



Region of Queens Municipality Special Council
Tuesday, March 17, 2026
10:00 am

Agenda

1.0 Call to Order and Land Acknowledgement

2.0 Approval of Agenda

3.0 Delegations and Presentations

3.1 Queens County Transit

4.0 Correspondence for Information

5.0 Staff Reports

5.1 2026 Conference Attendance - Cost Summary and Council
Direction

5.2 2026-2027 Operational Budget Discussion

5.3 2026-2027 Water Utility Budget Introduction

6.0 Adjournment



Presentation to RQM
Date: March 17, 2026

Queens County Transit Vision and Mission

Vision

Keeping Queens County Connected

Mission

Queens County Transit shall provide an inclusive, accessible, and effective transit service that is efficient and sustainable for all residents

Queens County Transit Team

Board of Directors

- Gil Johnson - Chair
- Bruce Inglis - Vice Chair
- Don Kimball - Corporate Secretary
- Mike Metcalf - Treasurer
- Tara Smith - Fund Raising
- Shelley Walker - Human Resources
- Paul Deveau - Policy and Procedures
- Dale Sewers - Director
- John Wilson - Director
- Judy Dorey - Director
- Terri Doucette - Director

QCT Staff

Donna Croft - Manager
Kim Cunningham - Dispatcher
Denise Gallant - Part time Dispatcher

Drivers

David Dicks	Brenda Foley
Virginia Keddy	Jamie Evans
Bill Carroll	Billy Wolfe
Paul Saunders	Wayne Roy
Kevin Whynot (New)	

Overview of Queens County Transit

A Fleet of 8 Vehicles,
including 5 accessible vans

- 2020 Dodge Promaster - 8 Passenger or 7 with 1 Wheelchair, or 5 with 2 Wheelchairs. (2 Vehicles)
- 2020 Dodge 3 passenger with 1 Wheelchair (2 Vehicles)
- 2022 Toyota Sienna Hybrid 4 passenger with 1 Wheelchair
- 2024 Honda CRV Hybrid 4 passenger. (2 Vehicles)
- 2024 Dodge Caravan - 6 passenger



Overview of Queens County Transit

Ridership	2023 - 2024	2024 - 2025	Mar 25 - Feb 26
Total	8218	9121	10703
Wheelchair	788	763	538
NSCC	1	2	618
Seniors	6020	4498	6493

Note: Difference in NSCC numbers denotes switching from number of users to number of trips.

Food/Grocery	556	596	457
Medical	1663	1946	2532

- Recommitted to maintain office location at 31 Milton Road.
- Continue to initiate Co-operative endeavors with key players needing transportation.

Success stories

- **PENNY LANE** - This past year 2 vans have been providing transportation for clients at Penny Lane from North and South Queens
- **MEDICAL APPOINTMENTS** - Continue to transport multiple dialysis patients, alleviating the stress on the ambulance service. Queens County Transit began assisting EHS with Medical Transport Service / Medical trips to Halifax, Yarmouth and Kentville cost \$160.00 but were subsidized and reduced to \$100.00. Medical trips to Lunenburg are \$60.00 and Bridgewater is \$45.00 both are reduced to \$45.00 and \$30.00 respectively. It should be noted that we wait for the clients as long as the appointment takes when it is out of the area. QCT also does Hospital discharges from Halifax, Kentville, Bridgewater, and Liverpool, provided they are Queens County residents.
- **ACCESSIBILITY**- Completed 538 Wheelchair rides in the past 10 months.
- **RIDERSHIP** - Each of the past 3 years there has been approximately a 20 to 25 percent increase in the amount of trips. We have reached a milestone of approximately 900 to 1000 trips a month.
- **FOOD / GROCERIES** - 457 trips were for clients to go grocery shopping and get food. The cost of these trips are currently \$10.00 Local, and \$15.00 from outside the local area. These prices are for round trips and in a lot of cases it results in the vehicle waiting. (Due to policy that 24 hour notice is required)

Success stories

- In September of 2026 Queens County Transit will be celebrating our 8th anniversary
- Queens County Transit is currently supplying transportation for clients attending the Adult Day/Respite Care program that is sponsored by Region of Queens Home Support. This will continue until May 2026.
- Queens County Transit continues receiving support from the Queens General Hospital Foundation to help reduce costs for low income clients attending medical appointments. This reduction is inclusive of the other discounted pricing.
- Queens County Transit currently has 5 NSCC students that we have been transporting on a regular basis for a total of over 600 trips in the year.
- Queens County Transit also receives funds from the Murphy Foundation towards operational cost (\$25,000). This is a 4 year guarantee until 2027 which will require a renewal application.

CHALLENGES!!!

- **RESOURCES** - Queens County Transit relies on the Provincial Community Transportation Program Funds. This amount is based on population and road kms in Queens County. For 2025 we received \$154,263 in funds. Recent announcements have the NS provincial government reducing this amount by 20 percent with a possible further reduction in both 2027 and 2028.
- **COSTS** - Queens County Transit is a non-profit but that does not mean it is a completely free service. Service costs are reduced but that reduction is based upon grants and programs. Currently client revenue only accounts for approximately 30 percent of our operational budget.
- **INCREASED RIDERSHIP** - Based on the past four years, ridership is expected to increase by 15 - 20 percent in the upcoming year. While this growth is positive, it also presents financial challenges. A 20 percent increase in revenue does not offset the corresponding 20 percent increase in operational costs. For example, in January 2026, revenue was \$12,000 while operational costs were \$30,000. A 20 percent increase in revenue would add \$2,400, but a 20 percent increase in operating costs would add \$6,000. This results in an additional deficit of \$3,600. In other words, increased ridership, under the current fare and cost structure, will actually widen the deficit rather than reduce it.

CHALLENGES!!!

- **UPKEEP OF OUR VEHICLES** - Each vehicle has to be inspected every 6 months by an inspector. The slightest infraction will fail the vehicle and we cannot use it until they have proof it has been repaired, therefore, we have a pre-inspection done the week before by a qualified mechanic. This means four inspections for each vehicle per year
- Costs Incurred in 2025 of Fuel - \$51492
- Insurance cost for 2025 - \$17136
- Inspections and Maintenance - \$22119
- Wages and wage related costs - \$275,000
- As a non-profit any unexpected costs affect our budget. For example this past quarter one of our vehicles was rear ended in an accident. Though the damage was minor and the vehicle would normally be drivable, it is out of service until repairs can be made. This has resulted in a reduction of service of approximately 10 to 15 percent.

Why continue to support Queens County Transit?

- We are addressing a real need for affordable, door-to-door accessible transportation. A need that will continue to grow because of aging population
- We are helping contribute to the focus of the county - ACCESSIBILITY
- We are helping people access importation services and education and employment opportunities, enabling people to stay in Queens County
- Creating a vital community infrastructure and reducing social isolation
- There is an increase in the need to support Seniors and Students
- A Growing need to assist the disabled people in our community
- 85% of our Operating funds are spent in Queens County
- Eight years ago, the Region of Queens did not have any public transit and has grown to assist thousands of people in the county.

Updated Budget

OPERATING REVENUE	Approved Budget 2025-26	Projected Totals 2025-26	Proposed Budget 2026-27
CTAP (Province)	154,623	154,623	123,698
Fare Assistance Program (Province)	5,000	5,082	5,000
Region of Queens Municipality	50,000	50,000	85,000
Fare Income	117,000	146,123	150,000
Subsidy Income (as applied)	15,000	17,503	17,500
Donations (charitable tax receipt issued)	2,000	18,208	18,000
Corporate Sponsorship	25,000	25,000	25,000
EHS Program	30,000	24,144	25,000
Interest revenue		1,177	
Total Operating Revenue	398,623	461,860	449,198

ADMINISTRATIVE EXPENSES	Approved Budget 2025-26	Projected Totals 2025-26	Proposed Budget 2026-27
Salaries and Benefits (mgt/dispatch)	100,000	103,398	108,500
Office Rent/Utilities/Maintenance	1,200	1,200	1,200
Office Expenses/Supplies	8,500	5,050	6,000
Phone/internet/web costs	7,500	7,648	7,500
Advertising, promotion	2,000	4,115	5,000
Contractual Costs (accounting,legal,consultants)	21,000	26,643	15,000
Association Dues and Fees	1,000	750	1,000
Meeting/Conference Expenses	500	676	500
Staff/Board Mileage/Travel Expenses		(98)	
Insurance (non Vehicle)	2,500	2,600	3,000
Other - Bank Fees and Charges	1,200	1,130	1,200
Other - Fund Raising		1,517	2,000
Other - New Horizons		835	1,000
TOTAL ADMINISTRATIVE EXPENSES	145,400	155,464	151,900

VEHICLE EXPENSES	Approved Budget 2025-26	Projected Totals 2025-26	Proposed Budget 2026-27
Salaries and Benefits (Drivers)	170,000	207,878	218,000
Insurance (Vehicles)	16,000	15,149	17,000
Vehicle Repairs/Maintenance	27,000	22,192	27,000
Vehicle Registration	1,000	1,198	1,200
Fuel	50,000	45,645	65,000
Other - Vehicle Fund - Replacement	10,000	10,000	30,000 (20,000 from Municipality)
TOTAL VEHICLE EXPENSES	274,000	302,062	358,200

TOTAL OPERATING EXPENSES	419,400	457,526	510,100
---------------------------------	----------------	----------------	----------------

NET INCOME (DEFICIT)	(20,777)	4,334	(60,902)
-----------------------------	-----------------	--------------	-----------------

What's Next for Queens County Transit

- Continue awareness and ridership
- Completed a recent external operational strategic review with implementations to follow
- Continue to develop and strengthen board and organization
- Continuing valuable partnerships with Home Care, Senior Safety, Queens General Hospital Foundation, Liverpool Lions Club, Queens Association for Supportive Living, Private Wealth Management Freeman Group, and RQM while developing new ones.
- Implementation of a Province Wide Dispatch System (Recent events may change that)
- Private Wealth Management Provides a safe and central location for office space and vehicles at no cost. (In kind Donation at end of year)
- Being the Pride of the Region of Queens Municipality

The Ask

- A continuance of a Grant from the Region of Queens in the amount of \$65,000.00 in support of our operating budget. This is an increase of \$15,000 from the previous year due to an increase in ridership and operational costs.
- In addition, we are requesting \$20,000 towards a new vehicle. As shown in previous slides, 2 of our vehicles are reaching their operational life. These 2 vehicles happen to be our largest and most needed accessible vehicles. As these are custom vehicles and take a year or more to order, there is an expectation that we will need to order one within the next 12 to 18 months. Our current vehicle fund has approximately \$38,000.
- Continued promotional support by the Region of Queens and in particular by each individual council member. Every council member has some constituents that rely on our service.

**Thank you !
Questions?**



March 6, 2026

Mayor Scott Christian and Members of Council
Region of Queens Municipality
249 White Point Road
Liverpool, NS B0T 1K0

Dear Mayor Christian and Members of Council,

On behalf of the Community Food Resource Network, we are writing to express our support for retaining the **\$50,000 allocation for a Community Wellness Strategy in the Draft 2026–2027 Operating Budget.**

Community-based food programs often play an important role in supporting both practical needs and social connection within a community. As provincial investments in community health initiatives continue to evolve, municipalities have an opportunity to strengthen the coordination that supports overall community well-being.

A Community Wellness Strategy would help bring together municipal leaders, community organizations, service providers, and residents to develop a shared understanding of community priorities. This type of collaborative planning helps ensure that community initiatives complement one another and that opportunities for partnership are not overlooked.

For organizations working directly with families and individuals, the benefits of stronger collaboration are clear. Food programs often intersect with other aspects of community life, including access to services, transportation, and opportunities for social connection.

Retaining this investment would help create a framework that strengthens partnerships across Queens and supports a more coordinated approach to improving quality of life for residents.

For these reasons, the Community Food Resource Network respectfully encourages Council to **retain the \$50,000 allocation** for the development of a Community Wellness Strategy.

Sincerely,

Dianne Huskins

Coordinator
Community Food Resource Network



We are deeply concerned about the recent budget cuts announced by the Government of Nova Scotia.

QASL has been informed that our Vocational Day Program is facing an approximate 12.45% reduction to core funding, along with the complete loss of the Home Services Grant (a further \$50,000+). These reductions will have a significant impact on the programs we offer and, on our ability to continue advancing our services in alignment with the Nova Scotia Human Rights Remedy.

These cuts affect programs people rely on every day, including job and life skills training, seniors supports, and community inclusion opportunities. These services help individuals build friendships, develop skills, gain employment, earn income, and stay connected within their communities.

We recognize the leadership of Premier Tim Houston and the apology made on behalf of the Province following the finding of systemic discrimination. That apology meant a great deal to individuals and families across Nova Scotia.

For many years, QASL has worked in partnership with the Province, and we are grateful to be part of strengthening services and opportunities for people with disabilities. Together, meaningful progress has been made to support fuller, more connected lives.

We have also worked alongside government to advance the Nova Scotia Human Rights Remedy, which exists to ensure the rights of people with disabilities are respected, and that individuals receive the dignity, inclusion, and supports they are entitled to.

However, cuts of this scale make that important work significantly harder. They will have real impacts on people with disabilities, their families, caregivers, and communities across the province, including here in Queens County.

We understand that government is facing difficult decisions. At the same time, we respectfully urge reconsideration of cuts to the disability support sector.

QASL remains committed to engaging constructively with government to fully understand these impacts and to work together toward solutions that strengthen supports for people with disabilities across Nova Scotia.

You can help:

- Contact your MLA and ask them to protect funding for disability supports:
Kim Masland 902-354-5470 kim.maslandmla@gmail.com
Barbara Adams, Minister, Opportunities and Social Development
902-406-0656 barbadamsmla@gmail.com
- Share this post to raise awareness
- Stand with the disability community and the services they rely on

QASL remains committed to supporting the people who choose our services and to advocating for a stronger, more inclusive Nova Scotia.



March 9, 2026

Mayor Scott Christian and Members of Council
Region of Queens Municipality
249 White Point Road
Liverpool, NS B0T 1K0

Re: Draft 2026–2027 Operating Budget – Community Wellness Strategy

Dear Mayor Christian and Members of Council,

On behalf of the Queens Community Health Board, I am writing to express our support for retaining the **\$50,000 allocation for a Community Wellness Strategy** in the Draft 2026–2027 Operating Budget.

Across Nova Scotia, communities are adjusting as provincial investments in community health initiatives shift and evolve. In this environment, municipalities have an important role to play in helping ensure that local efforts to support community well-being are coordinated and working toward common goals. From a community health perspective, coordinated planning helps ensure that residents who need support are not overlooked and that community services work together more effectively.

A Community Wellness Strategy would give the Municipality an opportunity to step back and look at the broader picture of community wellness in Queens. A great deal of important work is already happening through community organizations, volunteers, and municipal initiatives. **A strategy would help bring a clearer understanding of the current landscape and support more deliberate planning about where municipal and community efforts can have the greatest impact. After all, we are stronger when we work together.**

This type of work also aligns closely with the priorities that guide Community Health Boards across Nova Scotia. Our work focuses on strengthening the conditions that support well-being, including access to basic needs, social connection, and opportunities for healthy community life.

For these reasons, the Queens Community Health Board encourages Council to retain the **\$50,000 allocation** for the development of a Community Wellness Strategy.

Sincerely,

Tara Druzina
Chair - Queens Community Health Board



March 6, 2026

Mayor Scott Christian and Members of Council
Region of Queens Municipality
249 White Point Road
Liverpool, NS B0T 1K0

Dear Mayor Christian and Members of Council,

On behalf of the Queens County Food Bank, we are writing to express our support for preserving the \$50,000 allocation for a Community Wellness Strategy in the Draft 2026–2027 Operating Budget.

Organizations that work directly with residents often see how closely different challenges within a community are connected. As provincial investments in community health initiatives continue to evolve, the importance of strong local coordination becomes increasingly clear. Food security, access to housing, transportation, social connection, and healthy living are deeply interconnected factors that influence the overall well-being of residents.

While food banks are often viewed primarily as emergency food providers, our work sits at the intersection of many of these broader issues. Access to nutritious food is a fundamental component of healthy living and community health. Many of the individuals and families who access food programs are also navigating challenges related to housing affordability, fixed incomes, transportation barriers, and access to other essential services.

A Community Wellness Strategy would provide the municipality and community partners with an opportunity to develop a shared understanding of these challenges and identify ways to strengthen collaboration across organizations. When municipalities take a leadership role in facilitating this type of planning, it helps ensure that community resources and investments are used as effectively as possible.

Retaining this investment would support a more coordinated approach to addressing community needs and strengthen collaboration among the organizations working every day to support residents across Queens County.

For these reasons, the Queens County Food Bank respectfully encourages Council to retain the \$50,000 allocation for the development of a Community Wellness Strategy.


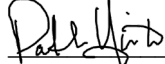

Sincerely,

Shelly Panczyk
Chair
Queens County Food Bank



Region of Queens Municipality Staff Report For the Special Meeting of March 17, 2026

Date: March 11, 2026
File No: 10350-50-2603-015
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: 2026 Conference Attendance - Cost Summary and Council Direction

Prepared by:  A. Green Municipal Clerk	Supervisor:  P. Hirtle Deputy Chief Administrative Officer	CAO Concurrence:  W. Thorpe Chief Administrative Officer
---	---	---

RECOMMENDATIONS

It is recommended that Council review the conference schedule and estimated costs outlined in this report and provide direction regarding:

1. Identifying specific Council members who will attend each conference;
2. Whether the proposed attendee numbers are approved as presented or require adjustment; and
3. Any budget considerations or restrictions Council wishes to apply to conference attendance for 2026.

PURPOSE

The purpose of this report is to provide Council with an overview of the municipal conferences scheduled for 2026, the estimated costs associated with attendance, and to seek Council direction regarding which Council members will attend each conference.

BACKGROUND

Each year, Region of Queens Municipality staff and elected officials have the opportunity to attend a number of professional conferences. These conferences provide valuable opportunities for networking, professional development, and staying current with municipal best practices and legislative changes. The following report outlines the major conferences available in 2026 and their associated costs.

Note: Attendance numbers for the NSFMs Spring Conference were revised on March 3, 2026, from five (5) to four (4) attendees, resulting in a reduced cost estimate.

ALTERNATIVES/OPTIONS

- Option 1: Approve Attendance as Proposed** - Council approves attendance at all six conferences with the attendee numbers outlined in this report, at a total estimated cost of \$50,200.
- Option 2: Approve Attendance at Selected Conferences Only** - Council may choose to approve attendance at some conferences while deferring or declining others. This would reduce the overall expenditure proportionally based on which conferences are approved.
- Option 3: Reduce Attendee Numbers** - Council may approve attendance at all six conferences but direct that fewer staff or Council members attend one or more events. This would reduce costs while maintaining some level of municipal representation at each conference.
- Option 4: Defer a Decision** - Council may defer a decision pending additional information, such as confirmed conference dates, updated cost estimates, or budget confirmation. Staff notes that early registration may be required for some conferences to secure preferred accommodation and registration rates.
- Option 5: Decline All Conference Attendance** - Council may elect not to approve any conference attendance for 2026. This would result in no expenditure under this report but would forgo the professional

development and networking opportunities associated with each event.

ANALYSIS

Conference Details and Cost Estimates

Nova Scotia Federation of Municipalities (NSFM)

Spring Conference – Yarmouth, NS | April 29 – May 1, 2026

Cost Item	Amount (per person / total)
Accommodation	3 nights × \$250/night = \$750 per person
Meals	\$300 per person
Conference Registration Fee	\$600 per person
Number of Attendees	4 (revised March 3, 2026)
Subtotal per Attendee	\$1,650
Mileage (carpooling assumed)	\$600 (total)
ESTIMATED TOTAL	\$7,200

Note: Rounded total estimate: \$7,200 (revised from \$8,900 reflecting reduction from 5 to 4 attendees).

Fall Conference – Halifax, NS | November 3 – 6, 2026

Cost Item	Amount (per person / total)
Accommodation	4 nights × \$250/night = \$1,000 per person
Meals	\$500 per person
Conference Registration Fee	\$700 per person

Number of Attendees	5
Subtotal per Attendee	\$2,200
Mileage (carpooling assumed)	\$500 (total)
ESTIMATED TOTAL	\$11,500

Note: Rounded total estimate: \$12,000.

Federation of Canadian Municipalities (FCM)

Annual Conference – Edmonton, AB | June 4 – 7, 2026

Proposed attendees: Up to three (3) members of Council, including the Mayor or Designate, who have not attended during this term of Council. The Mayor or designate may attend every year.

Cost Item	Amount (per person / total)
Accommodation	4 nights × \$350/night = \$1,400 per person
Air Travel	\$1,200 per person
Meals	\$600 per person
Conference Registration Fee	\$1,300 per person
Miscellaneous	\$350 per person
Cost per Attendee Group	\$4,850 per unit × 2 units = \$9,700
ESTIMATED TOTAL	\$9,700

Note: Rounded total estimate: \$10,000. CAO and DCAO are not eligible to attend this conference as per Administrative Policy 17 – FCM Attendance.

Canadian Association of Municipal Administrators (CAMA)

Annual Conference – Whistler, BC | May 25 – 27, 2026

Cost Item	Amount
Air Travel, Hotel, Car Rental, Meals, Registration (all-in estimate)	\$6,000
ESTIMATED TOTAL	\$6,000

Association of Municipal Administrators, Nova Scotia (AMANS)

Spring Conference – Digby, NS | June 10 – 12, 2026

Cost Item	Amount (per person / total)
Accommodation	2 nights × \$250/night = \$500 per person
Conference Registration Fee	\$700 per person
Meals	\$200 per person
Number of Attendees	4 staff
Subtotal per Attendee	\$1,400
Mileage (carpooling assumed)	\$400 (total)
ESTIMATED TOTAL	\$6,000

Fall Conference – Dartmouth, NS | October 13-16, 2026

Cost Item	Amount (per person / total)
-----------	-----------------------------

Accommodation	3 nights × \$300/night = \$900 per person
Conference Registration Fee	\$800 per person
Meals	\$300 per person
Number of Attendees	4 staff
Subtotal per Attendee	\$2,000
Mileage (carpooling assumed)	\$400 (total)
ESTIMATED TOTAL	\$8,400

Summary of Estimated Costs:

Conference	Estimated Cost
NSFM Spring — Yarmouth (April 29–May 1, 4 attendees)	\$7,200
NSFM Fall — Halifax (November 3–6, 5 attendees)	\$12,000
FCM — Edmonton (3 Members of Council)	\$10,000
CAMA — Whistler (CAO only)	\$6,000
AMANS Spring — Digby (4 staff)	\$6,000
AMANS Fall — Dartmouth (4 staff)	\$9,000
TOTAL ESTIMATED CONFERENCE EXPENDITURE	\$50,200

IMPLICATIONS

Financial:

The total estimated cost of conference attendance for 2026 is \$50,200, subject to Council's direction on attendee numbers. Costs will be charged to the applicable conference and travel budget. Should Council reduce the number of attendees at any conference, estimated expenditures will decrease accordingly. All figures are estimates and actual costs may vary.

Operational / Staffing:

Attendance at conferences will result in staff absences from workplaces for the duration of each event. Departments will be responsible for ensuring adequate coverage is maintained during any period of absence. Where multiple staff members attend the same conference, supervisors should confirm that operational continuity is not compromised.

Strategic / Professional Development:

Attendance at provincial, national, and association conferences supports the ongoing professional development of both staff and elected officials. These events provide opportunities to engage with peers, access training, and remain current with legislative developments, municipal best practices, and emerging issues relevant to Region of Queens Municipality.

Legal / Policy:

Conference attendance and associated expenditures are subject to the Municipality's applicable travel and expense policies. All claims for reimbursement must be submitted in accordance with those policies. There are no known legal implications arising from this report.

COMMUNICATIONS

No external communications are required as a result of this report. This report is intended for the internal consideration of Council.

Should Council approve attendance at any of the conferences outlined, staff will proceed with registration and travel arrangements as directed. No public notice or consultation is required in relation to conference attendance decisions.

BYLAWS/PLANS/POLICIES

[Administrative Policy 7 – Staff and Council Expenses](#)

[Administrative Policy 17 – FCM Attendance](#)

[Operational Policy 47 – Council Attendance at Meetings, Workshops, and Conferences](#)

SUMMARY

This report outlines the estimated costs associated with six (6) municipal conferences available for attendance in 2026, spanning provincial, national, and professional association events. Council is asked to provide direction regarding attendance at each conference so that appropriate budget provisions can be confirmed.

ATTACHMENTS/REFERENCE MATERIALS

N/A



Region of Queens Municipality Staff Report For the Special Meeting of March 17, 2026

Date: March 17, 2026
File No: 10350-50-2603-016
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Operational Budget Fiscal 2026-2027

Prepared by: <i>J. Veinotte</i> _____ J. Veinotte Director of Finance	CAO Concurrence: <i>W. Thorpe</i> _____ W. Thorpe Chief Administrative Officer
---	--

RECOMMENDATION

THAT Council of Region of Queens accept this report for information.

PURPOSE

This report introduces two versions of the third draft of the 2026-2027 operating budget for Region of Queens Municipality. The draft details revisions made by staff, direction provided by Council at the March 10, 2026, Regular meeting, and incorporates additional information requested by Council at the March 10 Regular meeting.

BACKGROUND

Municipalities in Nova Scotia are required under the Municipal Government Act to approve an operating and capital budget each year and submit the details of such to the Minister of Municipal Affairs and Housing prior to September 30. This budget covers the fiscal year from April 1, 2026, to March 31, 2027.

ALTERNATIVES/OPTIONS

Option 1 – Council receives the draft for information.

Option 2 – Council requests additional information from staff prior to accepting the draft.

ANALYSIS

At the March 3, 2026, Special meeting, staff presented the initial budget draft, which reflected an increase in tax rate of 21.2 cents per \$100 of assessment. Of this increase, 4.3 cents was the result of higher mandatory costs such as education and policing.

At the March 10, 2026 Regular meeting, staff presented the second budget draft (V2), which reflected changes directed by Council at the March 3 meeting and included an increase in tax rate of 15.8 cents, down 5.4 cents from the initial draft. The addition of \$450,000 in policing costs as directed by Council increased number of cents attributed to mandatory costs to 7.3 from 4.3 on every \$100 of assessment.

This report and attachments represent the third budget draft, reflecting changes directed by Council from the March 10, 2026, Regular Council meeting. This draft includes two versions, V3 and V3.1:

V3 represents an increase in tax rate of 14 cents on every \$100 of assessment; a reduction of 1.8 cents from the previous draft. Mandatory costs have increased .1 cent with the inclusion of the provincial Road Levy change in that calculation.

V3.1 represents an increase in tax rate of 5.4 cents on every \$100 of assessment, a decrease of 8.6 cents from the V3 draft. Generally, cost reductions in V3.1 were made on an individual line basis, reducing any increases included in previous versions to 2.6%. If projected costs were lower than the 25/26 budget, they were not adjusted. Costs that Council has funded from reserves or surplus have not been removed as they have no effect on the tax rate. The proposed positions of QPEC Custodians and Play Coordinator have been removed.

Proposed Additions (Non union)	FTE CHG	Cost	WAS
ADMIN Payroll Clerk	0.17	\$ 11,919.94	
ADMIN Deputy Clerk	+	\$ -	\$ 79,470.00
EDEV Community Navigator	+	\$ -	\$ 79,470.00
MPOOL South Queens Pool staffing	2.5	\$ 120,259.72	
QPEC Facility and Program Manager	+	\$ -	\$ 126,781.00
QPEC Custodians	3	\$ -	\$ 178,667.27
REC Activity and Outdoor Space Play Coordinator	0.31	\$ -	\$ 14,143.11
QPEC CSR QPEC - PT (1 position)	0.39	\$ 23,784.45	
		\$ 155,964.12	\$ 478,531.38

Reconciliation of Changes from the March 10, 2026, Council meeting includes two sections:

- Changes from V2 to V3, reflecting March 10 Council direction and cost updates by staff, and
- V3 to V3.1 reflecting proposed cost reductions based on staff's understanding of Council's intent to reduce the tax rate increase to five cents.

Mandatory Cost Analysis:

Region of Queens is obligated to fund the following:

RCMP – Policing is part of a provincial agreement. Funding included for the current level of service has increased 5%, \$253,188. Council passed a motion at the February 24, 2026, meeting to add \$450,000 in the budget, representing two additional officers.

Property Valuation Services Corporation – this organization runs on a cost recovery basis and is responsible for property assessment values for the province. There is a cost increase this year of 8% or \$26,319.

South Shore Regional Center for Education (SSCRE) – Region of Queens' contribution is based on the total value of the Uniform Assessment. As property assessments rise, so does the contribution to the SSRCE. This year's increase is \$291,272, or 7%.

Regional Emergency Measures Organization (REMO) - Membership in a REMO is anticipated in the 26/27 fiscal year. Budget includes \$70,000 in funding support for this initiative.

Provincial Road Levy – Region of Queens pays an annual amount for the maintenance of publicly owned dirt roads in the region. 2.6% increase is included in the budget from 25/26 cost, or \$7,960.

The increase in mandatory costs and the respective effect on tax rate:

Mandatory Costs	Increase			
RCMP	\$ 253,188	\$	0.017	
RCMP new	\$ 450,000	\$	0.030	
PVSC	\$ 26,319	\$	0.002	
SSCRE	\$ 291,272	\$	0.020	
REMO	\$ 70,000	\$	0.005	
ROAD LEVY	\$ 7,960	\$	0.001	
				\$ 1,098,739 \$ 0.074

Workforce:

Proposed Custodian and Play Coordinator positions have been removed in V3.1 at a savings of \$192,810. Costs of current workforce increases in compensation (including benefits) is \$495,421. Council could decide to suspend Policy 94 and not award the 2.5% increase and suspend the HR policy that awards anniversary increases to non-union staff. This would save an estimated \$380,000.

Council Compensation:

At the March 10, 2026 meeting, Council passed a motion to increase compensation for all members of Council. Those increases are included in the Council compensation lines and have been removed from Contingency. The cost increase is estimated to be \$176,450 and includes medical benefits at an estimated cost of \$9,660. The \$175,000 that was budgeted as a Contingency in previous drafts has been removed and revised compensation is included in the correct line item.

The increase in these costs and the respective effect on the tax rate:

Workforce - current	\$ 495,421	\$	0.033	
Council - new	\$ 176,451	\$	0.012	
				\$ 671,871 \$ 0.045

South Queens Pool:

This budget has been prepared under the assumption that the pool will be operational July 1, 2026, and staffed according to a seven day per week operating schedule until September 30, 2026. Hours of operation will be reduced in September due to an anticipated reduction in staffing. These costs include estimated operating costs and pool staffing costs and do not include custodial services.

The operating costs above and the respective effect on tax rate:

SQ pool \$ 225,960 \$ 0.015 \$ 225,960 \$ 0.015

Garbage Collection:

The contract for collection in Region of Queens was awarded by Council at the March 10, 2026, Regular meeting. Previous budget drafts included estimates of the anticipated costs. These costs have now been updated to reflect the agreement, the HST not eligible for a rebate and a 2% fuel surcharge.

Garbage Collection \$ 643,440 \$ 0.043 \$ 643,440 \$ 0.043

The expenses listed above equate to a total increase from 25/26 budget of \$2.6M, or 17.8 cents on the tax rate:

Mandatory Costs	Increase	
RCMP	\$ 253,188	\$ 0.017
RCMP new	\$ 450,000	\$ 0.030
PVSC	\$ 26,319	\$ 0.002
SSCRE	\$ 291,272	\$ 0.020
REMO	\$ 70,000	\$ 0.005
ROAD LEVY	\$ 7,960	\$ 0.001
Workforce - current	\$ 495,421	\$ 0.033
Council - new	\$ 176,451	\$ 0.012
SQ pool	\$ 225,960	\$ 0.015
Garbage Collection	\$ 643,440	\$ 0.043
	<u>\$ 2,640,011</u>	<u>\$ 0.178</u>

Increase in revenue included in the V3.1 draft is \$2,088,385. This is inclusive of an increase in funding from reserves and surplus of \$687,767.

Cost increases vs 25/26:	\$ 2,895,507
Costs listed above:	\$ 2,640,011
Additional Revenue:	<u>\$ 2,088,385</u>
Shortfall:	\$ 551,626

Additional revenue falls \$551,626 short of covering the costs outlined above.

Revenue of \$255,496 (\$2,895,507 - \$2,640,011) to cover costs not included in above has not been established.

The resulting deficit of \$807,123 (\$255,496 + \$551,626) equates to a 5.4 cent increase in the tax rate for V3.1.

The increase in tax rate in V3 is 14.0 cents because costs are higher. Cost increases in V3 are \$4,174,688.

Alternative sources of funding:

Council directed staff to look at alternative sources of funding for items included in the operating budget. At the March 10 meeting, Council directed staff to fund additional items from reserves or surplus. Those items are listed in the Reconciliation Report (identified by bold text).

The effect of this alternative funding is the reduction of the tax rate. Though these costs remain included in the revised budget, Council can direct removal, along with respective funding.

Cost Decrease Analysis included in V3.1 (Red bolded text in Workbook):

General Government Service:

- Office Expenses increase reduced to 2.6% - removed \$3,000 for stationary/postage support for Imagination library.
- Computer System reduced budget from \$410,500 to \$315,600 based on 2.6% increase from budget 25/26.
- Diversity programs reduced \$10,573. applied 2.6% to actual spent in 24/25.
- Staff training reduced to a 2.6% increase from 24/25 actual; \$36,547 reduction.
- Tax Exemption was reduced to apply 2.6% to 25/26 budget. \$7,762.
- Tax sales applied 2.6% to 25/26 budget.
- General consulting reduced to 25/26 budget level, \$25,000 reduction.
- Safety Strategy Implementation has been reduced \$20,000, less to cover emergent safety issues.
- Other – reduced \$4,000 from \$5,000.
- Conference costs had 2.6% factor applied to 25/26 budgets. Reduction of \$29,944. Increases in membership fees will mean significantly less funding available for conference attendance.
- Municipal Float reduction to 25/26 budget.
- Communication line has 2.6% applied to 25/26 budget line.

Total reduction in General Government Services: \$260,308

Protective Services:

- Small decreases in costs associated with Bylaw and Inspection. \$3,220
- Applied 2.6% to fire department grant funding and funding of truck reserve and dry hydrant repairs, \$51,674 and \$1,260 respectively.

Total reduction in Protective Services: \$56,155.

Transportation:

- Common Services including professional development, cleaning supplies, and communication services. \$46,000
- Roads and Streets reduction do not include items funded from reserves or surplus. \$66,500

Total reduction in Transportation: \$112,620.

Environmental Health Services:

Applied 2.6% to 25/26 budget.

- South Queens WW Collection maintenance reduction \$5,320.
- South Queens WW Treatment operation reduction \$22,233
- Public Engagement Garbage Collection reduction \$11,345
- Solid Waste Facility operation reduction \$19,612
- Control Program and Testing reduction \$875.
- HHW reduction \$2,038
- Leachate Management reduction \$5,050
- Organics reduction \$16,709
- Grey box & Green Cart Maintenance – removed \$36,000 for signage.

Total reduction in Environmental Health Services: \$116,581.

Environmental Development Services:

- Accessibility reduced \$67,187 project funding, applied 2.6% to budget 25/26.

Total reduction in Environmental Planning and Zoning: \$67,187.

Tourism and Economic Development:

Applied 2.6% to 25/26 budget.

- Supplies, Brochure updates, Signage, Promotions, Christmas lights and wreaths, Fort Point maintenance, LBDC maintenance, Regional Economic Development

- Removed \$10,000 from Visitor Information Centre operations.

Total reduction in Tourism and Economic Development: \$134,215.

Recreational and Cultural Services:

Applied 2.6% to 25/26 budget.

- North Queens pool maintenance and training, Beach Meadows maintenance, QP facility maintenance, concession equipment, fitness center, general operations, travel, training/workshops, NQ active living and Greenfield Recreation grants, community workshops, health and wellness initiatives, active transportation, promotion and physical activity.
- Removed Custodians and Play Coordinator positions.

Total reduction in Recreation and Cultural Services: \$382,115.

Funding of Reserves:

- Removed funding to support construction of a 2nd generation landfill cell.

Total reduction in Transfer to Reserve: \$150,000.

Reserve Activity Report:

An updated report has been included as an attachment to this staff report. Items recommended by staff have been added, however, can be removed during Council deliberations. Items in purple represent proposals by staff or direction of Council.

IMPLICATIONS

Financial:

The operating budget dictates the tax rate that is applied to assessed values of properties in Region of Queens.

The revised budget V3.1 draft outcome reflects an increase in tax rate of 5.4 cents per \$100 of assessment. Cost increases attributed to higher mandatory costs such as education and policing is the equivalent of a 7.4 cent tax increase.

Costs have been reduced \$1.28M (3.6% from V3) to achieve a tax increase of 5.4 cents. These reductions will likely affect levels of service and completion of projects associated with Council Strategic Priorities.

COMMUNICATIONS

Residents are encouraged to engage in the budget process at <https://www.regionofqueens.com/budget-engagement/>

BYLAWS/PLANS/POLICIES

[Human Resource Policy Employee Handbook](#)

[Policy No 94 Non-Union Salary and Wage Increases](#)

SUMMARY

This report introduces the third draft of the 26/27 operational budget for Council review and discussion.

ATTACHMENTS/REFERENCE MATERIALS

[Region of Queens Regular Meeting Agenda – March 10, 2026](#)

Council Workbook

Region of Queens Draft Operating Budget for fiscal year 2026/2027

Reconciliation of Changes Report

Reserve Activity Report

	One cent on tax rate:
\$	148,550

Cents on TXR	14.0	5.4
Deficit	(2,086,304)	(807,123)
MC increase inc above:	7.4	7.4

V3 V3.1

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			2027-03-31	2027-03-31
	Region	Region	%age	Projections to	Region	Budget	Budget
	Actual	Budget	YTD	Budget	2026-03-31	Budget	2.60%
1. Taxation							
ASSESSABLE PROPERTIES							
Residential	11,545,171	12,456,122	12,424,997	99.8%	12,424,897	13,506,000	13,506,000
Commercial	2,012,018	2,013,631	2,002,386	99.4%	2,002,297	2,035,100	2,035,100
Wind Turbine Act	25,218	25,218	25,684	101.8%	25,684	25,700	25,700
	2,037,236	2,038,849	2,028,070	99.5%	2,027,981	2,060,800	2,060,800
Resource							
Taxable Assessments	928,490	964,630	959,865	99.5%	959,865	952,400	952,400
Forest Property-Less than 50,000 Acres	29,271	28,876	28,926	100.2%	28,926	28,600	28,600
Forest Property -More than 50,000 Acres	111	111	111	100.0%	111	111	111
	957,872	993,617	988,902	99.5%	988,902	981,111	981,111
AREA RATES							
Hydrant Rate	209,187	201,424	200,691	99.6%	200,691	300,400	300,400
Transportation-Roads & Sidewalks							
Transportation-Roads & Sidewalks	331,288	241,657	235,441	97.4%	235,441	421,613	421,613
District 13	1,380,282	1,492,989	1,487,522	99.6%	1,487,522	1,657,846	1,657,846
Debt-District 13	56,724	61,356	61,131	99.6%	61,131	68,131	68,131
	1,977,480	1,997,425	1,984,785	99.4%	1,984,785	2,447,990	2,447,990
Environmental Health-Caledonia	35,791	36,000	27,001	75.0%	36,000	36,000	36,000
Environmental Health- Milton	50,349	50,500	38,912	77.1%	51,987	52,100	52,100
Environmental Health- Liverpool	433,676	435,000	324,859	74.7%	432,398	431,800	431,800
Environmental Health- Brooklyn	42,111	42,100	31,221	74.2%	41,750	41,100	41,100
	561,927	563,600	421,993	74.9%	562,134	561,000	561,000



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Business Property							
Bell	44,819	48,000	47,372	98.7%	47,372	48,000	48,000
Nova Scotia Power	1,212,718	1,329,946	1,329,946	100.0%	1,329,946	1,329,946	1,329,946
Nova Scotia Power HST Rebate	67,798	50,000	54,956	109.9%	54,956	54,956	54,956
	1,325,335	1,427,946	1,432,274	100.3%	1,432,274	1,432,902	1,432,902
Deed Transfer Tax	1,116,379	1,100,000	975,147	88.6%	1,192,641	1,200,000	1,200,000
Tax Recoveries	18,802	10,000	406	4.1%	8,000	10,000	10,000
	1,135,181	1,110,000	975,553	87.9%	1,200,641	1,210,000	1,210,000
Total Taxation	\$ 19,540,202	\$ 20,587,560	\$ 20,256,574	98.4%	\$ 20,621,615	\$ 22,199,803	\$ 22,199,803

2. Grants in Lieu of Taxes

Federal Government	63,010	60,892	65,073	106.9%	57,717	82,544	82,544
Provincial Government							
Provincial Property	111,095	85,400	-	0.0%	85,400	88,207	88,207
Conservation GIL	-	14,375	6,189	43.1%	14,375	14,375	14,375
Crown Timber Land	133,585	133,585	-	0.0%	133,585	133,585	133,585
Fire Protection	49,711	22,698	-	0.0%	22,698	24,384	24,384
	294,391	256,058	6,189	2.4%	256,058	260,551	260,551
Total Grants in Lieu of Taxes	\$ 357,401	\$ 316,950	\$ 71,262	22.5%	\$ 313,775	\$ 343,095	\$ 343,095



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
3. Services Provided to Other Governments							
Closure Costs Joint Service Board	14,785	13,600	10,477	77.0%	13,928	14,300	14,300
Closure Costs Barrington	26,385	27,600	28,638	103.8%	28,121	28,800	28,800
Closure Costs Clarks Harbour	3,940	4,400	2,073	47.1%	8,792	4,500	4,500
Barrington Solid Waste	226,480	231,400	177,970	76.9%	241,386	247,400	247,400
Clarks Harbour Solid Waste	37,042	37,900	25,251	66.6%	37,476	38,400	38,400
Joint Service Board Organics	75,296	74,300	59,935	80.7%	69,223	73,500	73,500
Barrington Organics	45,074	46,600	27,992	60.1%	48,014	51,000	51,000
Clarks Harbour Organics	472	-	2,002	-	2,670	2,800	2,800
Joint Service Board Recycling	93,867	93,700	83,759	89.4%	83,759	-	-
Joint Service Board Solid Waste	126,343	122,800	89,931	73.2%	119,559	122,560	122,560
Barrington Recycling	25,559	26,700	17,907	67.1%	35,518	-	-
Clarks Harbour Recycling	828	800	1,641	205.1%	1,279	-	-
Waste Check Solid Waste	1,436,584	1,436,300	1,204,594	83.9%	1,588,073	1,627,900	1,627,900
Closure Costs Waste Check	182,946	184,300	144,747	78.5%	202,229	207,300	207,300
Waste Check Under tonnage	39,073	36,900	13,968	37.9%	43,465	43,500	43,500
	\$ 2,334,672	\$ 2,337,299	\$ 1,890,884	80.9%	\$ 2,523,492	\$ 2,461,960	\$ 2,461,960

4. Sales of Services

Protective Services

Parking Meters	8,870	12,000	5,652	47.1%	6,500	10,000	10,000
----------------	-------	--------	-------	-------	-------	--------	--------

Public Health and Welfare Services

Revenue from Residents	1,586,089	1,647,397	1,339,105	81.3%	1,560,000	1,725,077	1,725,077
Other Funding Sources	671,124	4,000	9,913	247.8%	130,000	-	-
	2,257,212	1,651,397	1,349,018	81.7%	1,690,000	1,725,077	1,725,077



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Environmental Health Services							
Septage	103,509	111,100	120,003	108.0%	132,200	145,400	145,400
Commercial Solid Waste	326,437	352,000	204,916	58.2%	247,200	248,400	248,400
Commercial Organics	70,650	78,100	52,305	67.0%	53,431	56,800	56,800
Mixed C&D and O/S Queens	135,539	136,400	127,052	93.1%	166,897	179,800	179,800
Commercial Recyclables	8,612	9,600	7,100	74.0%	8,962	-	-
Commercial Closure	202,946	206,800	191,785	92.7%	214,000	271,700	271,700
Metal Sales	49,042	53,600	946	1.8%	50,067	50,200	50,200
Sorted Commercial Queens	8,595	8,800	8,932	101.5%	12,135	12,800	12,800
Sorted O/S Queens	40,384	35,200	24,136	68.6%	41,833	45,000	45,000
Recycling Commodities	70,870	77,000	19,063	24.8%	19,000	-	-
Contaminated Soil	61,826	39,600	53,264	134.5%	65,685	65,700	65,700
	1,078,410	1,108,200	809,502	73.0%	1,011,410	1,075,800	1,075,800
Other							
Tax Certificates	15,080	15,000	12,320	82.1%	14,480	15,000	15,000
Total Sales of Services	\$ 3,359,572	\$ 2,786,597	\$ 2,176,492	78.1%	\$ 2,722,390	\$ 2,825,877	\$ 2,825,877

5. Other Revenue from Own Sources

Licenses & Permits

Dog Registration Fees	9,780	11,000	8,610	78.3%	9,000	10,000	10,000
Planning Department Zoning, etc.	10,470	7,500	5,648	75.3%	7,500	7,500	7,500
Building Permits	27,260	30,000	31,861	106.2%	38,500	35,000	35,000
Vendors License	2,502	2,500	1,888	75.5%	2,200	2,500	2,500
Taxi-License & Operator	500	600	50	8.3%	500	500	500
	50,512	51,600	48,057	93.1%	57,700	55,500	55,500

Fines

Parking Fines	1,263	1,000	867	86.7%	1,000	1,000	1,000
Sheriff Fines	30,469	30,000	27,188	90.6%	30,000	30,000	30,000
	31,733	31,000	28,055	90.5%	31,000	31,000	31,000



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V3		V3.1
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Rentals							
Town Hall	6,000	6,000	-	0.0%	-	-	-
LBDC	111,709	108,883	34,706	31.9%	50,000	120,000	120,000
Registry of Deeds	16,450	16,470	12,338	74.9%	16,470	16,470	16,470
Hangar Rent-Airport	4,000	4,000	4,000	100.0%	4,000	4,000	4,000
	138,159	135,353	51,044	37.7%	70,470	140,470	140,470
Return on Investments							
Interest on Investments	320,489	250,000	150,124	60.0%	180,000	160,000	160,000
	320,489	250,000	150,124	60.0%	180,000	160,000	160,000
Other Revenue from Own Sources							
Penalties and Interest on Taxes	195,798	175,000	195,752	111.9%	215,000	170,000	170,000
Penalties and Interest on Misc.	10,095	10,000	10,856	108.6%	12,000	12,000	12,000
Marketing Levy Revenue					-	100,000	100,000
	205,893	185,000	206,608	111.7%	227,000	282,000	282,000
Recreation and Cultural Services							
Queens Place Recreation Facility							
Skate Sharpening	2,062	1,500	1,458	97.2%	1,600	1,750	1,750
Public Skating	2,877	2,400	2,379	99.1%	2,800	3,500	3,500
Concessions	5,541						-
Ice Rentals	219,958	210,000	161,900	77.1%	214,000	220,000	220,000
Fitness Revenue Memberships	162,293	165,000	141,111	85.5%	168,000	172,000	172,000
Indoor Track	5,194	5,000	-	0.0%	-	-	-
Sponsorships & Advertising	55,953	40,000	45,616	114.0%	46,000	45,000	45,000
Room Rentals (Fitness/Community)	28,909	25,000	15,275	61.1%	18,000	20,000	20,000
Fitness Classes	4,142	2,200	4,455	202.5%	4,800	5,000	5,000
Gate Revenue	6,127						-
Vending Machines Revenue	9,176	5,000	4,558	91.2%	5,500	6,000	6,000
Full Facility Rental	41,110	-	-	0.0%	-	-	-
Youth Centre	3,685						-
Personal Trainer	8,848	10,000	6,218	62.2%	8,500	10,000	10,000
	555,877	466,100	382,970	82.2%	469,200	483,250	483,250



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Recreation Program Revenue	29,962	40,000	3,298	8.2%	7,000	46,750	46,750
	585,838	506,100	386,268	76.3%	476,200	530,000	530,000
Miscellaneous							
Race Track Revenue	9,000	9,600	9,210	95.9%	9,210	9,500	9,500
Visitor Information Center	5,800	4,500	2,160	48.0%	2,160	3,000	3,000
Sundry Revenue	203,735	45,000	41,213	91.6%	800,000	45,000	45,000
EPR Revenue		100,000	-	0.0%	-	-	-
RCMP Criminal Checks	3,990	3,600	2,461	68.4%	3,000	3,000	3,000
Vacancy Allowance	-	507,554	-	0.0%	-	109,302	109,302
Revenue collected for Other Government Agencies							
Brooklyn Community Rate	47,234	49,761	49,556	99.6%	49,556	52,350	52,350
	269,759	720,015	104,600	14.5%	863,926	222,152	222,152
Total Other Revenue from Own Sources	\$ 1,602,382	\$ 1,879,068	\$ 974,756	51.9%	\$ 1,906,296	\$ 1,421,122	\$ 1,421,122

6. Unconditional Transfer from Other

Governments

Provincial Government

Farm Property Acreage	14,010	14,101	14,140	100.3%	14,140	14,140	14,140
Municipal Financial Capacity Grant	1,343,225	1,343,225	1,007,418	75.0%	1,343,225	1,343,225	1,343,225
Total Unconditional Transfers from Other Gov.	\$ 1,357,235	\$ 1,357,326	\$ 1,021,558	75.3%	\$ 1,357,365	\$ 1,357,365	\$ 1,357,365

7. Conditional Transfers from Federal & Provincial

Governments or Agencies

RRF Funding	10,093	11,000	-	0.0%	10,000	10,000	10,000
Diversion Credits	116,652	60,000	10,346	17.2%	25,000	62,295	62,295
Provincial Funding	17,232	-	60,877	0.0%	50,000	55,500	55,500
911 Cost Recovery Fund	4,590	4,600	-	0.0%	5,000	5,000	5,000
Federal Funding	9,280	-	5,000	0.0%	5,000	-	-
Total Conditional Transfers	\$ 157,847	\$ 75,600	\$ 76,223	100.8%	\$ 95,000	\$ 132,795	\$ 132,795



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31	V3					
				2027-03-31		2027-03-31			
				Region	Region	%age	Projections to	Region	Budget
				Actual	Budget	YTD	Budget	2026-03-31	Budget
8. Other Transfers, Collections for Other Governments									
Accumulated Surplus									
Succession Planning		32,214	-	0.0%	32,214	-	-		
Other 24/25 Surplus Items	431,147	-	-	0.0%	-	-	-		
Grey Box new Site Set up		24,000	-	0.0%	-	-	-		
Community Group Funding Support		450,000	-	0.0%	216,490	483,000	483,000		
New Dry Hydrants		40,000	-	0.0%	-	-	-		
Intervenor Status	7,953	67,189	22,010	32.8%	68,000	-	-		
Paving rate funding		321,098	-	0.0%	-	-	-		
Unbudgeted expenses	381,553	-			73,500	-	-		
RQM 30th anniversary						30,000	30,000		
Community Wellness Strategy						50,000	50,000		
Recommissioning report - Queens Place						52,500	52,500		
Queens Place Parking Lot and wall replacement						90,000	90,000		
Trestle Trail Bridge Study						30,000	30,000		
Transfer fr Surplus to balance rate change to zero		142,915	-	0.0%	-	-	-		
	820,653	1,077,416	22,010	2.0%	390,204	735,500	735,500		
Transfers from Special Operating Reserves									
Shares Services Initial Costs	-	110,000	-	0.0%	-	25,000	25,000		
Paving rate balancing District 13	-				137,115	10,000	10,000		
Septage Reserve Lagoon Dredging	-	-			-	55,000	55,000		
Hillsview Acres Deficit Transfer fr Reserves	77,346	192,259	-	0.0%	130,407	246,460	246,460		
Pine Grove	25,000	25,000	-	0.0%	25,000	25,000	25,000		
Accessibility	-	55,000	-	0.0%	11,251	-	-		
MPS update funding fr reserve	-				-	48,000	48,000		
Clif Reserve	10,000	-	250,000	-	250,000	100,000	100,000		
Organics reserve	-	-	-	-	-	400,000	400,000		
Organics reserve	-	-	-	-	-	66,481	66,481		
Parkland						7,000	7,000		
Parkland						30,000	30,000		
Parkland						49,000	49,000		



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Parkland						32,500	32,500
Parkland						12,000	12,000
Parkland						10,000	10,000
Shared Services Reserve						52,000	52,000
Fundraising						19,500	19,500
District 13 Reserve						90,000	90,000
District 13 Reserve						43,500	43,500
District 13 Reserve						37,000	37,000
Other 24/25 Special Operating Reserve items	898,508	-	-	-	-	-	-
Transfers from Special Equipment Reserve							-
Fire Department Truck Reserve	166,703	309,071	-	0.0%	309,071	361,571	361,571
	1,998,211	1,768,746	272,010	15.4%	1,253,048	2,455,512	2,455,512

TOTAL REVENUE:	\$ 30,707,523	\$ 31,109,145	\$ 26,739,760	86.0%	\$ 30,792,980	\$ 33,197,530	\$ 33,197,530
-----------------------	----------------------	----------------------	----------------------	--------------	----------------------	----------------------	----------------------

9. General Government Services

Legislative

Remuneration-Mayor	48,600	51,220	39,395	76.9%	51,220	51,220	79,557
Remuneration-Council	169,683	179,520	138,638	77.2%	179,520	179,520	327,633
Council Expenses (publicly reported)	12,513	14,000	11,454	81.8%	14,000	13,000	13,000
Other Expenses	19,156	10,000	7,407	74.1%	10,000	13,000	10,260
Council Discretionary Fund		-	-		-	10,000	-
Committee of Council Expenses		-	-		-	10,000	-
	249,952	254,740	196,894	77.3%	254,740	276,740	430,451



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
General Administrative							
Administrative	919,096	1,589,820	929,955	58.5%	1,330,000	1,783,795	1,783,795
Administrative Benefits	184,059	10,512	5,624	53.5%	10,512	11,000	11,000
Allocated -Water Utility	(56,650)	(58,070)	(43,553)	75.0%	(58,070)	(61,597)	(61,597)
Office Expenses	63,132	75,600	58,699	77.6%	75,600	80,600	77,566
Computer Insurance	7,992	9,000	9,000	100.0%	9,000	9,000	9,000
Equipment Mtnc/Lease Costs	14,938	15,000	15,765	105.1%	15,000	22,044	22,044
Computer System	236,698	307,602	278,042	90.4%	307,602	410,500	315,600
Diversity Programs	14,061	25,000	1,000	4.0%	1,000	25,000	14,427
Staff Training	13,112	50,000	35,659	71.3%	45,000	50,000	13,453
	1,396,438	2,024,464	1,290,191	63.7%	1,735,644	2,330,343	2,185,288
Financial Management							
Financial Management	48,057	45,000	15,282	34.0%	50,000	45,000	45,000
Bank Charges	2,503	2,200	517	23.5%	1,500	1,500	1,500
	50,560	47,200	15,799	33.5%	51,500	46,500	46,500
Taxation							
Administration	71,148	76,620	56,745	74.1%	76,620	80,679	80,679
Tax Billings	16,333	20,000	20,151	100.8%	20,151	20,600	20,600
Tax Exemptions	129,634	163,000	147,161	90.3%	160,000	175,000	167,238
Assessment Services	317,389	328,985	246,739	75.0%	328,985	355,304	355,304
Other Taxation-Tax Sale Costs/Appeals PY	2,996	28,560	10,624	37.2%	28,560	30,000	29,303
	537,500	617,165	481,420	78.0%	614,316	661,583	653,123
Common Services-Administration Building							
Insurance	5,955	6,700	6,700	100.0%	6,700	6,700	6,700
Electricity	34,300	36,400	18,381	50.5%	30,000	30,600	30,600
General Maintenance	37,976	55,000	39,565	71.9%	72,500	35,000	35,000
Utilities	1,610	1,720	871	50.6%	1,700	2,800	2,800
	79,841	99,820	65,517	65.6%	110,900	75,100	75,100



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V3		V3.1
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Other							
Legal Services	118,092	177,000	179,855	101.6%	170,000	120,000	120,000
Recruiting	55,571	50,000	42,162	84.3%	42,500	2,500	2,500
General Consulting	62,928	100,000	23,529	23.5%	17,600	125,000	100,000
Safety Strategy Implementation	305,444	50,000	123,362	246.7%	150,000	30,000	10,000
Other	303,496	-	8,252	0.0%	8,400	5,000	1,000
Contingency	-	100,000	30,039	30.0%	36,200	175,000	-
Homeowners Association Fees	-	450	-	0.0%	450	-	450
Utility Low Income Assistance	-	15,000	-	0.0%	5,000	15,000	15,000
Staff Relations Fund	22,237	25,000	16,876	67.5%	25,000	23,100	23,100
	867,768	517,450	424,075	82.0%	455,150	495,600	272,050
Other General Government Services							
Conventions & Delegations							
NSFM (Council + CAO)	19,736	25,600	17,926	70.0%	18,000	32,100	26,266
Elections	78,064						
FCM/CAMA (Council + CAO)	2,949	12,200	10,469	85.8%	11,000	25,000	12,517
Other Councilors Conferences		1,000	-	0.0%	-	2,000	1,026
AMANS	4,416	8,818	11,500	130.4%	12,000	19,700	9,047
	105,165	47,618	39,895	83.8%	41,000	78,800	48,856
General Accident, Damage Claims &							
Public Liability Insurance	1,120	1,120	1,120	100.0%	1,220	1,220	1,220
Grants to Other Organizations & Individuals							
Community Investment Fund	179,420	175,000	352,330	201.3%	348,378	275,000	275,000
	179,420	175,000	352,330	201.3%	348,378	275,000	275,000



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Other							
Scholarships	9,000	9,000	9,500	105.6%	9,000	9,000	9,000
Municipal Floats	1,565	1,600	728	45.5%	1,000	2,000	1,600
Pension/Administration Costs	5,544	5,450	4,158	76.3%	5,450	5,450	5,450
Advertising & Promotions	4,697	13,000	3,491	26.9%	10,000	13,000	13,000
Grants to Organizations	-	-	-	0.0%	-	-	-
- Queens County Food Bank	-	15,500	15,500	100.0%	15,500	15,500	15,500
- Queens Country Transit	-	70,000	70,000	100.0%	70,000	70,000	70,000
- Astor funding - surplus	-	250,000	17,197	6.9%	250,000	233,000	233,000
- Greenfield Fire	-	200,000	200,000	100.0%	200,000		
- North Queens Track - surplus	-	-	-	0.0%	-	250,000	250,000
Contingency	50,407	-	-	0.0%	-	-	-
Communications	9,464	15,000	2,470	16.5%	10,000	22,000	15,390
	80,676	579,550	323,044	55.7%	570,950	619,950	612,940
Valuation Allowance							
Uncollectible taxes	26,876	15,000	8,980	59.9%	12,000	15,000	15,000
Total General Government Services	\$ 3,575,315	\$ 4,379,128	\$ 3,199,265	73.1%	\$ 4,195,798	\$ 4,875,835	\$ 4,615,528

10. Protective Services

Police Protection

Administration-Prosecution Fees	12,512	12,400	7,800	62.9%	10,000	12,500	12,500
DNA Testing	10,374	10,700	13,133	122.7%	13,200	13,500	13,500
RCMP Satellite Office-Caledonia	962	600	239	39.8%	425	450	450
Seniors' Safety Coordinator		74,966	37,062	49.4%	54,000	83,061	83,061
Protective Services	2,780,840	2,864,265	2,224,788	77.7%	2,966,384	3,564,703	3,564,703
Total Police/Senior Protection	2,804,689	2,962,931	2,283,022	77.1%	3,044,009	3,674,214	3,674,214



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V3		
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	V3.1
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
							2.60%
Law Enforcement							
Building/Fire Inspection							
Salary & Benefits	169,904	182,400	134,987	74.0%	182,400	190,095	190,095
Travel	3,615	5,000	1,308	26.2%	1,436	5,000	5,000
Insurance Liability/Vehicle	612	2,591	2,591	100.0%	2,591	2,591	2,600
Training/Memberships	4,873	5,000	7,221	144.4%	7,221	5,000	5,000
Shared Services		110,000	-	0.0%	-	25,000	25,000
Telephone	2,285	1,700	425	25.0%	600		-
Gasoline	12,000	12,600	9,450	75.0%	12,600	12,900	12,900
Maintenance Vehicle		3,600	3,201	88.9%	4,500	3,600	3,600
Supplies	63,748	500	415	83.0%	415	1,500	513
	257,036	323,391	159,598	49.4%	211,763	245,686	244,708
By Law Enforcement							
Salary & Benefits	102,064	162,660	108,083	66.4%	131,900	177,574	177,574
Insurance Liability/Vehicle	1,428	1,904	1,904	100.0%	1,904	1,900	1,900
Training/Memberships	325	1,500	3,390	226.0%	1,515	3,500	1,539
Telephone	451	700	241	34.4%	350	1,000	718
Uniform	1,907	3,000	1,621	54.0%	1,621	3,000	3,000
Unsanitary Premises	3,903	1,000	52	5.2%	50	1,000	1,000
Gasoline	5,520	6,000	4,500	75.0%	6,000	6,200	6,200
Bylaw Vehicle Maintenance	472	1,800	796	44.2%	1,200	1,800	1,800
Dog Tags	705	850	667	78.5%	732	850	850
Dog Pound General Maintenance	1,139	750	582	77.6%	500	750	750
Supplies for Dog Control		500	93	18.6%	111	500	500
Parking Meter Repairs/Tickets	727	5,000	2,152	43.0%	2,152	5,000	5,000
	118,640	185,664	124,081	66.8%	148,035	203,074	200,832
Total Law Enforcement	375,676	509,055	283,679	55.7%	359,798	448,761	445,540



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Fire Fighting Force							
Liability Insurance	13,561	13,925	14,425	103.6%	14,425	14,425	14,425
Safety Training	40,000	40,000	30,000	75.0%	40,000	40,000	40,000
Fire Department Equipment Purchases	166,703	309,071	309,071	100.0%	309,071	361,571	361,571
Grants Volunteer Fire Departments/First Resp.	633,860	692,450	609,280	88.0%	692,450	742,750	710,454
Interest on Loans	1,100	525	-	0.0%	525	-	-
Workers Compensation	12,342	18,400	13,926	75.7%	18,570	20,000	20,000
Medical Insurance	5,895	6,200	5,895	95.1%	5,895	6,200	6,200
1st Responders Insurance	1,623	1,185	1,685	142.2%	1,685	1,685	1,685
Dry Hydrant Maintenance	14,952	10,000	4,198	42.0%	15,000	11,520	10,260
Dry Hydrant Upgrades		40,000	-	0.0%	-	-	-
Dry Hydrant Labour		60,820	2,952	4.9%	-	-	-
Reserve Fund-Fire Department Capital	380,316	415,470	311,603	75.0%	415,470	445,650	426,272
	1,270,351	1,608,046	1,303,036	81.0%	1,513,091	1,643,801	1,590,867
Fire Alarm Systems							
Answering Contract	29,787	31,000	22,726	73.3%	31,000	31,800	31,800
Base Station/Antenna	536	600	386	64.3%	600	600	600
	30,323	31,600	23,112	73.1%	31,600	32,400	32,400
Water Supply and Hydrants	219,488	201,424	151,068	75.0%	200,691	300,400	300,400
Fire Station Building							
Insurance/Building/Boiler	6,122	5,139	5,139	100.0%	5,139	5,140	5,140
Building Repairs & Grounds	22,193	26,000	48,305	185.8%	35,000	22,000	22,000
Building Fuel	25,607	16,640	11,862	71.3%	20,000	20,500	20,500
Utilities	17,833	23,400	8,655	37.0%	17,000	17,400	17,400
	71,755	71,179	73,961	103.9%	77,139	65,040	65,040
Other Fire Protection							
Snow Removal Rural Fire Hydrants	945	5,000	3,180	63.6%	5,000	5,000	5,000
Total Fire Protection	1,592,862	1,917,249	1,554,357	81.1%	1,827,521	2,046,641	1,993,707



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V3		V3.1
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Emergency Measures							
Local EMO/GSAR	25,753	44,935	29,132	64.8%	40,000	120,546	120,546
Ground Search & Rescue- Building Fuel	4,955	5,000	3,468	69.4%	5,000	5,100	5,100
Vehicle/Building/Liability Insurance	16,862	9,808	10,802	110.1%	10,802	10,800	10,800
Electricity	1,801	1,660	1,097	66.1%	1,700	1,700	1,700
Building Maintenance	12,413	3,750	1,880	50.1%	2,750	3,000	3,000
Total Emergency Measures	61,784	65,153	46,379	71.2%	60,252	141,146	141,146
Total Protective Services	\$ 4,835,010	\$ 5,454,387	\$ 4,167,437	76.4%	\$ 5,291,580	\$ 6,310,762	\$ 6,254,607

11. Transportation Services

Common Services-Administration

EPW Wages (IBEW and non union)	1,259,160	570,790	899,831	157.6%	1,200,000	2,108,632	2,108,632
Wage reallocation							
Sanitary Supplies	24,117	36,750	17,351	47.2%	25,000	41,125	37,706
Asset Management	15,074						
Licencing/Memberships/ Professional Development	17,066	33,180	31,107	93.8%	40,000	54,087	34,043
Communication Services	21,292	40,000	23,368	58.4%	35,000	63,640	41,040
	1,336,708	680,720	971,657	142.7%	1,300,000	2,267,484	2,221,420

Common Services-Equipment Operations

Salary & Benefits Mechanic	113,301	83,040	129,996	156.5%	179,900	205,599	205,599
Equipment Oil & Fluids	19,742	25,000	16,866	67.5%	22,488	23,100	23,100
Equipment Gas	29,799	32,550	23,683	72.8%	31,577	32,400	32,400
Equipment Diesel	18,556	20,000	16,277	81.4%	21,703	22,300	22,300
EPW Vehicle Maintenance	145,888	173,750	140,376	80.8%	170,000	176,450	176,450
Trucks-Insurance	20,330	28,276	28,276	100.0%	28,275	28,300	28,300
Small Equipment Maintenance	22,433	44,250	15,110	34.1%	30,000	35,400	35,400
Plow Insurance	3,060	857	857	100.0%	857	850	850
Heavy Equipment Maintenance	105,235	184,000	132,586	72.1%	184,000	184,000	184,000
Loader-Insurance	3,056	3,428	4,695	137.0%	4,695	4,700	4,700
Backhoe - Insurance	382	429	429	100.0%	429	430	430
	481,781	595,580	509,151	85.5%	673,924	713,529	713,529



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31				
						V3	V3.1
						2027-03-31	2027-03-31
				Region	Region	%age	Projections to
Actual	Budget	YTD	Budget	2026-03-31	Budget	2.60%	
Debenture Principal & Interest							
Principal		-	-		-	22,000	22,000
Interest		-	-		-	6,919	6,919
		-	-		-	28,919	28,919
Small Tools and Equipment	43,962	34,000	24,440	71.9%	34,000	34,000	34,000
Public Works Safety Equipment and Training	30,342	45,000	85,708	190.5%	90,000	42,000	42,000
	74,304	79,000	110,148	139.4%	124,000	76,000	76,000
Storage							
Insurance	253	548	548	100.0%	548	550	550
Grounds Building Utilities	15,443	15,600	2,772	17.8%	14,000	14,400	14,400
Grounds Building General Maintenance	21,536	10,000	7,321	73.2%	7,500	10,000	10,000
	37,232	26,148	10,641	40.7%	22,048	24,950	24,950
Works Garage							
Works Garage Renovation	92,737	12,000	21,220	176.8%	12,000	-	-
Insurance	2,620						
Works Utilities	28,938	29,640	17,870	60.3%	29,000	29,800	29,800
Works Department General Maintenance	37,887	81,000	21,364	26.4%	71,600	40,000	40,000
	162,183	122,640	60,454	49.3%	112,600	69,800	69,800
Insurance	-	2,934	2,934	100.0%	2,934	2,900	2,900
Total Common Services	2,092,209	1,507,022	1,664,985	110.5%	2,235,506	3,183,581	3,137,517

Road Transport



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V3		V3.1
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Roads and Streets							
Road Levy	301,415	306,840	230,136	75.0%	306,848	314,800	314,800
Street and Road Maintenance	227,518	103,890	111,475	107.3%	145,000	107,220	106,591
Street and Road Maintenance - Labour		532,360	121,674	22.9%	162,233		
J Class roads	150,000				-	250,000	250,000
Sidewalks Material	34,935	64,290	15,484	24.1%	80,000	127,625	109,462
Sidewalks Labour		60,820	16,642	27.4%	22,189		
Storm Water Management	31,384	10,000	12,881	128.8%	30,000	39,000	10,260
Storm Water Management - Labour		50,180	16,447	32.8%	21,929		
De-Icing Materials Supply	80,546	75,000	15,551	20.7%	70,000	68,737	68,737
Traffic Signals and Markings	73,240	99,392	149,645	150.6%	150,000	248,500	229,476
Traffic Calming		50,180	-	0.0%			
Equipment Permitting	20,340	16,500	14,616	88.6%	21,000	25,355	25,355
Asphalt Paving	312,972	391,230	395,364	101.1%	400,000	410,400	410,400
	1,232,350	1,760,682	1,099,915	62.5%	1,409,198	1,591,637	1,525,081
Debenture Principal & Interest							
Principal	35,365	64,856	70,860	109.3%	64,856	70,456	70,456
Interest	17,993	18,994	12,209	64.3%	18,994	16,810	16,810
	53,358	83,850	83,069	99.1%	83,850	87,267	87,267
Road Transport							
Street lighting							
Rental	291,622	273,000	200,936	73.6%	275,000	280,500	280,500
Decorative Light Maintenance	9,761	19,000	11,618	61.1%	9,000	4,000	4,000
	301,383	292,000	212,554	72.8%	284,000	284,500	284,500
Airport							
Airport Insurance	4,464	4,628	4,572	98.8%	4,572	4,600	4,600
Building/Grounds	2,336	2,500	-	0.0%	2,500	2,500	2,500
Heat/Lights/Fuel	2,939	2,730	1,324	48.5%	2,500	2,600	2,600
	9,739	9,858	5,896	59.8%	9,572	9,700	9,700
Total Transportation Services	\$ 3,689,039	\$ 3,653,412	\$ 3,066,419	83.9%	\$ 4,022,126	\$ 5,156,685	\$ 5,044,065



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31	V3			
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	V3.1
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
12. Environmental Health Services							
R.Q.M. Sewage Administration							
Supervision	15,637	154,880	29,171	18.8%	38,894	243,333	243,333
Labour		-	-		-	492,235	492,235
Wage reallocation to Utility		-	-		-	(266,959)	(266,959)
Wage reallocation to operations		-	-		-	-	-
Insurance-Caledonia	2,851	3,194	3,194	100.0%	3,194	3,200	3,200
WW Continuing Education/Certification	1,240	17,910	2,537	14.2%	4,000	6,000	6,000
Consulting Services	33,734	30,000	10,569	35.2%	16,000	13,200	13,200
Insurance- Brooklyn	1,747	1,948	1,948	100.0%	1,948	1,950	1,950
Insurance-STP Liverpool	13,777	15,518	15,518	100.0%	15,518	15,500	15,500
Insurance-Milton	3,460	3,880	3,880	100.0%	3,880	3,900	3,900
	72,446	227,330	66,818	29.4%	83,434	512,358	512,358
R.Q.M. Sewage Collection Systems							
NQ WW Collection and Treatment Maintenance	59,231	129,500	116,203	89.7%	155,000	99,400	99,400
NQ WW Collection and Treatment Wages and B	24,167	46,350	25,524	55.1%	35,000	-	-
SQ WW Collection Wages and Benefits	33,296	132,270	78,994	59.7%	108,105	-	-
SQ WW Collection Maintenance	196,806	180,000	246,463	136.9%	265,000	190,000	184,680
	313,501	488,120	467,184	95.7%	563,105	289,400	284,080
R.Q.M. Sewage Treatment & Disposal							
SQ WW Treatment Operations	233,477	221,825	167,356	75.4%	220,000	246,825	227,592
SQ WW Treatment Wages and Benefits	12,242	46,350	14,949	32.3%	20,500	-	-
	245,719	268,175	182,305	68.0%	240,500	246,825	227,592
Debenture Principal & Interest							
Principal	130,486	162,731	169,294	104.0%	162,731	177,663	177,663
Interest	31,717	30,688	24,910	81.2%	30,688	28,737	28,737
	162,202	193,419	194,204	100.4%	193,419	206,400	206,400
R.Q.M. Total Sewage and Disposal	793,867	1,177,044	910,511	77.4%	1,080,458	1,254,983	1,230,431



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31	V3			
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Garbage Collection & Disposal							
Administration							
Salary and Benefits	68,385	208,030	53,670	25.8%	71,560	158,459	158,459
Wage reallocation						(79,858)	(79,858)
SW Administrative Travel	-	2,000	270	13.5%	650	750	750
SW Administrative Communications	705	1,500	-	0.0%	-	-	-
Public Engagement	7,024	17,500	6,483	37.0%	6,500	29,300	17,955
Uncollectible AR	354	-	-	0.0%	25,000	-	-
Curbside Inspection	21,190	25,000	630	2.5%	630	-	-
	<u>97,658</u>	<u>254,030</u>	<u>61,053</u>	<u>24.0%</u>	<u>104,340</u>	<u>108,652</u>	<u>97,307</u>
Garbage & Waste Collection							
Grey Box & Green Cart Maintenance	39,205	74,480	11,527	15.5%	4,750	74,480	38,480
Grey Box & Green Cart Maintenance - Labour		60,820	26,499	43.6%	35,332		
Solid Waste Collection Contracts	974,997	1,072,140	728,732	68.0%	1,100,000	1,311,777	1,311,777
Solid Waste Transportation Contract	520,677	557,820	410,872	73.7%	560,000	827,337	827,337
Derelict Vehicle Program	876	1,000	572	57.2%	1,000	1,000	1,000
	<u>1,535,756</u>	<u>1,766,260</u>	<u>1,178,202</u>	<u>66.7%</u>	<u>1,701,082</u>	<u>2,214,594</u>	<u>2,178,594</u>
Landfill							
SW Wages and Benefits	375,978	436,630	240,544	55.1%	349,000	460,142	460,142
Insurance	9,851	11,042	11,042	100.0%	11,042	11,000	11,000
SW Facility Operation and Maintenance	379,089	380,300	251,538	66.1%	360,000	409,800	390,188
Control Program and Testing	43,569	62,500	49,073	78.5%	65,000	65,000	64,125
HHW Operation and Maintenance	999	37,000	76,386	206.4%	85,000	40,000	37,962
Leachate Management	198,514	75,000	34,794	46.4%	40,000	82,400	76,950
Leachate Transportation wages		148,920	36,535	24.5%	98,000	193,673	193,673
Reserve Fund-Spec Cap-Post Closure Queens	450,000	450,000	412,500	91.7%	450,000	400,000	400,000
Reserve Fund-Spec Cap-Post Closure-Cont.	423,920	550,000	331,792	60.3%	550,000	530,900	530,900
	<u>1,881,919</u>	<u>2,151,392</u>	<u>1,444,204</u>	<u>67.1%</u>	<u>2,008,042</u>	<u>2,192,915</u>	<u>2,164,940</u>
Debenture Principal & Interest							
Principal	66,751	68,987	68,987	100.0%	68,987	-	-
Interest	2,317	2,311	2,311	100.0%	2,311	-	-
	<u>69,068</u>	<u>71,298</u>	<u>71,298</u>	<u>100.0%</u>	<u>71,298</u>	<u>-</u>	<u>-</u>



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Recycling							
MRF Wages and Benefits	437,305	491,420	321,734	65.5%	354,000	-	-
Insurance	3,769	4,229	4,229	100.0%	4,229	4,200	4,200
MRF Operation and Maintenance	122,453	110,300	130,475	118.3%	135,000	-	-
Organics Transfer Operation and Maintenance	260,346	264,500	207,754	78.5%	277,005	288,086	271,377
Leaf and Yard Waste Operations - Labour	1,547	-	1,086	0.0%	1,448	-	-
Leaf and Yard Waste Operations		55,000	41,166	74.8%	45,000	47,500	47,500
	825,420	925,449	706,444	76.3%	816,682	339,786	323,077
Total Garbage & Waste Collection & Disposal	4,409,822	5,168,429	3,461,201	67.0%	4,701,444	4,855,946	4,763,917
Total Environmental Health Services	\$ 5,203,689	\$ 6,345,473	\$ 4,371,712	68.9%	\$ 5,781,903	\$ 6,110,930	\$ 5,994,348
13. Public Health & Welfare Services							
Hillsview Acres	2,334,559	\$ 1,843,656	\$ 1,422,370	77.1%	\$ 1,820,407	\$ 1,971,537	\$ 1,971,537
	\$ 2,334,559	\$ 1,843,656	\$ 1,422,370	77.1%	\$ 1,820,407	\$ 1,971,537	\$ 1,971,537
14. Environment Development Services							
Planning							
Administration							
Salaries & Benefits	293,641	455,290	271,243	59.6%	389,625	544,029	544,029
Supplies	3,020	3,000	428	14.3%	2,500	3,000	3,000
	296,661	458,290	271,671	59.3%	392,125	547,029	547,029



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V3		V3.1
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Planning Other							
Travel	236	250	197	78.8%	197	250	250
Liability Insurance	745	977	977	100.0%	977	1,000	1,000
Training/Memberships	895	1,200	200	16.7%	200	500	500
Civic Number Private Road Signage	391	1,000	-	0.0%	250	750	750
Advertising		1,000	-	0.0%	-	1,000	1,000
Permit Tracking	40,000						
Planning Projects Reserve	-	15,000	-	0.0%	15,000	100,000	100,000
GIS Project	8,207	5,750	-	0.0%	6,000	5,000	5,000
Heritage Property	489	1,200	-	0.0%	-	1,200	1,200
Meeting support		2,500	-	0.0%	-	2,500	2,500
Community Outreach	15,000	10,000	-	0.0%	-	5,000	5,000
Accessibility Planning/Implementation Misc.		12,500	-	0.0%	-	80,000	12,813
Surveying		5,000	-	0.0%	-	5,000	5,000
	65,964	56,377	1,374	2.4%	22,624	202,200	135,013
Total Environmental Planning & Zoning	362,625	514,667	273,045	53.1%	414,749	749,229	682,042
Other Environment Development Services							
Tourism & Economic Development							
Salaries & Benefits	331,034	347,423	212,358	61.1%	275,445	399,038	399,038
Supplies/Materials/Operations							
Supplies	339	500	194	38.8%	600	600	513
Library/Resource	94	150	-	0.0%			-
	433	650	194	29.8%	600	600	513
Department Services/Projects							
Brochure Update & Productions	18,023	15,000	659	4.4%	2,000	17,000	15,390
	18,023	15,000	659	4.4%	2,000	17,000	15,390
Queens Waterfront Development							
Port Medway Maintenance	7,470	9,710	4,551	46.9%	6,500	56,500	56,500
	7,470	9,710	4,551	46.9%	6,500	56,500	56,500



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Publicity & Advertising							
Website Development	7,728	12,000	5,285	44.0%	10,000	10,000	10,000
Signage Development & Mtnc.	5,058	12,500	7,762	62.1%	2,000	34,000	12,825
Promotions and Advertising	20,321	25,000	1,547	6.2%	8,000	40,000	25,650
	33,108	49,500	14,594	29.5%	20,000	84,000	48,475
Facilities							
Christmas Lighting/Wreaths	14,594	21,000	11,541	55.0%	20,000	23,000	21,546
VIC Maintenance	8,057	21,000	902	4.3%	1,000	2,500	2,500
	22,651	42,000	12,443	29.6%	21,000	25,500	24,046
Fort Point Lighthouse Park							
Insurance	862	950	950	100.0%	950	950	950
Utilities	3,631	3,220	1,599	49.7%	2,500	2,600	2,600
Fort Point Maintenance	2,790	6,000	2,910	48.5%	3,250	8,250	6,156
	7,282	10,170	5,459	53.7%	6,700	11,800	9,706
LBDC							
LBDC Maintenance and Operation	171,766	154,050	105,481	68.5%	155,000	180,800	158,055
Real Property Taxes	16,805	15,800	15,791	99.9%	15,790	17,300	17,300
Insurance	8,460	9,636	9,636	100.0%	9,636	9,636	9,636
Special Projects	1,245,837						-
	1,442,868	179,486	130,908	72.9%	180,426	207,736	184,991
Other							
VIC Operations	50,068	45,142	42,998	95.3%	38,000	52,087	42,087
Insurance	1,579	1,913	1,913	100.0%	1,913	1,900	1,900
Training	960	3,000	950	31.7%	2,000	3,000	3,000
Travel	987	1,500	695	46.3%	1,500	1,000	1,000
Membership	4,171	4,400	3,589	81.6%	3,589	4,000	4,000
	57,765	55,955	50,145	89.6%	47,002	61,987	51,987



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V3		V3.1
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Economic Development							
Regional Beautification / Façade program	46,988	40,000	19,742	49.4%	15,000	52,000	41,040
Events Strategy Implementation	50,501	50,000	36,818	73.6%	50,000	100,000	100,000
Economic Development Data and Profile		5,000	-	0.0%	-	5,000	5,000
Community Economic Diversification	13,740	35,000	8,632	24.7%	15,000	35,000	35,000
Regional Economic Development		10,000	-	0.0%	8,000	60,000	10,260
Branding/Wayfinding		50,000	-	0.0%	15,000	25,000	25,000
Caledonia Corner Park	30,000	30,000	-	0.0%	-	30,000	30,000
	141,230	220,000	65,192	29.6%	103,000	307,000	246,300
Total Tourism and Economic Development	2,061,864	929,894	496,503	53.4%	662,673	1,171,161	1,036,946
Total Environmental Development Services	\$ 2,424,489	\$ 1,444,561	\$ 769,548	53.3%	\$ 1,077,422	\$ 1,920,390	\$ 1,718,988

15. Recreation and Cultural Services

Recreation Facilities

Swimming Pool/Beach

Staff Wages/Benefits-NQAC	27,391	32,360	32,073	99.1%	32,100	42,029	42,029
Utilities-NQAC	2,518	1,810	2,661	147.0%	2,800	2,500	2,500
Supplies-NQAC	2,425	10,000	2,335	23.4%	2,335	6,050	6,050
NQAC Maintenance	16,700	8,000	8,925	111.6%	9,000	21,000	8,208
Staff Training/Travel-NQAC	7,330	7,500	6,101	81.3%	6,100	8,300	7,695
Insurance-NQAC	998	1,104	1,104	100.0%	1,104	1,104	1,104
Beach Meadows Beach Maintenance and Ops.	33,615	21,250	27,742	130.6%	30,000	24,575	21,803
Milton pool	8,203	-	-	0.0%	-	-	
	99,180	82,024	80,940	98.7%	83,439	105,558	89,389
Staff Wages/Benefits - SQOP	-	-	-	0.0%	-	120,260	120,260
Utilities-SQOP	-	-	-	0.0%	-	13,000	13,000
Supplies-SQOP	-	-	-	0.0%	-	35,000	35,000
SQOP Maintenance	-	-	-	0.0%	-	49,000	49,000
Staff Training/Travel - SQOP	-	-	-	0.0%	-	3,700	3,700
Insurance-SQOP	-	-	-	0.0%	-	5,000	5,000

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31				
	Region	Region	%age	Projections to	V3	V3.1	
	Actual	Budget	YTD	Budget	2027-03-31	2027-03-31	
					Region	Budget	2.60%
	-	-	-	0.0%	-	225,960	225,960
Parks/Playgrounds							
Grounds Crew Wages	237,295	411,686	220,745	53.6%	280,770	237,821	237,821
Liability Insurance	2,121	2,429	2,429	100.0%	2,429	2,429	2,429
Grounds Crew Gas	27,000	13,500	10,125	75.0%	13,500	13,900	13,900
Park Facilities Maintenance and Operation	53,074	112,125	70,142	62.6%	90,000	113,000	113,000
Playground Maintenance and Operation	28,269	28,450	20,752	72.9%	31,000	56,900	56,400
	347,760	568,190	324,193	57.1%	417,699	424,050	423,550
Queens Place Community Facility							
Office Supplies/Postage	6,391	6,400	1,597	25.0%	6,400	9,514	6,566
Insurance	15,614	17,955	17,955	100.0%	17,955	18,000	18,000
General Equipment	15,845	20,000	3,543	17.7%	15,000	20,000	20,000
Staff Training / Memberships	7,930	12,000	4,505	37.5%	9,000	18,200	12,312
Advertising & Promotion	426	15,000	1,711	11.4%	7,000	12,500	12,500
License & Fees	24,903	20,000	24,144	120.7%	26,000	52,000	52,000
Facility Building Maintenance	413,065	140,000	120,246	85.9%	155,000	343,478	233,640
Fuel Cost	98,030	74,000	71,384	96.5%	92,000	20,000	20,000
Power	298,403	315,120	240,077	76.2%	315,000	356,000	356,000
Sewer & Water Fees	11,529	12,000	9,026	75.2%	15,000	12,000	12,000
Telephone / Cable	7,229	7,000	6,007	85.8%	7,000	9,600	9,600
Propane	1,407	2,200	11	0.5%	-	500	500
Concessions Equipment & Supplies	1,596	5,000	-	0.0%	-	6,600	5,130
Bar/Beverage Supplies	10,466	8,500	4,085	48.1%	5,000	5,500	5,500
Special Events (facility rental)	16,429	25,000	-	0.0%	-	-	-
Fitness Center	23,071	35,000	7,156	20.4%	15,000	45,000	35,910
General Operations	22,628	28,000	20,288	72.5%	25,000	49,500	28,728
Salary & Benefits	583,119	811,120	574,353	70.8%	773,370	1,065,576	886,899
	1,558,081	1,554,295	1,106,088	71.2%	1,483,725	2,043,968	1,715,285
Debenture Principal & Interest							
Principal	158,369	158,369	158,369	100.0%	158,369	158,369	158,369
Interest	48,097	46,041	39,625	86.1%	46,041	41,696	41,696
	206,466	204,410	197,994	96.9%	204,410	200,065	200,065



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V3	V3.1	
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	2026-03-31	Budget	
						2.60%	
Subtotal Recreation Facilities	2,211,487	2,408,919	1,709,215	71.0%	2,189,273	2,999,601	2,654,249
Cultural Buildings & Facilities							
Historical Burial Grounds	807	1,000	686	68.6%	900	1,000	1,000
Old Town Hall/ Astor	807	1,000	686	68.6%	900	1,000	1,000
Old Town Hall/Astor Insurance	3,897	4,374	4,374	100.0%	4,374	4,374	4,374
Old Town Hall/Astor General Maintenance	24,916	80,000	30,080	37.6%	45,000	34,500	34,500
Old Town Hall/Astor Electricity & Fuel	35,526	35,360	16,150	45.7%	30,000	30,780	30,780
Old Town Hall/Astor Operations	8,049	2,400	730	30.4%	730	750	750
	72,388	122,134	51,334	42.0%	80,104	70,404	70,404
Museums							
Blacksmith Museum	28,968	4,314	16,361	379.3%	1,650	3,875	3,875
Court House Insurance, Fire & Liability	1,079	1,195	1,195	100.0%	1,195	1,195	1,195
Court House General Maintenance	2,411	10,000	6,860	68.6%	15,520	5,000	5,000
Court House Heat	5,268	5,500	1,780	32.4%	5,000	5,130	5,130
Court House Power Water & Sewer	2,385	2,600	1,258	48.4%	2,500	2,570	2,570
	40,111	23,609	27,454	116.3%	25,865	17,770	17,770
Library							
Library Operations	43,076	-	466	0.0%	600	600	600
Regional Library	92,000	92,000	69,000	75.0%	92,000	92,000	92,000
	135,076	92,000	69,466	75.5%	92,600	92,600	92,600
Other Recreation and Cultural Services							
Travel	1,629	4,090	2,311	56.5%	2,500	5,500	4,196
Training/Workshops	1,263	3,070	1,329	43.3%	1,500	5,750	3,150
Community Grants & Programs	-	-	-	0.0%	-	-	-
- North Queens Active Living	16,500	16,500	16,500	100.0%	16,500	19,500	16,929
- Greenfield Recreation	5,000	25,000	25,000	100.0%	25,000	26,250	25,650
Aquatic Training	175	3,070	70	2.3%	100	7,000	7,000
Memberships	526	1,530	497	32.5%	1,000	1,600	1,600
Telephone	306	410	244	59.5%	500	1,300	421

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V3		V3.1
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
							2.60%
Equipment	4,771	4,090	-	0.0%	-	10,000	4,196
Community Workshops	4,157	3,840	-	0.0%	-	5,400	3,940
Health and Wellness Initiatives	518	1,530	-	0.0%	-	50,000	51,570
Active Transportation		1,530	177	11.6%	200	3,500	1,570
Volunteer Recognition	40	1,230	73	5.9%	-	-	-
Promotion	197	820	-	0.0%	-	3,500	841
Salaries & Benefits	153,440	201,780	106,682	52.9%	170,000	240,631	226,488
Physical Activity Strategy Implementation	5,246	52,990	14,642	27.6%	16,000	58,750	54,368
	193,768	321,480	167,525	52.1%	233,300	438,681	401,919
Less: transmission of taxes collected for Other Governments							
Brooklyn Cemetery/Recreation	47,234	49,761	49,690	99.9%	49,690	52,350	52,350
Total Recreation & Cultural Services	\$ 2,700,872	\$ 3,018,903	\$ 2,075,370	68.7%	\$ 2,671,732	\$ 3,672,406	\$ 3,290,292
Unbudgeted Expenditures - NO BUDGET REQUIREMENT	-	-	5,083	-	73,500		
Heat Pump for Server Room	-	-	5,083	-			
AED's	-	-	16,487	-			
Wheel Loader Rental - 1 month	-	-	10,386	-			
	-	-	31,956	-	73,500	-	
Reserve Transfer-Special Operating Reserve							
Comfort Center funding		-	-		-	45,000	45,000
Sidewalk Renewal	25,000	25,000	18,750	75.0%	25,000	25,000	25,000
Reserve for well/septic loan program		-	-		-	-	
First Responders	5,000	5,000	3,750	75.0%	5,000	5,000	5,000
2ND Generation Landfill	150,000	150,000	112,500	75.0%	150,000	150,000	-
Cell Tower	50,000						-
Surplus transfer	1,385,705						-
	1,615,705	180,000	135,000	75.0%	180,000	225,000	75,000



Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Reserve Transfer - Equipment Reserve							
Airport Reserve- New 23/24	62,000	12,000	12,000	100.0%	12,000	12,000	12,000
Landfill Equipment	200,000	200,000	150,000	75.0%	200,000	200,000	200,000
General Equipment Reserve	250,000	250,000	187,500	75.0%	250,000	250,000	250,000
Equipment Reserve shortfall CIP purchases	75,560	170,610	-	0.0%	94,000	130,000	130,000
	587,560	632,610	349,500	55.2%	556,000	592,000	592,000
Total Fiscal Transfers:	2,203,265	812,610	516,456	63.6%	809,500	817,000	667,000
Conditional Transfers to other governments and agencies							
Appropriation to Regional School Board	3,741,286	4,157,016	3,117,762	75.0%	4,157,016	4,448,288	4,448,288
Total Conditional Transfers to other governments and agencies	3,741,286	4,157,016	3,117,762	75.0%	4,157,016	4,448,288	4,448,288
Total Fiscal Services	5,944,551	4,969,626	3,634,218	73.1%	4,966,516	5,265,288	5,115,288
Total Expenditures	30,707,524	31,109,146	22,706,339	73.0%	29,827,484	35,283,834	34,004,653
Operating Surplus	\$ (1)	\$ (1)	\$ 4,033,420		\$ 965,496	\$ (2,086,304)	\$ (807,123)

Hillsview Acres

EXPENDITURES

SALARIES & BENEFITS

Salaries & Wages	1,445,383	1,367,031	1,066,561	78.0%	1,389,907	1,608,607
Benefits						
	1,445,383	1,367,031	1,066,561	78.0%	1,389,907	1,608,607

BUILDING EXPENSES

Insurance	4,376	5,153	6,633	128.7%	6,700	6,700
Fuel	23,294	37,800	12,108	32.0%	30,000	30,780
Electricity	21,802	16,185	13,112	81.0%	20,000	20,520

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V3	V3.1
	Region	Region	%age	Projections to	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	2026-03-31	Region	Budget
						Budget	2.60%
Propane	6,782	8,085	4,001	49.5%	7,000	7,180	
Smoke Detectors & Fire Alarm	24,704	4,000	547	13.7%	1,000	4,100	
Sprinkler Repairs	2,563	4,000	19,320	483.0%	19,500	4,100	
General Maintenance	570,559	60,000	142,487	237.5%	145,000	62,600	
	654,080	135,223	198,208	146.6%	229,200	135,980	
EQUIPMENT & SUPPLIES							
Cleaning Supplies	10,298	11,200	9,475	84.6%	11,000	11,500	
Equipment & Material	40,574	4,000	7,130	178.3%	4,000	13,600	
Supplies & Utensils	1,368	3,000	1,115	37.2%	1,500	3,600	
Linen Supplies	1,140	3,000	686	22.9%	1,000	3,100	
Grounds Maintenance	4,817	2,000	1,198	59.9%	2,500	2,100	
Supplies	225	3,000	393	13.1%	1,000	3,100	
	58,423	26,200	19,997	76.3%	21,000	37,000	
RESIDENT'S EXPENSES							
Medication	-	250	-	0.0%	-	250	
Sanitary Supplies	4,446	3,000	3,950	131.7%	4,000	4,100	
Food	106,008	101,000	87,239	86.4%	116,000	119,000	
Medical Supplies	12,612	14,000	12,338	88.1%	16,000	17,400	
Activity Supplies	13,862	11,000	9,415	85.6%	12,000	12,300	
Kitchen- Non food	3,413	5,000	2,272	45.4%	3,200	3,300	
Chargeable Expenses			(213)	0.0%			
	140,340	134,250	115,001	85.7%	151,200	156,350	
Travel-Administration	1,938	1,500	1,750	116.7%	2,300	2,400	
Office Supplies	6,329	7,000	5,449	77.8%	7,300	7,500	
Agency Staffing	8,202	3,000	1,080	36.0%	4,000	4,100	
Training	15,712	15,000	11,676	77.8%	12,000	16,000	
Telephone	4,151	6,520	2,648	40.6%	3,500	3,600	
	36,332	33,020	22,603	68.5%	29,100	33,600	
HVA TOTAL	2,334,559	1,695,724	1,422,370	83.9%	1,820,407	1,971,537	



RECONCILIATION OF CHANGES REPORT V3 & V3.1

V1 Deficit	\$	3,153,415	
Increase in tax rate	\$	0.212	
V2 Deficit	\$	2,349,078	REDUCTION
Increase in tax rate	\$	0.158	\$ (0.054)
V3 Deficit	\$	2,086,304	
Increase in tax rate	\$	0.140	\$ (0.018)
V3.1 Deficit	\$	807,123	
Increase in tax rate	\$	0.054	\$ (0.086)

\$148,550 One cent on the tax rate



Changes from V1 03/03/2026 to V2 03/10/2026

		ST - Proposed staff changes	
		CD - Council direction	
North Queens GSAR	\$ 8,500	ST	Added expense, missed in V1
Dry Hydrants Maintenance	\$ (22,000)	ST	Removed labour component per DOI
Community Investment Fund	\$ 100,000	CD	Added funding to compensate for oversubscription
Community Investment Fund	\$ (100,000)	CD	Reserve funding 52151
Vacancy Allowance 25%	\$ (109,302)	CD	Based on vacancies 03/04/2026
RCMP	\$ 450,000	CD	Addition of 2 officers
Conferences	\$ (1,650)	CD	Reduced attendees to 4 from 5 Spring Conference
Signage Development	\$ (18,000)	CD	Removes Outdoor Pool mural/artwork
Proposed Deputy Clerk	\$ (79,470)	CD	Removed position from budget
Proposed Community Navigator	\$ (79,470)	CD	Removed position from budget
Wellness Program	\$ (22,000)	CD	Staff Wellness program, suggested AMANS program
QPEC Marketing	\$ (8,000)	CD	Removed new Kiosk, using VIC's when available
QPEC Operations	\$ (13,500)	CD	Remove new lobby furniture
QPEC Operations	\$ (3,500)	CD	Remove new washer/dryer
North Queens Aquatic Center	\$ (5,000)	CD	Removed lifeguard chair
QPEC Facility and Program Manager	\$ (126,871)	CD	Removed position from budget
Transfer fr Organics Reserve 52158	\$ (400,000)	CD	Closure Costs - Queens
QPEC Staff Training	\$ (2,800)	ST	QPEC F&P Manager training
QPEC Building Maintenance	\$ (13,522)	CD	Removed replacement doors to dressing room hallway
Transfer fr Surplus	\$ (30,000)	ST	Promotions and Advertising. 30th anniversary
Transfer fr Reserve 52158 Organics	\$ (66,481)	ST	Infrastructure camera systems, IT
Transfer fr Reserve 52152 Parkland	\$ (7,000)	ST	Port Medway Interpretive panel
Transfer fr Reserve 52152 Parkland	\$ (30,000)	ST	Fund Miriam Hunt Park
Transfer fr Reserve 52157 Shared Services	\$ (52,000)	CD	Fund remainder of MUP Review
Transfer fr Reserve 52159 Fundraising	\$ (19,500)	ST	South Queens pool initial expenses
QPEC Office Supplies	\$ (10,486)	ST	leased copier for QP, \$2800 extra over 5 years
QPEC Licencing and Fees	\$ 1,000	ST	Updated elevator costs
Transfer fr Surplus	\$ (50,000)	ST	Community Wellness Strategy
Active Transportation	\$ (25,000)	CD	Removed RQM costs for project no longer grant funded
Medical/LTD rate update	\$ (72,967)	ST	Received initial rate changes, updated budget
District 13 Area Rate funding adjustment	\$ 4,682	ST/CD	Corrected sm rounding error - AR stay at 25/26, overage funded by D13 reserve
Net change	\$ (804,337)		

Changes from V2 03/10/2026 to V3 03/17/2026

Garbage Collection and Transfer	\$	130,913	CD	Added 2% fuel surcharge and agreed to tender, HST non rebate applied
Council Expenses	\$	(3,000)	ST	Removed additional funding for Council meeting meals.
Council Compensation	\$	1,450	CD	Council motion adjustment from contingency
QPEC Operations	\$	3,500	CD	Add back new washer/dryer
North Queens Aquatic Center	\$	5,000	CD	Add back lifeguard chair
HR adjustments	\$	(19,787)	CD	Personnel
Traffic Signals and Markings	\$	(52,000)	CD	Removed Speed Display Signs
Port Medway Park Maintenance	\$	(49,000)	CD	Replacement lights yr 1 of 2, Fund from Parkland Reserve
Playground Maintenance and Operation	\$	(32,500)	CD	Beach Meadows Swings, Fund from Parkland Reserve
Playground Maintenance and Operation	\$	(12,000)	CD	Playpark Gates, Fund from Parkland Reserve
Park Facilities Maintenance and Operation	\$	(10,000)	CD	Thorburne Park lights, Fund from Parkland Reserve
Park Facilities Maintenance and Operation	\$	(49,900)	CD	Remove Privateer Park Stage Replacement
Park Facilities Maintenance and Operation	\$	(30,000)	ST	Trestle Trail Study, Funded from Surplus
Queens Place Facility Maintenance	\$	(90,000)	ST	Parking lot and wall replacement, Funded from Surplus
Queens Place Facility Maintenance	\$	(52,500)	ST	Recommissioning Study, Funded from Surplus
Area Rate District 13	\$	(4,950)	CD	M&M sidewalk, traffic study and RRFB District 13 Reserve adjust AR
Typo correction Liability Insurance Fire	\$	2,000	ST	Correction
Net change	\$	(262,774)		

Changes from V3 03/17/2026 to V3.1 03/17/2026

General Government Services:	\$	(260,308)	ST	Detail in staff report.
Protective Services:	\$	(56,155)	ST	Detail in staff report.
Transportation:	\$	(112,620)	ST	Detail in staff report.
Environmental Services:	\$	(116,581)	ST	Detail in staff report.
Accessibility:	\$	(67,188)	ST	Detail in staff report.
Community Development:	\$	(134,215)	ST	Detail in staff report.
Recreation (Includes QPEC):	\$	(382,115)	ST	Detail in staff report.
2nd Generation Cell:	\$	(150,000)	ST	Detail in staff report.
Net change	\$	(1,279,181)		

Region of Queens Municipality
RESERVE ACTIVITY FORECAST

DRAFT

NOTE: This forecast only includes budget estimates and projections based on information current on the date of this report and revised operating budget as presented to Council March 17, 2026.



REGION OF QUEENS MUNICIPALITY

SPECIAL CAPITAL RESERVE

42140 Post Closure Landfill

Projected 03/31/2027 Balance: **\$10,994,822**

This account represents the funds set aside to close the landfill and monitor the site for twenty years thereafter.

Balance April 1, 2025	\$	8,428,595.32	
Closure Costs Queens - annual contribution from Operating	\$	450,000.00	Projection
Closure Costs Other Gov'n	\$	550,000.00	Projection
Interest 25/26	\$	295,000.84	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	9,723,596.16	
Closure Costs Queens - annual contribution from Operating	\$	400,000.00	Funded fr Organics reserve per CM
Closure Costs Other Gov'n	\$	530,900.00	BUDGET
Interest 26/27	\$	340,325.87	Estimate 3.5%
Projected 03/31/2027 Balance:	\$	10,994,822.02	

42150 Accumulated Surplus

Projected 03/31/2027 Balance: **\$1,049,750**

Balance April 1, 2025	\$	1,523,625.17	
Interest 25/26	\$	42,893.94	Estimate based on Q1 interest, slight drop in rates
QP Drive CIP 25/26	\$	(298,084.07)	CIP 25/26
Projected 03/31/2026 Balance:	\$	1,268,435.04	
Interest 26/27	\$	30,575.25	Estimate 3%
QP Drive CIP 26/27	\$	(249,260.00)	CIP 26/27
Projected 03/31/2027 Balance:	\$	1,049,750.29	

SPECIAL OPERATING RESERVE

52150 West Queens First Responders

Projected 03/31/2027 Balance: **\$34,985**

Reserve was created in June 2021 once Fire Department loan and equipment schedules were reconciled. This balance was determined to be the funding remaining for WQFR equipment purchases.

Balance April 1, 2025	\$	23,155.73	
Interest 25/26	\$	810.45	Estimate 3.5%
F2024/2025 - annual contribution from Operating	\$	5,000.04	
Projected 03/31/2026 Balance:	\$	28,966.22	
F2026/2027 - annual contribution from Operating	\$	5,000.00	BUDGET
Interest 26/27	\$	1,018.99	Estimate 3%
Projected 03/31/2027 Balance:	\$	34,985.21	

52151 Community Investment Fund

Projected 03/31/2027 Balance: **\$108,615**

This reserve was set up on April 1, 2021. Funding previously posted to the Special Operating Surplus

were reallocated to this reserve as listed below. Funds that were not disbursed from the \$175,000 operating amount are transferred here.

Balance April 1, 2025	\$	448,503.99	
Interest 25/26	\$	6,947.64	Estimate 3.5%
F2025/2026 - LRHS Track Project Commitment	\$	(250,000.00)	
Projected 03/31/2026 Balance:	\$	205,451.63	
Additional Funding to operations	\$	(100,000.00)	Direction of Council
Interest 26/27	\$	3,163.55	Estimate 3%
Projected 03/31/2027 Balance:	\$	108,615.18	

52152 Parkland Fee

Projected 03/31/2027 Balance: **\$6,758**

Developments that do not want to set aside green space can fund this reserve with 5% of the lot value of the proposed development.

Staff have used this reserve to fund one time costs in the 26/27 operating budget.

Balance April 1, 2025	\$	124,513.67	
Interest 25/26	\$	4,357.98	Estimate 3.5%
F 2025/2026 - Addition	\$	2,885.00	
F 2025/2026 - Addition	\$	960.00	
F 2025/2026 - Addition	\$	14,345.00	
Projected 03/31/2026 Balance:	\$	147,061.65	
Port Medway Interpretive panel	\$	(7,000.00)	proposed by staff
Fund Miriam Hunt Park	\$	(30,000.00)	proposed by staff
Port Medway Lights	\$	(49,000.00)	CD
Beach Meadows Swings	\$	(32,500.00)	CD
Playpark Gates	\$	(12,000.00)	CD
Thorburne park	\$	(10,000.00)	CD
Interest 26/27	\$	196.85	
Projected 03/31/2027 Balance:	\$	6,758.50	

52153 Septage

Projected 03/31/2027 Balance: **\$292,336**

This reserve was set up March 31, 2021 to reallocate the balance from an accrued liability account. To be used to remove accumulated sediment from lagoons.

Balance April 1, 2025	\$	275,771.13	
Interest 25/26	\$	9,651.99	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	285,423.12	
F2026/2027 dredging	\$	(55,000.00)	BUDGET
Interest 26/27	\$	6,912.69	
Projected 03/31/2027 Balance:	\$	292,335.81	

52155 Sewer Projects

Projected 03/31/2027 Balance: **\$0**

This reserve **was** funded by an annual contribution from operating.
 No allocation for this reserve has been budgeted since F2021.
 Sewage rates need to be revisited as all taxpayers may be funding treatment, not just users of the service.
 This reserve funds waste water upgrades.

Balance April 1, 2025	\$	622,892.64	
Interest 25/26	\$	21,801.24	Estimate 3.5%
F2025/2026 Debenture Weir Lane proceeds	\$	280,000.00	
F2025/2026 - Waterloo East Phase IIIB	\$	(600,000.00)	
Projected 03/31/2026 Balance:	\$	324,693.88	
Interest 26/27	\$	9,740.82	Estimate 3%
F2026/2027 Waterloo East Phase IIIB	\$	(334,434.70)	CIP 26/27
Projected 03/31/2027 Balance:	\$	(0.00)	

52156 MPS and LUB Reserve

Projected 03/31/2027 Balance: **-\$287**

Funds future Land Use Planning consulting

Balance April 1, 2025	\$	31,615.10	
F2025/2026 - Annual contribution from Operating	\$	15,000.00	
Interest 25/26	\$	1,106.53	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	47,721.63	
F2026/2027 - Annual contribution from Operating	\$	-	BUDGET
MPS review - RFP out	\$	(48,000.00)	
Interest 26/27	\$	(8.35)	
Projected 03/31/2027 Balance:	\$	(286.72)	

**52157 Permit Tracking Reserve
 NO LONGER BEING FUNDED**

Projected 03/31/2027 Balance: **\$58,710**

New reserve per Council to fund purchase of new software system that would improve productivity and processing times for permits/shared services MODL.

Balance April 1, 2025	\$	129,385.83	
Interest 25/26	\$	4,614.17	Estimate 3.5%
F2025/2026 - Allocation to Operating	\$	-	projected at zero
Projected 03/31/2026 Balance:	\$	134,000.00	
F2026/2027 - Allocation to Operating	\$	(25,000.00)	BUDGET
F2026/2027 - Allocation to Operating	\$	(52,000.00)	to fund MUP Review, Council direction
	\$	1,710.00	Estimate 3%
Projected 03/31/2027 Balance:	\$	58,710.00	

52158 Organic Project

Projected 03/31/2027 Balance: **\$450,269**

Reserve for green bin replacement or replacement of organics building, Funded annually by a portion of Diversion Credits.

Staff have used this reserve to fund one time operational costs and Council direction to fund 26/27 closure and pc costs.

Balance April 1, 2025	\$	873,077.52	
Interest 25/26	\$	30,557.71	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	903,635.23	
Closure costs F2026	\$	(400,000.00)	per Council direction
Infrastructure camera system	\$	(66,481.00)	proposed by staff
Interest 26/17	\$	13,114.63	
Projected 03/31/2027 Balance:	\$	450,268.86	

52159 Fundraising

Projected 03/31/2027 Balance: **(\$363)**

Queens Place and Skate Park were combined in F2020 into one reserve. SKP balance at 03/31/2021 was \$14,379 (92%) and QPEC \$1206 (8%). No regular funding for this reserve.

Staff have used this reserve to fund costs associated with the South Queens pool.

Balance April 1, 2025	\$	17,951.04	
Interest 25/26	\$	628.29	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	18,579.33	
SQPool initial costs	\$	(19,500.00)	proposed by staff
Interest 26/27	\$	557.38	Estimate 3%
Projected 03/31/2027 Balance:	\$	(363.29)	

52160 Pine Grove Park

Projected 03/31/2027 Balance: **\$3,722**

This is the reserve that \$25,000 annually funds operations. No incoming funding for this reserve. 26/27 will be last full year for this.

Balance April 1, 2025	\$	52,645.57	
Interest 25/26	\$	967.59	Estimate 3.5%
F2025/2026 - Annual contribution to Operating	\$	(25,000.00)	
Projected 03/31/2026 Balance:	\$	28,613.16	
F2026/2027 - Annual contribution to Operating	\$	(25,000.00)	BUDGET
Interest 26/27	\$	108.39	
Projected 03/31/2027 Balance:	\$	3,721.56	

52161 Cell Tower

Projected 03/31/2027 Balance: **\$170,428**

To fund contribution to a cell phone tower in North Queens. NO LONGER BEING FUNDED, PROVINCE IS FUNDING CELL TOWER Anticipated costs to enhance once tower is built.

Balance April 1, 2025	\$	159,868.48	
-----------------------	----	------------	--

Interest 25/26	\$	5,595.40	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	165,463.88	
Interest 26/27	\$	4,963.92	Estimate 3%
Projected 03/31/2027 Balance:	\$	170,427.79	

52162 Recreation for All

Projected 03/31/2027 Balance: **\$8,206**

Funding to subsidize access for low income residents to participate in Recreational programing. Funded by Donations. Only for programing in our pools and QPEC.

Balance April 1, 2025	\$	11,957.77	
Interest 25/26	\$	418.52	Estimate 3.5%
F2025/2026 - Funding for participants	\$	(1,496.80)	
Projected 03/31/2026 Balance:	\$	10,879.49	
Interest 26/27	\$	326.38	
F2026/2027 - Funding for participants (new pool)	\$	(3,000.00)	
Projected 03/31/2027 Balance:	\$	8,205.88	

52163 Liv. Business Development Center

Projected 03/31/2027 Balance: **\$0**

This reserve has been used to partially fund the HVAC replacement project that is underway.

Balance April 1, 2025	\$	-	
Reserve used to fund HVAC project	\$	-	
Projected 03/31/2026 Balance:	\$	-	

52165 Property Mitigation

Projected 03/31/2027 Balance: **\$568,246**

This reserve is funded by any surplus/deficit generated by the facility annually. Facility anticipated to be closed in 2026.

Balance April 1, 2025	\$	890,225.63	
Interest 25/26	\$	31,157.90	Estimate 3.5%
F2025/2026 - Projected deficit	\$	(130,407.00)	PENDING 25/26 YE results
Projected 03/31/2026 Balance:	\$	790,976.53	
Interest 26/27	\$	23,729.30	Estimate 3%
F2026/2027 - Projected deficit	\$	(246,460.00)	BUDGET
Projected 03/31/2027 Balance:	\$	568,245.82	

52167 Canada Community Building Fund

Projected 03/31/2027 Balance: **\$297,365**

Previously known as Gas Tax.

This reserve is funded by the federal government. Expenditures are restricted to projects that meet annual guidelines. Eligible projects information provided in package. Annual reports submitted to DMA for review and audit.

Balance April 1, 2025	\$	1,326,426.43	
Interest 25/26	\$	46,424.93	Estimate 3.5%
F2025/2026 - CCBF federal funding	\$	745,914.00	
F2025/2026 - Beach Meadows Infrastructure	\$	(115,000.00)	Estimate
F2025/2026 - Sewer Treatment Plant UV upgrades	\$	(210,000.00)	CIP to be completed this year
Projected 03/31/2026 Balance:	\$	1,793,765.36	
F2026/2027 - CCBF Federal funding	\$	745,914.00	
F2026/2027 - Accessible Washrooms, Splash Pad	\$	(425,810.00)	CIP 26/27
F2026/2027 - Sidewalk Section 1	\$	(325,165.00)	CIP 26/27
F2026/2027 - MPSE Wastewater Lift Station	\$	(1,500,000.00)	CIP 26/27
Interest 26/27	\$	8,661.13	
Projected 03/31/2027 Balance:	\$	297,365.49	
F2027/2028 - CCBF Federal funding	\$	745,914.00	
F2027/2028 - Parker Street	\$	(727,000.00)	CIP 27/28
Interest 27/28	\$	9,488.38	
Projected 03/31/2028 Balance:	\$	325,767.87	
F2028/2029 - CCBF Federal funding	\$	745,914.00	
F2028/2029 - Zwicker Avenue (partial borrowing)	\$	(1,068,983.90)	CIP 28/29
Interest 27/28	\$	80.94	
Projected 03/31/2029 Balance:	\$	2,778.91	
F2028/2029 - CCBF Federal funding	\$	745,914.00	
F2028/2029 - MPSE Main Street C608 to Wolfe	\$	(400,000.00)	CIP 30/31
F2028/2029 - Keddy Lane	\$	(311,570.00)	CIP 30/31
Interest 28/29	\$	1,113.69	
Projected 03/31/2030 Balance:	\$	38,236.60	
F2029/2030 - CCBF Federal funding	\$	745,914.00	
Interest 29/30	\$	23,524.52	
Projected 03/31/2031 Balance:	\$	807,675.11	

52168 Sidewalk

Projected 03/31/2027 Balance: **\$199,984**

Reserve to fund future sidewalk replacement. Funded from operations annually \$25,000. Set up April 2020.

Balance April 1, 2025	\$	138,438.44	
F2025/2026 - Annual contribution from Operating	\$	24,999.96	
Interest 25/26	\$	5,720.34	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	169,158.74	
F2026/2027 - Annual contribution from Operating	\$	25,000.00	BUDGET
Interest 26/27	\$	5,824.76	Estimate 3%
Projected 03/31/2027 Balance:	\$	199,983.51	

52170 2ND Generation Landfill

Projected 03/31/2027 Balance: **\$6,599,615**

Funded from operations annually. Reserve to pay for creation of a new cell at current landfill facility. Capacity based on 2023 report denotes that if current usage rate continues, a new cell will required in 7-8 years.

Balance April 1, 2025	\$	5,895,790.46	
Annual funding from operations	\$	150,000.00	
Interest 25/26	\$	211,602.67	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	6,257,393.13	
Annual funding from operations	\$	150,000.00	BUDGET
Interest 26/27	\$	192,221.79	Estimate 3%
Projected 03/31/2027 Balance:	\$	6,599,614.92	

52171 Computer Equipment

Projected 03/31/2027 Balance: **\$0**

Purchasing IT equipment and supporting infrastructure. No longer funded.

Balance April 1, 2025	\$	-	
	\$	-	
	\$	-	
Projected 03/31/2026 Balance:	\$	-	

52172 Fire Department Safety Equipment

Projected 03/31/2027 Balance: **\$6,423**

Balances were what remained from BA and Bunker Gear funding Account was reconciled and combined in F2021.

Balance April 1, 2025	\$	38,758.69	
Interest 25/26	\$	1,356.55	
Greenfield SCADA	\$	(33,879.00)	
Projected 03/31/2026 Balance:	\$	6,236.24	
By Department - Greenfield	\$	2,865.22	39.31%
By Department - North Queens	\$	1,830.84	32.96%
By Department - Mill Village	\$	1,540.17	27.73%
Interest 26/27	\$	187.09	
Projected 03/31/2027 Balance:	\$	6,423.33	

52173 Comfort Center

Projected 03/31/2027 Balance: **\$53,525**

Set up in F2022, this reserve funds comfort centers as necessary by reimbursing invoiced and approved requests.

Balance April 1, 2025	\$	46,644.51	
Interest 25/26	\$	1,632.56	Estimate 3.5%
F2025/2026 Usage	\$	(40,000.00)	
Projected 03/31/2026 Balance:	\$	8,277.07	
Funding from Operations 26/27	\$	45,000.00	BUDGET
Interest 26/27	\$	248.31	

Projected 03/31/2027 Balance:

\$ 53,525.38

52174 Library Renovation

Funded April 1, 2024 per Council instruction from CCBF

Projected 03/31/2027 Balance: **\$135,587**

Balance April 1, 2025

\$ 802,484.81

Interest 25/26

\$ 28,086.97 Estimate 3.5%

F2025/2026 WIP reallocate to reserve

\$ (654,984.81)

F2025/2026 CIP

\$ (40,000.00) CIP 25/26 to be confirmed by Elise

Projected 03/31/2026 Balance:

\$ 135,586.97

F2026/2027

\$ (111,490.00) CIP 26/27

\$ 24,096.97

52175 Accumulated Surplus Special Operating Reserve

Projected 03/31/2027 Balance: **\$5,092,663**

Balance April 1, 2025

\$ 10,221,258.68

Interest 25/26

\$ 357,744.05

F2025/2026 - Grey Box Overflow - no set amount

\$ - BUDGET 25/26 \$24,000

F2025-2026 - Paving rate funding

\$ - BUDGET 25/26 \$321,098

F2025-2026 - Intervenor Status

\$ (68,000.00)

BUDGET 25/26 \$67,189

F2025/2026 - Astor Grant

\$ (16,483.00) BUDGET 25/26 \$250,000

F2025/2026 - Greenfield Fire

\$ (200,000.00) BUDGET 25/26 \$200,000

F2025/2026 - Succession Planning

\$ (32,213.80) BUDGET 25/26 \$32,213.80

F2025/2026 - Liverpool Bridge Sidewalk Redesign

\$ (181,749.00) CIP \$61,000 spent to date

F2025/2026 - Balance TX Rate to zero

\$ - BUDGET 25/26 \$142,915

F2025/2026 - North Queens Track

\$ - Council motion 5/27/25 \$250,000

F2025/2026 - Heat Pumps for Server Room

\$ (5,083.00)

F2025/2026 - AED

\$ (16,500.00)

F2025/2026 - Wheel Loader Rental - 4 months

\$ (41,544.00)

F2025/2026 - Heat Pumps for QPEC

\$ (100,000.00) Council motion 5/27/25 (may c/o to F26/27)

F2025/2026 - Council approved Pool overage 24/25

\$ - \$880,000 moved to F26/27

F2025/2026 - Projected surplus

\$ 970,000.00 Projection 25/26

F2025/2026 - Fund Operations Capital Fund

\$ (500,000.00) Proposed by staff

Projected 03/31/2026 Balance:

\$ 10,387,429.93

F2026/2027 - Sidewalk Section 1

\$ (519,192.41) CIP 26/27

F2026/2027 - Astor Theatre remaining

\$ (233,000.00) BUDGET \$250,000 less paid in 25/26

F2026/2027 - C&D Site Improvements

\$ (456,970.00) CIP 26/27

F2026/2027 - THACC Improvements Year 1

\$ (1,090,498.50) CIP 26/27

F2026/2027 - CWWTf SAR Implementation

\$ (421,659.42) CIP 26/27

F2026/2027 - Waterloo balance

\$ (70,665.00) CIP 26/27

F2026/2027 - Well and Septic Loan Program

\$ (250,000.00) Policy pending

F2026/2027 - Rural Fire Suppression

\$ (200,000.00) CIP 26/27

F2026/2027 - NQ Track

\$ (250,000.00) BUDGET

F2026/2027 - Council approved Pool overage 24/25

\$ (880,000.00) CIP

F2026/2027 - 30th Anniversary

\$ (30,000.00) Proposed by staff

F2026/2027 - Community Wellness Strategy

\$ (50,000.00) Proposed by staff

F2026/2027 - District 13 Area Rate Overpayment transfer	\$	(818,612.00)	CD
F2026/2027 - Trestle Trail Study	\$	(30,000.00)	Proposed by staff
F2026/2027 - Recommissioning Report QPEC	\$	(52,500.00)	Proposed by staff
F2026/2027 - QPEC Parking Lot	\$	(90,000.00)	Proposed by staff
Interest 26/27	\$	148,329.98	
Projected 03/31/2027 Balance:	\$	5,092,662.58	
F2027/2028 - Replace Lift Station Controllers Y1 of 5	\$	(1,074,919.95)	CIP 27/28
F2027/2028 - CWWTF SAR Implementation Yr 2	\$	(417,505.14)	CIP 27/28
F2027/2028 - MPSE Court to Wolfe	\$	(1,478,878.56)	CIP 27/28
Interest 27/28	\$	63,640.77	
Projected 03/31/2028 Balance:	\$	2,184,999.70	
F2028/2029 - MPSE Union St to Brunswick	\$	(1,354,278.36)	CIP 28/29
Interest 28/29	\$	24,921.64	
Projected 03/31/2029 Balance:	\$	855,642.98	
Interest 29/30	\$	25,669.29	
Projected 03/31/2030 Balance:	\$	881,312.27	
Interest 2030/2031	\$	26,439.37	
Projected 03/31/2031 Balance:	\$	907,751.63	REVISED PROJECTION

52177 Operations Capital Fund

Projected 03/31/2027 Balance: \$ **36,334.03**

Set up 25/26 for funding smaller capital jobs previously funded from tax rate

April 1, 2025	\$	1,000,000.00	
F2025/2026 - Accessible Washroom Astor	\$	(50,000.00)	CIP 4/22
F2025/2026 - Audio System QPEC	\$	(60,000.00)	CIP
F2025/2026 - Scale Refit - Solid Waste Facility	\$	(303,775.00)	CIP
F2025/2026 - Gorham Planter Rehabilitation	\$	-	CIP
F2025/2026 - Old Burial Ground Wall Rehabilitation	\$	-	CIP
F2025/2026 - Queens Place LED light refit	\$	(53,000.00)	CIP
F2025/2026 - New Dry Hydrants	\$	-	OPS BUDGET ok
F2025/2026 - Queens Place Compressor panel	\$	(71,000.00)	CIP
Projected 03/31/2026 Balance:	\$	462,225.00	
Funding fr Operations	\$	500,000.00	Transfer \$500,000 of surplus here for YE. Need Cou
F2026/2027 - Dry Hydrants	\$	-	\$40,000 removed
F2026/2027 - Gorham Planter Rehabilitation	\$	(97,630.00)	CIP 26/27
F2026/2027 - Old Burial Ground Wall Rehabilitation	\$	(173,440.00)	CIP 26/27
F2026/2027 - QP Roof Remediation	\$	(70,000.00)	CIP 26/27
F2026/2027 - QP LED lights	\$	(78,000.00)	CIP 26/27
F2026/2027 - SQWWTF Implementation	\$	(125,666.97)	CIP 26/27
F2026/2027 - C&D Expansion Design	\$	(280,414.00)	CIP 26/27
F2026/2027 - Mill Brook Flume Assessment	\$	(100,740.00)	CIP 26/27
Projected 03/31/2027 Balance:	\$	36,334.03	
Funding from Operations	\$	300,000.00	OPS budget if no surplus
F2028/2029 - Wastewater Masterplan	\$	(259,642.50)	CIP 27/28

Projected 03/31/2028 Balance: \$ 76,691.53

52178 District 13 Reserve Projected 03/31/2027 Balance: \$ 756,234.54

Set up in F2025 for overage paid by residents in area rates when costs were not incurred

April 1, 2025	\$	-
F2025/2026 - 24/25 overage paid	\$	229,221.00
F2025/2026 - owed for actual costs	\$	(137,115.00)

Projected 03/31/2026 Balance: \$ 92,106.00

F2026/2027 - transfer for retroactive overpayments	\$	818,612.00	Proposed by Staff
F2026/2027 - SideWalks Main and Market	\$	(43,500.00)	CD
F2026/2027 - Traffic Study	\$	(90,000.00)	CD
F2026/2027 - RRFB	\$	(37,000.00)	CD
F2026/2027 - Per tax levy calculation	\$	(10,000.00)	
F2026/2027 interest	\$	26,016.54	

Projected 03/31/2027 Balance: \$ 756,234.54

52179 Town Hall Astor Projected 03/31/2027 Balance: \$ 3,005.50

Set up in F2025 to receive money fr tickets sales paid annually

April 1, 2025	\$	-
F2025/2026 - tickets sales	\$	1,505.50

Projected 03/31/2026 Balance: \$ 1,505.50

F2026/2027 - tickets sales	\$	1,500.00
----------------------------	----	----------

Projected 03/31/2027 Balance: \$ 3,005.50

52180 Accessibility Reserve Projected 03/31/2027 Balance: \$ 70,811.47

Set up in F2025 per Council

April 1, 2025	\$	80,000.00
F2025/2026 - Ramp Canopy/Sidewalk signage	\$	(11,251.00)

Projected 03/31/2026 Balance: \$ 68,749.00

F2026/2027 interest	\$	2,062.47	Assume funds all used and no transfer fr operatio
---------------------	----	----------	---

Projected 03/31/2027 Balance: \$ 70,811.47

SPECIAL EQUIPMENT RESERVE

72125 Equipment Reserve Projected 03/31/2027 Balance: \$930

Funded annually from operations, this reserve is used to purchase equipment other than landfill. It is sometimes also referred to as the Depreciation Reserve but no depreciation is actually posted there.

Balance April 1, 2025	\$	0.06
Annual funding from Operations	\$	249,999.96
Interest 25/26	\$	5,000.00
F2025/2026 - Acquisition Truck 25-11	\$	(75,500.00)
F2025/2026 - Replacement Truck #102	\$	(75,500.00)
F2025/2026 - Compaction Works #702	\$	(197,328.00)

Funding shortfall from Operations	\$	93,328.00	Operations charge
Projected 03/31/2026 Balance:	\$	0.02	

Annual funding from Operations	\$	250,000.00	BUDGET
F2026/2027 - Replacement Van #206	\$	(98,660.00)	CIP 26/27
F2026/2027 - Replacement Loader #509 PW	\$	(280,410.00)	CIP 26/27
Funding shortfall from Operations	\$	130,000.00	BUDGET
Projected 03/31/2027 Balance:	\$	930.00	

Annual funding from Operations	\$	250,000.00	
F2027/2028 - Replacement Truck #104	\$	(98,660.00)	CIP 27/28
Projected 03/31/2028 Balance:	\$	151,340.00	

Annual funding from Operations	\$	250,000.00	
F2028/2029 - Replacement Truck #210	\$	(158,880.00)	CIP 28/29
F2028/2029 - Replacement Truck #105	\$	(98,660.00)	CIP 28/29
Projected 03/31/2029 Balance:	\$	(7,540.00)	

Annual funding from Operations	\$	250,000.00	
F2029/2030 - Replacement Truck #106	\$	(98,660.00)	CIP 29/30
F2029/2030 - Replacement Truck #107	\$	(98,660.00)	CIP 29/30
F2029/2030 - Replacement Building Truck #110	\$	(62,310.00)	CIP 29/30
Funding shortfall from Operations	\$	18,000.00	

Projected 03/31/2030 Balance:	\$	830.00	
Annual funding from Operations	\$	250,000.00	
F2030/2031 - Replace Mini Excavator #305	\$	(114,243.00)	CIP 30/31
F2030/2031 - Replace Truck #115	\$	(98,664.00)	CIP 30/31

Projected 03/31/2031 Balance:	\$	37,093.00	
--------------------------------------	-----------	------------------	--

72130 Landfill Equipment Reserve

Funded annually from Operations. Equipment for the Landfill site.

Projected 03/31/2027 Balance: **\$379,014**

Balance April 1, 2025	\$	564,613.33	
Annual funding from operations	\$	200,000.00	BUDGET
Interest 24/25	\$	19,761.47	
Projected 03/31/2026 Balance:	\$	784,374.80	

Annual funding from operations	\$	200,000.00	
F2027/2028 - Replacement Truck #103 LF	\$	(98,660.00)	CIP 26/27
F2027/2028 - Waste Handler #303 LF	\$	(517,740.00)	CIP 26/27
Interest 25/26	\$	11,039.24	
Projected 03/31/2027 Balance:	\$	379,014.04	

Annual funding from operations	\$	250,000.00	
F2027/2028 - Replacement Tractor #205 and Tanker #605	\$	(421,620.00)	CIP 27/28
F2027/2028- Replacement Compaction #701	\$	(210,330.00)	CIP 27/28
Interest 26/27	\$		

Projected 03/31/2028 Balance:

\$ (2,935.96)

Annual funding from operations
F2028/2029 - Replacement Excavator #301
Funding from Operations

\$ 200,000.00
\$ (533,270.00) CIP 28/29
\$ 337,000.00

Projected 03/31/2029 Balance:

\$ 3,730.00

Annual funding from operations
F2029/2030 - Replace #213 Tandem LF

\$ 200,000.00
\$ (310,220.00) CIP 29/30

Projected 03/31/2030 Balance:

\$ (106,490.00)

Annual funding from operations
Funding from Operations

\$ 200,000.00
\$ 49,260.00

Projected 03/31/2031 Balance:

\$ 142,770.00

72135 Water Equipment

Projected 03/31/2027 Balance: **\$61,373**

F2021 Combined the small Water Computer Reserve with this one. \$2792.24.
No activity since 2002 (truck purchase) except for interest.

Balance April 1, 2025

\$ 57,570.20

Interest 25/26

\$ 2,014.96 Estimate 3.5%

Projected 03/31/2026 Balance:

\$ 59,585.16

Interest 26/27

\$ 1,787.55

Projected 03/31/2027 Balance:

\$ 61,372.71

72151 Fire Department Truck Reserve

Projected 03/31/2027 Balance: **\$563,661**

Loan payments for Truck loans are funded from this reserve.
This reserve is funded annually based on the value of three cents on the tax rate.

Balance April 1, 2025

\$ 320,199.83

Annual funding from Operations

\$ 415,470.00

F2025/2026 Loan payment assistance

\$ (309,071.00)

Interest 25/26

\$ 36,565.93

Projected 03/31/2026 Balance:

\$ 463,164.76

Annual funding from Operations

\$ 445,650.00 Did not adjust for V3.1 yet

F2026/2027 Loan payment assistance

\$ (361,571.00) BUDGET

Interest 26/27

\$ 16,417.31

Projected 03/31/2027 Balance:

\$ 563,661.07

72160 Airport

Projected 03/31/2027 Balance: **\$154,524**

Added the runway funding to this reserve in F2023 (\$12,000)
and fuel distribution in F2024 of \$50,000.

Balance April 1, 2025

\$ 135,288.44

Interest 25/26

\$ 4,735.10

Annual funding from operations - Runway

\$ 12,000.00

Allocation of unspent \$2500 F2025

\$ 2,500.00

Projected 03/31/2026 Balance:

\$ 154,523.54

DRAFT



Region of Queens Municipality Staff Report For the Special Meeting of March 17, 2026

Date: March 12, 2026
File No: [Records Management – Clerk to complete]
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Utility Budget Fiscal 2026-2027

Prepared by: _____	Supervisor: _____	CAO Concurrence: _____
<i>H. Mossman, Manager of Finance</i>	<i>J. Veinotte Director of Finance</i>	<i>W. Thorpe CAO</i>

RECOMMENDATION

THAT Council of Region of Queens accept the report titled 'Utility Budget Fiscal 2026-2027' for information.

PURPOSE

This report introduces the initial draft of the 2026-2027 operating budget for the Water Utility operated by Region of Queens Municipality.

BACKGROUND

Region of Queens Municipality operates a Water Utility, with customers located in Liverpool, Milton and Brooklyn. Municipalities in Nova Scotia are required under the Municipal Government Act to approve an operating and capital budget each year and submit the details of such to the Minister of Municipal Affairs and Housing prior to September 30. This budget covers the fiscal year from April 1, 2026 to March 31, 2027.

ALTERNATIVES/OPTIONS

Option 1 – Council receives the draft for information.

Option 2 – Council requests additional information from staff prior to accepting the report.

ANALYSIS

This is the initial draft of the Water Utility operating budget for the 26/27 fiscal year, based on cost estimates required to maintain current levels of service and existing assets. In addition, this report includes allocations of funding from the Water Capital Depreciation Reserve to the Utility as directed by the Nova Scotia Regulatory and Appeals Board in their December 2025 rate decision.

IMPLICATIONS

Financial: The Water Utility is operated on a cost recovery basis.

2025/26 vs 2026/27 Budgets

A budget comparison between 2025/26 and 2026/27 shows a budgeted surplus of \$66K due to the additional funding required to be allocated to the Utility per the NSRAB decision. This increase is contributed to:

Revenues = \$828,000 increase

- \$516,000: increase in Metered Sales and Hydrant rates, due to an increased consumption rate to \$2.74/m³ and an average increased 14.90% for hydrant rates as of April 1, 2026.
- \$312,000: transfer from depreciation reserve.

Expenses = (\$754,000) decrease

Source of Supply

- \$15,000: increase in Lake inspections, sustainable yield and drought study, survey and annual maintenance
- (\$4,000): decrease in screen (building) maintenance

Water treatment

- (\$91,000): decrease in labour and supervision
- \$114,000: increase; testing, chemicals/additives, process equipment

Transmission and Distribution

- (\$98,000): decrease in labour costs
- (\$23,000): decrease reading meter expense
- (\$23,000): decrease in maintenance and materials for leak detection, mains, hydrants, meters, allocated services

Administration and General

- \$30,000: increase in supervision, contracted services and labour costs, (part of coordinator of waste is now included)
- (\$12,000): decrease in rate study (completed Dec 2025)
- \$7,000: increase in supplies, courses, insurance

Depreciation

- \$75,000: increase, transfer from depreciation reserves as per NSRAB

RQM vs NSRAB 2026/27 Budgets

The draft budget returns a surplus difference of \$66,384. The budgeted surplus is due to:

Revenue

- 18,000: increase in Public Fire Protection (Hydrant Revenue) carried forward from 2025/26 due to the timing of the hydrant rate changes suggested by the NSRAB ruling (9 months at old rate and 3 months at new rate). Our hydrant rates are billed at the time of our property taxes (May 2025) which resulted in billing less than was required.

Expenses

Source of Supply

- \$85,000: increase in Lake inspections due to a recent Dam Safety Review which will result in further studies in sustainable yield and drought required, an intake survey and additional annual maintenance for vegetation removal.

Water Treatment

Though there are increases and decreases throughout the fiscal year, the overall difference resulted in an increase of \$1,000.

Transmission and Distribution

- \$19,000: increase in repairs and maintenance
- (\$122,000): decrease in labour
- (\$21,000): decrease in leak detection

Administration and General

- \$22,000: increase in labour

PROJECTIONS

The 2025/26 is projected to have a surplus of \$35,000.

Revenues: Projected increase = \$529,000

- \$99,600: Metered Sales due to an increased consumption rate from a \$1.28/m³ (9 months) to \$2.75/m³ (3 months).
- \$17,000: Public Fire Protection (hydrant revenue). Though the NSRAB reduced the base rates on average by 17% as of January 1, 2026, there were still 9 months of revenue at the older higher rates.
- \$412,000: transfer from the depreciation reserve.

Expenses: Projected (decrease) = (\$494,000)

Source of Supply

- (\$29,000): decrease in Labour and supervision costs

Water Treatment

- (\$54,000): decrease in processing equipment needed
- (\$106,000): decrease in labour and contracted services
- \$16,000: increase in water treatment labour
- \$17,000: increase in chemical and additive supplies

Transmission and Distribution

- (\$175,000): decrease in labour costs
- (\$31,000): decrease in maintenance costs

Administration and General

- \$30,000: increase in supervision labour
- \$11,000: increase in advertising
- \$6,000: increase in insurance
- (\$5,000): rate study, office supplies, courses/seminars

Non-operating expenses

- (\$32,000): decrease in borrowing costs. Additional borrowing wasn't required because of deferring the Waterloo project that wasn't completed as expected in 2025/26.

COMMUNICATIONS

Residents are encouraged to engage in the budget process found at <https://www.regionofqueens.com/budget-engagement/>.

BYLAWS/PLANS/POLICIES

N/A

SUMMARY

This report introduces the initial draft of the 26/27 Utility budget for Council review and discussion.

ATTACHMENTS/REFERENCE MATERIALS

Region of Queens Draft Utility Budget for fiscal year 2026/2027

Nova Scotia Regulatory and Appeals Board- Decision 2025 NSRAB 146-M12363

Region of Queens Municipality

WATER UTILITY

	Budget 25/26	YTD 01/31/2026		Projection 03/31/2026	Budget 26/27	NSRAB Rate study 26/27	Budget Variance
REVENUES							
Operating Revenues							
Metered Sales	610,746	461,335	75.5%	710,359	1,027,847	1,027,847	-
Public Fire Protection	201,424	167,853	83.3%	218,633	300,400	282,373	18,027
	812,170	629,189	77.5%	928,992	1,328,247	1,310,220	18,027
Other Operating Revenues							
Sprinkler Service	5,400	5,200	96.3%	5,400	5,454	5,454	-
Plate Fee & Shut off	4,400	3,480	79.1%	4,400	4,400	4,400	-
Connections Fee	3,000	900	30.0%	3,000	3,000	3,000	-
	12,800	9,580	74.8%	12,800	12,854	12,854	-
NON OPERATING REVENUE							
Interest	15,000	13,534	90.2%	15,000	15,000	15,000	-
Miscellaneous	-	-	0.0%	412,422	312,000	312,000	-
	15,000	13,534	90.2%	427,422	327,000	327,000	-
TOTAL REVENUE	839,970	652,303	77.7%	1,369,214	1,668,101	1,650,074	18,027
EXPENDITURES							
SOURCE OF SUPPLY							
Lake Inspections	70,000	75,938	108.5%	76,000	85,500	1,000	84,500
Labour Source of Supply	13,900	-	0.0%		19,689		19,689
Screen Maintenance	6,500	1,367	21.0%	1,400	2,500	2,500	-
Wildlife Management	1,500	183	12.2%	200	1,545	1,500	45
Supervision Source of Supply	14,435	-	0.0%		8,409	29,043	(20,634)
Insurance	1,937	1,937	100.0%	1,937	2,000	1,976	24
TOTAL SOURCE OF SUPPLY	108,272	79,425	73.4%	79,537	119,644	36,019	83,625
WATER TREATMENT (Purification)							
Labour - Water Treatment	104,280	106,287	101.9%	120,000	43,269	106,887	(63,618)
Water Testing	30,000	23,146	77.2%	30,000	33,000	31,500	1,500
Chemicals and Additives	208,000	210,593	101.2%	225,000	231,970	218,400	13,570
Facility Repairs and Maintenance	79,500	59,356	74.7%	80,000	72,500	47,500	25,000
Process Equipment	114,275	57,979	50.7%	60,000	202,675	95,000	107,675
Electricity	103,370	82,045	79.4%	100,000	102,000	107,505	(5,505)
Generator	5,200	7,286	140.1%	8,000	5,400	5,460	(60)
Supervisory Water Treatment	63,840	6,575	10.3%	8,000	33,637	65,436	(31,799)
Contracted Services	50,475	-	0.0%		14,300	52,999	(38,699)
Phone/Internet	3,720	1,660	44.6%	2,000	-	3,832	(3,832)
Allocated Services	13,475	12,419	92.2%	13,205	11,040	14,101	(3,061)
TOTAL WATER TREATMENT	776,135	567,344	73.1%	646,205	749,790	748,620	1,170

	Budget 25/26	YTD 01/31/2026		Projection 03/31/2026	Budget 26/27	NSRAB Rate study 26/27	Budget Variance
TRANSMISSION AND DISTRIBUTION							
Reading Meters Expense	23,170	3,336	14.4%	4,000			-
Operation Labour - Mains	37,080	12,592	34.0%	15,000			-
Leak Detection	30,000	20,712	69.0%	22,000	10,000	31,500	(21,500)
Labour - Water Leaks	99,450	43,320	43.6%	46,000			-
Labour - Meters	14,840	1,102	7.4%	2,000			-
Labour - Flushing	8,380	3,078	36.7%	3,200			-
Maintenance of Mains (Materials)	25,000	19,000	76.0%	20,000	48,500	26,250	22,250
Use of Gravel	2,500	2,591	103.7%	3,000	2,625	2,625	-
Maintenance of Hydrants/Valves	18,000	28,415	157.9%	30,000	18,900	18,450	450
Maintenance of Meters	30,000	12,773	42.6%	14,000	10,000	31,500	(21,500)
Labour - Maintenance Hydrant/Valves	43,350	11,138	25.7%	14,000			-
Street Patching	40,000	47,400	118.5%	47,400	40,000	10,000	30,000
Labour Transmission and Distribution	39,180	-	0.0%	-	133,936	273,066	(139,130)
Cowie Well - Public Tap	5,500	2,680	48.7%	3,200	4,000	4,000	-
Supervisory Transmission and Distribution	22,910	8,560	37.4%	10,000	33,637	23,483	10,154
Allocated Services	31,441	28,978	92.2%	30,811	25,761	32,902	(7,141)
TOTAL TRANSMISSION AND DISTRIBUTION	470,801	245,677	52.2%	264,611	327,358	453,776	(126,418)

Staff expenses will be budgeted as follows: 40% of
Blake/Munchie - Treatment Supervisory 40%, Transmission
Supervisory 50%, Admin 10%

40% of IBEW - Source of Supply 10%, Treatment 30%, Transmission 60%.

Allocated Services - T/D 70% Treatment 30%

Truck Repairs - Transportation	4,885	3,667	75.1%	3,700	2,700		2,700
Insurance	1,116	1,116	100.0%	1,116	1,116		1,116
Excavator Repairs	10,185	10,526	103.3%	11,000	6,000		6,000
Excavator Insurance		-	0.0%				-
Tools & Shop Expense	5,000	8,748	175.0%	9,000	5,250		5,250
Safety Equipment	8,000	6,097	76.2%	7,000	5,250		5,250
Computer Services	14,200	10,152	71.5%	11,000	14,910		14,910
Meal Allowance	1,330	752	56.5%	800	1,369		1,369
Travel	200	339	169.7%	400	206		206
TOTAL ALLOCATED SERVICES	44,916	41,397	92.2%	44,016	36,801	-	36,801

ADMINISTRATION AND GENERAL

Rate Study	12,000	10,853	90.4%	10,900	-		-
Supervision	-	23,367	0.0%	30,000	8,409		8,409
Office/Admin Salaries	58,066	48,392	83.3%	58,070	81,796	68,178	13,618
Office Supplies and Expenses	2,000	725	36.3%	800	1,000	2,060	(1,060)
Contracting Services	2,400	4,718	196.6%	4,800		2,472	(2,472)
Advertising Expense	4,250	13,960	328.5%	15,000	8,963	4,378	4,585
Courses and Seminars	9,000	6,149	68.3%	6,500	6,000	9,270	(3,270)
Auditors	6,900	-	0.0%	6,900	7,300	7,107	193
Legal	500	-	0.0%	-	500	500	-
UARB Utility Levy	1,793	-	0.0%	2,000	2,050	1,850	200

	Budget 25/26	YTD 01/31/2026		Projection 03/31/2026	Budget 26/27	NSRAB Rate study 26/27	Budget Variance
Insurance	11,040	17,095	154.8%	17,000	17,000	11,592	5,408
TOTAL ADMINISTRATION AND GENERAL	107,949	125,259	116.0%	151,970	133,018	107,407	25,611
Depreciation	117,000	-	0.0%	119,000	192,000	192,229	(229)
			-				
TOTAL OPERATING EXPENDITURES	1,580,157	1,017,705	64.4%	1,261,323	1,521,810	1,538,051	(16,241)
NON OPERATING EXPENDITURES							
Principal	59,689	59,689	100.0%	59,689	67,157	77,203	(10,046)
Interest/Discount	13,222	13,644	103.2%	13,645	12,751	34,820	(22,069)
TOTAL NON OPERATING EXPENDITURES	72,911	73,333	100.6%	73,334	79,908	112,023	(32,115)
TOTAL OPERATING AND NON OPERATING EXPEND	1,653,068	1,091,038	66.0%	1,334,657	1,601,717	1,650,074	(48,357)
SURPLUS/DEFICIT	(813,098)	(438,735)	54.0%	34,557	66,384	-	66,384

DECISION

2025 NSRAB 146
M12363**NOVA SCOTIA REGULATORY AND APPEALS BOARD****IN THE MATTER OF THE PUBLIC UTILITIES ACT****- and -**

IN THE MATTER OF AN APPLICATION by the **REGION OF QUEENS MUNICIPALITY**,
on behalf of its **WATER UTILITY**, for approval of amendments to its Schedule of Rates
for Water and Water Services and amendments to its Schedule of Rules and Regulations

BEFORE: Bruce H. Fisher, MPA, CPA, Panel Chair
Jennifer L. Nicholson, CPA, Member
Marc Dunning, P.Eng., LL.B., Member

APPLICANT: **REGION OF QUEENS MUNICIPALITY**

Gerry Isenor, P.Eng.
G.A. Isenor Consulting Limited

Blaine Rooney, CPA, CA
Blaine S. Rooney Consulting Limited

Joanne Veinotte
Director of Finance

Adam Grant
Director of Infrastructure

Willa Thorpe
Chief Administrative Officer

INTERVENOR: **QUEENS COMMUNITY HEALTH BOARD**
Tara Druzina

HEARING DATE: November 19, 2025

I CERTIFY THAT THE WITHIN IS A TRUE
AND CORRECT COPY OF THE ORIGINAL

DATED THIS 22nd DAY OF December, 2025

Pamela McGarrigle

Pamela E. McGarrigle, Clerk of the Board
Nova Scotia Regulatory and Appeals Board

FINAL SUBMISSIONS: November 25, 2025

DECISION DATE: December 22, 2025

DECISION: The application is approved, with amendments as directed by the Board in this Decision and subject to a compliance filing.

TABLE OF CONTENTS

1.0	SUMMARY	4
2.0	BACKGROUND.....	5
3.0	ISSUES	9
4.0	LETTERS OF COMMENT AND SPEAKER.....	9
5.0	REVENUE REQUIREMENTS	10
5.1	Operating Expenditures	10
5.1.1	Findings	13
5.2	Capital Budget and Funding	15
5.2.1	Findings	16
5.3	Bulk Water Rates.....	18
5.3.1	Findings	18
6.0	DETERMINATION OF "RATE SHOCK"	18
6.1	Depreciation.....	19
6.2	Accumulated Deficit to the Municipality.....	20
6.3	Affordability	21
6.4	Findings	22
7.0	REVENUE REQUIREMENT ALLOCATION	24
7.1	Public Fire Protection.....	24
7.1.1	Findings	25
7.2	Utility Customers.....	25
7.2.1	Findings	27
8.0	SCHEDULE OF RULES AND REGULATIONS	27
8.1	Findings	28
9.0	CONCLUSION.....	28

1.0 SUMMARY

[1] In July 2025, the Region of Queens Municipality (Municipality) applied to increase the rates for its water utility (utility) by nearly \$350 per year (over 100% increase) for average residential customers effective January 1, 2026. The utility also applied for smaller increases to take effect on April 1, 2026, and on January 1, 2027. In the 2024/25 fiscal year the utility had a deficit over \$250,000. In the 2025/26 fiscal year the utility projects a deficit of over \$650,000. The Municipality has covered the utility's annual deficits and as a result, the utility has a projected accumulated deficit of almost \$1,400,000 that it will owe to the Municipality at the end of 2025/26. The Utility's projected costs are impacted by inflationary pressures, changes in how costs are allocated between other departments in the Municipality and the utility, and earnings for the utility (that it proposes to use to start paying down its debt to the Municipality). Cost pressures also come from planned capital improvements, which have been budgeted to replace aging infrastructure. The utility's last rate application was in 2021 (Matter M10229), in which the Board approved rates for test years 2022/23 to 2024/25.

[2] The Queens Community Health Board (Health Board) was an intervenor in this application. Its evidence and submissions largely focused on affordability concerns given the magnitude of the proposed increases and the presence of vulnerable populations in the community, including those with fixed or low income.

[3] In considering the application, several alternative approaches were reviewed by the Nova Scotia Regulatory Appeals Board (Board). The Board directed the utility to prepare a revised rate study in response to Information Request (IR) IR-2, whereby depreciation reserve funds were redirected to spread out the increase in rates. In addition, the utility prepared its own revised rate study, as a response to IR-4, that used

some reserve funds and lowered the initial annual increase for the average 5/8" meter customer to \$280 or 85% on January 1, 2026. The Municipality will offer a rebate that is applied to water accounts of low-income customers through its Utility Assistance Rebate Policy. The utility has asked the Board to approve the revised rate study provided in response to IR-4.

[4] The Board has reviewed the revised rate study. Despite the revisions, the Board has concluded that the sudden, high initial increases in rates constitute "rate shock" for customers and that the larger increases need to be spread out into 2027. To do this, the Board has directed, among other adjustments, that the utility use a portion of its depreciation reserve funds to smooth the rate increase. The Board has also directed the utility to reduce certain expenditures, reduce repayment of the debt to the Municipality, and eliminate interest on that debt, to be set out in a compliance filing.

2.0 BACKGROUND

[5] The utility's source of water supply is Town Lake in Milton. The lake is supplied from an 800-acre watershed where the Municipality owns all riparian land and 84.4% of the watershed. The balance of watershed lands are distant from the lake and nearly inaccessible. The water treatment plant is gravity-fed from Town Lake to the South Queens Water Treatment Facility. The facility utilizes conventional treatment consisting of three dissolved air floatation chambers, four gravity media filters, and a gas chlorine disinfection system.

[6] The water treatment facility pumps to the storage reservoir, which feeds back through the facility for filter backwashing purposes and for supplying the

transmission system. The transmission and distribution system is made up of an approximately 35 km network comprised of steel, ductile, high-density polyethylene (HDPE) and polyvinylchloride (PVC) pipes. The components of the system vary in age, with some parts up to 120 years old.

[7] On July 2, 2025, the Municipality applied to the Board to change its water utility's Schedule of Rates for Water and Water Services and its Schedule of Rules and Regulations. The application was made under the *Public Utilities Act*, RSNS 1989, c 380 (Act).

[8] The utility's existing rates and charges have been in effect since April 1, 2024, and its regulations have been in effect since April 1, 2022. The utility stated that it needed to increase rates to continue meeting its operational obligations, address its accumulated deficit, and carry out necessary capital improvements. The utility's consultants, G.A. Isenor Consulting Limited and Blaine S. Rooney Consulting Limited, prepared an initial rate study dated June 16, 2025, supporting the application.

[9] The initial rate study proposed rates for fiscal years 2025/2026, 2026/2027, and 2027/2028 (test years) for its customers. For 5/8" meter customers, most of whom are residential customers, the proposed increases in each test year (based on average quarterly consumption) are 105.4% in 2025/26 (January 1, 2026), 2.9% in 2026/27 (April 1, 2026), and 1.6% in 2027/28 (January 1, 2027). For all other metered customers, based on the average quarterly consumption for each meter size, the proposed rate increases are between 107.5% and 119.5% in 2025/26, 0.2% to 4.0% in 2026/27, and 2.8% to 4.3% in 2027/28.

[10] Board staff issued IRs on August 27, 2025, and October 21, 2025. The Health Board issued IRs on September 15, 2025. The utility responded to the IRs on October 1, 3, 7, and November 7, 2025.

[11] The Board requested an alternative rate study in IR-2, asking the utility to spread the proposed rate increases over the test period. In addition, the utility included a second revised rate study in response to IR-4. This version of the rate study (utility alternative) attempted to smooth rates out over the test period by using depreciation funds to pay principal payments on new and existing long-term debt, deferring depreciation, and withdrawing the balance of the sediment removal reserve as non-operating revenue in 2025/26.

[12] The utility alternative included a worksheet (Worksheet D-1) showing the expected net increase in rates on customers receiving assistance from the Municipality's Utility Assistance Rebate Policy, which provides \$50 per quarter for households with an income of less than \$35,000. The utility alternative rate study from IR-4 is referenced in the remainder of this decision, unless otherwise noted.

[13] The average rate increases for 5/8" meter customers calculated in the utility alternative rate study are 84.8% in 2025/26, 6.8% in 2026/27, and 2.2% in 2027/28. For 5/8" customers who receive assistance from the Utility Assistance Rebate Policy, assuming the same average consumption, the increases would be 24.3%, 10.1%, and 3.1%, in each of the test years, respectively. For all other metered customers, average rate changes are between 87.2% and 113.6% in 2025/26, a decrease of 1.1% to an increase of 7.7% in 2026/27, and an increase of 0.5% to 3.1% in 2027/28. The utility proposed January 1, 2026, as the effective date for the increases in the first test year,

with the 2026/27 increases coming into effect on April 1, 2026, and the 2027/28 increases coming into effect April 1, 2027.

[14] The Board held a public hearing on November 19, 2025, at the Municipality's Council Chambers in Liverpool, Nova Scotia, after due public notice. The utility's consultants, Gerry Isenor and Blaine Rooney, represented the utility, accompanied by the following representatives from the Municipality: Joanne Veinotte, Director of Finance; Adam Grant, Director of Infrastructure; and Willa Thorpe, Chief Administrative Officer.

[15] There was one formal intervenor, the Health Board. The Health Board is responsible for monitoring and advocating for the health and well-being of Queens County residents. It intervened in this application because it considers water affordability fundamental to public health. It also raised concerns with the language of several provisions of the utility's Regulations. The Health Board was represented by Tara Druzina, Chair of the Health Board.

[16] The Board received three letters of comment, one of which included an email exchange between a customer of the utility and the Honourable John Lohr, Minister of Municipal Affairs. The Board also received a request from Paul Deveau to speak at the hearing.

[17] At the hearing, the Board asked the utility to submit additional information, which the utility undertook to file following the hearing. The utility filed its undertaking responses on November 25, 2025.

[18] The Board has concluded that (with some adjustments) the revenue requirements sought by the utility are reasonable. However, the proposed rates constitute

“rate shock” for customers. The Board has provided various directions to the utility to mitigate the impact of rate shock, as set out in this decision, to be addressed in a compliance filing.

3.0 ISSUES

[19] There are two main issues in this application.

[20] The first issue is whether the revenue requirements applied for by the utility, and therefore the resulting rate increases, are “just and reasonable”. The second issue is whether the sudden increase in the proposed rates constitutes “rate shock” and, if it does, what is the most appropriate manner to deal with it.

4.0 LETTERS OF COMMENT AND SPEAKER

[21] Two letters of comment take issue with the large, proposed rate increases and their potential impact on seniors and lower-income households. Both letters noted that increases of this magnitude could seriously impact the finances of pensioners on fixed incomes. The letters also noted that households with just one pensioner would be even more impacted than households of two or more.

[22] The third letter of comment was from a landlord who was concerned with affordability. The letter noted that water bills that increased by 100% or more would not be recoverable by landlords given the rent cap of 5% imposed by the provincial government. The letter went on to note that Nova Scotians can’t afford such an increase, nor should they have to, and that a 5% increase in rates is fair, given the restrictions placed on landlords with the rate cap.

[23] Mr. Deveau was the only person registered to speak. Since he agreed to speak during the daytime at the public hearing, it allowed the Board to cancel the evening session.

[24] In his presentation, Mr. Deveau confirmed that he lives in District 5 of Queens County. He is the owner of multiple properties that are serviced by the utility. He focused largely on the utility's duty to furnish safe and adequate service. He was also very concerned with the level of non-revenue water. Mr. Deveau suggested that there is risk of water supply contamination with the significant leakage in the system.

[25] Regarding water loss, Mr. Deveau asserted that the utility's costs would be reduced if water loss was reduced and that at current water loss levels, it is as if customers are paying for three litres of water, one for their own use and two more that are lost into the ground. Mr. Isenor noted that the utility only saves on pumping electricity and chemical costs by reducing water loss and there are small or even no savings in all other cost categories. In addition, he testified that it is likely that much of the non-revenue water is being delivered to customers but is not being recorded accurately because most customers have meters that are around 50 years old. Mr. Deveau asked the Board to deny the application under sections 52A to 52F of the Act, and to enact penalties if targets are not met. He suggested that the Municipality should pay for the lost water.

5.0 REVENUE REQUIREMENTS

5.1 Operating Expenditures

[26] For the fiscal year ended March 31, 2025, the utility had an excess of expenditures over revenue of \$257,203 and an accumulated operating deficit of

\$521,929. For the year ended March 31, 2026, the utility projects an excess of expenditures over revenues of \$665,619, leading to an accumulated deficit of \$1,187,548.

[27] The utility alternative rate study projects that at current rates, the utility's expenditures will increasingly exceed revenues by \$845,350 in 2026/27 and \$900,324 in 2027/28, leading to an accumulated deficit of \$2,933,221 (\$2,693,221 excluding the proposed earnings) at the end of the test period. These deficit figures include using depreciation to pay the principal on new and existing debt and recognizing the sediment removal reserve as non-operating income.

[28] In its responses to IR-20 to IR-23, the utility provided reasons for the projected increases in certain operating expense line items from 2024/25 to 2025/26.

[29] For the most part, the utility alternative rate study's operating expenses in the test years are based on the utility's 2025/26 budget, with annual increases of approximately 2.5% to 5.0%, depending on the expense. The utility described its budgeting process in response to IR-18:

The Utility budget is prepared by the Director of Infrastructure for all operating related expenses. Administrative expenses such as office supplies or insurance are prepared by the Director of Finance. Administrative expenses are budgeted using historical trends or CPI factors depending on the budget line.

The Director of Finance complies with budget numbers submitted by the Director of Infrastructure into the budget document. Once this is completed, the draft budget is presented to council and reviewed in detail along with all municipal operations. Council then adopts the annual budget and the required three-year budget for submission to the Nova Scotia Utility and Review Board.

[Exhibit Q-7, p. 15]

[30] In response to IR-19, the utility explained how costs are allocated between the utility and the Municipality and addressed changes made from previous rate studies, as follows:

Initially costs that are wholly and clearly water utility costs are separated out and allocated directly to the water utility. Salaried staff track time, and the Director of Infrastructure submits these percentages each quarter to the Director of Finance for allocation across

various cost centers, including the Utility. Hourly paid Utility staff charge labor directly to the Utility on timecards which are reviewed by supervisory staff in the Infrastructure department. The Utility Clerk position is 80% allocated to the Water Utility as this person also performs some Operating billing functions. Administrative supplies are allocated to the Water Utility based on usual usage which is minor. All capital expenditures are fully charged to a project and allocated to that aspect of the project that it relates to by the Director of Infrastructure, of which the Utility would be one.

... previously wage allocations were prorated throughout the year in absence of actual time tracking. Since the last application we have transitioned to a more accurate approach where staff time is recorded. Hourly employees submit a time sheet bi-weekly to payroll with their hours recorded in a cost center, salaried staff also record their hours which are adjusted to utility cost centers.

...

Staff time is charged directly depending on the actual time logged on time cards. Other charged costs are typically 100% Utility so no allocation is required with the exception of the Audit fees at year end, some postage for bills, and perhaps some office supplies. The Utility considers the current system accurate.

...

Staff have included and addressed all issues that they are aware of based on the information they have at this time. The Region of Queens strives for continual improvement in reporting and cost allocations to ensure the most effective and efficient operations of the Utility.

[Exhibit Q-7, p. 15-16]

[31] Non-revenue water was calculated to be 69.1% in the 2024 Community of Liverpool Water System Water Loss Assessment Study prepared by GMac Water Ltd. This was up from an estimated 60.3% at the time of the previous rate application. The utility noted in response to IR-5 that it has taken measures to address non-revenue water. These measures include:

- hiring GMac Water Ltd. to provide leak surveys and the above noted water loss assessment study, including a water balance assessment;
- initiation of a single phase of transmission main replacement (not yet in service);
- continuing its leak detection program to locate and repair leaks;
- taking steps to reduce/control non-metered water at one of the municipal facilities; and
- budgeting leak detection and repairs in each of the test years.

[32] In addition, in response to IR-B from the Health Board, the utility provided a summary record of the watermain leaks and actions taken since 2023.

[33] Mr. Grant said old meters, which may not be reading all the water passing through them, may significantly contribute to non-revenue water. This issue was canvassed during questioning at the hearing. Mr. Grant noted that the current meters are at least 50 years old. Meter replacements could have a large impact on non-revenue water. There are no meter replacements budgeted in the current test period. The utility noted that it had recently looked into procuring meters but was unsuccessful in finding contractors to supply and install the meters.

[34] When asked by the Board why the utility did not file a rate application sooner when it realized how dire its financial situation was, it cited several factors, including staffing turnover and shortages, and significant operational challenges due to two catastrophic lightning strikes on the water treatment plant, and its aftermath. The lightning strikes caused significant equipment failure, which resulted in large increases in treatment expenses and repairs that were not covered by insurance.

5.1.1 Findings

[35] Increases in general operating expenses over several years caused the utility's recent operating deficits and its accumulated deficit. The utility's inability to file for rate increases sooner led to continued annual deficits and turned the utility's accumulated surplus into an accumulated deficit. This was compounded by the lightning strikes which had significant consequences. The changes in reporting to more accurately allocate costs between the utility and the Municipality were among the main drivers in the large increases in operating expenses. Ms. Veinotte testified that, since the last rate study, allocations have been continually refined to reflect what is actually happening, to the point where the utility and Municipality are confident that the allocations used in this application are appropriate.

[36] The Board notes that most of the expenses associated with running the utility and delivering safe drinking water to its customers are fixed costs, regardless of the amount of leakage. Lowering water loss by fixing leaks would save a proportional amount of electricity used for pumping and chemical costs but would not lead to a large, overall reduction in costs. Regardless, fixing leaks requires ongoing operating funds and additional capital investment. Reducing funds or levying penalties means there will be less funds for that work to occur. This will likely make the current situation worse and further deteriorate the utility's financial situation. The Board's primary concern is ensuring that safe, reliable water is available to ratepayers at a reasonable cost.

[37] The Board accepts that most operating expenses requested by the utility are reasonable costs that are required for the proper functioning of the utility. That said, filing a rate application earlier could have reduced the accumulated deficit and produced more gradual rate increases rather than producing the significant and sudden increases in rates presented in this application, which are more difficult for customers to manage.

[38] The Board also accepts the utility's explanation for the allocation of expenses between the Municipality and the utility. Despite the confidence that the Municipality and the utility currently have with allocations, the Board reminds the utility to continue to review allocations and revise them if necessary. If the utility significantly changes its allocation methodology during the test period, it should also apply for changes in rates that consider the new allocations, instead of waiting until the end of the current test period to avoid the situation that arose in this application.

[39] The Board directs one change in how the utility has included operating costs in its rate study. The operator position discussed at the hearing is currently vacant and

will not be filled until at least April 1, 2026, leading to \$29,000 in costs for 2025/26 that will not be required. The Board directs the utility to reduce its operating expenses for 2025/26 by \$29,000.

[40] Except as noted above, the Board accepts the operating expenses contained in the rate study.

5.2 Capital Budget and Funding

[41] The rate study included the utility's proposed capital additions of \$3,722,617 in 2025/26, \$911,153 in 2026/27, and \$309,435 in 2027/28. The utility said that many of its assets are older, with many of the pipes in the system being approximately 120 years old.

[42] In response to IR-25, the utility provided a list of the capital projects included over the test period. Worksheet B-3 included the funding sources for the projects as follows:

	2025/26	2026/27	2027/28
Outside Funding	\$2,836,179	\$387,384	\$309,425
Depreciation Funds	\$874,439	\$523,769	\$0
Long-term Debt	\$12,000	\$0	\$0

[43] The utility noted that the outside sources of funding for the multi-year Mount Pleasant Service Extension and the Waterloo project have been secured. The funding has been budgeted and allocated to the utility based on the percentage of the overall project belonging to the utility.

[44] The 2024 Water Loss Assessment Study states that most of the meters used by the utility were purchased from the City of Halifax in the 1970s. These meters have not been replaced over time and are well past their useful lives. The utility explained that a large portion of non-revenue water could be from the old meters not registering all water passing through them, as meters tend to slow down over time. The utility noted that it had looked into replacing meters but was not successful in procuring them or finding a contractor to do the work.

[45] The utility is also projecting principal and interest payments to service its new and existing debt during the test period, of which the principal payments are being offset with depreciation as noted below. The interest on the new debt is based on an interest rate of 6%. The 2024/25 debenture was issued at 4.5%.

5.2.1 Findings

[46] The Board accepts the utility's proposed capital program with adjustments to the depreciation and long-term debt funding required, based on the directives in this decision. The Board accepts that the utility's projected depreciation fund balance will change due to the directives as well. The Board notes that, although anticipated to be relatively low, the depreciation fund will start to replenish as the new assets are put into service and their associated depreciation is transferred to the depreciation fund.

[47] The Board notes that once the planned capital programs are completed, they should have some impact on non-revenue water, although the amount is unknown. When asked by the Board why no reduction in non-revenue water was budgeted for the test years based on the planned capital program, the utility said that when a leaky section of pipe is replaced, it can cause pressure to rise elsewhere in the system, which could

cause more leaks, depending on the age and condition of the pipe. The utility does not expect significant reductions in water losses from pipe repairs until most of the older pipes are replaced.

[48] The Board strongly encourages the utility to initiate a meter replacement program, which would be expected to provide the utility with more certainty in its usage measurements and assumptions. The meter replacement program should be considered in the next rate study.

[49] The Board also encourages the utility to replace its aging infrastructure as funding and staff time allow. The utility should look to all levels of government for funding support.

[50] The Board also notes that the utility assumes its debt payments (principal and interest costs) commence in the same year that the budget is approved. Testimony at the hearing confirmed that these payments will not occur until the year after the debt is issued. The Board understands that the utility assumes debt payments commence in the same years that the budget is approved to improve its cash flow position. However, considering the high rates being requested, the Board directs the utility to include such payments in the year they would be made, typically the year after the budget is included in the utility alternative rate study. For clarity, the debt for 2025/26 capital projects should commence in 2026/27. Debt payments for 2026/27 capital projects included in that year should commence in 2027/28.

[51] The Board notes that the 6% interest rate used for the debt is unnecessarily conservative. The Board directs the utility to use a 4.5% interest rate, as was used in 2024/25, for all new debt in the utility alternative rate study.

5.3 Bulk Water Rates

[52] Although the utility doesn't project any bulk water sales, it sets bulk water rates anyway. Worksheet C-9 in the utility alternative rate study calculates the rate for bulk water as operating and non-operating expenses divided by total water consumption, then marks that up by 30%.

5.3.1 Findings

[53] The Board approves the utility's proposed bulk water rates for each of the test years and notes that a 30% markup is what most utilities use for bulk water stations.

6.0 DETERMINATION OF "RATE SHOCK"

[54] There is no clear definition of "rate shock". The Board tends to review not only the percentage increase but also the dollar amount. In this case the Board finds that the proposed rate increases (the first two rate increases are only three months apart) are clearly "sudden and significant" and fall within the scope of what is understood as "rate shock".

[55] The Board commends the actions of the Municipality in providing a low-income rebate to offset the impact of water rate increases on those with less than \$35,000 in annual income. The Board has no authority to compel the Municipality to do so; the Municipality acted on its own initiative. The costs of this program must be borne by the Municipality itself, and not the utility, as there is no ability for the utility to provide rate rebates under the Act.

[56] In other matters, the Board has dealt with rate shock on a case-by-case basis, depending on the specific circumstances. In some instances, the Board has

directed a utility to defer rate increases through using short-term borrowings. This allows ratepayers additional time to adjust to the increased payments. However, the interest costs from such borrowings add additional future costs for the utility, and ultimately its customers, to repay. Considering the significant debt that the utility already has, this is not a realistic option. In other cases, the Board has not offset rate increases at all. The Board finds that the utility is in a difficult position. The Board also finds that, other than the minor adjustments directed above, the required revenues in the application are just and reasonable, and necessary to produce safe, reliable water. Yet its rate increases clearly fall within the definition of “rate shock”.

[57] In determining how to proceed, the Board will consider depreciation expenses; the accumulated deficit to the Municipality; and affordability.

6.1 Depreciation

[58] In the Board’s accounting guidelines, depreciation funding is essentially reserve funding and is entirely different from depreciation in the traditional accounting sense. Rather, under the Board’s accounting guidelines, a capital reserve called “Depreciation” must be funded and the funds are to be used for capital projects. Contributions are based on the previous year’s depreciation expense plus depreciation on new capital additions.

[59] The utility stated that the depreciation rates used for the proposed capital additions over the test years conform to the Board’s *Water Utility Accounting and Reporting Handbook (Handbook)*. It proposed two exceptions to this. First, it proposed delaying the depreciation contribution on the transmission and distribution improvements in 2025/26 to 2026/27. Secondly, it proposed using depreciation funds to pay for the principal costs on debt. It made these proposals to lower the rates it had initially proposed.

It is not unusual for utilities to propose exceptions to the *Handbook*, which the Board considers on a case-by-case basis.

[60] The utility said it expects its depreciation fund balance, which was \$1,149,247 as of March 31, 2025, to fall to \$166,371 at the end of the test period. This decrease includes funding of the capital program as requested, as well as funding the principal payments on new and existing long-term debt.

[61] The utility objected to the rate scenario the Board requested in IR-2 which would have used depreciation funds to offset rate shock. In IR-2 the utility stated that it has significant concerns about using depreciation funds to reduce rates by paying down the deficit. The utility further noted that this use of depreciation funds conflicts with Section 3050 (Policy 2) of the *Handbook* and will result in increased borrowing and higher rates at the end of the test period for all customers, and in its opinion would likely conflict with Generally Accepted Accounting Principles (GAAP) and might not be permitted by the utility's auditors.

[62] In addition to the depreciation reserve, the utility is proposing to transfer \$124,422 from the sediment removal reserve to reduce rates in the first test year. Mr. Grant testified that the utility no longer needs this reserve because sediment is not accumulating at the rate that was anticipated when the reserve was established and as a result those funds can be used for other purposes.

6.2 Accumulated Deficit to the Municipality

[63] The utility accrued interest owing to the Municipality for funding its deficits as an expense. It also included earnings of \$100,000 and \$140,000 in the final two test years, respectively. It plans to use the earnings to pay down the accumulated deficit owed to the Municipality. If earnings stay at the proposed level, the accumulated deficit would

be paid off over approximately seven years. The utility calculates interest on the deficit owing to the Municipality using an interest rate of 3%, as per the response to Board staff IR-38.

[64] In response to IR-A1, from the Health Board, regarding interest rates and payment terms for the deficit owed to the Municipality, the utility noted that to date, it has not been charged interest. The non-operating revenue and expenses were discussed in more detail during the hearing. In these discussions, it was noted that the Municipality has not requested interest on the amount owed to it, nor has it set payment terms for the utility's deficit that it has been funding.

6.3 Affordability

[65] The Health Board's evidence included information and statistics on the demographics and income levels in the Municipality. This information indicates that residents in this area of the province may be more vulnerable to large rate increases than elsewhere. The Health Board requested that the Board only approve increases in the 15-20% range and ensure that customer protection programs be put in place.

[66] To combat at least some of the "rate shock" and address the Health Board's concerns, the Municipality has implemented its Utility Assistance Rebate Policy, in which households making under \$35,000 per year can receive assistance of \$200/year (\$50/quarter). In the utility alternative rate study, the utility included in worksheet D-1 the theoretical impact on rate increases for customers that receive funds from the Municipality's rebate program. For 5/8" meter customers receiving the rebate, the increase in test year 1 would be approximately 24%, down from 85% for those without the rebate.

6.4 Findings

[67] The Board has concluded that approval of the application based on the utility alternative rate study will cause rate shock to ratepayers. Expenditures, however, are reasonable and are required to provide safe and reliable water. The Board has considered requiring the increase to be deferred, using short-term borrowings to cover the costs, however, with the current level of debt this would cause additional financial distress to the utility.

[68] The Board reviewed the debt that is owed to the Municipality. The Municipality has not provided any direction to the utility as to repayment terms and conditions including any interest. Rather, the utility assumed a 3% interest rate and included interest in all three test years and earnings in test years 2 and 3. The Board appreciates the utility's wish to be financially responsible and to pay off the debt over a limited time period, but finds that this will cause additional hardship for ratepayers.

[69] The Board commends the Municipality on its commitment to help lower-income households. The Board has no jurisdiction over such a program but notes its benefit in addressing affordability concerns in these circumstances. Indeed, many households with incomes that exceed the Municipality's current low-income threshold would also benefit from an expansion of the program.

[70] The Board reviewed the utility's comments about using depreciation funds to deal with rate shock through lowering rates or paying off debt. The Board does not accept the utility's comments regarding the *Handbook* or GAAP requirements. The *Handbook* is produced by the Board as a general guide to how the water utilities it regulates can conform to regulatory accounting. Depreciation funding under the *Handbook* is a creation of the Board that amounts to a capital reserve. It is not the same

as depreciation under GAAP that is a non-cash item that recognizes the “using up” of assets over their useful lives. Regulatory accounting depreciation is not required by GAAP. Moreover, the *Handbook* specifically notes in Section 3050 that the Board “upon application by the water utility, may direct that depreciation funds be used for other purposes”. This discretion is also consistent with the Board’s authority under s. 39(2) of the *Act*.

[71] Regardless, the Board appreciates that using capital reserve funds to deal with rate shock is not ideal. Such funds are needed by the utility to deal with its aging infrastructure and to address such issues as meter replacements and leaks. In the circumstances, however, the Board has concluded that, on balance, it is in the best interest of ratepayers to use depreciation funds to offset rate shock. Therefore, the Board directs the utility to:

- Transfer \$600,000 from the depreciation reserve to operating over the first two test years (\$288,000 in year 1 and \$312,000 in year 2);
- Contribute full depreciation in 2025/26 for the transmission and distribution mains; and
- Refrain from using depreciation funds to pay down principal.

[72] The Board understands this will require the utility to change its capital program funding to use more debt over the test period, which will also change the principal and interest payments in the revenue requirements. It directs the utility to assume that \$400,000 of depreciation funding in the 2025/26 capital budget will be replaced with debt, with repayment assumed to start in 2026/27.

[73] In addition, the Board finds that the utility’s assumptions about paying down municipal debt are causing hardship to ratepayers. As no repayment terms and conditions exist with the Municipality, it directs that the utility:

- eliminate the requirement for earnings in test year 2;
- reduce the earnings in test year 3 from \$140,000 to \$70,000; and
- eliminate interest on the debt to the Municipality for all test years.

[74] The Board directs the utility to prepare a compliance filing incorporating the findings and directives made in this decision are incorporated.

7.0 REVENUE REQUIREMENT ALLOCATION

7.1 Public Fire Protection

[75] The methodology used in the utility alternative rate study for the determination of the public fire protection charge follows the *Handbook* and is consistent with that used in the previous rate application. The total fire protection charge is billed to the Municipality.

[76] The allocation of utility plant in service to public fire protection is calculated as 45.3% in 2025/26, 46.2% in 2026/27, and 46.5% in 2027/28. These allocations, along with 10% of all other expenses, result in total costs allocated to fire protection of 21.6%, 26.6%, and 27.6% for each of the three years, respectively.

[77] Based upon the utility alternative rate study's calculations, the fire protection charge is proposed to increase by 57.3%, 38.6%, and 7.2%, respectively, in each of the test years.

[78] The fire protection charge for the first test year is proposed to be calculated based on nine months of the current charge and three months using the new charge.

[79] In its evidence, the Health Board stated that an increase in the fire protection charge would work its way through the system and end up being paid for by citizens through property taxes, further compounding the increases in the water bills.

7.1.1 Findings

[80] The methodology used to determine the total public fire protection charge conforms to the methodology set out in the *Handbook* and is the same as the previous rate study.

[81] The Board accepts the methodology used to calculate the fire protection charge in this application but notes that the changes to the revenue requirement from the directives in this decision will change the fire protection charge. This new calculation must be included in the compliance filing.

7.2 Utility Customers

[82] The remainder of the utility's revenue requirement, after the allocation to fire protection service, is to be recovered from customers. The methodology the utility used to allocate revenue requirement to customer, base, delivery and production charges is similar to what it used in its last rate application. The allocations are consistent with the *Handbook*, except for transmission and distribution expenses, depreciation, and return on rate base. The allocations the utility used for these expenses, and under the *Handbook*, are set out in the table below:

Transmission and Distribution		Customer	Base	Delivery	Production
2025/26	Utility		100%	0%	
	Handbook			100%	
2026/27	Utility		80%	20%	
	Handbook			100%	
2027/28	Utility		80%	20%	
	Handbook			100%	
Depreciation and Return on Rate Base		Customer	Base	Delivery	Production
All Years	Utility		100%		
	Handbook		40%	30%	30%

[83] These allocations allow the revenue from the fixed charges to be 37% in 2025/26, 40% in 2026/27, and 39% in 2027/28. The Board understands that the utility may adjust the allocation in the compliance filing to meet its desired range of revenue from base charges for revenue stability.

[84] The utility currently has three unmetered customers and 1,230 metered customers. This is seven more customers than at the beginning of the previous rate study. The application projects that the number of customers will stay the same during the test period. The utility used the projected number of customers to calculate the proposed base charges. The utility described the three unmetered customers as seasonal properties and stated that there are no plans to meter them due to their low water consumption. The calculation of overall consumption charges in the rate study is based on the actual annual water consumption of 280,309 m³ in 2024/25. The utility noted that the consumption for

5/8" metered customers is down by about 3.5% per year since the previous rate study. The utility projects this trend to continue, though at a slower rate. The reduction for 5/8" customers included in the rate study is 2% per year. This would be an average drop from 134 cubic meters to 126 cubic meters per customer.

7.2.1 Findings

[85] The Board accepts the method used by the utility to distribute expenses to base, customer, delivery, and production charges. The Board also accepts the proposed allocation of depreciation and transmission and distribution expenses, which were set to reduce revenue risk to the utility by moving more expenses to the base charge than the *Handbook's* suggested allocations.

[86] The Board accepts the projected number of customers over the test period and finds the projected consumption amounts to be reasonable, given the utility's recent history.

[87] Based on the information filed, the Board approves the methodology for setting customer rates as presented in the rate study submitted in response to Undertaking U-5. The Board has made findings and issued directives that will impact the customer rates subject to a compliance filing.

8.0 SCHEDULE OF RULES AND REGULATIONS

[88] The Health Board brought forward questions and concerns regarding several of the utility's Rules and Regulations. In response to Undertaking U-5, the utility addressed these concerns.

[89] Originally, the utility was not proposing any changes to its schedule of Rules and Regulations, but in its undertaking responses has proposed minor changes and housekeeping corrections to address the Health Board's concerns.

[90] In response to the undertakings, the utility included an update to its Schedule of Rules and Regulations to address the points noted above. The utility proposes an effective date of January 1, 2026 (Schedule D of the utility alternative rate study).

8.1 Findings

[91] The current Schedule of Rules and Regulations is generally consistent with most other water utilities in the province that have had recent rate applications. The Board accepts the utility's proposal to include the updates filed in response to Undertaking U-5, effective January 1, 2026.

[92] The Board reminds the utility to regularly review its Regulations to ensure that they meet its needs and provide certainty for its customers. The Board notes that the utility can request Board approval to update its Regulations or add new ones at any time.

9.0 CONCLUSION

[93] The Board approves the Rates for Water and Water Services set out in the utility alternative rate study (Schedules A and B, and C), subject to the changes made to fire protection and customers' rates and changes flowing from the directives in this decision. The updated schedules will come into effect on January 1, 2026, April 1, 2026, and April 1, 2027, respectively, upon acceptance of the compliance filing. The compliance filing is due December 30, 2025.

[94] The Board approves the Schedule of Rules and Regulations set out in the utility alternative rate study, with an effective date of January 1, 2026.

[95] In the compliance filing, as noted above, the Board directs the utility to file an updated rate study, based on the utility alternative rate study, incorporating the following:

- On the Accumulated Deficit:
 - Eliminate the interest on debt to the Municipality;
 - Reduce earnings in test year 2 from \$100,000 to \$0; and
 - Reduce earnings in test year 3 from \$140,000 to \$70,000.
- On the Depreciation Fund:
 - Assume that \$400,000 of depreciation funding in the 2025/26 capital budget be replaced with debt, with repayment assumed to start in 2026/27;
 - Make a depreciation fund withdrawal of \$288,000 and recognize it as non-operating revenue in 2025/26;
 - Make a depreciation fund withdrawal of \$312,000 and recognize it as non-operating revenue in 2026/27;
 - Lower the depreciation funding by \$400,000 for the 2025/26 capital program, and assume additional debt at 4.5% interest with interest and principal payments starting in 2026/27;
 - Do not use depreciation funds to offset principal repayment on new or existing debt; and
 - Contribute to the depreciation fund as per the *Handbook* for each of the test years, including the contribution for transmission and distribution mains which the Board directs to be made in 2025/26.
- Other
 - Update the interest rate for new debt to 4.5% (down from 6%) with interest and principal payments due the year after capital project is budgeted for; and
 - Reduce the budget to account for the operator vacancy by \$29,000 in 2025/26.

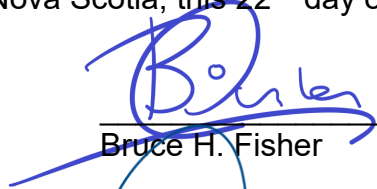
[96] In addition, the Board directs the utility to file with the Board no later than July 1, 2027:

- The projected financial results for the 2026/27 fiscal year;

- The estimated surplus/deficit and accumulated deficit as of March 31, 2027;
- A variance analysis of the revenue requirement for test years 1 and 2 to the actual results for each of those years;
- The results of any discussions with the Municipality as to terms, conditions and timeline for repaying the accumulated deficit;
- The results of non-revenue water estimates and leak surveys undertaken since January 1, 2026;
- The utility's plans for any significant capital projects including meter replacement;
- A statement explaining when the utility intends to file its next rate application, and what considerations led it to make that decision; and,
- Any other matter of significance the utility believes the Board should be informed of.

[97] An Order will issue accordingly.


DATED at Halifax, Nova Scotia, this 22nd day of December 2025.



Bruce H. Fisher



Jennifer L. Nicholson



Marc Dunning