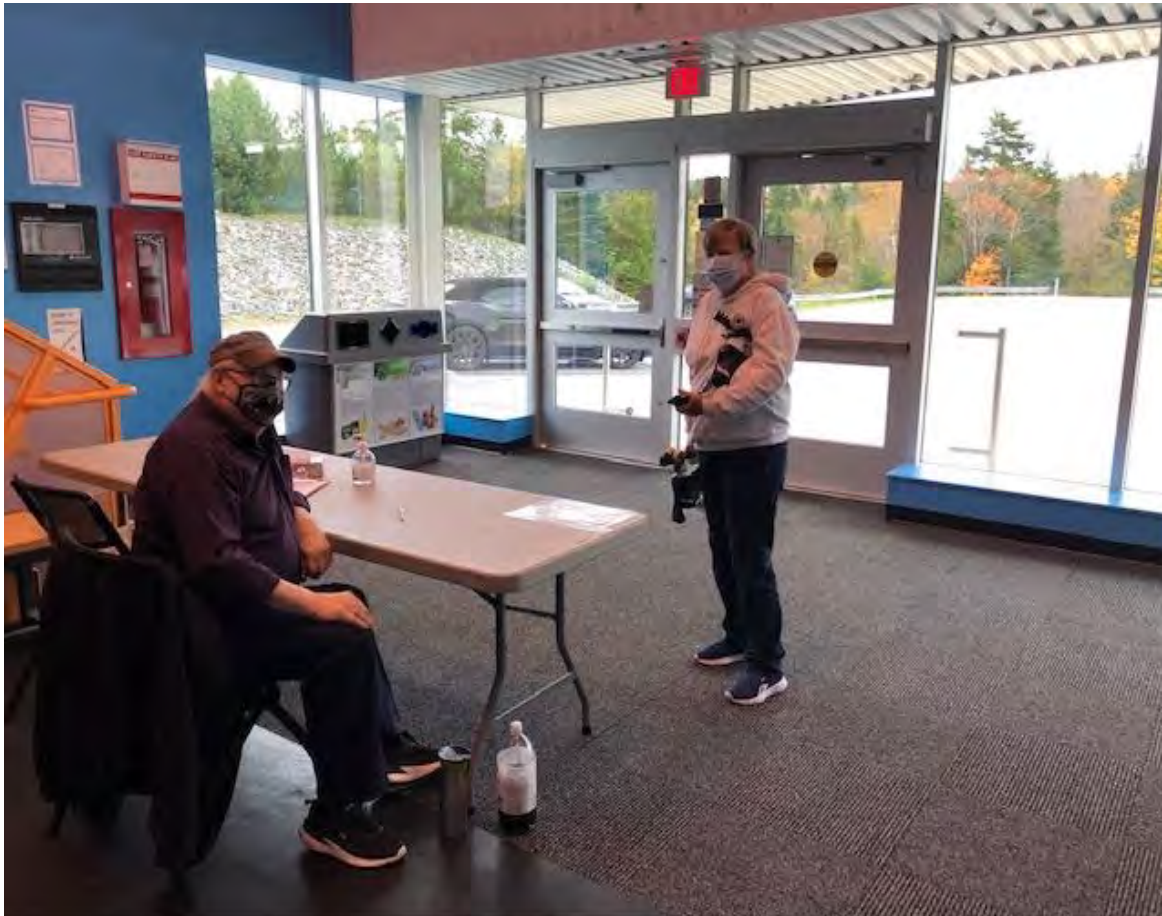




# DANCING WITH COVID



# COVID-19 COASTER





# 2022 COMMUNITY SERVICES GENERAL OPERATING AND CAPITAL BUDGET



# COMMUNITY SERVICES

## 2022 OPERATING BUDGET

### Revenue

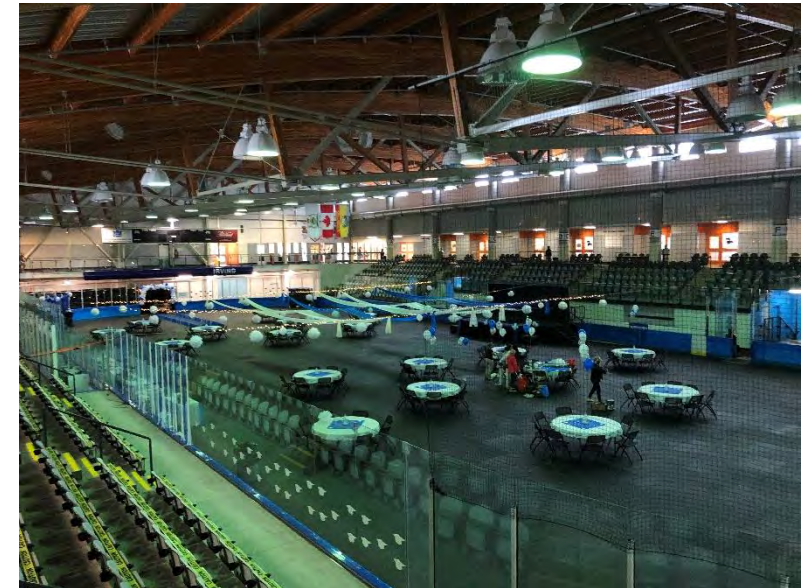
2022 Budget	2021 Budget	\$ Change	% Change
\$1,555,465	\$ 955,122	\$200,343	21.0 %

### Expenses

2022 Budget	2021 Budget	\$ Change	% Change
\$4,443,567	\$4,270,698	\$172,869	4.0 %



# COMMUNITY SERVICES GENERAL OPERATING



# COMMUNITY SERVICES

## GENERAL OPERATING

### Budget Variations

- Property taxes 4% increase
- Property insurance 11% increase
- qplex Lifeguard contract 13.5% increase
- Addition of Parks Seasonal position
- Recreation Master Plan
- Reduction of year-round PT admin position on the administration team to a summer student



# COMMUNITY SERVICES

## GENERAL OPERATING

### 2022 Facility Maintenance Plans

- New – Mountain Bike Park \$20,000
- QMA – Concrete floor in Zamboni Room \$9,800
- qplex – Various Maintenance and Repairs \$50,300
- Arts and Culture Stage Painting \$15,000
- Town Hall Building Evaluation \$9,500

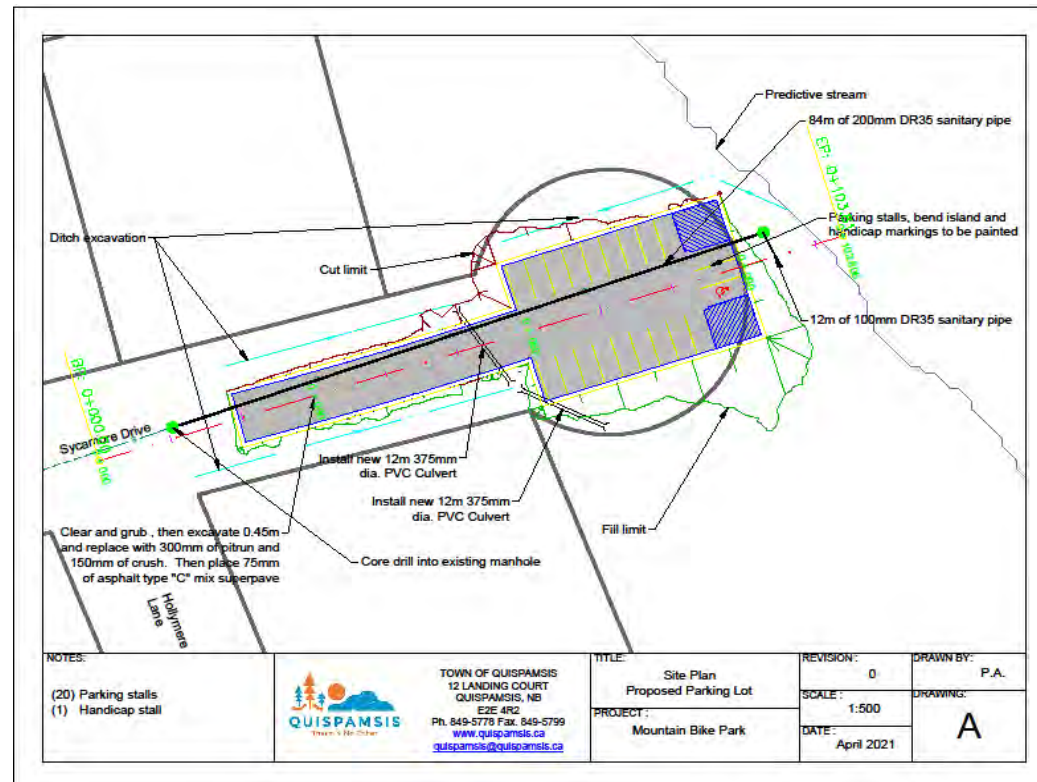
# COMMUNITY SERVICES CAPITAL

## Expand Pickle Ball Courts - \$75,000



# COMMUNITY SERVICES CAPITAL

## Mountain Bike Trails Parking Area and Driveway - \$125,000





# COMMUNITY SERVICES CAPITAL

## Rehabilitation Tennis Courts (2012) - \$245,000





# COMMUNITY SERVICES CAPITAL

## Active Transportation Trail Connector - \$24,000

- Grafton to lower Queensbury with a connection to QR Trail.





# COMMUNITY SERVICES CAPITAL

## Hammond River Park Upgrade - \$384,000



# COMMUNITY SERVICES CAPITAL

plex

## Roof Reflective Coating Reinstatement - \$150,000





# COMMUNITY SERVICES CAPITAL

Replace 2006 Gator - \$30,000



# COMMUNITY SERVICES CAPITAL

qplex  
Kube Parts - \$15,000



# COMMUNITY SERVICES CAPITAL

Complex

Replace Wooden Stairs with Steel (Pool) - \$ 70,000





# COMMUNITY SERVICES CAPITAL

qplex

Lighting Upgrade to LED - \$125,000



# COMMUNITY SERVICES CAPITAL

plex

**Concrete Floor Repairs in Zamboni Room - \$13,000**



# COMMUNITY SERVICES CAPITAL

qplex

**Replace 2011 Floor Scrubber - \$12,500**

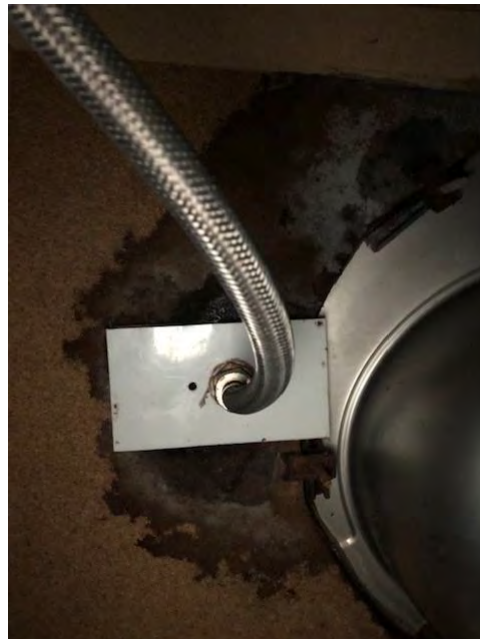




# COMMUNITY SERVICES CAPITAL

qplex

**Replace Counters in Dressing Rooms (6), Washrooms (2), Staff Room (1), and Referee Rooms (2) - \$21,000**



# COMMUNITY SERVICES CAPITAL

qplex

Pool Piping Replacement - \$50,000



# COMMUNITY SERVICES CAPITAL

qplex

Upgrade to Moosehead Conference Centre Audio Visual-  
\$30,000





# COMMUNITY SERVICES CAPITAL

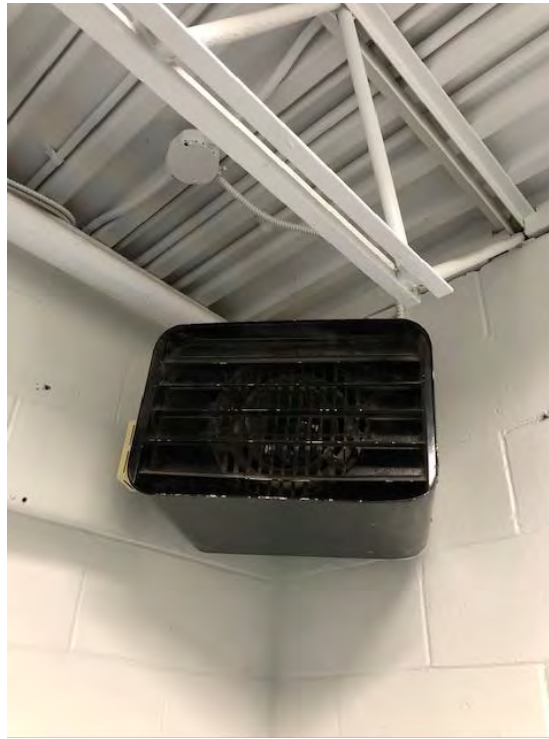
qplex

**Grey Water Booster Pumps Replacement - \$25,000**



# COMMUNITY SERVICES CAPITAL

**Quispamsis Memorial Arena  
Dressing Room & Zamboni Room Heaters - \$15,000**



# QUESTIONS: COMMUNITY SERVICES







# ENG & WORKS BUDGET 2022 – OVERVIEW

## Proposed Operating Budget 2022

Transportation	\$4,912,492
Environmental Dev.	\$491,969
Protective Services	
Building Inspection	\$225,300
Animal Control	\$54,000
<b>Total Budget</b>	<b>\$5,568,761</b>

This represents 20.15% of total municipal general expenses

It should be noted that it is a decrease in overall percentage share by 0.51%  
In actual dollars, this year represents an increase of \$238,626 (or 4.38% ) over 2021

# ENG & WORKS BUDGET 2022 – COMPARISON

Operating Budget Category	2022 Budget	2021 Budget	\$ Change	% Change
Transportation	4,912,492	4,737,813	174,679	3.69%
Environmental Development	491,969	410,631	81,338	19.81%
Building Inspection	225,300	231,949	(6,649)	(2.87)%
Animal Control	54,000	64,742	(10,742)	(16.59)%
<b>Total Budget</b>	<b>5,683,761</b>	<b>5,445,135</b>	<b>238,626</b>	<b>4.38%</b>
<b>% of Municipal General Expenses</b>	<b>20.15%</b>	<b>20.66%</b>		



# ENG & WORKS BUDGET 2022 – CONSIDERATIONS

## Service Considerations

- **New Streets 2021** - approximately 1.34 km ( Now 185 km )
  - (2020 was 1.137/183.222, 2019 was 0.837/182.085, 2018 was 0.361/181.212)
- **New residential construction 79 units**
  - (57 in 2020, 47 in 2019, 41 in 2018)
- **New multi-Family/ Apt Units -3**
  - (50 in 2020, 44 in 2019, 35 in 2018)
- **80 Average Pavement Rating ( APR) Quispamsis Streets 2021** (2020 – 78, 2019 - 77.82)
  - 185 km of streets comprised of 990 segments
    - (2020 – 183.22 – 945, 2019- 182km – 914)
  - 24 km of streets ( 77 Segments) below 60 APR rating
    - ( 2020 31 km – 89 seg , 2019 40 km - 115 Seg)

# ENG & WORKS BUDGET 2022 – CONSIDERATIONS

## Service Considerations

- Winter and Summer Maintenance – plowing, anti-icing, potholes, road repairs, signage, line painting, guiderail, etc.
- Stormwater management – Driveway culverts, roadside ditches, catch basin clearing
- Active Transportation - Walking lanes, Pedestrian Safety
- Traffic Monitoring – Speed/Vol counts, traffic calming, Intersection signals

# ENG & WORKS BUDGET 2022 – CONSIDERATIONS

## Benchmark

- 24 Significant winter storm events to date 2021 (82 OT hrs of snow fighting per staff) (2020 47/213, 2019 45/280 )
- 116 culvert work orders ( new/replace/repair) - (carried over 34 to 2022) (2020 101/23, 2019 110/37 & 2018 105/26 )
- Roughly 570 tons Asphalt placed by crews -potholes, road and driveway repairs (2020 - 710, 2019 - 637 & 2018-612 )
- Approx. 20 - 30 Animal Control calls per month – Reduced with new contract to NBSPCA
- Approx. 30 to 40 traffic volume/speed studies conducted June to Sept



# ENG & WORKS BUDGET 2022 – HIGHLIGHTS +/-

## Transportation/Env Dev/Bldg Insp/Animal Control

- In \$5.684 Million Budget, no significant line-item changes
  - 4.38% equals \$238,626 over 2021
- Based on similar Service level goals and trends from 2021
- Budget has been adjusted to trends
- Better tracking so no largest single line drop
- Largest single line increase Operations is +\$14K winter snow contracts
- Largest project increase, under Environmental Development Services
  - Completion of Subdivision Standards \$20,000
  - Phase B – Master Transportation Plan \$64,000

# ENG & WORKS BUDGET 2022 – HIGHLIGHTS +/-

## Transportation (Includes Engineering)

- Overall fleet costs ( slight increase of 15k over 2021 levels)
- Driveway Culvert Budget slight increase 9.5k over at 2021 level ( \$82,500 )
  - once budget hit - new work order requests or lower priority c/o to 2023
- Snow contracts increase per contract 2020-2022 +14k
- \* Please Note in this cost center Public Transportation (Comex)
  - Considered an external source but impacts with reduction of \$78k

# ENG & WORKS BUDGET 2022 – HIGHLIGHTS +/-

## Transportation ( Cont'd)

- Winter Budget two main increases
  - Outside contracts increased \$14,000 2021 will be second year of renewed 3-year tender for 2020-2023
  - Vehicle M&R increased slightly by \$2,000 due to fleet aging
- Summer Budget
  - Equipment and Vehicle M&R - Increased by \$13,000 age of fleet and improved inspection with in-house mechanical staff



# ENG & WORKS BUDGET 2022 – HIGHLIGHTS +/-

## Environmental Development

- **Focus on Environmental Development Services**
  - (i.e. Regional Facilities, Envision Saint John: The Regional Growth Agency, Regional Library – not presented here)
- **Main EDS items - Under Municipal Plan Continuation of Major Items**
  - Support of Comprehensive asset management Plan – GIS integration
  - Communication and Implementation of revision to standards in town such as Storm water management, asphalt standards, Water & Sewerage standards.
  - Final Phase C \$20,000
- **Shift focus to Supporting Strategic Plans**
  - Transportation Master Plan Part B - \$64,000
  - Next phases; Recreation Master Plan, Stormwater Master plan etc.
  - And other supporting legislation – Building Bylaw, Subdivision Bylaw, PAC etc.

# ENG & WORKS BUDGET 2022 – HIGHLIGHTS +/-

## Environmental Development

- Shift focus to Developing and Supporting Strategic Plans
  - Proposed Phase B Transportation Master Plan - \$64,000
  - Recommendations for upgrades to transportation networks
  - Identify Policy or program updates ( ie Traffic calming )
  - Identify AT priorities for future capital plans
  - Provide background information as council prepares their Strategic Plan/Vision

# ENG & WORKS BUDGET 2022 – HIGHLIGHTS +/-

- Engineering Dept
  - Manage all General and Utility Capital projects
  - Oversee all Subdivision Development
  - All traffic control, Traffic Safety, Traffic Calming initiatives
  - Infrastructure assessment and condition projects.
  - Technical resource for all Depts

## A Pavement Rating System for Low-Volume Asphalt Roads

[illegible]

**ASPHALT INSTITUTE**  
Information Series No. 169 (IS-169)

Subdivision Construction Design Review

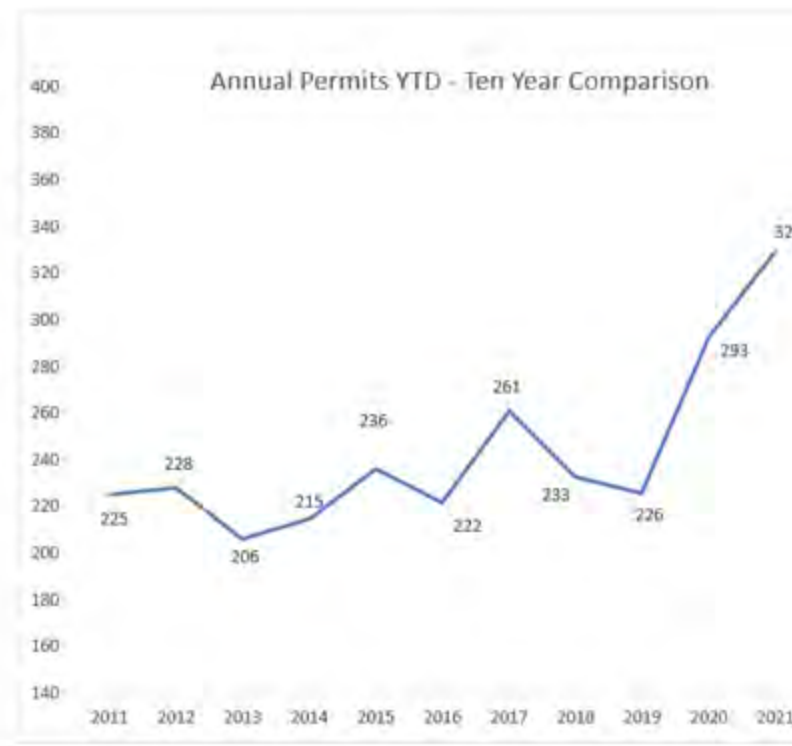




# ENGINEERING BUDGET ADDITIONS

- Two main items proposed for 2022 under Engineering
  - Payroll budget 1 entry level FT Technician (pay band 40 \$53k-\$67k)
    - Provide additional technical support for Capital programs
    - Control construction of development infrastructure
    - Infrastructure Condition assessment for Asset Management
  - Finalizing Subdivision Specifications and Guidelines document
    - \$20k to finalize specification documents
    - Provides uniform and consistent requirements for construction

# BUILDING INSPECTION DEMAND TRENDS



# ENG & WORKS BUDGET 2022 – HIGHLIGHTS +/-

## Building Inspection

- No significant line-item changes
- Significant building in the community has challenged staffing resources.
  - 10-year historical high average Building starts
- Proposing additional summer staff to assist with on-site inspections to enable technical staff to conduct appropriate plan review and permit processing



# ENG & WORKS BUDGET 2022 – HIGHLIGHTS +/-

## Animal Control

- Services placed to tender savings of approximately \$10k per year
  - Contract awarded to NB-SPCA
  - Second year of contracted 3-year term with annual increase per average NB-CPI (or max 2.5% whichever less)

# PROPOSED TRANSPORTATION CAPITAL

Proposed  
Street Capital Map  
[2022](#)

Equipment	Plow Truck c/w dump-sander body ( replacement Unit 320)	340,000
	Wheeled Excavator top up	95,000
Vehicles	1 ton replacement - Crew Cab	56,000
Storm	Miscellaneous Storm Sewer	150,000
	Local Improvement Program	15,000
Traffic Calming	Equip - Various areas ( Ped beacons, Radar speed signs)	15,000
	Upgrade Signal Controls Hampton Rd/Pettingill	55,000
Roads		
	Meenan's Cove Road 1km (Rte 119 to Fullyer)	545,000
	Gondola Point Rd Corridor Analysis	100,000
	Parkside Road Ph 3 - entrance to Gwen	255,000
	Reynar Drive (0.9km)	148,000
	Swanton Drive (0.6km)	139,000
	Muriel (0.15 km)	20,000
	Sylvia (0.3km)	62,000
	Pleasant Ave (0.25 km)	49,000
	Braun Court (0.25 km)	52,000
	Roberts Lane (1.34 km)	240,000
	Rynlon Dr (0.7 km)	162,000
	Regal Drive (0.6km)	90,000
	Hill Ct (0.1km)	18,000
	Sunbank St (0.4km)	54,000
	Old Coach Road (1.3km)	94,000
	Hovey Road (0.1km)	73,500
	Sidewalks - TBD	100,000
	<b>TOTAL TRANSPORTATION SERVICES</b>	<b>2,927,500</b>

Prior Year Requests

2022 - \$726,000

(2021 - \$871,000)

(2020 - \$860,500)

(2019 - \$702,000)

(2018 - \$250,000)

2022 - \$2,201,500

(2021 - \$1,834,000)

(2020 - \$1,927,000)

(2019 - \$1,521,000)

(2018 - \$1,587,000)



# STREET CAPITAL OVERVIEW - TRENDS

- Early tender to generate good unit prices
- More KM generally gets lower \$ per ton
- Asset management plan Level of Service to establish predictable project sizes

	Resurfaced Distance (km)	Asphalt (\$/tons)
2012	6.55	\$90
2013	6.78	\$82
2014	3.26	\$82
2015	6.54	\$75
2016	5.68	\$94
2017	5.92	\$103
2018	6.05	\$85
2019	6.87	\$94
2020	4.65*	\$72
2021	12.33	\$71
2022	10.41	\$91 est

# STREET CAPITAL OVERVIEW – PARAMETERS

- Current objectives based on having all 60 APR or worse addressed in 10 Yr Capital plan
  - Assess pavement surface conditions
  - Assess road structure (gravels, drainage)
  - Assess traffic volumes and types
- In order to meet objectives will propose mix of collector streets and local streets each budget year
  - Generally, a collector Road budget \$300,000 to \$650,000 ( or more)
  - Can incorporate 3 to 6 local streets with same budget
- Will also consider economy of scale and potentially groups streets in same subdivision
- Special priorities established by Council



# STREET CAPITAL OVERVIEW - APR

Sunnybank – APR 60  
\$54,000



Reynar Drive APR 52  
\$148,000



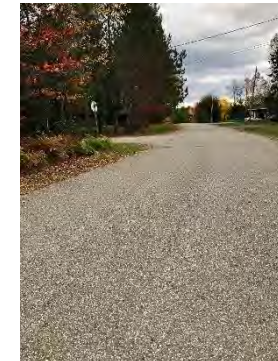
Parkside Rd APR 58 – 62  
\$255,000



Regal Dr APR 54 - 67  
\$90,000



Rynlon Dr and Hill Ct - APR 54 -74  
\$180,000



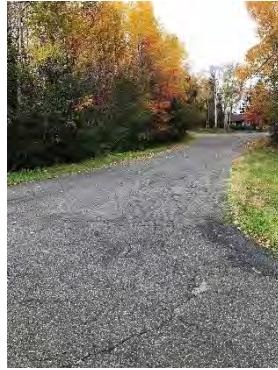


# STREET CAPITAL OVERVIEW - APR

Swanton Dr – APR 50-66 \$139,000



Muriel Ct. APR 59 - \$20,000



Sylvia Dr APR 55 - \$62,000



Braun Ct APR 51 - \$52,000



Pleasant Ave APR 47 – 56 \$49,000



# STREET CAPITAL OVERVIEW - APR

Old Coach Rd – APR 57    \$94,000



Hovey Rd APR 32 - \$73,500



Old Coach and Hovey  
Road to be paved after  
completion of  
watermain extension

Roberts Lane APR 54 – 71    \$240,000



Full length of Roberts  
Lane proposed to be  
resurfaced in 2022 to  
allow settlement after  
sewer construction in  
2021



# CAPITAL OVERVIEW – STREET PROJECTS

Meenan's Cove Road Resurfacing Ph 1 APR 48 - \$545,000





# CAPITAL OVERVIEW – STREET PROJECTS

## Gondola Point Road Corridor Analysis - \$100,000



- Review and seek public input into development of pedestrian and AT options for Gondola Pt Road
  - Available Right of Way widths
  - Scenic route designation items
    - Stop points, public access
  - Storm Sewer requirements
  - Lane widths
  - Bike lanes
  - Sidewalks
  - Widened shoulder
  - Off road trail
  - Budgets and phasing



# CAPITAL BUDGET CONSIDERATIONS

- Finance committee
  - tagged \$100,000 for sidewalks
  - No specific location
  - Transportation master plan will not be completed in time to include in 2022 Capital
  - Council priority for sidewalk? Walking lanes? Bike lanes?
  - Depending on layout only construct +/- 50m
- Options for consideration
  - **Extend existing sidewalk**
    - Eg continue Quispamsis Rd at end of Pettingill
  - **New Sidewalk**
    - As part of Old Coach Rd upgrade
    - Quispamsis Rd front of Ecole des Pioniers
  - **Widened roadway**
    - Add to Meenan's Cove Rd Project
  - **Must account for maintenance**
    - Snow removal equip

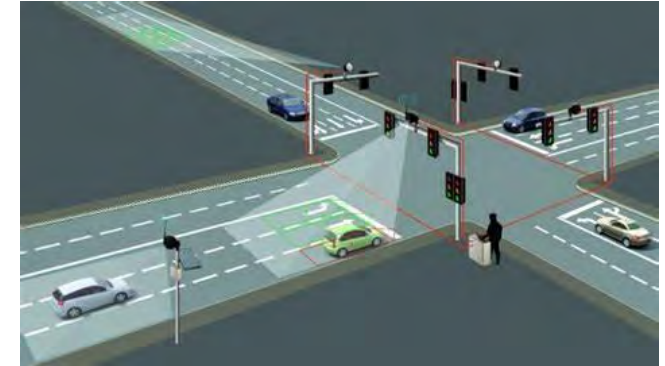
# CAPITAL OVERVIEW – EQUIPMENT



Snow Plow Replacement \$340,000



Works Dept 1 Ton – \$56,000



Pettingill Intersection Control Upgrade - \$55,000

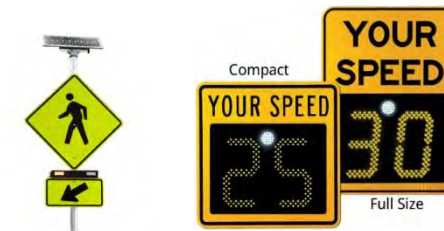


Wheeled Excavator - \$95,000\*

\* Funds added to  
carry over from  
2021



Storm Sewer - \$165,000  
Loc Improvement, Misc



Misc Traffic Control –  
Ped safety - \$15,000

# QUESTIONS: ENGINEERING & WORKS?







# UTILITY

## 2022 GENERAL OPERATING AND CAPITAL BUDGET

# UTILITY BUDGET 2022 – COMPARISON

	2022	2021	\$ difference from 2021	% difference from 2021
Water Wellfields	\$6,250	\$6,250	\$0	0%
Water Treatment	\$46,400	\$46,400	\$0	0%
Water Pumping	\$48,370	\$47,268	\$1,102	2.33%
Water System	\$179,336	\$169,421	\$9,915	4.09%
Sub-Total	<b>\$280,356</b>	<b>\$269,339</b>	<b>\$11,017</b>	<b>4.09%</b>
Sewer Infrastructure	\$165,115	\$155,912	\$9,203	5.90%
Sewer Lift Stations	\$331,030	\$305,098	\$25,932	8.50%
Sewer Treatment	\$269,162	\$262,511	\$6,651	2.53%
Sub-Total	<b>\$765,307</b>	<b>\$723,521</b>	<b>\$41,786</b>	<b>5.78%</b>
Utility Administration	<b>\$732,413</b>	<b>\$686,585</b>	<b>\$45,828</b>	<b>6.67%</b>
<b>TOTAL</b>	<b>\$1,778,076</b>	<b>\$1,679,445</b>	<b>\$98,631</b>	<b>5.87%</b>

# UTILITY BUDGET 2022 – HIGHLIGHTS +/-

## Water Department

- No significant line item changes most divisions
- Water System
  - Infrastructure M&R + \$4400 System upkeep and repairs ( e.g., Hydrants)
  - Meters +\$4000 Meters required as supplied to new customers
- Regular review of Water Distribution and Planning Study
  - Recommending phased in approach once Wastewater priorities addressed
  - Interim Capital will address Short-term Infrastructure or water quality issues
    - Expansion on Old Coach Road prior to asphalt

# UTILITY BUDGET 2022 – HIGHLIGHTS +/-

## Sewer Department

- No significant line item changes most divisions
- System Infrastructure
  - General supplies + \$1,200
- Sewer Lift Stations
  - Equipment +\$13,000 - Pump replacement for older Stations
  - Electricity + \$9,000 – higher electricity charges to town.
- Sewer Treatment
  - Electricity +\$5,400 - higher electricity costs to town



# UTILITY BUDGET 2022 – HIGHLIGHTS +/-

## Utility Administration

- No significant line-item changes for most of the division
- Personal Protection + \$ 5,400
  - New staff safety gear and renewal of expired Safety gear
- Utility IT      \$17,234
  - Renewal of Licensing, new user remote access ( Computer, ipads)

# UTILITY BUDGET 2022 – PROPOSED CAPITAL

## Sewer Department - \$2,185,000

- **Utility Capital - Fleet**
  - Replace Hoist truck (2002) - \$145,000
  - Fleet Tech Van (proposed Electric) \$65,000
- **Utility Treatment**
  - Existing Infrastructure
    - SCADA Radio Upgrades - \$30,000
    - In-lagoon Aerator upgrades - \$15,000
- **Utility WWPS**
  - Gondola Point Road WWPS upgrades Phase 2 - \$1,730,000
- **Utility Building Completion**
  - Finalization of construction ( increased building material costs)
  - \$200,000



# UTILITY BUDGET 2022 – PROPOSED CAPITAL

## Water Department \$ 737,000

- Distribution – Hampton Road ( Millennium System)
  - Old Coach Road to Hovey Road water system expansion \$550,000
- Distribution – Millennium Drive Water Tower Maintenance
  - [Interior](#) and Exterior protective coating/painting - \$150,000
  - VFD – Pump Drive replacement - \$25,000
  - SCADA radio upgrades - \$12,000



# QUESTIONS: UTILITY BUDGET





# ENGINEERING AND WORKS AND UTILITY FOCUS FOR 2022

- Establish and documentation of standard operating procedures (S.O.P.) for departments and identified activities.
- Continued use and familiarity with Work Order Management system, Q-1-1 and Cityworks to improve service delivery.
- Continue with next phases of Asset Management identified as Asset Inventory and Condition Assessments, look to establish Levels of Service goals.

# ENGINEERING AND WORKS AND UTILITY AMP 2022

Continue with next phases of Asset Management

## Asset inventory

- What do we have, where is it?

## Condition Assessments

- What shape is it in? Is it still working well?
- When should it be repaired/replaced?

## Levels of service goals

- What is best way to use it to deliver acceptable/affordable service?

# NEXT ASSET MANAGEMENT PROJECTS

- General Government - \$40,000 for Fleet Asset Review and overall condition assessment
  - Fleet Condition
  - Fleet allocation
  - Fleet replacement cycle
- Identify Potential grants for Asset Management Capacity Building or Software investment
  - Possible FCM grants
  - Determine best resources to add to benefit our AM initiatives

# ASSET MANAGEMENT – COUNCIL ROLE

- Council has Significant Role to play in determining “Strategic Vision” for community.
- Council must be prepared to adopt policies directly related to Strategic Vision
  - Strategic Plan
  - Master Transportation Plan
  - Master Recreation Plan
  - Master Stormwater Plan
  - Master Water Plan
  - Master Wastewater Plan
- Ensure goals identified with sufficient resources to achieve desired Level of Service.



# QUESTIONS



# EXTERNAL SOURCES



Police & 911



Fire & 911



Library



Regional Services and  
Envision Saint John: The  
Regional Growth Agency



Waste Management

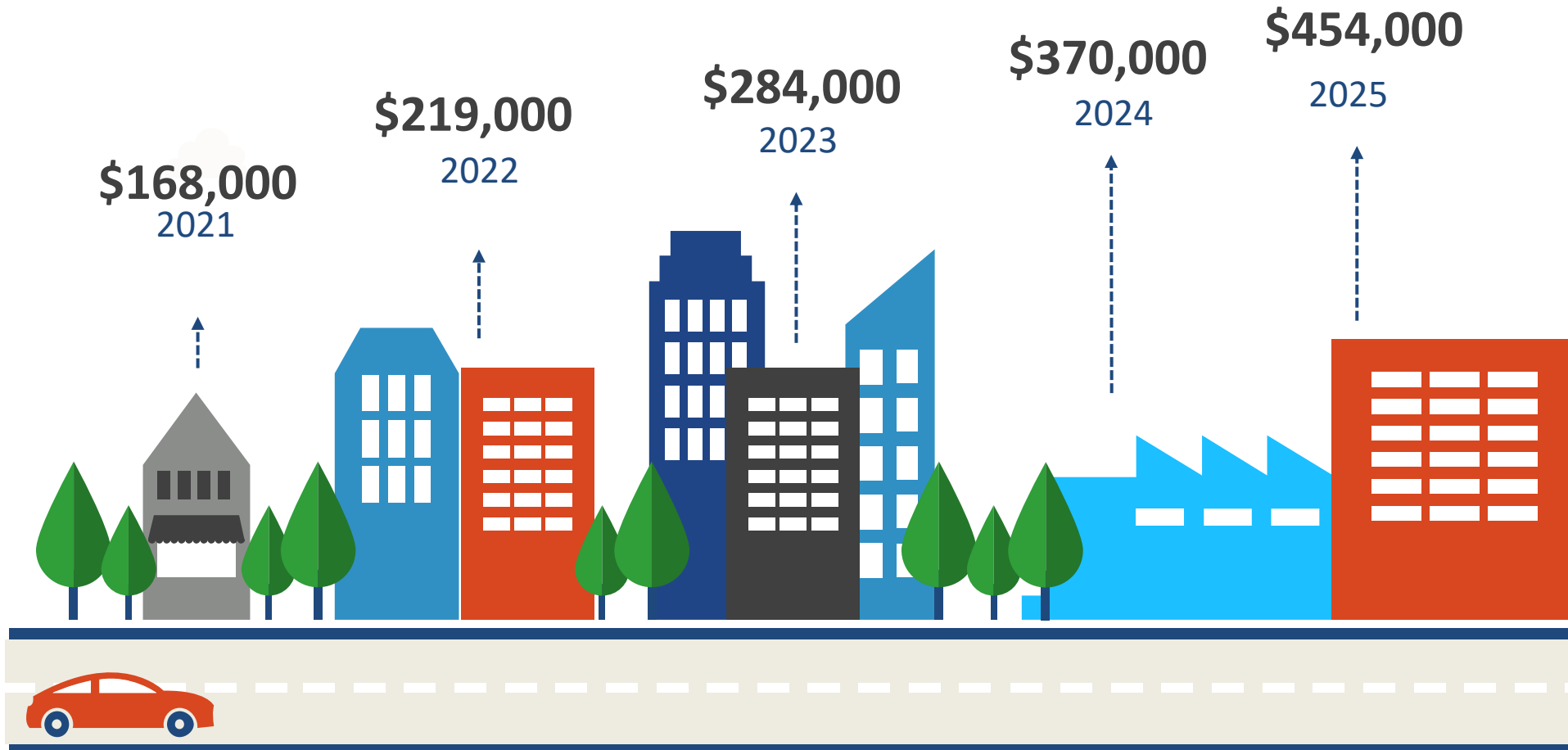


Comex

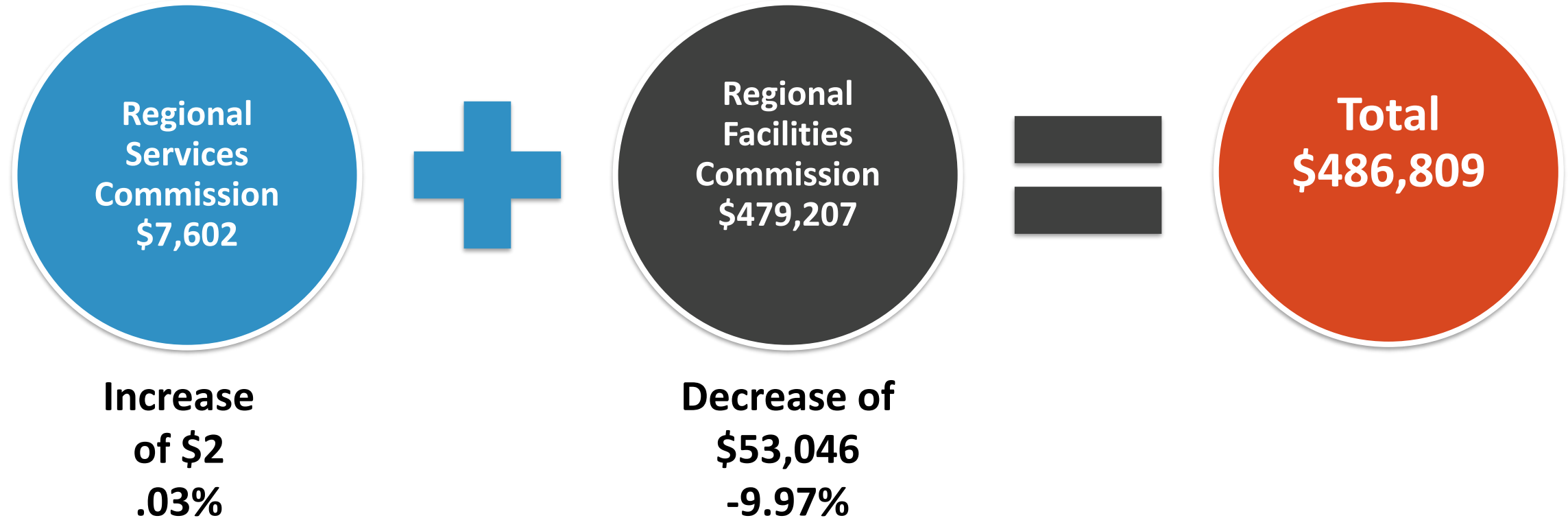


Civic Relations  
Sponsorships and Grants

# ENVISION SAINT JOHN: THE REGIONAL GROWTH AGENCY



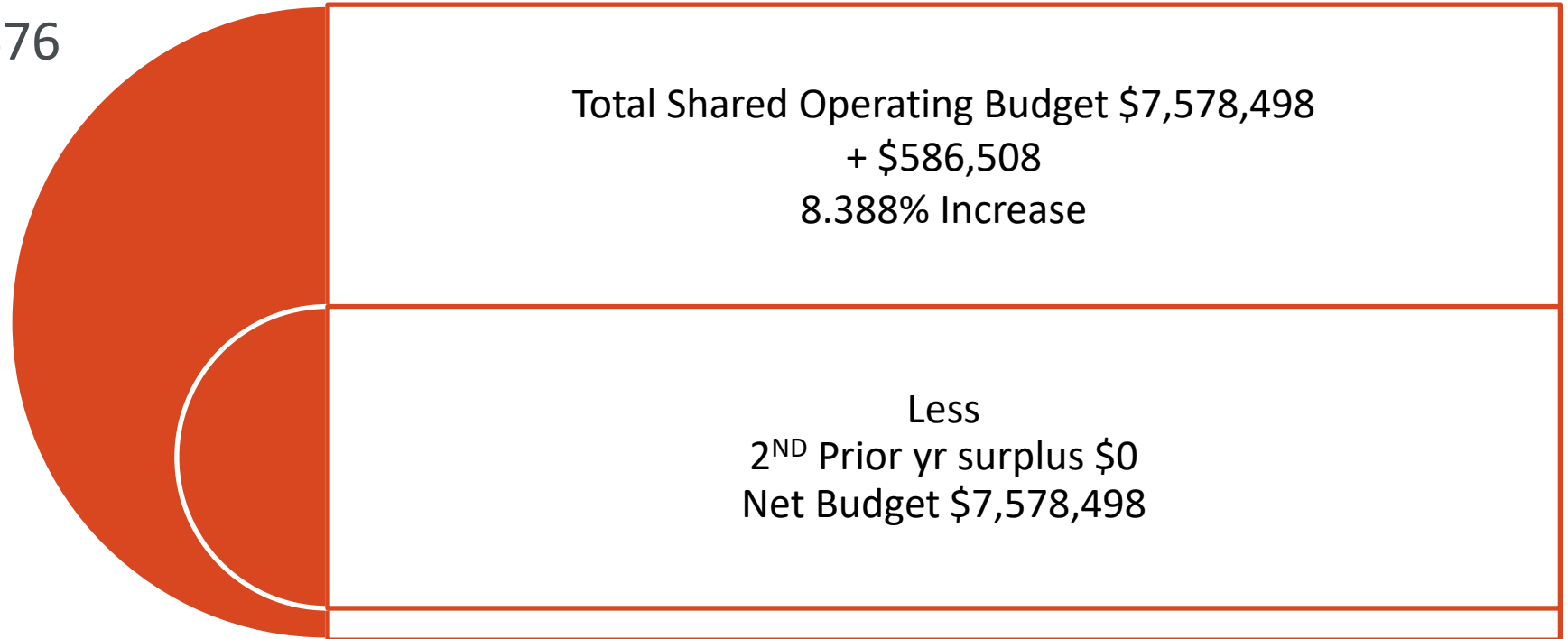
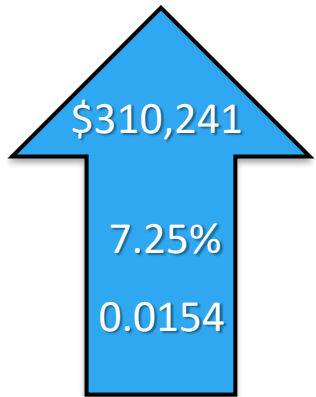
# REGIONAL SERVICES AND FACILITIES





# PROTECTIVE SERVICES - POLICE

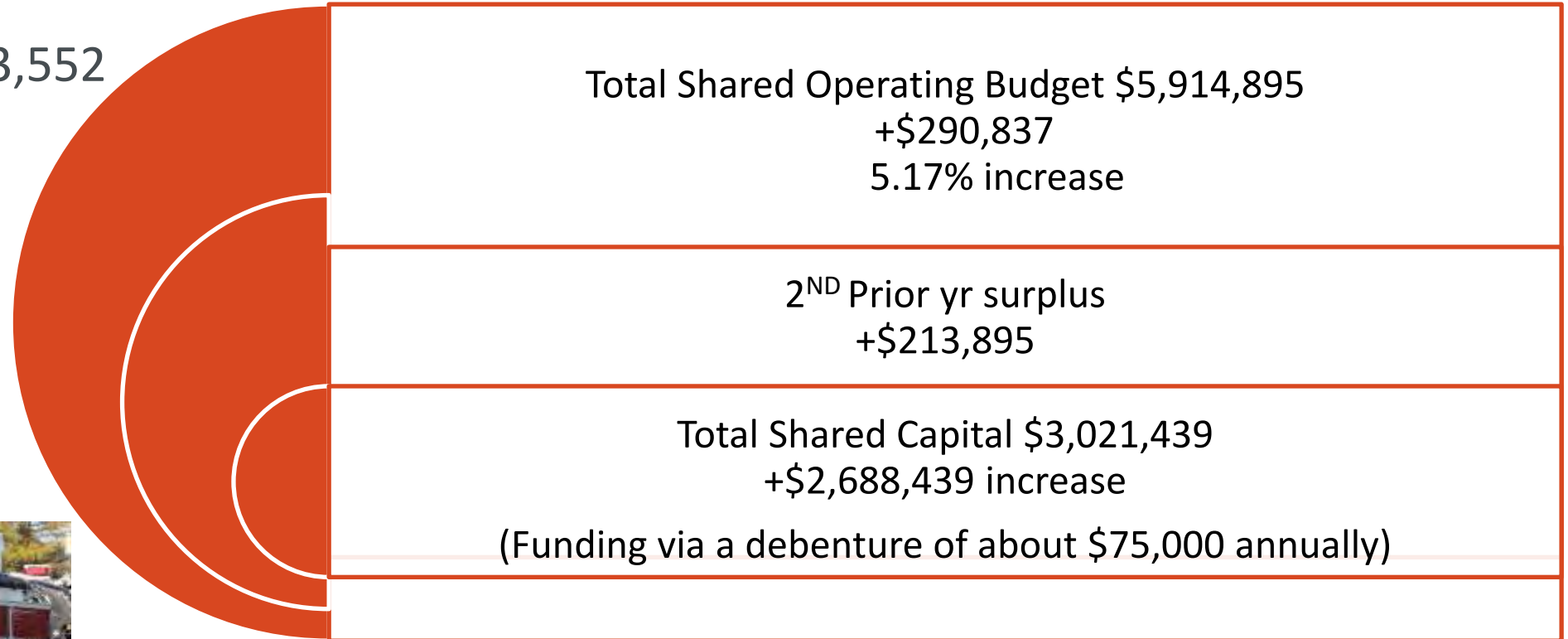
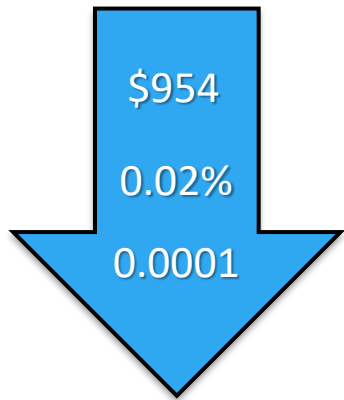
Town Budget \$4,590,676



59.95% Town Share based on Population  
and Road Kilometers

# PROTECTIVE SERVICES - FIRE

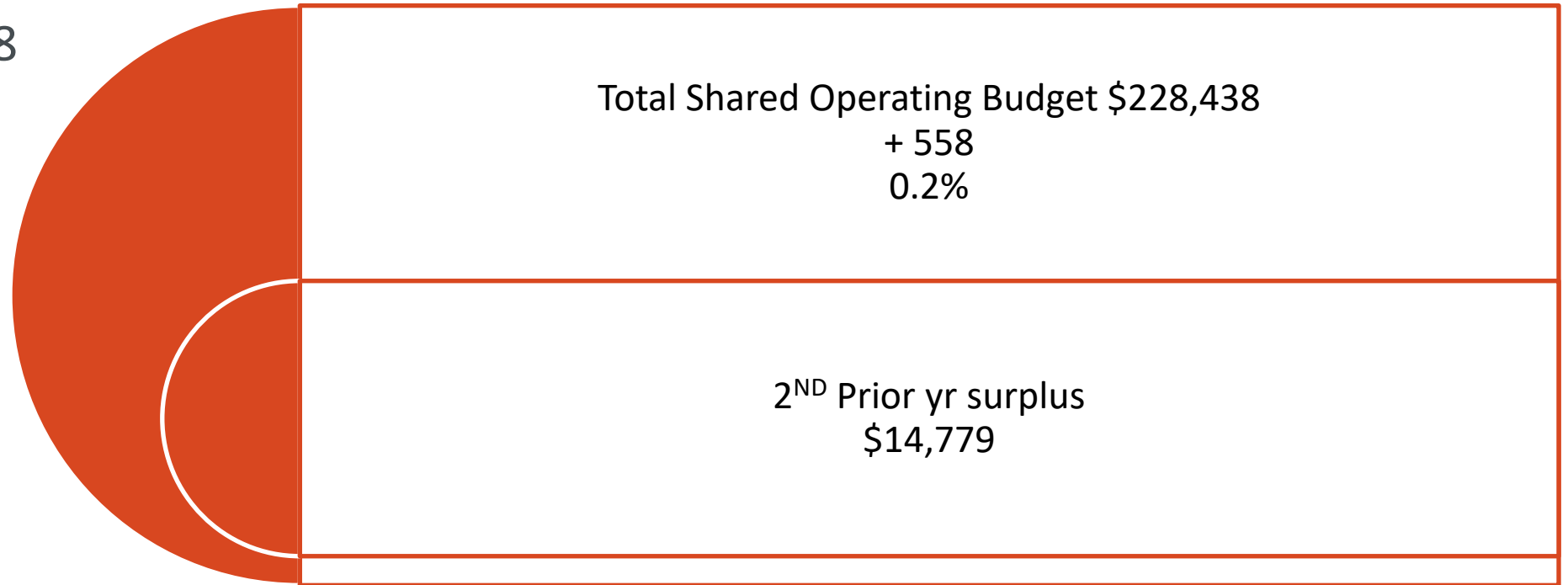
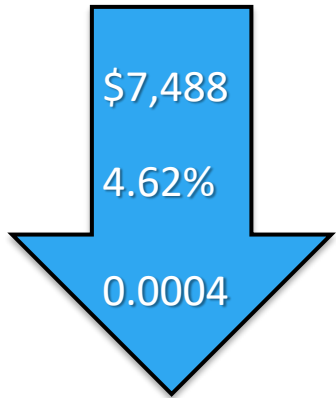
Town Budget \$3,413,552



59.07% Town Share based on Population and  
Tax Assessment

# KENNEBECASIS PUBLIC LIBRARY

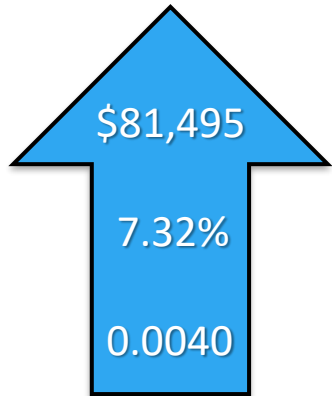
Town Budget \$154,418



61.01% Town Share based on Population

# WASTE MANAGEMENT

Budget \$1,194,900



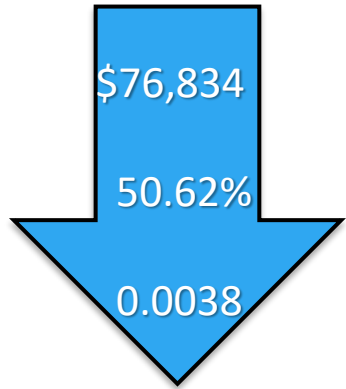
- Garbage Collection \$ 698,000
- Tipping Fees \$ 475,000
- Town Dumpsters \$ 18,900
- Facility Recycling Prog. \$ 3,000





# PUBLIC TRANSIT - COMEX

Budget \$74,938



- Based on decreased service and only one shared (50-50) bus with Rothesay



# CIVIC RELATIONS SPONSORSHIPS AND GRANTS

## Civic Relations 2022

2022 = \$43,760  
Decrease of \$4,900  
compared to 2021

# HOW DO WE STACK UP?

Municipality	Tax rate	Population (2016 Census)
Quispamsis	1.3163 (2022)	18,245
Edmundston	1.6350	16,580
Riverview	1.5926	19,667
Miramichi	1.7400	17,537
Dieppe	1.6295	25,384

# UNEQUAL EQUALIZATION

Municipality	Core funding	Equalization
Quispamsis	\$115,254	\$0
Rothestay	\$130,973	\$0
Riverview	\$176,241	\$1,281,777



# What Does All This Mean?

# General Fund

# BUDGET SUMMARY

PROPOSED GENERAL OPERATING FUND BUDGET - SOURCES OF CHANGES					
	2022	2021	2022 \$ Change	Tax Rate Effect 2022	2022 % Change
<b>EXTERNAL SOURCES</b>					
Sub-Total All External Sources	10,162,253	9,862,737	299,516	0.0148	3.04%
<b>INTERNAL SOURCES</b>					
Sub-Total Internal before Capital	15,434,202	15,243,634	190,568	0.0094	1.25%
Proposed Capital Projects from Operating	2,609,064	1,248,636	1,360,428	0.0674	108.95%
Sub-Total Internal Expenditures	18,043,266	16,492,270	1,550,996	0.0768	9.40%
<b>Total Expenditures</b>	<b>28,205,519</b>	<b>26,355,007</b>	<b>1,850,512</b>	<b>0.0917</b>	<b>7.02%</b>
Unconditional Grant	115,254	115,092	162	0.0000	0.14%
Other Revenue	1,519,002	1,385,947	133,055	0.0066	9.60%
Property Tax Warrant	26,571,263	24,853,968	1,717,295	0.0851	6.91%
<b>Total Revenue</b>	<b>28,205,519</b>	<b>26,355,007</b>	<b>1,850,512</b>	<b>0.0917</b>	<b>7.02%</b>
<b>TAX BASE</b>	<b>2,018,558,700</b>	<b>1,850,878,750</b>	<b>167,679,950</b>		<b>9.06%</b>
<b>TAX RATE CALCULATED</b>	<b>1.3163</b>	<b>1.3428</b>	<b>-0.0265</b>		<b>-1.97%</b>

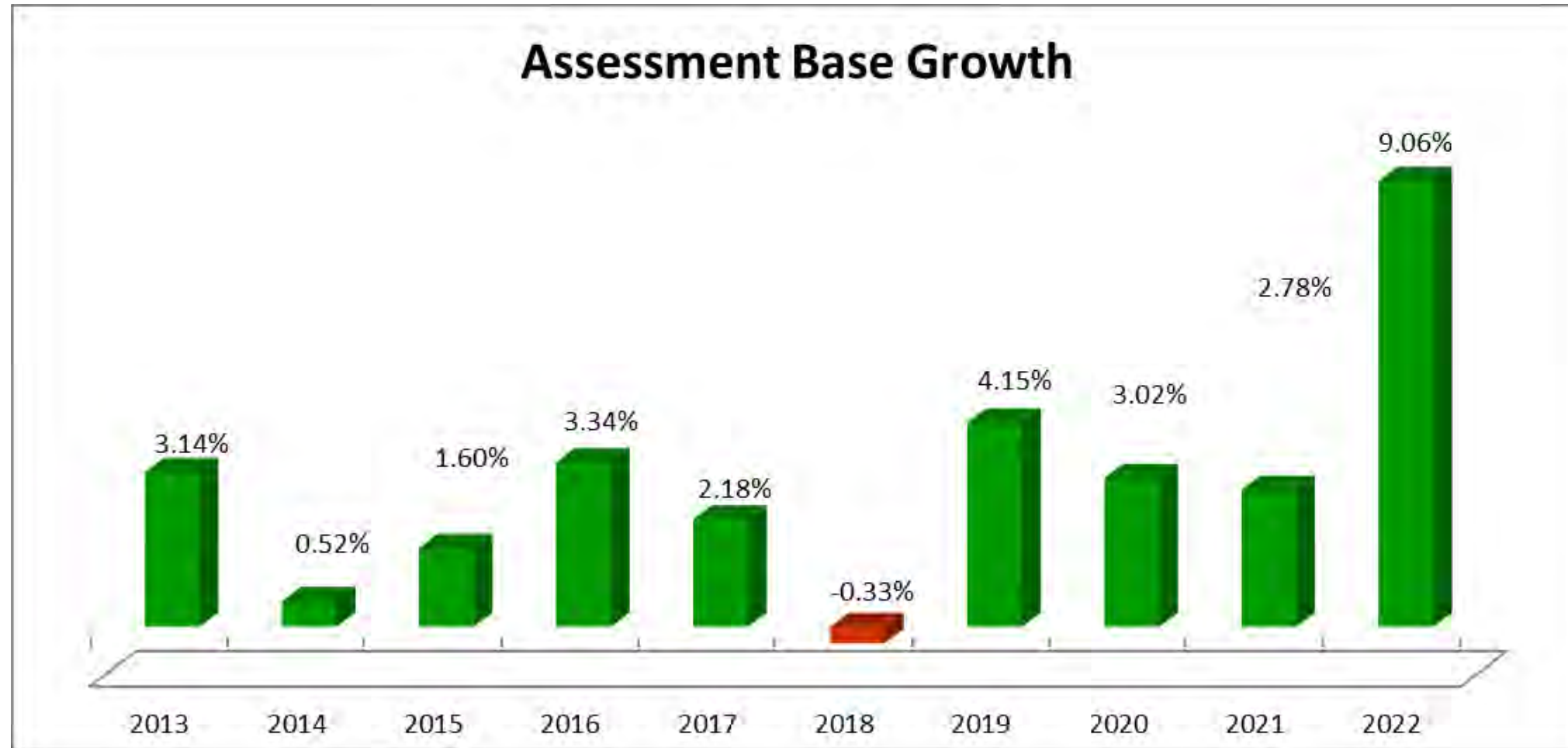
# ASSESSMENTS

BUDGET ITEM	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Property Tax Rates	1.2200	1.2385	1.2485	1.2700	1.2800	1.2900	1.3183	1.3428	1.3428	1.3163*
Tax Assessment Base	1,561,715,100	1,569,798,200	1,594,839,859	1,648,073,250	1,683,952,600	1,678,350,247	1,748,060,900	1,800,765,900	1,850,878,750	2,018,558,700
Total Warrant Revenue	19,052,924	19,441,951	19,911,576	20,930,530	21,554,593	21,650,028	23,045,312	24,180,623	24,853,968	26,571,263*
Assesment Base Growth	3.14%	0.52%	1.60%	3.34%	2.18%	-0.33%	4.15%	3.02%	2.78%	9.06%
Total budget	21,249,214	21,603,147	21,885,257	22,687,026	23,072,154	23,584,213	24,907,197	25,784,694	26,355,007	28,205,519*
Budget Growth	2.49%	1.67%	1.31%	3.66%	1.70%	2.22%	5.61%	3.52%	2.21%	7.02%*

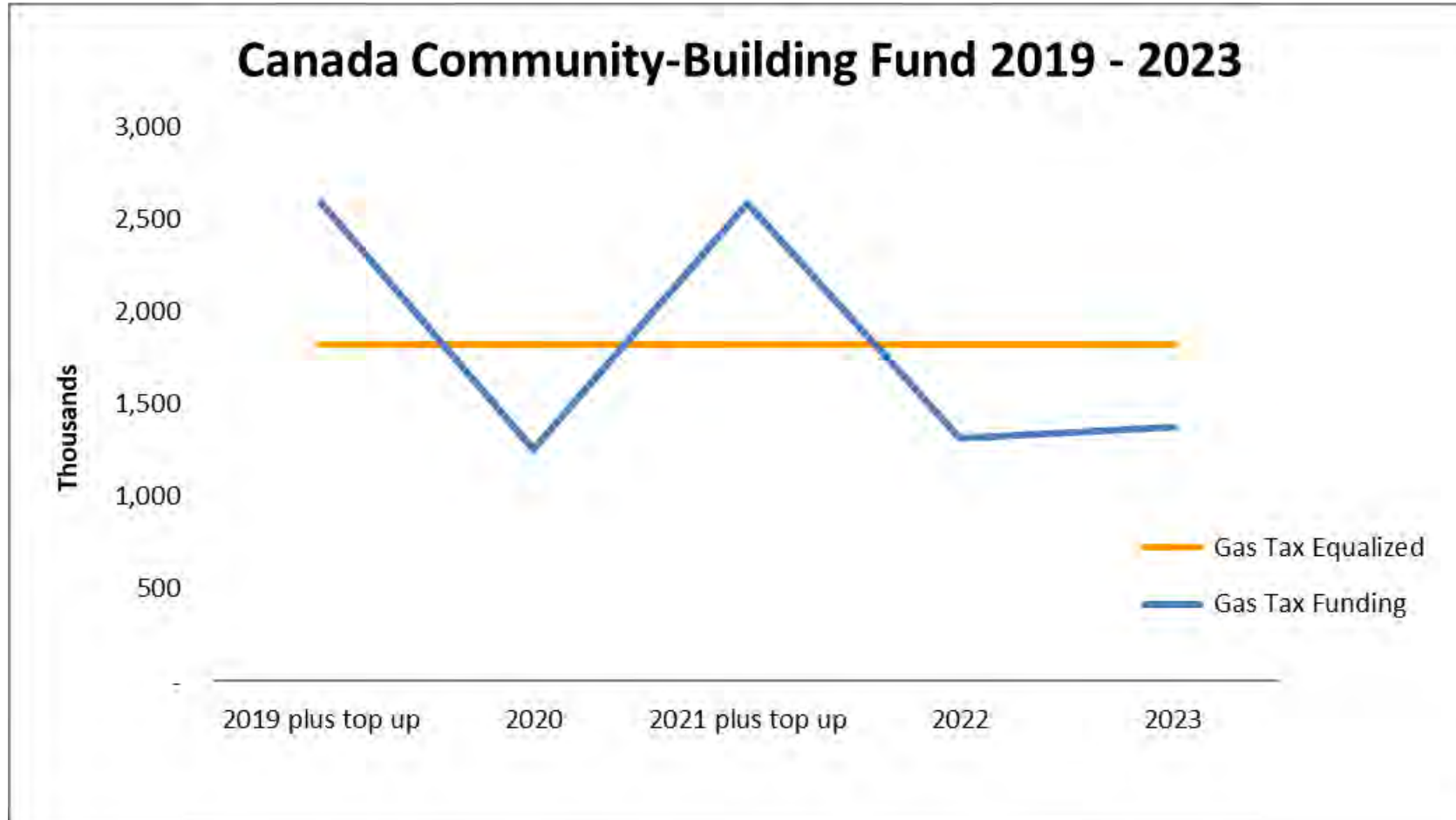
\*Proposed Budget



# ASSESSMENT BASE GROWTH



# CANADA COMMUNITY-BUILDING FUND– 2019 - 2023

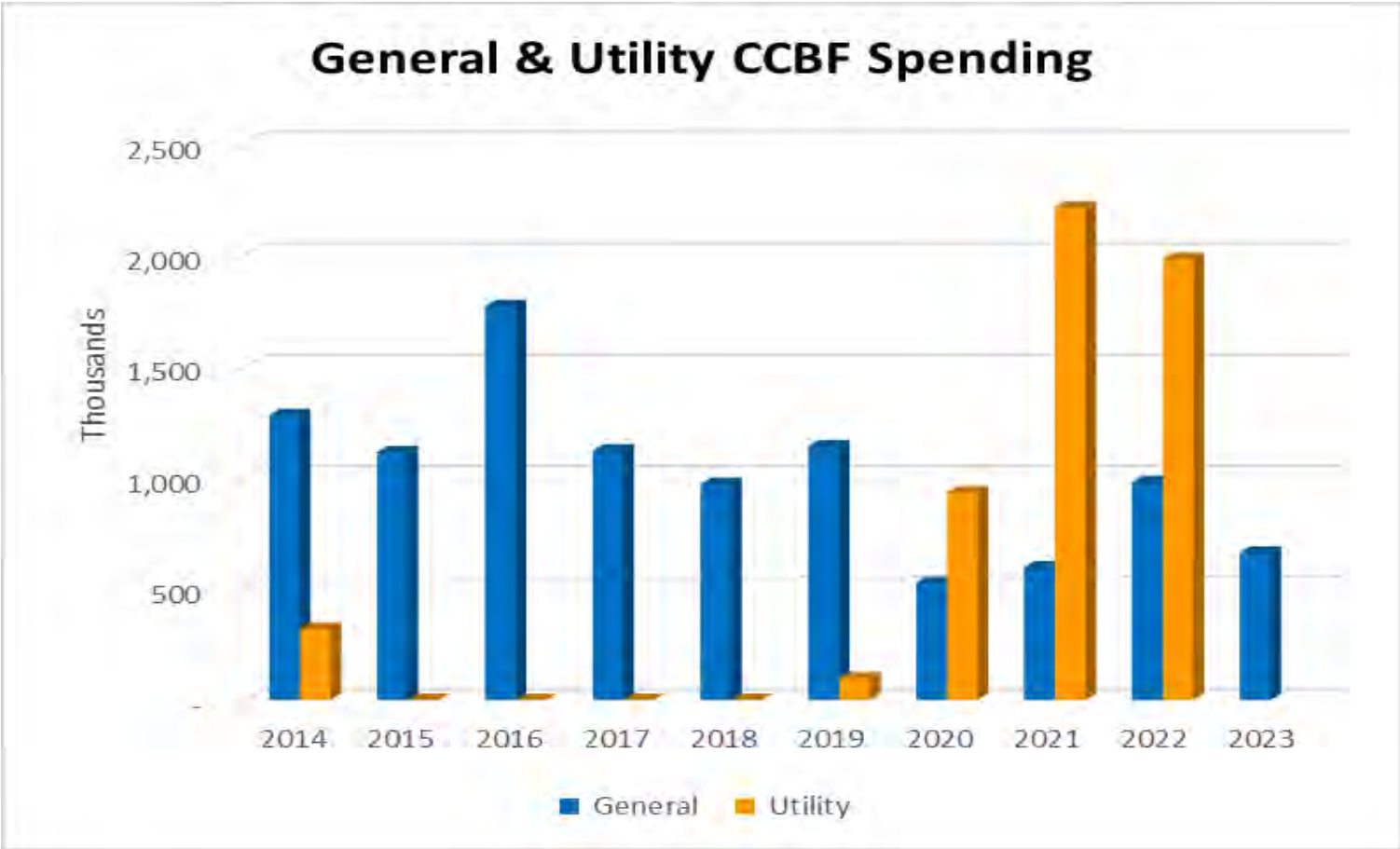


## CCBF Payments

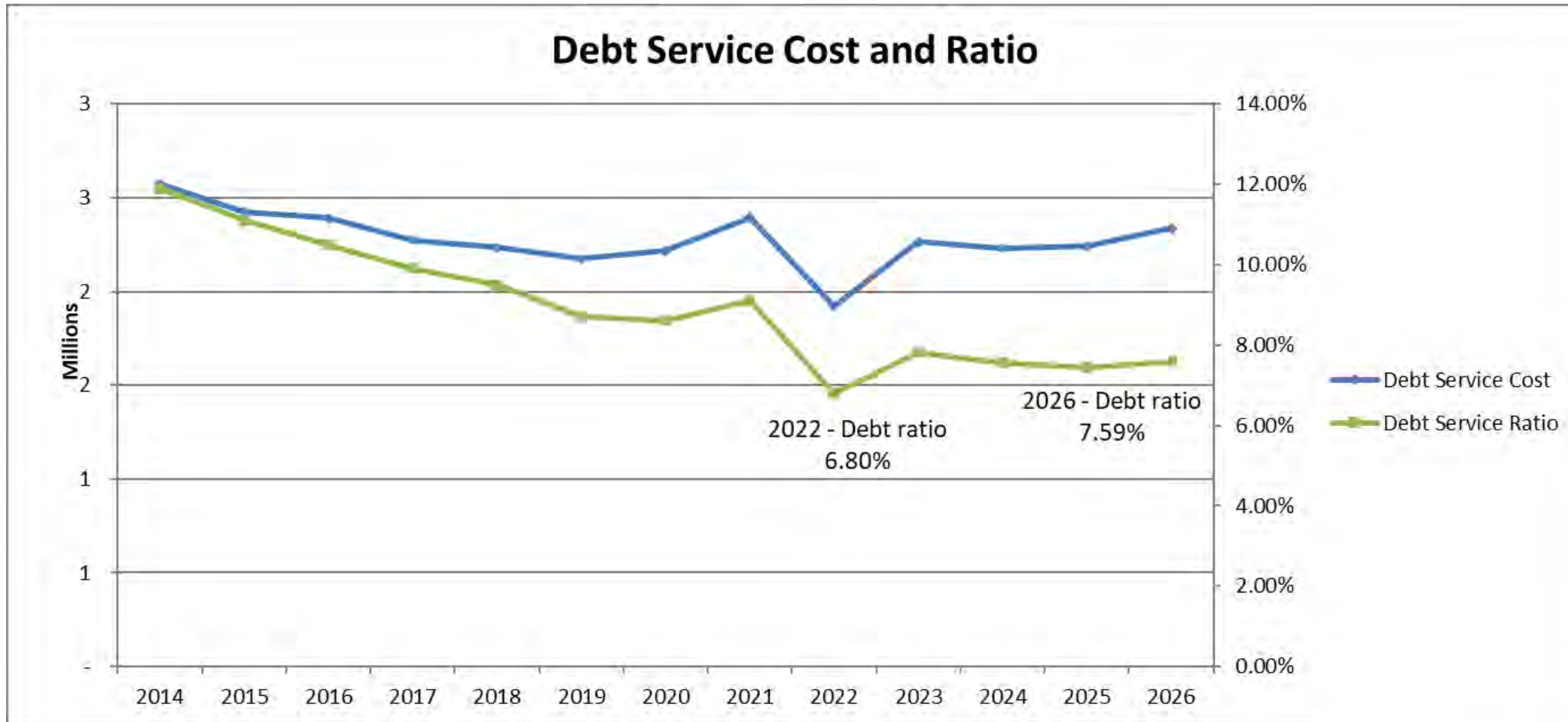
2019	\$1,257,264
2019 Top Up	\$1,332,542*
2020	\$1,257,264
2021	\$1,314,412
2021 Top Up	\$1,274,469*
2022	\$1,314,412
2023	\$1,371,561

\*not included in equalized

# CANADA COMMUNITY-BUILDING FUND SPENDING TREND



# FISCAL SERVICES





# FISCAL SERVICES

	2022 Budget	2021 Budget	\$ Change	% Change
Principal Installments	1,547,000	1,874,198	(327,198)	-17.5%
Interest on Long Term Debt	218,011	382,928	(164,917)	-43.1%
Other charges and discounts	74,594	55,135	19,459	35.3%
<b>TOTAL DEBT SERVICE COST</b>	<b>1,839,605</b>	<b>2,312,261</b>	<b>(472,656)</b>	<b>-20.4%</b>
Transfers to Operating Reserve Funds	91,923	347,820	(255,897)	-73.6%
Transfers to Capital Reserve Funds	371,279	116,000	255,279	220.1%
Transfers to General Capital Fund	2,609,064	1,248,636	1,360,428	109.0%
<b>TOTAL FISCAL SERVICES</b>	<b>4,911,871</b>	<b>4,024,717</b>	<b>887,154</b>	<b>22.0%</b>

# FISCAL SERVICES – LONG TERM DEBT

Outstanding Debentures	Original Amt	2022	2023	2024	2025	2026
FCM 10092 May 28, 2027 (\$2M) 15 yrs	2,000,000	153,830	154,035	154,180	154,264	154,289
BJ21 Nov 20, 2033 (\$3564,000) 20 yrs	3,564,000	283,679	284,705	218,355	217,767	217,833
BL23 Dec 8, 2034 (\$402,000) 20 yrs	402,000	27,727	28,220	27,657	28,064	27,414
BP18 Dec 7 2023 (\$428,000) 7yrs	428,000	65,913	66,483	paid	-	-
BR19 Dec 12 2032 (\$750,000)	750,000	62,485	62,399	62,220	61,968	62,639
BX16 - 2020 May 2035 (\$1,016,000) 15 years	1,016,000	79,106	79,404	79,596	78,688	78,676
BY21-2020 Nov 2035 Roads (15 yrs) \$700,000	700,000	53,293	54,027	53,689	53,264	53,773
BZ18-2021 June 2026 (qplex refinancing 5 yrs) \$4637000	4,637,000	951,785	952,035	950,920	951,217	947,836
Estimate of Meenan's Cove 2021 borrowing		75,053	75,053	75,053	75,053	75,053
Estimate of 2022 interest on borrowing	2,239,000	12,139	-	-	-	-
Road Construction Transfer to Utility	809,320	91,923	91,923	91,923	paid	-
<b>Total Present Long-Term Debt Cost</b>		<b>1,856,933</b>	<b>1,848,284</b>	<b>1,713,593</b>	<b>1,620,285</b>	<b>1,617,513</b>
<b>Potential New Debt</b>						
2021 Street Capital		137,353	149,492	149,492	149,492	149,492
2022 Street Capital - 15 years		43,092	43,092	43,092	43,092	43,092
2023 Street Capital - 15 years		-	100,906	100,906	100,906	100,906
2024 Street Capital - 15 years		-	-	100,547	100,547	100,547
2025 Street Capital - 15 years		-	-	-	100,547	100,547
2026 Street Capital - 15 years		-	-	-	-	100,547
Fire Stn # 2 Renovations		74,834	74,834	74,834	74,834	74,834
<b>Total Present Long-Term Debt Cost</b>		<b>2,112,212</b>	<b>2,216,608</b>	<b>2,182,463</b>	<b>2,189,704</b>	<b>2,287,477</b>

# RESERVE FUNDS

2021 Transactions	General Operating	General Capital	Utility Operating	Utility Capital	Utility Capital Repl. & FC	LPP
<b>Opening Balance</b>	<b>1,231,242</b>	<b>1,653,566</b>	<b>136,782</b>	<b>1,011,767</b>	<b>577,324</b>	<b>139,165</b>
Estimated interest earned in 2021	9,242	12,412	1,026	7,591	4,332	1,058
Budget Contributions per 2021 budget	-	371,897	-	102,222	45,834	4,500
Transfers to be done in 2021 (Safe Restart and Carryfwd)	9,500	150,000	-	376,000	-	-
<b>Sub-Total</b>	<b>1,249,984</b>	<b>2,187,875</b>	<b>137,808</b>	<b>1,497,580</b>	<b>627,490</b>	<b>144,723</b>
<b>Less: Withdrawals Scheduled for Projects</b>	131,500	5,000	-	-	35,000	-
<b>Closing Balance December 31, 2021</b>	<b>1,118,484</b>	<b>2,182,875</b>	<b>137,808</b>	<b>1,497,580</b>	<b>592,490</b>	<b>144,723</b>
2022 Transactions	General Operating	General Capital	Utility Operating	Utility Capital	Utility Capital Repl. & FC	LPP
Budget Contributions per 2022 budget	-	371,279	-	282,653	46,837	
<b>Less: Withdrawals Scheduled for 2022</b>	74,500	578,264	-	976,000	-	
<b>Closing Balance December 31, 2022</b>	<b>1,043,984</b>	<b>1,975,890</b>	<b>137,808</b>	<b>804,233</b>	<b>639,327</b>	<b>144,723</b>

# OPTIONS

**DECREASE  
OPERATING  
EXPENDITURES  
– Cuts**

**DECREASE  
CAPITAL  
EXPENDITURES  
- Cuts**

**BORROW TO  
FINANCE  
CAPITAL**

**INCREASE  
PROPERTY TAX  
RATE  
1 Cent =  
\$201,856**

**WITHDRAWAL  
FROM  
RESERVE  
FUNDS**



# QUESTIONS ON GENERAL FUND



# Utility Fund

# UTILITY OPERATING BUDGET

Utility Revenue	2022	2021	\$ change	% change
<b>Total Water User Fee Revenue</b>	<b>321,462</b>	<b>267,119</b>	<b>54,343</b>	<b>20.3%</b>
<b>Total Sewer User Fee Revenue</b>	<b>2,981,370</b>	<b>2,846,381</b>	<b>134,989</b>	<b>4.7%</b>
Surplus from 2nd Previous Year	42,082	25,947	16,135	62.2%
Transfer from General Operating	91,923	91,923	0	0.0%
Water Transfer Costs	111,529	111,529	0	0.0%
Other Revenue	100,681	98,941	1,740	1.8%
<b>Total Other</b>	<b>346,215</b>	<b>328,340</b>	<b>17,875</b>	<b>5.4%</b>
<b>GRAND TOTAL REVENUE</b>	<b>3,649,047</b>	<b>3,441,840</b>	<b>207,207</b>	<b>6.0%</b>

# UTILITY OPERATING BUDGET

Expenditures	2022	2021	\$ change	% change
Water	280,356	269,339	11,017	4.1%
Sewer	765,307	723,521	41,786	5.8%
Administration	732,413	686,585	45,828	6.7%
Fiscal Services	975,479	1,069,339	-93,860	-8.8%
Reserve Funds	329,490	148,056	181,434	122.5%
Capital via Operating	566,000	545,000	21,000	3.9%
<b>TOTAL UTILITY EXPENDITURES</b>	<b>3,649,047</b>	<b>3,441,840</b>	<b>207,207</b>	<b>6.0%</b>



# UTILITY FISCAL SERVICES

	2022 Budget	2021 Budget	\$ Change	% Change
Principal Installments	585,000	657,000	(72,000)	-11.0%
Interest on Long Term Debt	332,294	349,814	(17,520)	-5.0%
Utility Contribution to GRF Long Term Debt	8,947	8,953	(6)	-0.1%
Other charges and discounts	49,238	53,572	(4,334)	-8.1%
<b>TOTAL DEBT SERVICE COST</b>	<b>975,479</b>	<b>1,069,339</b>	<b>(93,860)</b>	<b>-8.8%</b>
Transfers to Capital Reserve Funds	282,653	102,222	180,431	176.5%
Transfers to Equip Replacement & FC	46,837	45,834	1,003	2.2%
Transfers to Utility Capital Fund	566,000	545,000	21,000	3.9%
<b>TOTAL FISCAL SERVICES</b>	<b>1,870,969</b>	<b>1,762,395</b>	<b>108,574</b>	<b>6.2%</b>

# UTILITY RATES

- Council should consider the sustainability of the rates, as we know we will need significant funding in the future as per Asset Management and future water expansion
- Growing the rate now provides funding for current and future utility projects
- Budget was prepared with rate increases of:
  - 2.98% increase to sewer rates (\$15.00)
  - 2.88% increase to water user fixed rate (\$7)
  - 3.00% on water consumption fees

# QUESTIONS ON UTILITY FUND



# TOTAL BUDGET DISCUSSION

## 2022 Tax Rate Tracking