



# Special Budget Committee of the Whole

November 17, 2022

9 a.m.

Council Chambers, Town Hall

359 Main Street

## Agenda

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### 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 024-2023: Fiscal 2024/25 Budget Process – First Steps

### 4. Public Input / Question Period

### 5. Regular Meeting Adjourned

## INFORMATION REPORT 024-2023

Title: Fiscal 2024/25 Budget Process – First Steps

Date: 2023-11-16

Department: Finance and Office of the CAO

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# SUMMARY

## Fiscal 2024/25 Budget Process – First Steps

This all-day November Special Committee of the Whole (COW) continues what is now an established practice for the Town, i.e., an early start to a budget process that is oriented towards a final budget approval in March of the next year. The November meeting is typically Council's first meeting focused on budget, however this year there has already been a dedicated Special COW session, held on the evening of October 26<sup>th</sup>. Those discussions on operations plan and priorities will continue thru the coming months.

This Info Report covers:

- Background financial information, constraints and expected impacts on 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)
  - This is still very much a working document, but it provides insight into funding capacity and can help inform options for Council.
  - Review of key assumptions built into the CIP and the funding that goes with that.

The goal for the all day session is to cover the items noted above, as well as continuation of the ops plan/priority discussion started on October 26<sup>th</sup>.

As stated annually as we start this process, *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.* This stage of the budget process is meant to be conversational with an exchange of thoughts/ideas. Nothing is yet set, and in fact the CIP presented should not yet be considered an official version of the document.

**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 1<sup>st</sup> Draft Version 2024/25 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 16<sup>th</sup> meeting to review key details of information included in this report, the Ten-Year Capital Investment Plan (CIP) itself, and priority setting for the Ops Plan.

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### 1) CAO COMMENTS

This meeting will be an opportunity for staff to provide Council with a few more pieces of the budget puzzle as the process continues over the coming months. As members of Council are aware, the process has been tweaked slightly this year with the Special COW meeting held on October 26<sup>th</sup>. Those discussions highlighted the need to continue early priority setting conversations as they relate to the Operations Plan.

Staff hope to work thru the background budget information and review of the CIP during the morning of the November 16<sup>th</sup>, leaving the afternoon for further Operations Plan discussions and priority setting directions.

### 2) REFERENCES AND ATTACHMENTS

- Working Draft 2024/25 Ten Year Capital Investment Plan (attached)
- Council's 2021-2025 Strategic Plan
- Municipal Planning Strategy (MPS)
- 2023-2027 Operations Plan and Budget
- Town's 2022-2025 Accessibility Plan (approved in July 2022)
- [Financial Condition Indicators \(FCI\) data issued by Province of Nova Scotia](#)
- IR 021-2023 Second Quarter Financial Update (2023/24 budget year)

### 3) DISCUSSION

This Information Report is intended to provide information for Council to enable the process of setting the next year's budget plan. By starting well before the next operating year of the Town (starts April 1<sup>st</sup> 2024), Council has the opportunity to review early information and set preliminary goals/priorities for the budget. Key items for this first full day of budget discussions will be:

- Background information, constraints and assumptions for the 2024/25 Operating and Capital Budgets. Early information points to escalating cost increases that in many cases exceed the Consumer Price Index changes. The financial landscape is changing as inflationary pressures on municipal supplies and rising interest rates will create added pressures on Council decision making.
- Draft Capital Investment Plan (CIP) with high level review of projects included in early working draft (including those carried forward from the current year) and what the funding capacity looks like.
  - At time of writing this report, project charters are not available. These will be developed in the coming month as more certainty is built around major projects.

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- Council discussion (picking up on the October 26<sup>th</sup> meeting) on priorities for the final year of this Council's four year mandate.

Typical at 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 all day budget sessions with the first occurring back in July, and one more recently in October. As recent as the November regular COW meeting, Council has discussed elements of next year's budget with the RFD on the pickleball courts currently noted as occurring in 2024/25 (what is year 2 of the current 2023/24 CIP).

Annually the starting point for the early draft CIP is the most current approved CIP, in this case that would be CIP included in the 2023/24 Operations Plan and Budget document. If the world unfolded exactly as planned every year, the new CIP would simply be the previous year's ten year plan moved forward a year with the addition of a new year 10. Clearly the last couple of years has shown that this is not the case. One of the biggest challenges heading into next year is the significant cost increase in municipal supplies as well as rising cost of borrowing.

It is likely further changes will occur as Council reviews projects, priorities and funding constraints. 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 noted 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, Budget Pressures, & Early Budget Direction**

#### **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 2024 Assessment Roll data available in mid-December. Approximately 80% of the Town's revenues come from property tax assessments. Without the assessment data it is not practical to develop the first version of the budget. Due to this timing, January Special Budget COW

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meeting becomes the first chance to review the Town’s overall financial constraints for the upcoming year.

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 2023, i.e. related to properties that were sold

### Inflation/Cost of Living

Although the inflation rate has moderated a bit from a year ago, it is still impacting members of the community as well as the Town. It is notable that key costs to the Town (like pavement/pipes and equipment) are showing cost increases again of at least 30%. This will necessitate tough decisions for Council in reaching a balanced budget. What seemed possible financially two years ago may simply not be in today’s environment.

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 (\$3.3 million of \$11.9 million operating costs)

Staff currently project the **average** monthly change in Consume Price Index (CPI) over calendar 2023 to be 4.2 % (last year was 7.5%, and previous year was 4.1%). Note, the **change in CPI over time** is frequently **referred to as the Cost of Living Adjustment (COLA)**. It is the average monthly change over the calendar year 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 2023 CPI divided by October 2022 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 16<sup>th</sup>.

- Based on current data (up to September CPI value), if it remained unchanged the CAP would be set at 3.5%
- 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 3.5% higher in 2024/25 than it was this year (2023/24)

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- This 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
- A CAP % lower than the calendar measured COLA can put added pressure on the financial constraints in the budget process

### Cost Escalation Pressure on Town Budgets

Each year Council looks to minimize tax increases, balancing that goal with trying to ensure service levels meet community needs. This process is never easy. Unless new revenues can offset cost increases, upward pressure on taxes occurs. 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:

- Remuneration changes (wages, stipends and honorariums) related to COLA will be in excess of \$120,000
- The CIP costs for vehicle & equipment alone shows increases totaling more than \$1 million.
- The average cost to rebuild a street (underground pipes and surface pavement) has gone from approximately \$3,600/metre two years ago to over \$4,500/metre. This particular impact is a key part of the CIP to be considered by Council.
- 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.
- During the October 26<sup>th</sup> COW meeting, staff capacity was one area discussed with potential need for more resources in almost all areas. Any new staff positions added inevitably put pressure on the budget and resulting tax burden. The extent of that impact varies based on the wage related to a given position. For example a annual wage cost of \$60,000 would require at least \$75,000 in the budget, excluding any allowance for training/professional development costs. Benefit costs for the town (health/dental/pension/WCB) run in the area of 25% of wages. It will be higher in the upcoming year as the Town's WCB rate is increasing by approximately a percent.

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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. The Town has consistently shown the most low risk indicators of any Town. For the year ended March 31/23, staff estimate the Town had 11 of 13 FCI's noted as low risk, the same as the previous year. Note the province is not currently including the budget accuracy indicator so their website shows the Town as 11 of 12 low risk.

Name of Indicator				FIR	draft
	2018/19	2019/20	2020/21	Submission	internal calc
Reliance on Gov't Transfers	1.1%	2.0%	3.9%	3.3%	2.3%
Uncollected Taxes	5.7%	7.0%	7.0%	6.1%	8.1%
3 Yr change in Tax Base	7.50%	4.60%	6.90%	9.60%	8.90%
Reliance on Single Business	0.6%	0.6%	0.6%	0.6%	0.6%
Residential Tax Effort	4.20%	4.30%	4.50%	4.10%	4.40%
# of deficits	-	-	-	-	-
Budget Expense Accuracy	5 out of 5	5 out of 5	4 out of 5	4 out of 5	4 out of 5
Liquidity Ratio	3.7	3.6	2.7	2.6	2.6
Operating Reserves	25.5%	25.1%	30.0%	25.8%	21.0%
Combined Reserves	60.6%	46.7%	53.3%	51.5%	55.3%
Debt Service Ratio	7.5%	7.3%	7.4%	7.6%	7.2%
Outstanding Operating Debt	0.0%	0.0%	0.0%	0.0%	7.6%
Undepreciated Assets	55.9%	58.3%	59.1%	57.1%	56.5%

Not all indicators link directly to the budget setting process, although they all can change over time based on budget decisions. 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 it’s capital reserves as part of the CIP funding model. As that happens it is expected this Combined Reserves indicator will technically

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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 2020/21 data. The March 31/22 and March 31/23 data is not yet published.
- 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 benchmark thresholds, 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

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. As much as everyone would like to see enhanced service levels with no upward pressure on taxes, that practically speaking doesn't happen. That said, there is potential partial relief in the upcoming budget cycle stemming from Bill 340. If this provincial legislation is passed under its current framework the Town will benefit from an increase in grant revenue.

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:



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- 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 up until last year has been to hold tax “increases” to approximate inflation/cost of living changes. Last year’s increase s higher than inflation. 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 in the area of 3.8%. 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.
- Does Council wish to see an increase in service levels, even if that means an increase in costs and taxes? This typically is achieved by way of staff additions or increased contracted services. What service levels should see an increase.
- Keep in mind that it is never just these two points of view. The possibilities cover a range 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 as well as a graphical illustration of where capital dollars are expected to be spent over the next ten years. It reflects a modest increase in total spending, growing from \$52 million

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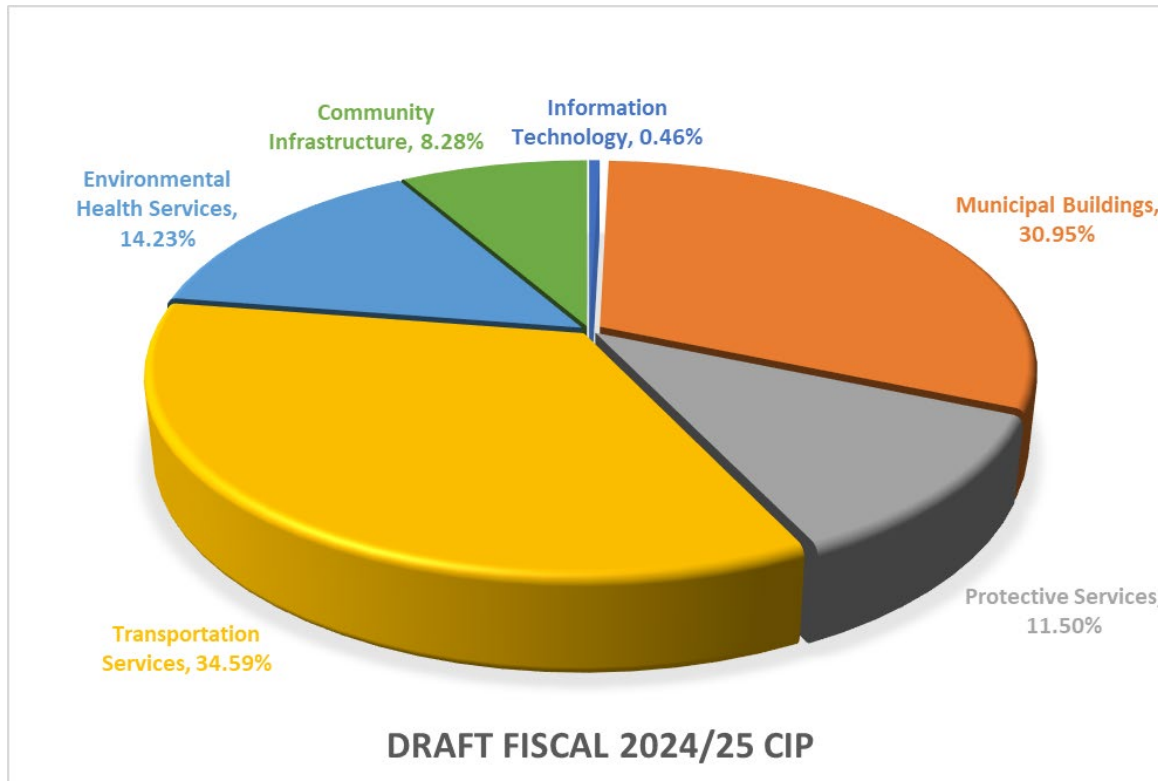
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in the current year version to \$53.2 million in the working draft 2024/25 version. Rising cost of debt was a factor in constraining room for additional project spending.

Town of Wolfville 2020/21 Ten Year Capital Investment Plan Fiscal 2022/23 to 2031/32	BUDGET FOCUS										Accessibility Deadline
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
Σ Information Technology	\$ 64,000	\$ 41,000	\$ -	\$ 24,000	\$ -	\$ 45,000	\$ 45,000	\$ -	\$ 25,000	\$ -	
Σ Municipal Buildings	\$ 1,400,000	\$ 4,775,000	\$ 9,472,000	\$ 30,000	\$ -	\$ 300,000	\$ 500,000	\$ -	\$ -	\$ -	
Σ Protective Services	\$ 20,000	\$ 1,720,000	\$ 2,220,000	\$ 20,000	\$ 1,670,000	\$ 190,000	\$ 20,000	\$ 220,000	\$ 20,000	\$ 20,000	
Σ Transportation Services	\$ 1,585,600	\$ 1,393,800	\$ 3,405,000	\$ 3,434,400	\$ 2,450,700	\$ 315,200	\$ 2,961,000	\$ 115,100	\$ 2,336,500	\$ 416,230	
Σ Environmental Health Services	\$ 6,185,000	\$ 1,015,000	\$ 165,000	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 130,000	
Σ Community Infrastructure	\$ 825,000	\$ 300,000	\$ 385,000	\$ 200,000	\$ 600,000	\$ 600,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 1,100,000	
<b>GRAND TOTAL ALL PROJECTS</b>	<b>\$ 10,079,600</b>	<b>\$ 9,244,800</b>	<b>\$ 15,647,000</b>	<b>\$ 3,708,400</b>	<b>\$ 4,720,700</b>	<b>\$ 1,450,200</b>	<b>\$ 3,806,000</b>	<b>\$ 435,100</b>	<b>\$ 2,481,500</b>	<b>\$ 1,666,230</b>	
									\$ 52,009,000	\$ 53,239,530	
									\$ 43,642,000	\$ 8,367,000	\$ 1,230,530

A full copy of this document is included as an attachment, showing specific project lines in each category. Below is a breakdown of where dollars are allocated over the 10 year CIP lifespan.



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In terms of how the overall increase in dollars is allocated, it can be summarized as follows:

Information Technology	214,000
Municipal Buildings	950,000
Protective Services	(400,000)
Transportation Services	(623,470)
Environmental Health Services	1,000,000
Community Infrastructure	90,000
Total dollar increase from prev yr	<u>1,230,530</u>

Some of the main changes in the working draft 2024/25 CIP compared to the CIP approved in March include:

- Our IT Manager has had a chance to develop a plan to upgrade key IT server infrastructure and those items are now in the draft CIP.
- Town Hall/Library project estimate has been increased by \$1,000,000 to provide an additional buffer to cover rising costs of construction. More refined cost estimates will be possible once a concept design is developed for the site already selected by Council (current location of Town Hall).
- The Fire Department equipment budget shows as \$400,000 less as the major SCBA purchase was done this year and that budget item is not repeated in the draft 2024/25 CIP. Of note is the draft CIP now shows only 3 purchases of major fleet apparatus (trucks), whereas the 2023/24 budget reflects 4. No savings are evident as the rising cost of each truck more offset the deletion of one truck on the plan.
- Traditional street infrastructure upgrades is \$4.7 million less in the draft CIP. This is the area that shows the most individual changes. Specific streets are now identified over the 10 year plan, based on the engineering analysis of the video data (as well as other data inputs) collected over last few years.
  - The inclusion of underground condition assessment data (storm, sanitary and water pipes) is a key change of focus discussed over a number of years.
  - The Pavement Condition Index will now become more a tool to inform the annual street/sidewalk maintenance program.
  - \$8.2 million in identified streets show outside the 10 year window. In this early draft of the CIP this was done to try and achieve a fully funded 10 year CIP. This is a key area for Council input/direction in developing Version 1 of the CIP for the January budget meeting.
- Other Transportation spending shows an increase of over \$2 million as the AT Network Project covers a \$3.3 million scope of work over 3 years. In the 2023/24 budget this showed only \$800,000 as the Town was still awaiting word on the ICIP grant application. That grant now confirmed allowed the Town to leverage the project into a more impactful scope.

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- Environmental Services (storm and sanitary sewer infrastructure) shows a \$1 million increase in the draft CIP. This is to allow funding for pockets of infrastructure that need to be replaced. This comes both from analysis of the underground video and staff assessments root issues showing during major rain events. The Director is still working on which specific projects these dollars will be used for.
- Community infrastructure (parks, open space) shows only minor changes. This reflects keeping Council direction as approved in the 2023/24 budget and awaiting the Parks Master Plan to become a key input into future years.

Staff will work thru a series of slides during the Nov 16<sup>th</sup> meeting dealing with details of the CIP, covering project updates on budgeted 2023/24 projects, which projects carry forward to 2024/25, funding implications and other key decision/direction points.

Funding options will be important for Council to consider and decide whether staff recommendations align with Council thought process. During the November 16<sup>th</sup> Special COW staff will review:

- What increasing interest rates have meant in the municipal world of long term debenture funding.
  - The 2023/24 CIP assumes long term interest borrowing costs of 4.25% over the life of plan.
  - This year's Fall Debenture through Municipal Finance Corporation this year yielded "all in" costs of 5.34% for 15 year debt and 5.47% for 30 year debt.
- 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
  - Capital Reserve balances over time
  - Grant funds considered

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. As was noted during the 2023/24 budget process, a good example would be possible intersection improvements at Gaspereau and Main. As part of the approved 2023/24 Operations Plan (page 56 and 57) an evaluation of the intersection is to be undertaken next year and the budgeted dollars for the study are included in that year of the CIP (\$100,000). Ultimately a Council decision on what will be done at the intersection (status quo, traffic control lights, roundabout, other) will result in a change to the CIP.

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.

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- Is Council still committed to the timeline for the major building project, i.e. Town Hall/Library, and Fire Hall.?
- Does Council wish to see more or less emphasis on road infrastructure?? Note road infrastructure in this perspective includes sidewalks and underground structures.
- Are there projects being carried forward that Council wishes to drop from projects to be carried out?
- Is the balance of projects just right?
- **Are there important projects not yet captured in the plan?**

### 4) FINANCIAL IMPLICATIONS

It is too early in the process this year to identify any specific financial implications. Based on key assumptions, the draft CIP is fully funded over the 10 year period. Pending changes to projects, this funding result may remain. In terms of operating budgets, the January budget meeting will be the key to identifying financial implications.

### 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 as more fully detailed in the Operations Plan..

### 6) COMMUNICATION REQUIREMENTS

Staff will once again utilize the Wolfville Blooms platform to 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. The timing may be right to go back to the Farmers Market where several successful budget information sessions were held in past years.

### 7) FUTURE COUNCIL INVOLVEMENT

As per Standard Operating Procedure – Annual Budget Process, there will be a number of COW meetings where the 2024/25 budget and operations plan will be discussed. A formal Request for Decision should be developed in February 2024, to be presented at the March COW seeking budget approval at the March meeting of Council.

**Town of Wolfville  
2020/21 Ten Year Capital Investment Plan  
Fiscal 2022/23 to 2031/32**

	carried forward			Accessibility Deadline						
	BUDGET FOCUS									
	Year 1 <u>2024/25</u>	Year 2 <u>2025/26</u>	Year 3 <u>2026/27</u>	Year 4 <u>2027/28</u>	Year 5 <u>2028/29</u>	Year 6 <u>2029/30</u>	Year 7 <u>2030/31</u>	Year 8 <u>2031/32</u>	Year 9 <u>2032/33</u>	Year 10 <u>2033/34</u>
Σ Information Technology	\$ 64,000	\$ 41,000	\$ -	\$ 24,000	\$ -	\$ 45,000	\$ 45,000	\$ -	\$ 25,000	\$ -
Σ Municipal Buildings	\$ 1,400,000	\$ 4,775,000	\$ 9,472,000	\$ 30,000	\$ -	\$ 300,000	\$ 500,000	\$ -	\$ -	\$ -
Σ Protective Services	\$ 20,000	\$ 1,720,000	\$ 2,220,000	\$ 20,000	\$ 1,670,000	\$ 190,000	\$ 20,000	\$ 220,000	\$ 20,000	\$ 20,000
Σ Transportation Services	\$ 1,585,600	\$ 1,393,800	\$ 3,405,000	\$ 3,434,400	\$ 2,450,700	\$ 315,200	\$ 2,961,000	\$ 115,100	\$ 2,336,500	\$ 416,200
Σ Environmental Health Services	\$ 6,185,000	\$ 1,015,000	\$ 165,000	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 130,000
Σ Community Infrastructure	\$ 825,000	\$ 300,000	\$ 385,000	\$ 200,000	\$ 600,000	\$ 600,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 1,100,000
<b>GRAND TOTAL ALL PROJECTS</b>	<b>\$ 10,079,600</b>	<b>\$ 9,244,800</b>	<b>\$ 15,647,000</b>	<b>\$ 3,708,400</b>	<b>\$ 4,720,700</b>	<b>\$ 1,450,200</b>	<b>\$ 3,806,000</b>	<b>\$ 435,100</b>	<b>\$ 2,481,500</b>	<b>\$ 1,666,200</b>
								\$ 52,009,000	\$ 53,239,500	
							\$ 43,642,000	\$ 8,367,000	\$ 1,230,500	

CIP - Working Draft - NO

carried forward

Accessibility

Deadline

**Town of Wolfville**  
**2020/21 Ten Year Capital Investment Plan**  
**Fiscal 2022/23 to 2031/32**

BUDGET FOCUS			Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Year 1	Year 2	Year 3							
2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34

**Information Technology**

<b>Servers</b>									
Server Replacements	41,000	41,000			45,000	45,000			
<b>Σ Servers</b>	<b>41,000</b>	<b>41,000</b>	-	-	-	<b>45,000</b>	<b>45,000</b>	-	-
<b>Other IT Upgrades</b>									
Back Office Infrastructure (switches)	23,000							25,000	
Replace switches				24,000					
<b>Σ Other</b>	<b>23,000</b>	-	-	<b>24,000</b>	-	-	-	-	<b>25,000</b>
<b>Software</b>									
<b>Σ Software</b>	-	-	-	-	-	-	-	-	-
<b>Σ Information Technology</b>	<b>\$ 64,000</b>	<b>\$ 41,000</b>	<b>\$ -</b>	<b>\$ 24,000</b>	<b>\$ -</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ 25,000</b>

**Municipal Buildings**

<b>Civic Complex - Town Hall &amp; Library</b>									
New or Major Renovated Facility (design phase, construction phase)		475,000	9,472,000	30,000					
<b>Σ Civic Complex - Town Hall &amp; Library</b>	-	<b>475,000</b>	<b>9,472,000</b>	<b>30,000</b>	-	-	-	-	-
<b>Community Development/Public Works</b>									
Public Works Building Renos & Deferred Maintenance (Phase 2) - cfwd	600,000								
Public Works Building Renos & Deferred Maintenance (Phase 3)	-	300,000							
PW/Parks Storage Shed Renovations	-	-			300,000				
Compost Yard?									
<b>Σ Community Development/Public Works</b>	<b>600,000</b>	<b>300,000</b>	-	-	-	<b>300,000</b>	-	-	-
<b>Welcome Centre</b>									
Replacement Building - cfwd as construction won't be complete by March 31	600,000								
<b>Σ Welcome Centre</b>	<b>600,000</b>	-	-	-	-	-	-	-	-
<b>Rec Centre</b>									
Automatic Doors - cfwd ?									
Other Upgrades	-								
<b>Σ Rec Centre</b>	-	-	-	-	-	-	-	-	-
<b>Fire Hall</b>									
New Facility (design phase, construction phase)	200,000	4,000,000							
<b>Σ Fire Hall</b>	<b>200,000</b>	<b>4,000,000</b>	-	-	-	-	-	-	-
<b>RCMP Detachment</b>									
may be impacted by service review									

Town of Wolfville 2020/21 Ten Year Capital Investment Plan Fiscal 2022/23 to 2031/32	BUDGET FOCUS			Accessibility Deadline						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	carried forward									
Σ RCMP Detachment	-	-	-	-	-	-	-	-	-	-
Heritage Train Station										
possible new use once library moves				-			500,000			
Σ Heritage Train Station	-	-	-	-	-	-	500,000	-	-	-
Σ Municipal Buildings	\$ 1,400,000	\$ 4,775,000	\$ 9,472,000	\$ 30,000	\$ -	\$ 300,000	\$ 500,000	\$ -	\$ -	\$ -
<b>Protective Services</b>										
<b>Fire Department</b>										
<u>Trucks - may be impacted by service review</u>										
Aerial Ladder Truck	-	-	2,200,000							
Pumper 1 E-One Cyclone - shows in year 11										
Ford 4*4 Utility Vehicle								200,000		
Pumper 3 E-One Cyclone - to new pumper tanker - cfwd	-	1,700,000								
Tanker 6 Int'l Pumper/Tanker - Not to be replaced. Combined into new pumper/tanker							-	-		
Rescue 4 Pumper Rescue					1,650,000					
Ford Haz Mat vehicle						170,000				
Σ Fire Trucks	-	1,700,000	2,200,000	-	1,650,000	170,000	-	200,000	-	-
<u>Equipment</u>										
Radio Repeater Replacement										
Equipment Upgrades	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
SCBA Apparatus										
Σ Misc Fire Equipment	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Σ Fire Department	20,000	1,720,000	2,220,000	20,000	1,670,000	190,000	20,000	220,000	20,000	20,000
Σ Protective Services	\$ 20,000	\$ 1,720,000	\$ 2,220,000	\$ 20,000	\$ 1,670,000	\$ 190,000	\$ 20,000	\$ 220,000	\$ 20,000	\$ 20,000
<b>Transportation Services</b>										
<b>Public Works Equipment</b>										
<u>Public Works - Fleet Inventory</u>										
veh # 15 - PW LH Truck 2019 pick up truck	-	-	-			60,000				
veh # 18 - 2019 Wacker Neuson Loader	10,000	-					175,000			
veh # 19 - PW 2017 3/4 ton Crew Cab			70,000							
veh # 21 - PW 2015 3/4 ton 4*4 with dump body		-	140,000						175,000	
veh # 22 - PW 2014 1/2 ton	55,000									60,000
veh # 23 - PW 2016 1 ton 4*4 (will move to Parks fleet sub-category)										
veh # 24 - PW 2011 asphalt recycler				183,000						
veh # 25 - PW 2017 5 ton plow truck							500,000			
veh # 27 - PW 2020 Backhoe		-	190,000							230,000
veh # 28 - PW 2013 Loader			800,000							



**Town of Wolfville**  
**2020/21 Ten Year Capital Investment Plan**  
**Fiscal 2022/23 to 2031/32**

carried forward

Accessibility

Deadline

**BUDGET FOCUS**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	<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>	<u>2031/32</u>	<u>2032/33</u>	<u>2033/34</u>
veh # 29 - PW 2020 Sidewalk Tractor (snow removal)			-	-	-					
veh # 51 - PW 2017 Sidewalk Tractor (snow removal)		190,000								
veh #?? - new 5 ton...we are keeping old 5 ton - cwfd	407,000								600,000	
<b>Σ Public Works - Fleet Inventory</b>	<b>472,000</b>	<b>190,000</b>	<b>1,200,000</b>	<b>183,000</b>	<b>-</b>	<b>60,000</b>	<b>675,000</b>	<b>-</b>	<b>775,000</b>	<b>290,000</b>
<b>Parks Dept - Fleet/Equip</b>										
Top Dresser (New)	25,000									
veh # 13 - 1999 Subaru micro truck				25,000						
veh # 16 - Parks LH Truck 2019 F150				-		60,000				
veh # 20 - 2014 Ford 1/2 pick up			60,000							
veh # 23 - PW 2016 1 ton 4*4 (moved from P Wks fleet sub-category)					160,000					
veh # 26 - Parks 2016 Ford F250 3/4 ton crew cab				120,000	-					
veh # 31 - Parks 2001 Suzuki micro truck	25,000							30,000		
veh # 33 - Parks 2015 F450 3/4 ton crew cab 4*4 dump body				140,000						
veh # 34 - Parks 2000 Suzuki micro truck - solid waste				25,000				30,000		
veh # 37 - Parks 2021 JD mower/backhoe 2032				55,000						
veh # 38 - Parks 2017 JD mower 1023E			40,000							
veh # 39 - Parks 2015 JD mower X730		18,000						20,000		
veh # 40 -2015 JD Parks tractor 1025 with cab			45,000						60,000	
veh # 59 - Parks 2020 Kubota Mower										
Chipper										
<b>Σ Parks Dept - Fleet/Equip</b>	<b>50,000</b>	<b>18,000</b>	<b>145,000</b>	<b>365,000</b>	<b>160,000</b>	<b>60,000</b>	<b>80,000</b>	<b>-</b>	<b>60,000</b>	<b>-</b>
<b>Water &amp; Wastewater Dept's</b>										
Veh #30 - Works 2021 Ford F150									60,000	
veh # 32 - Works 2017 F250 3/4 ton 4*4						90,000				
veh #14 - Works Pick Up - Likely will be a EV Transit van	75,000									
<b>Σ Water &amp; Wastewater Dept's</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,000</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>-</b>
<b>Other</b>										
Bylaw car									55,000	
Building/Fire Inspection car										
<b>Σ Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,000</b>	<b>-</b>
<b>Σ Public Works Fleet/Equipment</b>	<b>597,000</b>	<b>208,000</b>	<b>1,345,000</b>	<b>548,000</b>	<b>160,000</b>	<b>210,000</b>	<b>755,000</b>	<b>-</b>	<b>950,000</b>	<b>290,000</b>
<b>Transportation Infrastructure</b>										
<i>includes active transport corridors, street, sidewalk, sanitary &amp; storm sewer where applicable</i>										
<b>Streets, Sidewalks, Parking Lots</b>										

**Town of Wolfville**  
**2020/21 Ten Year Capital Investment Plan**  
**Fiscal 2022/23 to 2031/32**

carried forward

Accessibility

Deadline

**BUDGET FOCUS**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	<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>	<u>2031/32</u>	<u>2032/33</u>	<u>2033/34</u>
Kent Ave - Sidewalk (500m)	200,000									
Earncliffe Ave. - Main St. to EKM (340m)	-			1,790,000						
Gaspereau - Civic 94 to Fowler (400m)				-	2,190,000					
Grandview - Beckwith to Skyway (368m)							2,096,000			
Victoria - Main to King (185m)									-	1,186,000
University - Main to Crowell Dr (400m)									-	-
Wickwire - Little to Beckwith (440m)									-	-
Hillside - Prospect to Fairfield (275m)										-
King St - Victoria to Willow										
Maple Ave - civic 43 to Civic 83										
Maple Ave - Main to civic 19										
Maple Ave -civic 19 to civic 43										
Maple Ave -civic 83 to end										
Harbourside										
Future Street Project Allowance - now replaced with specific streets										-
Engineering Support Contingency (Recurring)	60,000	63,600	67,400	71,400	75,700	80,200	85,000	90,100	95,500	101,200
<b>Σ Streets, Sidewalks, Parking Lots</b>	<b>260,000</b>	<b>63,600</b>	<b>67,400</b>	<b>1,861,400</b>	<b>2,265,700</b>	<b>80,200</b>	<b>2,181,000</b>	<b>90,100</b>	<b>1,281,500</b>	<b>101,200</b>
<b>Land Acquisitions/Disposals</b>										
ridge road ?										
<b>Σ Land Acquisitions/Disposals</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Σ Transportation Infrastructure</b>	<b>260,000</b>	<b>63,600</b>	<b>67,400</b>	<b>1,861,400</b>	<b>2,265,700</b>	<b>80,200</b>	<b>2,181,000</b>	<b>90,100</b>	<b>1,281,500</b>	<b>101,200</b>
<b>Other Transportation</b>										
<b>Miscellaneous</b>										
Decorative Light Posts - to Willow		235,000								
Flood Risk Mitigation - cfwd	75,000			1,000,000						
<b>Σ Miscellaneous</b>	<b>75,000</b>	<b>235,000</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Generators</b>										
Generator replacements - Comfort Centre									80,000	
<b>Σ Generators</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80,000</b>	<b>-</b>
<b>Traffic Safety &amp; Mobility Program</b>										
Crosswalk Evaluations, Treatment Upgrades, and New Crosswalks	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
AT Network (\$3,393,000 in total)	513,600	862,200	1,967,600	-	-	-	-	-	-	-
Main Street Corridor - East End - Bidirectional AT lane (1760 m)										
Main Street Corridor - West End - Bidirectional AT lane (1380 m)										
Skyway/Pleasant AAA Corridor										

Town of Wolfville 2020/21 Ten Year Capital Investment Plan Fiscal 2022/23 to 2031/32	carried forward			Accessibility Deadline						
	BUDGET FOCUS			Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Harvest Moon Trail Improvements (includes pave Harbourside - Elm)										
Harvest Moon Trail Connectors										
Reservoir Park Connector										
Shared streets traffic calming										
New sidewalk (locations still under review)										
Traffic calming										
Willow & Winter One-Way - cfwd	15,000									
Intersection Safety	100,000									
<b>Σ Traffic Safety &amp; Mobility Program</b>	<b>653,600</b>	<b>887,200</b>	<b>1,992,600</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Σ Other Transportation</b>	<b>728,600</b>	<b>1,122,200</b>	<b>1,992,600</b>	<b>1,025,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>105,000</b>	<b>25,000</b>
<b>Σ Transportation Services</b>	<b>\$ 1,585,600</b>	<b>\$ 1,393,800</b>	<b>\$ 3,405,000</b>	<b>\$ 3,434,400</b>	<b>\$ 2,450,700</b>	<b>\$ 315,200</b>	<b>\$ 2,961,000</b>	<b>\$ 115,100</b>	<b>\$ 2,336,500</b>	<b>\$ 416,200</b>
<b>Environmental Health Services</b>										
<b>Storm Water Management</b>										
Allowance for projects yet identified	300,000	800,000								
<b>Σ Storm Water Management</b>	<b>300,000</b>	<b>800,000</b>								
<b>Sewage Treatment/Collection</b>										
<b>Miscellaneous Equipment</b>										
Σ Miscellaneous Equipment	-	-								
<b>Sewer Treatment</b>										
Treatment plant expansion - Phase II	5,720,000									
Flood Mitigation @ STP	50,000									
<b>Σ Sewer Treatment</b>	<b>5,770,000</b>									
<b>Sanitary Sewer Collection</b>										
<i>included in Street infrastructure above</i>										
<b>Σ Sanitary Sewer Collection</b>										
<b>Lift Stations</b>										
Assessment and Upgrade Program - cfwd	50,000	150,000	100,000							
Bigelow Lift Station										
Acadia Lift Station										
Elm Ave Lift Station										
Harbourside Lift Station										62,000
Main Lift Station							80,000			
Oak Ave Lift Station										68,000
SCADA and Electrical Panel Replacements incl. VCFN integration - cfwd	65,000	65,000	65,000							



**Town of Wolfville  
2020/21 Ten Year Capital Investment Plan  
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carried forward

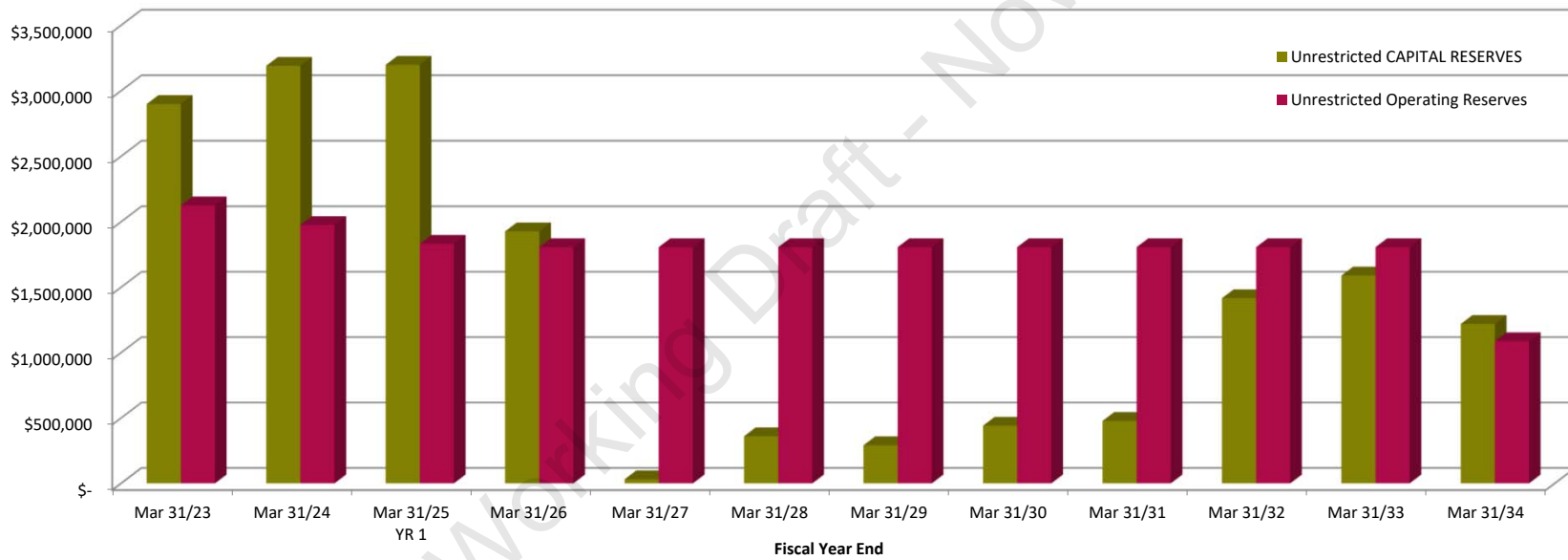
Accessibility

Deadline

	BUDGET FOCUS			Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Year 1	Year 2	Year 3							
	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>							
<b>Nature Preserve</b>										
Dam Upgrades		-	-		600,000	600,000				1,000,000
Nature Trust (External Funding) - cfwd	-		185,000							
<b>Σ Nature Preserve</b>	-	-	185,000	-	600,000	600,000	-	-	-	1,000,000
<b>Miscellaneous Amenities</b>										
Public Art										
Public Art Project										
Concrete walkways to Mona Parsons Statue and Alex Colville Wall		100,000								
<b>Σ Miscellaneous Amenities</b>	-	100,000	-	-	-	-	-	-	-	-
<b>Σ Open Spaces and Town Amenities</b>	-	100,000	185,000	-	600,000	600,000	-	-	-	1,000,000
<b>Σ Community Infrastructure</b>	\$ 825,000	\$ 300,000	\$ 385,000	\$ 200,000	\$ 600,000	\$ 600,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 1,100,000
<b>GRAND TOTAL ALL PROJECTS</b>	\$ 10,079,600	\$ 9,244,800	\$ 15,647,000	\$ 3,708,400	\$ 4,720,700	\$ 1,450,200	\$ 3,806,000	\$ 435,100	\$ 2,481,500	\$ 1,666,200
								\$ 52,009,000	\$ 53,239,500	
							\$ 43,642,000	\$ 8,367,000	\$ 1,230,500	

CIP - Working Draft - Nov 16 2021

**Year End Reserve Balances - Projections**  
**2024/25 Ten Year CIP - draft working doc**



# 10 Year Debt Repayment Projection

## 2024/25 Ten Year CIP - working doc

