



Special Committee of the Whole

February 26, 2021

8:30 a.m.

Council Chambers and Via Zoom,
Town Hall
359 Main Street

Agenda

1. **Approval of Agenda**

2. **Approval of Minutes**

- a. Committee of the Whole Minutes, February 2, 2021

3. **Public Input / Question Period**

PLEASE NOTE:

- Public Participation is limited to 30 minutes
- Each Person is limited to 3 minutes and may return to speak once, for 1 minute, if time permits within the total 30-minute period
- Questions or comments are to be directed to the Chair
- Comments and questions that relate to personnel, current or potential litigation issues, or planning issues for which a public hearing has already occurred, but no decision has been made by Council, will not be answered.

4. **Staff Reports for Discussion**

- a. Info Report: Operational Plan / Version 3 Budget

5. **Public Input / Question Period**



6. **Adjournment to In-Camera Meeting under *section 22(2)(c) Of the Municipal Government Act.***
 - a. Personnel – Annual CAO Performance Evaluation

7. **Adjournment of In-Camera and Regular Meeting**

Wolfville Operations Plan

2021-2025

April 1, 2021



A cultivated experience for the mind, body, and soil

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LETTER FROM CHIEF ADMINISTRATIVE OFFICER

This year marks the first Operational Plan and Budget under the Council that was elected in October 2020. Over the past few months, Council has reflected on feedback that was given during the election campaign, have reviewed the former Council Strategic Plan 2016-2020, and have considered the community priorities as identified in the newly-adopted Municipal Planning Strategy. As a result of these reflections, Council has drafted a new strategic plan to guide the priorities of Council and Staff over the next four-year term. This Operational Plan ensures that progress will be made in the strategic areas that Council have identified.

The Operational Plan is intended to provide a four-year snapshot of projects and initiatives that will be undertaken by the Town, in addition to the many core services and day-to-day operations. Year 1 activities are typically more definitive and detailed, while Years 2-4 initiatives are less defined in many cases and may be awaiting further study and information to fully populate. However, all efforts have been made to provide as much detail as possible for those years beyond 2021-22 so that Council, staff and the public have an understanding of work that is likely to be undertaken and where efforts will be focused.

This Operational Plan is also a living document. With a new format and new strategic directions this year, more time is required to adequately assess key performance metrics and how success will be measured. As such, it will continue to be refined throughout the year as required and as more information is known and developed. Future amendments will be shared with Council, staff and the public as they are updated. I am very excited to get the many projects and initiatives identified for 2021-22 underway. We have established an aggressive plan that tackles a variety of priority areas that will hopefully move the needle on a variety of fronts.

Erin Beaudin

COUNCIL'S STRATEGIC PLAN

In February 2021, Council adopted a new Strategic Plan to guide where the Town will prioritize efforts over the next four-year term and how future Council decisions will be made. A copy of the Strategic Plan is attached as **APPENDIX 1**. Key highlights of the plan include:

VISION

A vibrant, progressive town at the centre of a thriving and sustainable region, where residents, visitors, businesses and university thrive and grow.

The vision identifies four equally important elements – residents, visitors, businesses, and the university. All operate in harmony and provide mutual support and benefit. None is expendable, none more important than the other. All must be healthy and stable for this vision to be achieved. The vision statement acknowledges that the Town exists within a sustainable region that supports the Town's health which in turn is necessary to the region's wellbeing.

MISSION

To provide leadership and collaborative governance for the responsive and responsible allocation of public resources for the greater good of Wolfville.

This mission outlines the purpose of this Council – to provide leadership for the Town's decisions, to do so in collaboration with the important segments of the community – residents, businesses, the University, and the greater region. Those decisions will be made understanding our role is the responsive and responsible management and expenditure of public funds entrusted to the town for the good of the town.

PRINCIPLES

Key principles guide Council's work. There are five principles that were identified in the Strategic Plan:

1. **Sustainability:** Decisions will be made with a view to long-term viability of the Town and its sectors.
2. **Transparency:** Decisions will be made openly and in public.
3. **Accountability:** Council is responsible for decisions and their impact. Decisions are a function of the whole of Council.
4. **Well-Communicated:** Council decisions and the processes leading to decisions will be well communicated using the media and mediums available to ensure the decision processes are shared.
5. **Evidence-Based:** Decisions will be based on factual evidence, the importance an issue is to the community, and other realities of our community life.

STRATEGIC DIRECTIONS

The Strategic Directions found in the new Municipal Planning Strategy – Economic Prosperity, Social Equity and Climate Action, along with an additional priority of Community Wellness, have been adopted by Council as primary or strategic focuses for the Town's services. Decisions will be made with consideration to these broad goals.

PRIORITY INITIATIVES

Council's Priority Initiatives are initiatives that a majority of Council members heard in the community as priorities. It is hoped that at the end of this Council term Council members can look at the achievements of the term and see clear evidence of achievement on each of these priorities. They will hold a special place in the operations and resource allocation of the Town.

Council's Priority Initiatives for 2021-2024 are:

1. Priority Area 1 (PA1) - Multi-purpose regional complex to include at minimum an aquatic facility. May also include other recreation and cultural indoor facilities.
2. Priority Area 2 (PA2) - Clear plan to address, in a timely manner, the revitalization and maintenance of road, sidewalk, crosswalk infrastructure and traffic management including addressing the issue of the 4-way stop.
3. Priority Area 3 (PA3) - Economic sector growth and support for commercial, business and entrepreneurial opportunities including retention and attraction of new economic opportunities.
4. Priority Area 4 (PA4) - Climate management related initiatives to reduce carbon emissions, support local transportation, local food security and environmental protection.

While the priority initiatives figure significantly in the Town's annual Operations Plan, they are not the only things that the Town will achieve. Ongoing work of service departments is a major component of each annual budget. These, and other projects for which need and/or opportunity arises during the term of Council, will be incorporated as appropriate and as possible in each annual Operations Plan and Budget.

WHERE TAX \$\$ GO /KEY CHANGES FROM 2020-21

Mike to insert between COW and Council in March for final version at adoption by Council in March.

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RESOURCING THE OPERATIONS PLAN – MUNICIPAL DEPARTMENTS AND COMMITTEES

The following section provides an outline of the structure of the Town of Wolfville, at the departmental and committee level. These resources, along with strategic partnerships, will enable the successful implementation of this Operational Plan.

Within each Department, there are key day-to-day deliverables and functions that are at the core mandate of the Town. These are listed in each section and are key to the Town's daily operations.

These deliverables can take up a great deal of internal capacity, which limits the Town's abilities to take on additional priorities and initiatives. It is important to recognize that while this Operations Plan has endeavoured to address the priorities of Council and maintain the day-to-day service level requirements of the municipal operation, that the day-to-day activities must not get sacrificed while implementing the various other initiatives and projects outlines in the Plan.

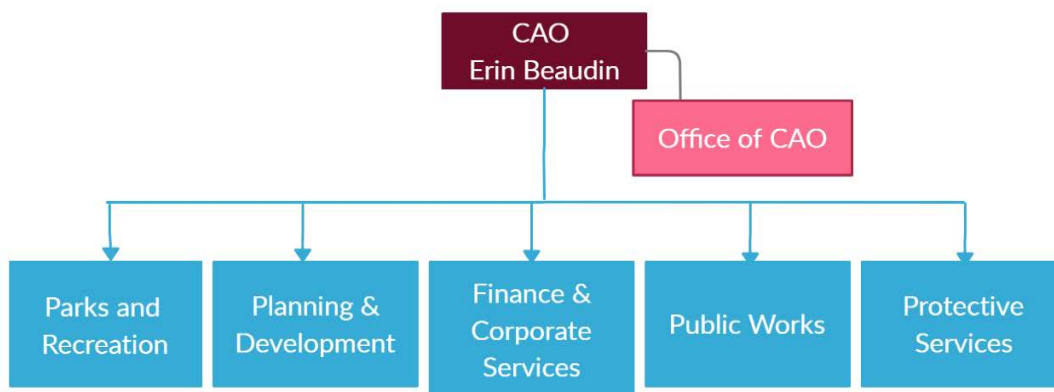
Chief Administrative Officer

Erin Beaudin, CAO

The Chief Administrative Officer is the senior appointed official of the municipality providing organizational leadership to municipal staff and is the sole employee of Council. This position is responsible to Council for administration and coordination of the delivery of services to the municipality's residents and businesses in a manner that will ensure the effective utilization of the human, financial and physical resources of the municipality.

The Chief Administrative Officer is responsible for the proper administration of all the business affairs of the Town in accordance with the bylaws, policies and plans, approved and established by the Council and responsibilities as legislated by the Province of Nova Scotia.

Roles & Responsibility	Human Resources
<ul style="list-style-type: none">• Administering the business affairs of the Town• Advising Council on Town issues and on agenda items during meetings• Directing the exercise of general financial control of all departments• Directing the development and implementation of corporate policies, programs and services• Ensuring Council receives the appropriate reports and information necessary for their decision making• Assisting Council in strategic planning• Liaising with officials, groups, agencies and other municipalities and the provincial and federal governments• Responsible for communications• Responsible for corporate customer service• Responsible for human resources	<ul style="list-style-type: none">• 4 Directors• Fire Chief• 1 Coordinator of Administrative Services• 1 Community Liaison and Compliance Coordinator• 1 Special Projects Coordinator• 1 Administrative Assistant (Shared with Planning & Development)• 24 Permanent Employees• 14 Union Employees• 12 Casual Employees• 7 Permanent Seasonal Employees



Office of the CAO Administrative Services



Office of the CAO Administrative Services provides an internal focus and priority for the Town's Human Resource Policies and Standard Operating Procedures, contract management, records management and support for Council and Committees of Council.

Operational Statistics

- 40 + Personnel Files
- 44 Bylaws
- 61 Policies
- 26 HR Policies
- 4 IT Servers
- 5 Core Software Systems

Human Resources

- 1 Coordinator of Administrative Services
- 1 Community Liaison and Compliance Coordinator
- 1 Special Projects Coordinator
- 1 Administrative Assistant (Shared with Planning & Development)

Council and Committee Support

Office of the CAO Administrative Services provides support to the Mayor and Council by overseeing a yearly schedule of meetings, and providing direct support for agenda preparation and minute taking of all Council and Committee of Council meetings.

Human Resource Management

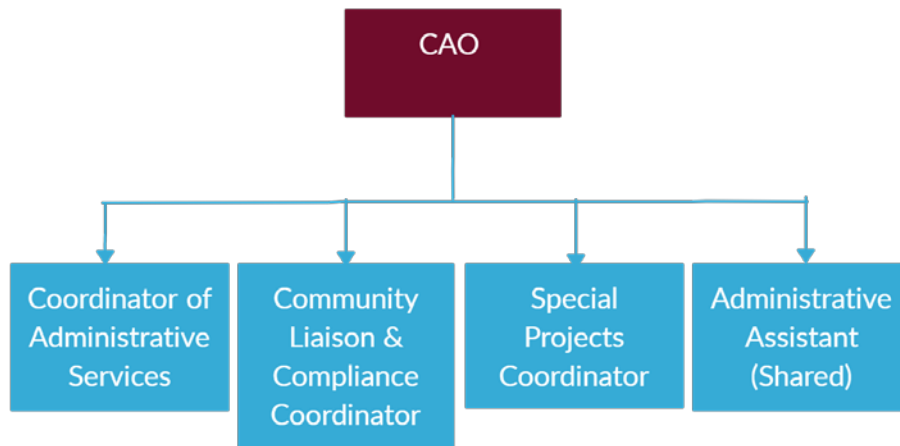
Office of the CAO Administrative Services main responsibilities with HR are to maintain complete and accurate documentation related to HR functions including personnel files, the performance management system, employee compensation plan, personnel policies, recruiting and hiring, and new employee orientation. Administrative Services also manages the Town's training and development plan. The Town's benefit plans and employee pensions are coordinated through Corporate Services and the Finance Department, however, Morneau Shepell and Manulife administer these programs for the Town.

Records Management

Office of the CAO Administrative Services is responsible for ensuring the maintenance and retention of corporate records through the Records Management Policy and Standard Operating Procedure. A key role of records management is the retention of Council minutes, Policies, Bylaws, Town Contracts, etc. through the Town Clerk.

Compliance

The Town is committed to gaining compliance with Council's by-laws on infractions such as Noise, Minimum Standards, Parking and Animal Control in a more proactive manner through community education, partnership development, community engagement and other programs. Strong partnerships with Acadia University have been developed as a way to educate and engage the youth demographic in complying with noise regulations. The Town contracts animal control services from the SPCA, which the Compliance Officer oversees.



Planning & Development

Devin Lake, Director

The Planning & Development department strives to achieve cohesion between the planning, and economic development functions of the Town. Planning & Development is responsible for long range planning and policy development, sustainability and climate change work, economic development, land use and development control, building and fire inspection, and dangerous and unsightly administration.

Operational Statistics

- Manages the implementation of the Municipal Planning Strategy, Land Use By-law, and Subdivision By-law.
- Manages the ongoing Climate Change action planning and implementation
- Manages strategic land use initiatives (e.g. downtown development, library expansion, farmers market area)
- Manages over 200 existing Development Agreements
- Average of 6 development agreements issued annually
- Average of 63 development permits issued annually
- Average of 45 building permits issued annually
- Average of 9.5 new lots approved annually since 2011
- Manages a registry of approximately 35 registered heritage properties in Wolfville
- Supports the Planning Advisory Committee and Environmental Sustainability Committee.

Human Resources

- 1 Director
- 1 Administrative Assistant (Shared with Office of CAO)
- 1 Development Officer
- 1 Senior Building and Fire Inspector
- 1 Junior Building and Fire Inspector
- 1 Climate Change Mitigation Coordinator – (ext. to Sept, 2021)
- Various Casual/summer positions as needed

Planning and Development

After 5 years of consultation and Council direction, the Town adopted new planning documents in September of 2020. These documents should be reviewed in detail to understand where the focus of the planning and development staff will be moving forward. See <https://www.wolfville.ca/growing-together.html> to find the recently approved documents.

Planning and development control is responsible for the fair, reasonable and efficient administration of Part VIII of the MGA, the Town's Municipal Planning Strategy, Land Use Bylaw, Subdivision bylaw, Vendor Bylaw and Heritage Bylaw and the establishment of a consultative process to ensure the right of the public to have access to information and to participate in the formulation of planning strategies and bylaws made under Part VIII of the MGA.

Section 243 of the *Municipal Government Act* requires Council to appoint a Development Officer to administer its land-use bylaw and the subdivision bylaw. Council has appointed Devin Lake and Marcia Elliott as the Town's Development Officers. Marcia Elliott is the full-time Development Officer and Devin Lake provides planning guidance and oversight.

In the past, the Town contracted planning and development control services to the Town of Windsor. Currently Building and Fire Inspection services are being offered through an agreement to the Town of Middleton. Working regionally with other municipal units on planning and development services may be something that comes and goes depending where other units are with capacity and interest.

Climate Action and Sustainability

The Town employs a Climate Change mitigation coordinator working on both Climate Change mitigation and adaption efforts. The Town is working through the Federation of Canadian Municipalities (FCM) Partners for Climate Protection program. See here: <https://fcm.ca/en/programs/partners-climate-protection>. Given the term position (the majority of which has been funded through FCM for the past two years) that we have currently, resourcing this area on a go forward basis will be a future decision of Council. The budget currently supports the term position for a six-month term in 2021-22.

Economic Development

The function of economic development is to support growth and development within the Town of Wolfville. The Director of Planning & Development and other staff work collaboratively with existing and potential businesses and the Wolfville Business Development Corporation to achieve this mandate. Economic Development, for a Town, is often the outcome of good governance, planning, smart fiscal decisions, quality infrastructure and recreation.

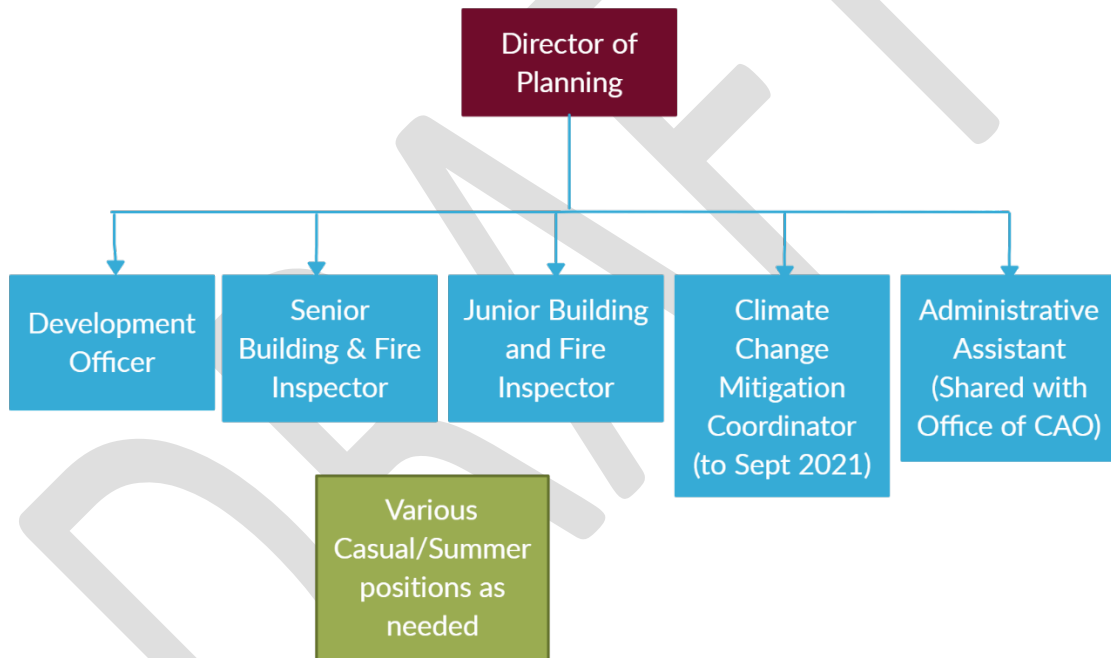
Building and Fire Inspection Services

The Town currently employs a Senior building and fire inspector; Mark Jamieson, and also have recently began a succession planning process through training James Collicutt to be a Building and Fire Inspector, learning from Mark's many years of experience. The Building Code and by-law and Fire Code and system

of fire inspections are the responsibility of our Building and Fire Officials. The Town is working toward improving their system of fire inspections to ensure the safety of our residents, particularly those living in rental accommodations.

Compliance

The Community Liaison & Compliance Officer is now working out of the Office of the CAO but had been working closely with Planning and Development staff on compliance and enforcement issues. It is anticipated the new Compliance Officer will continue to coordinate with Planning and Development Staff on issues that impact various roles within the organization.



Finance & Corporate Services

Mike MacLean, Director

The Finance & Corporate Services Departments core services include accounting, budgeting/financial reporting, customer service/cash receipting, property tax and water utility billings, accounts receivable collections, payroll and insurance policy administration. The department also assists in the development of Town policies as they relate to financial matters/management. The department is responsible for the management of the Town's financial records in accordance with:

- Council policies and by laws;
- The provincial Municipal Government Act (MGA);
- Provincial guidelines as published in the Financial Reporting and Accounting Manual (FRAM);
- Nova Scotia Utility and Review Board guidelines for Water Utilities; and,
- Professional Generally Accepted Accounting Principles (GAAP) as issued through the Public Sector Accounting Board (PSAB).

Finance & Corporate Services acts as a resource for Council, other Town Departments, and the general public. In addition, the department is responsible for annual financial reporting to Council, provincial and federal government, and other outside agencies.

Finance & Corporate Services staff are also the Town's first point of contact with members of the public who visit Town Hall and the Director also carries out the duties of Treasurer and Freedom of Information and Protection of Privacy (FOIPOP) Responsible Officer as defined in the MGA.

Operational Statistics

- 1,596 Residential Tax Accounts
- 107 Commercial Tax Accounts
- 1,575 Water Accounts
- Average of 3 FOIPOP requests annually
- \$11.2 m Town Operating Budget
- \$6.32 m Town Capital Budget
- \$1.15 m Water Operating Budget
- \$700,000 Water Capital Budget

Human Resources

- 1 Director
- 1 Accounting Technician
- 1 60% Accounting Clerk – Accounts Payable
- 1 Accounting Clerk – Utilities & Taxes
- 1 IT Manager
- 1 GIS Technician

Accounting

- Carry out the day to day functions around data input of all financial activity for the various funds for which the Town is responsible:
 - Town Operating and Capital Funds
 - Water Utility Operating and Capital Funds
 - Operating and Capital Reserve Funds
 - Trust Accounts administered by the Town

- Process payroll for all employees of the Town including honourarium pay to Council, Firefighters, EMC, etc.
- Develop and refine accounting processes to ensure accurate records are maintained. This includes implementation of internal controls to ensure the integrity of the financial records. If applicable, recommend to Council policies to guide processes.

Budgeting/Financial Reporting

Finance is responsible for the overall preparation and management of the Town's Operating, Capital and Water Utility Budgets. In 2020/21, the Town has an operating budget of \$11.2 million; 87% of revenue is generated by taxes and grants in lieu of taxes with the balance coming from sale of service, sewer rates and provincial and federal grants.

The Town's capital budget for 2020/21 is \$6.32 million. The Water Utility Operating budget in 2020/21 is \$1.15 million, and the Capital Budget is \$700,000.

Finance is also responsible for:

- Assisting all departments with preparation of their department budgets.
- Participating in all public input sessions related to the budget process.
- Preparing and presenting the budget documents for Council approval.
- In accordance with Town Policy, providing Council and Management Team with financial reports which include comparison of actual results to budgeted results.
- Preparing all annual reporting required including audited financial statements, Gas Tax Reporting to Federal Government, and provincial reporting to Service Nova Scotia

Property Tax and Water Utility Billing

The Department administers approximately 1,596 residential and 107 commercial tax accounts and processes tax billings twice a year.

- Process and issue all billings related to Town services. Mainly involves tax and water/sewer bills, but can also involve any other sundry billing required by a Town department.
- Facilitate customer inquiries regarding amounts owed to the Town.
- Maintain and update assessment information/property water service for tax and water billings.
- Provide monitoring of accounts receivable monthly and collection procedures as required.

Geographical Information System (GIS)

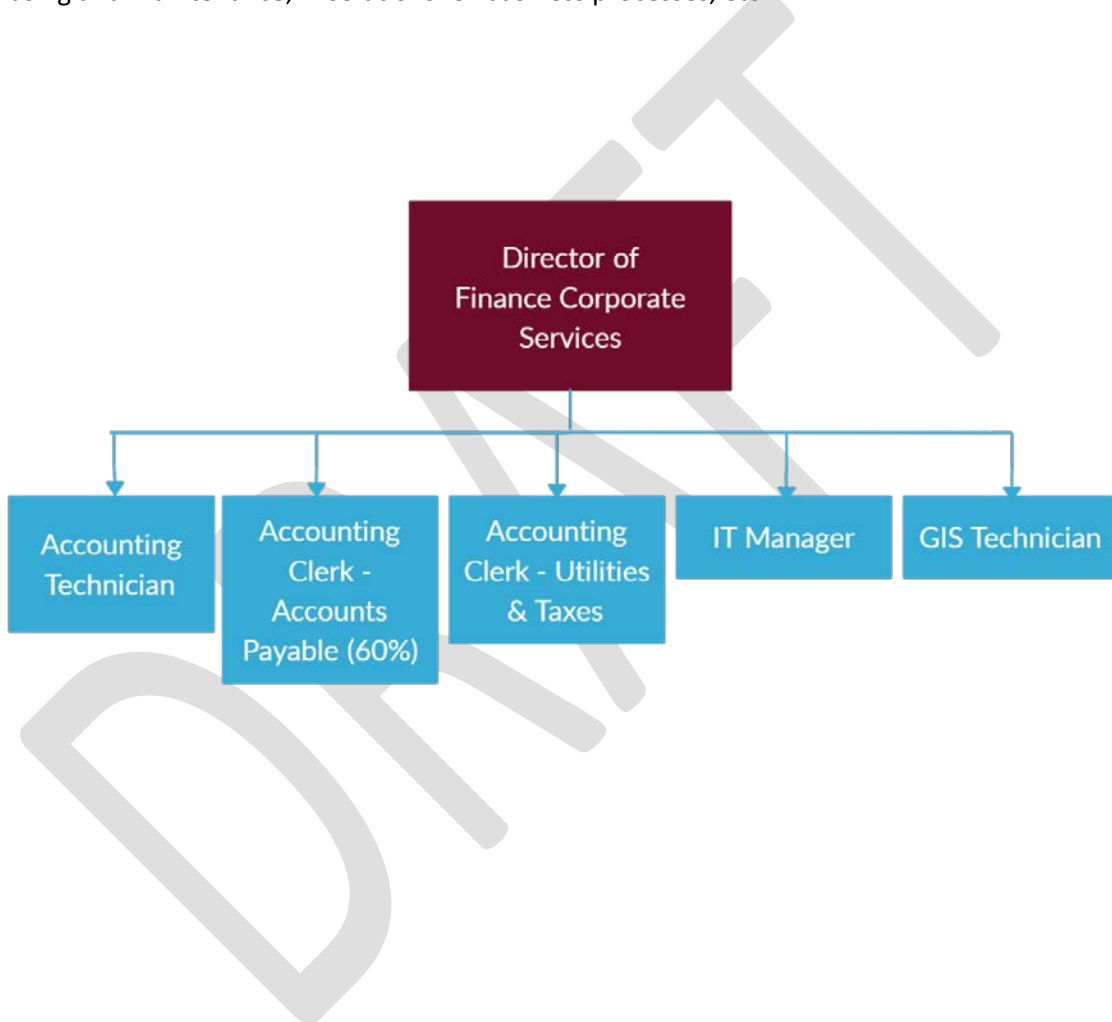
The Town's Planning Technician is responsible for the gathering, maintenance and analysis of the Town's GIS data sets and for providing planning analysis and reporting. This would include demographic information, permit statistics and support to planning applications. GIS services include, but are not limited to:

- Preparation of complex maps, graphics, tables and other materials to assist staff
- Managing and updating of the civic address system.

- Making the datasets available and functional to the entire organizations and partners
- Continuing development and updating of records of the Town’s infrastructure (e.g. road network, sewer system, water system, trees, streetlights, etc.)
- Updating and development of various mapping layers in the GIS system – approximately 132 layers at present.

IT Infrastructure and Equipment

IT is responsible for operating the Town’s core software systems, IT Servers, System Security, IT equipment purchasing and maintenance, IT solutions for business processes, etc.



Public Works

Kevin Kerr, Director

Public Works consists of both Public Works and the Water Utility. The Department is responsible for the provision of quality water and sewer services as well as the maintenance of Town owned infrastructure including buildings, water, sewer and storm water systems, streets and sidewalks within the Town of Wolfville.

Operational Statistics	Human Resources
<ul style="list-style-type: none">• 33.2 km of Roads• 24.6 km of Sidewalks• 50.6 km Water Main and Lateral Pipe• 32.2 km of Storm Water Main and Lateral Pipe• 41.5 km of Sewer Main and Lateral Pipe• 6 Lift Stations• 2 Water Pumping Stations• 27 Pieces of Town equipment• 7 Town Facilities• 11 Town Parking Lots	<ul style="list-style-type: none">• 1 Director• 1 Manager of Public Works• 1 Administrative Assistant (Shared with Parks & Recreation)• 1 Public Works Lead Hand• 1 Operator Mechanic• 7 Operator/Labourers Class 1• 2 Water/Waste Water Technicians• 2 Crossing Guards• 1 Seasonal Summer Staff

Public Works

The Public Works department is responsible for maintaining, repairing and replacing municipal infrastructure. This includes roads, sewer infrastructure, buildings and vehicle fleet. Public Works is responsible for operating and maintaining Town-owned infrastructure and facilities as follows:

Transportation

- Summer and winter maintenance streets, sidewalks and 11 parking lots
- Traffic control including signage and pavement markings
- Street lighting

Sewer

- Operate and maintain 41.5 kilometers of sewage collection piping, six (6) sewage lift stations and one aerated sewage treatment facility.
- Maintain 32.2 kilometers of storm water collection system throughout Town.

Facilities

- Together with Parks & Recreation, maintain and repair Town-owned facilities as required including the Town Hall, Public Works Building, Visitor Information Centre, Recreation Centre, RCMP office, Fire Hall and the Public Library.

Fleet

- Maintain and repair 27 pieces of Town-owned equipment operated by the Parks, Public Works and Community Development Departments

Capital

- Direct the design, manage and administer an annual capital program of approximately \$1.5 million for street improvements.

Community Events

- Assist other Departments and organizations with festivals and events such as Mud Creek Days, Canada Day, Valley Harvest Marathon, Devour! The Food Film Fest and Deep Roots Music Festival.

Water Utility

An effective computerized SCADA (Supervisory Control and Data Acquisition) system is used to monitor the water and wastewater system 24 hours per day, 365 days of the year. The utility operators are both trained as water treatment and water distribution operators in accordance with provincial regulations. The water is sampled and tested regularly in accordance with provincial regulations and the Guidelines for Canadian Drinking Water Quality. The utility operators are required to maintain an acceptable level of training and attend continuing education sessions as required throughout the year.

The Water Utility is responsible for providing quality potable water to Wolfville residents and maintaining all infrastructure owned by the Utility.

Water Utility

- Operate and maintain two water production wells, one water treatment facility and maintain approximately 44 km of water distribution mains and 6 kilometers of water transmission mains throughout Town.
- Provide meter reading services to assist with billing and participate in source water protection planning.

Pumping

- The Utility operate two wells that pump water from an underground aquifer to the water treatment plant and reservoir located on Wolfville Ridge.

Treatment

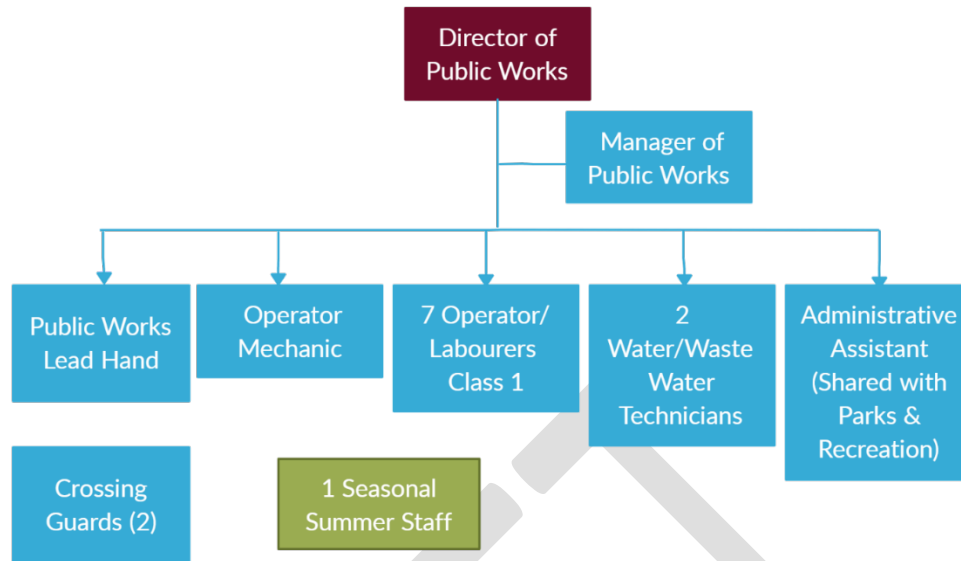
- All water provided is disinfected with chlorine to eliminate any bacteria that may be present and reduce the risk of waterborne diseases. A minimum chlorine residual is maintained throughout the system to ensure the water safety.
- Fluoride is added to help promote dental health and sodium hydroxide is used to adjust the pH of the water. Once treated the water is stored in a three million gallon reservoir.

Distribution

- Water is provided to the residents of Wolfville through approximately 44 kilometers of water main. The water is gravity fed from the reservoir located on Wolfville Ridge. The utility is responsible for the maintenance of the water mains, all valves and hydrants that make up the distribution system.

Meter Reading and Testing

- All water provided is metered and meters are read by the Utility Operators quarterly. A number of water samples are taken daily, weekly, monthly and annually in accordance with governing regulations to ensure the water provided is safe for our customers.



Parks & Recreation

Kelton Thomason, Director

Parks and Recreation is responsible for the provision of maintenance of green spaces, playing fields, playgrounds, trails, buildings, planters and trees, recreation, tourism, and festivals and events within the Town of Wolfville.

Operational Statistics	Human Resources
<ul style="list-style-type: none"> Operates the Recreation Centre and Visitor Information Centre 92.3 acres of Parks & Recreation Spaces 7.8 km of Trails Supports Art in Public Spaces Committee 	<ul style="list-style-type: none"> 1 Director 1 Community Recreation Health & Wellness Coordinator 1 Community Engagement & Tourism Coordinator 1 Administrative Assistant (Shared with Public Works) 1 Parks Lead Hand 7 Seasonal Labourers 3 Visitor Information Centre Staff 1 Solid Waste Technician and Labourer 2 – 5 After School Instructors

The Parks and Recreation Department is responsible for the maintenance, repair and construction of Town owned parks, playgrounds and playing fields and some privately owned spaces that allow public access. They also maintain the flower beds, urban forest, and the trails. There are currently 21 parks, playing fields and open spaces and 7.8 km of trails. Parks and Recreation is responsible for maintaining Town owned green spaces which includes:

Parks

- Landscape design and maintenance of Town owned parks, playgrounds and playing fields; repair facilities and equipment as required. These areas include but are not necessarily limited to Reservoir Park, Willow Park, Rotary Park and the Millennium Trail system.
- Maintain waste receptacles throughout Town.

Flower Beds

- Design, plant and maintain all flower beds throughout Town. Plant and maintain all baskets and perennial planters throughout the Business District.

Urban Forest

- Plant new trees, prune and remove dying or diseased limbs and trees throughout Town.

Community Events

- Assist other Departments and organizations with festivals and events such as Mud Creek Days, Canada Day, Valley Harvest Marathon, Devour! The Food Film Fest and Deep Roots Music Festival, Heritage Day and Night of Lights.

Tourism

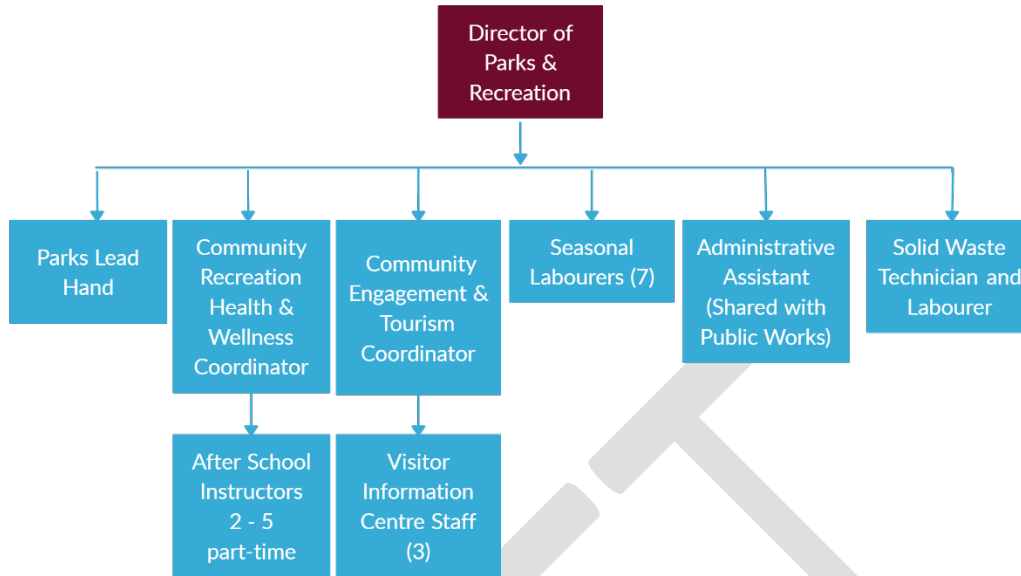
- Tourism is responsible for managing the Town's Visitor Information Centre (VIC) and Information Kiosks, as well, as identifying tourism opportunities that promote and attract visitors to Wolfville. The VIC is open from May to October and is the second busiest centre in the Annapolis Valley; next to Digby. In 2019 the centre had over 16,000 visitors pass through.

Recreation

- The Town provides an after-school program.
- The Town partners with Acadia to deliver Summer and March Break Programming. The Town has developed and delivers a series of summer youth Environmental Leadership Camps.
- The Town administers the "Try it in Wolfville" Program.

Festivals and Events

- In attracting and supporting festivals and events in Wolfville, the department is responsible for coordinating Town festivals and events such as Mud Creek Days, Canada Day, the Tree Lighting Ceremony and Heritage days events. The department supports other festivals and events through funding or in-kind contributions (i.e., staff time, use of facilities or equipment) and has formalized support for our signature events (Devour!, Valley Harvest Marathon and Deep Roots Music Festival).
- In 2016 Council passed a Grants to Organization Policy that identifies Strategic Partnerships with local organizations and commits funding to these partners over a four-year period which will expire in the beginning of the fiscal year of 2021 and will require a renewal process.



Protective Services: Fire Department

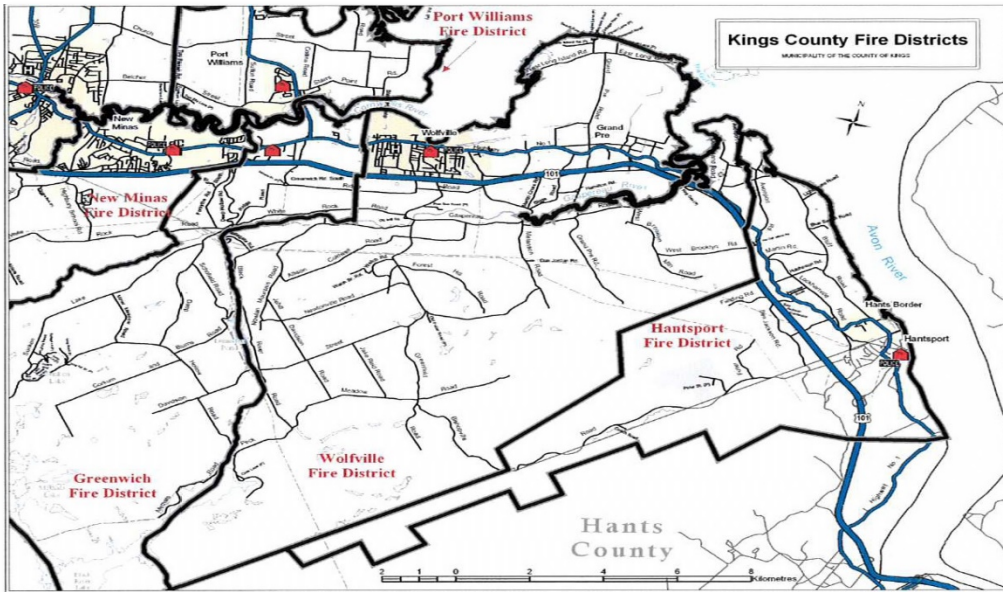
Todd Crowell, Fire Chief

The Wolfville Fire Department is a department of the Town and all of the major assets are owned by the Town, whereas in many communities, the Fire Department is established as a separate non-profit society. The only employee of the Town is the Operator/Mechanic. The Chief is a volunteer and is paid an honorarium to serve. The Department consists of forty-three Volunteer Firefighters, who provide not only the 'usual' firefighting duties but in concert with neighboring departments (Kentville and New Minas Volunteer Fire Departments), have developed a special team to provide Hazardous Materials Emergency Response service across Kings County. The Department is subject to all Town policies but otherwise, the operation is autonomous.

The Town also employs an Operator/Mechanic for the Fire Department who is responsible for the operation of fire apparatus for 40+ volunteer fire fighters throughout daytime hours Monday to Friday under the supervision of the CAO. This position is also responsible for performing mechanic and janitorial functions.

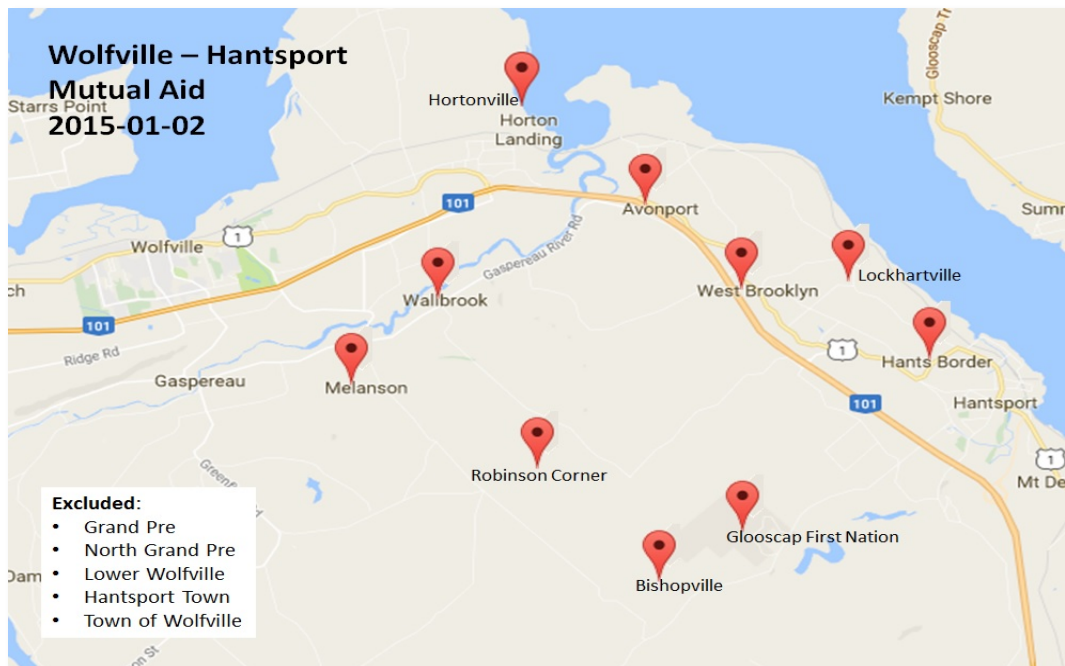
There is an agreement in place with Kings County to cost share on calls that occur outside the Town boundary and are responded to by the Wolfville department. This formula utilizes a five-year average of call data. **In 2016/17 the County of Kings paid 50.5%.** This arrangement works well for both parties as Wolfville receives contributions to overheads such as vehicles and equipment and the County is relieved of having to establish a fire station in the most eastern part of the County. The Wolfville Fire Department is made up of 1 Fire Chief, 2 Deputy Chiefs, 4 Captains, 2 Lieutenants and approximately 40 firefighters.

Wolfville Fire Department District Service Area Map



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Wolfville – Hantsport Mutual Aid Map



Protective Services: RCMP

Sgt Ryan Kelly

Wolfville had its own police force until 2000 when a decision was made to switch to the Provincial police force, the RCMP. The Province of Nova Scotia has a contract with Public Safety Canada for the services of the RCMP as a provincial police force. By utilizing this existing arrangement, Wolfville enjoys a 70/30 cost split with the federal government on the total RCMP costs. The RCMP police 36 municipalities under this agreement, nine municipalities have a direct contract with the RCMP and ten municipalities have their own police force.

The Wolfville office is part of the larger Kings County detachment and this allows flexibility in staffing for major events in Wolfville beyond the dedicated compliment. The officers assigned to Wolfville include 1 Sergeant, 8 Constables and 1 Detachment Assistant.

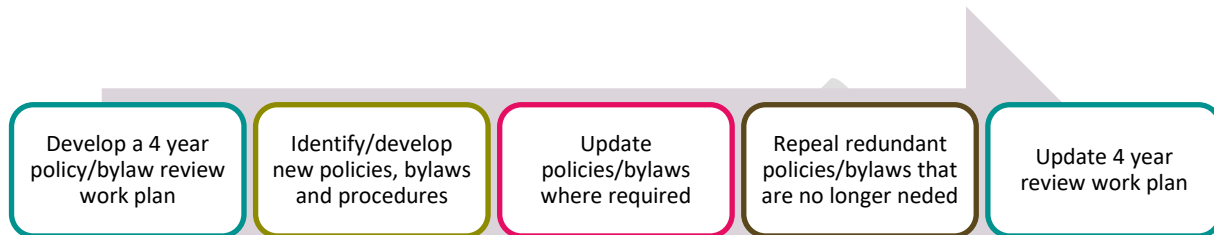
Committees of Council

Council currently has nine **Committees of Council, including Committee of the Whole**. Each Committee serves in an advisory capacity to Council and has established priorities for the 2021/22 year to support the implementation of the Operations Plan. **Add section on IMSA and External Committees**

COMMITTEES OF COUNCIL		
AUDIT	ACCESSIBILITY	ART IN PUBLIC SPACES
Review and provide input into the Low- Income Tax Property Tax Exemption Policy and the Procurement Policy.	Provide guidance on the implementation of the Accessibility Plan and in any revisions of the plan. Prepare an annual report card of progress.	Identify one small scale community art project to implement.
DESIGN REVIEW	ENVIRONMENTAL SUSTAINABILITY	PLANNING ADVISORY
To inform the planning process by providing peer review of development applications that require interpretation of the Town’s architectural guidelines.	Provide leadership and expertise on key projects in the Operational Plan.	Conduct role in accordance with MGA and MPS requirements.
RCMP ADVISORY BOARD	SOURCE WATER PROTECTION	TOWN & GOWN
Develop and enforce further community policies in regards to: Traffic Crosswalk/Pedestrian Safety RCMP Visibility at key weekend events Relationship with youth Noise Prevention Crime Reduction	Review the recommendations of the 2008 Source Water Protection Plan to determine what is still relevant and develop a revised implementation plan.	Serve as stewards of the Acadia and Town Partnership Agreement.

BYLAW & POLICY PRIORITIES

Policy and bylaw development is a key role of Town Council and provides the Town with the tools it requires to run the Town effectively. The Town is constantly reviewing its policies and bylaws to ensure they remain relevant and best serve the needs of our residents and business community. Our review process is depicted below:



The following depicts the bylaws and policies that will be created and/or reviewed in the new four-year Operations Plan with Year 1 being 2021-22.

BYLAWS:

<p>YEAR 1 - 2021-2022</p> <ul style="list-style-type: none"> • Bill 177 • REMO • Vending • Residential Rental Licensing • Skateboard • Taxi 	<p>YEAR 2 - 2022-2023</p> <ul style="list-style-type: none"> • RCMP Advisory Board • Town Seal • Dog • Procedures of Council • Streets • Sewer
<p>YEAR 3 - 2023-2024</p> <ul style="list-style-type: none"> • Electronic Voting • Election Candidates Deposit • Nuisance Party 	<p>YEAR 4 - 2024-2025</p> <ul style="list-style-type: none"> • Outdoor Fire • Heritage Property • Idling

POLICIES:

YEAR 1 - 2021-2022

- Deputy Mayor
- Grants to Organizations
- Procurement
- Committees of Council & Associated Terms of Reference
- Collective Agreement Bargaining Policy
- Snow and Ice Clearing Policy
- HR Various

YEAR 2 - 2022-2023

- Renting Recreational Space Policy
- Open Spaces Fund Policy
- HR Various
- Council Professional Development

YEAR 3 - 2023-2024

- Municipal Fees Policy
- IT Usage Policy
- Property Tax Exemption
- HR Various

YEAR 4 - 2024-2025

- Council Remuneration Policy
- Signing a Code of Conduct for Elected Officials
- HR Various

CONTRACT & LEASE REVIEW

Staff have been reviewing all contract, lease and agreement files on record and have developed a four-year plan for addressing expired or soon-to-expire documents. There are many contracts that automatically renew after the initial time frame and have been renewing for several years. The following plan identifies those contracts that are to be reviewed during the next four-year Operations Plan with Year 1 being 2021-22.

CONTRACTS & AGREEMENTS:

YEAR 1 - 2021-2022

- Sewer Agreement with Kings
- Regional IMSAs
- WBDC Agreement
- Stile Park Lease Wolfville Rotary
- Bank Agreement BMO
- Office Interiors – Neopost
- Pitney Bowes, Inserter
- Collective Agreement SEIU

YEAR 2 - 2022-2023

- Investing in Canada Infrastructure Program
- Lease Renewal 24 Harbourside Drive
- Acadia/ASU/Wolfville MOU Review
- Boundary Review

YEAR 3 - 2023-2024

- Gas Tax Agreement
- Info Sharing Elections NS
- SPCA

YEAR 4 - 2024-2025

- Mutual Aid Firefighting Agreement with Kings
- Legal Services Agreements

DRAFT

ECONOMIC PROSPERITY

Council has established economic prosperity as a strategic direction. Through this direction, Council is seeking to leverage the opportunities enabled in the Town’s commercial zoning areas, specifically in the C2 Zone; to maintain and grow our position as a premier destination for culinary and beverage experiences; to continually make improvements to our downtown core; and to ensure that the Town works in support of other entities mandated in economic development. This section includes general economic development activities as well as tourism-related initiatives.

Tourism Development

Tourism development is a key economic driver for Wolfville, and the Annapolis Valley as a whole. It is a collective goal of our region to bring people into the area to enjoy all that we have to offer, including our culinary, wine and craft beverage industries, for which the town strives to be a premier destination. It is important that Wolfville collaborate with surrounding municipalities and agencies on tourism development as the benefits and opportunities clearly extend beyond our boundaries and we will be more successful if we work together.

Initiative	<i>Tourism Development – Destination Acadia</i>		
Description	The Town will work with Acadia to better define the Town’s role on Destination Acadia. The Town will work collaboratively with Acadia to support minimally one significant event in Wolfville per year.		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Finance Office of the CAO
Budgetary Implications	\$10,000	Annual contribution to Acadia for events hosting. This event will be identified and agreed to between the Town and Acadia prior to funds being released.	
Future Work		Initiatives	Anticipated Budget
	Year 2	Continued participation on Destination Acadia	\$10,000
	Year 3	Continued participation on Destination Acadia	\$10,000
	Year 4	Continued participation on Destination Acadia	\$10,000

Initiative	Tourism Development – Welcome Centre		
Description	<p>The former Visitor Information Centre is evolving into a new Welcome Centre. This Welcome Centre will rely on staff to serve as ambassadors for the Town. It will also leverage new technology to enhance the visitor experience.</p> <p>A new retail space will be developed to make this a shopping spot for Wolfville “memory” purchases. It will also provide space for local crafters and create opportunities for local merchants in the “off season” as part of a special event or holiday promotion.</p> <p>The Centre is planned to be open late summer 2021, with a pop-up VIC serving the public prior to that date. The Centre will close at the beginning of November after Devour! It is envisioned that the Wine Bus will remain an integral part of this experience.</p> <p>The Welcome Centre will also include the installation of a new splash pad, which will also be operational summer 2021.</p>		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Finance Department
Budgetary Implications	\$76,800 operating costs	New revenues from the sale of Wolfville branded items, books, and local wares have been identified and added to budget. Operational costs include a VIC position, building maintenance and summer students.	
Future Work		Initiatives	Anticipated Budget
	Year 2	Increase retail sales	\$8,500
	Year 3	Increase retail sales	\$10,000
	Year 4		

Move to general section potentially

Initiative	Tourism Development – Grants Programs
Description	<p>The Town provides various grants to external organizations, many of them with an events and tourism focus.</p> <p>The Town will continue to support our grant program. A policy review will be undertaken to ensure financial stability as it pertains to all grants and the capital grant program specifically.</p> <p>The Town currently has four grant programs:</p> <p>Strategic Partnership Program – provides stable, longer term commitment to those organizations, facilities, and events that the Town has identified as being an integral part of the Town.</p> <p>Community Partnership Program – provides annual support to organizations for events and programming.</p> <p>One time Capital Requests – supports capital initiatives of community benefit within Wolfville.</p>

	One-time Operating Requests – supports unique opportunities that are not part of regular operations for community organizations, including those in the SPP program.		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Finance Department and Office of CAO
Budgetary Implications	SPP – \$47,000 CPP – \$12,000 Operating One Time – N/A Capital One Time - \$127,000 Requested	SPP/CPP will remain the same value as in 2020-21 pending a review of the Grants Policy.	
Future Work		Initiatives	Anticipated Budget
	Year 2	Define limits and expectations on capital grant program	TBD
	Year 3		
	Year 4		

Initiative	<i>Tourism Development – Town Led Events</i>		
Description	<p>2021/22 will still see some events potentially impacted by COVID-19. Heritage Day in 2022 will be significant as “Grand Pre” will be the theme for celebration and staff will be planning a day of activities to mark the occasion.</p> <p>Mud Creek Days will potentially allow for in-person events and could allow for fireworks. Mud Challenge could be considered although format might need to be adjusted.</p> <p>The Night of Lights and the Town’s holiday celebrations will continue to be supported as a month-long celebration with additional decorations to be purchased. Due to the popularity of the event in 2020, Santa will also return in 2021, driving through Town on successive weekends.</p> <p>In partnership with Acadia University, 2021/22 will also see the return of the annual New Year’s Levee.</p> <p>Delivery and promotion of all Town events will be COVID-19 dependent and based on guidelines from the Province.</p>		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Art in Public Spaces
Budgetary Implications	\$88,900 operation expense – includes the New Years Levee	Budgets can be adjusted to reflect size and scope of an event. It would be reasonable to assume an approved event budget will not go up to support provincial health guidelines. Programing would need to be adjusted.	
Future Work		Initiatives	Anticipated Budget
	Year 2	Art Centered Event	5000.00
	Year 3	Growth and development of town delivered events	7500.00
	Year 4		

Economic Development

Council has clearly established a key priority area for supporting economic sector growth for the commercial sector, with a focus on both retention and attraction initiatives. The Town is currently not a member of the Valley Regional Enterprise Network (VREN) but this will be re-evaluated in 2021-22 as the municipal partners review all Inter-Municipal Service Agreements (IMSA) for all IMSA organizations, including the VREN. The Town continues to be a strong partner and supporter of the Wolfville Business Development Corporation and the Valley Chamber of Commerce and will seek to partner with any strategic economic-development focused group that will serve to deliver on the initiatives contained in this plan.

Initiative	<i>Economic Development – Partnership with WBDC (PRIORITY AREA 3)</i>		
Description	<ul style="list-style-type: none"> The Town is working in a collaborative manner with the WBDC, acknowledging a strong business community is integral to the success of the Town. The WBDC will complete their Strategic Plan in March 2021, which will form the basis for a re-negotiated agreement between the Town and the WBDC. The Agreement that is slated to expire on March 31, 2021 will be extended until March 31, 2022 under the same terms to allow for sufficient time to get a revised agreement in place. The Town will work with the WBDC to continue to improve communications, connections and linkages in the community. The ASU will be invited to participate in WBDC meetings as a non-voting member to serve to identify opportunities for students and businesses to become more connected. The Town will focus this year on a wayfinding initiative for local businesses, advancing a business registry and collaborating on the Welcome Centre and how this new facility can support business success. <ul style="list-style-type: none"> Parking will continue to be discussed, with improvements to parking slotted for 2022/23 and future years. The WBDC will work with the Town on the Town website re-design to better align efforts in promoting local businesses. 		
Lead Department	Planning and Development	Supporting Departments/Committees	Parks and Recreation
Budgetary Implications	\$100,000 Business Development Area Rate Wayfinding – Capital Welcome Centre – Capital	Wayfinding improvements and the Welcome Centre are budgeted in other areas of this Operational Plan. Contributions amounts to support these projects from the WBDC are not yet determined. The Town will work with the WBDC to develop an implement a Business License Registry. This work will be largely supported by a summer student employed by the WBDC. The WBDC is currently developing a new strategic plan. Once completed, this Plan will inform work for 2021-22 and beyond.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD – informed by strategic plan	

	Year 3		
	Year 4		

Initiative	<i>Economic Development – Developing Tools for Success (PRIORITY AREA 3)</i>		
Description	<ul style="list-style-type: none"> The Town will promote opportunities in the C2 zone (e.g. new grads, entrepreneurship opportunities, live-work for professionals), which will serve to expand the existing commercial area. Future infrastructure needs, such as additional sidewalks, that will be required will be built into the 10 Year CIP. C2 property owners will be engaged in the process. Bill 177 (tax incentives for commercial improvements/conversions) will be developed to provide incentives for development in targeted C2 commercial areas. A targeted stakeholder working group will be developed to explore opportunities for enhanced business development (C-2 zone) and attraction. A four-year work plan will be developed and incorporated into the Operations Plan. The Town will give consideration into our future participation on the Valley REN. 		
Lead Department	Planning and Development	Supporting Departments/Committees	Finance
Budgetary Implications	None	May be future budget allocation subject to ongoing work.	
Future Work		Initiatives	Anticipated Budget
	Year 2	4-year work plan forthcoming	
	Year 3		
	Year 4		

Initiative	<i>Economic Development – Implementing the new Municipal Planning Strategy (PRIORITY AREA 3)</i>		
Description	<ul style="list-style-type: none"> Since the adoption of our overhauled planning documents in September 2020, Staff have been working with potential developers on project planning and implementation. This is primarily done through the provisions of the Land Use By-law. (Note: Large or complex developments will take a substantial amount of Staff time and may impact capacity on other planning initiatives). Planning issues (e.g. Development Agreements, Rezoning, Heritage matters) will still come to The Heritage Advisory/Planning Advisory Committee and Council for approval. It is likely that the use of the site plan approval process will see a fewer development applications appearing in front of Council for approval. Planning Staff and the PAC are working with 2 groups of students from Waterloo on research and best practice around Plan Implementation and Monitoring. Staff will use this work to inform a Plan Implementation report in the fall of 2021. This will also include issues 		

	<p>that Council may want to consider revising / minor implementation issues that may arise as we continue to work with the new documents.</p> <ul style="list-style-type: none"> Large ongoing development (e.g. 292 Main Street, West End Lands) will require a significant amount of planning and building inspection services in the coming year. Staff are beginning to look at ways to better enable development on the large undeveloped Comprehensive Development areas in the east end of Town (e.g. vacant land along Maple Ave). 		
Lead Department	Planning and Development	Supporting Departments/Committees	Public Works, Parks and Recreation
Budgetary Implications	TBD		
Future Work		Initiatives	Anticipated Budget
	Year 2	Ongoing as per above	
	Year 3		
	Year 4		

Initiative	<i>Economic Development – Leveraging our Designations</i>		
Description	<p>Fair Trade: Staff will complete the renewal process of the Fair-Trade Town Certification. The Environment and Sustainability Committee will operate as the interim steering committee for the 2021/2022 fiscal year. Staff will coordinate Fair Trade events that coincide with Acadia University's 2021 Fair Trade Campus Week.</p> <p>Cittaslow: Staff will complete the renewal process of the Cittaslow Town Certification. Staff will reinstate a Cittaslow community committee and offer a Cittaslow Sunday community celebration in September of 2021, within the public health and safety guidelines.</p>		
Lead Department	Parks and Recreation	Supporting Departments/Committees	
Budgetary Implications	\$2,150	Cittaslow – Budget allows for the annual recertification fee and to support the planned event.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3		
	Year 4		

SOCIAL EQUITY

It is critically important to Council and the Town that all residents can enjoy the many services and amenities that the Town provides, regardless of social-economic status, transportation barriers, or barriers related to accessibility. It is also key that diversity within the Town is welcomed, celebrated and is recognized as the reason that Wolfville is the town that it is. Inclusion, community harmony and access are key elements of the initiatives contained in the Operational Plan to help achieve this goal.

Initiative	<i>Celebrating Diversity</i>		
Description	<p>The Town will continue to participate on Diversity Kings and will explore future work through the potential creation of a new IMSA.</p> <p>The Town will continue to support local events, awareness, and education. In 2021/22 we will start with what we already celebrate and make improvements.</p> <p>The Town will be deliberate in its outreach when seeking support and guidance in terms of developing and nurturing its relationships within the indigenous community.</p> <p>The Town will provide Internal education on diversity and inclusiveness for staff and Council.</p> <p>The Town will explore targeting one of the \$5000 Acadia Scholar bursaries we fund to support an under-represented student group - specifically African Nova Scotian and Nova Scotian Mi'kmaq students attending Acadia University.</p> <p>We will re-paint Town Hall Entrance and purchase updated Pride Flags.</p>		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Office of the CAO
Budgetary Implications	\$5,000	Dollars will be required for PD in this area.	
Future Work		Initiatives	Anticipated Budget
	Year 2	\$5,000	
	Year 3	\$5,000	
	Year 4	\$5,000	

Initiative	Accessibility		
Description	The Town is working into the final year of its inaugural Accessibility Plan. Work has been accomplished as outline in the plan, but more work is required. It has been identified that a complete inventory of Town owned built environment assets and public park spaces needs to be completed to establish baseline. This inventory will allow for future decision making. Accessibility is noted as a Council priority.		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Office of the CAO and Finance Department
Budgetary Implications	\$5,000	This will allow for the completion of the built form inventory with the assistance of external consultants, which will be an official Rick Hanson assessment. Funding for this will come out of the CAO contracted services budget.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD with revised plan	
	Year 3		
	Year 4		

Initiative	Mudley Fund Development		
Description	The Mudley Fund provides financial support to families with children interested in participating in sport and recreation activities but face financial barriers will excludes them. Staff are committed to developing the Fund through a number of initiatives over the next three years. Year one includes a review of the program and potentially adjustments to criteria, as well as a direct mail campaign and some local “do-good” sponsorships. The Town is looking to generate \$10,000 annually which in turn supports families and children by providing access.		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Office of the CAO
Budgetary Implications	\$2,000	Costing related to year one - \$2,000 (direct mail campaign)	
Future Work		Initiatives	Anticipated Budget
	Year 2	Formal fundraising event	6,500 (cost recovered)
	Year 3	Program review and linkages to estate planning and giving.	
	Year 4		

Initiative	<i>Inclusive and Accessible Programming</i>		
Description	Recreational programming will be developed with inclusivity in mind. Specific initiatives include: <ul style="list-style-type: none"> • The continuation of the Memory Café program for people experiencing memory issues and their caregivers; • Trail Blazers provided free afterschool programming on Wednesdays • Try it in Wolfville – provides free programming for residents to try various physical and cultural activities throughout Town • Senior connectivity – recognizing the impact COVID-19 has had on the senior population, programming will be targeted to bring seniors together in a safe and fun manner. 		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Office of the CAO
Budgetary Implications		Programs are budgeted for within the Parks and Receptions Programming Budget.	
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Initiative	<i>Affordable Housing</i>		
Description	The new planning documents have provided a start for Council in how to consider their role in the provision of Affordable Housing Discussions with the Province, PAC and interested members of the community this year will better define our role and future priorities in this area. NS Housing (Province) has various initiatives ongoing (e.g. Housing Commission) that should create more clarity. The Director of Planning is currently part of Valley Homeless No More group. Discussions leading up to the fall will form part of MPS implementation report to Council in Fall 2021. Work this year will inform more strategic use of resources, future budget implications and a better understanding for Council		
Lead Department	Planning and Development	Supporting Departments/Committees	PAC
Budgetary Implications	None		
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD – informed by year 1 work	
	Year 3		
	Year 4		

Initiative	Community Harmony		
Description	<p>Ensuring all residents are able to safely and peacefully enjoy their properties is a key goal of the Town. As such, key stakeholders meet every Monday to discuss issues of concern and to collaborate on innovative solutions to improve neighbourhoods.</p> <p>The Town will continue to employ a Community Liaison and Compliance Coordinator to work with all stakeholders and address concerns.</p>		
Lead Department	Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	\$99,200	The Compliance Office Budget supports a full time staff person as well as an allowance for contracted support during key events within the community.	
Future Work		Initiatives	Anticipated Budget
	Year 2		\$100,000
	Year 3		\$100,000
	Year 4		\$100,000

CLIMATE ACTION

Council has established Climate Action as an area of focus for the next four-year term. The Town is currently in the process of completing a Climate Action Plan, which is anticipated to be presented to Council in September 2021. The Town is also examining opportunities to continue to work on climate-related initiatives through a regional partnership on a go-forward basis. Council will make decisions on how to best resource this work on a go forward basis after the Climate Action Plan is completed and discussions on a potential regional approach are completed.

Initiative	Reducing Carbon Emissions (PRIORITY AREA 4)		
Description	<p>The Town has set Climate mitigation targets (February 2021) and Staff will be working with the Environmental Sustainability Committee and the Planning Advisory Committee to deliver a Climate Action Plan pursuant to the targets set by Council. Council will be asked to make a decision on how to move forward with this work (implementation) once the Climate Action Plan is delivered</p> <p>Staff have secured Provincial funding to work with the Towns of Berwick, Kentville and the County of Kings on a regional Climate Mitigation Inventories and a final report</p> <p>The Property Assessed Clean Energy (PACE) program should be running during this fiscal year and will initially focus on fuel switching in our wellhead protection areas.</p>		
Lead Department	Planning & Development	Supporting Departments/Committees	All Departments, ESC, PAC

Budgetary Implications	6-month extension to Staff person	A decision will be made by Council on how to resource this work in the future after the adoption of the Climate Change Plan. This work was previously funded through an FCM Grant, with the current budget for the six-month extension of the term position funded through reserves. The IMSA review will also examine the potential of creating an IMSA to undertake this work on a regional level.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD by Climate Plan and Council decision on future resourcing of this work	
	Year 3		
	Year 4		

Initiative	Supporting Local Transportation (PRIORITY AREA 4)		
Description	<p>Staff are working through consultation that will inform a minimum AT grid that will be brought to Council for endorsement in the Spring of 2021</p> <p>Staff have budgeted to get realistic costing on the implementation of the minimum grid to be included in the Town's capital budgeting process The Province may support this work and contribute to the exercise of getting the various components costed for budget purposes</p> <p>The Highland Avenue Street re-build (Prospect to Catherine Court) is included in the capital budget. Options for integration of enhanced active transportation infrastructure, including the potential integration of Acadia University property, are being investigated. There may be grant funding opportunities to ensure the active transportation component is implemented. Details will be brought back to Council for consideration once known.</p> <p>Staff are looking at conducting a micro-Transit feasibility study – if the Provincial funding stream is still active for this work (grant and capacity contingent)</p>		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Planning Public Works
Budgetary Implications		Planning contracted services covering AT planning work	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3		
	Year 4		

Initiative	Environmental Protection (PRIORITY AREA 4)		
Description	<p>Staff are working on the implementation of the Town's Flood Risk study. Communications and Education will be the focus of year 1 and staff are working on integrating the other recommendations of the study into the 10-year CIP. The Study contains recommendations around connecting the 2 dyke systems and living shorelines; protecting sewer lift stations and our treatment plant; a flood forecasting and warning system; and monitoring and future actions on infiltration, conveyance, storage, and development measures</p> <p>The new Planning documents introduced a Stormwater Management Guide for the Town. The implementation of this will be tested this year and also communications/education included with the flood risk work.</p> <p>Well-head protection is a focus of the PACE program (outlined under mitigation)</p> <p>Other environmental protection measures (e.g. steep slopes, water courses, well heads, agricultural land) are included in the Town's new planning documents as well.</p>		
Lead Department	Planning & Development	Supporting Departments/Committees	PW, Parks, PAC
Budgetary Implications	\$5,000	Communications and engagement on flood risk work	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD from Flood Study, Climate Action Plan	
	Year 3	Urban Forest Management baseline and report to Council for direction	
	Year 4		

Initiative	Food Security (PRIORITY AREA 4)		
Description	<p>Our new MPS outlines Council's aspirations around contributing to increased food security in the region. The MPS implementation report (fall 2021) will look at this area and potential avenues for future years.</p> <p>Staff will continue to support the Farmers Market on the feasibility of their expansion. This work involves collaboration with both the Farmers Market and Acadia University (academic and administrative).</p> <p>Future projects may involve working in partnership with the Acadia Farm, assessing our role in Community Gardens, looking at the Town owned Agricultural land behind Home Hardware, and recreational programming around food and wellness.</p>		
Lead Department	Planning, Parks	Supporting Departments/Committees	ESC, PAC
Budgetary Implications	Contribution toward Market feasibility	Planning contracted services/in-kind	

Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3		
	Year 4		

COMMUNITY WELLNESS

Ensuring the well being of our community through programming, facility development and health and wellness initiatives has been identified as a priority of Council. Improving and maintaining our existing recreational offerings as well as adding new opportunities that are sustainable and strategic are key elements of this Plan.

Initiative	<i>Alcohol Strategy</i>		
Description	The Alcohol Working Group will finalize the draft Community Alcohol Strategy in the spring of 2021 and will bring it forward for consideration by Council and other stakeholders. Once adopted, the actions of the plan will be implemented over the next four years.		
Lead Department	Office of the CAO	Supporting Departments/Committees	Alcohol Working Group
Budgetary Implications	\$5,000	Implementation of Strategy	
Future Work		Initiatives	Anticipated Budget
	Year 2	5,000	
	Year 3	5,000	
	Year 4	5,000	

Initiative	<i>Regional Recreational Opportunities (PRIORITY AREA 1)</i>		
Description	In 2021-22, the four municipalities within Kings County will undertake a Regional Recreation Study to look at the feasibility of constructing a regional recreational complex, which would include an aquatics facility, within Kings County. This will be a two-phase study that will inform next steps.		
Lead Department	Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	\$30,000	\$30,000 has been budgeted to contribute towards the cost of the study.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3		
	Year 4		

Initiative	<i>Library and Town Hall</i>		
Description	<p>An RFP will be issued to look at how both the Library could expand (consistent with the Library Needs Assessment - new build, addition to existing building) and also include in the scope how or if Town Hall should be integrated in the Library project. This work will better determine our Town Hall needs into the future. Both the existing Town Hall lands and the Library and surrounding Town-owned lands will be looked at in this study.</p> <p>This work will better inform the Town's 10-year Capital Investment Plan and provide Council an opportunity to hear from the public on these important public assets. There are currently uncertainties around exactly how we will direct future investment at the Town Hall property (Fire Hall, RCMP, Town Hall), proposed improvements to the Public Works building, and the envisioned Public Library expansion. Included in the scope will be consideration to sell one of these properties if Council feels everything we need can be accommodated on a single site.</p>		
Lead Department	Planning and Development	Supporting Departments/Committees	Parks, Public Works, Finance, PAC, Design Review Committee
Budgetary Implications	\$75,000	Library/Town Hall study to inform future investment.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD – see Capital Plan for where future investments stand currently	
	Year 3		
	Year 4		

Initiative	<i>Acadia Pool</i>		
Description	<p>The Town, along with other municipal partners, will work with Acadia University to both provide financial support and enhance community aquatics programming in the short-medium term while the region undertakes the Feasibility Study for the Regional Recreation Complex.</p> <p>It is anticipated that financial support will be required on an annual basis to keep the pool open during the late spring/summer months and to continue community access during the academic term.</p>		
Lead Department	Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	TBD	Proposal to follow.	
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Initiative	<i>Camps Programming</i>		
Description	<p>Staff will evaluate the arrangement with Acadia for camps delivery. 2021-2022 will be status quo.</p> <p>Staff will host Environmental Leadership Camps – 5 one week camps this summer, each with different theme (10-15 campers per camp). It is anticipated that we will receive external funding support for this initiative.</p>		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Office of CAO
Budgetary Implications	\$15,000 – Acadia \$24,100 - ESC	Currently the Town has budgeted \$24,100 for operational costs of Environmental Leadership Camps and \$7,500 in revenue thereby investing \$16,600 into program. Grant requests are being explored to off-set some of the shortfall.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3		
	Year 4		

Initiative	<i>Parks Planning and Amenities</i>		
Description	<p>One of the capital projects in the 21/22 year is the addition of Pickleball Courts at the Rotary Park field – just to the south of the Rec Centre. The number of courts will be dependent on grant funding – either two or three. In addition, the Tennis Club has been asking about the addition of a practice wall – this is also being explored.</p> <p>Practice space would be enclosed separate from the pickleball courts and could also be used for youth programming and lessons.</p> <p>Additional work is being planned for improvements to the Bike Skills Park in Reservoir Park.</p> <p>Parks and Recreation staff (depending on Council decisions) will engage community in a park planning process for two new parks in the West end.</p>		
Lead Department	Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	\$140,000 Pickleball in Capital \$20,000 Capital improvements to Bike skills park.	The Town will fund the development of 2 pickleball courts, three is grant funding is secured.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3	TBD	
	Year 4	TBD	

Initiative	<i>Parks Maintenance</i>		
Description	Park's maintenance is being identified as a key priority for the Parks team and in support of the user experience. This comes with both additional costs and the management of risks and expectations. Nevertheless, we will continue to improve and plan for better and safer parks and trails within Wolfville. Specifically, staff will be seeking direction from Council on expectations surrounding winter maintenance.		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Finance Department, Accessibility Committee
Budgetary Implications	\$17,500	Parks has added dollars this year start to address parks maintenance – primarily in Reservoir Park. In discussions with Finance Department maintenance should be an operational line item each year. Staff will also review the feasibility, potential service level and required improvements that would be associated with winter trail maintenance on the Harvest Moon Trail and come back to Council will a report for a decision.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3	TBD	
	Year 4	TBD	

Initiative	<i>Public Art</i>		
Description	A piece of Public Art has been tendered for the Town and is planned to be installed late summer early fall in the green space north of main street across from Willow Park, near the trail head. The Town manages an annual contribution to reserves for the purchase of larger art pieces. Consideration of how we fund and support smaller purchases (murals for example) and/or events requires either a larger commitment to funding flexibility or limited expectations beyond larger installations. This will be reviewed in 2021-22.		
Lead Department	Parks and Recreation	Supporting Departments/Committees	Finance Department
Budgetary Implications	\$28,000	Art has been purchased (by direction of the art in Public Spaces committee) for installation in 2021.	
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Initiative	<i>Heritage</i>
-------------------	------------------------

Description	<p>Staff will work with the Heritage Advisory Committee and the Randall House Museum, resource and capacity dependent to move this area of focus forward. Ensuring a heritage lens is applied to ongoing initiatives is essential for both Council and staff.</p> <p>Future initiatives may include:</p> <ul style="list-style-type: none"> • Update Town’s built heritage inventory – this will point out what is not included currently (that should be?); and how we move forward. • Update Town’s heritage property program, incentives and tools based on the inventory and preservation goals • Work on expanding heritage programming to include Mi’Kmaq, Acadian, African Nova Scotian and other groups important to the formation of our region. 		
Lead Department	Planning, Parks and Recreation	Supporting Departments/Committees	Heritage Advisory Committee
Budgetary Implications	None		
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD - Summer student / University project may be valuable	
	Year 3		
	Year 4		

DRAFT

INFRASTRUCTURE MANAGEMENT

Managing our infrastructure in a strategic and safe way, while maximizing limited dollars, is an essential priority for the Town of Wolfville.

Include stats from asset management plan?

Initiative	Crosswalk Safety (PRIORITY AREA 2)		
Description	<p>A crosswalk review is currently being completed by Fathom Studio and recommendations will be reviewed and implemented as resources allow. This work will assist in prioritizing crosswalk improvements on a go-forward basis and will assist in identifying the location and requirements of existing and future crosswalks. This review will also examine existing crosswalks from an accessibility perspective and make recommendations for improvements and standards for existing and future crosswalks.</p> <p>Two new RRFB Crosswalk lighting systems are included in the year 1 capital budget. Their location will be confirmed as part of the crosswalk review that is underway.</p> <p>Crosswalk signs are being replaced with hi intensity reflective signs.</p>		
Lead Department	Public Works	Supporting Departments/Committees	
Budgetary Implications	\$80,000	This will support two new RRFB crosswalk lighting systems.	
Future Work		Initiatives	Anticipated Budget
	Year 2	Implement recommendations	TBD
	Year 3	Implement recommendations	TBD
	Year 4	Implement recommendations	TBD

Initiative	Traffic Management (PRIORITY AREA 2)		
Description	<p>Council has expressed a desire to review the options at the four way stop sign on Main and Harbourside.</p> <p>In 2021-22 staff will review all work and studies done to date, will conduct consultation with key stakeholder groups and the public and will identify the feasibility of a pilot project, if practical. A summary of all findings will be provided to Council in advance of budget deliberations for 2022-23, at which time direction can be given by Council around the inclusion of traffic lights in the 10-Year CIP.</p> <p>As mentioned in other sections of this Operational Plan, staff will also continue to work with the WBDC on Wayfinding improvements, primarily in the core area.</p>		
Lead Department	Public Works	Supporting Departments/Committees	
Budgetary Implications	N/A	Much of this work can be done in house. Should a pilot project be feasible, the CAO contracted services budgeted \$\$ can be used to assist.	
Future Work		Initiatives	Anticipated Budget
	Year 2	Implement the direction of Council on the four-way stop	
	Year 3	Continue wayfinding improvements	
	Year 4		

Initiative	Sidewalk Improvements (PRIORITY AREA 2)		
Description	<p>Continue to rebuild and repair sidewalks throughout Town.</p> <p>Approx 800 m of new concrete sidewalk will be added on Highland Avenue.</p> <p>Approx 950 m of asphalt sidewalk repairs are scheduled (but may be subject to change) on the following streets:</p> <ul style="list-style-type: none"> • Main St West (Landmark East to Whidden - north) • Downtown Core • Acadia (Highland to Wolfville School -south) • Hillside (Bay to Fairfield) • Winter 		
Lead Department	Public Works	Supporting Departments/Committees	
Budgetary Implications	Highland – included in capital project Repairs - \$42,000		
Future Work		Initiatives	Anticipated Budget
	Year 2	New concrete – 660 m Asphalt repairs – 770 m	New – included in capital Repairs - \$37,000

	Downtown core, Skyway (University to Basin - north), Pleasant (Riverview to Gaspereau), Acadia (Linden to Gaspereau - north)	
Year 3	New Concrete – 350 m Asphalt repairs – 790 m Downtown core, Main (Stirling to Kent - south), Main (Earnscliffe to Westwood - south), Main (Sherwood to Maple - north), Pleasant (Hillside to Evangeline)	New - included in capital Repairs - \$38,000
Year 4	New concrete – 330 m Asphalt repairs – 650 m Downtown core, Main (Landmark East to West end – north), Main (Earnscliffe to Westwood – north), Main (Maple to Laura Moore – north), Pleasant (Orchard to Huron)	New – included in capital Repairs - \$31,000

Initiative	Street Improvements (PRIORITY AREA 2)		
Description	<p>Continue to rebuild and repairs streets throughout Town.</p> <p>Approx 3000 sq m of new street construction.</p> <p>Approx 13,700 sq m of asphalt mill and paving is scheduled (but may be subject to change) on the following streets:</p> <ul style="list-style-type: none"> ● Chestnut ● Sherwood (Alline – Kencrest) ● Huron ● Iona ● Fowler (Civic 26 – end) ● Riverview ● Maple 		
Lead Department	Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	New included in capital Mill & Pave - \$275,000		
Future Work		Initiatives	Anticipated Budget
	Year 2	New 2400 sq m	New – included in capital

	<p>Mill & pave – 15,100 sq m Fairfield (Highland to Hillside) Olsen (Cobbler to Carriage Way) Gaspereau (Pleasant to 101) Minas View (Cape View to End) Beckwith (Wickwire to end) Beckwith (Chestnut to Grandview) Beckwith (Grandview to Wickwire) Hillside (Fairfield to Pleasant) Maple</p>	<p>Repairs - \$318,000</p>
Year 3	<p>New 2400 sq m</p> <p>Mill & pave – 11,100 sq m Riverview Chestnut (Beckwith to Riga) Chestnut (Riga to Skyway) Acadia (Highland to Linden) Hillside (Bay to Fairfield) Hillside (Fairfield to Pleasant) Glooscap Terrace Maple Avenue</p>	<p>New - included in capital</p> <p>Repairs - \$234,000</p>
Year 4	<p>New 2400 sq m</p> <p>Mill & pave – 12,100 sq m Robie Tufts Huron Chestnut (Queen to Beckwith) Kinley Close Westwood (Park Street – End) Basinview Terrace Maple Avenue</p>	<p>New – included in capital</p> <p>Repairs - \$254,000</p>

Initiative	Asset Management (PRIORITY AREA 2)		
Description	<p>The Town's AMP is used to guide decisions on maintenance and replacement of Town owned infrastructure to ensure infrastructure is safe, sustainable and responsive to the community.</p> <p>Staff will continue to update and verify existing condition assessment data using excavation reports, video inspection and other field verification methods.</p>		
Lead Department	Public Works	Supporting Departments/Committees	Finance (GIS)
Budgetary Implications	N/A		
Future Work		Initiatives	Anticipated Budget
	Year 2	Continue to improve condition assessment data and development of long term financial plan Include climate change considerations as part of risk assessment and asset management	
	Year 3	Formalize levels of service	
	Year 4	Develop and implement Performance Measures Program	

Initiative	Source Water Protection		
Description	<p>The Town's Source Water Protection Plan has been integrated into the MPS as a first step to better manage and protect Wolfville's water supply.</p> <p>Staff will review the Source Water Protection Plan and develop a revised implementation plan and schedule.</p> <p>Staff will work alongside the PACE program to assist residents switch from fuel-based heat to low carbon energy sources to help eliminate potential hazards in the wellfield protection areas.</p>		
Lead Department	Public Works	Supporting Departments/Committees	Planning and Development
Budgetary Implications			
Future Work		Initiatives	Anticipated Budget
	Year 2	Continue to monitor and make recommendations to protect the Town's potable water supply	
	Year 3		
	Year 4		

GENERAL INITIATIVES

In addition to the many initiatives outlined in previous sections of the Operational Plan, there are also many general operational-type initiatives that will be undertaken in 2021-22 and beyond.

Initiative	<i>Regional Partnerships</i>		
Description	The Town of Wolfville will work with the other municipalities from the Annapolis Valley to review existing Inter-Municipal Service Agreements and to examine opportunities for new partnerships, including in the areas of Diversity and Climate Action.		
Lead Department	Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	N/A	Financial support for this project will be covered with \$\$ that were provided in 2018 by all municipalities and the Province to review governance of KTA, Valley Waste and the VCFN.	
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Initiative	<i>Human Resource Management</i>		
Description	<p>Collective Bargaining – The existing Collective Agreement expires on March 31, 2022. The Town will strive to begin negotiations in the fall and have a new agreement in place prior to the end of the existing contract.</p> <p>Salary/Pension Review – Staff will undertake a review of salaries and benefits and will come back to Council with recommendations for the 2022-23 budget. It has become evident that in particular the pension benefits need discussion and direction from Council.</p>		
Lead Department	Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	\$5,000	Allowance for legal to assist with collective bargaining. Salary/Pension review done in-house.	
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Initiative	Website Re-Development		
Description	The Town’s website will be redesigned to both enhance the user experience but to also make it more simplified to update and maintain. Special attention will be given to accessibility features, video integration, information pertaining to our local business community and improved search functions.		
Lead Department	Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	\$25,000	This is carried over from 2020-21.	
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Initiative	Enhancing Communications		
Description	<p>Improving communications and engagement has been clearly identified as a priority for Council. As such, a key role of the newly created Special Projects Coordinator will be focused on external communications.</p> <p>The Town will refine its social media and communications strategy, will serve to improvement engagement opportunities on its new website, and will continue to improve ways in which we communicate with residents across all communication mediums.</p>		
Lead Department	Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	N/A	<p>There is no specific “communications” budget, but pockets of \$\$ throughout the Operating Budget in various Departments for marketing, promotion, etc.</p> <p>Should an unbudgeted initiative be identified, the CAO contracted services budget can be utilized.</p>	
Future Work		Initiatives	Anticipated Budget
	Year 2	Citizen Satisfaction Survey	\$15,000
	Year 3		
	Year 4		

Initiative	<i>Water Rate Study</i>		
Description	<p>In order to ensure financial stability of the utility, regular (every 3-5 years) rate studies should be carried out to ensure operational and capital costs are being covered.</p> <p>The Water Utility CIP now includes 1.6 million to replace the transmission lines. In addition, COVID has adversely affected meter-based sales.</p> <p>The last review was conducted in 2018.</p>		
Lead Department	Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	\$8,000	This is budgeted in the Water Budget.	
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Initiative	<i>Geographic Information Systems</i>		
Description	<p>GIS is a corporate resource available to all Departments to enhance their work and ability to provide information and data to both the public and to Council to improve decision making.</p> <p>Priorities for 2021-22 include:</p> <p>Asset Management Building Inspection Tracking (maybe 2020-21) Complaints Tracking Compliance Tracking Ongoing support for Departments</p>		
Lead Department	Office of the CAO	Supporting Departments/Committees	
Budgetary Implications		The Town employs a full time GIS Technician. This position supports this work.	
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

ACADIA PARTNERSHIP AGREEMENT

In the fall of 2018, the Town signed an MOU with Acadia and the ASU to collaborate on areas of priority and mutual interest. While many of these initiatives have been highlighted in previous sections of this Operational Plan, it is important to understand, at a glance, what initiatives will be undertaken in 2021-22 in support of furthering collaborative work.

In 2021-22, the key initiatives proposed to be undertaken include:

Communications

- Improve joint and integrated communications where practical;
- Rejuvenate the Council/ASU pairings;
- Continue to host an annual community forum to provide details on what is happening in the Town and at Acadia and allow members of the public to engage and ask questions.

Economic Development

- Define the Town's role in Destination Acadia;
- Develop and support one major event in Wolfville;
- Pursue opportunities to partner with the Acadia Entrepreneurship Centre and other economic development stakeholders;
- Have ASU representation attend WBDC Board meetings;
- Continue to support the efforts of the Farmers Market;
- Promote opportunities for co-op placements within the local business community.

Facilities/Infrastructure

- Determine a plan for short and medium term access to the pool for community members;
- Complete the new turf project at Raymond Field;
- Review the Day Camps arrangement to ensure that it is working for both partners
- Explore the feasibility/future of the Acadia Farm.

Academic Opportunities

- Promote the opportunity for community members to attend lectures;
- Foster relations between Town staff, the ASU and the Department of Community Development;
- Develop list of subject matter experts at Acadia.

Strategic Planning

- Key Performance Indicators to measure the success of the MOU will be developed.

Community Harmony

- Finalize and begin implementing the Alcohol Strategy;
- Better educate students on their rights/responsibilities as a town member and tenant;
- Utilize the Code of Conduct to address off-campus behavioural issues as suitable;
- Utilize the Nuisance Party Bylaw to address nuisance parties as suitable;
- Conduct two ‘walkabouts’ annually for key members of each organization and the community to meet and talk to students living off campus;
- Continue to conduct weekly stakeholder meetings to debrief and address issues of concern, as well as to plan for upcoming events;
- Maintain printed materials related to community harmony and being good neighbours to each other;
- Make Acadia events, such as Cheaton Cup and Homecoming safer, experience less negative community impact and be hosted in improved physical event space.

INFORMATION REPORT

Title: Draft 2021/22 Budgets V3

Date: 2021-02-26

Department: Finance



SUMMARY

Draft 2021/22 Budgets V3

This will be the third version of the Town's budget to be reviewed by the Committee of the Whole (COW). In most year's V3 is part of a Request for Decision (RFD) presented at the regular March COW meeting. An additional meeting has been put in place this year to provide more time for Council discussion and direction as the process moves to a balanced budget approval in March.

Similar to 2016/17 budget process, there was a significant shortfall in V1 of the draft budget presented in January. Both the draft '21/22 budget and the '16/17 budget Version 1 (V1) had deficits in excess of \$300,000.

During the February 2nd COW meeting this year, Council discussed the impact of tax rate changes and other possible options to balance the budget. Direction was given to staff to come back to the next meeting with;

- Expenditure cut options that could balance the budget, with information on what those cuts would mean in terms of service levels to the public.
- Additional data of the impact on the taxpayer and incremental changes to the tax rate.

The attached draft budget V3 is close to balanced. Today's meeting will include:

- Review of changes made to Town Operating Budget from V2 to V3
- Review/discussion on other options to balance budget
- Review/discussion on impact on taxes/user fees
 - Residential sector
 - Commercial sector
 - Sewer rates
- Review of Property Tax Exemptions included in budget;
 - Property tax relief to non-profit groups per Policy
 - Low Income exemption assumptions
- Review of draft Ten Year CIP/Capital Budget
 - Changes any changes since V2
 - Review of financing options/project deferrals
 - Options to handle increase in capital funding requirement from operating budget
- Review of Wolfville Water Utility Budget V1

Tuesday's meeting will include a Power Point presentation covering the above noted topics in more detail.

INFORMATION REPORT

Title: Draft 2021/22 Budgets V3

Date: 2021-02-26

Department: Finance



1) CAO COMMENTS

For information and direction purposes.

2) REFERENCES AND ATTACHMENTS

- Draft Budget Document V3 - **attached**
 - a. Town Draft Operating Budget
 - b. 10-year Capital Investment Plan (CIP)
 - c. Water Utility Operating Budget
 - d. Water Utility Capital Budget
- 2020/21 Quarterly Financial Updates
- Council's Strategic Plan
- Budget Info Report presented at November 2020 COW
- Budget Info Report presented at January 14th Special COW (budget V1)
- Budget Info Report presented at February 2 COW (budget V2)
- RFD's related to one-time capital grant requests by local non-profits presented at previous meetings

3) DISCUSSION

Friday's meeting will be the first opportunity for Council to review the Operations Plan. The layout of the Plan has been changed this year and the CAO will walk Council thru the key elements of the document. Effort has gone into adapting the Plan to Council's new Strategic Plan. It should be noted that the Operations Plan is still very much in draft form and there are likely edits yet to be made. The key at this stage is for Council to see the layout and the nature of the information to be included. As Council works towards the final budget in March, the Operations Plan will be updated and final draft ready by that

As noted above, there will be a powerpoint presentation to help staff walk thru the changes made from V2 of the draft operating budget to V3. This latest version is almost balanced, with a deficit figure of \$9,100 (see page 1 of attached V3 draft budget). There were only limited changes from V2, however they were of dollar values that were impactful. They can be summarized as follows:

INFORMATION REPORT

Title: Draft 2021/22 Budgets V3

Date: 2021-02-26

Department: Finance



Shortfall V2 (69,100)

Revenue Changes

none 0

EXPENSES

Insurance	(15,000)	
Repairs & maintenance - library	(46,000)	
Partner Contributions - VWRM	47,000	
Partner Contributions - KTA	(32,000)	
Partner Contributions - Prov. Education	28,000	
	<hr/>	(18,000)

Capital Program & Reserves

Transfer from Operating Reserves	46,000
Transfers to reserves - COVID	32,000
	<hr/>

Net Surplus (Deficit) V3 **\$ (9,100)**

T

he rationale for the changes noted in the summary above are:

- Insurance premiums – increased to reflect indications from insurance provider of likely cost hikes beyond original budget estimates
- Repairs & maintenance @ Library – based on discussions with Library reps, as well as Town’s Building Assessment Report from a few years ago, it is evident that some work is needed in near future to provide a more enjoyable space pending a new library a few years down the road. An example would be carpet. The original budget estimate was insufficient and has been increased to allow carpet replacement and repairs to window sills.
- Partner Contributions for our two IMSA’s have changed
 - VWRM – second version of budget reflected a reduced contribution by funding partners
 - Early draft discussions with KTA show expected increase in muni contributions largely due to impact of COVID on ridership, i.e. a material drop in ridership that will take a period of time to recover. ***The Board has yet to review their KTA budget and as such the estimates in the Town’s budget are based on Town staff estimates at this time. These will be subject to change.***
- Partner Contributions – Education shows a drop in expected expenditure. For the second year in a row Wolfville’s share of the student population dropped and therefore budget estimate was reduced.
- Use of Operating Reserves have been adjusted to provide funding for:
 - Additional cost of repairs at Library
 - Expected increase in KTA contribution due to drop in ridership

INFORMATION REPORT

Title: Draft 2021/22 Budgets V3

Date: 2021-02-26

Department: Finance



Staff will work thru each of the changes during the COW meeting, as well as a number of slides on other decision points, such as:

- Service level cuts and impact on budget
- One Time Capital Grants – most notably to continue the discussion on the largest of the two grant request, i.e. Devour @ \$100,000
- Update on use of reserves
- Low Income Tax Exemption parameters/thresholds
- Sewer rate changes needed
- Water Rate Study Requirement
- High level review of expected impact on Town's Financial Condition Indicators (FCI's) issued by the province

4) FINANCIAL IMPLICATIONS

The size of the deficit reflected in the first draft of the budget (V1), as well as the resource constraints of the organization, highlights the need for Council and Senior Management to be realistic in the capacity of the organization to get everything done. It also highlights the need for multi-year planning for the operational budget similar to the Ten Year CIP. As Council continues to work through budget decisions for 2021/22, it is likely that the multi-year operating forecast will be adjusted to reflect certain initiatives being deferred to years 2, 3, and 4 of the Operations Plan.

A notation from the last few years still applies. The Town continues the recent trend of requiring the use of operating reserve funds to balance its annual budget. Continued review of projects/initiatives receiving funding from reserves is needed to ensure adequate (provincial benchmark) reserve balance is maintained into the future.

5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Not applicable at this stage of budget process. The Operations Plan will include they key links between projects/initiatives/services included in the budget estimates and the Strategic Plan.

6) COMMUNICATION REQUIREMENTS

Nothing noted at this time.

INFORMATION REPORT

Title: Draft 2021/22 Budgets V3

Date: 2021-02-26

Department: Finance



7) FUTURE COUNCIL INVOLVEMENT

Council will review V4 of the budget at the March COW meeting, at which point it should represent a balanced budget.

OPERATING & CAPITAL DRAFT BUDGET V3

TOWN OF WOLFVILLE

FISCAL 2021/22

February 26th Committee Of The Whole



A cultivated experience for the mind, body, and soil

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Town of Wolfville
2021/22 Draft Operating Budget - V3
All Divisions

Changed from V1 to V2

Changed V2 to V3

	2021/22	2020/21		2019/20	
	Budget	Forecast/Actual	Budget	Actual	Budget
REVENUES					
Taxes and grants in lieu of taxes	\$ 9,724,500	\$ 9,606,500	\$ 9,546,000	\$ 9,252,059	\$ 9,177,400
Sale of service/cost recoveries	929,800	867,400	979,400	1,027,625	912,500
Sewer Rates	509,000	420,300	451,500	432,233	430,000
Provincial, Federal & other grants	89,600	587,400	175,200	194,504	170,200
	11,252,900	11,481,600	11,152,100	10,906,421	10,690,100
EXPENSES					
Salary and wages	2,227,100	1,943,800	2,064,700	2,031,414	2,082,300
Employee Benefits	443,300	389,900	411,000	421,559	401,500
Seasonal/Term Wages	386,900	364,100	556,300	424,678	369,000
Employee Benefits Seasonal wag	60,200	64,900	80,300	54,512	58,600
Meetings, Meals and Travel	24,000	10,600	25,600	16,458	25,300
Professional Development	66,900	42,600	95,000	72,132	83,500
Membership Dues & Fees	19,600	19,500	15,800	17,510	20,700
Advertising	27,800	13,200	32,900	27,003	36,900
Telecommunications	38,300	36,200	47,400	39,421	43,000
Office Expense	57,600	45,500	66,000	51,800	78,800
Legal	52,700	49,300	42,700	50,312	50,200
Insurance	142,500	118,700	96,000	105,883	91,400
Marketing and Communications	4,500	400	3,400	1,125	200
Audit	21,500	25,100	20,000	16,647	18,000
Stipends & Honorariums	207,900	200,000	205,400	197,283	203,300
Miscellaneous	1,400	2,500	2,600	2,859	1,900
Heat	26,200	24,600	28,500	25,431	27,100
Utilities	138,200	119,000	124,600	133,971	129,400
Repairs and Maintenance	136,600	121,300	108,800	120,473	101,800
Property Taxes	-	-	-	-	-
Vehicle Fuel	47,700	40,200	50,400	46,269	50,200
Vehicle Repairs & Maintenance	144,100	150,100	140,800	172,455	126,400
Vehicle Insurance	12,200	12,800	11,900	10,039	10,100
Operational Equip & Supplies	568,100	531,600	598,300	513,118	523,400
Equipment Maintenance	10,000	17,300	10,000	17,952	10,000
Equipment Rentals	5,000	2,700	-	10,379	-
Program Expenditures	80,100	61,700	77,600	52,122	86,100
Contracted Services	2,688,600	2,494,400	2,635,600	2,443,478	2,580,000
Grants to Organizations	256,800	107,900	245,200	139,150	178,900
Licenses and Permits	3,300	3,300	3,300	3,055	3,300
Tax Exemptions	111,800	103,300	112,500	104,172	107,600
Election	-	24,500	35,000	-	-
Partner Contributions	1,824,600	1,689,900	1,767,100	1,814,913	1,788,100
Other debt charges	10,100	2,500	10,300	15,375	10,000
Debenture principal	-	-	-	-	-
Operating reserves	-	-	-	-	-
Capital Reserves	-	-	-	-	-
Doubtful accounts allowance	2,500	2,500	2,500	-	2,500
	9,848,100	8,835,900	9,727,500	9,152,948	9,299,500
Net Operational Surplus (Deficit)	1,404,800	2,645,700	1,424,600	1,753,473	1,390,600
Capital Program & Reserves					
Principal Debenture Repayments	601,800	562,900	562,900	538,366	538,400
Debenture interest	180,400	166,200	162,400	157,844	155,500
Principal/Interest Future Debt	-	-	-	-	-
Transfer to Operating Reserves	5,000	389,700	5,000	5,000	5,000
Transfer to Capital Reserves	769,900	740,300	740,300	729,300	729,300
Transfer to Cap Reserve - Fire Equip	259,000	259,000	259,000	219,000	219,000
Transfer to Capital Fund	-	-	-	-	-
Transfer from Operating Reserves	(370,200)	-	(305,000)	(145,485)	(256,600)
Transfer from COVID Reserve	(32,000)	-	-	-	-
	1,413,900	2,118,100	1,424,600	1,504,025	1,390,600
Net Surplus (Deficit)	\$ (9,100)	\$ 527,600	\$ -	\$ 249,448	\$ -

Town of Wolfville
Operating Budget ~ Tax Revenue Requirement Draft Presentation
2021/22 Draft Operating Budget - V3

		BUDGET		
		Current Yr 2021/22	Required Increase	Prior Yr 2020/21
Total to be funded by Property Tax Rates		7,780,700	129,900	7,650,800
			1.70%	
		Budget 2021/22	\$ Increase	Budget 2020/21
RESULTING TAXES				
Residential ~ No Change to Rate	1.475	6,481,000	120,400	6,360,600
Resource	1.475	13,500	300	13,200
Subtotal from residential sector		6,494,500	120,700	6,373,800
			1.89%	
Commercial	3.585	1,277,100	100	1,277,000
Subtotal from commercial sector		1,277,100	100	1,277,000
			0.01%	
TOTAL		7,771,600	120,800	7,650,800
			1.58%	
Revenue surplus (shortfall)		(\$9,100)		\$0
Overall Increase in Tax Revenue		1.58%		

Tax Rate Change Assumption

Residential - 1 cent increase	1.475	1.475
Commercial - 1 cent increase	3.585	3.585

BUDGETED TAXABLE ASSESSMENTS (net of allowance for appeals)

Residential	1.89%	439,388,400	431,230,500
Commercial	0.01%	35,623,600	35,619,500
Resource	2.23%	913,900	894,000
Business Occupancy		-	-
TOTAL		475,925,900	467,744,000

2019 PVSC ASSESSMENT ROLL

	Per Roll (net of Cap)	Allowance For Appeals & Bus Closings & Adjustments	Expected Taxable Assessment
Residential	440,388,400	(1,000,000)	439,388,400
Commercial	35,623,600	-	35,623,600
Resource	913,900	-	913,900
Business Occupancy	-	-	-
TOTAL	476,925,900	(1,000,000)	475,925,900

Town of Wolfville
2021/22 Draft Operating Budget - V3
General Government Division

Changed from V1 to V2

Changed V2 to V3

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Residential & resource taxes	6,494,500	6,372,900	6,373,800	6,016,056	6,018,100
Commercial taxes	1,363,400	1,356,600	1,345,600	1,320,635	1,318,800
Deed Transfer Tax	400,000	446,400	340,000	427,936	340,000
Business development area rate	100,000	30,400	100,000	101,546	100,000
Grant in lieu of taxes	970,500	1,009,100	990,500	981,513	992,500
Kings County Fire Protection	141,200	142,100	141,200	121,100	121,100
Cost recoveries	107,900	109,400	109,400	111,530	112,200
Interest on investments & o/s taxes	92,000	68,900	117,000	149,913	90,000
Other revenues	68,500	72,900	68,500	91,218	69,400
Equilization Grant	70,000	69,800	70,000	69,869	70,000
Farm Acreage Grant	1,100	1,200	1,100	1,168	1,100
Other conditional grants	-	404,700	-	350	-
	<u>9,812,900</u>	<u>10,087,900</u>	<u>9,660,600</u>	<u>9,396,334</u>	<u>9,236,700</u>
EXPENSES					
Salary and wages	644,000	619,000	629,300	611,939	609,300
Employee Benefits	133,300	124,700	128,600	124,400	118,200
Seasonal Wages	12,000	-	50,000	-	-
Employee Benefits Seasonal wag	1,200	-	5,000	-	-
Meetings, Meals and Travel	6,700	3,000	10,100	4,731	7,900
Professional Development	51,900	36,200	80,000	60,251	68,500
Membership Dues & Fees	8,800	10,100	7,000	8,511	7,600
Advertising	8,500	7,500	7,900	8,941	7,900
Telecommunications	14,900	13,800	16,800	16,023	16,700
Office Expense	30,600	31,300	36,800	32,237	44,200
Legal	30,000	22,100	15,000	29,458	20,000
Insurance	135,000	112,300	90,000	96,726	85,000
Marketing and Communications	1,000	100	2,400	1,125	-
Audit	21,500	25,100	20,000	16,647	18,000
Mayor and Council Remuneration	167,500	165,900	167,000	168,854	164,900
Miscellaneous	1,400	2,500	2,600	2,723	1,900
Heat	15,100	14,500	15,400	14,126	13,300
Utilities	5,700	5,300	5,700	5,356	5,700
Repairs and Maintenance	20,000	55,900	23,000	35,950	11,700
Operational Equip & Supplies	122,000	87,100	99,600	78,319	69,600
Program Expenditures	12,000	-	2,000	-	2,500
Contracted Services	91,100	57,800	95,000	16,608	80,000
Grants to Organizations	176,500	59,500	145,500	68,750	100,000
Tax Exemptions	111,800	103,300	112,500	104,172	107,600
Election	-	24,500	35,000	-	-
Other debt charges	10,100	2,500	10,300	15,375	10,000
Doubtful accounts allowance	2,500	2,500	2,500	-	2,500
	<u>1,835,100</u>	<u>1,586,500</u>	<u>1,815,000</u>	<u>1,521,222</u>	<u>1,573,000</u>
Net Division Surplus (Deficit)	<u>\$ 7,977,800</u>	<u>\$ 8,501,400</u>	<u>\$ 7,845,600</u>	<u>\$ 7,875,112</u>	<u>\$ 7,663,700</u>
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	<u>150,200</u>	<u>-</u>	<u>190,000</u>	<u>25,000</u>	<u>80,000</u>
Net Surplus (Deficit)	<u>\$ 8,128,000</u>	<u>\$ 8,501,400</u>	<u>\$ 8,035,600</u>	<u>\$ 7,900,112</u>	<u>\$ 7,743,700</u>

**Town of Wolfville
2021/22 Draft Operating Budget - V3
Legislative ~ 110**

	<u>2021/22</u> <u>Budget</u>	<u>2020/21</u>		<u>2019/20</u>	
		Forecast/Act	Budget	Actual	Budget
REVENUES					
TOTAL REVENUE	-	-	-	-	-
EXPENSES					
Employee Benefits - CPP	6,600	5,100	6,500	6,325	3,000
Meetings, Meals and Travel	4,300	2,000	6,100	3,481	4,400
Professional Development	16,900	12,300	25,000	19,696	23,500
Membership Dues & Fees	6,100	5,700	5,000	5,509	5,000
Advertising	300	500	300	1,358	300
Telecommunications	3,400	3,000	3,500	3,490	3,900
Stipends & Honorariums	167,500	165,900	167,000	168,854	164,900
Miscellaneous	1,200	2,400	2,200	400	1,500
Contracted Services	-	-	-	353	-
	<u>206,300</u>	<u>196,900</u>	<u>215,600</u>	<u>209,466</u>	<u>206,500</u>
Net Department Surplus (Deficit)	<u>\$ (206,300)</u>	<u>\$ (196,900)</u>	<u>\$ (215,600)</u>	<u>\$ (209,466)</u>	<u>\$ (206,500)</u>
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	-	-	-	-	-
Net Surplus (Deficit)	<u>\$ (206,300)</u>	<u>\$ (196,900)</u>	<u>\$ (215,600)</u>	<u>\$ (209,466)</u>	<u>\$ (206,500)</u>

Town of Wolfville
2021/22 Draft Operating Budget - V3
Office of the CAO/General Gov't Administration ~ 120

Changed from V1 to V2

Changed V2 to V3

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act Restated	Budget Restated	Actual Restated	Budget Restated
REVENUES					
Cost recoveries from Water Util	-	-	-	-	-
Cost recoveries from Sewer Dept	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-
EXPENSES					
Salary and wages	258,700	248,700	253,800	243,810	241,100
Employee Benefits	49,800	43,800	47,200	40,745	40,900
Term/Seasonal Wages	-	-	50,000	-	-
Employee Benefits Seasonal wag	-	-	5,000	-	-
Meetings, Meals and Travel	1,000	100	2,500	352	3,000
Professional Development	-	-	-	-	-
Membership Dues & Fees	1,900	3,400	1,200	2,658	2,200
Advertising	8,000	7,000	7,200	7,583	7,000
Telecommunications	3,500	3,700	3,300	3,081	3,900
Office Expense	1,200	800	1,200	1,299	1,200
Legal	15,000	12,400	10,000	11,531	15,000
Marketing and Communications	1,000	100	2,400	1,125	-
Miscellaneous	-	-	-	2,275	-
Program Expenditures	12,000	-	2,000	-	2,500
Contracted Services	55,000	20,000	50,000	1,357	40,000
Election	-	24,500	35,000	-	-
	<u>407,100</u>	<u>364,500</u>	<u>470,800</u>	<u>315,816</u>	<u>356,800</u>
Net Department Surplus (Deficit)	<u>\$ (407,100)</u>	<u>\$ (364,500)</u>	<u>\$ (470,800)</u>	<u>\$ (315,816)</u>	<u>\$ (356,800)</u>
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	-	-	110,000	-	30,000
Net Surplus (Deficit)	<u>\$ (407,100)</u>	<u>\$ (364,500)</u>	<u>\$ (360,800)</u>	<u>\$ (315,816)</u>	<u>\$ (326,800)</u>

STAFF LEVELS - incl in salaries above

CAO	1.0	1.0	1.0
Coordinator of Adm Services	1.0	1.0	1.0
Administrative Assistant	-	1.0	1.0
Special Projects	1.0	-	-
FTE's	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>

Town of Wolfville
2021/22 Draft Operating Budget - V3
Human Resources ~ 130

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>REVENUES</u>					
Cost recoveries from Water Util	-		-		
Miscellaneous	-	-		13	
Other conditional grants	-		-	350	
	<u>-</u>	<u>-</u>	<u>-</u>	<u>363</u>	<u>-</u>
<u>EXPENSES</u>					
Salary and wages	-				
Employee Benefits	9,000	12,000	9,000	9,423	6,000
Meetings, Meals and Travel	900	400	900	898	-
Professional Development	35,000	23,900	55,000	40,555	45,000
Membership Dues & Fees		300		-	
Office Expense	-	300	-	651	-
Legal	15,000	9,700	5,000	17,927	5,000
Operational Equip & Supplies	10,000	21,000	9,600	9,050	9,600
Contracted Services		-		1,565	
	<u>69,900</u>	<u>67,600</u>	<u>79,500</u>	<u>80,069</u>	<u>65,600</u>
Net Department Surplus (Deficit)	<u>\$ (69,900)</u>	<u>\$ (67,600)</u>	<u>\$ (79,500)</u>	<u>\$ (79,706)</u>	<u>\$ (65,600)</u>

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**Town of Wolfville
2021/22 Draft Operating Budget - V3
Finance ~ 140**

		<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
		Budget	Forecast/Act	Budget	Actual	Budget
REVENUES						
4400	Tax Certificates & ByLaws	1,800	1,100	1,800	1,750	1,200
4570	Cost recoveries from Water Util	66,700	66,700	66,700	64,730	65,400
4571	Cost recoveries from Sewer Dept	-	-	-	-	-
4595	Miscellaneous	-	2,000	-	3,935	-
		<u>68,500</u>	<u>69,800</u>	<u>68,500</u>	<u>70,415</u>	<u>66,600</u>
EXPENSES						
5000	Salary and wages	239,900	233,700	233,400	234,506	229,200
5010	Employee Benefits	41,200	39,300	40,100	43,326	41,200
5040	Meetings, Meals and Travel	300	200	400	-	300
5060	Membership Dues & Fees	800	700	800	344	400
6060	Telecommunications	1,100	1,100	1,100	1,079	1,100
6080	Office Expense	2,900	1,600	2,800	2,402	3,800
6200	Audit	21,500	25,100	20,000	16,647	18,000
6300	Miscellaneous	200	100	400	48	400
8110	Contracted Services	-	-	-	-	-
		<u>307,900</u>	<u>301,800</u>	<u>299,000</u>	<u>298,352</u>	<u>294,400</u>
Net Department Surplus (Deficit)		<u>\$ (239,400)</u>	<u>\$ (232,000)</u>	<u>\$ (230,500)</u>	<u>\$ (227,937)</u>	<u>\$ (227,800)</u>

STAFF LEVELS - incl in salaries above

Director	1.0	1.0	1.0
Accountant	1.0	1.0	1.0
Billing Clerk - Tax & Utility	1.0	1.0	1.0
A/P Clerk	0.6	0.6	0.6
FTE's	<u>3.6</u>	<u>3.6</u>	<u>3.6</u>

**Town of Wolfville
2021/22 Draft Operating Budget - V3
Information Technologies ~ 150**

Changed from V1 to V2

Changed V2 to V3

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act Restated	Budget Restated	Actual Restated	Budget Restated
REVENUES					
Job Cost billings			-		-
Cost recoveries from Water Util	34,000	30,800	30,800	29,800	29,800
Cost recoveries from Sewer Dept	3,800	3,500	3,500	3,500	3,500
Miscellaneous		800			
	<u>37,800</u>	<u>35,100</u>	<u>34,300</u>	<u>33,300</u>	<u>33,300</u>
EXPENSES					
Salary and wages	134,100	130,700	132,300	127,603	129,000
Employee Benefits	24,600	23,900	24,000	24,221	25,200
Seasonal Wages	12,000	-	-	-	-
Employee Benefits Seasonal wag	1,200	-	-	-	-
Meetings, Meals and Travel	200	-	200	-	200
Telecommunications	5,000	4,200	7,000	5,945	5,900
Operational Equip & Supplies	110,000	66,100	80,000	67,188	50,000
Contracted Services	36,100	37,800	45,000	12,916	40,000
	<u>323,200</u>	<u>262,700</u>	<u>288,500</u>	<u>237,873</u>	<u>250,300</u>
Net Department Surplus (Deficit)	<u>\$ (285,400)</u>	<u>\$ (227,600)</u>	<u>\$ (254,200)</u>	<u>\$ (204,573)</u>	<u>\$ (217,000)</u>
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	23,200	-	-	-	-
Net Surplus (Deficit)	<u>\$ (262,200)</u>	<u>\$ (227,600)</u>	<u>\$ (254,200)</u>	<u>\$ (204,573)</u>	<u>\$ (217,000)</u>
STAFF LEVELS - incl in salaries above					
IT Manager	1.0		1.0		1.0
GIS Technician	1.0		1.0		1.0
FTE's	<u>2.0</u>		<u>2.0</u>		<u>2.0</u>

Town of Wolfville
2021/22 Draft Operating Budget - V3
General Government Common Costs ~ 160

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Cost recoveries from Water Util	7,200	11,900	11,900	17,000	17,000
TOTAL REVENUE	7,200	11,900	11,900	17,000	17,000
EXPENSES					
Salary and wages	11,300	5,900	9,800	6,020	10,000
Employee Benefits	2,100	600	1,800	360	1,900
Meetings, Meals and Travel	-	300	-	-	-
Advertising	200	-	400	-	600
Telecommunications	1,900	1,800	1,900	2,428	1,900
Office Expense	26,500	28,600	32,800	27,885	39,200
Heat	15,100	14,500	15,400	14,126	13,300
Utilities	5,700	5,300	5,700	5,356	5,700
Repairs and Maintenance	20,000	55,900	23,000	35,950	11,700
Operational Equip & Supplies	2,000	-	10,000	2,081	10,000
Contracted Services	-	-	-	417	-
	84,800	112,900	100,800	94,623	94,300
Net Department Surplus (Deficit)	\$ (77,600)	\$ (101,000)	\$ (88,900)	\$ (77,623)	\$ (77,300)

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Town of Wolfville
2021/22 Draft Operating Budget - V3
Other General Government ~ 190

Changed from V1 to V2

Changed V2 to V3

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Residential Tax	6,481,000	6,360,500	6,360,600	6,005,858	6,007,200
Resource Tax	13,500	12,400	13,200	10,198	10,900
Commercial Tax	1,277,100	1,295,500	1,277,000	1,251,819	1,249,800
NSLC - exempt assessment	24,300				
Aliant	20,500	20,500	20,000	20,203	20,000
NSPI Grant	4,500	4,400	3,600	4,285	3,600
HST Offset Grant	37,000	36,200	45,000	44,328	45,400
Fire Protection Rate	-	-	-	-	-
Deed Transfer Tax	400,000	446,400	340,000	427,936	340,000
Commercial Area Rate	100,000	30,400	100,000	101,546	100,000
Post Office GILT	20,500	20,500	20,500	20,558	20,500
Acadia GILT	950,000	988,600	970,000	960,955	972,000
Kings County Fire Protection	141,200	142,100	141,200	121,100	121,100
License & fee revenue	-	-	-	-	-
Facility Rental	16,500	17,800	16,500	16,581	18,000
Land Leases	200	200	200	200	200
Interest on investments	20,000	24,100	45,000	75,403	25,000
Interest on outstanding taxes	72,000	44,800	72,000	74,510	65,000
Miscellaneous	50,000	51,000	50,000	68,739	50,000
Equilization Grant	70,000	69,800	70,000	69,869	70,000
Farm Acreage Grant	1,100	1,200	1,100	1,168	1,100
Other conditional grants		404,700			
TOTAL REVENUE	9,699,400	9,971,100	9,545,900	9,275,256	9,119,800
EXPENSES					
Insurance	135,000	112,300	90,000	96,726	85,000
Miscellaneous	-	-	-	-	-
Grants to Organizations	176,500	59,500	145,500	68,750	100,000
Tax Exemptions	111,800	103,300	112,500	104,172	107,600
Other debt charges	10,100	2,500	10,300	15,375	10,000
Debenture interest	-	-	-	-	-
Doubtful accounts allowance	2,500	2,500	2,500	-	2,500
	435,900	280,100	360,800	285,023	305,100
Net Department Surplus (Deficit)	\$ 9,263,500	\$ 9,691,000	\$ 9,185,100	\$ 8,990,233	\$ 8,814,700
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	127,000		80,000	25,000	50,000
Net Surplus (Deficit)	\$ 9,390,500	\$ 9,691,000	\$ 9,265,100	\$ 9,015,233	\$ 8,864,700

**Town of Wolfville
2021/22 Draft Operating Budget - V3
Protective Services Division**

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Fire Protection Rate	396,100	391,100	396,100	404,373	408,000
Kings County Fire Protection	167,600	176,100	167,600	165,200	165,500
License & fee revenue	5,000	3,800	5,000	4,132	5,000
Parking fines	10,000	3,000	26,000	36,787	26,000
Other fines	10,000	15,300	10,000	12,601	10,000
EMO 911 Cost Recovery	1,900	1,600	1,600	1,924	1,600
	<u>670,600</u>	<u>654,100</u>	<u>686,300</u>	<u>708,782</u>	<u>696,100</u>
EXPENSES					
Salary and wages	210,100	199,300	207,000	201,210	197,500
Employee Benefits	35,200	31,200	34,500	32,374	31,700
Seasonal Wages	16,700	11,100	16,600	14,705	14,700
Employee Benefits Seasonal wag	1,700	1,000	1,700	974	1,500
Meals and Travel	7,700	2,500	7,100	4,403	7,200
Professional Development	15,000	6,400	15,000	11,881	15,000
Membership Dues & Fees	1,700	1,400	1,400	605	2,200
Supplies	-	-	-	-	-
Advertising	-	-	-	2,476	-
Telecommunications	9,400	9,300	10,000	9,134	11,100
Office Expense	7,800	200	9,400	2,052	11,500
Legal	7,700	7,000	7,700	7,827	10,200
Insurance	7,500	6,400	6,000	9,157	6,400
Honorariums	40,400	34,100	38,400	28,429	38,400
Miscellaneous	-	-	-	-	-
Heat	4,100	3,400	4,100	4,112	4,800
Utilities	17,200	15,100	17,200	16,837	17,500
Repairs and Maintenance	11,600	16,500	16,400	28,843	19,000
Property Taxes	-	-	-	-	-
Vehicle Fuel	6,200	4,700	6,000	4,706	6,000
Vehicle Repairs & Maintenance	46,500	49,100	47,100	51,103	44,100
Vehicle Insurance	6,100	6,100	4,900	4,882	4,900
Operational Equip & Supplies	69,500	62,100	76,400	89,634	74,500
Equipment Maintenance	10,000	17,300	10,000	17,681	10,000
Contracted Services	1,957,500	1,920,200	1,942,200	1,902,283	1,928,200
Licenses and Permits	1,800	1,800	1,800	1,711	1,800
Debenture interest	2,500	4,000	4,000	4,853	5,300
	<u>2,494,900</u>	<u>2,410,500</u>	<u>2,505,900</u>	<u>2,451,872</u>	<u>2,463,700</u>
Net Division Surplus (Deficit)	<u>\$ (1,824,300)</u>	<u>\$ (1,756,400)</u>	<u>\$ (1,819,600)</u>	<u>\$ (1,743,090)</u>	<u>\$ (1,767,600)</u>

Town of Wolfville
2021/22 Draft Operating Budget - V3
Police Service ~ 210

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Parking fines	-		-		
Other fines	10,000	15,300	10,000	12,601	10,000
	<u>10,000</u>	<u>15,300</u>	<u>10,000</u>	<u>12,601</u>	<u>10,000</u>
EXPENSES					
Salary and wages	6,800	4,300	5,600	4,202	4,400
Employee Benefits	1,400	400	1,100	215	900
Office Expense	-	-	-	-	-
Legal	6,500	7,000	4,500	6,465	4,200
Miscellaneous	-	-	-	-	-
Utilities	3,500	3,200	3,500	3,157	4,000
Repairs and Maintenance	2,700	3,700	3,200	2,593	6,000
Contracted Services	1,517,000	1,472,000	1,478,400	1,435,948	1,462,900
	<u>1,537,900</u>	<u>1,490,600</u>	<u>1,496,300</u>	<u>1,452,580</u>	<u>1,482,400</u>
Net Department Surplus (Deficit)	<u>\$ (1,527,900)</u>	<u>\$ (1,475,300)</u>	<u>\$ (1,486,300)</u>	<u>\$ (1,439,979)</u>	<u>\$ (1,472,400)</u>

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**Town of Wolfville
2021/22 Draft Operating Budget - V3
Compliance (By Law Enforcement) Dept ~ 215**

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Parking fines	10,000	3,000	26,000	36,787	26,000
Other fines			-	-	-
	10,000	3,000	26,000	36,787	26,000
EXPENSES					
Salary and wages	63,600	63,700	62,600	63,256	61,000
Employee Benefits	12,700	9,700	12,500	9,218	12,200
Meetings, Meals and Travel	200	200	200	-	200
Membership Dues & Fees	100	200	200	100	200
Telecommunications	1,000	1,000	1,200	1,002	1,200
Office Expense	1,600	200	1,000	1,001	1,000
Legal	1,200	-	3,200	610	6,000
Marketing and Communications	1,000	300	1,000	-	200
Vehicle Fuel	500	300	600	500	600
Vehicle Repairs & Maintenance	900	1,600	500	810	500
Vehicle Insurance	400	400	300	272	300
Operational Equip & Supplies	1,000	1,300	1,500	1,470	500
Contracted Services	15,000	21,900	38,600	25,967	26,000
Grants to Organizations	-	-	20,000	-	-
	99,200	100,800	143,400	104,206	109,900
Net Department Surplus (Deficit)	\$ (89,200)	\$ (97,800)	\$ (117,400)	\$ (67,419)	\$ (83,900)

STAFF LEVELS - incl in salaries above

Compliance Corodinator	1.0	1.0	1.0
Bylaw Support Staff			-

FTE's	1.0	1.0	1.0
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supported thru Contracted services

supported thru Contracted services

**Town of Wolfville
2021/22 Draft Operating Budget - V3
Fire Services ~ 220**

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Fire Protection Area Rate	396,100	391,100	396,100	404,373	408,000
Kings County Fire Protection	167,000	175,500	167,000	164,100	164,400
Miscellaneous	-	500	-	1,375	-
Other conditional grants	-	-	-	12,995	-
	<u>563,100</u>	<u>567,100</u>	<u>563,100</u>	<u>582,843</u>	<u>572,400</u>
EXPENSES					
Salary and wages	84,700	79,400	83,900	80,941	82,100
Employee Benefits	12,300	13,100	12,100	14,803	10,600
Meeting, Meals and Travel	2,500	2,100	1,900	2,270	2,000
Professional Development	15,000	6,400	15,000	11,881	15,000
Membership Dues & Fees	1,600	1,200	1,200	505	2,000
Telecommunications	8,400	8,000	8,800	7,694	9,900
Office Expense	500	-	1,000	243	1,500
Insurance	7,500	6,400	6,000	9,157	6,400
Stipends & Honorariums	40,400	34,100	38,400	28,429	38,400
Miscellaneous	-	-	-	-	-
Heat	4,100	3,400	4,100	4,112	4,800
Utilities	13,700	11,900	13,700	13,680	13,500
Repairs and Maintenance	8,900	12,800	13,200	26,250	13,000
Vehicle Fuel	5,700	4,400	5,400	4,206	5,400
Vehicle Repairs & Maintenance	45,600	47,500	46,600	50,293	43,600
Vehicle Insurance	5,700	5,700	4,600	4,610	4,600
Operational Equip & Supplies	60,000	57,700	68,000	85,050	65,000
Equipment Maintenance	10,000	17,300	10,000	17,681	10,000
Contracted Services	410,500	411,300	410,200	425,368	424,000
Licenses and Permits	1,800	1,800	1,800	1,711	1,800
	<u>738,900</u>	<u>724,500</u>	<u>745,900</u>	<u>788,884</u>	<u>753,600</u>
Net Department Surplus (Deficit)	<u>\$ (175,800)</u>	<u>\$ (157,400)</u>	<u>\$ (182,800)</u>	<u>\$ (206,041)</u>	<u>\$ (181,200)</u>

Note: \$396,100 (\$408,000 in 19/20) of contracted services expense relates to Fire Hydrant Fee paid to Wolfville Water Utility, as per UARB approved formula. The full amount of this fee is recovered by the Town through the Fire Protection Area Rate, noted in revenues above.

Town of Wolfville
2021/22 Draft Operating Budget - V3
EMO ~ 230

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Cost recoveries from Water Util					
Miscellaneous	80,000	62,700	80,000	69,395	80,000
Employment grants					
PNS conditional grants					
Other conditional grants					
	<u>80,000</u>	<u>62,700</u>	<u>80,000</u>	<u>69,395</u>	<u>80,000</u>
EXPENSES					
Salary and wages	52,800	51,600	52,700	52,220	50,000
Employee Benefits	8,500	7,900	8,500	7,870	8,000
Meeting, Meals and Travel	5,000	200	5,000	2,133	5,000
Advertising		-	-	2,476	-
Telecommunications		300	-	438	-
Office Expense	5,700	-	7,400	808	9,000
Legal		-	-	752	-
Operational Equip & Supplies	8,000	2,700	6,400	2,698	8,000
	<u>80,000</u>	<u>62,700</u>	<u>80,000</u>	<u>69,395</u>	<u>80,000</u>
Net Department Surplus (Deficit)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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**Town of Wolfville
2021/22 Draft Operating Budget - V3
Other Protective Services ~ 290**

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Kings County Fire Protection	600	600	600	1,100	1,100
License & fee revenue	5,000	3,800	5,000	4,132	5,000
EMO 911 Cost Recovery	1,900	1,600	1,600	1,924	1,600
	<u>7,500</u>	<u>6,000</u>	<u>7,200</u>	<u>7,156</u>	<u>7,700</u>
EXPENSES					
Salary and wages	2,200	300	2,200	591	
Employee Benefits	300	100	300	268	
Seasonal Wages	16,700	11,100	16,600	14,705	14,700
Employee Benefits Seasonal wag	1,700	1,000	1,700	974	1,500
Miscellaneous	-	-	-	-	
Operational Equip & Supplies	500	400	500	416	1,000
Contracted Services	15,000	15,000	15,000	15,000	15,300
Debenture interest	2,500	4,000	4,000	4,853	5,300
	<u>38,900</u>	<u>31,900</u>	<u>40,300</u>	<u>36,807</u>	<u>37,800</u>
Net Department Surplus (Deficit)	<u>\$ (31,400)</u>	<u>\$ (25,900)</u>	<u>\$ (33,100)</u>	<u>\$ (29,651)</u>	<u>\$ (30,100)</u>

STAFF LEVELS - incl in salaries above

Crossing Guards	2.0 PT	2.0	2.0
FTE's	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
Animal Control	contracted service	contracted service	contracted service

Town of Wolfville
2021/22 Draft Operating Budget - V3
Public Works Division

Changed from V1 to V2

Changed V2 to V3

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Cost recoveries WBDC	-	-	-	-	-
Job Cost billings	7,000	4,500	10,000	8,500	10,000
Cost recoveries from Water Util	115,100	115,100	115,100	111,700	111,700
Cost recoveries from Sewer Dept	45,300	45,300	45,300	43,100	43,100
Land Leases	3,900	3,400	4,000	1,975	4,000
TOTAL REVENUE	171,300	168,300	174,400	165,275	168,800
EXPENSES					
Salary and wages	568,600	503,700	550,400	538,968	580,600
Employee Benefits	124,200	109,700	120,300	111,474	122,800
Seasonal Wages	-	-	12,000	-	12,000
Employee Benefits Seasonal wag	-	-	1,200	-	1,200
Meals and Travel	3,300	3,100	2,300	2,912	2,400
Professional Development	-	-	-	-	-
Membership Dues & Fees	1,400	1,200	1,100	521	1,500
Advertising	-	300	-	357	-
Telecommunications	3,800	3,800	4,200	4,241	4,200
Office Expense	4,000	4,500	3,600	3,628	4,100
Legal	5,000	3,500	-	1,281	-
Heat	7,000	6,700	9,000	7,193	9,000
Utilities	33,000	33,200	32,500	37,748	35,500
Repairs and Maintenance	40,000	40,200	50,400	42,947	54,800
Property Taxes	-	-	-	-	-
Vehicle Fuel	34,000	28,500	36,900	33,065	36,900
Vehicle Repairs & Maintenance	69,500	64,600	65,300	84,327	57,000
Vehicle Insurance	3,300	3,300	4,200	3,804	4,200
Operational Equip & Supplies	147,000	171,500	177,300	136,626	153,800
Equipment Maintenance	-	-	-	-	-
Equipment Rentals	5,000	-	-	391	-
Program Expenditures	-	-	-	-	-
Contracted Services	425,000	435,800	441,000	318,807	390,700
Licenses and Permits	1,500	1,500	1,500	1,344	1,500
Debenture interest	136,200	133,700	133,500	130,747	133,500
	1,611,800	1,548,800	1,646,700	1,460,381	1,605,700
Net Division Surplus (Deficit)	\$ (1,440,500)	\$ (1,380,500)	\$ (1,472,300)	\$ (1,295,106)	\$ (1,436,900)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	30,000		100,000	73,959	95,000
Net Surplus (Deficit)	\$ (1,410,500)	\$ (1,380,500)	\$ (1,372,300)	\$ (1,221,147)	\$ (1,341,900)

**Town of Wolfville
2021/22 Draft Operating Budget - V3
Public Works Common Costs ~ 310**

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Cost recoveries from Water Util	80,900	80,900	80,900	81,400	81,400
Cost recoveries from Sewer Dept	24,800	24,800	24,800	24,900	24,900
TOTAL REVENUE	105,700	105,700	105,700	106,300	106,300
EXPENSES					
Salary and wages	178,900	170,400	168,300	168,364	167,300
Employee Benefits	30,000	30,400	27,900	26,791	27,400
Meetings, Meals and Travel	300	100	300	-	400
Membership Dues & Fees	1,400	1,200	1,100	521	1,500
Advertising		300	-	357	-
Telecommunications	3,800	3,800	4,200	4,241	4,200
Office Expense	4,000	4,500	3,600	3,628	4,100
Legal	5,000	3,500	-	1,281	-
Miscellaneous		-	-	-	-
Heat	7,000	6,700	9,000	7,193	9,000
Utilities	10,000	10,400	11,000	15,236	13,100
Repairs and Maintenance	40,000	40,200	50,400	42,947	54,800
Operational Equip & Supplies	3,000	100	3,000	100	3,000
Equipment Maintenance		-	-	-	-
Equipment Rentals		-	-	-	-
Contracted Services	1,500	-	4,200	448	4,200
Licenses and Permits	1,500	1,500	1,500	1,344	1,500
	286,400	273,100	284,500	272,451	290,500
Net Department Surplus (Deficit)	\$ (180,700)	\$ (167,400)	\$ (178,800)	\$ (166,151)	\$ (184,200)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	-	-	-	4,159	13,000
Net Surplus (Deficit)	\$ (180,700)	\$ (167,400)	\$ (178,800)	\$ (161,992)	\$ (171,200)

101.1%

STAFF LEVELS - incl in salaries/wages in P Wks & capital

Director	1.0		1.0	1.0
P Wks manager/Junior Engineer	1.0		-	-
Adm Assistant	1.0	shared with Rec	1.0	1.0
Lead Hand	1.0		1.0	1.0
Lead Hand 2	1.0		-	1.0
Operator/Mechanic	1.0		1.0	1.0
Crew	6.0		7.0	6.0
FTE's	12.0		11.0	11.0

Town of Wolfville
2021/22 Draft Operating Budget - V3
Roads and Streets ~ 320

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Cost recoveries from Water Util	34,200	34,200	34,200	30,300	30,300
Cost recoveries from Sewer Dept	20,500	20,500	20,500	18,200	18,200
	<u>54,700</u>	<u>54,700</u>	<u>54,700</u>	<u>48,500</u>	<u>48,500</u>
EXPENSES					
Salary and wages	388,700	333,100	381,100	370,038	408,900
Employee Benefits	94,000	79,300	92,200	84,594	94,400
Seasonal Wages	-	-	12,000	-	12,000
Employee Benefits Seasonal wag	-	-	1,200	-	1,200
Meetings, Meals and Travel	3,000	3,000	2,000	2,912	2,000
Vehicle Fuel	34,000	28,500	36,900	33,065	36,900
Vehicle Repairs & Maintenance	69,500	64,600	65,300	84,327	57,000
Vehicle Insurance	3,300	3,300	4,200	3,804	4,200
Operational Equip & Supplies	125,000	126,600	111,400	116,717	96,600
Equipment Rentals	5,000	-	-	391	-
Contracted Services	385,000	390,400	385,000	264,102	344,700
	<u>1,107,500</u>	<u>1,028,800</u>	<u>1,091,300</u>	<u>959,950</u>	<u>1,057,900</u>
Net Department Surplus (Deficit)	<u>\$ (1,052,800)</u>	<u>\$ (974,100)</u>	<u>\$ (1,036,600)</u>	<u>\$ (911,450)</u>	<u>\$ (1,009,400)</u>
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	<u>30,000</u>	<u>63,000</u>	<u>100,000</u>	<u>54,800</u>	<u>67,000</u>
Net Surplus (Deficit)	<u>\$ (1,022,800)</u>	<u>\$ (911,100)</u>	<u>\$ (936,600)</u>	<u>\$ (856,650)</u>	<u>\$ (942,400)</u>

Town of Wolfville
2021/22 Draft Operating Budget - V3
Street Lighting ~ 330

	<u>2021/22</u> Budget	<u>2020/21</u>		<u>2019/20</u>	
		Forecast/Act	Budget	Actual	Budget
<u>EXPENSES</u>					
Utilities	23,000	22,800	21,500	22,512	22,400
Operational Equip & Supplies	5,000	3,100	9,600	2,161	9,600
Contracted Services	1,500	300		2,039	
	<u>29,500</u>	<u>26,200</u>	<u>31,100</u>	<u>26,712</u>	<u>32,000</u>
Net Department Surplus (Deficit)	<u>\$ (29,500)</u>	<u>\$ (26,200)</u>	<u>\$ (31,100)</u>	<u>\$ (26,712)</u>	<u>\$ (32,000)</u>

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Town of Wolfville
2021/22 Draft Operating Budget - V3
Traffic Services ~ 340

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>REVENUES</u>					
Job Cost billings	-	-	-	-	-
<u>EXPENSES</u>					
Salary and wages	1,000	200	1,000	566	4,400
Employee Benefits	200	-	200	89	1,000
Operational Equip & Supplies	14,000	41,000	48,500	12,700	29,000
Contracted Services	37,000	38,600	44,500	45,876	34,500
	<u>52,200</u>	<u>79,800</u>	<u>94,200</u>	<u>59,231</u>	<u>68,900</u>
Net Department Surplus (Deficit)	<u>\$ (52,200)</u>	<u>\$ (79,800)</u>	<u>\$ (94,200)</u>	<u>\$ (59,231)</u>	<u>\$ (68,900)</u>
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus				15,000	15,000
Net Surplus (Deficit)	<u>\$ (52,200)</u>	<u>\$ (79,800)</u>	<u>\$ (94,200)</u>	<u>\$ (44,231)</u>	<u>\$ (53,900)</u>

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Town of Wolfville
2021/22 Draft Operating Budget - V3
Other Roads & Street ~ 350

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
EXPENSES					
Professional Development		-			
Operational Equip & Supplies	-	700	4,800	4,938	15,600
Contracted Services	-	6,500	7,300	6,342	7,300
	-	7,200	12,100	11,280	22,900
Net Department Surplus (Deficit)	\$ -	\$ (7,200)	\$ (12,100)	\$ (11,280)	\$ (22,900)

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Town of Wolfville
2021/22 Draft Operating Budget - V3
Other Transport ~ 390

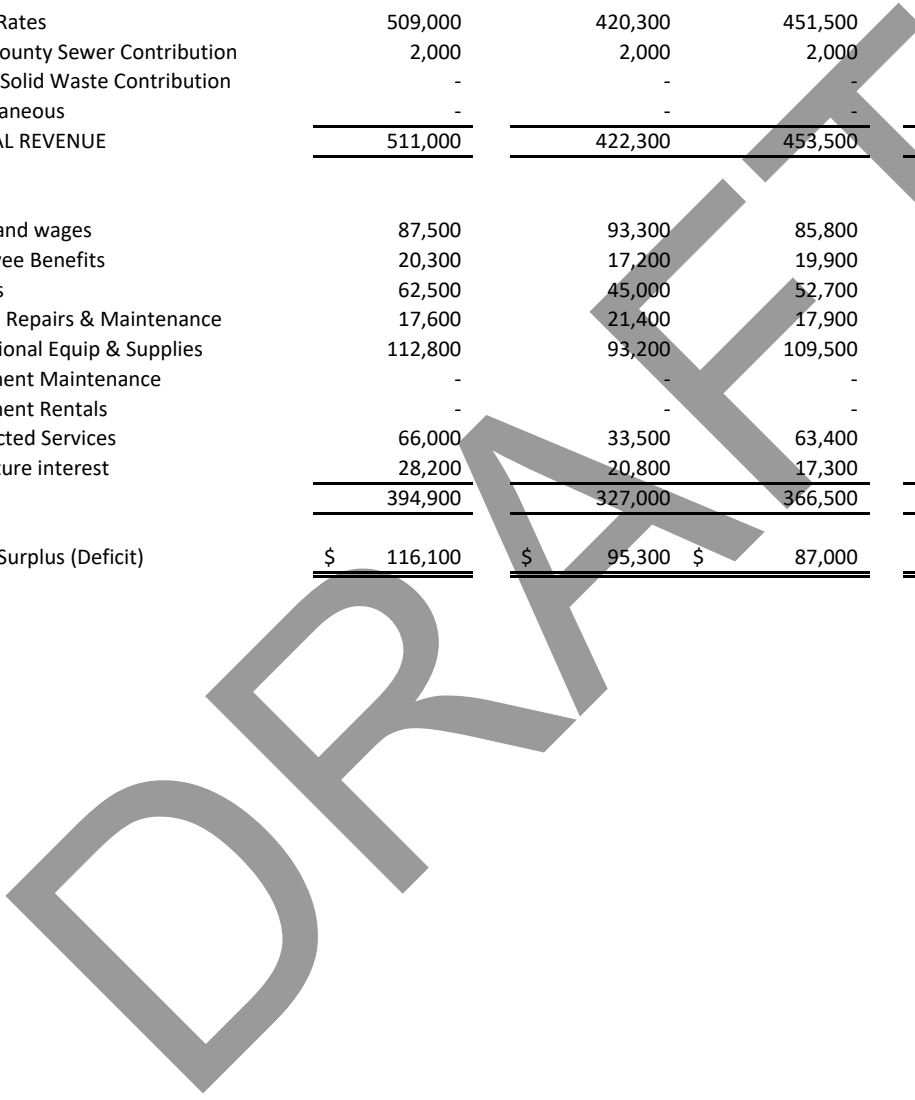
	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Job Cost billings	7,000	4,500	10,000	8,500	10,000
Land Leases	3,900	3,400	4,000	1,975	4,000
	<u>10,900</u>	<u>7,900</u>	<u>14,000</u>	<u>10,475</u>	<u>14,000</u>
EXPENSES					
Miscellaneous				10	
Operational Equip & Supplies					
Debenture interest	136,200	133,700	133,500	130,747	133,500
	<u>136,200</u>	<u>133,700</u>	<u>133,500</u>	<u>130,757</u>	<u>133,500</u>
Net Department Surplus (Deficit)	<u>\$ (125,300)</u>	<u>\$ (125,800)</u>	<u>\$ (119,500)</u>	<u>\$ (120,282)</u>	<u>\$ (119,500)</u>

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Town of Wolfville
2021/22 Draft Operating Budget - V3
Sewer & Solid Waste Division

Environmental Health

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUE					
Sewer Rates	509,000	420,300	451,500	432,233	430,000
Kings County Sewer Contribution	2,000	2,000	2,000	2,604	2,000
Acadia Solid Waste Contribution	-	-	-	-	-
Miscellaneous	-	-	-	-	-
TOTAL REVENUE	511,000	422,300	453,500	434,837	432,000
EXPENSES					
Salary and wages	87,500	93,300	85,800	87,665	82,900
Employee Benefits	20,300	17,200	19,900	14,566	18,200
Utilities	62,500	45,000	52,700	51,385	52,400
Vehicle Repairs & Maintenance	17,600	21,400	17,900	20,029	17,900
Operational Equip & Supplies	112,800	93,200	109,500	94,932	111,700
Equipment Maintenance	-	-	-	-	-
Equipment Rentals	-	-	-	6,390	-
Contracted Services	66,000	33,500	63,400	75,491	62,100
Debenture interest	28,200	20,800	17,300	14,043	9,500
	394,900	327,000	366,500	367,182	358,700
Net Division Surplus (Deficit)	\$ 116,100	\$ 95,300	\$ 87,000	\$ 67,655	\$ 73,300



**Town of Wolfville
2021/22 Draft Operating Budget - V3
Sewer Administration ~ 410**

	<u>2021/22</u> Budget	<u>2020/21</u> Forecast/Act Budget		<u>2019/20</u> Actual Budget	
<u>EXPENSES</u>					
Salary and wages					
Employee Benefits					
Contracted Services	24,800	28,300	24,800	49,033	25,000
	<u>24,800</u>	<u>28,300</u>	<u>24,800</u>	<u>49,033</u>	<u>25,000</u>
Net Department Surplus (Deficit)	<u>\$ (24,800)</u>	<u>\$ (28,300)</u>	<u>\$ (24,800)</u>	<u>\$ (49,033)</u>	<u>\$ (25,000)</u>

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Town of Wolfville
2021/22 Draft Operating Budget - V3
Sanitary & Storm Sewer Collection ~ 420

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>EXPENSES</u>					
Salary and wages	46,500	44,300	45,600	42,523	43,300
Employee Benefits	10,800	9,100	10,600	7,304	9,500
Vehicle Repairs & Maintenance	12,300	12,300	12,600	10,920	12,600
Operational Equip & Supplies	53,000	28,000	27,000	18,844	27,000
Equipment Rentals	-	-		6,390	
Contracted Services	25,000	-	27,000	18,468	25,500
	<u>147,600</u>	<u>93,700</u>	<u>122,800</u>	<u>104,449</u>	<u>117,900</u>
Net Department Surplus (Deficit)	<u>\$ (147,600)</u>	<u>\$ (93,700)</u>	<u>\$ (122,800)</u>	<u>\$ (104,449)</u>	<u>\$ (117,900)</u>

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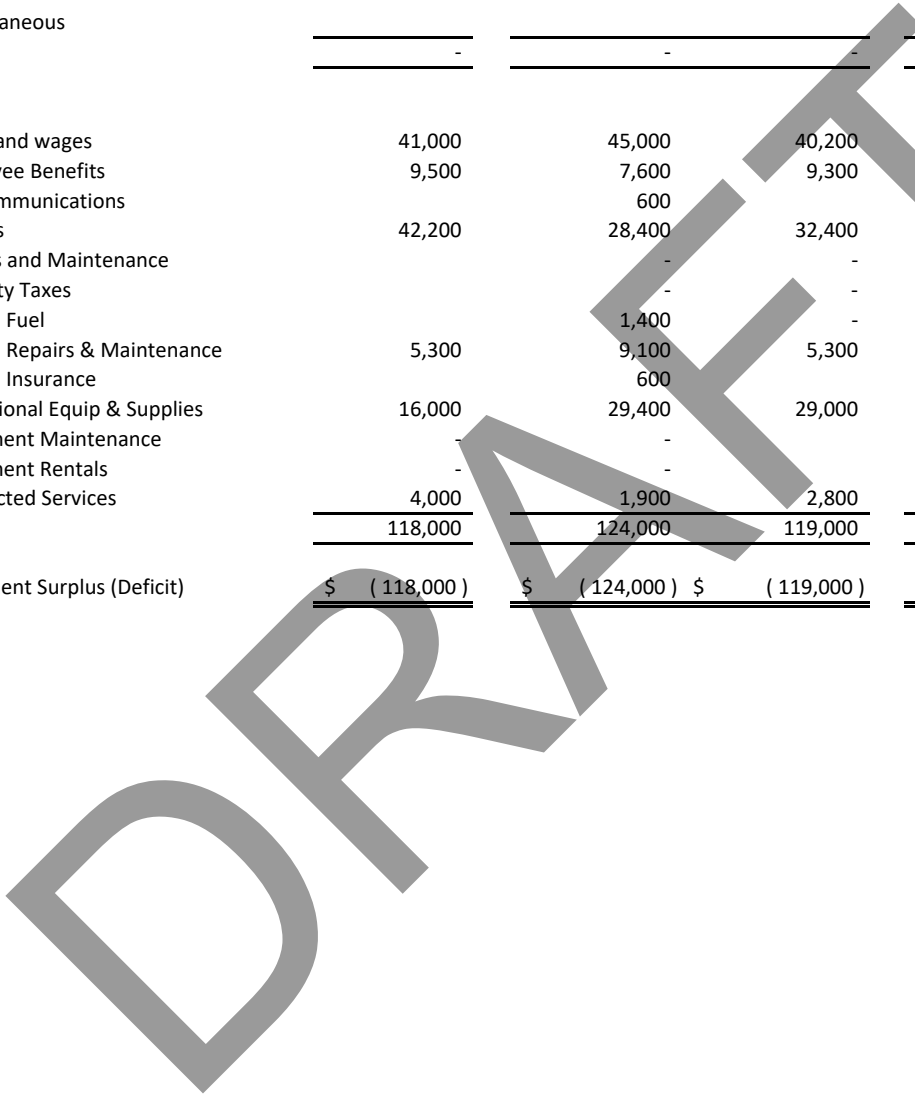
Town of Wolfville
2021/22 Draft Operating Budget - V3
Lift Stations ~ 430

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>EXPENSES</u>					
Salary and wages		4,000		1,183	
Employee Benefits		500		163	
Utilities	20,300	16,600	20,300	19,227	20,000
Operational Equip & Supplies	23,800	15,400	33,500	23,593	27,400
Equipment Maintenance		-			
Equipment Rentals		-			
Contracted Services	3,400	600		1,802	
	<u>47,500</u>	<u>37,100</u>	<u>53,800</u>	<u>45,968</u>	<u>47,400</u>
Net Department Surplus (Deficit)	<u>\$ (47,500)</u>	<u>\$ (37,100)</u>	<u>\$ (53,800)</u>	<u>\$ (45,968)</u>	<u>\$ (47,400)</u>

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Town of Wolfville
2021/22 Draft Operating Budget - V3
Sewer Treatment ~ 440

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Miscellaneous	-	-	-	-	-
EXPENSES					
Salary and wages	41,000	45,000	40,200	43,959	39,600
Employee Benefits	9,500	7,600	9,300	7,099	8,700
Telecommunications		600		590	
Utilities	42,200	28,400	32,400	32,158	32,400
Repairs and Maintenance		-	-	287	4,000
Property Taxes		-	-	-	-
Vehicle Fuel		1,400	-	1,804	-
Vehicle Repairs & Maintenance	5,300	9,100	5,300	9,109	5,300
Vehicle Insurance		600			
Operational Equip & Supplies	16,000	29,400	29,000	34,064	37,200
Equipment Maintenance		-			-
Equipment Rentals		-			-
Contracted Services	4,000	1,900	2,800	3,158	2,800
	<u>118,000</u>	<u>124,000</u>	<u>119,000</u>	<u>132,228</u>	<u>130,000</u>
Net Department Surplus (Deficit)	<u>\$ (118,000)</u>	<u>\$ (124,000)</u>	<u>\$ (119,000)</u>	<u>\$ (132,228)</u>	<u>\$ (130,000)</u>



Town of Wolfville
2021/22 Draft Operating Budget - V3
Solid Waste Department ~ 450

	<u>2021/22</u> Budget	<u>2020/21</u>		<u>2019/20</u>	
		Forecast/Act	Budget	Actual	Budget
REVENUES					
Acadia Solid Waste Contribution	-	-	-	-	-
EXPENSES					
Vehicle Insurance					
Operational Equip & Supplies	-	400	-	208	-
Equipment Maintenance					
Equipment Rentals					
Program Expenditures	-	-	-	-	-
Contracted Services	5,000	2,700	5,000	3,030	5,000
	<u>5,000</u>	<u>3,100</u>	<u>5,000</u>	<u>3,238</u>	<u>5,000</u>
Net Department Surplus (Deficit)	<u>\$ (5,000)</u>	<u>\$ (3,100)</u>	<u>\$ (5,000)</u>	<u>\$ (3,238)</u>	<u>\$ (5,000)</u>

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Town of Wolfville
2021/22 Draft Operating Budget - V3
Other Environmental ~ 490

	<u>2021/22</u> Budget	<u>2020/21</u> Forecast/Act Budget		<u>2019/20</u> Actual Budget	
REVENUES					
Job Cost billings					
Sewer Rates	509,000	420,300	451,500	432,233	430,000
Kings County Sewer Contribution	2,000	2,000	2,000	2,604	2,000
	<u>511,000</u>	<u>422,300</u>	<u>453,500</u>	<u>434,837</u>	<u>432,000</u>
EXPENSES					
Miscellaneous					
Operational Equip & Supplies	20,000	20,000	20,000	18,223	20,100
Equipment Maintenance		-			
Equipment Rentals		-			
Contracted Services	3,800	-	3,800		3,800
Debenture interest	28,200	20,800	17,300	14,043	9,500
	<u>52,000</u>	<u>40,800</u>	<u>41,100</u>	<u>32,266</u>	<u>33,400</u>
Net Department Surplus (Deficit)	<u>\$ 459,000</u>	<u>\$ 381,500</u>	<u>\$ 412,400</u>	<u>\$ 402,571</u>	<u>\$ 398,600</u>

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Town of Wolfville
2021/22 Draft Operating Budget - V3
Planning & Development Division ~ 610

Environmental Development

Changed from V1 to V2

Changed V2 to V3

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Zoning & Subdivision approvals	600	900	600	655	600
Bldg Insp. & Development Revenues		2,900	-	2,800	
License & fee revenue	1,500	1,000	1,500	2,580	1,500
Building & development permits	16,000	12,300	16,000	23,041	16,000
Development agreements	1,000	-	1,000		1,000
Land Leases	900	-	900		900
Miscellaneous		-		1,200	-
Employment grants		-	8,400	1,619	
PNS conditional grants	-	30,000	30,000	30,000	30,000
Other conditional grants	-	46,500	46,500	42,900	46,500
	<u>20,000</u>	<u>93,600</u>	<u>104,900</u>	<u>104,795</u>	<u>96,500</u>
EXPENSES					
Salary and wages	339,600	268,400	269,500	288,584	301,700
Employee Benefits	58,800	61,200	47,500	58,205	54,000
Seasonal Wages	30,000	67,800	91,600	69,369	58,000
Employee Benefits Seasonal wag	3,000	-	9,700	6,307	5,800
Meetings, Meals and Travel	5,000	700	5,000	1,261	5,000
Membership Dues & Fees	2,500	2,300	3,000	2,507	2,100
Advertising	8,000	2,100	8,000	4,951	8,000
Telecommunications	5,300	3,500	5,300	3,760	5,300
Office Expense	13,200	7,000	13,200	11,401	13,200
Legal	10,000	15,000	20,000	11,746	20,000
Miscellaneous		-	-	136	
Operational Equip & Supplies		20,500	1,000	-	
Program Expenditures		32,400	20,000	7,389	30,000
Contracted Services	50,000	200	25,000	65,413	45,000
	<u>525,400</u>	<u>481,100</u>	<u>518,800</u>	<u>531,029</u>	<u>548,100</u>
Net Division Surplus (Deficit)	(505,400)	\$ (387,500)	\$ (413,900)	\$ (426,234)	\$ (451,600)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	129,000	-	15,000	10,000	30,000
Net Surplus (Deficit)	<u>\$ (376,400)</u>	<u>\$ (387,500)</u>	<u>\$ (398,900)</u>	<u>\$ (416,234)</u>	<u>\$ (421,600)</u>

STAFF LEVELS - incl in salaries above (permanent staff only)

Director	1.0	1.0	1.0
Adm Assistant	1.0	-	-
Adm Assistant /DO	-	1.0	1.0
DO	1.0	1.0	1.0
Bldg Inspector	2.0	1.0	1.0
FTE's	<u>5.0</u>	<u>4.0</u>	<u>4.0</u>

Also supported by casual/term/seasonal staff

Town of Wolfville
2021/22 Draft Operating Budget - V3
Community Development Division

Recreation & Cultural

Changed from V1 to V2

Changed V2 to V3

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Kings County Recreation Contrib	15,000	10,000	15,000	29,647	10,000
Program fees	15,000	5,800	20,000	15,542	16,000
Festival & events revenues	-	-	-	2,025	500
Facility fees & cost recoveries	12,000	4,600	12,300	11,581	11,000
Tourist Bureau revenues	8,500	100	7,500	2,832	1,500
Miscellaneous	-	1,300	-	1,092	-
Employment grants	-	7,000	-	1,619	-
PNS conditional grants	-	18,000	-	13,448	-
Other conditional grants	16,600	8,600	17,600	18,612	21,000
TOTAL REVENUE	67,100	55,400	72,400	96,398	60,000
EXPENSES					
Salary and wages	377,300	260,100	322,700	303,048	310,300
Employee Benefits	71,500	45,900	60,200	80,540	56,600
Seasonal/Term Wages	328,200	285,200	386,100	340,604	284,300
Employee Benefits Seasonal wag	54,300	63,900	62,700	47,231	50,100
Meals and Travel	1,300	1,300	1,100	3,151	2,800
Membership Dues & Fees	5,200	4,500	3,300	5,366	7,300
Advertising	11,300	3,300	17,000	10,278	21,000
Telecommunications	4,900	5,200	11,100	5,673	5,700
Office Expense	2,000	2,500	3,000	2,482	5,800
Legal	-	1,700	-	-	-
Marketing and Communications	2,500	-	-	-	-
Utilities	19,800	20,400	16,500	22,645	18,300
Repairs and Maintenance	65,000	8,700	19,000	12,446	12,300
Vehicle Fuel	7,500	5,600	7,500	6,694	7,300
Vehicle Repairs & Maintenance	10,500	15,000	10,500	16,996	7,400
Vehicle Insurance	2,800	2,800	2,800	1,353	1,000
Operational Equip & Supplies	116,800	97,200	134,500	113,607	113,800
Equipment Maintenance	-	-	-	271	-
Equipment Rentals	-	2,700	-	3,598	-
Program Expenditures	68,100	29,300	55,600	44,733	53,600
Contracted Services	99,000	46,900	69,000	64,876	74,000
Grants to Organizations	80,300	48,400	79,700	70,400	78,900
Debt interest	13,500	7,700	7,600	8,201	7,200
	1,341,800	958,300	1,269,900	1,164,193	1,117,700
Net Division Surplus (Deficit)	(1,274,700)	\$ (902,900)	\$ (1,197,500)	\$ (1,067,795)	\$ (1,057,700)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	61,000	-	-	22,783	51,600
	61,000	-	-	9,040	10,000
				-	-
				-	-
Net Surplus (Deficit)	\$ (1,213,700)	\$ (902,900)	\$ (1,197,500)	\$ (113,174)	\$ (119,700)

Town of Wolfville
2021/22 Draft Operating Budget - V3
Parks Dept ~ 510

Changed from V1 to V2

Changed V2 to V3

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Miscellaneous	-	1,300	-	940	-
Employment grants	-	3,500	-	-	-
TOTAL REVENUE	-	4,800	-	940	-
EXPENSES					
Salary and wages	161,600	63,400	111,700	43,159	67,500
Employee Benefits	32,500	15,700	22,500	37,371	13,200
Seasonal Wages	204,300	218,200	238,000	236,310	193,000
Employee Benefits Seasonal wag	40,800	54,100	43,600	33,420	35,700
Meetings, Meals and Travel	-	1,000	-	1,016	-
Telecommunications	-	800	-	738	-
Office Expense	-	200	-	132	-
Utilities	5,400	7,000	5,400	5,647	5,200
Repairs and Maintenance	-	-	-	128	-
Vehicle Fuel	6,500	5,600	6,500	5,582	6,300
Vehicle Repairs & Maintenance	8,500	14,700	8,500	15,979	5,400
Vehicle Insurance	2,400	2,700	2,400	946	1,000
Operational Equip & Supplies	88,200	85,300	89,200	91,327	82,700
Equipment Maintenance	-	-	-	271	-
Equipment Rentals	-	2,700	-	3,598	-
Contracted Services	72,500	36,200	42,500	44,995	46,000
Debenture interest	10,400	4,300	4,300	4,452	-
	633,100	511,900	574,600	525,071	456,000
Net Division Surplus (Deficit)	\$ (633,100)	\$ (507,100)	\$ (574,600)	\$ (524,131)	\$ (456,000)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	15,000			13,743	41,600
Net Surplus (Deficit)	\$ (618,100)	\$ (507,100)	\$ (574,600)	\$ (510,388)	\$ (414,400)

STAFF LEVELS - incl in salaries/wages above (both year round & seasonal)

Director		see Rec Adm		
Lead Hand	1.0		1.0	1.0
Crews - permanent staff	8.0		8.0	7.0
Crews - summer students	2.0		2.0	2.0
	11.00		11.0	10.0

**Town of Wolfville
2021/22 Draft Operating Budget - V3
Economic Development Department ~ 710**

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>EXPENSES</u>					
Salary and wages			-	109,912	90,700
Employee Benefits		200	-	22,636	16,300
Meetings, Meals and Travel		-	600	1,027	1,200
Membership Dues & Fees		400	2,800	1,082	2,800
Advertising		-	9,500	5,981	9,500
Telecommunications		100	500	779	900
Office Expense		-	1,500	1	3,500
Operational Equip & Supplies		-	5,000	1,158	10,000
Contracted Services		-	5,000	-	10,000
Grants to Organizations	10,000	-	10,000	10,000	10,000
Debenture interest		100	100	251	300
	<u>10,000</u>	<u>800</u>	<u>35,000</u>	<u>152,827</u>	<u>155,200</u>
Net Operational Dept. Surplus (Deficit)	<u>\$ (10,000)</u>	<u>\$ (800)</u>	<u>\$ (35,000)</u>	<u>\$ (152,827)</u>	<u>\$ (155,200)</u>

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**Town of Wolfville
2021/22 Draft Operating Budget - V3
Festival & Events Department ~ 720**

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Festival & events revenues	-		-	2,025	500
PNS conditional grants		10,000		4,148	-
Other conditional grants		1,800		2,400	-
	<u>-</u>	<u>11,800</u>	<u>-</u>	<u>8,573</u>	<u>500</u>
EXPENSES					
Salary and wages	3,500	-	5,600	953	5,600
Employee Benefits	700	-	700	161	700
Seasonal Wages	9,300	8,800	9,300	13,567	8,900
Employee Benefits Seasonal wag	1,000	800	1,200	1,096	1,100
Advertising	6,000	2,600	5,500	3,160	6,000
Operational Equip & Supplies	12,000	7,000	27,000	17,427	10,000
Equipment Maintenance		-		-	-
Equipment Rentals		-		-	-
Program Expenditures	54,000	23,000	47,000	33,861	44,000
Grants to Organizations	35,300	26,000	35,300	41,900	35,300
	<u>121,800</u>	<u>68,200</u>	<u>131,600</u>	<u>112,125</u>	<u>111,600</u>
Net Department Surplus (Deficit)	\$ (121,800)	\$ (56,400)	\$ (131,600)	\$ (103,552)	\$ (111,100)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus				9,040	10,000
	<u>-</u>	<u>-</u>	<u>-</u>	<u>9,040</u>	<u>10,000</u>
Net Surplus (Deficit)	<u>\$ (121,800)</u>	<u>\$ (56,400)</u>	<u>\$ (131,600)</u>	<u>\$ (94,512)</u>	<u>\$ (101,100)</u>

Town of Wolfville
2021/22 Draft Operating Budget - V3
Parks and Recreation Adm Department ~ 730

Changed from V1 to V2

Changed V2 to V3

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Facility Rental	-	-	-	-	-
PNS conditional grants	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
EXPENSES					
Salary and wages	200,500	188,000	194,200	138,448	133,900
Employee Benefits	36,300	28,800	35,100	18,177	24,100
Seasonal Wages	-	400	25,000	5,276	-
Employee Benefits Seasonal wag	-	100	2,500	2,605	-
Meetings, Meals and Travel	800	-	-	23	1,000
Professional Development	-	-	-	-	-
Membership Dues & Fees	4,700	4,100	-	4,284	4,000
Advertising	3,300	-	-	30	3,500
Telecommunications	2,300	2,200	8,000	2,105	2,400
Office Expense	-	1,600	-	1,199	1,100
Legal	-	1,700	-	-	-
Insurance	-	-	-	-	-
Marketing and Communications	2,500	-	-	-	-
Audit	-	-	-	-	-
Honorariums	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Heat	-	-	-	-	-
Utilities	5,800	6,000	2,500	5,591	3,000
Repairs and Maintenance	4,000	3,800	4,000	3,576	3,000
Operational Equip & Supplies	-	-	-	86	2,500
Contracted Services	1,500	-	1,500	243	15,000
Debenture interest	100	100	100	290	3,600
	<u>261,800</u>	<u>236,800</u>	<u>272,900</u>	<u>181,933</u>	<u>197,100</u>
Net Department Surplus (Deficit)	<u>\$ (261,800)</u>	<u>\$ (236,800)</u>	<u>\$ (272,900)</u>	<u>\$ (181,933)</u>	<u>\$ (197,100)</u>
STAFF LEVELS - incl in salaries above					
Director	1.0		1.0		1.0
Adm Assistant	-	shared w P Wks	-		-
Coordinator Health & Wellness	1.0		1.0		1.0
Coorinator Community Eng & Tourisr	1.0		1.0		1.0
FTE's	<u>3.00</u>		<u>3.0</u>		<u>3.0</u>

Town of Wolfville
2021/22 Draft Operating Budget - V3
Recreation Programs Department ~ 740

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Kings County Recreation Contrib	15,000	10,000	15,000	29,647	10,000
Program fees	15,000	5,800	20,000	15,542	16,000
Festival & events revenues	-	-	-	-	-
Facility fees & cost recoveries	12,000	4,600	12,300	11,581	11,000
Employment grants	-	3,500	-	1,619	-
PNS conditional grants	-	1,800	-	4,300	-
Other conditional grants	1,500	1,800	2,000	11,212	2,000
	<u>43,500</u>	<u>27,500</u>	<u>49,300</u>	<u>73,901</u>	<u>39,000</u>
EXPENSES					
Salary and wages	-	-	-	-	-
Employee Benefits	-	-	-	-	-
Seasonal Wages	65,900	20,800	58,100	41,635	30,100
Employee Benefits Seasonal wag	7,600	1,800	7,000	3,614	3,900
Meetings, Meals and Travel	500	300	500	773	500
Advertising	2,000	700	2,000	1,107	2,000
Vehicle Fuel	1,000	-	1,000	1,112	1,000
Vehicle Repairs & Maintenance	2,000	300	2,000	1,017	2,000
Vehicle Insurance	400	100	400	407	-
Operational Equip & Supplies	3,100	2,600	2,200	2,568	3,500
Equipment Maintenance	-	-	-	-	-
Equipment Rentals	-	-	-	-	-
Program Expenditures	14,100	6,300	8,600	10,872	9,600
Contracted Services	25,000	6,500	20,000	15,000	3,000
Grants to Organizations	25,000	12,400	24,400	8,500	23,600
	<u>146,600</u>	<u>51,800</u>	<u>126,200</u>	<u>86,605</u>	<u>79,200</u>
Net Department Surplus (Deficit)	<u>\$ (103,100)</u>	<u>\$ (24,300)</u>	<u>\$ (76,900)</u>	<u>\$ (12,704)</u>	<u>\$ (40,200)</u>

Town of Wolfville
2021/22 Draft Operating Budget - V3
Tourism Department ~ 750

	<u>2021/22</u>	<u>2020/21</u>		<u>2019/20</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Tourist Bureau revenues	8,500	100	7,500	2,832	1,500
PNS conditional grants		6,200	-	5,000	-
Other conditional grants	10,100	-	10,600	-	14,000
	<u>18,600</u>	<u>6,300</u>	<u>18,100</u>	<u>7,832</u>	<u>15,500</u>
EXPENSES					
Salary and wages	3,300	2,400	3,300	3,448	7,300
Employee Benefits	400	300	400	1,851	1,300
Seasonal Wages	48,700	37,000	55,700	43,816	52,300
Employee Benefits Seasonal wag	4,900	7,100	8,400	6,496	9,400
Meetings, Meals and Travel		-	-	312	100
Professional Development		-	-	-	-
Membership Dues & Fees	500	-	500	-	500
Telecommunications	2,000	1,600	2,000	1,552	1,700
Office Expense	1,000	200	1,000	277	1,100
Utilities	2,000	2,900	2,000	4,935	2,000
Repairs and Maintenance	1,000	1,400	1,000	4,311	5,000
Operational Equip & Supplies	13,000	2,300	10,600	650	4,300
Contracted Services		4,200	-	4,170	-
	<u>76,800</u>	<u>59,400</u>	<u>84,900</u>	<u>71,818</u>	<u>85,000</u>
Net Department Surplus (Deficit)	<u>\$ (58,200)</u>	<u>\$ (53,100)</u>	<u>\$ (66,800)</u>	<u>\$ (63,986)</u>	<u>\$ (69,500)</u>

**Town of Wolfville
2021/22 Draft Operating Budget - V3
Library ~ 760**

Changed from V1 to V2

Changed V2 to V3

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Miscellaneous				152	
Other conditional grants	5,000	5,000	5,000	5,000	5,000
	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,152</u>	<u>5,000</u>
EXPENSES					
Salary and wages	8,400	6,300	7,900	7,128	5,300
Employee Benefits	1,600	900	1,500	344	1,000
Telecommunications	600	500	600	499	700
Office Expense	1,000	500	500	873	100
Utilities	6,600	4,500	6,600	6,472	8,100
Repairs and Maintenance	60,000	3,500	14,000	4,431	4,300
Operational Equip & Supplies	500	-	500	391	800
Contracted Services	-	-	-	468	-
Debenture interest	3,000	3,200	3,100	3,208	3,300
	<u>81,700</u>	<u>19,400</u>	<u>34,700</u>	<u>23,814</u>	<u>23,600</u>
Net Department Surplus (Deficit)	<u>\$ (76,700)</u>	<u>\$ (14,400)</u>	<u>\$ (29,700)</u>	<u>\$ (18,662)</u>	<u>\$ (18,600)</u>
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	46,000	-	-	-	-
	<u>46,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Surplus (Deficit)	<u>\$ (30,700)</u>	<u>\$ (14,400)</u>	<u>\$ (29,700)</u>	<u>\$ (18,662)</u>	<u>\$ (18,600)</u>

Town of Wolfville
2021/22 Draft Operating Budget - V3
Museum & Historical ~ 770

	<u>2021/22</u> Budget	<u>2020/21</u> Forecast/Act Budget		<u>2019/20</u> Actual Budget	
<u>EXPENSES</u>					
Miscellaneous					
Grants to Organizations	10,000	10,000	10,000	10,000	10,000
	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Net Department Surplus (Deficit)	<u>\$ (10,000)</u>	<u>\$ (10,000)</u>	<u>\$ (10,000)</u>	<u>\$ (10,000)</u>	<u>\$ (10,000)</u>

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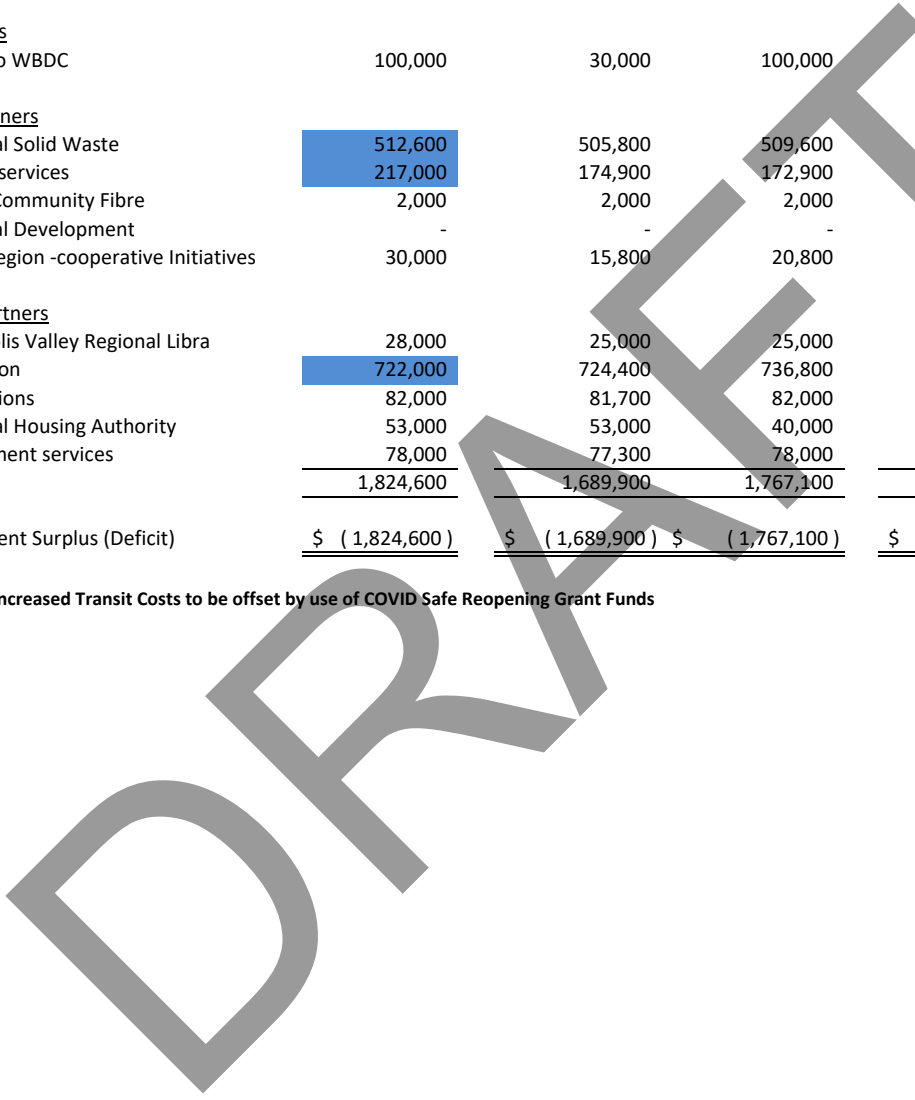
Town of Wolfville
2021/22 Draft Operating Budget - V3
Partner Contributions ~ 840

Changed from V1 to V2

Changed V2 to V3

	2021/22	2020/21		2019/20	
	Budget	Forecast/Act	Budget	Actual	Budget
EXPENSES					
<u>Local partners</u>					
Grant to WBDC	100,000	30,000	100,000	100,000	100,000
<u>Regional partners</u>					
Regional Solid Waste	512,600	505,800	509,600	542,931	520,200
Transit services	217,000	174,900	172,900	168,317	152,700
Valley Community Fibre	2,000	2,000	2,000	(3,202)	1,500
Regional Development	-	-	-	-	-
Kings Region -cooperative Initiatives	30,000	15,800	20,800	9,349	25,800
<u>Provincial partners</u>					
Annapolis Valley Regional Libra	28,000	25,000	25,000	24,320	25,000
Education	722,000	724,400	736,800	763,704	763,900
Corrections	82,000	81,700	82,000	81,976	82,000
Regional Housing Authority	53,000	53,000	40,000	50,786	40,000
Assessment services	78,000	77,300	78,000	76,732	77,000
	<u>1,824,600</u>	<u>1,689,900</u>	<u>1,767,100</u>	<u>1,814,913</u>	<u>1,788,100</u>
Net Department Surplus (Deficit)	<u>\$ (1,824,600)</u>	<u>\$ (1,689,900)</u>	<u>\$ (1,767,100)</u>	<u>\$ (1,814,913)</u>	<u>\$ (1,788,100)</u>

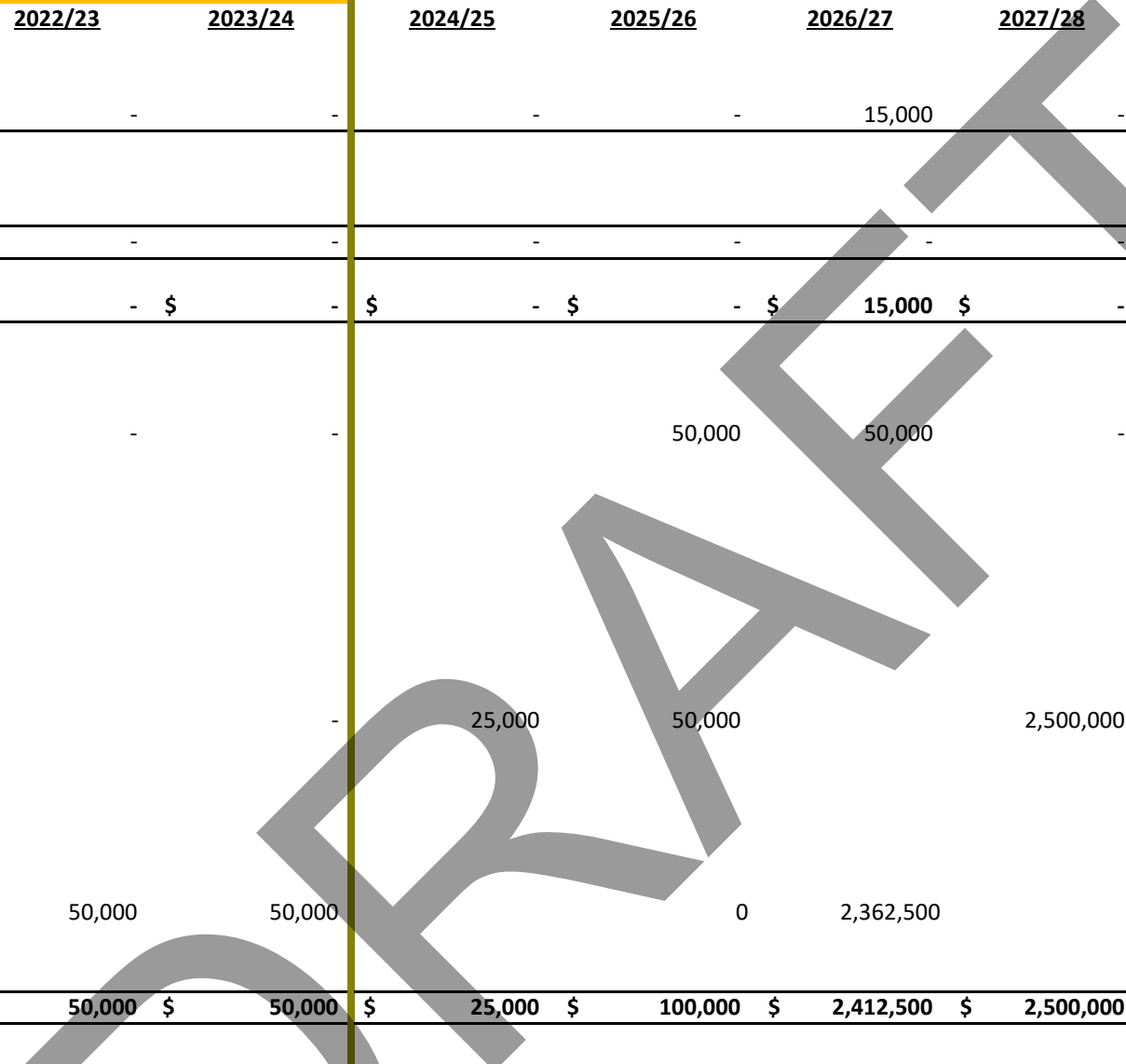
NOTE: Increased Transit Costs to be offset by use of COVID Safe Reopening Grant Funds



**Town of Wolfville
2020/21 Ten Year Capital Investment Plan - V3
Fiscal 2021/22 to 2030/31**

	BUDGET FOCUS									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>	<u>2030/31</u>
Information Technology										
Servers	-	-	-	-	-	15,000	-	-	-	-
Other IT Upgrades										
Video/Audio improvements to Chambers	15,000									
Total Other	15,000	-	-	-	-	-	-	-	-	-
Information Technology	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Municipal Buildings										
Town Hall Civic Complex										
New or Major Renovated Facility		-	-		50,000	50,000	-	2,100,000		
Community Development/Public Works										
Accessibility/Reno upgrade - cfwd	700,000									
Dykeland Facility - Yard Upgrades Salt Shed & Parks Shed	430,000									
Fire Hall										
New Facility			-	25,000	50,000		2,500,000	-		
RCMP Detachment										
Library										
New Facility	75,000	50,000	50,000		0	2,362,500				
Total Municipal Buildings	\$ 1,205,000	\$ 50,000	\$ 50,000	\$ 25,000	\$ 100,000	\$ 2,412,500	\$ 2,500,000	\$ 2,100,000	\$ -	\$ -
Protective Services										
Fire Department										
Trucks										
Aerial Ladder Truck	2000			1,350,000	-					
Pumper 1 E-One Cyclone										
Ford 4*4 Utility Vehicle										
Pumper 3 E-One Cyclone	2003		800,000							
Tanker 6 Int'l Pumper/Tanker	2006									500,000
Rescue 4 Pumper Rescue	2007							750,000		
Ford Haz Matt vehicle									120,000	
Fire Trucks	-	-	800,000	1,350,000	-	-	-	750,000	120,000	500,000

Accessibility
Deadline



**Town of Wolfville
2020/21 Ten Year Capital Investment Plan - V3
Fiscal 2021/22 to 2030/31**

Accessibility

changes after Nov COW Draft

Changed since V1

Deadline

Equipment

Equipment Upgrades
SCBA Apparatus

Misc Fire Equipment

Total Fire Department

Transportation Services

Public Works - Fleet Inventory

veh # 18 - 2019 Wacker Neuson Loader 7 yrs
veh # 19 - PW 2017 F250 3/4 ton Crew C 7 yrs
veh # 21 - PW 2015 F250 4*4 7 yrs
veh # 22 - PW 2014 Ford F150 1/2 ton 8
veh # 23 - PW 2016 F450 1 ton 4*4 6
veh # 25 - PW 2017 5 ton plow truck 6
veh # 27 - PW 2014 JD backhoe 7
veh # 28 - PW 2013 Case loader 10
veh # 29 - PW 2012 trackless (sidewalk Tractor)
veh #15 - PW LH Truck 2019 F150 8

veh # 24 - PW 2011 asphalt recycler
veh # 51 - PW 2017 trackless

Parks Dept - Fleet/Equip

veh # 20 - 2014 Ford 1/2 pick up 7
veh # 26 - Parks 2016 Ford F250 3/4 ton crew cab
veh # 31 - Parks 2001 Suzuki micro truck 9
veh #34 - Parks 2000 Suzuki micro truck 9
veh #16 - Parks LH Truck 2019 F150 8

veh # 39 - Parks 2015 JD mower X730
veh # 40 -2015 JD Parks loader 1025
veh # 37 - Parks 2017 JD mower/backho 6?
veh # 38 - Parks 2017 JD mower 1023E
veh # 33 - Parks 2015 F450 3/4 ton crew cab 4*4
veh #59 - Parks 2020 Kubota Mower
veh #new - Parks 3/4 ton full crew cab 4*4

Chipper

Water & Wastewater Dept's

Veh #30 - Works 2014 Ford F150 WTP
veh # 32 - Works 2017 F250 3/4 ton 4*4 WWTP

Other

veh # 17 - Bylaw car 2013 Ford Fusion
flail mower

Rec Dept - 2011 Bike Trailer

Fleet/Equipment

BUDGET FOCUS									
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>	<u>2030/31</u>
20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
30,000	30,000								
50,000	50,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
\$ 50,000	\$ 50,000	\$ 820,000	\$ 1,370,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 770,000	\$ 140,000	\$ 520,000
						175,000			
			55,000						
	89,000							95,000	
	40,000								50,000
	97,000						100,000		
		215,000							240,000
					175,000				
	195,500						195,000		
						45,000			
		110,000							
				170,000					
								45,000	
	40,000								80,000
		75,000							30,000
	25,000								30,000
	25,000								
						45,000			
				18,000					20,000
	25,000					30,000			
	25,000		45,000						
							25,000		
								85,000	
80,000									
40,000									
			50,000						
		30,000							
			15,000						
120,000	561,500	430,000	165,000	188,000	175,000	295,000	320,000	225,000	450,000

**Town of Wolfville
2020/21 Ten Year Capital Investment Plan - V3
Fiscal 2021/22 to 2030/31**

changes after Nov COW Draft
Changed since V1

Accessibility
Deadline

Transportation Infrastructure

includes active transport corridors, street, sidewalk, sanitary & storm sewer where applicable

		BUDGET FOCUS									
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>	<u>2030/31</u>
Earncliffe Ave. - civic 16 to end	150 m			-	600,000						
Earncliffe Ave. Main to civic 16	180 m		-	720,000							
Gaspereau - civic 128 to Fowler	170 m									-	-
Gaspereau - civic 94 to civic 128	180 m										720,000
Gaspereau - Willow to civic 94	180 m										
Highland - Bay to Civic 76	250 m										
Highland - Prospect to Catherine Ct	405m	\$ 1,620,000									
Highland - Catherine Ct to Skyway	330 m		1,320,000								
Highland - civic 76 - Skyway Dr	250 m						-				
Highland - Prospect to Bay	250 m										
Maple Ave - civic 43 to Civic 83	230 m										
Maple Ave - Main to civic 19	210 m						630,000				
Maple Ave -civic 19 to civic 43	210 m									630,000	
Maple Ave -civic 83 to end	250 m										
Pleasant - Huron to Orchard	240 m								960,000		
Pleasant - Sherwood to Huron	180 m				540,000						
University - civic 18 to Crowell Dr	200 m									800,000	
University - Main to civic 18	200 m							800,000			
Victoria - Main to King	170 m			680,000							
Wickwire - Little to Beckwith	300 m						1,200,000				
Parking lots ~ Dykeland/Elm		moved to Community Infrastructure									
Guard Rail - Orchard Ave		40,000									
In House - Project Mgt position											
Engineering - design work year in advance		66,000	70,000	57,000		91,500	40,000	48,000	71,500	36,000	118,500
		1,726,000	1,390,000	1,457,000	1,140,000	91,500	1,870,000	848,000	1,031,500	1,466,000	838,500
Streets, Sidewalks, Parking Lots		1,726,000	1,390,000	1,457,000	1,140,000	91,500	1,870,000	848,000	1,031,500	1,466,000	838,500

**Town of Wolfville
2020/21 Ten Year Capital Investment Plan - V3
Fiscal 2021/22 to 2030/31**

		BUDGET FOCUS									
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>	<u>2030/31</u>
Other Transportation											
Decorative Light Posts - to Willow, & Up Gaspereau		100,000	235,000								
Active Transportation Upgrade Wayfinding - might be op		possibly on Highland Ave project 50,000									
Flood Risk Mitigation - <i>partial cfwd</i> Waterfront Park to East End Gateway				50,000	1,000,000						
Generator replacements - Town Hall Main Lift Station		2006 2015	80,000								80,000
Crosswalks											
Upgrades, eg. RRB/accessibility		80,000									
		230,000	315,000	50,000	1,000,000	-	-	-	-	-	80,000
Other Transportation											
TOTAL TRANSPORTATION		\$ 2,076,000	\$ 2,266,500	\$ 1,937,000	\$ 2,305,000	\$ 279,500	\$ 2,045,000	\$ 1,143,000	\$ 1,351,500	\$ 1,691,000	\$ 1,368,500
Environmental Health Services											
Storm Water Management											
included in Street infrastructure above Storm Water System		-	-	-	-	-	-	-	-	-	-
Sewage Treatment/Collection											
Sewer Treatment											
Treatment plant expansion Flood Mitigation @ STP Generator - STP		2015	50,000	400,000		2,500,000					80,000
			50,000	400,000		2,500,000					80,000
Sanitary Sewer Collection											
included in Street infrastructure above Condition Assessment - video sewer lines		75,000									
		75,000	-	-	-	-	-	-	-	-	-
TOTAL Environmental Health Services		\$ 75,000	\$ 50,000	\$ 400,000	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000

Accessibility

Deadline

**Town of Wolfville
2020/21 Ten Year Capital Investment Plan - V3
Fiscal 2021/22 to 2030/31**

	BUDGET FOCUS									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>	<u>2030/31</u>
Community Infrastructure										
Infrastructure										
<u>West End Gateway</u>										
Old Burial Ground - Entrance Pathway/Seating	-									
<u>East End Gateway</u>										
Replace VIC - partial cfwd	600,000									
Other Gateway Upgrades - sidewalk/street lighting	340,000	250,000								
<u>Public Art Project</u>	28,000									
<u>Nature Preserve - dam upgrade</u>	50,000	-	-	400,000	400,000					
<u>West End Parkland & Trail</u>	10,000									
Trail system neighborhood	-	20,000	30,000	10,000						
neighborhood	-	150,000								
<u>Reservoir Park</u>										
Washroom/Change Rooms	-	100,000								
Trails and bike Skills Park	20,000									
Main walking trails, steps into large pond,	-									
Paving of parking Lot	20,000									
<u>Rec Centre</u>										
Add two pickleball courts (three courts based on	120,000									
<u>Farmers Market - open space enhancements</u>										
Parking Lot - Dykeland/Elm cul de sac	-	175,000								
Pond & Park area			100,000							
<u>Basinview</u>										
Community Engagement & Design	7,500									
Park Build		100,000								
Allow for Future Park Development					-	100,000	100,000	100,000	100,000	100,000
	\$ 1,195,500	\$ 795,000	\$ 130,000	\$ 410,000	\$ 400,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
GRAND TOTAL ALL PROJECTS	\$ 4,616,500	\$ 3,211,500	\$ 3,337,000	\$ 4,110,000	\$ 3,299,500	\$ 4,592,500	\$ 3,763,000	\$ 4,321,500	\$ 1,931,000	\$ 2,068,500
									\$ 39,506,500	\$ 35,251,000

Accessibility
Deadline

**Town of Wolfville
Water Utility
2021/22 Draft Operating Budget V3**

	2020/21		2021/22	2022/23	2023/24	2024/25
	Forecast	Budget	Budget	Three Year Budget Projection		
Operating Revenue: Dept 950						
Metered Sales	693,200	721,200	700,000	721,200	721,200	721,200
Fire Protection Charges	396,000	396,000	396,000	396,000	396,000	396,000
Sprinkler Service	10,800	8,900	10,800	10,800	10,800	10,800
Other	16,400	4,500	15,000	15,000	15,000	15,000
Job Cost Billings	3,000	12,000	3,000	6,000	6,000	6,000
Interest on Arrears	1,300	1,800	3,000	3,000	3,000	3,000
Investment Income	5,200	12,000	5,500	6,000	6,500	6,500
	1,125,900	1,156,400	1,133,300	1,158,000	1,158,500	1,158,500
Operating Expenditures:						
Power & Pumping 962						
Salary and wages	8,700	11,800	12,000	12,200	12,400	12,600
Employee Benefits	1,600	2,400	2,400	2,400	2,500	2,500
Utilities	83,500	91,000	85,000	86,700	88,400	90,200
Operational equipment & supplies	4,000	8,000	8,000	8,000	8,000	8,000
Contracted Service	300	16,000	16,000	8,000	8,000	8,000
	98,100	129,200	123,400	117,300	119,300	121,300
Treatment 964						
Salary and wages	17,200	15,700	17,500	17,900	18,300	18,800
Employee benefits	3,000	3,200	3,500	3,600	3,700	3,800
Professional Development						
Utilities	6,000	6,500	6,500	6,700	6,900	7,100
Repairs & maintenance - Bldg	-	2,400	2,400	1,000	1,000	1,000
Operational equipment & supplies	55,100	50,000	60,000	60,600	61,200	61,800
Equipment Maintenance	-					
Contracted Service	16,900	17,800	18,000	18,200	18,400	18,600
	98,200	95,600	107,900	108,000	109,500	111,100
Transmission & Distribution 966						
Wages	110,500	106,200	111,300	113,500	115,800	119,000
Employee Benefits	18,800	21,000	22,300	22,700	23,200	23,800
Meetings, Meals and Travel	200	1,000	1,000	1,000	1,000	1,000
Telecommunications	800	1,500	1,500	1,500	1,500	1,500
Vehicle Fuel	1,100	3,000	3,000	3,000	3,000	3,000
Vehicle Repairs & Maintenance	18,800	14,400	14,400	14,400	14,400	14,400
Vehicle Insurance	600	400	400	400	400	400
Operational equipment & supplies	118,500	71,000	80,000	80,000	80,000	80,000
Equipment Maintenance	2,000	5,000	5,000	5,000	5,000	5,000
Contracted Service	26,000	30,000	30,000	30,300	30,600	30,900
	297,300	253,500	268,900	271,800	274,900	279,000
Administration And General 970						
Salary/wages	148,000	145,000	149,900	153,600	157,400	161,300
Employee Benefits	29,400	29,000	30,000	30,700	31,500	32,300
Meetings, Meals & Travel	100	400	400	400	400	400
Professional development	-	5,000	5,000	5,000	5,000	5,000
Membership dues & fess	500	500	500	500	500	500
Advertising	-	200	200	200	200	200
Office expense	31,500	34,000	34,000	34,300	34,600	34,900
Legal	-	300	300	300	300	300
Insurance	13,300	10,500	10,500	10,600	10,700	10,800
Audit	6,000	6,000	6,000	6,000	6,000	6,000
Miscellaneous	-					
Contracted services	20,000	20,000	30,000	20,000	20,000	20,000
Doubtful accounts allowance	1,000	1,000	1,000	1,000	1,000	1,000
	249,800	251,900	267,800	262,600	267,600	272,700
Depreciation	160,000	160,000	160,000	160,000	160,000	160,000
Property Taxes	53,200	56,500	53,700	54,800	55,900	57,000
Operating Expense total	956,600	946,700	981,700	974,500	987,200	1,001,100
NET OPERATING REVENUE:	169,300	209,700	151,600	183,500	171,300	157,400

**Town of Wolfville
Water Utility
2021/22 Draft Operating Budget V3**

	2020/21		2021/22	2022/23	2023/24	2024/25
	Forecast	Budget	Budget	Three Year Budget Projection		
Non Operating Expenditures:						
Debenture Interest	20,500	20,500	18,800	18,000	17,200	16,300
Debenture Principle	80,400	80,400	37,000	37,000	37,000	37,000
Future debt repymts	-	-	-	9,200	35,100	72,500
Other Debt Charges	1,000	500	500	500	500	500
Capital From Revenue	20,000	45,000	70,000	70,000	70,000	70,000
Dividend to Town	50,000	50,000	50,000	50,000	50,000	50,000
	<u>171,900</u>	<u>196,400</u>	<u>176,300</u>	<u>184,700</u>	<u>209,800</u>	<u>246,300</u>
Net Surplus (Deficit)	<u>\$ (2,600)</u>	<u>\$ 13,300</u>	<u>\$ (24,700)</u>	<u>\$ (1,200)</u>	<u>\$ (38,500)</u>	<u>\$ (88,900)</u>
Accumulated Surplus, Op Fund, Opening	<u>\$ 584,266</u>		<u>\$ 581,666</u>	<u>\$ 456,966</u>	<u>\$ 334,366</u>	<u>\$ 295,866</u>
Transfer to Water Capital Projects			(100,000)	(121,400)	-	-
Accumulated Surplus, Op Fund, Opening	<u>581,666</u>	<u>-</u>	<u>456,966</u>	<u>334,366</u>	<u>295,866</u>	<u>206,966</u>
Capital Reserve Fund at Year End						
Water Depreciation Reserve Acct Balance	<u>\$ 239,100</u>	<u>\$ -</u>	<u>\$ 13,600</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 80,000</u>

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Town of Wolfville
Water Utility -Draft Five Year Capital Plan
 Fiscal 2021/22 to 2025/26

	Year 1 <u>2021/22</u>	Year 2 <u>2022/23</u>	Year 3 <u>2023/24</u>	Year 4 <u>2024/25</u>	Year 5 <u>2025/26</u>
Equipment					
Remote Meter System	30,000	35,000			
Equipment Trailer veh #30 - 1/2 pick up	40,000				
Total Other	70,000	35,000	-	-	-
				-	Ph II STP
Collection System					
Highland - Prospect to Catherine Court	400,500				
Highland - Catherine Court to Skyway		330,000			
Earnscliffe - Main to civic 16			180,000		
Victoria - Main to King			170,000		
Earnscliffe - civic 16 to end				150,000	
	400,500	330,000	350,000	150,000	-
Treatment System					
<u>Transmission Line to WTP</u>					
Westwood to University Ave	315,000				
University Ave to Skyway		360,000			
Cherry Lane to Westwood			495,000		
Skyway to WTP				400,000	
	315,000	360,000	495,000	400,000	-
GRAND TOTAL ALL PROJECTS	\$ 785,500	\$ 725,000	\$ 845,000	\$ 550,000	\$ -
Funding					
Depreciation Reserve Funds - current year	160,000	160,000	160,000	80,000	
Depreciation Reserve Funds - accumulated	225,500	13,600			
Capital From Revenue	70,000	70,000	70,000	70,000	
Long Term Debt	230,000	360,000	615,000	400,000	-
Capital From Surplus	100,000	121,400			
	785,500	725,000	845,000	550,000	-