



2021/22 Approved Operating and Capital Budget

Guide to the Budget Book

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What is the budget?

The budget sets forth a strategic resource allocation plan that is aligned with community goals, preferences and needs. The budget is a policy document, financial plan, operations guide, and communication device.

Through the budget, the Village of Kingston demonstrates its accountability to its residents and customers. To provide the maximum accountability, this section provides the reader with some basic understanding of the components of the budget document and what is included in each of these components.

Organization of the budget document

The budget document includes four major areas:

1. The Introduction which provides the Clerk/Treasurer's budget message along with overview information about Kingston including the organization, values and goals and community profile.
2. The Budget Summary shows the sources and uses of funds, budget summaries, descriptions of revenues and expenses and illustrates the financial picture of Kingston including the fund structure, budget process and development and fiscal guidelines.
3. The Departmental Budget Section – General and Sewer funds - includes information on all business units, and includes an introduction, significant achievements for the year and strategic objectives for the upcoming year.
4. The Capital Improvement section includes information regarding the current year capital projects and four year forecast, the capital budget process and debt information.



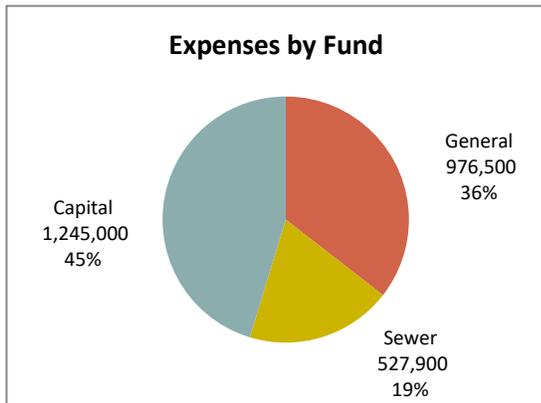
Budget Message

May 13, 2021

Chair, Commission Members and the Kingston Community:

I respectfully transmit the budget for Kingston for the April 1, 2021 to March 31, 2022 fiscal year. This represents the annual financial plan and allocation of public resources for the coming year.

The Approved expenditure budget totals approximately \$2,749,400 which includes \$1,504,400 (55%) for operating budgets and \$1,245,000 (45%) for capital budgets.



The format and presentation of the budget is similar to previous years. The Capital Improvement Plan (current year and four year forecast) will allow the Village to approach infrastructure management in a fiscally sustainable method. Continuation of strategic and proactive planning will ensure that Kingston will be able to provide for the needs of today's and future residents.

Economic Environment and Assumptions

This budget forecast assumes that provincial and federal funding (both operating and capital components) will be negatively impacted and thus municipal budgets will come under increasing pressure to fund more services and infrastructure with less. These challenges have been identified and incorporated in this year's and future year's budget.

Fiscal sustainability is the focus of this year's (and future year's) budgets – strategically planning for today and tomorrow in a manner that is fair and equitable. Proper use and management of reserves will be key, along with leveraging outside funding to achieve the greatest amount of work for the lowest cost. Although there are significant pressures on many budget areas, we expect the increase on resident tax bills to be minimal. To this end, Kingston has managed its rates reasonably and is competitive with similar municipal units.

Budget Message

Looking Ahead

Staff will focus on working on existing services, new initiatives and capital projects identified by the Commission, along with continued policy development and long term planning, to the benefit and improvement of the Village as a whole.

This budget includes Commission directed strategies and new service initiatives, such as:

- Continued work to extend sewer service to all residents
- Long term funding strategies for capital programs
- Improved communications with residents
- Continued proactive infrastructure maintenance program

This budget document was created as a communication tool for the residents of Kingston. This document is the result of a significant amount of work by the Commission and staff, as many hours were spent identifying, developing and confirming goals, developing operating plans and prioritizing programs and projects. I would like to express my appreciation to everyone involved in providing their expertise and knowledge in creating the budget.

Respectfully,



Mike McCleave
Clerk/Treasurer

Organizational Profile

The Village of Kingston is a municipal unit located in the western end of Kings County and adjacent to the Village of Greenwood. Incorporated in 1957, the Village is responsible for services such as sewer collection and treatment, recreation programming, public works, sidewalks, and tourism functions. Five Commission members are elected at large to three-year staggered terms. The Chair is a member of the Commission, elected by the Commission for one-year terms. The Clerk/Treasurer is appointed by the Commission to manage 5 other full-time staff and many part-time and seasonal employees.

Village Commission

Chair

Wayne Fowler

Deputy Chair

Mike Bishop

Commissioners

Muriel West

Brad Beardsley

Neil Larder

Village Staff

Clerk/Treasurer

Mike McCleave

Administrative Assistant

Janice Knickle

Public Works and Wastewater

Danny Lundrigan

David Feener

Jeff Hannam

Recreation Coordinator

Glen Abriel

Organizational Profile

Corporate Values

We are committed to providing affordable, high quality municipal services which meet the reasonable needs of our residents.

We are committed to protect Kingston's quality of life and the individual rights of our residents.

We will treat all people courteously and equitably. We will listen and ask questions until we understand. Our actions will be consistent with approved rules and policies, yet flexible and responsive to individuals whose reasonable needs cannot otherwise be met.



We are committed to respond to the needs of our citizens in an honest, credible and timely manner.

We are committed to meeting and exceeding community needs by fostering a spirit of creativity, resourcefulness and open-mindedness.

We will strive to ensure that all communications are dealt with honestly and fairly with a commitment to accuracy and timeliness.

Strategic Goals

Kingston is implementing work toward organizational alignment from strategic goals all the way to individual performance standards.

The Commission is committed to ensure the areas of fiscal management, public safety, community development, infrastructure management, recreation and effective governance are being performed in a reasonable and cost-effective manner.

Specific departmental goals are identified on their individual fund pages.

Budget Summary

The Village of Kingston was settled in the year 1793 by the United Empire Loyalists, and from this settlement sprang one of the most flourishing industries in the Province, the apple industry. Kingston is located in the heart of the beautiful Annapolis Valley and is surrounded by rich farmland and fruit orchards. Just a short drive away is the incredible Bay of Fundy boasting the highest tides in the world. Kingston was incorporated as a village in 1957.

Kingston began as a settlement nearly 230 years ago but did not become an industrial centre until the early 1900's, with the establishment of its lumber and apple processing industries. Today, the Village economy is largely influenced by Canadian Forces Base Greenwood; a consistent generator of employment, service demand and housing activity. A 1995 community survey indicates approximately one quarter of households in Kingston have employment related to the base.

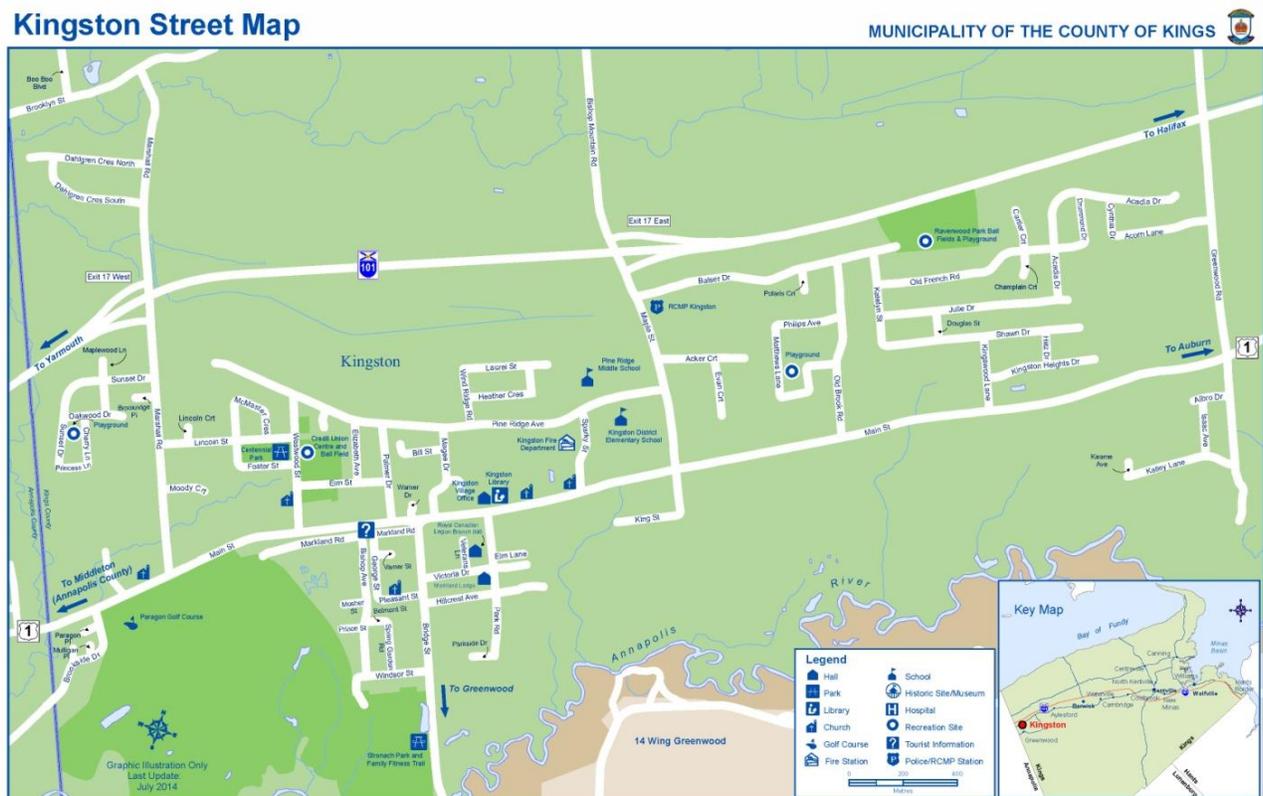
Population

The population of Kingston is estimated at 3,400 people, with approximately 1,280 homes and 75 businesses. Many people retire to the area because of its many services and its proximity to major centers. 14 Wing Greenwood is located just 4 km south of Kingston.

Location

For those traveling from a westward direction, Kingston is the gateway to Kings County. The Village is approximately a 45km drive to Kentville, 75km to Acadia University in Wolfville, 140km to Halifax, and 150km to the Halifax Stanfield International Airport.

Kingston Street Map



Source: Municipality of the County of Kings

Budget Summary

Commerce

Kingston has a well-defined business district in which the major commercial and industrial development is concentrated. Expansion potential, in terms of vacant land however, is limited and commercial development is concentrated along Highway 1-between Westwood Street and Maple Street.

The major commercial district, which straddles Highway 1, is surrounded by residential neighbourhoods. However, part of this area, south of the old railway right-of-way, contains a growing mixture of commercial and residential uses, which offers some potential for commercial growth through relocation and redevelopment. Markland Road and Victoria Drive are evidence of this transition from traditional residential and industrial, to more retail and service orientation.

Kingston's "Downtown" is a mixture of traditional, business supply and professional services; a wholesale meat processing plant, a sign printing company, doggy day care and a furniture and cabinet making firm. As well, there are service stations, grocery stores, hardware stores, pharmacies, restaurants and a motel.



Community Services

Kingston has a Village Office, medical clinic, pharmacy, post office, library, RCMP detachment, volunteer fire department and a wellness clinic. It is 10 minutes to Middleton's Soldiers Memorial Hospital and 45 km to our Regional Hospital in Kentville. We have an elementary and a middle school with enrollments of approximately 900+ students. The high school is located in Auburn, just east of Kingston. Being a sharing community, Kingston hosts a food bank. Places of worships located in the Village are the United Church of Canada, United Baptist Church, Anglican Church of Canada, New Hope Wesleyan Church and Kingdom Hall of Jehovah's Witnesses. In the surrounding communities you will also find churches of other faiths. Kingston also has many service clubs and fraternal organizations such as the Lions Club and the Royal Canadian Legion to name a couple.

Recreation

The Village Office has a full time Recreation Coordinator who works with local schools and seniors. Kingston has an indoor arena named the Credit Union Centre, owned and operated by the Western Kings Rink Association, which services the surrounding communities as well as Kingston. Adjacent to the arena is an outdoor recreation area with a baseball diamond, tennis courts, basketball court, beach volleyball court and a soccer field. This area is host to Kingston's annual Steer BBQ event held on the second Saturday of July, as well as the Santa Comes to Kingston event the first Friday in December and the New Year's event. Our Harvest Moon Trail (rail trail) flanks Main Street and connects communities from Annapolis Royal to Grand Pre.

There is an 18 hole golf course, a picnic park and family fitness trail, and a Provincial Picnic park just beyond the east end of the Village. We are located 4km from 14 Wing Greenwood's Sports and Fitness Center, which is open to the surrounding communities.

Budget Summary

Budget Process and Development

The budget process begins with the Commission determining the priorities for the year, staff then develops the best possible budget that incorporates the Commission’s priorities and fits within the resources available.

To incorporate the Commission’s desire to maintain existing service levels, staff determined the “**Base Budget**” requirement to meet these levels. The base budget is the minimum amount needed to maintain current services. The adjustments to base budget’s amounts are shown in Table 2 on page 14.

Inflationary pressures, growth and the impact of the approved capital expenditures mainly drive the changes in the base budget. Some program expenditures, specifically repairs/maintenance and utilities, have increased well in excess of the rate of inflation; the Approved budget reflects these requirements. The budget also reflects the costs of maintaining new infrastructure (i.e., sidewalks and other new infrastructure), wage settlements and financing costs related to prior capital expenditures.

“**Service Level Initiatives**” incorporate numerous items which, if approved, would enhance existing service levels or provide for new services or programs. Staff recommended service level initiatives are shown in Table 4 on page 16.

The Commission set the following guidelines for budget preparation:

- Keep tax rates competitive
- Include a proactive infrastructure funding plan into the base budget
- Amend the sewer rate based on base budget needs
- Include the funding for the current year capital plan and present the five year capital forecast

Budget Calendar

The schedule below documents the schedule of public meetings and budget deliberations prior to the recommended budget being adopted by the Commission.

Thursday, April 8, 2021 at 7:00pm	<ul style="list-style-type: none">• Proposed 2020-21 Budget Released to public• Distribute to Commissioners and public
Thursday, April 22, 2021 at 7:00pm (if required)	<ul style="list-style-type: none">• Public input• Budget review and deliberations
Thursday, May 13, 2021 at 7:00pm	<ul style="list-style-type: none">• Budget review and deliberations• Budget adopted by Commission

Budget Summary

Basis of Budgeting

The budget is prepared on a basis that is generally consistent with Generally Accepted Accounting Principles (GAAP). The Village's funds consist of the General Fund, Sewer Fund and Capital Fund. Governmental fund type budgets are developed using the modified accrual basis of accounting.

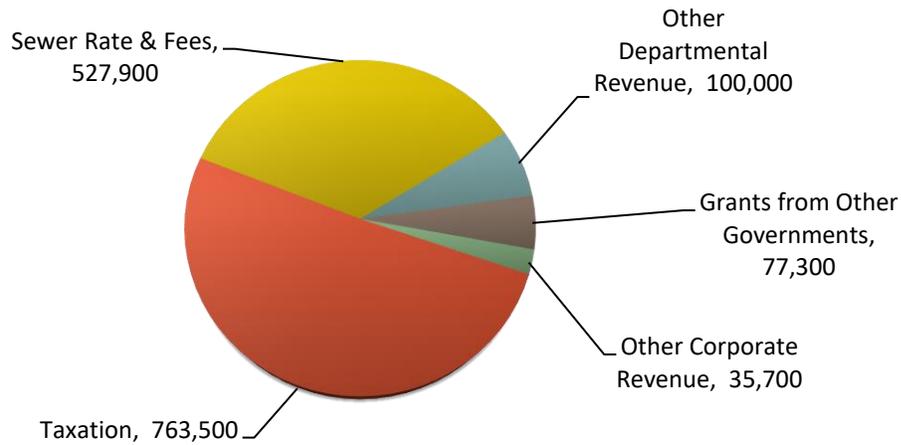
Under the modified accrual basis revenues are estimated for the fiscal year if they are accrued (amounts can be determined and will be collected within the current period). Principal and interest on general long-term debt are budgeted as expenditures when due, whereas other expenditures are budgeted for based on the timing of receipt of the goods or service.

Revenue forecasts are conservative in nature; known changes to assessment data (net of appeals) are incorporated as is, while other items are increased by very moderate amounts.

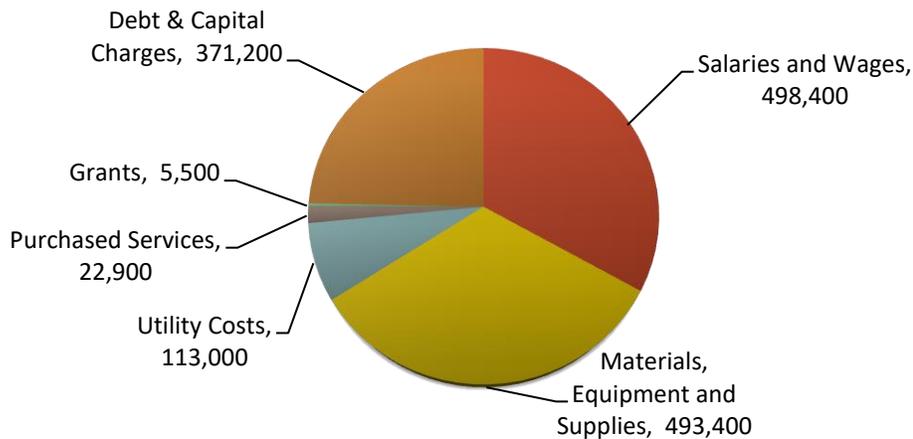
Expenditure items are forecast based on known amounts, or based on projections or trends. Increases for anticipated unknown items are typically 1% to 5% (Nova Scotia's 2020 CPI is 1.3 %.)

Sources and Uses of Funds

The total source of funds for the 2021/22 operating budget is \$1,504,400. This consists of new revenue and funds carried forward from the previous fiscal years. The revenue detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph below shows amount of sources by major category.



The total use of funds for 2021/22 is \$1,504,400. The expenditure detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph below shows amount of expenditures by major category.



Budget Summary

Consolidated Village Summary

Table 1

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Projected Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	439,100	413,926	498,400	59,300	13.5
Materials and Supplies	505,800	382,388	493,400	(12,400)	(2.5)
Utility Costs	114,100	103,678	113,000	(1,100)	(1.0)
Purchased Services	15,000	12,812	22,900	7,900	52.7
Grants	5,500	2,312	5,500	-	-
Operating Expenditures	1,079,500	915,116	1,133,200	53,700	5.0
Debt & Capital Charges	364,600	364,600	371,200	6,600	1.8
Total Expenditures	1,444,100	1,279,716	1,504,400	60,300	4.2
Departmental Revenue	(687,500)	(675,107)	(712,200)	(24,700)	3.6
Net Expenditures	756,600	604,610	792,200	35,600	4.7
Tax Revenue	(725,300)	(727,653)	(763,500)	(38,200)	5.3
Other Corporate Revenue	(31,300)	(42,688)	(28,700)	2,600	(8.3)
Total Revenue	(1,444,100)	(1,445,448)	(1,504,400)	(60,300)	4.2
General Surplus/(Deficit)	-	165,732	-		
Accumulative Tax Rate Increase/(Decrease) - in cents				1.1	

Budget Summary

Base Budget Adjustments in the Operating Budget (By Fund)

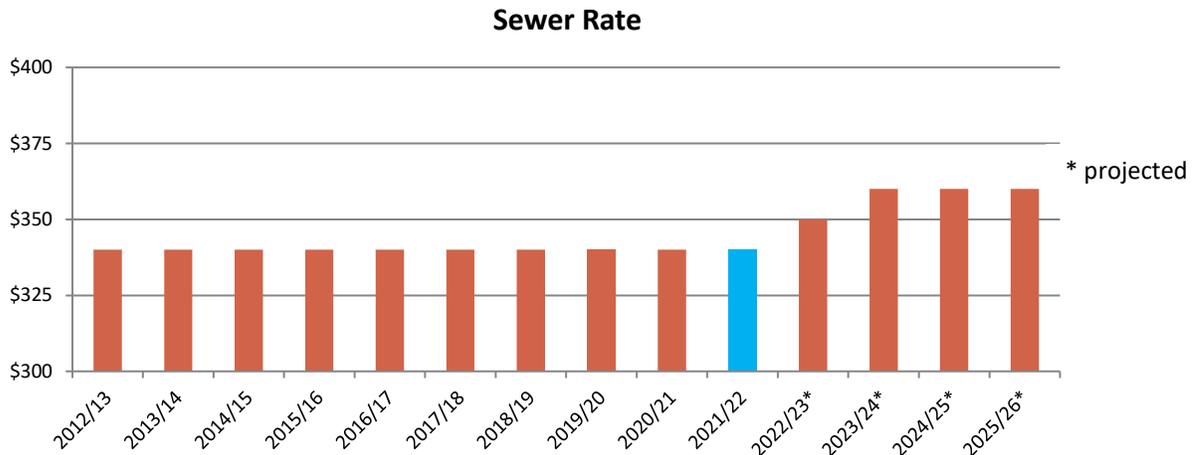
Table 2

	General	Sewer	20/21 Impact
Revenues			
Assessment growth	- 16,200	-	- 16,200
Residential Tax Rate Increase	- 23,600	-	- 23,600
Sewer rate	-	- 5,700	- 5,700
Service Fees	2,800	-	2,800
Revenue from own services	- 6,700	-	- 6,700
Transfers from other Government	- 2,500	-	- 2,500
Other miscellaneous revenues	- 100	-	- 100
Total Revenues	- 46,300	- 5,700	- 52,000
Expenses			
Salaries & benefits	43,000	16,300	59,300
Training & development	-	- 300	- 300
Utility costs	- 5,800	4,700	- 1,100
Building Maintenance costs	- 4,800	-	- 4,800
Sewer treatment costs	-	- 5,100	- 5,100
Snow removal	- 8,300	-	- 8,300
Banking Fees	300	-	300
Recreation Programs	4,500	-	4,500
Library costs	- 200	-	- 200
Insurance	- 1,400	2,200	800
Contributions to reserves	6,600	-	6,600
Miscellaneous expenses	-	300	300
Total Expenses	33,900	18,100	52,000

Under the base budget concept, services which were approved in prior years will be included within the current budget. There are some discretionary base budget items that the Commission will have to approve during the deliberations, as they generally will not impact service delivery.

Sewer Rate

To set the sewer rate annually, staff models the total financing requirements of the sewer operations (both operating and capital). All sewer collection and treatment costs, including salaries, supplies and debt repayment are recovered entirely by the sewer rate.



To maintain existing service levels, the approval of the 2021/22 Operating and Capital Budget related to sewer will not increase the sewer rates in the 2021/22 fiscal year. The rate is mainly under pressure due to significant increases in utility costs, environmental compliance and capital investment requirements, but due to lower than expected costs on previous projects, the Commission will freeze the current sewer charges and rates. The above chart details the history of the sewer rate and the forecasted rates for the next five years.

In addition to freezing the sewer rate, staff proposes a zero increase on the sewer connection and inspection charge of \$380.00. This fee covers the Village's cost to install a lateral from the existing sewer main to the property line and for the inspection of the connection. As reported last year, the intent of the charge is to cover the cost of these services, and while this current amount does not meet this requirement, the Commission has decided to forego any increase for the next fiscal year.

Sewer Rates

Each municipal unit is different when setting their sewer rates, so finding a comparison is difficult. If the unit has central water, the sewer rate is usually based on water consumption, there being a relationship between water usage and discharge. Other places, such as Berwick, base sewer charges on assessed value, which has no relationship to consumption. The closest comparable would be Kings County, which models its sewer rate the same way as Kingston. Their approved sewer rate for 2020/21 was \$505 per dwelling, which is 48% greater than the \$340 approved rate for Kingston in 2021/22.

Budget Summary

Service Level Initiatives

Based on the direction of the Commission during the past year, specific new items or initiatives have been included in the budget.

These specific items are summarized in Table 4. The items in this table “Summary of Approved Service Level Adjustments” presents those items which the Commission approved during budget deliberations. These items are new services or initiatives outside of the base budget.

These initiatives will be reviewed during the next budget year to seek Commission consent to continue for future years, or will be removed if a single year item.

Summary of Approved Service Level Adjustments

Table 4

	Service Level Changes			21/22 Impact
	Service Level Changes	New Service or Program	Less Revenue Offset	
Contribution to Capital	6,600	-	-	6,600
Community Development Employee	-	35,000	-	35,000
New Steer BBQ	5,000	-	-	5,000
Doctor Retention Program	-	2,500	-	2,500
Joint Accessibility Advisory Committee	-	5,100	-	5,100
TOTAL	11,600	42,600	-	54,200

Explanation of Service Level Initiatives

Contribution to Capital Reserves - \$6,600

Increase capital reserves contributions to help reduce debt financing in future years

New Employee – \$35,000

Employee for community development, communications, and recreation programming

Steer BBQ – \$5,000

New and revamped Steer BBQ for future years, increased from \$5k to \$10k annually

Doctor Retention Program – \$2,500

To help support program for Soldier’s Memorial Hospital to recruit new doctors to the area

Joint Accessibility Advisory Committee - \$5,100

Committee comprised of the seven Villages, the County of Kings, and 8 members of the public that identify as having a disability. Committee will work on improving accessibility within Kings County as required by the Province of Nova Scotia’s Accessibility Act 2030.

Budget Summary

Total Expenditures by Department

Table 5

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Department					
Legislative	19,800	16,659	19,200	(600)	(3.0)
Administrative	166,200	156,396	219,700	53,500	32.2
Civic Building	27,300	24,056	22,500	(4,800)	(17.6)
Other Gen Government	23,700	9,602	28,500	4,800	20.3
Transportation	201,900	183,675	194,200	(7,700)	(3.8)
Public Works	239,300	235,636	239,300	-	-
Village Development	10,900	11,505	11,900	1,000	9.2
Tourism	4,800	3,490	5,000	200	4.2
Parks	53,300	52,363	56,400	3,100	5.8
Recreation	121,300	85,977	116,800	(4,500)	(3.7)
Library	18,300	16,544	18,100	(200)	(1.1)
Corporate Expenses	42,300	38,837	44,900	2,600	6.1
Sewer Administration	314,800	283,513	332,800	18,000	5.7
Collection and Treatment	200,200	161,463	195,100	(5,100)	(2.5)
TOTAL	1,444,100	1,279,716	1,504,400	60,300	4.2

Budget Summary

Fund Accounting

The financial accounts for Kingston are organized on the basis of funds or account groups. In governmental accounting, a fund is a separate self-balancing set of accounts used to show operating results for a particular activity or activities.

For accounting and presentation purposes, the departmental and account structure mirror the ones prescribed by the Provincial Government through the Financial Reporting and Accounting Manual.

Funds

General Fund

The general fund accounts for the resources and uses of various Kingston departments. A majority of the daily operating activity is recorded in this fund. Administration, General Government, Transportation Services, Public Works and Parks are all examples of activity in the General Fund.

Governmental accounting requires the General Fund be used for all financial resources except those required to be accounted for in another fund.

Sewer Fund

The sewer fund accounts for the operations of the sewer system, including net operating expenses, capital contributions and debt charges.

Capital Project Funds

These funds account for revenue received and expenses related to infrastructure improvements such as sidewalk, wastewater, and parks. Revenue is received from contributions from operating, debt proceeds, and other sources. The Capital Improvement Plan, which includes the current year's program and four year forecast, is located starting page 37.

Reserves Funds

Provide for the replacement of equipment and vehicles, contributions to the operating budget, and for funding Village infrastructure.



Fiscal Guidelines

Replacement Funding

Separate funds exist for fleet and equipment replacement. Each cost center in the General and Sewer Fund contributes for future replacement of vehicles and equipment. The contribution is based on the projected replacement cost/anticipated useful life of the fleet.

Reserves

Kingston maintains a General (Operating) Reserve of approximately \$225,630. This amount is approximately 15% of our operating budget which would cover 2 months of our expenditures.



Kingston also maintains targeted or allocated reserve funds. These reserves are earmarked for specific sidewalk, sewer, recreation, and equipment renewals.

Revenue

Kingston strives to balance residential growth with commercial and industrial growth to stabilize the tax revenue. Kingston avoids dependence on temporary revenue sources to fund recurring government services.

Kingston is conservative in revenue estimates. Revenues resulting from possible changes in laws or ordinances are not included in revenue estimates.

Accounting, Auditing and Financial Reporting Policies

An independent audit is performed annually. Kingston produces a Consolidated Annual Financial report in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Public Sector Accounting Board (PSAB).

Financial Planning

Kingston adopts an annual Capital Budget and four year forecast that plans for all improvements needed. Anticipated maintenance costs are included for all projects. The first five years of additional maintenance costs are combined with other data gathering techniques to project operating results for five years. This information is the basis for developing the next year budget.

Description of Revenues and Expenditure Types

To assist the reader, these descriptions explain the categories shown in the departmental and summary tables.

Revenues

Departmental Revenue

Departmental revenue includes revenues that can be directly attributable to the activities of a department or program. These revenues are broken down into four categories:

Activity Revenue

Activity revenue is revenue that is generated due to the actions of the department. Examples of activity revenue are sewer connection charges and fees, and recreation revenues for day camps or programs.

Grants

Grants are revenues from third parties that are allocated to specific programs or activities. Examples of grants are funding for recreation programs or Federal or Provincial wage subsidies.

Other Revenue

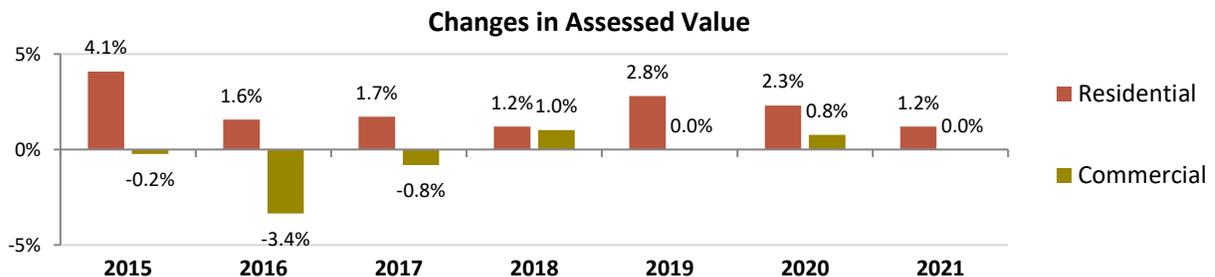
Include revenue that cannot be generally categorized within other revenues. This includes the sewer rate or internal allocations.

Transfers from Other Funds

These revenues are transfers between funds or surpluses ie: sewer fund to general fund or usage of an accumulated surplus.

Tax Revenue

Taxation is the major source of revenue for the Village. Tax rates to be applied to the various property classes are determined by the total tax levy requirement and the allocation by class of the assessed current market values of real property within the municipality. This category includes general levies, payments in lieu of taxes (through the County) and local improvement rates.



Other Corporate Revenue

Include revenues that cannot be generally attributable to any one department or activity. Examples of other corporate revenue include interest revenue, rentals, dog registration commissions and other general grants or miscellaneous income.

Budget Summary

Expenditures

Salaries and Benefits

Remuneration for salary and benefit expenses.

Materials and Supplies

Include most general purchases including office supplies and equipment, advertising, travel and training costs, insurance costs, tools and equipment, vehicle costs and other miscellaneous items.

Utility Costs

Telephone, fuel and electricity costs are shown here.

Purchased Services

Include services such as legal, audit and banking charges. Also includes consultant fees and internal expenditure allocations between departments (i.e. between general and sewer funds.)

Grants

Grants paid to other organizations or funds.

Debt and Capital Charges

Include principal and interest charges for long term debt, contributions to reserves or contributions to the capital program.

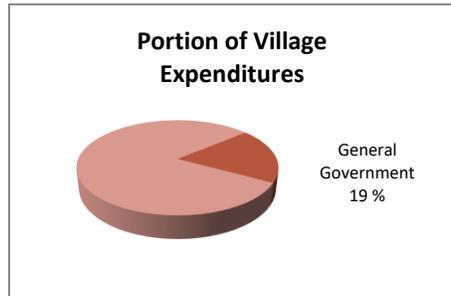


Introduction

General government can be broken down into the following departments:

- Legislative Services
- Administrative Services
- Civic Building
- Other General Government

The purpose of General Government is to provide for the overall administration of the Village of Kingston with primary focus on policy implementation, administration, strategic planning, and effective management of Village resources and services.



The objectives of General Government Services are:

- provide community leadership, develop policies to guide Kingston in delivering services and achieving community goals, and advance and promote the physical, social, cultural and economic environment of Kingston, through effective civic leadership and through the active democratic participation of our citizens
- ensure accurate financial reporting on the results of operations and to process financial transactions in an accurate and timely manner
- maintain and repair the civic building (Village Office) and associated systems and equipment in proper working order for the safety and effective use for residents
- provide all customers with quality service in an efficient and timely manner

Other General Government includes corporate costs that cannot be generally assigned to any one department, such as grants and tax billing expenses.

Community Development

General Government Services

Table 6

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	148,900	144,273	194,900	46,000	30.9
Materials and Supplies	66,100	43,203	68,500	2,400	3.6
Utility Costs	8,000	5,130	4,900	(3,100)	(38.8)
Purchased Services	1,000	2,108	8,600	7,600	760.0
Grants	1,000	-	1,000	-	-
Operating Expenditures	225,000	194,713	277,900	52,900	23.5
Revenues					
Activity Revenue	-	(1,200)	(7,200)	(7,200)	(100.0)
Grants	-	-	-	-	-
Other	(500)	-	-	500	-
Total Revenues	(500)	(1,200)	(7,200)	(6,700)	1,340.0
Net Operating Exp.	224,500	193,513	270,700	46,200	20.6
Debt & Capital Charges	12,000	12,000	12,000	-	-
Tax Levy Requirement	236,500	205,513	282,700	46,200	19.5
Services					
Legislative	19,800	16,659	19,200	(600)	(3.0)
Administrative	166,200	156,396	219,700	53,500	32.2
Civic Building	27,300	22,856	15,300	(12,000)	(44.0)
Other Gen Gov't	23,200	9,602	28,500	5,300	22.8
TOTAL	236,500	205,513	282,700	46,200	19.5

Community Development

Legislative Services

Table 7

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	17,200	16,629	17,200	-	-
Materials and Supplies	2,600	29	2,000	(600)	(23.1)
Utility Costs	-	-	-	-	-
Purchased Services	-	-	-	-	-
Grants	-	-	-	-	-
Operating Expenditures	19,800	16,659	19,200	(600)	(3.0)
Revenues					
Activity Revenue	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Net Operating Exp.	19,800	16,659	19,200	(600)	(3.0)
Debt & Capital Charges	-	-	-	-	-
Tax Levy Requirement	19,800	16,659	19,200	(600)	(3.0)

Administrative Services

Table 8

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	131,700	127,643	177,700	46,000	34.9
Materials and Supplies	33,000	25,617	32,900	(100)	(0.3)
Utility Costs	500	1,028	500	-	-
Purchased Services	1,000	2,108	8,600	7,600	760.0
Grants	-	-	-	-	-
Operating Expenditures	166,200	156,396	219,700	53,500	32.2
Revenues					
Activity Revenue	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Net Operating Exp.	166,200	156,396	219,700	53,500	32.2
Debt & Capital Charges	-	-	-	-	-
Tax Levy Requirement	166,200	156,396	219,700	53,500	32.2

Community Development

Civic Building

Table 9

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	-	-	-	-	-
Materials and Supplies	7,800	7,955	6,100	(1,700)	(21.8)
Utility Costs	7,500	4,102	4,400	(3,100)	(41.3)
Purchased Services	-	-	-	-	-
Grants	-	-	-	-	-
Operating Expenditures	15,300	12,056	10,500	(4,800)	(31.4)
Revenues					
Activity Revenue	-	(1,200)	(7,200)	(7,200)	(100.0)
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	(1,200)	(7,200)	(7,200)	(100.0)
Net Operating Exp.	15,300	10,856	3,300	(12,000)	(78.4)
Debt & Capital Charges	12,000	12,000	12,000	-	-
Tax Levy Requirement	27,300	22,856	15,300	(12,000)	(44.0)

Other General Government

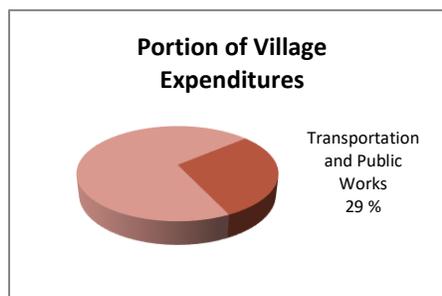
Table 10

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	-	-	-	-	-
Materials and Supplies	22,700	9,602	27,500	4,800	21.1
Utility Costs	-	-	-	-	-
Purchased Services	-	-	-	-	-
Grants	1,000	-	1,000	-	-
Operating Expenditures	23,700	9,602	28,500	4,800	20.3
Revenues					
Activity Revenue	-	-	-	-	-
Grants	-	-	-	-	-
Other	(500)	-	-	500	-
Total Revenues	(500)	-	-	500	-
Net Operating Exp.	23,200	9,602	28,500	5,300	22.8
Debt & Capital Charges	-	-	-	-	-
Tax Levy Requirement	23,200	9,602	28,500	5,300	22.8

Introduction

The objectives of Transportation and Public Works are to:

- provide Public Works operations and planning on Village common areas, parks and other buildings
- plan for, operate and maintain Kingston’s infrastructure to maximize life of assets
- maintain the sidewalk and crosswalk system to ensure safety for pedestrian and vehicular traffic as well as to present an attractive roadside environment
- provide snow and ice removal activities on sidewalks, crosswalks and parking lots
- to provide prompt, courteous and informed service to our external and internal customers



The Village of Kingston currently owns and maintains approximately 10 kilometers of sidewalks, along with several parking areas in the Village core. The Public Works Department accounts for the maintenance, planning, design, construction, and improvement of the sidewalk network. The Public Works Department is also responsible for the maintenance of parks infrastructure within the Village and general Village maintenance.

Transportation and Public Works

Table 11

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	75,800	84,737	70,200	(5,600)	(7.4)
Materials and Supplies	141,500	114,366	132,300	(9,200)	(6.5)
Utility Costs	19,800	16,109	20,300	500	2.5
Purchased Services	-	-	-	-	-
Grants	-	-	-	-	-
Operating Expenditures	237,100	215,212	222,800	(14,300)	(6.0)
Revenues					
Activity Revenue	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Net Operating Exp.	237,100	215,212	222,800	(14,300)	(6.0)
Debt & Capital Charges	204,100	204,100	210,700	6,600	3.2
Tax Levy Requirement	441,200	419,312	433,500	(7,700)	(1.7)
Services					
Transportation	201,900	183,675	194,200	(7,700)	(3.8)
Public Works	239,300	235,636	239,300	-	-
TOTAL	441,200	419,312	433,500	(7,700)	(1.7)

Community Development

Transportation

Table 12

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	-	-	-	-	-
Materials and Supplies	82,800	68,157	74,600	(8,200)	(9.9)
Utility Costs	19,100	15,518	19,600	500	2.6
Purchased Services	-	-	-	-	-
Grants	-	-	-	-	-
Operating Expenditures	101,900	83,675	94,200	(7,700)	(7.6)
Revenues					
Activity Revenue	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Net Operating Exp.	101,900	83,675	94,200	(7,700)	(7.6)
Debt & Capital Charges	100,000	100,000	100,000	-	-
Tax Levy Requirement	201,900	183,675	194,200	(7,700)	(3.8)

Public Works

Table 13

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	75,800	84,737	70,200	(5,600)	(7.4)
Materials and Supplies	58,700	46,208	57,700	(1,000)	(1.7)
Utility Costs	700	591	700	-	-
Purchased Services	-	-	-	-	-
Grants	-	-	-	-	-
Operating Expenditures	135,200	131,536	128,600	(6,600)	(4.9)
Revenues					
Activity Revenue	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Net Operating Exp.	135,200	131,536	128,600	(6,600)	(4.9)
Debt & Capital Charges	104,100	104,100	110,700	6,600	6.3
Tax Levy Requirement	239,300	235,636	239,300	-	-

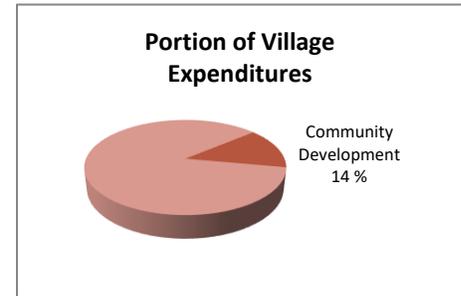
Community Development

Introduction

The Community Development section is responsible for the areas that affect the economic development and recreation and cultural services provided by the Village.

The objectives of Community Development are to:

- investigate economic development opportunities for the Village
- provide funds for Village beautification through staff activities and community partnering
- ensure that a wide array of recreational opportunities, both passive and active, are available to people of all age groups, interests, and abilities
- provide recreation programs, special events, and leisure activities for residents and visitors of Kingston
- work with community and government partners to supply high quality recreational opportunities desired by the residents



Economic development is essential for the community, and the Village is continuing its beautification initiatives. Short and long-term plans are being prepared to maximize the uses for common areas within the Village.

The Parks Department is responsible for the operation, maintenance, planning, development, and staffing of all Village parks. This includes Stronach and Centennial Parks, four community playgrounds and several recreation facilities including ball diamonds and basketball and tennis courts.



The Recreation Department provides recreation programming for the community, and seeks to provide its residents a full range of recreation programs. These programs can improve the quality of life for the entire community; provide opportunities for participation through instructional, intramural and club sports; offer fitness, wellness and informal recreation opportunities; and improve the health and well-being of the community.

Kingston provides space for the local library branch supported by the Annapolis Valley Regional Library, and works with the AVRL to ensure library services are available to residents. The library was expanded in 2020 and now offers a larger book loan space, a children's area, reading nook, and a multipurpose room with a variety of innovative equipment available for use.

Community Development

Community Development

Table 14

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	75,300	63,105	77,100	1,800	2.4
Materials and Supplies	120,100	99,694	121,100	1,000	0.8
Utility Costs	7,100	3,768	3,900	(3,200)	(45.1)
Purchased Services	600	-	600	-	-
Grants	4,500	2,312	4,500	-	-
Operating Expenditures	207,600	168,879	207,200	(400)	(0.2)
Revenues					
Activity Revenue	(26,100)	(11,622)	(16,100)	10,000	(38.3)
Grants	(60,800)	(53,166)	(60,800)	-	-
Other	-	-	(15,000)	(15,000)	(100.0)
Total Revenues	(86,900)	(64,788)	(91,900)	(5,000)	5.8
Net Operating Exp.	120,700	104,091	115,300	(5,400)	(4.5)
Debt & Capital Charges	1,000	1,000	1,000	-	-
Tax Levy Requirement	121,700	105,091	116,300	(5,400)	(4.4)
Services					
Village Development	10,900	11,505	11,900	1,000	9.2
Tourism	4,800	3,490	5,000	200	4.2
Parks	53,300	52,363	56,400	3,100	5.8
Recreation	34,400	21,189	24,900	(9,500)	(27.6)
Library	18,300	16,544	18,100	(200)	(1.1)
TOTAL	121,700	105,091	116,300	(5,400)	(4.4)

Community Development

Village Development

Table 15

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	-	-	-	-	-
Materials and Supplies	10,900	11,505	11,900	1,000	9.2
Utility Costs	-	-	-	-	-
Purchased Services	-	-	-	-	-
Grants	-	-	-	-	-
Operating Expenditures	10,900	11,505	11,900	1,000	9.2
Revenues					
Activity Revenue	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Net Operating Exp.	10,900	11,505	11,900	1,000	9.2
Debt & Capital Charges	-	-	-	-	-
Tax Levy Requirement	10,900	11,505	11,900	1,000	9.2

Tourism

Table 16

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	-	-	-	-	-
Materials and Supplies	4,800	3,490	5,000	200	4.2
Utility Costs	-	-	-	-	-
Purchased Services	-	-	-	-	-
Grants	-	-	-	-	-
Operating Expenditures	4,800	3,490	5,000	200	4.2
Revenues					
Activity Revenue	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Net Operating Exp.	4,800	3,490	5,000	200	4.2
Debt & Capital Charges	-	-	-	-	-
Tax Levy Requirement	4,800	3,490	5,000	200	4.2

Community Development

Parks

Table 17

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	-	-	-	-	-
Materials and Supplies	51,300	50,126	54,400	3,100	6.0
Utility Costs	-	-	-	-	-
Purchased Services	-	-	-	-	-
Grants	2,000	2,237	2,000	-	-
Operating Expenditures	53,300	52,363	56,400	3,100	5.8
Revenues					
Activity Revenue	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Net Operating Exp.	53,300	52,363	56,400	3,100	5.8
Debt & Capital Charges	-	-	-	-	-
Tax Levy Requirement	53,300	52,363	56,400	3,100	5.8

Recreation

Table 18

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	75,300	63,105	77,100	1,800	2.4
Materials and Supplies	42,000	22,059	35,700	(6,300)	(15.0)
Utility Costs	900	739	900	-	-
Purchased Services	600	-	600	-	-
Grants	2,500	75	2,500	-	-
Operating Expenditures	121,300	85,977	116,800	(4,500)	(3.7)
Revenues					
Activity Revenue	(26,100)	(11,622)	(16,100)	10,000	(38.3)
Grants	(60,800)	(53,166)	(60,800)	-	-
Other	-	-	(15,000)	(15,000)	(100.0)
Total Revenues	(86,900)	(64,788)	(91,900)	(5,000)	5.8
Net Operating Exp.	34,400	21,189	24,900	(9,500)	(27.6)
Debt & Capital Charges	-	-	-	-	-
Tax Levy Requirement	34,400	21,189	24,900	(9,500)	(27.6)

Community Development

Library

Table 19

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	-	-	-	-	-
Materials and Supplies	11,100	12,515	14,100	3,000	27.0
Utility Costs	6,200	3,029	3,000	(3,200)	(51.6)
Purchased Services	-	-	-	-	-
Grants	-	-	-	-	-
Operating Expenditures	17,300	15,544	17,100	(200)	(1.2)
Revenues					
Activity Revenue	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Net Operating Exp.	17,300	15,544	17,100	(200)	(1.2)
Debt & Capital Charges	1,000	1,000	1,000	-	-
Tax Levy Requirement	18,300	16,544	18,100	(200)	(1.1)

Corporate Expenses

Introduction

The expenditures in this classification generally pertain to the Village operations as a whole or the benefits are shared across the entire Village. They have not been identified within specific departments.

Expenses include professional fees (banking, legal and audit), general liability insurance, crossing guard costs and inter-fund allocations.

Sewer Administration Fees

Rather than allocate a portion of office salaries, supplies, utilities and other expenses between the general and sewer fund, in 2010 the Village charged the sewer fund an administration fee for the management of the sewer system. This amount is shown as a reduction to Purchased Services on Table 20 (to show as income would be overstating the Village's revenues.) The sewer fund shows this fee as an expense in Table 22.

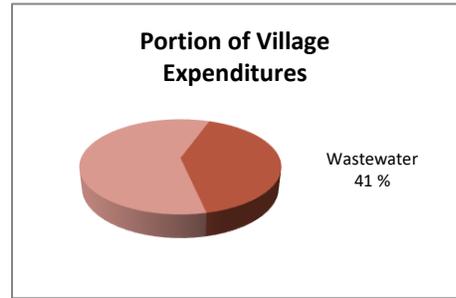
Corporate Expenses

Table 20

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	16,400	10,388	17,200	800	4.9
Materials and Supplies	16,500	17,745	18,000	1,500	9.1
Utility Costs	-	-	-	-	-
Purchased Services	9,400	10,704	9,700	300	3.2
Grants	-	-	-	-	-
Operating Expenditures	42,300	38,837	44,900	2,600	6.1
Revenues					
Activity Revenue	(100)	(315)	(200)	(100)	100.0
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	(100)	(315)	(200)	(100)	100.0
Net Operating Exp.	42,200	38,522	44,700	2,500	5.9
Debt & Capital Charges	-	-	-	-	-
Tax Levy Requirement	42,200	38,522	44,700	2,500	5.9

Introduction

The Village of Kingston's wastewater fund is financed and operated in a manner similar to private business enterprises. Costs of providing the services to the public are financed through user charges. The mission of the Wastewater Section is to protect the health and safety of the public and provide reliable and efficient wastewater collection, wastewater treatment, effluent reuse and recharge, wastewater discharge monitoring of industrial and commercial businesses, all in a cost effective manner. The Wastewater Section maintains the necessary tools, equipment, and properly trained and skilled personnel in order to meet the public's expectations and resolve problems at the appropriate staff level.



The objectives of the Wastewater Section are:

- wastewater administration is responsible for the oversight of the wastewater system, and includes allocation for salaries, training, vehicle and other costs including internal allocations between funds
- wastewater treatment is dedicated to providing safe, reliable, efficient, and cost effective operation and maintenance of the wastewater treatment operations, sludge wasting operations, and effluent production
- wastewater collection is dedicated to providing safe, reliable, efficient, and cost effective operation and maintenance of the wastewater collection system which includes sewer lines, sewer manholes, lift stations, and force mains



Capital Budget

Wastewater

Table 21

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	122,700	111,424	139,000	16,300	13.3
Materials and Supplies	161,600	107,380	153,500	(8,100)	(5.0)
Utility Costs	79,200	78,672	83,900	4,700	5.9
Purchased Services	4,000	-	4,000	-	-
Grants	-	-	-	-	-
Operating Expenditures	367,500	297,476	380,400	12,900	3.5
Revenues					
Activity Revenue	(21,000)	(29,731)	(28,200)	(7,200)	34.3
Grants	-	-	-	-	-
Other	(579,000)	(579,073)	(584,700)	(5,700)	1.0
Total Revenues	(600,000)	(608,804)	(612,900)	(12,900)	2.2
Net Operating Exp.					
Net Operating Exp.	(232,500)	(311,328)	(232,500)	-	-
Debt & Capital Charges	147,500	147,500	147,500	-	-
Tax Levy Requirement	(85,000)	(163,828)	(85,000)	-	-
Services					
Sewer Administration	(285,200)	(325,291)	(280,100)	5,100	(1.8)
Treatment and Collection	200,200	161,463	195,100	(5,100)	(2.5)
TOTAL	(85,000)	(163,828)	(85,000)	-	-

Capital Budget

Sewer Administration

Table 22

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	122,700	111,424	139,000	16,300	13.3
Materials and Supplies	38,200	22,931	39,800	1,600	4.2
Utility Costs	2,400	1,657	2,500	100	4.2
Purchased Services	4,000	-	4,000	-	-
Grants	-	-	-	-	-
Operating Expenditures	167,300	136,013	185,300	18,000	10.8
Revenues					
Activity Revenue	(21,000)	(29,731)	(28,200)	(7,200)	34.3
Grants	-	-	-	-	-
Other	(579,000)	(579,073)	(584,700)	(5,700)	1.0
Total Revenues	(600,000)	(608,804)	(612,900)	(12,900)	2.2
Net Operating Exp.	(432,700)	(472,791)	(427,600)	5,100	(1.2)
Debt & Capital Charges	147,500	147,500	147,500	-	-
Tax Levy Requirement	(285,200)	(325,291)	(280,100)	5,100	(1.8)

Treatment and Collection

Table 23

	2020/21 Approved Budget	2020/21 Projected Actual	2021/22 Approved Budget	Base Budget \$ Change	Budget % Change
Expenditures					
Salaries & Benefits	-	-	-	-	-
Materials and Supplies	123,400	84,449	113,700	(9,700)	(7.9)
Utility Costs	76,800	77,014	81,400	4,600	6.0
Purchased Services	-	-	-	-	-
Grants	-	-	-	-	-
Operating Expenditures	200,200	161,463	195,100	(5,100)	(2.5)
Revenues					
Activity Revenue	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	-	-	-	-	-
Net Operating Exp.	200,200	161,463	195,100	(5,100)	(2.5)
Debt & Capital Charges	-	-	-	-	-
Tax Levy Requirement	200,200	161,463	195,100	(5,100)	(2.5)

Introduction

The Capital Improvement Plan (CIP) is a five-year roadmap for creating, maintaining and paying for the Village's present and future infrastructure needs. The CIP outlines project costs, funding sources and future operating costs associated with each capital project. The plan is designed to ensure that capital improvements will be made when and where they are needed, and that the Village will have the funds to pay for and maintain them regardless of changes in the external economic environment.

Capital improvement projects are non-routine capital expenditures that generally cost more than \$5,000 resulting in the purchase of equipment, construction, renovation or acquisition of land, infrastructure and/or buildings with an expected useful life of at least five years. Capital improvement projects are designed to prevent the deterioration of the Village's existing infrastructure, and respond to and anticipate the future growth of the Village.



Capital improvements make up the bricks and mortar, or infrastructure that all municipalities must have in place in order to provide essential services to current residents and support new growth and development. Capital improvements consist of sidewalks, wastewater infrastructure and treatment plants, parks and other recreation facilities, landscape beautification projects and major equipment purchases.

To ensure that all Village residents share equally in high-quality services and amenities, infrastructure expansion and improvement must continue as our population increases and Village facilities age, without regard to external forces, such as economic conditions, that may severely limit our ability to pay for them.

Paying for the Capital Budget

In many respects, the Village planning process for selecting, scheduling and financing capital improvements—assessing many valid competing needs, determining priorities, evaluating costs and financing options (i.e. increasing revenues, reducing expenses or increasing debt) and establishing realistic completion timeframes—parallels the way an individual might plan for buying a new house or car. Initially, it must be decided if the purchase is a higher priority than other equally pressing needs. The analysis process involves many familiar questions.

- Do I need a new home or car or just “want” one?
- Can I wait another year or two?
- Are there other alternatives such as remodelling, using public transit or carpooling?
- What other purchases will I need to forego?
- What can I afford and how can I pay for it?
- Do I need outside financing and what will it cost?

If the purchase plan moves forward, a decision needs to be made about the down payment. A good planner might have started a “replacement fund” a few years ago in anticipation of the need. Other cash sources might include a savings account or a “rainy day” emergency fund. The Village, just like most families, needs to find longer-term bank financing to cover certain costs for capital improvements.

Capital Budget

Repaying the loan might require cutting other expenses like eating at restaurants, or increasing income by taking a second part-time job. An unanticipated inheritance may speed up the timetable; a negative event, such as a flood, might delay the plan.

Similarly, most large capital projects cannot be financed solely from a single year's annual operating budget by simply increasing income or decreasing expenses.

Guidelines and Policies Used in Developing the CIP

Capital projects should:

- Prevent the deterioration of the Village's existing infrastructure, and respond to and anticipate future growth in the Village
- Encourage and sustain the Village's quality economic development
- Be responsive to the needs of residents and businesses, within the constraints of reasonable taxes and fees
- Take maximum advantage of improvements provided by other units of government where appropriate
- Generally cost more than \$5,000 with an expected useful life of at least five years

Economic forecasts are a critical source of information and guidance throughout the capital planning process. They provide the contextual framework within which the Commission develops its annual and long-term goals and objectives. The forecasts assess external factors such as the economic environment, population growth and other variables that may affect the Village's ability to finance needed services and capital projects.

Capital Budget Process

In conjunction with the annual budgeting process, the Commission and staff coordinate the process of revising and updating the Village's capital plan. Individual departments identify projects, which are prioritized, and form the basis for appropriations in the 2021/22 budget. The first year of the plan is the only year appropriated by the Commission. The remaining four years are for planning purposes and funding is not guaranteed to occur in the year planned. The final decision to fund a project is made by the Commission.



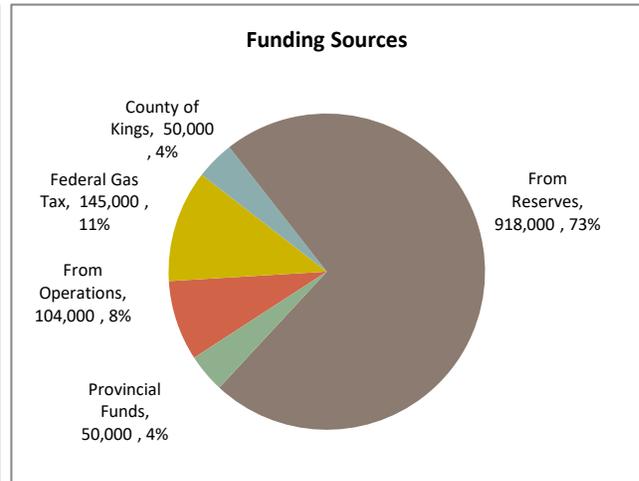
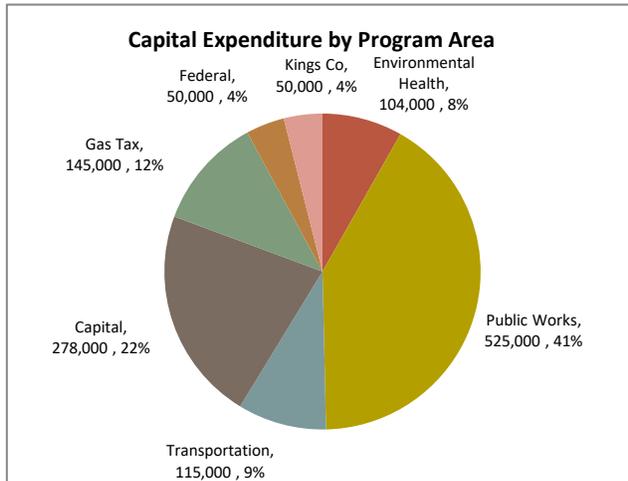
The Commission's strategic goals and key objectives determine the broad parameters for adding new capital projects. Village staff members participate in an extensive review of past project accomplishments and the identification of new projects for inclusion in the Capital Budget. The Commission's commitment to the needs and desires of Village citizens is an important factor considered during the capital planning process, along with ensuring that projects remain within legal limits and financial resources. Once the projects are selected for inclusion in the Capital Plan, staff must decide which projects need to be implemented in each of the first five years. Determining how and when to schedule projects is a complicated process. It must take into account all of the variables that affect the Village's ability to generate the funds to pay for these projects without jeopardizing its ability to provide routine, ongoing services and one-time or emergency services when needed.

2021/22 Capital Budget

The recommended 2021/22 budget includes Village capital expenditures of \$987,000. The projects incorporated in the CIP for 2021/22 have been classified under four sections, and are shown in detail on Table 25 (page 41)

- Environmental Health - \$104,000
- Transportation - \$115,000
- Capital Work - \$278,000
- Public Works - \$525,000

The projects have been classified on the basis of the predominate department to indicate what the impact would be on the tax rate or sewer rate for the Village. This classification also allows the reader to gain a clearer understanding of each of the major capital expenditure envelopes, the source of financing, specific pressures and impacts on the users due to rate increases in the general tax rate or specific user fees.



Projects for 2021/22 include:

- Maple Street Curbing and Sidewalk
- East Main Street Sidewalk Design
- Lift Station KN#3 Renewal Design
- New Clarifier Study/Design
- New Development(s) Laterals
- Asset Management (GIS Survey)
- Lincoln Sewer Line Repair
- Village Office Exterior Repairs
- Library Exterior
- STP Storage Lean-To
- New Public Works Building
- Decorative Streetlights
- Top Dressing Ravenwood Field
- Ravenwood Canteen Roof Replacement
- Water - Well Drilling Project
- Sidewalk Snow Machine Replacement

Capital Budget

Debt

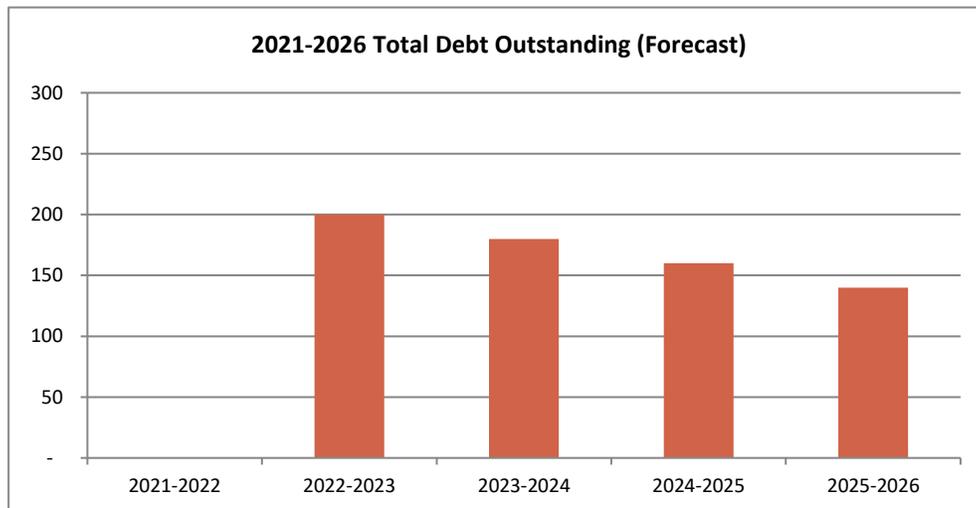
The Village of Kingston is currently debt free. This level of debt and forecasted debt issues for future years is well below the allowable Provincial limits.

Ten Year Debt Schedule – Current Debt

Table 24

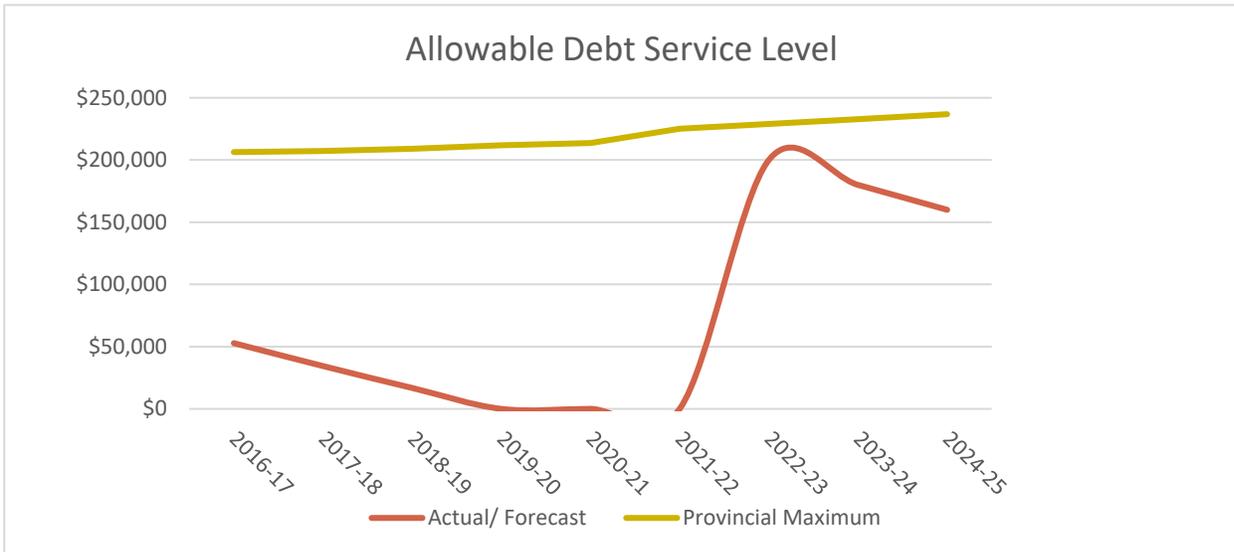
Year	Principal	Interest	Total
2020-2021	-	-	-
2021-2022	-	-	-
2022-2023	-	-	-
2023-2024	-	-	-
2024-2025	-	-	-
2025-2026	-	-	-
2026-2027	-	-	-
2027-2028	-	-	-
2028-2029	-	-	-
2029-2030	-	-	-
Total	-	-	-

The future year's capital expenditures have been planned to ensure that significant increases in the tax rate are not required. With the uncertainty of Federal and Provincial funds from infrastructure programs, which have been mainly cost shared, sewer rate increases may be necessary to fund the required rehabilitation needs. The forecasted debt to be outstanding is illustrated in the following chart, 2020-2025 Total Debt Outstanding in anticipation of the installation of 1km of sidewalk.



Capital Budget

The movement towards funding capital projects through the tax rate shows that these changes in debt leave the Village in good financial shape and provide flexibility to fund future projects. The chart below compares the forecasted debt service burden against the allowable Provincial limit of 15% of annual revenues.



2021/22 Capital Projects and Funding Sources

Table 25

	Cost	From Operations	From Reserves	Federal Gas Tax	Other Federal Funding	Other Provincial Funding	Kings County Funding
Environmental Health							
Lift Station KN#3 Renewal Design	10,000	10,000	-	-	-	-	-
New Clarifier Study/Design	25,000	25,000	-	-	-	-	-
New Development(s) Laterals	24,000	24,000	-	-	-	-	-
Asset Management (GIS Survey)	10,000	10,000	-	-	-	-	-
Lincoln Sewer Line Repair	35,000	35,000	-	-	-	-	-
Total Environmental Health	104,000	104,000	-	-	-	-	-
Transportation							
Maple Street Curbing and Sidewalk	230,000	-	85,000	145,000	-	-	-
East Main Street Sidewalk Design	30,000	-	30,000	-	-	-	-
Total Transportation	260,000	-	115,000	145,000	-	-	-
Capital							
Village Office Exterior Repairs	5,000	-	5,000	-	-	-	-
Library Exterior	100,000	-	50,000	-	50,000	-	-
New Public Works Building	475,000	-	475,000	-	-	-	-
Decorative Streetlights	18,000	-	18,000	-	-	-	-
Top Dressing Ravenwood Field	20,000	-	20,000	-	-	-	-
Ravenwood Canteen Roof Replacement	15,000	-	15,000	-	-	-	-
Water - Well Drilling Project	100,000	-	50,000	-	-	-	50,000
Wastewater lean-to	15,000	-	15,000	-	-	-	-
Sidewalk Snow Machine Replacement	155,000	-	155,000	-	-	-	-
Total Capital	903,000	-	803,000	-	50,000	-	50,000
Total	1,267,000	104,000	918,000	145,000	50,000	-	50,000

Capital Budget

Five Year Capital Forecast

The following tables show the five year CIP with anticipated funding sources. The Commission only approves the current year, with the balance of projects being reviewed annually.

Table 26 (includes outside funding)

	Cost	2021/22	2022/23	2023/24	2024/25	2025/26
Environmental Health						
KN#3 Lift Station Renewal Design	10,000	10,000				
New Clarifier Design	25,000	25,000				
New Development Laterals	24,000	24,000				
Asset Management (GIS/Survey)	10,000	10,000				
Lincoln Sewer Line Replacement	35,000	35,000				
Greenwood Road Sewer Extension	100,000	-	100,000	-	-	-
KN#3 Lift Station Replacement	60,000	-	60,000	-	-	-
New Clarifier	500,000	-	-	-	500,000	-
Pumps and Renewals		-	20,000	20,000	20,000	20,000
Total Environmental Health	764,000	104,000	180,000	20,000	520,000	20,000
Transportation						
Maple Street Curbing and Sidewalk	230,000	230,000	-	-	-	-
East Main Street Sidewalk Design	30,000	30,000	-	-	-	-
Hwy 1 or Balsler Sidewalk	1,050,000	-	1,050,000	-	-	-
Bus Shelter	10,000	-	10,000	-	-	-
Bridge Street Curb and Sidewalk	150,000	-	-	150,000	-	-
Rail Trail Paving	200,000	-	-	50,000	-	-
Barn / Salt Shack	100,000	-	-	100,000	-	-
Pine Ridge Sidewalk Only	50,000	-	-	-	50,000	-
Main Street Renewal	80,000	-	-	-	80,000	-
Total Transportation	1,900,000	260,000	1,060,000	300,000	130,000	-
Capital						
Village Office Exterior Repairs	5,000	5,000	-	-	-	-
Library Exterior	100,000	100,000	-	-	-	-
Decorative Streetlights	18,000	18,000	-	-	-	-
Water - Well Drilling Project	100,000	100,000	-	-	-	-
Wastewater lean-to	15,000	15,000	-	-	-	-
Christmas Decorations	10,000	-	10,000	-	-	-
Hwy 101 Signage	25,000	-	-	25,000	-	-
Stronach Park Wi-Fi	30,000	-	-	-	-	30,000
Total Capital	303,000	238,000	10,000	25,000	-	30,000
Public Works						
New Public Works Building	475,000	475,000	-	-	-	-
Sidewalk Snow Machine Replacement	155,000	155,000	-	-	-	-
PW / Library Parking Lot Paving	80,000	-	80,000	-	-	-
Truck #3 Replacement	35,000	-	-	35,000	-	-
Total Public Works	745,000	630,000	80,000	35,000	-	-
Recreation						
Top Dressing Ravenwood Field	20,000	20,000	-	-	-	-
Ravenwood Canteen Roof Replacement	15,000	15,000	-	-	-	-
Ravenwood Irrigation	50,000	-	-	50,000	-	-
Rec-Hut Playground Renewal	40,000	-	-	40,000	-	-
Ravenwood Playground Renewal	40,000	-	-	-	40,000	-
Total Recreation	165,000	35,000	-	90,000	40,000	-
Total	3,877,000	1,267,000	1,330,000	470,000	690,000	50,000

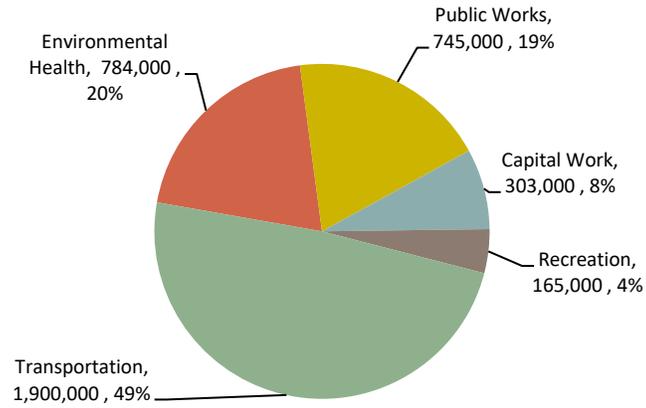
Capital Budget

Five Year Capital Funding Forecast

Table 27

	Cost	From Operations	From Reserves	Federal Gas Tax	Other Federal Funding	Debt	Kings County Funding
Environmental Health							
KN#3 Lift Station Renewal Design	10,000	10,000	-	-	-	-	-
New Clarifier Design	25,000	25,000	-	-	-	-	-
New Development Laterals	24,000	24,000	-	-	-	-	-
Asset Management (GIS/Survey)	10,000	10,000	-	-	-	-	-
Lincoln Sewer Line Replacement	35,000	35,000	-	-	-	-	-
Greenwood Road Sewer Extension	100,000	-	-	100,000	-	-	-
KN#3 Lift Station Replacement	60,000	-	60,000	-	-	-	-
New Clarifier	500,000	-	240,000	260,000	-	-	-
Pumps and Renewals		20,000	-	-	-	-	-
Total Environmental Health	784,000	124,000	300,000	360,000	-	-	-
Transportation							
Maple Street Curbing and Sidewalk	230,000	-	85,000	145,000	-	-	-
East Main Street Sidewalk Design	30,000	-	30,000	-	-	-	-
Hwy 1 or Balsler Sidewalk	1,050,000	-	150,000	700,000	-	200,000	-
Bus Shelter	10,000	-	10,000	-	-	-	-
Bridge Street Curb and Sidewalk	150,000	-	150,000	-	-	-	-
Rail Trail Paving	200,000	-	50,000	150,000	-	-	-
Barn / Salt Shack	100,000	-	100,000	-	-	-	-
Pine Ridge Sidewalk Only	50,000	-	50,000	-	-	-	-
Main Street Renewal	80,000	-	80,000	-	-	-	-
Total Transportation	1,900,000	-	705,000	995,000	-	200,000	-
Capital							
Village Office Exterior Repairs	5,000	-	5,000	-	-	-	-
Library Exterior	100,000	-	50,000	-	50,000	-	-
Decorative Streetlights	18,000	-	18,000	-	-	-	-
Water - Well Drilling Project	100,000	-	50,000	-	-	-	50,000
Wastewater lean-to	15,000	-	15,000	-	-	-	-
Christmas Decorations	10,000	-	10,000	-	-	-	-
Hwy 101 Signage	25,000	-	25,000	-	-	-	-
Stronach Park Wi-Fi	30,000	-	30,000	-	-	-	-
Total Capital	303,000	-	203,000	-	50,000	-	50,000
Public Works							
New Public Works Building	475,000	-	475,000	-	-	-	-
Sidewalk Snow Machine Replacement	155,000	-	155,000	-	-	-	-
PW / Library Parking Lot Paving	80,000	-	80,000	-	-	-	-
Truck #3 Replacement	35,000	-	35,000	-	-	-	-
Total Public Works	745,000	-	745,000	-	-	-	-
Recreation							
Top Dressing Ravenwood Field	20,000	-	20,000	-	-	-	-
Ravenwood Canteen Roof Replacement	15,000	-	15,000	-	-	-	-
Ravenwood Irrigation	50,000	-	50,000	-	-	-	-
Rec-Hut Playground Renewal	40,000	-	40,000	-	-	-	-
Ravenwood Playground Renewal	40,000	-	40,000	-	-	-	-
Total Recreation	165,000	-	165,000	-	-	-	-
Total	3,897,000	124,000	2,118,000	1,355,000	50,000	200,000	50,000

**2021/22 to 2025/26 Capital Budget and Forecast
Summary by Department**



**2021/22 to 2025/26 Capital Budget and Forecast
Five Year Funding Sources**

