



Special Budget Committee of the Whole

November 17, 2022

9 a.m.

Council Chambers, Town Hall

359 Main Street

Agenda

1. Approval of Agenda

2. 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.

3. Staff Reports for Discussion

- a. IR 019-2022: Preliminary Discussion - 2023/24 Budget Process

4. Public Input / Question Period

5. Regular Meeting Adjourned

INFORMATION REPORT 019-2022

Title: 2023/24 Budget Process – Preliminary Discussion

Date: 2022-11-17

Department: Finance



SUMMARY

2023/24 Budget Process – Preliminary Discussion

As with the past number of years, and in line with the Budget Standard Operating Procedure, the month of November marks the start of formal budget discussions with Council. The process will continue over the coming months with the goal of having a budget ready for Council approval at its regular meeting in March 2023. This November Information Report covers:

- Background financial information, constraints and expected to impact next year's budget
 - This will include updates on Consumer Price Index (CPI) interest rates on long term debt
- Early Draft of Ten Year Capital Investment Plan (CIP)
 - All major projects expected in 2023/24 (year 1) through 2025/26 (Year 3), as well as key projects from Year 4 to Year 10.
 - Where specific projects not yet identified in later years, expenditure assumptions built into the CIP ensuring Town has adequate funding options to manage ten years of capital spending.

This meeting will be the second year where Council has set aside a full day to review key pieces of information, seek clarification on any questions that arise, and look at next steps as the process moves forward.

Not all matters need to be finalized at this starting point/discussion but input from Council is needed to develop the next iteration of the plan.

No formal motion of COW/Council required at this stage. Rather staff is seeking consensus from members of Council on overall budget goals as we move towards the 1st Draft Version 2023/24 Operating and Capital Budgets (Town and Water Utility), to be presented to a Special COW in January.

Note staff will make use of PowerPoint presentation at the Nov 17th meeting to review key details of information included in this report, the Ten-Year Capital Investment Plan (CIP) itself.

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1) CAO COMMENTS

This marks the beginning of the budget process for next year. This report is for information and discussion purposes at this stage. A Request for Decision will come later in the process in March after Council has had several meetings to review and discuss draft budget information.

2) REFERENCES AND ATTACHMENTS

- Working Draft 2023/24 Ten Year Capital Investment Plan (attached)
- Working Draft Capital Project Charters (attached)
- Council's 2021-2025 Strategic Plan
- Municipal Planning Strategy (MPS)
- 2022-2026 Operations Plan and Budget
- [Financial Condition Indicators \(FCI\) data issued by Province of Nova Scotia](#)
- IR 016-2022 - Second Quarter Financial Update (2022/23 budget year)

3) DISCUSSION

This Information Report is intended to provide information for Council to enable the start of the process of setting the next year's budget plan. By starting well before the next operating year of the Town (starts April 1st 2023), Council has the opportunity to review early information and set preliminary goals for the budget. Key items for this first full day of budget discussions will be:

- Background information, constraints and assumptions for the 2023/24 Operating and Capital Budgets.
- Draft Capital Investment Plan (CIP) with selected supporting documentation related to the projects identified.
 - Selected draft project charters providing information on scope of work, nature of budget estimate (eg. Class D or C or other), and timing of project

Typical of this time of year, staff have been focused on both the compilation of information related to the CIP and early elements of the operating budget. The senior management team has held two all day budget sessions with the first occurring back in August, and one more recently in October. In August other Town managers participated helping to bring ideas to the table and to provide feedback on ways to move forward. The October meeting included efforts to update key projects and information that will be required in the coming months, eg. more refined budget estimates and possible options where funding not always possible in timeframe desired.

Annually the starting point for the early draft CIP is the most current approved CIP, in this case the CIP included in the 2022/23 Operations Plan and Budget document (pages 113 – 117). If the world unfolded exactly as planned every year, the CIP would be the previous year's ten year plan moved forward a year with the addition of a new year 10. This is never quite the case, and this year is no different. There have

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been numerous changes, including addition of new projects, moving the sequence of projects around (what year they might occur) and revising cost estimate assumptions.

It is likely further changes will occur as Council reviews projects, priorities and funding constraints which are present every year. A key element moving forward will be to:

- ***continue the theme of annually increasing the allocation of resources to capital projects.***
 - this is consistent with previously recognized limitations of current funding levels
 - especially important this year given inflationary pressures on the cost of supplies and rising interest rates on debt financing.
 - Also as notes in the past, this is consistent with key themes from the 2010 Fiscal Sustainability Study and overall results of the base line data in the Asset Management Plan study conducted a few years ago.

PART I - Key Financial Data/Indicators and Budget Pressures

Taxable Assessments

Like all municipalities, a key piece of data that influences the budget process each year is the Tax Assessment Roll issued by Property Valuation Services Corporation (PVSC). The Town will have access to this data in early January, while residents receive their notices in January as well. There will be preliminary (draft) analysis of the 2023 Assessment Roll data available in mid-December and it will be at that point staff will begin looking at the impact on revenue growth for next year. Approximately 80% of the Town's revenues come from property tax assessments.

In January, at the Special COW Budget Meeting, staff will provide Council with analysis of the Roll data including:

- Assessment increase related to new construction
- # of properties qualifying for the CAPPED Assessment Program (CAP)
- # of properties that came off the CAP from 2022, i.e. related to properties that were sold

Inflation/Cost of Living

Inflation is on everyone's minds this year, probably more so than in a considerable period of time. The Town is no different as the costs to provide services are rising, and in some cases at a pace much higher than published Consumer Price Index (CPI) data related to "average" household spending.

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For the Town, the changes in the CPI data directly links to the

- provincial CAPPED Assessment program - limits taxable property assessment increase for qualifying properties which ties into municipal tax bill calculations
- annual staff/council remuneration changes – impacts cost of services provided as wages & benefits are the largest expenditure portion of annual operating budget expenditures (\$3.5 million of \$10.5 million operating costs)

The **average** monthly change in CPI over calendar 2022 so far would yield a change of 7.15 % (last year was 4.1%, and previous year was 0.3%). Note, the change in CPI over time is frequently referred to as the Cost of Living Adjustment (COLA). It is the average monthly change that is used in relation to wage changes.

The CPI data also influences the Capped Assessment Program (CAP) administered by Property Valuation Services Corporation (PVSC). They use an “October over October” method to set the percentage, i.e. October 2022 CPI divided by October 2021 CPI. The October CPI data is not available at the time of writing this report, and may not be available by the meeting date on the 17th.

- Based on current data (September CPI value), if it remained unchanged the CAP would be set at 6.4%
- This would mean that for properties that qualify for the CAP, **assuming no change in the tax rate**, their residential property tax bill would be 6.4% higher in 2023/24 than it was this year (2022/23)
 - This is an example of holding the tax rate unchanged, still results in a higher tax bill. This discussion and analysis becomes a key part of the January review of the draft Operating Budget
- Note a year ago the CAP % was set at 5.4%

Cost Escalation Pressure on Town Budgets

Each year Council look to minimize tax increases, balancing that goal with trying to ensure service levels meet community needs. This process is not always easy. Unless new revenues can offset cost increases, upward pressure on tax revenue increases. Specific cost impacts will be clarified as staff work on the details of the V1 budget to be presented at January Special COW Budget Meeting. Until then the following can be noted:

- annual operating budget increases for external partner funding (VWRM, KTA, Education etc) can range upwards of \$120,000. Last year the overall increase from 2021/22 to 2022/23 budgets was \$117,000.
- COLA changes in staff and Council could be close to \$200,000 this year if solely based on COLA.

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- Any increase in the number of staff will result in higher costs.
- Professional Development budgets were cut by almost 40% in the 2021/22 budget. Although partially restored to pre-covid levels, training dollars in 2022/23 budget are still almost \$20,000 lower than in 2021/22 at a time where the number of staff has increased.
- As noted every year, Increased funding for the capital program to address the infrastructure deficit and new projects could still benefit from every dollar of new revenue. Funding for the CIP, notwithstanding external grant sources, comes from the annual Operating Budget thru transfers to capital reserves and repayment of long term debt (principal and interest).
 - Currently the CIP includes replacement of three major buildings (Fire Hall, Town Hall, and Library) as well as the smaller Visitor Information Centre. With escalating costs of construction, this puts pressure on the funding models for the Ten Year CIP. That said, once completed, these buildings won't need to be replaced for decades.
 - Earlier this year, the Town assumed responsibility for approximately 1 km of new street infrastructure in the West End (Stirling Avenue). Proactive asset management plans look to start setting aside funds for future replacement of infrastructure. A rough estimate indicates this requires an increase in the annual capital program funding of more than \$100,000. Note this is in addition to the 6% growth factor Council has committed to ensure a sustainable funding model.
 - The 6% annual growth assumption for capital funding capacity remains a necessity if all identified projects are to have available funding. Based on current finances, this commitment needs to be maintained for at least the next ten years and likely beyond that timeframe. Lifespan of some assets that will have to be replaced extend 40, 50 and upwards of 80 years.
 - ***This is one of the most difficult aspects of the capital budget planning***, i.e., committing to project timelines (and related financial funding capacity) that exceed the timeline many staff and Council are likely to be involved with Town operations.
- The key focus for the start of the budget process is the capital budget. Some sample operating budget pressures are noted above and more detailed analysis will come forward during the January Special COW all day budget session. In terms of capital budgeting, a couple of high level data points to keep in mind include:
 - The working draft 2023/24 Ten Year CIP Budget totals almost \$51,000,000. This represents \$7.3 million increase from the currently approved 2022/23 CIP. That is a 17% increase.
 - A significant portion of the CIP funding comes from external grants/contributions (some confirmed and some yet to be confirmed) and the Town's Water Utility.
 - Canada Community Building Fund (formerly known as Gas Tax fund) funding totals \$3.3 million over ten years. This is a known source.

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- Other external grants/contributions total \$9.5 million over ten years. The vast majority of this amount is unconfirmed. For example, there is an assumed \$4.4 million grant related to Phase II of the Wastewater Treatment Plant expansion. This amount is based on a grant application. Final decision of grant recipients has yet to be made. Other amounts relate to fundraising.

Municipal Financial Condition Indicators (FCI's)

The indicators are a helpful reference in the budget process as they provide an indication of the overall financial health of the Town. The **stronger** a municipality's **financial indicators**, the **more flexibility** there may be in budgeting decisions.

As noted during the review of the Towns audited year end financial statements in July, Wolfville ranks well in terms of Indicators measured by the province. For a couple of years Wolfville showed the most low risk indicators of any Town, with 13 of 14 FCI's ranked low risk. A year ago, the Town had 12 of 14 FCI's noted as low risk. Based on this year's Financial Information Return filed with the province Wolfville should have 12 of 14 low risk assessments.

	Per PNS Publication			PNS Drafts	FIR Submission	
	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	2020/21	2021/22	
Reliance on Gov't Transfers	1.4%	1.1%	2.0%	3.9%	3.3%	* 15%-20% 10%-15% < CPI (3.2%) 10%-15%
Uncollected Taxes	4.8%	5.7%	7.0%	7.0%	6.1%	
3 Yr change in Tax Base	8.30%	7.50%	4.60%	6.90%	9.60%	
Reliance on Single Business	0.6%	0.6%	0.6%	0.6%	0.6%	
Residential Tax Effort	4.20%	4.20%	4.30%	4.50%	4.10%	* 4%-6%
# of deficits	-	-	-	-	-	at least 1 in 5 yrs
Budget Expense Accuracy	5 out of 5	5 out of 5	5 out of 5	4 out of 5	4 out of 5	* 1 out of 5 > 5%
Liquidity Ratio	4.5	3.7	3.6	2.7	2.6	1 - 1.5
Operating Reserves	26.4%	25.5%	25.1%	30.0%	25.8%	10%-20%
Combined Reserves	52.6%	60.6%	46.7%	53.3%	51.5%	30%-40%
Debt Service Ratio	7.1%	7.5%	7.3%	7.4%	7.6%	10%-15%
Outstanding Operating Debt	0.0%	0.0%	0.0%	0.0%	0.0%	25%-50%
Undepreciated Assets	57.4%	55.9%	58.3%	59.1%	57.1%	35%-50%

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Not all indicators link directly to the budget setting process, although they all can change over time based on budget decisions. As noted in past year presentations, the goal should not necessarily be to maintain low risk (green) indicators. In certain circumstances, moving away from “green” indicator status will be the result of intentional budget decisions. The example noted the last couple of years is the Combined Reserves indicator. Currently Wolfville is easily within the low risk parameter. This FCI includes operating and capital reserves in the calculation. In the next few years the Town will fully utilize its capital reserves as part of the CIP funding model. As that happens it is expected this Combined Reserves indicator will technically be noted as red (high risk). It is staff’s position that capital reserves should be utilized and not simply sit in a bank account. The goal is to ensure the long term CIP funding model provides for capital reserves to recover to a positive balance. Ultimately the capital reserves will increase and decrease in response to the long term asset management capital plan.

Key reference points to consider during the budget process:

- Wolfville historically exceeds the Towns average for Residential Tax Effort. This means Wolfville has a higher residential tax burden than the overall provincial average for Towns. This statement is based on older 2019/20 data. Unfortunately, updated data is not yet available on the provincial website for fiscal 2020/21 or 2021/22.
 - In 2019/20 the Town’s average indicator was 3.93 compared to the Town’s indicator of 4.3.
 - The Town, based on our most recent 2021/22 year, has an indicator of 4.1 which is much closer to that Town’s average. Once current data is available for all Towns it may show the Town’s average has increased closer to or higher than Wolfville’s value.
- Wolfville continues to have a healthy increase in tax base (assessments). This can provide added flexibility in the budget setting process.
- Better than average, and threshold, in areas of liquidity, operating reserves, and combined reserves.
- Debt service ratio remains approximately 1/2 of provincial high risk benchmark.
 - **NOTE:** By Year 4 of the CIP, the Town is likely to move into the moderate risk category, and depending on capital project decisions, the Town could hit the high risk category by Year 6.
 - During this year’s budget process, staff and council should work to identify options to ensure the Town does not hit the high risk indicator within the next ten years.

Generally, the FCI report shows the Town is in a healthy financial position, with potential room to move in areas related to the capital budget (debt ratio and reserves).

Summary of Part I – Early Thoughts on Budget Direction

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This area of discussion is both routine (it is considered each year) but also difficult as it ultimately relates to Council's early thoughts on what is considered reasonable increases in property taxes. This year the decision may hold more importance given persistent high inflation and rising bank interest rates.

Coming out of November COW staff is looking for general direction from Council on what approach staff should take in developing the first draft of the budget (to be presented in January). Definitive answers are not required at this stage, as more data will inform the decisions as the budget process moves to approval in March. ***An early indication of where to start is beneficial.*** The type of questions to think about now include:

- Does Council wish to hold the line on tax increases?
 - ***Note this is phrased as tax increases, not tax rates.*** This is intentional as the approach over the past years has been to hold tax "increases" to approximate inflation/cost of living changes. Tax rates may remain unchanged, but assessments that go up by Inflation/COLA/CAP (whatever that is in a given year) yield tax increases to those property owners.
 - Currently it appears the provincial CAPPED Assessment Program will be set at 6.4%. Will this be an acceptable level of increase?
 - One issue is the "basket of goods" measured by CPI data relates to household spending. A Town's "basket of goods/services" does not necessarily correlate with the CPI and in fact this year will much higher for many purchases the Town makes annually.
 - ***Staff feel this is a key question at this early stage and simply adopting past practice should not be a default position.*** Understanding general positions of members of Council at this stage can assist the group to make decisions (some of which will be difficult) later in the budget process.
- Does Council wish to see expenditure cuts? If yes, across the board or specific areas. This can be a difficult discussion. Spending cuts can be related to service levels that Council may feel are not needed or could be provided at a lower service level. Cuts could also be related to a belief that somehow property tax increases should be avoided. Page 14 of the provincial FCI Report for Wolfville (2020 edition) provides a comparison of Wolfville spending levels by Division/Dept with the Town's average. Although just a point of reference, this information may aide council's understanding of how Wolfville allocates resources. Note the 2021 FCI edition has not yet been released by the province.
- Does Council wish to see an increase in service levels, even if that means an increase in costs and taxes? What service levels should see an increase. Example, in 2013 the Bylaw (Compliance) Department was added to town services for the 2013/14 budget. Last year that Department saw an increase of 50% Full Time Equivalent (FTE) position.

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- Keep in mind that it is never just these two points of view. The possibilities cover a spectrum of choices.

A healthy review of high-level goals at this early stage should help in avoiding conflicting goals at the later stages of the budget process.

PART II - Capital Budget/ Ten Year CIP Review

Refer to the attached Early Draft Ten Year CIP and the Water Utility Five Year Plan. Below is a high level summary of the draft CIP:

WORKING DRAFT - NOV 17 Special COW Meeting										
Town of Wolfville Ten Year Capital Investment Plan Fiscal 2023/24 to 2032/33	BUDGET FOCUS			Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Year 1	Year 2	Year 3							
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Σ Information Technology	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Σ Municipal Buildings	\$ 1,280,000	\$ 542,000	\$ 4,725,000	\$ 8,472,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Σ Protective Services	\$ 420,000	\$ 1,420,000	\$ 2,020,000	\$ 20,000	\$ 20,000	\$ 1,170,000	\$ 190,000	\$ 20,000	\$ 1,220,000	\$ 20,000
Σ Transportation Services	\$ 2,130,000	\$ 1,163,000	\$ 952,000	\$ 1,830,000	\$ 2,925,000	\$ 1,965,000	\$ 1,790,000	\$ 1,935,000	\$ 1,585,000	\$ 1,940,000
Σ Environmental Health Services	\$ 75,000	\$ 6,225,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -
Σ Community Infrastructure	\$ 1,130,000	\$ 400,000	\$ 525,000	\$ 300,000	\$ 200,000	\$ 600,000	\$ 600,000	\$ 200,000	\$ 100,000	\$ 100,000
GRAND TOTAL ALL PROJECTS	\$ 5,035,000	\$ 9,750,000	\$ 8,347,000	\$ 10,637,000	\$ 3,645,000	\$ 3,735,000	\$ 2,580,000	\$ 2,235,000	\$ 2,905,000	\$ 2,075,000
									\$ 43,642,000	\$ 7,302,000

Staff will utilize a Powerpoint presentation at the November 17th Special COW meeting to review the full CIP. As noted above under financial pressures, the 10 Year CIP has grown to a value of \$51 million. This required staff to review funding models and what options might be help in fully funding the CIP without upward pressure on property taxes.

Funding options will be important for Council to consider and decide whether staff recommendations align with Council thought process. During the November 17th Special COW staff will review:

- What increasing interest rates have meant in the municipal world of long term debenture funding.
 - The 2022/23 CIP assumes long term interest borrowing costs of 2.75% over the first 5 years of the Plan and 3.5% over the remainder of the Plan.
 - The Fall Debenture through Municipal Finance Corporation this year yielded “all in” costs of 4.34% for 15 year debt and 4.53% for 30 year debt. This was just prior to the most recent rate hike by the Bank of Canada.
- What the CIP funding scenario looks like with higher costs and funding options
 - Major projects and timing in the first half of the CIP
 - Use of 30 year debenture terms where appropriate

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- Capital Reserve balances over time
- Grant funds considered

In comparing the working draft copy of the 2023/24 Ten Year CIP to the current year Plan, a number of changes should be noted:

- The Library and Town Hall projects have now formally been combined into one project line and Project Charter. Currently planned for Year 4 (2026/27). The estimated cost of the project has been increased to reflect more recent cost per square foot values published in the 2022 Canadian Cost Guide (refer to RFD 064-2022 in the October 18th agenda package). Scenario 1 from that RFD, with an added 20% contingency was used to inform the draft CIP. Revised costs (including design) now \$8.9 million
- New CIP projects covering Phase II and III of upgrades to the Community Development/P Works Building on Dykeland have been added at a cost just under \$900,000 over two years
- The Parks Storage Shed has been moved out to Year 3 (2025/26)
- New Fire Hall moves one year closer, Year 3.
- New Project @ cost of \$500,000 added to Year 5 as a placeholder recognizing some type of work likely required for the Train Station (which would no longer be the location of the library after 2026/27).
- Material increase in estimated costs to replace Fire Dept equipment and trucks in coming years. Acquisitions in the first 3 years of CIP now expected to be \$1 million more than previous estimates.
- Complete rebuild of Fairfield has now been identified for Year 1 of the CIP. Refer to draft project charter for details. Reflects new added cost of \$1.3 million. Photo and video data of the condition of underground pipes help highlight how condition of underground infrastructure can move streets up in priority for reconstruction. For Fairfield there is also a corresponding opportunity to improve poor conditions at the surface level of the street.
- East End Main Street Cross Culvert Replacement is a new project in the CIP.
- Victoria Avenue has been moved out one year, which would now be Year 4 or 2026/27. Two key factors here were the underground pipes, despite age in years which indicated they should be replaced, show in video data as not requiring immediate replacement. Improvements to the surface level of the street and sidewalk can be addressed through the annual maintenance budget for streets/sidewalks.
- Phase II of the Wastewater Treatment Plant upgrades (Year 2) shows a revised cost estimate to \$6,000,000. This is close to double the \$3.1 million in the current 2022/23 CIP. The revised cost estimate is based on the grant application submitted earlier this year to a federal/provincial program. Refer to project charter for further details.

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- Community Infrastructure section shows fewer specifically identified projects. This is meant to reflect the upcoming Parks Master Plan process as results of that process expected to inform the development of the 2024/25 CIP. The line noting Allowance for Future Parks development has been increased in value to \$200,000 per year from previous \$100,000 per year. This is meant to reflect expected impact of Parks Master Plan and likely need to fund major projects.

As with any other budget year, there will be changes to the CIP from the early working draft being discussed in November with the version that becomes part of the approved budget in March. Senior Management continue to work on existing cost estimates, as well as identifying projects that are not yet reflected on the draft CIP. A good example would be possible intersection improvements at Gaspereau and Main. This has been discussed a number of times and most recently during the November 10 PAC Meeting reviewing the East End Secondary Plan Review process. Council should expect to see a project with cost estimate built into the CIP version which will be presented in January.

Coming out of the November COW, general consensus from Council to staff is sought with regards to initial priorities expressed in the working draft CIP.

- Is Council comfortable with the revised timelines for the major building projects, i.e. library, Fire Hall, and Town Hall?
- Does Council wish to see more or less emphasis on road infrastructure?? Note road infrastructure in this perspective includes sidewalks and underground structures.
- Does Council wish to see more emphasis on community infrastructure?
- Is the balance of projects just right?
- **Are there important projects not yet captured in the plan?**

4) FINANCIAL IMPLICATIONS

Given the significant increase in the overall cost of the draft CIP, early discussion and direction will be key to ensuring a sustainable financial funding model to enable all projects to be done. No other specific financial implications than those noted above in the Discussion section required at this stage.

5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

No specific references are provided at this time. Ultimately the budget becomes the dollar expression of Council's Strategic Plan. Linkages to the Strategic Plan will be made over the coming months as Council moves towards an approved 2023/24 budget.

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6) COMMUNICATION REQUIREMENTS

Staff will once again utilize the Wolfville Blooms platform to begin continue the discussion with the community on the budget process. Similar to other Bloom topics, conversations and survey feedback will help inform staff and council in the budget process. To the extent that staff resources allow, other forms of outreach will be pursued, for example community pop up events and perhaps another attempt at a budget open house.

7) FUTURE COUNCIL INVOLVEMENT

As per Standard Operating Procedure – Annual Budget Process, there will be a number of COW meetings where the 2023/24 budget and operations plan will be discussed. A formal Request for Decision will be developed in February 2023, to be presented at the March COW seeking budget approval at the March meeting of Council.

Town of Wolfville
Ten Year Capital Investment Plan
Fiscal 2023/24 to 2032/33

Information Technology

	BUDGET FOCUS			Year 4 <u>2026/27</u>	Year 5 <u>2027/28</u>	Year 6 <u>2028/29</u>	Year 7 <u>2029/30</u>	Year 8 <u>2030/31</u>	Year 9 <u>2031/32</u>	Year 10 <u>2032/33</u>
	Year 1	Year 2	Year 3							
	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>							
<u>Servers</u>										
Server Replacements				15,000						15,000
Σ Servers	-	-	-	15,000	-	-	-	-	-	15,000
<u>Other IT Upgrades</u>										
Σ Other	-	-	-	-	-	-	-	-	-	-
Σ Information Technology	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Municipal Buildings

<u>Civic Complex - Town Hall & Library</u>										
New (design phase & construction phase)	50,000		425,000	8,472,000	-	-				
Heat Pump Unit for current building - Council Chmabers	10,000									
Σ Civic Complex - Town Hall & Library	60,000	-	425,000	8,472,000	-	-	-	-	-	-
<u>Community Development/Public Works</u>										
Public Works Building Reconstruction & Renos (Phase 1) in 22/23										
Public Works Building Renos & Deferred Maintenance (Phase 2)	600,000									
Public Works Building Renos & Deferred Maintenance (Phase 3)		292,000								
Yard Maintenance and Improvements										
Dykeland Salt Shed										
PW/Parks Storage Shed Renovations			300,000							
Compost Yard?										
Σ Community Development/Public Works	600,000	292,000	300,000	-	-	-	-	-	-	-
<u>Welcome Centre</u>										
Replacement Building - cfwd	600,000									
Σ Welcome Centre	600,000									
<u>Rec Centre</u>										
Automatic Doors - cfwd	20,000									
Other Upgrades		50,000								
Σ Rec Centre	20,000	50,000	-							
<u>Fire Hall</u>										
New Facility (design phase, construction phase)		200,000	4,000,000							
Σ Fire Hall	-	200,000	4,000,000							
<u>RCMP Detachment</u>										
may be impacted by service review										
Σ RCMP Detachment	-	-	-							
<u>Heritage Train Station</u>										
Not yet defined - reflects change in use after new library built					500,000					
Σ Heritage Train Station	-	-	-		500,000	-	-	-	-	-
Σ Municipal Buildings	\$ 1,280,000	\$ 542,000	\$ 4,725,000	\$ 8,472,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -

Town of Wolfville
Ten Year Capital Investment Plan
Fiscal 2023/24 to 2032/33

Protective Services

	BUDGET FOCUS			Year 4 2026/27	Year 5 2027/28	Year 6 2028/29	Year 7 2029/30	Year 8 2030/31	Year 9 2031/32	Year 10 2032/33
	Year 1	Year 2	Year 3							
	2023/24	2024/25	2025/26							
Fire Department										
Σ Fire Trucks	-	1,400,000	2,000,000	-	-	1,150,000	170,000	-	1,200,000	-
Σ Misc Fire Equipment	420,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Σ Fire Department	420,000	1,420,000	2,020,000	20,000	20,000	1,170,000	190,000	20,000	1,220,000	20,000
Σ Protective Services	\$ 420,000	\$ 1,420,000	\$ 2,020,000	\$ 20,000	\$ 20,000	\$ 1,170,000	\$ 190,000	\$ 20,000	\$ 1,220,000	\$ 20,000

Transportation Services

Public Works Equipment										
Σ Public Works - Fleet Inventory	250,000	463,000	279,000	245,000	175,000	355,000	60,000	270,000	-	100,000
Σ Parks Dept - Fleet/Equip	-	50,000	98,000	-	85,000	25,000	145,000	80,000	-	60,000
Σ Water & Wastewater Dept's	-	-	55,000	-	80,000	-	-	-	-	60,000
Σ Other	-	15,000	-	-	-	-	-	-	-	55,000
Σ Public Works Fleet/Equipment	250,000	528,000	432,000	245,000	340,000	380,000	205,000	350,000	-	275,000

Transportation Infrastructure

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

Streets, Sidewalks, Parking Lots

Victoria - Main to King	-			1,000,000						
Fairfield	1,300,000									
Harbourside		500,000								
Future Street Project Allowance					1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
East End Main Street Cross Culvert Replacement	375,000									
Engineering External Support	55,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Σ Streets, Sidewalks, Parking Lots	1,730,000	560,000	60,000	1,060,000	1,560,000	1,560,000	1,560,000	1,560,000	1,560,000	1,560,000
Σ Land Acquisitions/Disposals	-	-	-	-	-	-	-	-	-	-
Σ Transportation Infrastructure	1,730,000	560,000	60,000	1,060,000	1,560,000	1,560,000	1,560,000	1,560,000	1,560,000	1,560,000

Other Transportation

Miscellaneous										
Decorative Light Posts - to Willow		-	235,000							
Wayfinding - carryforward from 21/22	50,000									
Flood Risk Mitigation - partial cfwd	75,000	-			1,000,000					
Σ Miscellaneous	125,000	-	235,000	-	1,000,000	-	-	-	-	-
Σ Generators	-	-	-	-	-	-	-	-	-	80,000
Traffic Safety & Mobility Program										
Crosswalk Upgrades, eg. RRB/accessibility	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
AT Network	Harbourside	50,000	200,000	500,000	-	-	-			
Sidewalks										
Traffic calming										
Intersection Safety	-	-								
Σ Traffic Safety & Mobility Program	25,000	75,000	225,000	525,000	25,000	25,000	25,000	25,000	25,000	25,000
Σ Other Transportation	150,000	75,000	460,000	525,000	1,025,000	25,000	25,000	25,000	25,000	105,000
Σ Transportation Services	\$ 2,130,000	\$ 1,163,000	\$ 952,000	\$ 1,830,000	\$ 2,925,000	\$ 1,965,000	\$ 1,790,000	\$ 1,935,000	\$ 1,585,000	\$ 1,940,000

Town of Wolfville
Ten Year Capital Investment Plan
Fiscal 2023/24 to 2032/33
Environmental Health Services

	BUDGET FOCUS			Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Year 1	Year 2	Year 3							
	2023/24	2024/25	2025/26							
Σ Storm Water Management	-	-	-	-	-	-	-	-	-	-
<u>Sewage Treatment/Collection</u>										
Σ Miscellaneous Equipment	-	-	-	-	-	-	-	-	-	-
<u>Sewer Treatment</u>										
Treatment plant expansion - Phase II	-	6,000,000	-	-	-	-	-	-	-	-
Flood Mitigation @ STP	-	50,000	-	-	-	-	-	-	-	-
Σ Sewer Treatment	-	6,050,000	-	-	-	-	-	-	-	-
Σ Sanitary Sewer Collection	-	-	-	-	-	-	-	-	-	-
<u>Lift Stations</u>										
Assessment and Upgrade Program	50,000	150,000	100,000							
Main Lift Station								80,000		
SCADA and Electrical Panel Replacements	25,000	25,000	25,000							
Σ Lift Stations	75,000	175,000	125,000	-	-	-	-	80,000	-	-
Σ Sewage Treatment/Collection	75,000	6,225,000	125,000	-	-	-	-	80,000	-	-
Σ Environmental Health Services	\$ 75,000	\$ 6,225,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -
<u>Community Infrastructure</u>										
<u>Park and Trail Infrastructure</u>										
<u>Trails and Trailheads</u>										
East End Gateway Upgrades - parking/sidewalk/street layout	455,000									
Events Lawn	75,000									
Willow	-	150,000								
Σ Trails and Trailheads	530,000	150,000		-	-	-	-	-	-	-
<u>Parks</u>										
West End Parkland & Trail										
Trail system neighborhood		50,000	150,000							
Reservoir Park										
Washroom/Change Rooms - cfwd	125,000									
Main walking trails, steps into large pond,shading/other stuff cfwd	30,000									
Clock Park										
Accessibility Upgrades - Concrete walkways cfwd	70,000									
Rotary Park										
Parking	150,000									
Soccer Pitch										
Resurface Tennis Courts	75,000									
Miscellaneous										
Allow for Future Park Development		200,000	200,000	200,000	200,000	-	-	200,000	100,000	100,000
Σ Parks	450,000	250,000	350,000	200,000	200,000	-	-	200,000	100,000	100,000
Σ Park and Trail Infrastructure	980,000	400,000	350,000	200,000	200,000	-	-	200,000	100,000	100,000

Town of Wolfville
Ten Year Capital Investment Plan
Fiscal 2023/24 to 2032/33

	BUDGET FOCUS			Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Year 1	Year 2	Year 3							
	2023/24	2024/25	2025/26							
Open Spaces and Town Amenities										
<i>Farmers Market (open space enhancements)</i>										
Parking Lot - Dykeland/Elm cul de sac	-		175,000							
Pond & Park area	-	-		100,000	-					
Σ Open Spaces	-	-	175,000	100,000	-	-	-	-	-	-
Nature Preserve										
Dam Upgrades	-		-	-		600,000	600,000			
Nature Trust (External Funding) - cfwd	150,000									
Σ Nature Preserve	150,000	-	-	-	-	600,000	600,000	-	-	-
Σ Miscellaneous Amenities	-	-	-	-	-	-	-	-	-	-
Σ Open Spaces and Town Amenities	150,000	-	175,000	100,000	-	600,000	600,000	-	-	-
Σ Community Infrastructure	\$ 1,130,000	\$ 400,000	\$ 525,000	\$ 300,000	\$ 200,000	\$ 600,000	\$ 600,000	\$ 200,000	\$ 100,000	\$ 100,000
GRAND TOTAL ALL PROJECTS	\$ 5,035,000	\$ 9,750,000	\$ 8,347,000	\$ 10,637,000	\$ 3,645,000	\$ 3,735,000	\$ 2,580,000	\$ 2,235,000	\$ 2,905,000	\$ 2,075,000
									\$ 50,944,000	
								\$ 43,642,000	\$ 7,302,000	

Working Drafts – Project Charters

2023/24 Budget Process

Special COW – Nov 17/22



A cultivated experience for the mind, body, and soil

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PROJECT CHARTER: Wolfville Civic Complex (Library and Town Hall)

'23-27 Capital Investment Plan



1. PURPOSE & DESCRIPTION

PURPOSE

To plan, design and implement/construct a new Civic Complex (Library and Town Hall) at 359 Main Street – the location of the existing Town Hall.

DESCRIPTION

Committee of the Whole have recommended to Council (October 18, 2022 – see [report](#)) to locate the new Civic Complex at 359 Main Street (decision to come on November 15 Council meeting).

The immediate next step is just simply a marketing document to start a fundraising campaign and to raise awareness with the Library. This would involve a basic illustrated concept on the chosen site and some high-level information – to be updated as the process moves forward. Wolfville Blooms platform will also be updated.

Another action Council may want to consider is visiting some libraries, as a team, to begin to imagine what could be.

Outside of this, Staff are going to work on a Request for Proposals – reviewed by Council so everyone is on the same page – to outline how a consulting team would work through the detailed library and town hall planning, public consultation, and costing so we can have a project ready to meet the 2026-27 budget timeline.

If we issue the RFP by the Fall of '23, this gives us a 2 year and bit timeframe to work through a process and have construction drawings ready for the winter of '25 in advance of the '26/27 build year.

2. ALIGNMENT TO COUNCIL'S STRATEGIC PLAN & OTHER TOWN PLANS

- Municipal Planning Strategy
- Asset Management Plan

3. SCOPE

OBJECTIVE

The objective of the project is to build a new civic complex – library and town hall.

Detail

PROJECT CHARTER: Wolfville Civic Complex (Library and Town Hall)

'23-27 Capital Investment Plan



DELIVERABLES

The deliverables for the project are an improved Wolfville Public Library

Detail

4. TIMELINES AND MILESTONES

DATE	ACTION
2023/24	Issue RFP (fall '23? Earlier if possible)
2024/25	Consultation, Preliminary Design, Options, etc
2025/26	Refined Design, Final Design and Costing
2026/27	Implement/Build and Project Management
'28	Opening?

5. ASSUMPTIONS, CONSTRAINTS & RISKS

XXX to be updated

6. BUDGET, RESOURCES & PROCUREMENT

BUDGET

% allocated of \$8.9 million budget spread from year 1-3 in advance of building

RESOURCES

Project Leads: Director of Engineering & Director of Planning

Internal Resources:

- **TBD**

External Resources

- **Consultant – TBD**
- **Builders/Contractor(s) – TBD**

PROCUREMENT

RFP will lead to a public call for proposals. Still thinking to be done on overall approach (e.g. design-build or other process)

7. ROLES & RESPONSIBILITIES

Council's role is to approve the Project Charter and Capital Investment Plan. The RFP will be reviewed by Council before issuance. Council will be involved throughout the consultation and design process.

8. COMMUNICATION & ENGAGEMENT

Engagement TBD

DRAFT

PROJECT CHARTER: PW Building Renovations

Phases 2-3 (Improvements for Occupant Safety & Comfort, Deferred Maintenance)

1. PURPOSE & DESCRIPTION

PURPOSE

The purpose is to continue work started in Phase 1 (2022) that will improve deficiencies regarding occupant safety, comfort, usability, and gender equity at the Public Works building located at 200 Dykeland St. and perform previously deferred maintenance tasks to improve building appearance, energy efficiency, and longevity. This work will improve efficiency and appearance, and allow the building to remain useful, occupiable, and efficient during the second half of its lifecycle.

DESCRIPTION

The Public Works building was originally constructed in 1991, with the main floor consisting of primarily shop space, locker rooms, men's washrooms, and a few small offices. The second floor originally had a meeting room and storage space, but was renovated to include offices for Public Works and Planning departments in the mid-90s. Unplanned Phase 1 renovations (2022) to the second floor were required following snow infiltration into the attic through the large gable vents, and subsequent water and electrical damage caused by melting. Maintenance, appearance, and life safety improvements were carried out as part of the scope during the scope of the reconstruction.

Phase 2 (2023/24)

The next phase of renovation work for the public works building will address the immediate need for:

- Gender neutral washrooms;
- Corridor accessibility improvements in preparation for future accessibility upgrades;
- Overhaul and expansion of crew lunchroom to accommodate growing workforce;
- Locker room overhaul and reorganization to add locker space and replace aging appliances;
- Replacement of 30 year old lighting and heating controls to improve occupant comfort and energy efficiency, consistent with Phase 1 renovations;
- General maintenance and appearance improvements to be consistent with Phase 1 renovations;
- Reorganization of shop storage and relocation of woodshop to address life and fire safety risks;
- Overhaul of 30 year old shop heating, ventilation, and mechanical controls to thoroughly increase effectiveness and energy efficiency;

Phase 3 (2024/25)

The third and final phase of the planned renovation work will focus on the building envelope and exterior appearance. As the building has had little maintenance work over its life cycle, there is an immediate need for replacement windows and doors to address corrosion, drafts, and non-function. Also required is repairs to existing siding and repainting the entire structure. This phase will include:

- Replacement of all exterior doors with new, code-approved, energy efficient models;
- Replacement of all original windows on the first and second floor to address drafts, water leaks, non-functional locks, and missing screens;
- Exterior lighting improvements;
- Permanent removal of large gable vents and replacement with an engineered attic ventilation solution;

PROJECT CHARTER: PW Building Renovations

Phases 2-3 (Improvements for Occupant Safety & Comfort, Deferred Maintenance)

- Repairs to original cedar siding where required;
- Repainting entire exterior with a high-grade exterior paint in colours consistent with the Town's current image, branding, and future Civic Complex concepts;

The building has experienced a lifetime of neglect and deferred maintenance, and though minor improvements have been made through the years, occupant safety, comfort, usability, and gender equity is an ongoing concern. The multi-phased approach for this project will divide building improvement activities into multiple fiscal periods to mitigate impacts to the yearly capital budgets and disruptions to staff who occupy the space.

2. ALIGNMENT TO COUNCIL'S STRATEGIC PLAN & OTHER TOWN PLANS

COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes six (6) strategic principles. The project upgrades will meet the strategic principles of Council by:

1. **Affordability**

Upgrades and updates to the current building will be limited to what is functionally required as described above to allow for its continued use for Parks and Public Works staff in the second half of its lifecycle.

2. **Transparency**

All capital projects are discussed and approved publicly as part of the budget process. All documents, including this one, are available to the public.

3. **Community Capacity Building**

N/A

4. **Discipline to Stay the Course**

N/A

5. **United Front**

N/A

6. **Environmental Sustainability**

Building efficiency upgrades are a key part of this project.

OTHER TOWN PLANS

- WOL010-2022 PW Reconstruction and Renovations Phase 1 (2022)
- Equilibrium Engineering Building Energy Roadmap Level 1 Audit Report (2022)
- October 2020 Fire and Life Safety Report
- Hatch H356256-REP-001 Wolfville Energy Study (2018)
- WOL016-2015 Hatch 361147 Municipal Facilities Condition Assessment (2016)

PROJECT CHARTER: PW Building Renovations

Phases 2-3 (Improvements for Occupant Safety & Comfort, Deferred Maintenance)

3. SCOPE

OBJECTIVES

The objectives of the project are:

1. To improve the safety, accessibility, comfort, and gender equity of the building for occupants;
2. To reduce the likelihood of requiring large future expenditures due to neglect;
3. To improve the general appearance of the building and interior spaces;
4. To improve energy efficiency.

DELIVERABLES

The deliverables for the project are:

1. Reconfiguration of space to meet current and future needs, and improve gender equity;
2. Reconfiguration to improve fire safety (refer to Fire and Life Safety report)
3. Updates to improve occupant comfort and energy efficiency (HVAC system/controls, windows)
4. Maintenance to improve exterior appearance (Siding repairs and exterior painting)
5. Maintenance to improve interior appearance (painting, flooring, trim, etc)

4. TIMELINES AND MILESTONES

DATE	ACTION
2023-24, Q2	Complete design (Phase 2)
2023-24, Q2	Call for tenders (Phase 2)
2023-24, Q2	Begin construction (Phase 2)
2023-24, Q4	Complete construction (Phase 2)
2024-25, Q1	Complete design (Phase 3)
2024-25, Q2	Call for tenders (Phase 3)
2024-25, Q2	Begin construction (Phase 3)
2024-25, Q3	Complete construction (Phase 3)

5. ASSUMPTIONS, CONSTRAINTS & RISKS

ASSUMPTIONS

- Updates, safety, and maintenance priorities can be agreed on by Council and staff;
- No significant hidden defects or issues;
- Design for Phase 2 and 3 can be completed by 2023-24 Q2 and 2024-25 Q1 respectively.

CONSTRAINTS

- Space will continue to be occupied and used to some extent during renovations – temporary site trailers will be required for some continued functionality

PROJECT CHARTER: PW Building Renovations

Phases 2-3 (Improvements for Occupant Safety & Comfort, Deferred Maintenance)

6. BUDGET, RESOURCES & PROCUREMENT

BUDGET

The project is estimated at approximately \$900,000 over the next two fiscal years, following \$625,000 of previously unplanned work in phase 1 during the 2022-23 FY due to unforeseen circumstances.

RESOURCES

Project Lead: Director of Engineering & Public Works

Internal Resources:

- **Engineering** – Provide architectural design, tender package prep, and project management

External Resources

- **Contractor** – Construction

OPERATIONAL BUDGET IMPACT

- Maintenance and efficiency upgrades will reduce operational costs

PROCUREMENT

In accordance with the Town's Procurement Policy 140-001, Section 5.3.4 "high value procurement of goods and services greater than \$50,000", construction will be publicly tendered where required.

7. ROLES & RESPONSIBILITIES

Council's role is to approve the 2023-24 Capital Investment Plan and subsequent projects.

8. COMMUNICATION & ENGAGEMENT

A Communications Checklist will be prepared prior to the start of construction. Staff will be advised of the proposed work prior to the start of construction and periodic updates will be provided through the project schedule.

PROJECT CHARTER: Fairfield Street Reconstruction

1. PURPOSE & DESCRIPTION

PURPOSE

The complete reconstruction of Fairfield Street from Highland Ave to Hillside Ave, including replacement of a water distribution main connector from Hillside Ave to Gaspereau Ave.

DESCRIPTION

This project will consist of the removal and replacement of all existing underground infrastructure (water main, sanitary sewer manholes and mains, and storm catch basins, manholes, and mains) between new work completed on Highland Ave in 2022 and Hillside Ave. Also contained within this project is 270m of road reconstruction that includes permanent ditch infilling, revisions to travelled right-of-way, and installation of concrete sidewalk and curb & gutter. At the end of Fairfield is a water distribution connector main between Hillside Ave and Gaspereau Ave through private easements – this will be included in the scope of this project due to efficiencies of timing.



Figure 1: Inside Fairfield Water Main (2017)

PROJECT CHARTER: Fairfield Street Reconstruction

2. ALIGNMENT TO COUNCIL'S STRATEGIC PLAN & OTHER TOWN PLANS

COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes three (3) strategic directions and six (6) strategic principles. The project will meet the strategic directions and principals of Council by:

1. **Affordability** - The street section of the Capital Investment Plan is a funding priority for the Town. This is the first section that is funded to ensure these projects can be completed.
2. **Transparency** - All capital projects are discussed and approved publicly as part of the budget process. All documents, including this one, are available to the public.
3. **Community Capacity Building** - N/A
4. **Discipline to Stay the Course** - The Capital Investment Plan lays out a 10-year plan for street work and has considered the paving condition index, status of underground infrastructure, etc. Staff follow the 10-year capital plan unless circumstances such as infrastructure failures or new analysis data necessitate the need to adjust the order of street reconstruction.
5. **United Front** - N/A
6. **Environmental Sustainability** - N/A

OTHER TOWN PLANS

- Pavement Condition Survey
- Capital Investment Plan

3. SCOPE

OBJECTIVES

The objectives of the *Fairfield Street Reconstruction* project are:

1. To add to and improve the functionality and resiliency of all underground infrastructure;
2. To bring consistency to, and improve the overall street condition, appearance, and functional safety for all users – pedestrians, cyclists, and motorists.

DELIVERABLES

The deliverables for the project are:

1. New underground infrastructure on Fairfield, including distribution main connector to Gaspereau;
2. New street including base materials, asphalt surface, and concrete curb on both sides of Fairfield;
3. New sidewalk on the north side of Fairfield from Highland to Hillside;
4. New landscaping, which will include a minimum of ten (10) new street trees;
5. Additional street lighting to address resident safety.

PROJECT CHARTER: Fairfield Street Reconstruction

4. TIMELINES AND MILESTONES

Detailed design work to occur through early 2023, with public tender by end of March 2023 and construction through to substantial performance by the end of the 2023 calendar year.

DATE	ACTION
2022-23, Q4	Complete design
2022-23, Q4	Call for tenders
2023-24, Q1	Begin construction
2023-24, Q3	Complete construction

5. ASSUMPTIONS, CONSTRAINTS & RISKS

ASSUMPTIONS

- Data collected to date is sufficient for detailed design;
- Additional data required can be collected before snow coverage;
- Detailed design can be completed in time for spring tender, with award by May 2023.

CONSTRAINTS

- Inconvenience of residents and members of the public, as with any street reconstruction project.

RISKS

- Negative public opinion regarding placement of new sidewalk

6. BUDGET, RESOURCES & PROCUREMENT

BUDGET

Class C Cost Estimate - \$1,300,000 for 2023/24 CIP. 20-25% will be borne by the Water Utility.

RESOURCES

Project Lead: Director of Engineering & Public Works

Internal Resources:

- **Engineering** – Provide complete engineering design, project management, and contract administration, with construction phase support for design changes and unanticipated conditions.
- **Municipal Engineering Technician** – Provide field inspection and quality verification.
- **Water Utility** – Typical workload for utility staff for any street reconstruction project.

External Resources

- **Engineering Consultant** – Provide engineering design support (proportion of use TBD) and third-party construction materials testing services.
- **Contractor** – Street construction.

PROJECT CHARTER: Fairfield Street Reconstruction

PROCUREMENT

In accordance with the Town's Procurement Policy 140-001, Section 5.3.4 "high value procurement of goods and services greater than \$50,000", street construction will be publicly tendered.

7. ROLES & RESPONSIBILITIES

Council's role is to approve the 2023-24 Capital Investment Plan and related projects.

8. COMMUNICATION & ENGAGEMENT

A Communications Checklist will be prepared prior to the start of construction. All residents will be advised of the proposed work prior to the start of construction and periodic updates will be provided through the project schedule.

1. PURPOSE & DESCRIPTION

PURPOSE

To plan, design and implement/construct improvements to the Town's **Active Transportation infrastructure, sidewalks, traffic calming/safety measures, crosswalks, and intersections**

DESCRIPTION

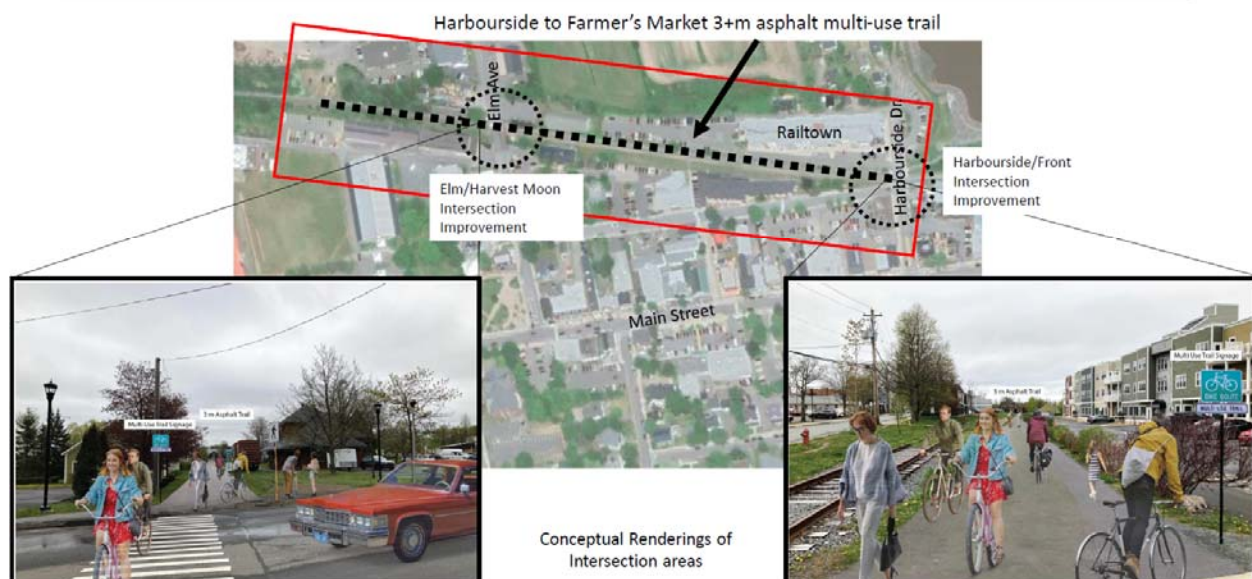
Active Transportation

- The Town applied for federal/provincial AT grant funding during the past year. If the application is successful and the Town awarded the amount included in application, \$2.2 million, the Capital Investment Plan would see \$3 million (existing CIP funding of \$800,000 plus grant) available to address the elements of the AT Network presented to Council in June 2022. Staff are reviewing how improvements involving the Harvest Moon Trail connections at Harbourside Drive and Elm Ave. can be implemented. Elements that can be considered if the grant application is successful include paving the Harvest Moon Trail from Harbourside to The Farmer's Market, Intersection safety at Harbourside and Elm, and a connection from Highland Ave to The Harvest Moon trail at the Market. If the application is unsuccessful, details of how to use the \$800,000 will have to be made. The project details are shown below:

Harvest Moon Trail and Intersections



See Project Map: **2**



PROJECT CHARTER: Mobility and Traffic Safety

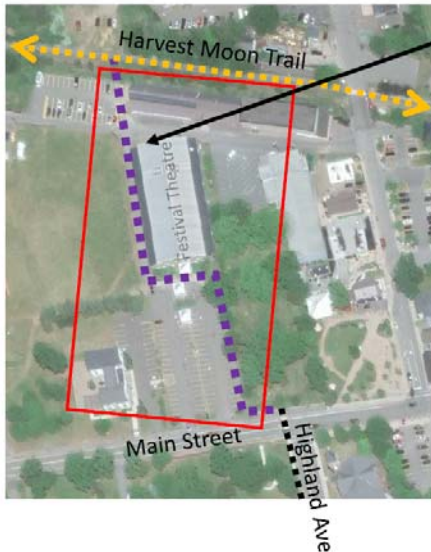
2023-24 Capital Investment Plan – Mobility and Traffic Safety



Connector Highland Avenue to Harvest Moon Trail



See Project Map: **3 b**



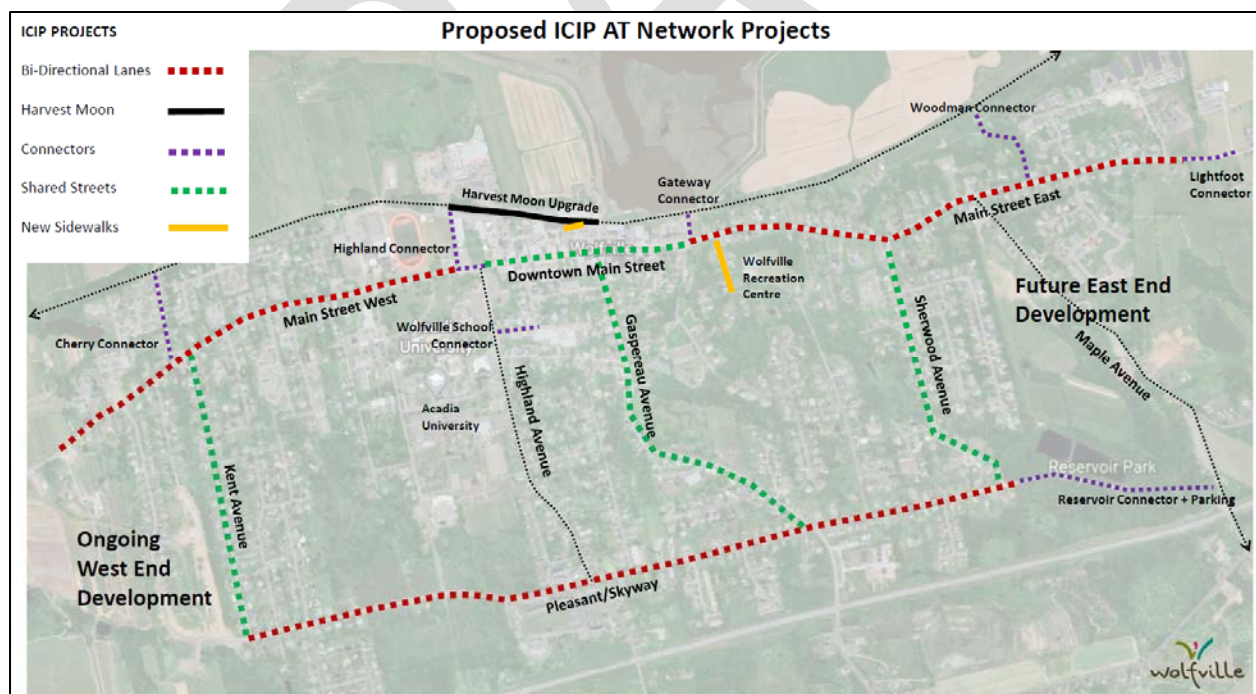
Project Details:

3.2m asphalt multi-use path, paint, signage through fire lane along Festival Theatre and on to Harvest Moon trail.



Conceptual rendering of proposed condition at Main Street looking north.

- The overall AT network is shown below and the [June 2022 Council package](#) outlines project details and is where Council passed the motion to proceed with the funding application.



Sidewalks

- Through the Town's AT ICIP application, year 1 project is to finish the sidewalk along Harbourside and Front.



- New sidewalk projects on Staff's radar are: Victoria, Kent, Hillcrest, and Earnescliff are being evaluated currently based on whether streets will be re-built and the timing of such
- Staff will again evaluate and rehabilitate a number of sidewalks in the 23-24 budget year based on need (this work is ongoing) and will be communicated with Council. This work would be carried out as part of the annual Street/Sidewalk maintenance program.
- Staff are looking to develop a sidewalk policy that can guide longer-term sidewalk priority setting and improve the condition assessment process

Crosswalks

- Council recently adopted a crosswalk policy.
- Staff have in the last year installed 3 RRFs (flashing beacons) at Landmark East, Woodman Rd and Willow Ave. New street lighting will also be installed at these locations for increased safety. Staff have also purchased traffic and pedestrian counting equipment.
- Rainbow crosswalk installations at intersection crosswalks (not mid-block) are being looked at.
- Elm Avenue and Harbourside intersections/Crosswalks will be upgraded as part of the AT improvements in 23-24
- On Staff's radar now for evaluation are Pleasant/Huron, Gaspereau/Pleasant, Main/Maple, Main/Victoria and additional evaluation of existing crosswalks based on the recently adopted policy is needed. As the budget process continues and Staff have evaluated options, priorities for 23-24 will be brought forward.

Traffic Calming (Traffic Safety)

- A Pilot Project using seasonal speed bumps on Willow Ave was installed in spring of '22. This will be re-installed in the Spring of '23.

PROJECT CHARTER: Mobility and Traffic Safety

2023-24 Capital Investment Plan – Mobility and Traffic Safety



- Speed tables or raised crosswalks (or other traffic calming measures) have been proposed as traffic calming measures as part of the 'shared streets' component of our AT ICIP application (Kent, Sherwood, Gaspereau, Cherry)
- Staff are looking to develop a traffic calming policy that can guide longer-term priority setting and evaluate requests

Intersections

- 4-way stop (Gaspereau-Main-Harbourside): Based on growth projections, analysis to-date, and traffic volumes, Staff would like to take this coming fiscal year (23-24) to further evaluate and bring a traffic light proposal into next year's budget discussion. For this year, a \$100,000 placeholder is being contemplated in year '24-'25 fiscal year to install lights. Funding scenarios will be reviewed to determine whether the project fits it that year.
- Gaspereau and Pleasant intersection has been identified as one that could benefit from improvements. Currently Staff are looking to implement a 4-way stop at this location in the '23-24 fiscal year to increase the level of safety until a street re-build is contemplated.

2. ALIGNMENT TO COUNCIL'S STRATEGIC PLAN & OTHER TOWN PLANS

- Municipal Planning Strategy
- Asset Management Plan

3. SCOPE

OBJECTIVE

The objective of the project is to improve mobility options, safety and accessibility.

Detail to come

DELIVERABLES

The deliverables for the project are the projects outlined above, with more detail to come.

Detail to come

4. TIMELINES AND MILESTONES

To be updated

DATE	ACTION
2023/24	
2024/25	

5. ASSUMPTIONS, CONSTRAINTS & RISKS

To be updated

6. BUDGET, RESOURCES & PROCUREMENT

BUDGET

To be updated

RESOURCES

Project Lead: Director of Planning

Internal Resources:

To be updated

External Resources

To be updated

PROCUREMENT

TBD depending on value of improvements pursuant to policy.

The design work would be done through the Town's standing offers.

7. ROLES & RESPONSIBILITIES

Council's role is to approve the Project Charter and Capital Investment Plan.

8. COMMUNICATION & ENGAGEMENT

Engagement TBD

PROJECT CHARTER: WWTP Phase 2 Upgrades and Expansion

1. PURPOSE & DESCRIPTION

PURPOSE

The proposed upgrades are necessary to ensure Wolfville continues to meet the applicable federal and provincial regulations that govern the operation of the wastewater collection and treatment facilities. These requirements are included in Wolfville's approval to operate issued by the Provincial Department of Environment. The upgrades planned will allow for population growth and ensure the facility meets the applicable regulations as the population grows. They will also improve energy efficiency and include flood risk mitigation work.

DESCRIPTION

At present, the Town of Wolfville's wastewater treatment infrastructure is at times operating beyond maximum capacity and is often out of compliance with the Approval to Operate. The Town's engineering consultant (EXP) recommended upgrades as a two-phase approach, the first of which replaced aging process components, improved safety, and reduced chlorine residual in effluent, which was a time-sensitive requirement (Phase 1 completed in 2021). The second phase will increase the system's overall treatment capacity, as that was not the intent of the first phase.

The first phase of upgrades to the wastewater treatment facility were completed from 2020-2021, which consisted of the addition of mechanical screening equipment to prevent plastics and other solids from damaging aeration and disinfection equipment in the treatment process. This phase also included the replacement of original chlorine disinfection equipment that was at the end of its service life with a modern UV disinfection system that is safer to operate and has less of an impact to receiving waters.

As the Town is currently undergoing surging growth through new mixed residential and light commercial developments at the east and west ends of town, the additional capacity is urgently needed. This need was identified in a follow-up capacity assessment completed in February 2022 by EXP, the engineering consultant responsible for design of the first phase of upgrades. Approvals for new development projects have been and will continue to consider the overburdened infrastructure until it can be upgraded as required.

This project will aim to provide the increased capacity needed to treat and manage present and anticipated wastewater volumes by adding a third lagoon cell, improving aeration, process monitoring/automation, and adding environmental protective measures. Major project activities include:

- Detailed study and design, engineering, contract/specification preparation, and tendering;
- Construction of a third lagoon cell adjacent to existing cells within town-owned property boundaries, including de-sludging of both existing cells. The purpose of this item is to add surge capacity to reduce flooding/release of untreated sewage, increase hydraulic retention time, and improve the biological process for better treatment effectiveness;

PROJECT CHARTER: WWTP Phase 2 Upgrades and Expansion

- Improvements to existing aeration system to increase efficiency and reduce energy consumption. Addition of the third cell will require expanding/extending the aeration system;
- Improvements to process monitoring and control automation to optimize aeration (reduce energy consumption) and prevent flooding/release of untreated sewage;
- Construction of protective measures to safeguard existing plant buildings and recently upgraded infrastructure from sea level rise and climate change, as recommended in the Town's 2021 Flood Risk Mitigation study and report.

These upgrades will benefit the environment by improving the quality of the treated wastewater effluent using natural biological processes while reducing overall energy consumption. They will also provide the Town of Wolfville with much needed additional capacity to support population growth and economic development while improving resilience to climate change.

2. ALIGNMENT TO COUNCIL'S STRATEGIC PLAN & OTHER TOWN PLANS

COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes three (3) strategic directions and six (6) strategic principles. The project will meet the strategic directions and principals of Council by:

1. **Affordability** - The upgrades and design work for the wastewater treatment upgrades are funded within the proposed 2023-24 Capital Investment Plan, dependent on imminent ICIP funding announcement to cover 73.3% of total project costs.
2. **Transparency** - All capital projects are discussed and approved publicly as part of the budget process. All documents, including this one, are available to the public.
3. **Community Capacity Building** - Allows for the population growth of the community while maintaining the treatment requirements of our approval to operate.
4. **Discipline to Stay the Course** – N/A
5. **United Front** – N/A
6. **Environmental Sustainability** - Design will ensure effluent quality is maintained and energy requirements are minimized where possible. Climate change and sea level rise is also a consideration.

OTHER TOWN PLANS

- RFD 017-2022 ICIP Application: Green Environmental Quality Stream (2022-03-15)
- EXP Treatment Capacity Study and Report (2022)
- CBCL Flood Risk Mitigation Study and Report (2021)
- WOL014-2020 WWTP Phase 1 Upgrades and related documentation (2020)
- WWTP Phase 1 Project Charter (2020)

PROJECT CHARTER: WWTP Phase 2 Upgrades and Expansion

3. SCOPE

OBJECTIVES

The objectives of the *WWTP Phase 2 Upgrades and Expansion* are:

1. To ensure effluent quality is maintained in accordance with governing regulations;
2. To improve efficiency of the facility and better manage energy requirements;
3. Allow for future growth of the community while maintaining effluent quality and environmental sustainability.

DELIVERABLES

The deliverables for the project are:

1. Completion of phase 2 upgrades and expansion in 2024-25 FY.

4. TIMELINES AND MILESTONES

DATE	ACTION
2023/24, Q1	Complete option-cost feasibility design (preliminary) and selection
2023/24, Q4	Geotechnical investigation and detailed design, including tender package preparation
2024/25, Q1	Tender phase and contractor selection
2024/25, Q4	Complete construction of upgrades and expansion

5. ASSUMPTIONS, CONSTRAINTS & RISKS

ASSUMPTIONS

- ICIP grant funding application. Funding model assumes successful grant application. If not successful, CIP will likely require significant changes.
- Council will approve funding model and timelines presented for Phase 2.

CONSTRAINTS

- Budget – 2024/25 FY is the first of a three year period of significant investments into Town of Wolfville capital infrastructure.

RISKS

- Plant will not operate in accordance with government regulations and our approval to operate without planned improvements;
- New development in Town may need to be paused until upgrades can be completed.

PROJECT CHARTER: WWTP Phase 2 Upgrades and Expansion

6. BUDGET, RESOURCES & PROCUREMENT

BUDGET

\$6,000,000 through 2024-25 FY with 73.3% external funding (pending successful application).

RESOURCES

Project Lead: Director of Engineering and Public Works

Internal Resources:

- **Utility Operators** – Provide support during design and construction phases;
- **Municipal Engineering Technician** – Provide contract administration and project management assistance to the Director.

External Resources:

- **Engineering Consultant**
 - Provide engineering design and consulting services to aid in selection of appropriate options;
 - Provide complete project management and contract administration during construction;
 - Provide full-time site inspection during construction and closeout services.
- **Contractor(s)** – provide complete construction services to complete scope of work,

PROCUREMENT

In accordance with the Town's Procurement Policy, Section 5.3 "high value procurement of goods and services greater than \$50,000", each component of the project will be publicly tendered separately. Use of engineering consultants will be from standing offer.

7. ROLES & RESPONSIBILITIES

Council's role is to approve the project charter and capital investment plan. Once approved, staff will lead the project through to completion with assistance from external resources as described above.

8. COMMUNICATION & ENGAGEMENT

Project updates will be provided to Council at major milestones through the course of design development, tendering, and construction through Information Reports and CAO updates.

Town of Wolfville

Water Utility -Draft Five Year Capital Plan

Fiscal 2023/24 to 2027/28

Equipment

Remote Meter System

35,000

Σ Equipment

35,000

Distribution

Fairfield

325,000

Victoria - Main to King

250,000

Streets - year 5 and out

375,000

Σ Distribution

325,000

250,000

375,000

Treatment System

Transmission Line to WTP

Westwood to University Ave

University Ave to Skyway

432,000

Cherry Lane to Westwood

594,000

Skyway to WTP

480,000

Σ Treatment System

432,000

594,000

480,000

Source Water

Production Well #3

Groundwater Supply Development Phase

150,000

Production Well Installation

Wellhouse and Site

Pumping and Equipment

Σ Source Water

150,000

-

-

GRAND TOTAL ALL PROJECTS

\$

792,000

\$

594,000

\$

480,000

\$

250,000

\$

375,000