



Naturally Yours

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**SPECIAL SESSION OF THE 53rd COUNCIL
OF THE
MUNICIPALITY OF THE DISTRICT OF SHELburne
MUNICIPAL COUNCIL CHAMBERS | 414 WOODLAWN DRIVE
APRIL 14, 2025 | 6:00 PM
AGENDA**

	<u>TIME</u>	<u>PAGES</u>
1. <u>CALL TO ORDER</u>	6:00 pm	
2. <u>APPROVAL OF AGENDA</u>		
a. April 14, 2025		
3. <u>FINANCE</u>		
a. 2025/2026 Budget* – Warren MacLeod, CAO		
4. <u>ADJOURNMENT</u>		

Municipality of the District of Shelburne
April 14, 2025 – Special Council Meeting
RECOMMENDED MOTIONS

3(a) **MOTION: TAX RATES**

Be it resolved that the Council of the Municipality of the District of Shelburne approve a 2025-2026 residential tax rate of \$1.26 per \$100 of assessment, resource tax rate of \$1.26 per \$100 of assessment, and commercial tax rate of \$1.82 per \$100 of assessment.

MOTION: OPERATING BUDGET

Be it resolved that the Council of the Municipality of the District of Shelburne approve its 2025-2026 Operating Budget reflecting revenues of \$13,570,179 and expenditures of \$13,570,179. Of the \$13,570,179, \$4,111,239 represents non-capital projects that will be funded using \$814,069 from the Operating Reserve, \$555,000 from CCBF Reserve, \$489,780 from grants and \$2,252,390 from outside funding, all presented in the 2025-2026 Project Report attached.

MOTION: CAPITAL PROJECTS BUDGET

Be it resolved that the Council of the Municipality of the District of Shelburne approve its 2025-2026 Capital Projects Budget reflecting expenditures of \$2,280,614 to be drawn down from the Capital Reserve until depleted to zero, with remainder to be drawn from Operating Reserves.

MOTION: OVERDUE INTEREST

Be it resolved that the Council of the Municipality of the District of Shelburne set the 2025 - 2026 interest rate on all types of overdue accounts (tax, sewer, area rate, tipping, septage, and so forth) to be 10%.

MOTION: RESIDENTIAL & COMMERCIAL SEWER RATE

Be it resolved that the Council of the Municipality of the District of Shelburne set the 2025 - 2026 residential and commercial sewer rates at \$285 per unit.

MOTION: SEPTAGE RECEIVING RATE

Be it resolved that the Council of the Municipality of the District of Shelburne set the 2025 - 2026 septage receiving rate at \$0.036 (3.6 cents) per litre.

MOTION: HEALTH CARE RESERVE

Be it resolved that the Council of the Municipality of the District of Shelburne allocate \$50,000 from the existing Operating Reserve to the Healthcare Reserve April 2025 for 2025 - 2026.

Please note: On April 2nd, 2025 a Special Council meeting was held to present Council and the public with the draft budget and potential future economic model scenarios. Public input was encouraged prior to April 8th. On April 9th, the Department of Justice provided updated projected expenditures for the Municipality's RCMP contribution. The amount was 6% higher than last year's RCMP budget. This amount has been reflected in the updated economic scenarios and this staff report to Council and the Public. Therefore, the documents differ from those presented on April 2nd, due to needing to balance the budget based on this new number.



STAFF
REPORT

TO: Council

FROM: Warren MacLeod, Chief Administrative Officer and Michelle Williams,
Director of Finance

DATE: April 9, 2025

SUBJECT: 2025-2026 Budget & Motions

BUDGET PROCESS:

Before discussing the 2025/26 budget itself, it is first helpful to residents to understand how the Municipality constructs its annual budget. The budget process utilizes a dynamic economic model that provides Council with the ability to adjust a range of key financial metrics to project the financial impacts 15 years into the future. This process is broken down into three stages:

1. The first stage is the review and approval of the “***Operating Budget***”. The operating budget is comprised of general ledger accounts (GL’s) that are divided into six directorates, which are in turn managed by the Chief Administrative Officer (CAO), Deputy Chief Administrative Officer (DCAO), the Director of Finance, the Director of Operations & Protective Services, the Director of Economic & Community Development and the Director of Parks & Recreation. These GL’s are the expenses which are anticipated to be spent on an annual basis and are projected 15 years forward by the model utilizing an inflationary factor.
2. The second stage is the review and approval of “***Projects***” that are capital and non-capital expenditures forecast for the next 15 years. These are either intermittent or one-off expenditures that are anticipated to be expended in future years.

3. The third stage is a review of the combined impact of the Operating Budget and Projects on the future reserve account balances and Financial Condition Indicators (FCI's) as defined by the Provincial Government. During this phase, Councilors have the ability to adjust key financial metrics that include the inflation rate, tax assessment growth rate, tax rates etc.
4. On April 2nd, 20025 a Special Council meeting was held to present the public with the draft budget and potential future economic model scenarios. Public input was encouraged prior to April 8th.
5. On April 9th, the Department of Justice provided updated projected expenditures for the Municipality's RCMP contribution. The amount was 6% higher than last year's RCMP budget. This amount has been reflected in the updated economic scenarios and this staff report to Council and the Public.

2025/26 OPERATING BUDGET:

The 2025/26 Budget begins with the carrying forward of a projected surplus from 2024/25 of approximately \$362,958. At this stage this amount is only an estimate but will be carried forward into the operating reserve once it is confirmed. The operating budget includes the day to day running of the Municipality as well as non-capital projects. For the purposes of clarity, a non-capital project budget expense is defined as an expense attributed to an asset owned by a third party or is a municipal expense that is either a one-off expense or an intermittent expense. For example, a contribution towards the repair or replacement of a bridge owned by DNR, or intermittent trails clearing & grading.

For the 2025/26 fiscal year, the operating budget, which includes non-capital projects, presented to Council for approval is \$13,570,179 funded by revenue from municipal taxes, income from own sources, reserves, grants and Provincial/Federal funding.

The Municipality's operating expenses fall into two distinct categories. First are provincially mandated and contractual obligations that are beyond Council's control, including expenses for Provincially mandated essential services like RCMP policing, Regional School Board contributions, Regional Library services, Public Prosecution, and DNA analysis. The contractual obligations that are also beyond Council's immediate control include obligations such as Municipal Waste & Recycling Collection, shared Fire Services with the Towns of Shelburne and Lockport, insurance premiums, staff salaries, janitorial services, and other contracted commitments.

The second category comprises variable expenses that are largely within Council's control, which fluctuate annually based on operational decisions and include such expenses as vehicle operating costs, community events, legal fees, power consumption, telecommunications, and other discretionary expenditures. Like broader economic trends, operating expenses generally rise annually due to inflation.

Approximately 79% of operating budget expenses fall under the first category mentioned above, which are Provincial mandated or contractual expenses. Specifically, this refers to the daily operation of the Municipality, in this case 79% of \$9,458,940/\$13,570,179 budget or approximately \$7,472,563.

2025/26 CAPITAL PROJECTS BUDGET:

For the 2025/26 fiscal year, the planned Capital Projects will total \$2,280,614 of which the Municipality will have to fund \$1,590,330 from the capital and operating reserves. The difference of \$690,284 will be funded by third party grants and contributions. The vast majority of these capital projects are related to the Department of Operations & Protective services and are expanded upon further below. For the purposes of clarity, a Capital Project budget item is defined as an expense attributed to an asset directly owned by the Municipality. For example, the purchase of a vehicle, the upgrading of a facility etc.

DIRECTORATE BUDGET SUMMARIES:

Chief Administrative Officer (CAO):

\$268,487- Total operating budget revenue

\$2,965,531 - Total operating budget expense

Revenues:

The Revenue GL's are divided into three categories that include:

- The first revenue source is rental income from the two federal tenants which is expected to total approximately \$175,897 in the upcoming fiscal year.
- The second revenue source is payments from the Province that include the Municipal Financial Capacity Grant and revenue from fines from the Department of Justice. These are expected to total approximately \$92,590 in the upcoming fiscal year.
- The third revenue source is transfers from the operating reserve account, capital

reserve account and/or the Canada Community Building Fund reserve account. The amounts to be transferred will depend on the capital and non-capital expenses approved by Council in this 2025/26 budget.

Expenses:

The expense GL's managed by the CAO include the following:

- The Regional School Board budget is \$1,693,360. This GL is mandated by the Province and rose by \$161,517 (or 10.54%) over last year.
- The RCMP budget is expected to be approximately \$1,162,071. This GL is also mandated by the Province, who have indicated an increase of 6% over last years RCMP expense of \$1,096,293.
- There are a variety of other GL's under the supervision of the CAO that total \$110,100 and include Councilor travel, FCM dues, Provincial DNA, District Grant Fund, Public Prosecution and Regional Library.

Deputy Chief Administrative Officer (DCAO):

\$51,000 - Total operating budget revenue

\$688,516- Total operating budget expense

\$2,287,050 – Total Human Resources expense

\$280,000 - Total Project expense

Revenue:

- **\$51,000 – Miscellaneous Income.**

Expenses - Administration:

- **\$688,516 – Administrative Expenses.** This portion of the budget deals with Operating Administration Costs including office expenses, IT, legal, contracts, staff expenses, insurance, streetlighting and private road maintenance. These costs generally don't fluctuate much year to year, but there are a few areas to make note of:
 - Staff Travel and Conference Fees has been increased by \$5,500 to better reflect actual costs.
 - MDS training is higher than some previous years to adjust for EDI and Accessibility training for all staff and Councilors.

Expenses - Human Resources:

- **\$1,147,980 - Unionized Employee costs.** This includes a 3.75% negotiated increase in the union agreement.
- **\$767,492 - Non-Unionized Employee costs.** This includes a 0.9% CPI increased as per policy.
- **\$180,244 - Council costs.** This includes a 0.9% CPI Increase.
- **\$191,334 - Contract and Casual Employee costs.**
- **NOTE: \$41,000 - \$46,000 - Creating a full-time Labourer position** in the Public Works Department by incorporating existing casual and summer staff resources. No additional operational funding commitments required, amount of funds is already in general operations as casual, proposing permanent position.

Projects:

- **\$75,000 - Strategic Planning**
- **\$10,000 - OHS Maintenance and Risk Mitigation**
- **\$25,000 - Streetlight Conversion Consultant**
- **\$60,000-\$75,000 - Hiring an Emergency Services Officer** to focus on Fire Services, Occupational Health and Safety, as well as RCMP related items. This position will be partially funded by existing operational funds.
- **\$73,000 - \$95,000 - Hiring an Economic Development Officer** to implement the new Land-Use By-laws, act as Development Officer, and work on Housing Initiatives. This position is covered by a grant opportunity. No additional operational funding commitments required.

Director of Finance:

\$8,207,163- Total operating budget revenue

\$636,386 - Total operating budget expense

\$5,000 - Total Project expense

Revenues:

- Tax Revenue increased from last year due to assessment lift
- Deed transfer tax increased budgeted value \$15,000 more than budget last fiscal due to 10 year average

- Return on investment budget increased \$53,000 more than last fiscal due to 5 year average

Expenses:

- Auditing service increase \$11,000 more than last fiscal due to new contract
- Low income allowance increase by \$10,000 per council
- Interest on new building loan decreased by \$8,700 due to amortization schedule
- PVSC Fees increase \$5,119 per PVSC notice.

Projects for this year include:

- Three year Actuarial Report \$5,000

Director of Operations & Protective Services:

\$832,105 - Total operating budget revenue

\$2,307,293- Total operating budget expense

\$2,557,286- Total Project expense

Revenues:

- **\$832,105 – Revenue.** Anticipated to be similar to last fiscal, with slightly less septage revenue due to a large one-time project that took place in 2024/2025.

Expenses:

- **\$232,298 - Public Works** budget has been updated to reflect increased insurance costs, general increases and service contracts.
- **\$63,250 - By Law Enforcement** has minor increases to reflect general increases in costs.
- **\$123,000 - Sewage Treatment** budget is higher due to maintenance contracts and the new Operator in Training.
- **\$44,000 - Inspection Services** budget has been increased to reflect the full time Junior Building Inspector with associated costs as well as the annual fees for software.
- **\$658,761- Emergency Services** budget reflects increases to fire department funding and contracts with the Town of Lockeport and Town of Shelburne.

- **\$11,810 - Shared Services Administration** budget is similar to last year.
- **\$83,604 - Waste Diversion** budget is similar to last year with minor increases to reflect insurance and general operating increases.
- **\$206,500 - C&D Operation** budget is overall similar to last fiscal with minor increases to reflect general operating increases.
- **\$868,770 - Solid Waste** budget had been increased to reflect the 2025/2026 contract amounts and for the fee increases at Region of Queens due to the new fee schedule.
- **\$15,300 - Wind Turbine** budget has been increased slightly due to the anticipated costs of service needed to restore the turbine to full operating condition.

Projects:

- C&D projects for this year include:
 - **\$800,000 - Pile separation and Leachate Control (Canopy)**_necessary for NSECC permit compliance and as recommended by Fracflow.
 - **\$60,000 - Hydrological Assessment**, Surface Water Assessment and Water Monitoring Plans necessary for NSECC permit compliance.
 - **\$12,000 – Water monitoring**. Installation of water monitoring wells.
 - **\$3,368 - Installation of cameras**.
 - **\$5,000 - New laptop and screen**.
 - **\$25,280 - Engineering assistance**.
- Waste projects for this year include:
 - **\$2,500 - Video-Where does my garbage go?**
- Wind Turbine projects for this year include:
 - **\$12,500 - Repairs to the road**.
- Emergency Services projects for this year include:
 - **\$270,485 - Payment for the Shelburne Fire Truck**.
- Sewer projects for this year include:
 - **\$10,000 - Flushing and vacuuming lines** not completed last fiscal year.
 - **\$532,000 - Constructing a polishing wetland**.
 - **\$12,500 - Repairs to the road**.
 - **\$30,000 – Pumping Station Septage Meter**
- Public Works projects for this year include:

- **\$2,500 - Installation of cameras.**
 - **\$150,000 - Exploring and repairing drainage at 414 Woodlawn Drive** (Administration Building).
 - **\$102,313 - Accessibility upgrades.** Entry Foyer 414 Woodlawn Drive.
 - **\$210,090 - Completion of the EV and Solar Project** at 414 Woodlawn Drive.
 - **\$50,000 - Signage for the administration building.**
 - **\$36,000 - Equipment purchases.**
 - **\$8,000 - Receipt of expected funding from SouWest Nova Transit Authority.**
 - **\$26,448 - Receipt of expected funding from Efficiency 1.**
- Building Inspection Department projects include:
 - **\$25,000 - Creating pre-approved building plans.**
 - By Law projects for this year include:
 - **\$95,000 - Purchase a new vehicle.**

Other items that are not included in a specific GL but fall under the oversight of the Director of Operations include a payment of \$78,750 for the Climate Ready Plans and Process's grant and receipt of \$70,000 from the program if awarded.

Director of Economic & Community Development:

\$24,685 - Total Operating Revenue budget

\$453,750 - Total Project Revenue budget

\$494,887 - Total Operating Expense budget

\$720,845- Total Project Expense budget

Revenues:

Operating Revenue:

- **\$24,685 - Event Revenue.** Town of Shelburne Contribution, Requested Provincial Support and Community Sponsorships.

Project Revenue:

- **\$386,500 - Housing Accelerator Fund.** 2nd of 4 Installments.
- **\$15,750 - Low Carbon Communities.** Contributions from Province, Town of Shelburne and Municipality of Barrington.
- **\$51,500 - Office of Healthcare Recruitment Professionals.** Requested Provincial

Funding.

Expenses:

Operating Expenses:

- **\$36,500 - Planning General.** Planning Implementation.
- **\$38,242 - Tax Exemptions for Community Organizations.** Schedule A from the Municipality's Tax Exemption Policy.
- **\$200,145 - Grants to Organizations.** Grants to Organizations General, Athlete, Youth and Sponsorship Applications, Sou'West Nova Transit, Curling Club Potential Support, Arena Operating Support, Barrington Ground Search & Rescue and Senior Safety.
- **\$8,000 – Website.** Municipal and Discover Shelburne Website Hosting and Maintenance.
- **\$57,500 - Community Development.** Tourism Marketing, Community Relations, Public Outreach, Webcams and Summer Assistant.
- **\$13,500 – Healthcare.** Recruitment and Retention Activities, Student Sponsorship and Hospitality.
- **\$76,000 – Events.** Spring Easter Event, Dock St. Days, NS Giant Pumpkin Regatta & Miracle on Dock St. Event.
- **\$65,000 - Economic Development.** Commercial Marketing Opportunities and Annual Software Subscriptions.

Project Expenses: Non-Capital

- **\$214,752 - Economic Development.** Strategic Land Planning, Subdivision By-Law Creation, Market Gap Analysis, Power Grid Analysis and Property Repayment Interest.
- **\$51,500 – Healthcare.** Office of Healthcare Professional Funding Activities. Although not accounted for in project total, Council has approved reallocating \$50,000 from existing operating reserves to the health care sub reserve for future spending.
- **\$120,000 – Grants.** Chamber of Commerce, Affordable Housing Grant Program and Brighter Days Campaign Support.
- **\$77,250- Climate Action.** Low Carbon Communities GHG Emissions Inventory and Climate Resilient Coastal Communities Program.

Project Expenses: Capital:

- **\$257,343 - Economic Development.** Property Repayment, Strategic Land Acquisition and West Green Harbour Property Survey.

Director of Parks & Recreation:

\$75,500 - Total operating budget revenue

\$79,277 - Total operating budget expense

\$2,860,722- Total Project expense

The Recreation & Parks Department budget supports recreation services, programs, and initiatives and the maintenance of our parks and trails. It includes expenses associated with operations, staffing, equipment and supplies for programs, and facilities maintenance. We will continue our approach to ensure a variety of recreation activities for various ages which will again be reflected in our popular summer programs.

Revenues:

- **\$75,500** Includes Canada Summer Jobs grant, summer programs revenue, Community Use revenue and the MPAL Program revenue (to cover MPAL position salary, related expenses).

Expenses:

- **\$79,277-** Consists of Recreation Operational expenses (\$75,000) and MPAL Program expenses related to the MPAL position (\$4,277).

Projects:

- **\$525,000) - Jordan River Bridge Replacement** (from Canada Community Building Fund reserve). The major project will be the replacement of the Jordan River Trail Bridge, which, in addition to walkers and bikers, will be open to off highway vehicles, establishing a key connection in the local trail system. The total project cost will be approximately **\$2,777,390**, funded by the Municipal contribution of \$525,000 from the Canada Community Building Fund and grants of \$2,252,390.
- **15,000 - Interpretive Sites Repairs** (from operating reserve). At Sandy Point the picnic shelter will be removed and replaced with an accessible picnic table and pathway that connects to the boardwalk. The West Green Harbour interpretive

site will be relocated to the ball field.

- **\$15,000 - Trail Maintenance & Grading** (from operating reserve). All our trails will be undergoing bush clearing and grading where needed to ensure they are properly maintained and several of the Interpretive Sites will be receive needed repairs.
- **\$6,609 - EDI Regional Coordinator** (from operating reserve). This is a potential regional position to oversee and implement Accessibility and Equity Plans for multiple municipal units. This amount represents the Municipality's contribution for year one of a two year position.
- **\$2,000 - Space to be developed for Mobi-Chair use at Welkum Park** (from operating reserve). A section at Welkum Park will be developed for a shed that will house a Mobi-Chair for public use. The Mobi-Chair will enable individuals with disabilities to safely participate in water activities.
- **\$20,000 - Woodland Multi-Use Trail Association.**
- **\$20,000 – Ohio Ball Field – Phase 3**
- **\$4,723 MPAL - Funding from MPAL sub reserve to balance year end**

ECONOMIC MODEL PROJECTIONS:

As part of the annual budget process, Council reviews and approves the budget for the upcoming fiscal year, as well as projected operating budgets and capital projects for the next 15 years. The goal of this long-term financial planning is to anticipate and manage significant future financial obligations, ensuring sufficient funds in the Municipality's three key reserve accounts: the Operating Reserve, Capital Reserve, and the Canada Community Building Fund Reserve (formerly Gas Tax Reserve). By understanding the projected impacts on these reserves, Council can proactively set appropriate tax strategies.

Historically, previous Councils successfully maintained stable tax rates, with residential taxes at \$1.26 and commercial taxes at \$1.82, unchanged for over a decade. This stability was feasible due to rapid increases in property assessments, outpacing inflation—which has cumulatively exceeded 37% between 2007 and 2025.

However, the Municipality is now confronting significant financial pressures unprecedented in its recent history. The most significant of these challenges is a substantial increase in waste (curb side pickup) management costs, anticipated to be 150% higher than current expenditures, creating an additional financial obligation of approximately \$10.326 million over the next 15 years. Other critical upcoming expenses include the replacement of three aging trail bridges, contributions toward the Town of

Shelburne's new fire trucks, sewer infrastructure upgrades, necessary investments in the Construction & Demolition (C&D) transfer station to comply with provincial regulations, and the paving of J-class roads.

These cumulative expenditures pose a significant threat to the Municipality's financial health if reserves are depleted too significantly. A dangerously low reserve balance leaves the Municipality vulnerable, with limited capacity to address unforeseen expenditures such as Provincial Service Exchange downloads, RCMP policing review, infrastructure failures (e.g., unexpected sewer collapses), or regulatory changes requiring immediate compliance, just to name a few.

To illustrate the potential risks and strategies clearly, the Municipality has prepared two financial scenarios:

Scenario 1 (Maintaining current tax rates):

Under this scenario, although an operating surplus occurs each year (excluding 2025/2026 and 2026/2027), capital and non-capital expenditures rapidly exhaust reserves. By 2025/26, the Capital Reserve is entirely depleted, and by 2029/2030, the Operating Reserve plunges into a deficit of \$953,185, remaining negative until 20236/2037. With reserves exhausted by 2029/2030, the Municipality would not be able to meet its projected expenditures and would lack any fiscal buffer to address unforeseen expenses, or emergencies, placing critical community services at serious risk.

When looking through the lens of the Provincial Financial Condition Indicators (FCI's), under scenario 1, the overall assessment of the combined reserves (calculated by dividing operating and capital reserves by total operating expenses plus amortization expense), remains in the low risk (Green) threshold for 2025/26, and thereafter goes into the high risk (Red) threshold from 2026/27 to 2037/38.

The financial summary for Scenario 1 is provided as an appendix.

Scenario 2 (Adjusted tax rates to preserve reserves):

In this scenario, tax rates are incrementally adjusted to maintain the Combined Operating and Capital Reserve Provincial Financial Condition Indicator (FCI) to be in the low risk (green) zone. The CAO and the Provincial Municipal advisor both recommend that the taxes be adjusted such that the Combined Operating and Capital Reserve Provincial FCI continue to fall within the low risk zone.

As a matter of interest, the neighboring municipalities of Barrington, Argyle, and Yarmouth, maintain robust reserve balances between \$5.6 million and \$11.5 million.

Proposed tax adjustments under Scenario 2 are as follows:

2026/27: Residential/Resource +\$0.14, Commercial +\$0.16

2027/28: Residential/Resource +\$0.05, Commercial +\$0.07

Without these tax adjustments, the Municipality risks serious financial distress, would not be able to meet its projected expenditures, and limits its ability to respond effectively to emergencies or new obligations. Alternatively, if Council chose to implement the full increase in 2026/27 alone, reserves would stabilize above \$3.4 million, substantially enhancing financial security.

When looking through the lens of the Provincial Financial Condition Indicators (FCI's), under scenario 2, the overall assessment of the combined reserves (calculated by dividing operating and capital reserves by total operating expenses plus amortization expense), moves into the moderate risk (Orange) threshold for 2025/26, and thereafter continues to go into the low risk (green) zone .

The financial summary for Scenario 2 is provided as an appendix.

RECOMMENDATION:

As consistently emphasized by the CAO over the past three years, maintaining current tax rates is no longer sustainable. Council must urgently adopt a tax adjustment strategy to maintain the Combined Operating and Capital Reserve Provincial Financial Condition Indicator (FCI) in the low risk (green) zone. It is also recommended that the Municipality consider developing a reserves policy (as is done by several other Municipalities).

Immediate action will safeguard the Municipality's ability to manage future risks effectively, ensuring long-term fiscal stability and community resilience. As part of a long-term strategy, once tax rates are adjusted to maintain reserves, future tax rates can be adjusted annually to match the annual inflation rate until such time as the reserves are built back up to \$5 million or more.

MOTIONS FOR 2025-2026 BUDGET:

The motions below are based on the tax rates remaining the same for the fiscal 2025/26 as per instructions from Council.

Tax Rates & Operating Budget Motions:

THAT the Council of the Municipality of the District of Shelburne approve a 2025-2026 residential tax rate of \$1.26 per \$100 of assessment, resource tax rate of \$1.26 per \$100 of assessment, and commercial tax rate of \$1.82 per \$100 of assessment.

Operating Budget Motions:

THAT Council of the Municipality of the District of Shelburne approve its 2025-2026 Operating Budget reflecting revenues of \$13,570,179 and expenditures of \$13,570,179. Of the \$13,570,179, \$4,111,239 represents non-capital projects that will be funded using \$814,069 from the Operating Reserve, \$555,000 from CCBF Reserve, \$489,780 from grants and \$2,252,390 from outside funding, all presented in the 2025-2026 Project Report attached.

Capital Projects Budget Motion:

THAT the Council of the Municipality of the District of Shelburne approve its 2025-2026 Capital Projects Budget reflecting expenditures of \$2,280,614 to be drawn down from the Capital Reserve until depleted to zero, with remainder to be drawn from Operating Reserves.

That Council of the Municipality of the District of Shelburne set the 2025 -2026 interest rate on all types of overdue accounts (tax, sewer, area rate, tipping, septage, and so forth) to be 10%.

Residential & Commercial Sewer Rate Motion:

That Council of the Municipality of the District of Shelburne set the 2025 -2026 residential and commercial sewer rates at \$285 per unit.

Septage Receiving Rate Motion:

That Council of the Municipality of the District of Shelburne set the 2025 -2026 septage

receiving rate at \$0.036 (3.6 cents) per litre.

Health Care Reserve Motion:

That Council of the Municipality of the District of Shelburne allocate \$50,000 from the existing Operating Reserve to the Healthcare Reserve April 2025 for 2025-2026.

APPENDICES

2024 2025 Projects

Scenario 1 Summary

Scenario 2 Summary

																						Office of Healthcare Professionals Retention Activities		Other4	
Item	Type	Fiscal year	Amount	Funding		Amount required from MODS	Operating reserve	Capital reserve	CCBF	Healthcare	MPAL	Dry Hydrant	Shared services	Economic development	Sustainable services growth fund	Municipal capital growth program	Sustainable Communities Challenge Fund	Housing Accelerator Fund round 2	Efficiency 1	Climate ready plans and processes	LCC	SouWest			
Remaining expenditures																									
REC - Bridge Inspections	Non-capital	2025	29,762		-	29,762	29,762																		
REC - MPAL	Non-capital	2025	10,000		-	10,000					10,000														
REC - Accessibility Coordinator	Non-capital	2025	16,631		-	16,631	16,631																		
DPS - C&D Site - Cell Cover RFP & Design	Non-capital	2025	8,000		-	8,000									8,000										
DPS - Building Software	Capital	2025	65,000		-	65,000		65,000																	
Receiving Capital Reserve and Bank Interest Minus spent to date on projects	Non-capital	2025	- 68,896		-	68,896		- 68,896																	
ED - Planning Implmentation	Non-capital	2025	20,000		-	20,000	20,000																		
Receiving Operating Reserve and Bank Interest Minus spent to date on projects	Non-capital	2025	- 77,895		-	77,895	- 77,895																		
Receiving Gas Tax Funds and Bank Interest Minus spent to date on projects	Gas tax	2025	- 156,799		-	156,799			- 156,799																
Total			149,393	-	-	154,197	- 11,502	- 3,896	- 156,799	-	10,000	-	-	-	8,000	-	-	-	-	-	-	-	-	-	-
2025/2026																									
Non-capital																									
FIN - 3 year Acturial Report	Non-capital	2026	5,000		-	5,000	5,000																		
REC - MPAL	Non-capital	2026	4,723		-	4,723					4,723														
REC - Jordan River Bridge	Non-capital	2026	2,777,390	2,252,390	-	525,000			525,000																
REC - Trails Bush Clearing	Non-capital	2026	7,500		-	7,500	7,500																		
REC - Trails Grading	Non-capital	2026	7,500		-	7,500	7,500																		
REC - Woodland Multi-Use Trail Association	Non-capital	2026	20,000		-	20,000	10,000		10,000																
REC - Interpretive Sites Upgrades - Sandy Point/West Green Harbour	Non-capital	2026	15,000		-	15,000	15,000																		
REC - EDI Regional Coordinator	Non-capital	2026	6,609		-	6,609	6,609																		
REC - Mobi Chair area - Welkum Park	Non-capital	2026	2,000		-	2,000	2,000																		
REC - Ohio Ball Field Phase 2	Non-capital	2026	20,000		-	20,000			20,000																
HR - Emergency Services Coordinator Position (Operations Dept.)	Non-capital	2026	75,000		-	75,000	75,000																		
HR - Community Planner (Operations/ Development Dept.) - CONTRACT	Non-capital	2026	95,000		-	95,000												95,000							
ADM - Strategic Planning Consultant/Facilitator	Non-capital	2026	75,000		-	75,000	75,000																		
ADM - OHS Maintenance and Risk Mitigation	Non-capital	2026	10,000		-	10,000	10,000																		
ADM - Streetlight Conversion Consultant	Non-capital	2026	25,000		-	25,000	25,000																		
ED - Office of Healthcare Professionals Retention Activities (OHPR)	Non-capital	2026	51,500		-	51,500																		51,500	
ED - Receiving - Office of Healthcare Professionals Retention Activities (OHPR)	Non-capital	2026	- 51,500		-	51,500																	- 51,500		
ED - Property Purchase Repayment and Admin Fee	Non-capital	2026	64,752		-	64,752																			
ED - Power Grid Analysis	Non-capital	2026	5,000		-	5,000								5,000											
ED - Housing Grant Program	Non-capital	2026	100,000		-	100,000												100,000							
ED - Market Gap Analysis x2	Non-capital	2026	60,000		-	60,000								60,000											
ED - Chamber Support	Non-capital	2026	15,000		-	15,000								15,000											
ED - Strategic Land Planning	Non-capital	2026	60,000		-	60,000								60,000											
ED - Receiving 2nd Installment HAF2 Funding	Non-capital	2026	- 386,500		-	386,500												- 386,500							
ED - Receiving LCC Funding	Non-capital	2026	- 15,750		-	15,750														-	15,750				
ED - Healthcare Reserve - Reallocating Reserve	Transfers	2026			-	-	50,000		- 50,000																
ED - Brighter Days Campaign	Non-capital	2026	5,000		-	5,000			5,000																
ED - LCC Fund	Non-capital	2026	70,000		-	70,000	7,000														63,000				
ED - Climate Resilient Coastal Communities Program	Non-capital	2026	7,250		-	7,250	7,250																		
ED - Planning Implmentation	Non-capital	2026	25,000		-	25,000	25,000																		
DOPS - Sewage Plant Road Repairs	Non-capital	2026	12,500		-	12,500	12,500																		
DOPS - Windmill Road Repairs	Non-capital	2026	12,500		-	12,500	12,500																		
DOPS - C&D Dite Large Screen and Laptop	Non-capital	2026	5,000		-	5,000	5,000																		
DOPS - Video-Where does my garbage go	Non-capital	2026	2,500		-	2,500							2,500												
DOPS - Shelburne Fire Truck 1	Non-capital	2026	270,485		-	270,485	270,485																		
DOPS - C&D Site Water Monitoring Plans and Assessments	Non-capital	2026	60,000		-	60,000									60,000										
DOPS - Flushing & Hydrovac Sewer Lines (26% incomplete)	Non-capital	2026	10,000		-	10,000	10,000																		
DOPS - Pre-Approved Building Plans (HA Part 1)	Non-capital	2026	25,000		-	25,000												25,000							
DOPS - Receiving CRPP funding	Non-capital	2026	- 70,000		-	70,000													- 70,000						
DOPS - CRPP-Climate Ready Plans & Processes	Non-capital	2026	78,750		-	78,750	8,750												70,000						
DOPS - C&D Site-Engineering	Non-capital	2026	25,280		-	25,280									25,280										
Receiving Gas Tax	Gas tax	2026	- 274,884		-	274,884		- 274,884		45,000	4,723	-	2,500	140,000	85,280	-	-	-	166,500	-	-	47,250	-	-	-
Sub-total			4,111,239	2,252,390	-	1,060,215	711,846	-	280,116	- 45,000	4,723	-	2,500	140,000	85,280	-	-	-	166,500	-	-	47,250	-	-	-
Capital																									
ED - Property Purchase Repayment	Capital	2026	146,000		-	146,000		146,000																	
DOPS - Drainage Issues at 414 Woodlawn Drivel	Capital	2026	150,000		-	150,000		150,000																	
DOPS - By Law Truck	Capital	2026	95,000		-	95,000		95,000																	
DOPS - C&D Upgrades roof canopy/leachate control	Capital	2026	800,000		-	800,000		556,037							243,963										

SCENARIO #1

	Forecast 2025	Budget 2026	Forecast 2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Operating fund																
Main operating revenue		9,458,940	9,557,652	9,905,752	10,268,852	10,647,052	11,041,752	11,453,352	11,882,252	12,330,052	12,796,552	13,283,452	13,791,252	14,320,752	14,873,452	15,450,152
Non-capital revenue (from reserves)		1,369,069	221,126	991,736	1,649,799	1,361,128	865,726	756,710	846,754	881,651	1,441,524	1,222,862	874,724	883,217	884,843	1,625,148
Non-capital revenue (from grants)		489,780	285,000	85,000	-	-	-	-	-	-	-	-	-	-	-	-
Non-capital revenue (from other funding)		2,252,390	25,000	605,000	1,000,000	12,000	-	-	-	3,300	15,000	471,912	-	-	-	15,000
Capital revenue (from reserves)		1,590,330	564,629	487,685	343,118	214,872	201,451	274,284	256,251	235,556	211,000	202,002	242,533	65,000	201,000	-
Capital revenue (from grants)		690,284	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital revenue (from other funding)		-	-	-	-	-	5,000	3,300	-	-	-	15,000	-	-	-	-
Total revenue		15,850,793	10,653,407	12,075,173	13,261,769	12,235,052	12,113,929	12,487,646	12,985,257	13,450,559	14,464,076	15,195,228	14,908,509	15,268,969	15,959,295	17,090,300
Main operating expenses		9,458,940	9,641,067	9,818,374	9,999,682	10,184,689	10,366,400	10,559,000	10,755,200	10,955,500	11,159,400	11,367,400	11,579,500	11,796,200	12,017,700	12,043,900
Non-capital expenses		4,111,239	531,126	1,681,736	2,649,799	1,373,128	865,726	756,710	846,754	884,951	1,456,524	1,694,774	874,724	883,217	884,843	1,640,148
Capital expenses		2,280,614	564,629	487,685	343,118	214,872	206,451	277,584	256,251	235,556	211,000	217,002	242,533	65,000	201,000	-
Total expenses		15,850,793	10,736,822	11,987,795	12,992,599	11,772,689	11,438,577	11,593,294	11,858,205	12,076,007	12,826,924	13,279,176	12,696,757	12,744,417	13,103,543	13,684,048
Total available (deficit)	362,958	-	- 83,415	87,378	269,170	462,363	675,352	894,352	1,127,052	1,374,552	1,637,152	1,916,052	2,211,752	2,524,552	2,855,752	3,406,252
Reserves																
Operating reserve (stand-alone no sub-reserves)	4,140,136	3,041,210	2,353,104	1,288,191	125,339	- 953,185	- 1,311,818	- 1,405,666	- 1,324,235	- 990,466	- 934,575	- 336,216	917,506	2,689,419	4,722,416	6,821,822
Capital reserve	1,045,852	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CCBF	1,073,402	793,286	1,008,170	1,053,054	817,938	1,082,822	1,347,706	1,612,590	1,877,474	1,860,774	1,850,774	1,840,774	1,812,774	1,802,774	1,792,774	1,782,774
Total available reserves	6,259,390	3,834,496	3,361,274	2,341,244	943,277	129,637	35,888	206,924	553,238	870,307	916,198	1,504,558	2,730,280	4,492,193	6,515,190	8,604,595
Breakout of the reserve balances	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Operating reserve	4,140,136	3,585,689	3,462,211	2,884,983	2,065,250	1,201,598	1,044,416	1,224,851	1,562,533	2,131,858	2,398,749	3,671,023	4,924,744	6,761,657	8,995,655	11,095,060
Required transfer to capital reserve	-	- 544,478	- 1,109,107	- 1,596,792	- 1,939,910	- 2,154,782	- 2,356,233	- 2,630,517	- 2,886,768	- 3,122,324	- 3,333,324	- 4,007,238	- 4,007,238	- 4,072,238	- 4,273,238	- 4,273,238
Available operating reserve	4,140,136	3,041,210	2,353,104	1,288,191	125,339	- 953,185	- 1,311,818	- 1,405,666	- 1,324,235	- 990,466	- 934,575	- 336,216	917,506	2,689,419	4,722,416	6,821,822
Capital reserve	1,045,852	- 544,478	- 1,109,107	- 1,596,792	- 1,939,910	- 2,154,782	- 2,356,233	- 2,630,517	- 2,886,768	- 3,122,324	- 3,333,324	- 4,007,238	- 4,007,238	- 4,072,238	- 4,273,238	- 4,273,238
Required transfer from operating reserve	-	544,478	1,109,107	1,596,792	1,939,910	2,154,782	2,356,233	2,630,517	2,886,768	3,122,324	3,333,324	4,007,238	4,007,238	4,072,238	4,273,238	4,273,238
Available capital reserve	1,045,852	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Canada-Community Building Fund (CCBF)	1,073,402	793,286	1,008,170	1,053,054	817,938	1,082,822	1,347,706	1,612,590	1,877,474	1,860,774	1,850,774	1,840,774	1,812,774	1,802,774	1,792,774	1,782,774
Total available reserves	6,259,390	3,834,496	3,361,274	2,341,244	943,277	129,637	35,888	206,924	553,238	870,307	916,198	1,504,558	2,730,280	4,492,193	6,515,190	8,604,595
Operating sub-reserves	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Healthcare	50,000	95,000	140,000	185,000	235,000	285,000	335,000	385,000	435,000	485,000	535,000	585,000	635,000	685,000	735,000	785,000
MPAL	5,787	1,064	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dry Hydrant	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Shared services	37,031	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531
Economic development	250,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total available operating sub-reserves	362,819	260,596	304,532	349,532	399,532	449,532	499,532	549,532	599,532	649,532	699,532	749,532	799,532	849,532	899,532	949,532
Deferred grants	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Sustainable services growth fund	363,243	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Municipal capital growth program	281,583	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sustainable Communities Challenge Fund	118,290	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing Accelerator Fund round 2	386,500	553,000	654,500	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000
Efficiency 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Climate ready plans and processes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LCC	47,250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SouWest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of Healthcare Professionals Retention Activiti	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total available deferred grants	1,196,866	575,000	676,500	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000

SCENARIO #2

Operating fund	Forecast 2025	Budget 2026	Forecast 2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Main operating revenue		9,458,940	10,360,152	11,046,952	11,458,852	11,887,952	12,336,052	12,803,152	13,290,352	13,798,852	14,329,052	14,882,352	15,459,852	16,061,952	16,690,652	17,346,952
Non-capital revenue (from reserves)		1,369,069	221,126	991,736	1,649,799	1,361,128	865,726	756,710	846,754	881,651	1,441,524	1,222,862	874,724	883,217	884,843	1,625,148
Non-capital revenue (from grants)		489,780	285,000	85,000	-	-	-	-	-	-	-	-	-	-	-	-
Non-capital revenue (from other funding)		2,252,390	25,000	605,000	1,000,000	12,000	-	-	-	3,300	15,000	471,912	-	-	-	15,000
Capital revenue (from reserves)		1,590,330	564,629	487,685	343,118	214,872	201,451	274,284	256,251	235,556	211,000	202,002	242,533	65,000	201,000	-
Capital revenue (from grants)		690,284	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital revenue (from other funding)		-	-	-	-	-	5,000	3,300	-	-	-	15,000	-	-	-	-
Total revenue		15,850,793	11,455,907	13,216,373	14,451,769	13,475,952	13,408,229	13,837,446	14,393,357	14,919,359	15,996,576	16,794,128	16,577,109	17,010,169	17,776,495	18,987,100
Main operating expenses		9,458,940	9,641,067	9,818,374	9,999,682	10,184,689	10,366,400	10,559,000	10,755,200	10,955,500	11,159,400	11,367,400	11,579,500	11,796,200	12,017,700	12,043,900
Non-capital expenses		4,111,239	531,126	1,681,736	2,649,799	1,373,128	865,726	756,710	846,754	884,951	1,456,524	1,694,774	874,724	883,217	884,843	1,640,148
Capital expenses		2,280,614	564,629	487,685	343,118	214,872	206,451	277,584	256,251	235,556	211,000	217,002	242,533	65,000	201,000	-
Total expenses		15,850,793	10,736,822	11,987,795	12,992,599	11,772,689	11,438,577	11,593,294	11,858,205	12,076,007	12,826,924	13,279,176	12,696,757	12,744,417	13,103,543	13,684,048
Total available (deficit)	362,958	-	719,085	1,228,578	1,459,170	1,703,263	1,969,652	2,244,152	2,535,152	2,843,352	3,169,652	3,514,952	3,880,352	4,265,752	4,672,952	5,303,052
Reserves																
Operating reserve (stand-alone no sub-reserves)	4,140,136	3,041,210	3,155,604	3,260,781	3,358,943	3,637,728	4,738,668	6,212,437	7,976,220	10,113,605	12,101,743	14,768,310	18,234,394	22,370,915	26,929,647	31,725,312
Capital reserve	1,045,852	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CCBF	1,073,402	793,286	1,008,170	1,053,054	817,938	1,082,822	1,347,706	1,612,590	1,877,474	1,860,774	1,850,774	1,840,774	1,812,774	1,802,774	1,792,774	1,782,774
Total available reserves	6,259,390	3,834,496	4,163,774	4,313,834	4,176,880	4,720,550	6,086,374	7,825,027	9,853,693	11,974,379	13,952,516	16,609,084	20,047,168	24,173,689	28,722,420	33,508,086
Breakout of the reserve balances	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Operating reserve	4,140,136	3,585,689	4,264,711	4,857,573	5,298,853	5,792,511	7,094,901	8,842,955	10,862,988	13,235,929	15,435,067	18,775,548	22,241,633	26,443,154	31,202,885	35,998,550
Required transfer to capital reserve	-	- 544,478	- 1,109,107	- 1,596,792	- 1,939,910	- 2,154,782	- 2,356,233	- 2,630,517	- 2,886,768	- 3,122,324	- 3,333,324	- 4,007,238	- 4,007,238	- 4,072,238	- 4,273,238	- 4,273,238
Available operating reserve	4,140,136	3,041,210	3,155,604	3,260,781	3,358,943	3,637,728	4,738,668	6,212,437	7,976,220	10,113,605	12,101,743	14,768,310	18,234,394	22,370,915	26,929,647	31,725,312
Capital reserve	1,045,852	- 544,478	- 1,109,107	- 1,596,792	- 1,939,910	- 2,154,782	- 2,356,233	- 2,630,517	- 2,886,768	- 3,122,324	- 3,333,324	- 4,007,238	- 4,007,238	- 4,072,238	- 4,273,238	- 4,273,238
Required transfer from operating reserve	-	544,478	1,109,107	1,596,792	1,939,910	2,154,782	2,356,233	2,630,517	2,886,768	3,122,324	3,333,324	4,007,238	4,007,238	4,072,238	4,273,238	4,273,238
Available capital reserve	1,045,852	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Canada-Community Building Fund (CCBF)	1,073,402	793,286	1,008,170	1,053,054	817,938	1,082,822	1,347,706	1,612,590	1,877,474	1,860,774	1,850,774	1,840,774	1,812,774	1,802,774	1,792,774	1,782,774
Total available reserves	6,259,390	3,834,496	4,163,774	4,313,834	4,176,880	4,720,550	6,086,374	7,825,027	9,853,693	11,974,379	13,952,516	16,609,084	20,047,168	24,173,689	28,722,420	33,508,086
Operating sub-reserves	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Healthcare	50,000	95,000	140,000	185,000	235,000	285,000	335,000	385,000	435,000	485,000	535,000	585,000	635,000	685,000	735,000	785,000
MPAL	5,787	1,064	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dry Hydrant	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Shared services	37,031	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531	34,531
Economic development	250,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total available operating sub-reserves	362,819	260,596	304,532	349,532	399,532	449,532	499,532	549,532	599,532	649,532	699,532	749,532	799,532	849,532	899,532	949,532
Deferred grants	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Sustainable services growth fund	363,243	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Municipal capital growth program	281,583	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sustainable Communities Challenge Fund	118,290	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing Accelerator Fund round 2	386,500	553,000	654,500	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000	956,000
Efficiency 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Climate ready plans and processes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LCC	47,250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SouWest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of Healthcare Professionals Retention Activitit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total available deferred grants	1,196,866	575,000	676,500	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000