



# Three Rivers

• WHERE HISTORY IS MADE •

**Financial Plan for the Fiscal Year ending March 31,  
2022**

**Town of Three Rivers**  
**Budget**  
**For the year ended March 31, 2022**

	<b>Budgeted 2022</b>
<b>Revenue</b>	
Property Taxes	922,169
Equalization	704,622
Property Tax Credit	339,703
Other Revenue	112,600
Operational Government transfers	129,924
Property Tax Offset	216,100
Transitional funding	435,000
Long term sustainability	200,000
Fire Dues	527,315
COVID-19 Funds	114,000
Gas Tax Revenue	59,574
Other Capital Revenue	1,079,465
Capital Government Funding	1,224,884
Municipal Capital Expenditure Grant	391,110
Interest Revenue	7,500
<b>Total Revenues</b>	<b>6,463,966</b>
<b>Protective Services</b>	
Bylaw Enforcement	15,000
Fire Protection	527,315
RCMP Contract	149,000
Water Supply and Hydrants	59,200
	<b>750,515</b>
<b>Maintenance and Infrastructure Services</b>	
Beautification	35,000
Garbage removal	-
Maintenance buildings	48,500
Street Lights	93,000
Sidewalks	25,000
Vehicles, equipment and tools	77,000
Wages & Benefits	359,146
	<b>637,646</b>

**Administrative Services**

Election	6,000
Insurance Municipal Liability	18,000
Mayor & Council Expenses	25,000
Committee/Coordinator Per Diems	10,400
Mayor & Councillors Honorarium	80,252
Municipal offices	128,663
Office Expenses	40,000
Planning	7,500
Professional Services	70,000
Membership & other professional fees	55,000
Public relations	20,000
Staff Training & Development	16,000
Employee Travel	15,000
Undeveloped municipal properties	5,000
Admin Salaries & Benefits	758,475
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	<b>1,255,290</b>

**Financial and Corporate Services**

Interest and bank charges	3,500
Interest on long term debt	6,900
Depreciation	950,000
Transitional Expenses	435,000
Long Term Sustainability	200,000
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	<b>1,595,400</b>

**Community Services**

A.A. MacDonald Memorial Gardens	25,000
Black Fly Program	30,000
Facility Operations: Cavendish Farms Wellness	57,000
Community Parks	43,000
Economic Development Activities	45,000
Waterfront Developments	14,350
Facility Operations: Garden of the Gulf Museum	37,460
Grants, donations and sponsorships	32,500
Facility Operations: Kings Playhouse	80,000
Outdoor Rink	10,000
Libraries	10,000
Public receptions and festivals	44,350
Recreational Programming	29,870
Small Halls	122,500
Splashpad	7,000
Facility Operations: Three Rivers Sportsplex	60,250
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	<b>648,280</b>

**Reserves****Total Expenses****4,887,131****Operating Surplus****1,576,835****Add:**

Reserve for Small Hall Renos

Reserve for Capital Budget Items

1,602,355

From Prior Years Cash Surplus

200,000

Depreciation

950,000

HST Rebate on Capital Items

195,229

**Less:**

Principal Repayment

- 21,500

Capital Additions

- 4,497,769

**Total Cash Flow Surplus****5,150**

**Montague Sewage and Water Collection and Treatment Corporation**  
**Budget**  
**For the year ended March 31, 2022**

**Budgeted 2022**

**Revenue**

Unmetered Water Residential Revenue	152,352
Unmetered Water Commercial Revenue	12,807
Metered Water Revenue	108,559
Fire Protection Revenue	58,000
Water Delayed Payment Charge	3,500
Sewer Flat Rate Residential Revenue	260,190
Sewer Flat Rate Commercial Revenue	34,859
Sewer Metered Revenue	180,817
Sewer Other Revenues	3,000
Sewer Operational Fees	29,333
Municipal Capital Expenditure Grant	99,543
Sewer Delayed Payment Charge	3,500
Gas Tax Revenue	995,435

<b>Total Revenue</b>	<b>1,941,895</b>
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**Operating Expenses - Water**

Water - Operational Electricity	33,000
Water - Operational Wages	61,887
Water - Operational Employee Benefit	4,160
Water - Operational Mat & Supplies	3,500
Water - Operational Training & Dev	2,000
Water - Operational Repairs & Maint	28,000
Water - Operational Chemicals	2,400
Water - Transportation expense	1,000
Water - Operational Vehicle Expense	3,200
Water - Operational Water Testing	5,000
	<b>144,147</b>

**Water - Administrative Expenses**

Water -Contractual Expenses - Accounting	400
Water - Administration dues and fee	640
Water -Contractual Expenses - Audit	2,500
Water - Honouraria	3,000
Water - Insurance	8,600
Water - Contractual expense - legal	1,000
Water - Miscellaneous Expense	3,000
Water - Administrative Salaries	31,742
Water - Administrative Employee Ben	2,553

Water - Admin Office Expense	4,000
Water - Interest & Bank Charges	750
Water - Regulatory Commission Expense	5,250
Water - Operational Rentals	1,920
Water - Admin - Office Rental	4,080
Water - Admin and Office	2,500
Water - Administration - Telephone	1,300
Water - Interest on LTD	16,300
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	<b>89,535</b>
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**Operating Expenses - Sewer**

Sewer - Operational Power/Electric	65,000
Sewer - Operational Rentals	2,500
Sewer - Operational Wages	88,578
Sewer - Operational Employee Benefit	4,160
Sewer - Operational Materials & Sup	18,000
Sewer - Operational Training & Dev	2,000
Sewer - Operational Testing	4,000
Sewer - Operational Repairs & Maint	75,000
Sewer - Operational Chemicals	1,000
Sewer - Operational Vehicle Expense	3,200
Sewer - Operational Sludge Trucking	7,500
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	<b>270,938</b>
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**Administrative Expenses - Sewer**

Sewer - Contractual Expense - Accounting	500
Sewer - Contractual Expense - Audit	2,500
Sewer - Administrative Training	3,000
Sewer - Honoraria	3,000
Sewer - Insurance	6,000
Sewer - Contractual Expense - Legal	5,000
Sewer - Miscellaneous Expenses	5,000
Sewer - Administration Salaries	31,742
Sewer - Administration employee ben	2,553
Sewer - Administration Office Rental	2,500
Sewer - Administration Office Suppl	4,500
Sewer - Administration Membership D	640
Sewer - Interest & Bank Charges	750
Sewer - Regulatory Commission Fees	5,250
Sewer - Operational Rentals	1,920
Sewer - Admin and Office	4,080
Sewer - Administration Telephone	3,500
Sewer - Interest on Long Term Debt	24,000
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	<b>106,435</b>
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<b>Total Expenses</b>		<b>611,055</b>
<b>Operating Surplus</b>		<b>1,330,840</b>
Add:		
HST Rebate (Capital Budget)		50,293
Cash surplus from prior years (Capital Budget)		-
Less:		
Capital Additions (Capital Budget)	-	1,156,750
Sewer - Principal on Long term Debt	-	114,620
Water - Principal on Long Term Debt	-	96,000
<b>Total Cash Flow Surplus</b>		<b>13,763</b>

**Georgetown Sewer Corporation**  
**Budget**  
**For the year ended March 31, 2022**

**Budgeted 2022**

**Revenues**

Sewer Charges	112,357
Delayed Payment	2,500
Municipal Capital Expenditure Grant	15,634
Gas Tax Revenue	79,815
Water Commissions	2,000

<b>Total Revenues</b>	<b>212,306</b>
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**Administrative Expenses - Sewer**

Sewer - Administration	18,000
Sewer - Legal Fees	2,000
Sewer - Insurance	1,700
Sewer - Office	3,200
Sewer - Audit	2,500
	<b>27,400</b>

**Operating Expenses - Sewer**

Sewer - Maintenance and Lift Station	6,000
Sewer - Operational Contract	16,000
Sewer - Operational Repairs & Maint	4,000
Sewer - Lift Station Repairs & Maint	6,000
Sewer - Maintenance Flushing	8,000
Sewer - Lagoon Maintenance	18,000
Sewer - Property Taxes	600
Sewer - Operational Power/Electricity	10,000
Sewer - Regulatory Assessment	1,700
Sewer - Misc Expense	2,000
Sewer - Bank charges	500
	<b>72,800</b>

<b>Total Expenses</b>	<b>100,200</b>
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<b>Operating Surplus</b>	<b>112,106</b>
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**Add:**

HST Rebate	4,339
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**Less:**

Capital Additions	- 99,788
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<b>Total Cash Flow Surplus</b>	<b>16,656</b>
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**Georgetown Volunteer Fire Department  
Budget  
For the year ended March 31, 2022**

	<b>Budgeted 2022</b>
<b>Revenue</b>	<b>78,703</b>
Insurance	9,300
Water purchases	
Maintenance Equipment	3,000
Recharge Extinguishers	
Communication	5,000
Travel Fire Dept	800
Medical Training	1,400
Training	2,000
Supplies and Small Equipment	11,100
Vehicle Operation	3,000
Fireman Honorarium	8,000
Fire Chief Honorarium	2,800
Advertising	3,400
Turnout Gear	5,000
Social Functions/Christmas	3,000
Utilities	3,500
Janitorial Services	1,200
Bookkeeping	1,200
<b>Total Expense</b>	<b>63,700</b>
<b>Surplus</b>	<b>15,003</b>
Fire Truck Reserve	- 15,003
<b>Total Cash Flows</b>	<b>-</b>

**Cardigan Volunteer Fire Department  
Budget  
For the year ended March 31, 2022**

**Budgeted 2022**

<b>Revenue</b>	<b>110,000</b>
Equipment Repairs and Operating	16,000
Hall Cleaning	1,200
Honorariums	7,000
Insurance	2,900
Interest and Bank Fees	300
Medacom	3,000
Telephone and Internet	2,250
Truck Repairs	7,800
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<b>Total Expense</b>	<b>40,450</b>
<b>Operating Surplus</b>	<b>69,550</b>
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Carryforward Surplus	16,850
Equipment Purchases	
Coveralls	- 18,000
Pages	- 18,000
Loan Repayment	- 50,400
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<b>Net Cash Flow</b>	<b>-</b>
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**Town of Three Rivers**  
**Five Year Capital Budget starting April 1, 2021 - Draft**

Year	Category of Project	Description of Project	Estimated Cost Project	Long Term Borrowing	Capital Trust Fund Withdrawals	Disposal of Land or Assets	Current Operations	MCEG	HST Rebate	Reserves	ICIP Federal & Provincial Shared	Rural Development/ Province	ACOA	Gas Tax Funds (Direct)	Gas Tax Funds (MSC)	Other Sources	Source of funding
2022	Parks	Municipal Recreation (Tennis Courts + Disc Golf)	29,000						1,261							27,739	LT Sustainability
2022	Sidewalks	MacIntyre Avenue Active Transportation and Transitions	150,000						6,522	70,978		72,500					
2022	Tourism/Recreation	Lower Montague Scenic Park	62,282						2,708					59,574			
2022	Equipment	Electric Charging Stations (3)	7,500													7,500	LT Sustainability
2022	Municipal Buildings	Georgetown Maintenance Paving and Gutters	15,000				14,348		652								
2022	Tourism/Recreation	Kayak Building Relocation	15,000						652	14,348							
2022	Wastewater	Sludge Storage and Remediation	1,144,750				99,543		49,772					765,132	230,303		
2022	Tourism/Recreation	Ballfield project Cardigan	168,930						7,345		146,585					15,000	Ball Association
2022	Infrastructure	West Street Lift Station (Holdback)	91,788				7,982		3,991					79,815			
2022	Signage	New Digital Sign	24,150						1,050	23,100							
2022	Equipment	Maintenance Equipment	152,000				145,391		6,609								
2022	Equipment	Maintenance Equipment	170,000				162,609		7,391								
2022	Municipal Buildings	Municipal Office	1,900,000						82,609	1,200,000						617,391	1200K Insurance + 200K Transitional + 417K in LT Sustainability
2022	Infrastructure	Georgetown Sewer Laterals	8,000				7,652		348								
2022	Infrastructure	Official Plan	60,000						2,609							57,391	Transitional
2022	Infrastructure	Master Plan for Services	100,000						4,348							95,652	Transitional
2022	Infrastructure	Capital Asset Management Plan	50,000						2,174							47,826	FCM
2022	Recreation	Canada Games Project	303,182						13,182		212,657					77,343	CWL
2022	Sidewalks	Queens Road Sidewalk (Bailey to Campbellton)	22,500						978	21,522							
2022	Equipment	Pagers - Cardigan Fire Dept.	15,000													15,000	Fire Dept
2022	Sewer and Water	Water Treatment Backup Pumps	12,000				11,478		522								
2022-2023	Tourism/Recreation	Marina and Waterfront Improvements	1,048,225						45,575	267,407	735,243						
2022	Private Streets	Sullivan Lane	50,000						2,174							47,826	LT Sustainability
2022	Recreation	Generator Wellness Centre	160,000					13,913	6,957			53,333				85,797	53,333 for Wellness Committee and 32,463 from LT Sustainability (ToTR Portion)
2022	Recreation	Outdoor Rink(s)	10,000						435	5,000		4,565					
2023	Municipal Buildings	Landscaping, Furniture, Technology	100,000						4,348							95,652	60K COVID-19 + 35.6K LT Sustainability
2023	Signage	Facility Signs	19,000						826							18,174	Transitional
2023	Parks	Municipal Playgrounds (Accessible)	50,000						2,174							47,826	Funding Partners to be determined
2023	Building	Greenhouse for AA Gardens	50,000						2,174	47,826							
2023	Tourism/Recreation	Georgetown Splashpad	230,000						10,000		146,000					74,000	Other Sources
2023	Transportation	Electric Car	36,800	35,200					1,600								
2023	Sewer	Kent St. Sewer and Sidewalks	1,500,000						65,217					573,913	860,870		
2023	Equipment	Maintenance Equipment	150,000						6,522							143,478	LT Sustainability
2023	Tourism/Recreation	Docks and Marinas through out Three Rivers	150,000						6,522							143,478	Funding Partners to be determined
2024	Sewer and Water	Pump Station Building	15,000				14,348		652								
2024	Tourism/Recreation	Thompson River Dam Project	275,000						0							275,000	Funding Partners to be determined
2025	Equipment	Replacement Fire Truck - GT	250,000	216,156					10,870	22,974							
2026	Tourism/Recreation	Carbon Reduced Transportation	125,000						5,435								
2023-2024	Sewer and Water	Expansion	5,692,500						247,500					2,445,000	3,000,000	119,565	LT Sustainability
2023-2024	Infrastructure	Sidewalks	345,000						15,000					330,000			
		TOTAL	14,757,607	251,356	0	0	348,174	129,090	628,700	1,673,155	1,240,485	130,398	0	4,253,434	4,091,173	2,011,638	