

Wolfville Operations Plan

2023-2027

April 1, 2023



A cultivated experience for the mind, body, and soil

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LETTER FROM CHIEF ADMINISTRATIVE OFFICER

This year marks the third Operational Plan and Budget under the Council that was elected in October 2020. Over the past two years, Council has reflected on feedback that has been provided by residents and has considered priorities identified by the community. This Operational Plan ensures that progress will be made in the strategic areas that Council have identified in their 2020-2024 Strategic Plan.

The Operational Plan is intended to provide a four-year snapshot of projects and initiatives that will be undertaken by the Town, in addition to the many core services and day-to-day operations. Year 1 activities are typically more definitive and detailed, while Years 2-4 initiatives are less defined in many cases and may be awaiting further study and information to fully populate. However, all efforts have been made to provide as much detail as possible for those years beyond 2023-24 so that Council, staff and the public have an understanding of work that is likely to be undertaken and where efforts will be focused.

This Operational Plan is also a living document. As such, it will continue to be refined throughout the year as required and as more information is known and developed. Future amendments will be shared with Council, staff and the public as they are updated. The Ops Plan will also have a home on our new website.

I am very excited to get the many projects and initiatives identified for 2023-24 underway. We have established an aggressive plan that tackles a variety of priority areas that will hopefully move the needle on a variety of fronts.

Erin Beaudin

COUNCIL'S STRATEGIC PLAN

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

VISION

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

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

MISSION

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

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

PRINCIPLES

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

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

STRATEGIC DIRECTIONS

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

PRIORITY INITIATIVES

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

Council’s Priority Initiatives for 2021-2024 are:

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

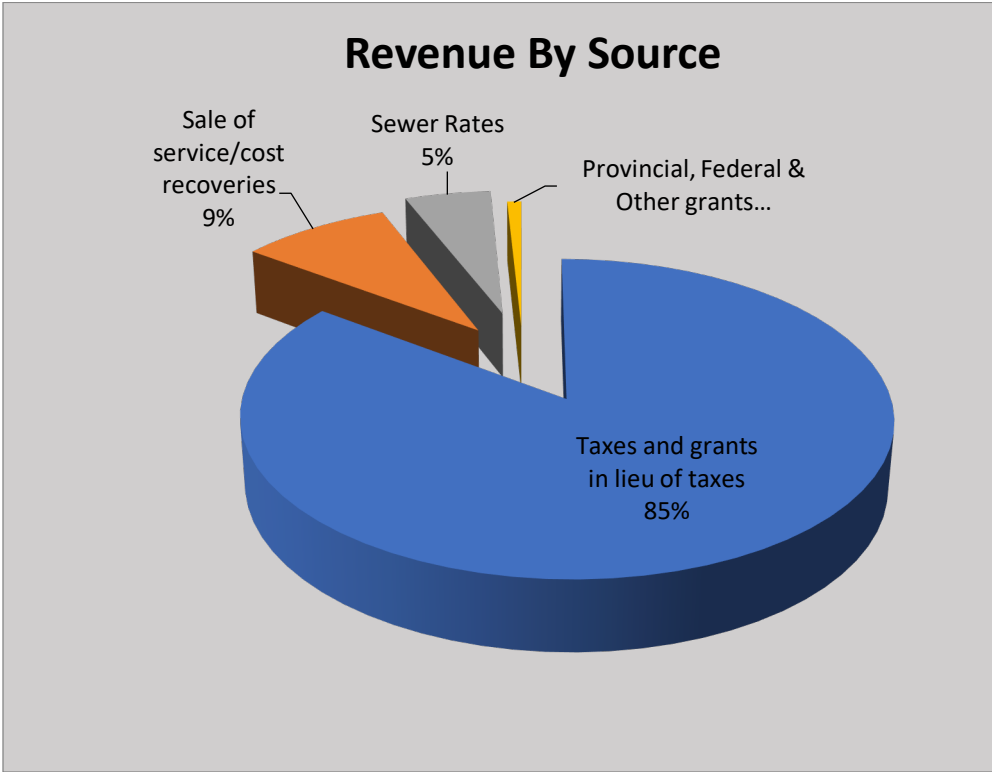
While the priority initiatives figure significantly in the Town’s annual Operations Plan, they are not the only things that the Town will achieve. Ongoing work of service departments is a major component of each annual budget. These, and other projects for which need and/or opportunity arises during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

WHERE TAX DOLLARS GO – KEY CHANGES FROM 2022-23 to 2023-24

The 2023/24 Town Operating Budget reflects both Council’s goal to keep residential tax increases as close to inflation as possible, while at the same time dealing with required external funding which increased at double the inflation rate (municipal contribution to Education and Inter-Municipal Service Agreement for Kings Transit Authority), new spending initiatives, ensuring the community continues to see a high level of municipal services within the Town, including progress on Strategic Goals.

Key Elements/highlights of this year’s budget include:

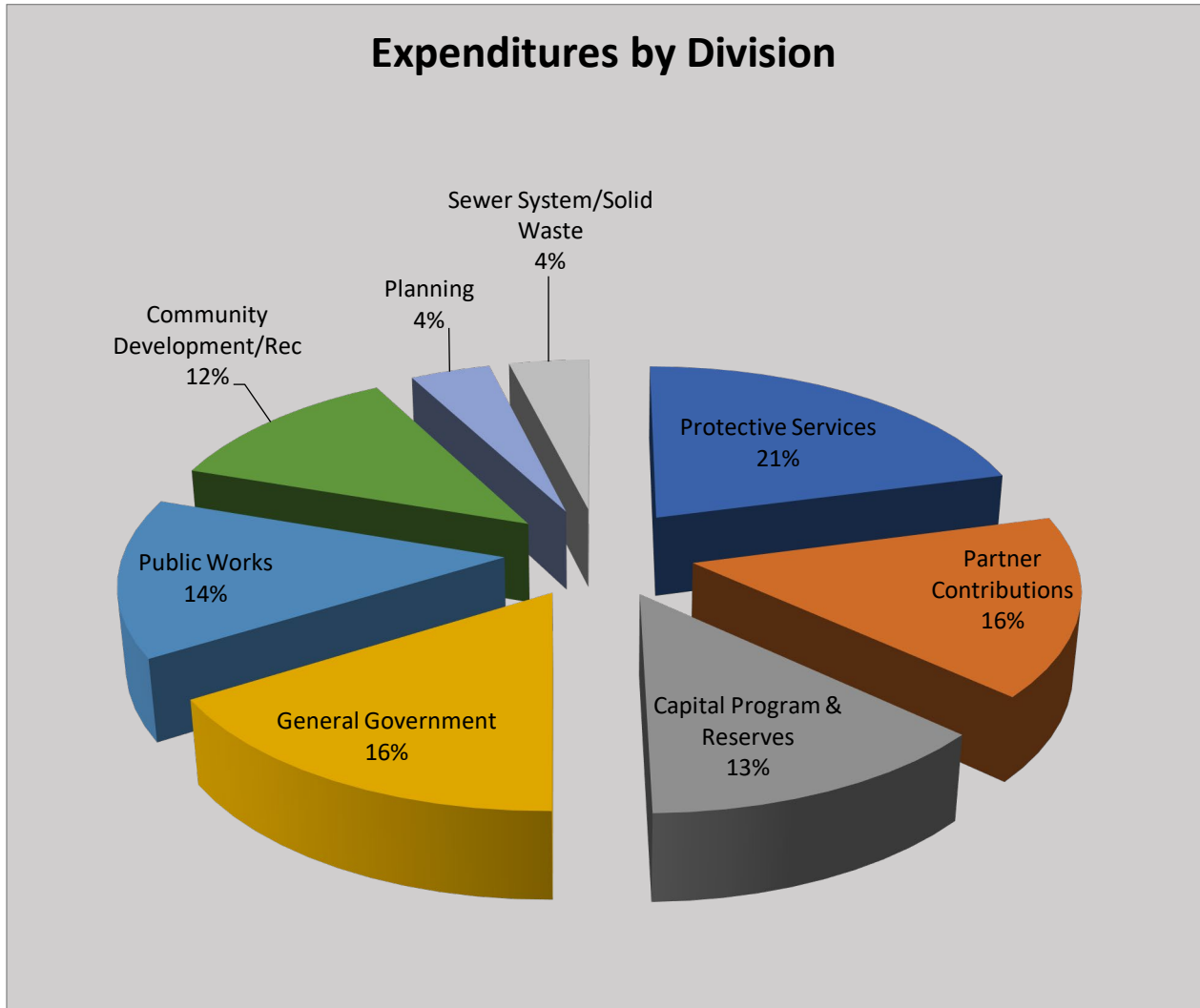
- A 1.75 cent increase in the residential property tax rate. No change to commercial tax rate.
 - Residential Tax Rate = \$1.475 per hundred dollars of assessment
 - Residential tax revenues account for 69% of total tax revenues
 - Two-thirds of residential property owners will see an increase of approximately 9%.
 - The Provincial Capped Assessment Program (CAP) for 2023 was set at 7.7%.
 - Commercial Tax Rate = \$3.575 per hundred dollars of assessment
 - Overall commercial tax revenue increased by 9.38%.
 - Commercial – Business Development Area Rate
 - Drops to \$0.25 per hundred dollars of assessment (from \$0.26)
 - Fire Protection Levy increases slightly to \$0.06 per hundred of assessment (from \$0.052) covering an expected increased levy from Water Utility Rate Application.



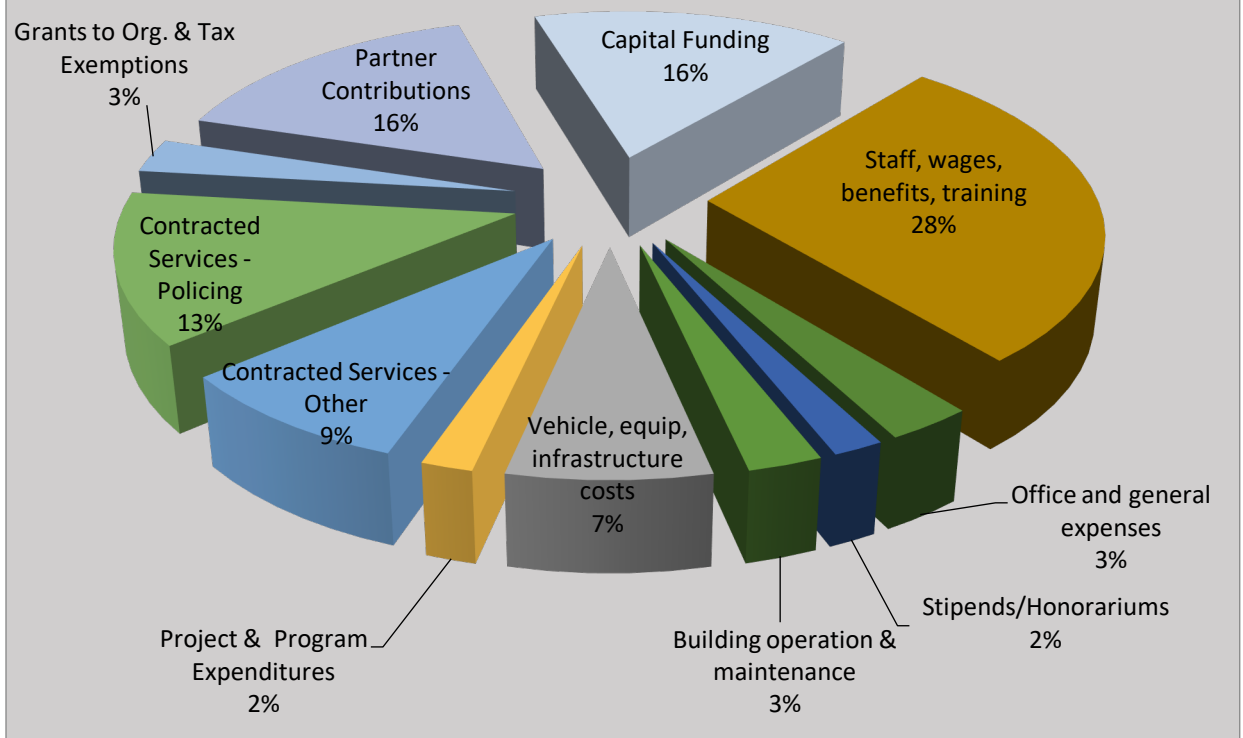
EXPENDITURES

The Town's overall operating expenses increased by \$993,000, with an additional \$190,500 required to increase the budget allocation to the capital program.

The increase in the capital program is higher than past years, recognizing increased funding requirements to replace Fire Dept. trucks in upcoming years. Operational cost increases cover salary/wage and benefit expenses, contributions to external partners, and new project costs for Parks Master Plan development, Video Surveillance Camera Pilot Project, EDI initiatives, as well as others.



Expenditures by Expense/Object Code

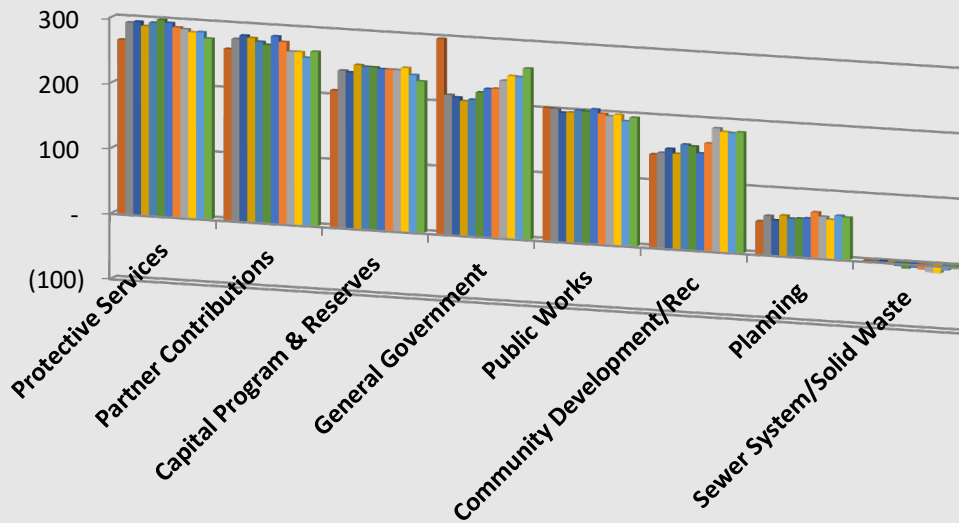


Another way to view the Town budget, is to look at what the **net cost** of each division/department is for the budget year. Ultimately the amount of property tax revenue required is determined by the cost to run each department and deducting non-tax revenues allocated to each of those service areas. This approach provides the basis for illustrating how your tax dollars are spent, i.e. Where My Tax Dollars Go!

The graph below shows a multi-year view of how tax revenues are utilized annually. As illustrated, how the dollars are used changes over time. For example, after a significant drop in costs back in 2013/14 (reduction in staff levels), the General Government Division is starting to require a larger portion of annual tax revenues in more recent years. This reflects reallocating GIS resources from the Planning Dept to the Corporate Services Dept, supporting IT with a full-time staff member versus part time contracted service, as well as increased costs for Grants to Organizations and insurance premiums. Note the Sewer operation appears to have no cost, however this simply reflects that the cost of the sewer operation is recovered through quarterly sewer billings, not property taxes.

2023/24 Budget Where My Tax Dollars Go

(Based on \$100,000 taxable residential assessment @ \$1.475 = \$1,475 for 2023/24)



- 2012/13 Budget ■ 2013/14 Budget ■ 2014/15 Budget ■ 2015/16 Budget
- 2016/17 Budget ■ 2017/18 Budget ■ 2018/19 Budget ■ 2019/20 Budget
- 2020/21 Budget ■ 2021/22 Budget ■ 2022/23 Budget ■ 2023/24 Budget

RESOURCING THE OPERATIONS PLAN – MUNICIPAL DEPARTMENTS AND COMMITTEES

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

Within each Department, there are key day-to-day deliverables and functions that are at the core mandate of the Town. These are listed in each section and are key to the Town's daily operations. These deliverables can take up a great deal of internal capacity, which limits the Town's abilities to take on additional priorities and initiatives. It is important to recognize that while this Operations Plan has endeavoured to address the priorities of Council and maintain the day-to-day service level requirements of the municipal operation, that the day-to-day activities must not get sacrificed while implementing the various other initiatives and projects outlined in the Plan.

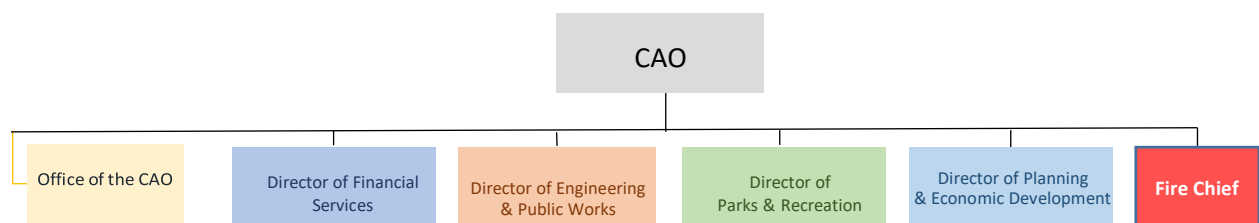
Chief Administrative Officer

Erin Beaudin, CAO

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

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

Roles & Responsibility	Human Resources
<ul style="list-style-type: none"> • Administering the business affairs of the Town. • Advising Council on Town issues and on agenda items during meetings. • Directing the exercise of general financial control of all departments. • Directing the development and implementation of corporate policies, programs, and services. • Ensuring Council receives the appropriate reports and information necessary for their decision making. • Assisting Council in strategic planning. • Liaising with officials, groups, agencies and other municipalities and the provincial and federal governments. • Responsible for communications. • Responsible for corporate customer service. • Responsible for human resources. 	<ul style="list-style-type: none"> • 4 Directors • 1 Fire Chief • 1 Executive Assistant/Town Clerk • 1 Community Liaison and Compliance Coordinator • 1 PT Compliance Officer (contracted) • 1 Communications & Special Projects Coordinator • 13 non-union Permanent FT Employees • 3 non-union permanent/part-time Employees • 15 Union permanent FT Employees • 4 non-union permanent PT • 6 union permanent seasonal • 8 casual/term/contracted



Office of the CAO Administrative Services

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

Operational Statistics

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

Human Resources

- 1 Executive Assistant/Town Clerk
- 1 Community Liaison and Compliance Coordinator
- 1 Communications & Special Projects Coordinator
- 1 term Compliance Officer

Council and Committee Support

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

Human Resource Management

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

Records Management

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

Compliance

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



Finance & Corporate Services

Mike MacLean, Director

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

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

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

Finance & Corporate Services staff are also the Town's first point of contact with members of the public who visit Town Hall. Beyond the traditional finance responsibilities, the Director also carries out the duties of Treasurer, Freedom of Information and Protection of Privacy (FOIPOP) Responsible Officer as defined in the MGA, insurance claims facilitation and Acting CAO when required.

Operational Statistics	Human Resources
<ul style="list-style-type: none">• 1,624 Residential Tax Accounts• 108 Commercial Tax Accounts• 1,593 Water Accounts• Average of 3 FOIPOP requests annually• \$13.5 m Town Operating Budget• \$5.8 m Town Capital Budget (Year 1)• \$1.14 m Water Operating Budget• \$864,300 Water Capital Budget	<ul style="list-style-type: none">• 1 Director• 1 Accountant• 1 60% Accounting Clerk – Accounts Payable• 1 Accounting Clerk – Utilities & Taxes• 1 50% Admin General Ops (shared with Organization)• 1 IT Manager• 1 GIS Coordinator

Accounting

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

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

Budgeting/Financial Reporting

Finance is responsible for the overall preparation and management of the Town's Operating, Capital and Water Utility Budgets. In 2023/24, the Town has an operating budget of \$13.5 million; 85% of revenue is generated by taxes and grants in lieu of taxes with the balance coming from sale of service, sewer rates and provincial and federal grants.

The Town's capital budget for 2023/24 is \$5.81 million. The Water Utility Operating budget in 2023/24 is \$1.14 million, and the Capital Budget is \$864,300.

Finance is also responsible for:

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

Property Tax, Water Utility, and Other Billings

The Department administers approximately 1,624 residential and 108 commercial tax accounts and processes tax billings twice a year. Water/Sewer billings are just under 1,600 accounts and these are billed quarterly. Handle all sundry billings, from each department. This year sees billing and payment processing for projects falling within the Town's Switch Program.

- Process and issue all billings related to Town services. Mainly involves tax and water/sewer bills but can also involve any other sundry billing required by a Town department.
- Facilitate customer inquiries regarding amounts owed to the Town.
- Maintain and update assessment information for properties, and metered service data base (water and sewer).
- Provide monitoring of accounts receivable monthly and collection procedures as required.
- Set up and monitor long term receivables related to the Switch Program. This program was fully subscribed before the start of the 2022/23 operational year and involves approximately 35 accounts totalling over \$1 million in long term loans to property owners. The loans receivable to the Town will be repaid over the next 15 years.

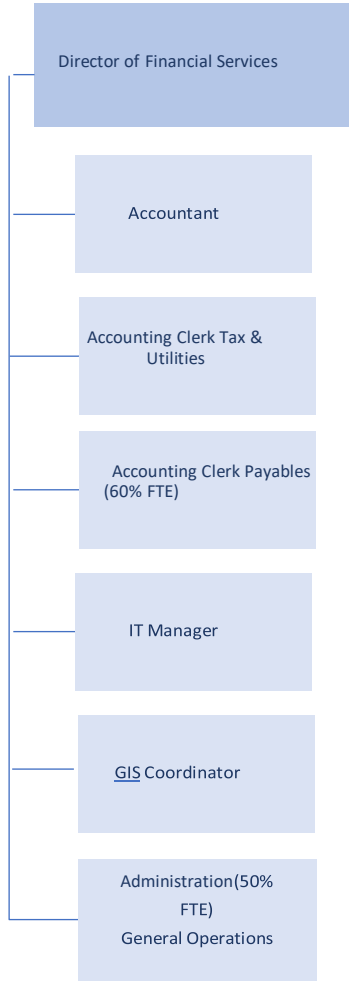
Geographical Information System (GIS)

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

- Preparation of complex maps, graphics, tables, and other materials to assist staff.
- Managing and updating of the civic address system.
- Making the datasets available and functional to the entire organizations and partners
- Continuing development and updating of records of the Town's infrastructure (e.g., road network, sewer system, water system, trees, streetlights, etc.)
- Updating and development of various mapping layers in the GIS system – approximately 132 layers at present.
- Development and implementation of data collection processes to streamline integration of required reporting with GIS data. Examples of new online forms-based processes include compliance incident responses, parking ticket data, and building permit process data.

IT Infrastructure and Equipment

IT is responsible for operating the Town's core software systems, IT Servers, System Security, IT equipment purchasing and maintenance, IT solutions for business processes, etc. This is an ever-increasing area of importance as both internal organizational processes rely on the IT network and community members look for online access to Town services.



Protective Services: RCMP

Sgt Michel Pelletier

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

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

Protective Services: Fire Department

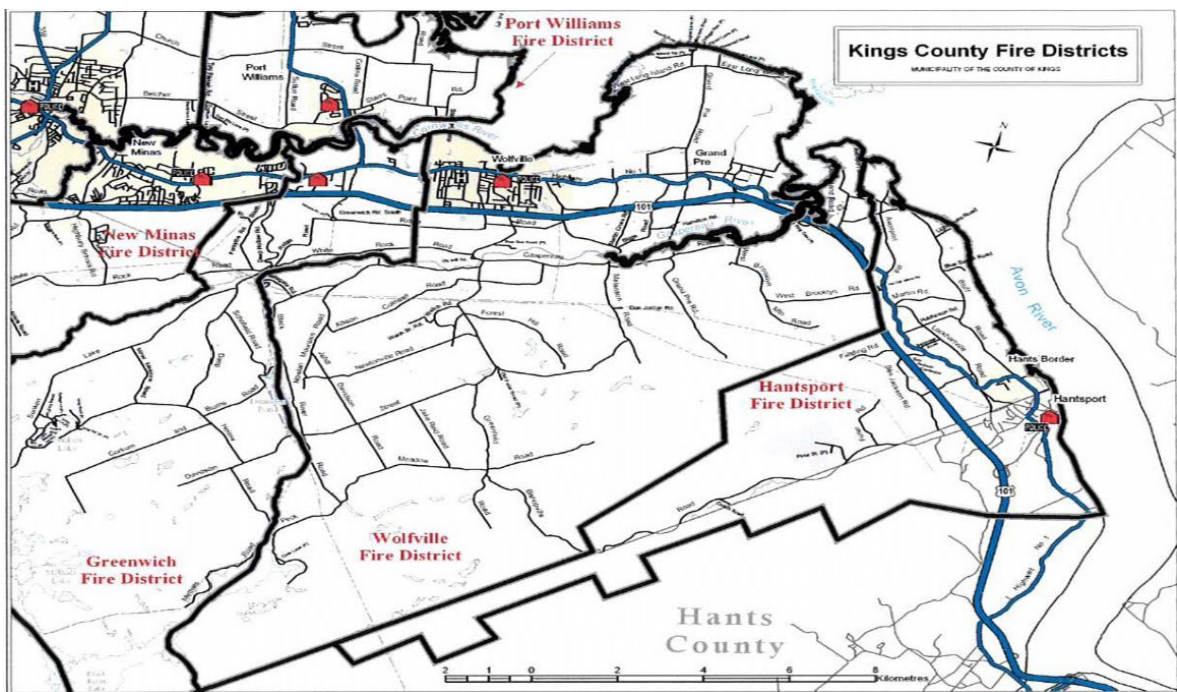
Todd Crowell, Fire Chief

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

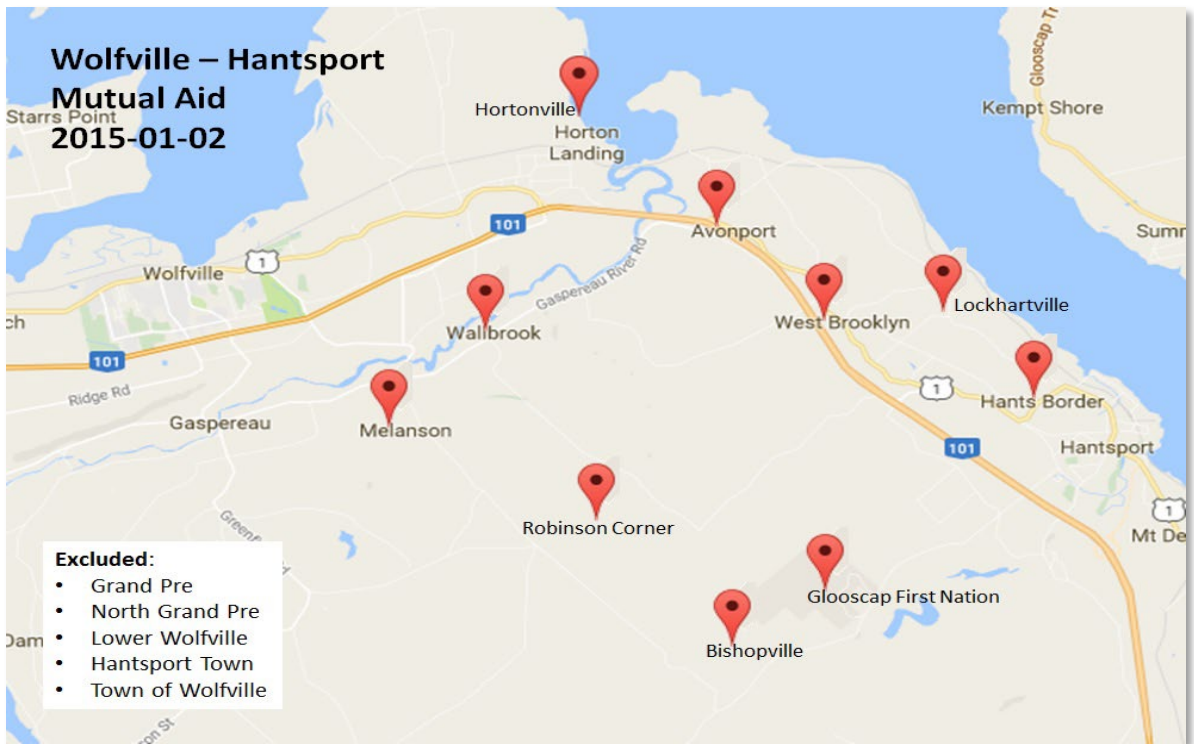
The Town also employs an Operator/Mechanic for the Fire Department who is responsible for the operation of fire apparatus for 40+ volunteer fire fighters throughout daytime hours Monday to Friday under the supervision of the CAO. This position is also responsible for performing mechanic and janitorial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

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

Wolfville Fire Department District Service Area Map



Wolfville – Hantsport Mutual Aid Map



Engineering & Public Works

Alexander de Sousa, P.Eng., Director

Engineering & Public Works consists of both Public Works and the Water Utility and works closely with Development to review and approve new municipal work. The Department is responsible for the provision of quality water, responsible sewer collection/treatment, and the management of Town owned assets and infrastructure, including the Town’s vehicle/equipment fleet, buildings, water, sewer and storm water systems, streets, and sidewalks within the Town of Wolfville.

<h3>Operational Statistics</h3> <ul style="list-style-type: none">• 34.0 km of Roads• 25.4 km of Sidewalks• 55.1 km Water Main and Lateral Pipe• 33.5 km of Storm Water Main and Lateral Pipe• 42.8 km of Sewer Main and Lateral Pipe• 6 Lift Stations• 2 Source Water Pumping Stations (Wells)• 34 Pieces of Town equipment• 7 Town Facilities• 11 Town Parking Lots	<h3>Human Resources</h3> <ul style="list-style-type: none">• 1 Director• 1 Municipal Engineering Technician• 1 Administrative Assistant (Shared with Planning and Parks & Recreation)• 1 Manager of Public Works• 1 Second Lead Hand Public Works• 1 Operator Mechanic• 6 Operator/Labourers• 3 Utility Operators• 2 Crossing Guards
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Public Works

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

Transportation

- Summer and winter maintenance of streets, sidewalks, and 11 parking lots.
- Traffic safety services, including signage and pavement markings.
- Street lighting.

Sewer

- Operate and maintain 42.8 kilometers of sewage collection piping, six (6) sewage lift stations, and one Class 2 sewage treatment facility.
- Maintain 33.5 kilometers of storm water collection system throughout Town.

Facilities

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

Fleet

- Operate, maintain, and repair 34 pieces of Town-owned equipment operated by the Parks and Engineering & Public Works Departments.

Capital

- Monitor, plan, design, manage, and implement an annual capital program of approximately \$1.5 million for street infrastructure improvements.

Community Events

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

Water Utility

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

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

- Operates and maintains two source water production wells and pumping facilities, one water treatment facility on the Wolfville ridge, and maintains approximately 55 km of water distribution mains and 3 kilometers of water transmission mains throughout Town.
- Provides meter reading services to assist with billing and participates in source water protection monitoring and planning.

Treatment

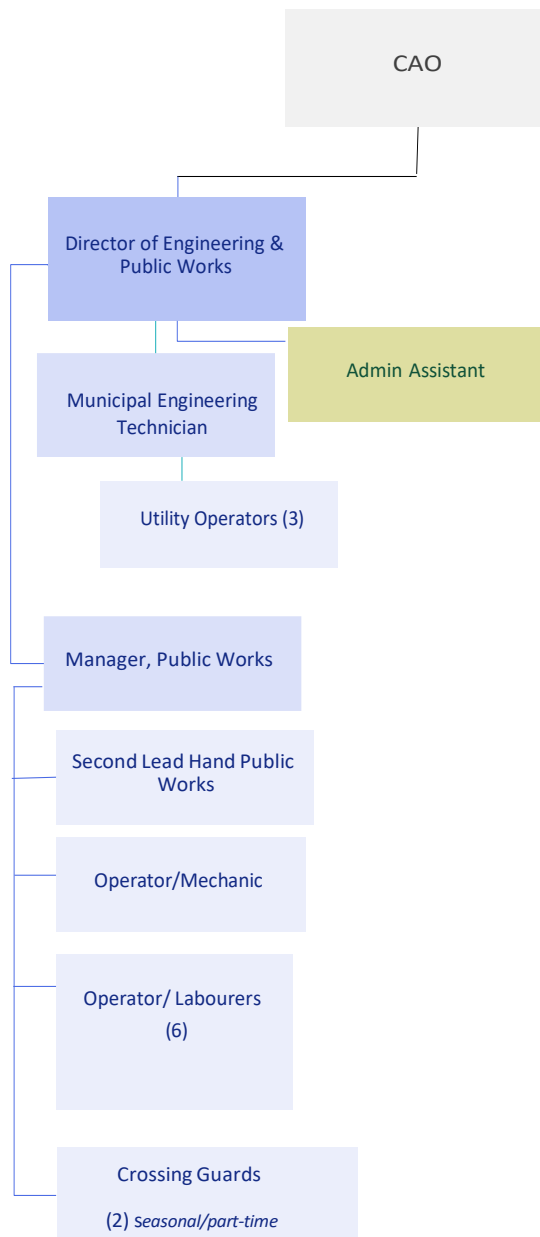
- All water provided is disinfected with chlorine to eliminate any bacteria that may be present and reduce the risk of waterborne diseases. A minimum chlorine residual is maintained throughout the system to ensure the water safety.
- Fluoride is added to help promote dental health and sodium hydroxide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

Distribution

- Water is provided to the residents of Wolfville through approximately 55 kilometers of water mains of varying sizes, ages, and materials. The water is gravity fed to the distribution system from the reservoir on Wolfville Ridge. The Utility is responsible for supervising repairs and the maintenance of the water mains, and for operating all valves and hydrants contained within the distribution system.

Meter Reading and Testing

- All water services are metered individually. Meters are read by the Utility Operators on a quarterly basis. Water samples are taken daily, weekly, monthly, and annually in accordance with governing regulations and the Town's Approval to Operate to ensure the water provided is safe for all.



Planning & Economic Development

Devin Lake, Director

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

<p>Operational Statistics</p> <ul style="list-style-type: none">• Manages the implementation of the Municipal Planning Strategy, Land Use By-law, and Subdivision By-law.• Manages Economic Development Initiatives• Manages the Climate Change action plan and implementation.• Manages strategic land use initiatives (e.g., downtown development, library expansion, farmers market area)• Manages over 200 existing Development Agreements• Average of 6 development agreements issued annually.• Average of 63 development permits issued annually.• Average of 45 building permits issued annually.• Average of 9.5 new lots approved annually since 2011.• Manages a registry of approximately 35 registered heritage properties in Wolfville.• Supports the Planning Advisory Committee, Heritage Advisory Committee and supports the Councillor on the Wolfville Business Development Corporation, as needed.	<p>Human Resources</p> <ul style="list-style-type: none">• 1 Director• 1 Senior Building and Fire Inspector• 1 Fire/Life Safety Inspector• 1 Development Officer• 1 Community Planner• Various Casual/summer positions, as needed.• Shared Administrative Support, as needed.
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Planning and Development

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

After 5 years of consultation and Council direction, the Town adopted new planning documents in September of 2020 – just before the global pandemic where we will find ourselves navigating out of. Conditions we were working with in the lead up to the adoption of the current planning documents have changed – particularly with current housing pressures. Amendments to our documents will be warranted in the coming year (and beyond) for the East End Secondary Planning but also to address contemporary challenges and opportunities.

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

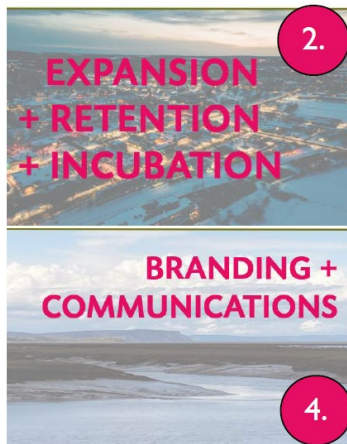
Lake provides planning guidance and oversight. Lindsay Slade, the Town’s Community Planner, is being trained as a Development Officer and will eventually add capacity in this area as well.

Climate Action and Sustainability

The Town employed a Climate Change mitigation coordinator working on both Climate Change mitigation and adaption efforts and was instrumental in the December 2021 adoption of the Town’s Climate Action Plan. Staff are working a number of initiatives from the Climate Action Plan into our multi-year budget and operations planning and have our Community Planner coordinating the implementation efforts – in collaboration with other Staff. In the past year Staff worked with the business community on helping them understand their emissions profile and working on plans to lower their footprint. In the coming year, the tree work will be the focus from the climate plan, along with other initiatives outlined in this plan.

Economic Development

The function of economic development is to support growth and development within the Town of Wolfville. The Director of Planning & Development and other staff work collaboratively with existing and potential businesses and the Wolfville Business Development Corporation, and now the Valley REN, to achieve this mandate. Economic Development, for a Town, is often the outcome of good governance, planning, smart fiscal decisions, quality infrastructure and recreation. Through 2021 and early 2022 staff and the Mayor’s taskforce on Economic Development have worked on defining four directions or focus areas, shown below (working with our partners; tourism; expansion, retention and incubation; branding and communications). Staff and Council will continue to work on initiatives outlined in this plan in the coming year.



Building and Fire Inspection Services

After a number of years of training and succession planning, James Collicutt will assume the role of Senior Building and Fire Inspector after achieving his Level 2 building certification. Mark Jamieson, through a contract, will provide oversight and advice as needed, although his role will be significantly reduced to an as-needed basis in 2023-24. The Town has been working toward improving our system of municipal fire inspections to ensure the safety of our residents, particularly those living in rental accommodations.

Amanda Brown has now completed Fire Inspector training and will assume the role of Fire/Life Safety Inspector and work (over a number of years) toward Level 1 building official training. Our fire inspections program will see huge gains with a dedicated resource.

Compliance

The Community Liaison & Compliance Coordinator is now working out of the Office of the CAO but continues to work closely with Planning and Development staff on compliance and enforcement issues. The Compliance Coordinator will continue to coordinate with Planning and Development staff on issues that impact various roles within the organization. Planning staff are working daily with property owners and landlords.



Parks & Recreation

Kelton Thomason, Director

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

Operational Statistics	Human Resources
<ul style="list-style-type: none">Operates the Recreation Centre and Visitor Information Centre92.3 acres of Parks & Recreation Spaces7.8 km of TrailsSupports Art in Public Spaces Committee	<ul style="list-style-type: none">1 Director1 Manager, Community Development1 Parks Lead Hand1 Programmer, Community Rec1 Administrative Assistant (shared with Public Works)1 Custodian1 After School Supervisor6 Seasonal Parks Staff (2 FT)1 Welcome Centre SupervisorSummer Rec Staff (3+)After School Staff (5 PT)Welcome Centre Staff (1 FT, 1 PT)Summer Parks Staff (2)Co-op Student (1)

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

Parks

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

Flower Beds

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

Urban Forest

- Plant new trees, prune and facilitate the removal dying or diseased limbs and trees throughout Town.

Community Events

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

Tourism

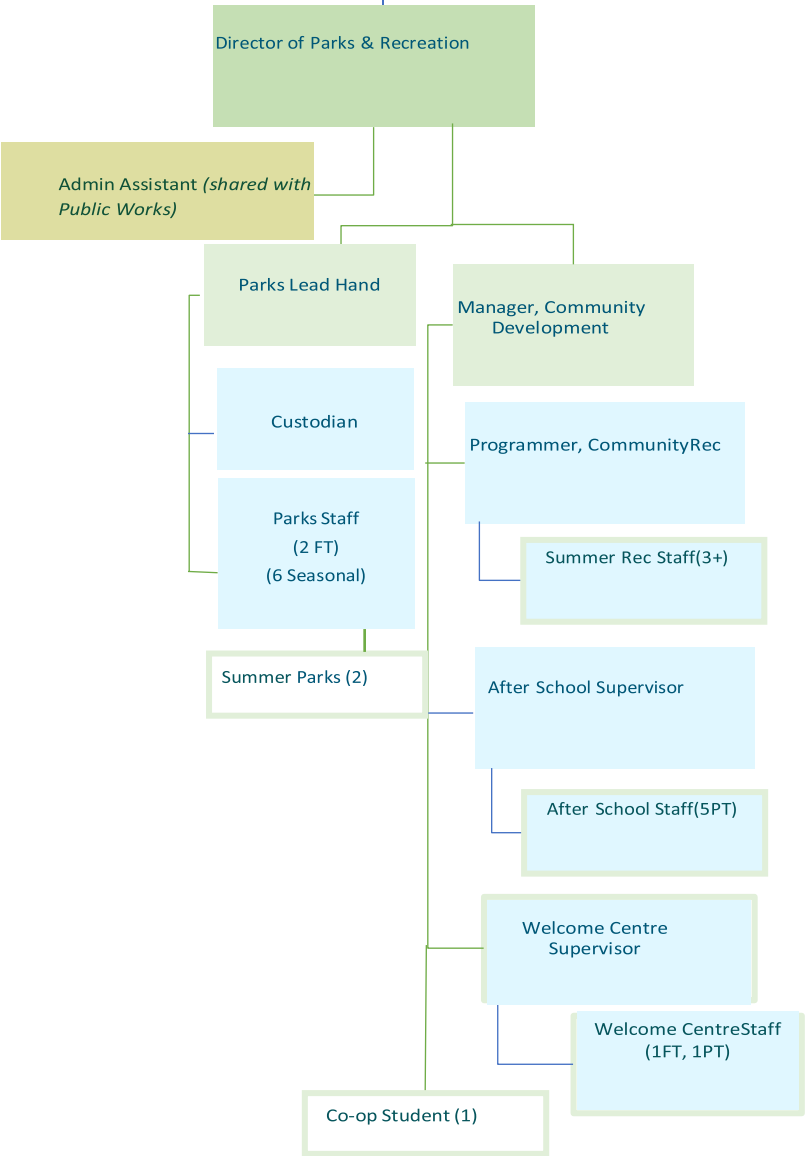
- Tourism is responsible for managing the Town's Visitor Information Centre (VIC) and Information Kiosks, as well, as identifying tourism opportunities that promote and attract visitors to Wolfville. The VIC is open from May to October and is the second busiest centre in the Annapolis Valley; next to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

Recreation

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

Festivals and Events

- In attracting and supporting festivals and events in Wolfville, the department is responsible for coordinating Town festivals and events such as Mud Creek Days, Canada Day, the Tree Lighting Ceremony (Night of Lights) and Heritage Day events. The department supports other festivals and events through funding or in-kind contributions (i.e., staff time, use of facilities or equipment) and has formalized support for our signature events (Devour!, Valley Harvest Marathon and Deep Roots Music Festival).
- In 2016 Council passed a Grants to Organization Policy that identifies Strategic Partnerships with local organizations and commits funding to these partners over a four-year period. The program was renewed, and strategic partners have been identified and funding in place for the next four years.



Committees of Council

Council currently has six Committees of Council, including Committee of the Whole. Each Committee serves in an advisory capacity to Council and has established priorities for the 2023/24 year to support the implementation of the Operations Plan.

COMMITTEES OF COUNCIL		
AUDIT	ACCESSIBILITY	PLANNING ADVISORY
<p>Review and provide input into the Low- Income Tax Property Tax Exemption Policy and the Procurement Policy.</p>	<p>Provide guidance on the implementation of the Accessibility Plan and in any revisions of the plan.</p> <p>Prepare an annual report card of progress.</p>	<p>Conduct role in accordance with MGA and MPS requirements.</p> <p>Also act as Heritage Advisory Committee under the <i>Heritage Property Act</i>.</p>
RCMP ADVISORY BOARD	SOURCE WATER PROTECTION	POLICING REVIEW COMMITTEE
<p>Work with the RCMP to provide advice and receive reports on:</p> <ul style="list-style-type: none"> • Traffic • Crosswalk/Pedestrian Safety • RCMP Visibility at key weekend events • Relationship with youth • Noise Prevention • Crime Reduction 	<p>Beginning the process to update the 2008 Source Water Protection Plan. External consultant to determine what is still relevant and develop a revised plan and implementation strategy.</p>	<p>Review and make recommendations to Council on the best option for policing services for the Town.</p>

INTER-MUNICIPAL / PARTNER ORGANIZATIONS / EXTERNAL COMMITTEES

Town Council also has representatives on various external Committees and Inter-Municipal Boards:

Wolfville Business Development Corporation (WBDC) Board

Joint IMSA Pilot Project (Valley Waste and Kings Transit)

Valley Community Fibre Network (VCFN)

Annapolis Valley Trails Coalition (AVTC)

Kings Point to Point

Regional Emergency Management Advisory Committee (REMAC)

Annapolis Valley Regional Library Board

EKM Health Centre Liaison Team

Diversity Kings County

Bishop-Beckwith Marsh Body

Grand Pré Marsh Body

Western Regional Housing Authority (WRHA)

Town and Gown

BYLAW & POLICY PRIORITIES

Policy and bylaw development is a key role of Town Council and provides the Town with the tools it requires to run the Town effectively. The Town is constantly reviewing its policies and bylaws to ensure they remain relevant and best serve the needs of our residents and business community. Our review process is depicted below: The following depicts the bylaws and policies that will be created and/or reviewed in the new four-year Operations Plan with Year 1 being 2021-22.

BYLAWS:

<p>YEAR 1 - 2023-2024</p> <ul style="list-style-type: none">• Business Licensing (new)• Civic Addressing (new)• Building Bylaw• Streets Bylaw (encroachment, closure, naming, other street-related policies)• Sewer Discharge & Connection• Lot Grading (new)• Boundaries• Electronic Voting• Election Candidates Deposit	<p>YEAR 2 - 2024-2025</p> <ul style="list-style-type: none">• Idling Control Bylaw• Procedures of Council• CAO Bylaw (repeal)
<p>YEAR 3 - 2025-2026</p> <ul style="list-style-type: none">• Capital Cost Charges By-law (new)	<p>YEAR 4 - 2026-2027</p> <ul style="list-style-type: none">• Emergency Management Bylaw

POLICIES:

YEAR 1 - 2023-2024

- Low Income Property Tax Exemption Policy
- Fire Fighter Remuneration
- Open Space Fund Policy (part of Parks Plan)
- Child Abuse Reporting Procedure
- WBDC Funding
- Municipal Fees
- Sidewalk Café Fee (put in Fees Bylaw)

YEAR 2 - 2024-2025

- Tree Policy (including Tree Removal)
- System of Municipal Fire Inspections
- IT Usage
- Renting Recreational Space Policy (find it)
- Property Tax Exemption
- Council Remuneration Policy
- Council Professional Development
- HR Policies (external review)
- Sidewalk Maintenance and Repair (New)
- Traffic Calming (New)

YEAR 3 - 2025-2026

- Telephone & Electronic Polls
- Media Enquiries
- Investment (maybe repeal)
- Charitable Donations
- Public Participation (Planning)
- Grants to Organizations
- Cultural Development

YEAR 4 - 2026-2027

- Municipal Lands & Facilities Naming Policy
- Procurement

CONTRACTS, STANDING OFFERS AND LEASE REVIEW

Staff have been reviewing all contract, lease and agreement files on record and have developed a four-year plan for addressing expired or soon-to-expire documents. There are many contracts that automatically renew after the initial time frame and have been renewing for several years. The following plan identifies those contracts that are to be reviewed during the next four-year Operations Plan with Year 1 being 2023-24.

YEAR 1 - 2023-2024

- MT&T Mobility Inc./Bell Mobility Tower-Colocation of Eastlink (expiry 2021)
- Workplace Essentials Photocopiers (expiry 2021)
- Project Management Standing Offer
- Animal Control
- WBDC Agreement
- Renewal 24 Harbourside Drive

YEAR 2 - 2024-2025

- Info Sharing Elections NS
- Legal Services
- Planning Services Standing Offer
- Mutual Aid Fire Services MoK/ToW
- Sewer Agreement with Kings

YEAR 3 - 2025-2026

TBD

YEAR 4 - 2026-2027

- Bell Mobility Small Cell Master License
- Bell Tower Ridge Road
- Federal Procurement Instrument Access Agreement
- Office Interiors (Quadiant Postage Machine)
- Pitney Bowes Letter Inserter

ECONOMIC PROSPERITY



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

This section includes general economic development activities as well as tourism-related initiatives.

Tourism Development

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

Initiative	Valley Regional Enterprise Network (REN) – Strategic Tourism for Areas and Regions (STAR) program involvement		
Description	<p>Tourism Atlantic’s (ACOA) Strategic Tourism for Areas and Regions (STAR) program for the Annapolis Valley region began at the end of 2021. This program continued through the 22-23 fiscal year and required Staff and Council time/capacity to engage in this initiative.</p> <p>The final deliverable is a 3–5-year Strategic Regional Tourism Plan (anticipated from consultant winter/spring 2023). This effort is a partnership between: Valley REN; Tourism Atlantic (ACOA); Tourism Nova Scotia; First Nation Communities; Municipalities.</p> <p><i>“STAR will assist the Annapolis Valley Region in becoming a sustainable tourism destination by exposing regional entrepreneurs and influencers to varied techniques and approaches designed for sustainability. The STAR process will focus the Valley REN and the Annapolis Valley Region on strategic planning, building tourism capacity and experiential product development.”</i></p> <p>A major focus of this exercise seems to be creating a sustainable destination management organization in the region. More information and engagement on this effort will come to Council in '23-'24, along with other areas of the plan where municipalities play a key role.</p> <p>The Town’s decision to come back into the REN was in part influenced by this initiative and it may become more clear as we move forward how this will be structured and what our role would be.</p>		
Lead Department	<ul style="list-style-type: none"> • Planning & Economic Development • Parks and Recreation • Some Council involvement anticipated 	Supporting Departments/Committees	• Office of the CAO
Budgetary Implications	\$24,238	This is Council’s share of participating in the Valley REN.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	TBD
	Year 3	TBD	TBD
	Year 4	TBD	TBD

Initiative	<i>Tourism/Destination Management</i>		
Description	<p>Wolfville’s popularity as a tourism destination will only grow over time. We are already at the centre of the Annapolis Valley and Bay of Fundy experience and have a very strong brand affiliated with our offerings (in Town and surrounding areas). The Town’s role in Tourism is to ensure we ‘set the scene’ for successful experiences while also ensuring there is a balance between being a great place for visitors while not degrading the quality of life for residents and being a positive place to do business.</p> <p>Staff are keen to see the outcomes of the REN process but also see it being essential that we actively manage our destination and ensure appropriate infrastructure is in place. A facilitated discussion with Council on tourism would be appropriate in the coming year.</p> <p>How could Tourism be a tool for attracting entrepreneurs and new businesses (with WBDC)? What keys areas do we need to invest in to facilitate community engagement, placemaking and storytelling that benefit both visitors and residents? How does the accommodation demand impact housing? Where will people park as we become more popular? Can we have visitors contributing, through a levy or otherwise, to developing better product (infrastructure) and experience in town?</p> <p>Staff feel that working toward better defining our role in tourism – beyond the Welcome Centre – will be a healthy exercise to explore in the coming year(s). Starting this work in year 1 once we better understand the REN outcomes and building a process into future years is proposed.</p>		
Lead Department	<ul style="list-style-type: none"> • Planning & Economic Development • Parks and Recreation • Some Council involvement anticipated 	Supporting Departments/Committees	<ul style="list-style-type: none"> • Office of the CAO
Budgetary Implications	TBD	Unknown and will be informed through discussions in the upcoming year.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	TBD
	Year 3	TBD	TBD
	Year 4	TBD	TBD

Initiative	<i>Rail Corridor Economic Development Opportunity</i>		
Description	<p>The Town has a significant number of visitors/year moving along the Harvest Moon trail, adjacent to the World’s highest tides at waterfront park; Devour! Studios; the Library and Community Oven Site; and our Farmers’ Market. The Rail Corridor requires focus and a vision as one of our primary economic development opportunities.</p> <p>An amended lease with the landowner to enable more opportunity is first required and Staff will work with them on this in the coming year. Longer-term, a purchase of the rail line should be studied and pursued.</p> <p>Our Active Transportation investments are looking to increase accessibility along the rail corridor and provide a paved surface. Part of our Waterfront Park is located in the rail line (leased) and our flood control is largely dependent on using this land (or adjacent areas) to protect the Town from rising sea levels. Working with Devour on the large patio requires use of this area. When the new Library and Town Hall is built, the area behind the existing Library should be better utilized. The Farmer’s Market is also adjacent the rail corridor and should be improved (e.g. parking).</p> <p>Our Parks Planning process will help better define a part of this but the entirety of the Rail line presents opportunities where a shared vision should be established so that appropriate budget and investment can be allocated over time.</p> <p>Staff are looking to bring forward a piece of work focusing on this area early in the ‘23-’24 fiscal year.</p>		
Lead Department	<ul style="list-style-type: none"> • Planning & Economic Development • Parks and Recreation 	Supporting Departments/Committees	<ul style="list-style-type: none"> • Engineering
Budgetary Implications	<ul style="list-style-type: none"> • TBD – amended lease arrangement will likely come with a cost. Once know, a report will come to Council. 		
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	TBD
	Year 3	TBD	TBD
	Year 4	TBD	TBD

Initiative	<i>Tourism Development – Destination Acadia</i>		
Description	<p>The Town will work collaboratively with Acadia to better define the Town’s role on Destination Acadia and to support minimally one significant event in Wolfville per year. A few potential opportunities have already been identified by Destination Acadia with further information to follow.</p>		
Lead Department	<ul style="list-style-type: none"> • Parks and Recreation • Economic Development 	Supporting Departments/Committees	<ul style="list-style-type: none"> • Finance • Office of the CAO
Budgetary Implications	\$10,000	Annual contribution to Acadia for events hosting. This event will be identified and agreed to between the Town and Acadia prior to funds being released.	
Future Work		Initiatives	Anticipated Budget
	Year 2	Continued participation on Destination Acadia	\$10,000
	Year 3	Continued participation on Destination Acadia	\$10,000
	Year 4	Continued participation on Destination Acadia	\$10,000

Initiative	<i>Tourism Development – Welcome Centre</i>		
Description	<p>The former Visitor Information Centre is evolving into a new Welcome Centre. This Welcome Centre will rely on staff to serve as ambassadors for the Town. It will also leverage new technology to enhance the visitor experience and will vastly improve accessibility for changeroom and washroom facilities.</p> <p>The new Centre is planned to begin construction fall of 2023. The current Visitor Information Centre will continue to operate summer 2023.</p> <p>Future work will depend how the development of the new Welcome Centre proceeds.</p>		
Lead Department	• Parks and Recreation	Supporting Departments/Committees	• Finance Department • Engineering and PW
Budgetary Implications	<ul style="list-style-type: none"> • \$600,000 - new construction of Welcome Centre • \$67,700 - operating costs including staffing 		
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3	TBD	
	Year 4	TBD	

Initiative	<i>Tourism Development – Town Led Events</i>
Description	<p>Please find the following list of events proposed for the 2023-24 Budget (calendar listing):</p> <ul style="list-style-type: none"> • New Year's Levee – January: Annual Town and Gown tradition to welcome in the New Year. Held at Acadia and hosted by Mayor and Council. Budget: \$4000.00 • Heritage Day event – February: In celebration of NS Heritage Day (formally Family Day). A provincial holiday with specific focus on a historic event, place, or person. Budget: \$4000.00 • Pooch Party – June: Established in 2022 (unbudgeted) this is an event to bring all the Town’s four-legged furry residents to meet and greet. Fashion show, tricks and obedience, and a popular lure-course for dogs to participate in. Fund-raising event for the Mudley Fund by way of donations for “hot dogs”. Budget: \$4500.00 • Canada Day - July: Recognition of Canada’s birthday and official kick-off to summer. Games, music, cake, and goodwill. Has been contested recently and requires thoughtfulness moving forward. Budget: \$5000.00 (has been supported by Federal grants in the past) • Summer Concert Series - July, August, September: Sunday afternoon concerts in Waterfront Park. Facilitated by Deep Roots Music Cooperative and jointly promoted. New musicians and styles each week. Budget: \$6500.00 • Mud Creek Days – July: Multi-day town-wide celebration of Wolfville (formerly known as Mud Creek). This includes concerts, fireworks, Mudley’s birthday party, and the famous Mud Challenge (mud-themed activities competing for the ‘Mudley Cup’ Trophy) and fund-raiser. Mud Creek Days has also supported food truck rallies and art shows. Budget: \$14,500.

	<ul style="list-style-type: none"> • Town and Gown Welcome Event – September: This was an unbudgeted event in 2022. In collaboration with Acadia University – a Main Street welcome party. All welcome. Games, food, music, fun, and photos. Also included are deliberate ways and means to welcome new students to resources on campus and in town in hopes of preparing them for success. Budget: \$13,000.00 with cost-sharing with Acadia. • Night of Lights – November/December: Annual holiday celebration opening with tree lighting, festivities, and treats. Town decorated and welcoming to residents and visitors alike, with an eye to supporting merchants. Events throughout the month of December. Budget \$25,000. <p>As part of the 2023-24 Festivals and Events Budget, an allowance for EDI-based Festivals and Events has been proposed. It was intended that these dollars would support broad-based initiatives, including but not limited to a Pride Celebration and programming to support the National day for Truth and Reconciliation. Budget: \$10,000. Staff will also create a calendar of events for EDI-related initiatives and to the best of our ability will include Acadia and other local municipal EDI events as well for our residents to be aware of.</p>		
Lead Department	<ul style="list-style-type: none"> • Parks and Recreation 	Supporting Departments/Committees	
Budgetary Implications	<i>Current budget for events in the 2023-24 totals \$80,500. Please note this amount does not include some staff payroll burdens related to specific events (e.g. overtime) or the advertising budgets unless noted.</i>		Budget dollars do not include support of a co-op student.
Future Work		Initiatives	Anticipated Budget
	Year 2		TBD
	Year 3		TBD
	Year 4		TBD

Initiative	<i>Tourism Development – Grants Programs</i>		
Description	<p>The Town provides various grants to external organizations, many of them with an events and tourism focus.</p> <p>The Town will continue to support our grant program. A policy review will be undertaken to ensure financial stability as it pertains to all grants and the capital grant program specifically.</p> <p>The Town currently has four grant programs:</p> <ul style="list-style-type: none"> • Strategic Partnership Program (SPP)– provides stable, longer-term commitment to those organizations, facilities, and events that the Town has identified as being an integral part of the Town. • Community Partnership Program (CPP) – provides annual support to organizations for events and programming. • One time Capital Requests – supports capital initiatives of community benefit within Wolfville. • One-time Operating Requests – supports unique opportunities that are not part of regular operations for community organizations, including those in the SPP program. • Pool Grant to Acadia 		
Lead Department	• Parks and Recreation	Supporting Departments/Committees	• Finance Department • Office of CAO
Budgetary Implications	<ul style="list-style-type: none"> • SPP – \$47,000 • CPP – \$12,000 • Scholar Bursaries - \$11,000 • Navigator Position - \$5,000 • Operating One Time – \$5,000 potential request • Capital One Time - \$50,000 committed • Pool Grant to Acadia - \$75,000 (will be a future decision of Council) • There is also a small allowance to allow Council flexibility for un-anticipated grant requests 		
Future Work	Initiatives		Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Economic Development

Council has clearly established a key priority area for supporting economic sector growth for the commercial sector, with a focus on both retention and attraction initiatives. The Town recently came back into the Valley Regional Enterprise Network (VREN) and continues to be a strong partner and supporter of the Wolfville Business Development Corporation (WBDC) and the Valley Chamber of Commerce. The Town will seek to partner with any strategic economic-development focused group that will serve to deliver on the initiatives contained in this plan.

Initiative	<i>Economic Development – Partnership with WBDC (PRIORITY AREA 3)</i>		
Description	<p>The Town is working in a collaborative manner with the WBDC, acknowledging a strong business community is integral to the success of the Town.</p> <p>The Town had an interim agreement through the previous fiscal year and is working on a final agreement for Council’s review in April 2023.</p>		
Lead Department	• Planning and Development	Supporting Departments/Committees	• Parks and Recreation
Budgetary Implications	\$100,000 Business Development Area Rate	The relationship with the WBDC will be better defined in the 23-24 budget year once an evaluation process is carried out.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD – informed by strategic plan	TBD
	Year 3	TBD – informed by strategic plan	TBD
	Year 4	TBD – informed by strategic plan	TBD

Initiative	<i>Economic Development – Retention and Expansion opportunities (PRIORITY AREA 3)</i>		
Description	<p>The Town is working with owners of C2 zoned properties to better understand their needs and work on a vision for these areas that will promote opportunities (e.g., new grads, entrepreneurship opportunities, live-work for professionals), which will serve to expand the existing commercial area. Other business incubator options and incentives are also being looked at. This work is being supported by working with a Master’s of Planning class at Dalhousie University and will be presented to PAC and Council in April 2023. Focus areas are C-2 areas of East Main St, Downtown area by the Elementary School (Gaspereau, Summer, Linden, Acadia), and Harbourside/Waterfront area.</p> <p>Work on any actual by-law changes, incentive tools or other initiatives will be looked at through the ‘23-‘24 fiscal year. It may be prudent to have targeted stakeholder working group to explore implementation opportunities for enhanced business development (C-2 zone) and attraction. TBD once student work is completed.</p> <p>Future infrastructure needs, such as additional sidewalks that will be required will be built into the 10 Year CIP.</p> <p>Staff will also continue to work with the Wolfville Farmers’ Market and other businesses on Investment Readiness and Expansion.</p>		
Lead Department	• Planning and Development	Supporting Departments/Committees	• Finance
Budgetary Implications	None / Contracted Services from Planning	May be future budget allocation subject to ongoing work.	

Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	TBD
	Year 3	Downtown Parking Management Strategy	TBD
	Year 4	Downtown investment plan	TBD

Initiative	<i>Economic Development – Housing and Implementing the Municipal Planning Strategy (PRIORITY AREA 3)</i>		
Description	<p>Planning Staff are currently working to facilitate housing growth in the Town. Current initiatives that will carry through the 23-24 fiscal year include:</p> <ul style="list-style-type: none"> • East End Secondary Plan • Review of the Housing Policies of our MPS (including R-1 if directed by Council) – including consultation <ul style="list-style-type: none"> ○ Assessing vacant town-owned land for housing • West End Development Phase 3 facilitation • Various infill development (site plan, DA, rezonings) • Ongoing focus on short term rentals, single room occupancies, landlords, parking and other related issues • Affordable housing opportunities will continue to come to PAC/Council • Bringing forward other housekeeping amendments to the planning documents to improve process 		
Lead Department	<ul style="list-style-type: none"> • Planning and Development 	Supporting Departments/Committees	<ul style="list-style-type: none"> • Public Works • Parks and Recreation • Finance
Budgetary Implications	TBD / Planning Contracted Services budget	The East End secondary planning project will carry forward from the previous year / budget allocation to provide development rights to this area	
Future Work		Initiatives	Anticipated Budget
	Year 2	Ongoing as per above	TBD
	Year 3	TBD	TBD
	Year 4	TBD	TBD

SOCIAL EQUITY



It is critically important to Council and the Town that all residents can enjoy the many services and amenities that the Town provides, regardless of social-economic status, transportation barriers, or barriers related to accessibility. It is also key that diversity within the Town is welcomed, celebrated, and is recognized as the reason that Wolfville is the town that it is.

Inclusion, community harmony and access are key elements of the initiatives contained in the Operational Plan to help achieve this goal.

Initiative	<i>Equity, Diversity and Inclusion</i>		
Description	<p>Equity, diversity and inclusion (EDI) is a conceptual approach and framework that brings awareness and opportunities to remove barriers resulting in the fair treatment and full participation of all people, including populations who have historically been under-represented or subject to discrimination because of their background, identity, disability, etc.</p> <p>The Town of Wolfville is starting an intentional exploration of equity, diversity, and inclusion to determine a path forward. The Town has hired a project lead for a ten-week period to explore who is in our community, which events, celebrations, recognitions or acknowledgements are important to our residents, and the Town is also seeking ways to increase real actions and feelings of inclusion. This work will guide the next steps to be taken by the Town.</p> <p>The Town will provide internal education on diversity and inclusiveness for staff and Council.</p> <p>The Town has converted one of the \$5000 Acadia Scholar bursaries we fund to support an under-represented student group - specifically African Nova Scotian and Nova Scotian Mi’kmaq students attending Acadia University.</p> <p>As previously noted in the festivals and events section, the Town will also create a calendar of events for EDI-related initiatives.</p> <p>We will re-paint Town Hall Entrance.</p>		
Lead Department	<ul style="list-style-type: none"> • Office of CAO 	Supporting Departments/Committees	<ul style="list-style-type: none"> • Parks and Recreation • Planning and Economic Development

Budgetary Implications	\$10,000		
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3	TBD	
	Year 4	TBD	

Initiative	<i>Accessibility</i>		
Description	With a newly approved Accessibility Plan, the Accessibility Committee will work towards improving the Report Card for the benefit of Council and community. In addition, a couple of key projects this year will include improved surfacing at Clock Park and accessible door openers at the Recreation Centre.		
Lead Department	<ul style="list-style-type: none"> • Office of the CAO • Parks and Recreation 	Supporting Departments/Committees	<ul style="list-style-type: none"> • Finance Department • Engineering & Public Works • Planning and Development
Budgetary Implications	\$5,000		
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3	TBD	
	Year 4	TBD	

Initiative	<i>Mudley Fund Development</i>		
Description	<p>The Mudley Fund provides financial support to families with children interested in participating in sport and recreation activities but face financial barriers which excludes them.</p> <p>Staff are committed to developing the fund through several initiatives over the next four years.</p> <p>Year one includes a review of the program, potential adjustments to criteria, and a planned event to start building support. The Town is looking to generate \$10,000 annually, which in turn supports families and children by providing access. Town staff will build a transparency model to help promote and build the fund.</p>		
Lead Department	<ul style="list-style-type: none"> • Parks and Recreation 	Supporting Departments/Committees	<ul style="list-style-type: none"> • Office of the CAO
Budgetary Implications	\$2,000	Please note: any funding initiative will calculate any contributions to the fund – less expenses. Contributions will be the net profit.	
Future Work		Initiatives	Anticipated Budget
	Year 2	Formal fundraising event	6,500 (cost recovered)
	Year 3	TBD	
	Year 4		

Initiative	<i>Inclusive and Accessible Programming</i>		
Description	Recreational programming will be developed with inclusivity in mind. Specific initiatives include: <ul style="list-style-type: none"> • The continuation of the Memory Café program for people experiencing memory issues and their caregivers. • Trail Blazers providing free afterschool programming on Wednesdays. • Try it in Wolfville – providing free programming for residents to try various physical and cultural activities throughout Town. 		
Lead Department	• Parks and Recreation	Supporting Departments/Committees	• Office of the CAO
Budgetary Implications	Programs are budgeted for within the Parks and Recreations Programming Budget.		
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3		
	Year 4		

Initiative	<i>Community Harmony</i>		
Description	Ensuring all residents are able to safely and peacefully enjoy their properties is a key goal of the Town. As such, key stakeholders meet every Monday to discuss issues of concern and to collaborate on innovative solutions to improve neighbourhoods. <p>The Town employs a Community Liaison and Compliance Coordinator and a contract part-time Compliance Officer to work with all stakeholders and address concerns.</p> <p>The Town is piloting a video surveillance camera project in 2023-24 targeting key areas throughout Town. A final decision on this pilot will be determined in August.</p>		
Lead Department	• Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	\$128,000	The Compliance Office Budget supports a full-time staff person as well as an allowance for a permanent part-time compliance officer.	
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

CLIMATE ACTION



Council has established Climate Action as an area of focus for the next four-year term.

The Town recently adopted a climate action plan and has worked on exploring regional initiatives with our partners.

All departments must be accountable for the implementation of the Town’s climate plan. Staff have worked a number of initiatives into the 23-24 budget to ‘move the needle’ and will continue to do so moving forward.

As a component of the role, the Community Planner position will be the primary lead on Climate Plan implementation as we move forward.

Initiative	<i>Reducing Carbon Emissions (PRIORITY AREA 4)</i>		
Description	<p>Council adopted a Climate Action Plan in December 2021. Key Actions ongoing or upcoming include:</p> <ul style="list-style-type: none"> • Work on best ways to create regional climate action (ongoing) • Work on advancing a minimum energy standard for all new buildings or other ways of achieving higher standards (regional - ongoing). • Dedicate a webpage or Blooms page to showcase programs offered to the community (ours and others) and to track action/updates. • Use regional building audits through QUEST Canada and have these inform budgeting process (regional initiative recently completed). • Look at oil tank replacements in the well-head buffer zones through the review of our Source Water Protection Plan (upcoming). • Provide local businesses and institutions with information on energy retrofits, rebates and other resources to reduce GHG emissions (e.g., mail outs/Blooms/website resource page/info session for business owners). • Look at future opportunities to continue our Inspire Wolfville program through grant funding opportunities, volunteer programming, or students. <ul style="list-style-type: none"> ○ Set up and promote climate walk for the summer to increase education. 		
Lead Department	• Planning & Development	Supporting Departments/Committees	• All Departments
Budgetary Implications	Various		
		Initiatives	Anticipated Budget

Future Work	Year 2	TBD	
	Year 3	TBD	
	Year 4	TBD	

Initiative	<i>Supporting Local Transportation (PRIORITY AREA 4)</i>		
Description	<p>Council adopted a Climate Action Plan in December 2021. Actions we can take next year from the climate plan:</p> <ul style="list-style-type: none"> • If we are successful in our ICIP grant application (TBD) – substantially invest in a quality active transportation network connecting key origins and destination. • Connect out from and finishing off Highland Avenue (painting, signage, etc). Promotion and education needed. • Continue to investigate micro transit or other public transportation to increase public transit ridership, including the work ongoing through the IMSA group with KTA. • Convert Municipal Fleet to Electric over time • Crosswalk safety and other AT improvements (see other sections) 		
Lead Department	<ul style="list-style-type: none"> • Planning • Parks • Engineering 	Supporting Departments/Committees	<ul style="list-style-type: none"> • Finance
Budgetary Implications	Planning contracted services covering AT planning work		
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3	TBD	
	Year 4	TBD	

Initiative	<i>Environmental Protection (PRIORITY AREA 4)</i>		
Description	<p>Council adopted a Climate Action Plan in December 2021. Actions we can take next year from the climate plan:</p> <ul style="list-style-type: none"> • Further flood risk education through signage (climate walk) • Continue with the implementation of the Flood Risk study and work toward dyke topping and other measures (study included recommendations around: connecting the 2 dyke systems and living shorelines; protecting sewer lift stations and our treatment plant; a flood forecasting and warning system; and monitoring and future actions on infiltration, conveyance, storage, and development measures). • Continue to promote well-head protection through committee work and programming. • Through development work and the planning documents - constraint areas will continue to be protected (e.g., water courses, steep slopes, agricultural land, etc.). 		
Lead Department	<ul style="list-style-type: none"> • Planning & Development 	Supporting Departments/Committees	<ul style="list-style-type: none"> • Public Works • Parks • PAC
Budgetary Implications	TBD - Communications and engagement on flood risk work		
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD from Flood Study, Climate Action Plan	
	Year 3	Sewer Treatment Plant flood protection	
	Year 4	Dyke Topping and Connection	

Initiative	<i>Tree Inventory and Policy (PRIORITY AREA 4)</i>		
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Description

Staff are looking to move forward with the Tree Policy work in this fiscal year. Staff are seeing this as a primary focus of our Climate Plan implementation over the next 2 years. Work will be carried out over 2 years.

A key to this work will be an inventory and mapping products to understand the landscape. This work will be carried out beginning in late Spring through the summer and reported to Council in the fall. This initial work would also include some community consultation (e.g., Blooms page, tree walks).

Phase 1 to be presented to Council would include:

- Municipal Tree Inventory
 - Asset inventory – all streets and parks to a certain extent
- Plantable spots inventory
 - Opportunities for planting and informs budget and future workplan
- Canopy cover inventory
 - Town-wide – Informative for GHG mitigation and overall level of tree cover in town

Phase 2 that would be informed by the Phase 1 work (to be completed by end of 24-25 fiscal) would include:

- Engagement
 - No surprises when it comes out
 - Online component and then in-person stuff
 - Buy-in and socialization of the program – people can see their input
 - Council
 - Acadia
 - Staff
 - Public
 - Tree walks
 - Consult on draft Policy
- Tree Policy (or By-law?)– setting the scope and rules and principles (longer-term) \$12k
- Tree Work Plan – 5 year rolling with budget (shorter-term) \$6k – more Staff time and focus
 - Road recapitalization
 - Street side plantings
 - Park plantings and other municipal plantings
 - Cyclical pruning – safety and structural
 - Private trees - process.
 - Tree give-away program or other program ideas? Walking tour?

Lead Department	<ul style="list-style-type: none">• Planning• Parks	Supporting Departments/Committees	<ul style="list-style-type: none">• Finance, PW• PAC
Budgetary Implications	\$12,000 Inventory – Phase 1	Consultant and team to carry out inventory and initial engagement	
		Initiatives	Anticipated Budget

Future Work	Year 2	Phase 2	TBD
	Year 3	TBD	
	Year 4	TBD	

Initiative	<i>Food Security (PRIORITY AREA 4)</i>		
Description	<p>Our new MPS outlines Council’s aspirations around contributing to increased food security in the region.</p> <p>Staff will continue to support the Farmers Market on the feasibility of their expansion. This work involves collaboration with both the Farmers Market and Acadia University (academic and administrative).</p> <p>Future projects may involve working in partnership with the Acadia Farm, assessing our role in Community Gardens, looking at the Town owned Agricultural land behind Home Hardware, and recreational programming around food and wellness. Future work may also include discussions with the Community Oven and Council.</p>		
Lead Department	<ul style="list-style-type: none"> • Planning • Parks 	Supporting Departments/Committees	PAC
Budgetary Implications	Contribution toward Market feasibility	Planning contracted services/in-kind	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3	TBD	
	Year 4	TBD	

COMMUNITY WELLNESS



Ensuring the well being of our community through programming, facility development and health and wellness initiatives has been identified as a priority of Council.

Improving and maintaining our existing recreational offering as well as adding new opportunities that are sustainable and strategic are key elements of this Plan.

Initiative	<i>Alcohol Strategy</i>		
Description	<p>After completion, the Community Alcohol Strategy was presented to Council for validation and support. The strategy was then presented to Acadia, the ASU, The RCMP and the Good Neighbours Group.</p> <p>The Town cannot independently lead this work so at each presentation, partners were asked to consider how they could work to drive culture change, what tools they could make available and to outline what they would do with their tools to drive culture change around alcohol.</p> <p>Follow-up with the partners will continue to determine interest.</p>		
Lead Department	• Office of the CAO	Supporting Departments/Committees	• Alcohol Working Group
Budgetary Implications	Staff time.		
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Initiative	<i>Regional Recreational Opportunities (PRIORITY AREA 1)</i>		
Description	In 2023-24, the four municipalities within Kings County will continue to undertake a Regional Recreation Study to look at the feasibility of constructing a regional recreational complex, which would include an aquatics facility, within Kings County. This will be a two-phase study that will inform next steps.		
Lead Department	• Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	TBD	A general allowance has been budgeted to contribute towards collaborative initiatives within the Valley.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3		
	Year 4		

Initiative	<i>Library and Town Hall</i>		
Description	<p>The planning work on a combined Town Hall/Library facility will continue into 2023-24 fiscal year.</p> <p>After finalizing a siting for the facility at the existing Town Hall site, next steps include:</p> <ul style="list-style-type: none"> • 2023-24: Work with Library on fundraising / Establish Project page on Blooms / Begin working RFP – Council review. Look to issue Feb '24. • 2024-25: Award RFP – Start process spring 2024 – consultation, programming, design, costing, etc • 2025-26: Process cont'd & finalized with construction package/tender documents • 2026-27: Award and Build 		
Lead Department	• Planning and Development & Engineering	Supporting Departments/Committees	<ul style="list-style-type: none"> • Parks • Finance • PAC • Design Review Committee
Budgetary Implications	\$50,000		
Future Work		Initiatives	Anticipated Budget
	Year 2	Consultation/Programming	\$0 (may incur part of the \$425,000)
	Year 3	Design	\$425,000
	Year 4	Build	\$8,472,000

Initiative	<i>Acadia Pool</i>		
Description	<p>The Town will work with Acadia University to both provide financial support and enhance community aquatics programming in the short-medium term while the region finalizes decisions around the proposed Regional Recreation Complex.</p> <p>It is anticipated that financial support will be required on an annual basis to keep the pool open during the late spring/summer months and to continue community access during the academic term. During the 2023-24 year improved usage statistics will be</p>		

	collected and discussions with Acadia on enhanced community programming will take place.		
Lead Department	• Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	\$75,000	Proposal to follow with a Council decision to be made.	
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Initiative	<i>Camps Programming</i>		
Description	Staff will continue the arrangement with Acadia for camps delivery. Staff will host Environmental Leadership Camps – 5 one week camps this summer, each with different theme (10-15 campers per camp).		
Lead Department	Parks and Recreation	Supporting Departments/Committees	• Office of CAO
Budgetary Implications	\$15,000 – Acadia \$27,500 - ELC	Currently the Town has budgeted \$27,500 for operational costs of Environmental Leadership Camps and \$12,000 in revenue thereby investing \$15,500 into program.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3		
	Year 4		

Initiative	<i>Parks Planning and Amenities</i>		
Description	Council is undertaking a Parks Master Plan. This is a larger scale planning process involving dedicated staff time, community feedback, and support of outside professional consultants. This plan will not only provide clear direction for the future of Town owned and operated parks and open space it will also better inform the Capital and Operations Budget.		
Lead Department	• Parks and Recreation	Supporting Departments/Committees	Planning and Development Office of CAO Finance Department
Budgetary Implications	\$60,000 (Year 2 of work)		
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3	TBD	
	Year 4	TBD	
Initiative	<i>Parks Maintenance</i>		

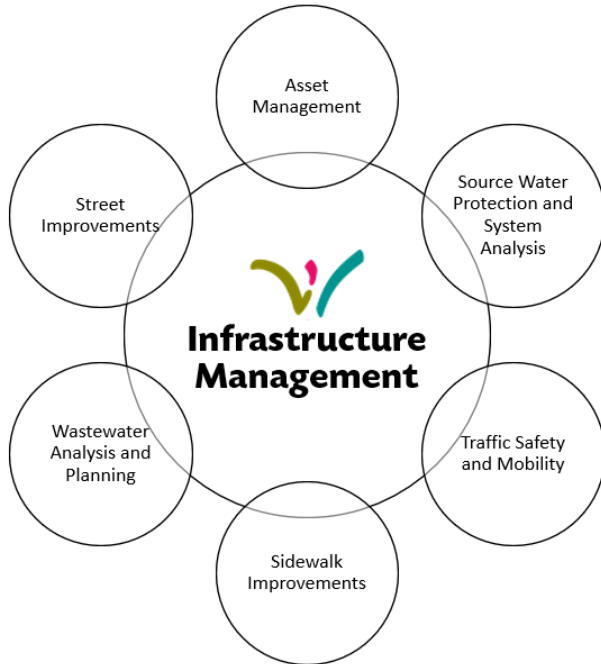
Description	<p>Parks maintenance is being identified as a key priority for the Parks team and in support of the user experience. This comes with both additional costs and the management of risks and expectations. Nevertheless, we will continue to improve and plan for better and safer parks and trails within Wolfville.</p> <p>Additional work is being planned for improvements to the Reservoir Park, including investment in washrooms and changing facilities.</p> <p>Parks staff are looking to identify a location to paint temporary markings for Pickleball facilities for the summer/fall of 2023/24 to provide opportunities pending the capital build of a project in 2024/25.</p> <p>Project charter developed Parks and Open Spaces</p>		
Lead Department	• Parks and Recreation	Supporting Departments/Committees	• Finance Department • Accessibility Committee
Budgetary Implications	\$17,500	Parks has added dollars to address parks maintenance – primarily in Reservoir Park.	
	\$30,000	Additional dollars have been added to create access and usable space within the donated boxcar at the library.	
	\$155,000	Washroom/change room and park improvements in Reservoir Park.	
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD	
	Year 3	TBD	
	Year 4	TBD	

Initiative	<i>Public Art</i>		
Description	<p>The Town manages an annual contribution to reserves for the purchase of larger art pieces. Consideration of how we invest this is under way, and a proposal will be forwarded to Council for consideration and approval.</p> <p>This work is underway with the support of local professionals and a Council member.</p>		
Lead Department	• Parks and Recreation	Supporting Departments/Committees	• Finance Department
Budgetary Implications	\$30,000		
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Initiative	<i>Heritage</i>		
Description	<p>Staff will look to advance Heritage planning and programming in the following manner:</p> <ul style="list-style-type: none"> • Better identify our approach to heritage through engagement with stakeholders • Build out heritage page(s) for new website, including the promotion of built heritage assets and provincial heritage programs 		

	<ul style="list-style-type: none"> • Work on how we will support WHS moving forward • Build in a heritage lens to ongoing projects 		
Lead Department	<ul style="list-style-type: none"> • Planning • Parks and Recreation 	Supporting Departments/Committees	<ul style="list-style-type: none"> • Heritage Advisory Committee
Budgetary Implications	None		
Future Work		Initiatives	Anticipated Budget
	Year 2	TBD - Summer student / University project may be valuable	
	Year 3		
	Year 4		

INFRASTRUCTURE MANAGEMENT



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

Initiative	<i>Traffic Safety and Mobility (PRIORITY AREA 2)</i>
Description	<p>A crosswalk review was completed by Fathom Studio in 2021. This study assisted in prioritizing crosswalk improvements (including accessibility) and will continue to assist in identifying the location and requirements of future crosswalks. A Crosswalk Evaluation Policy was implemented in 2022 and will continue to be utilized to evaluate the adequacy of treatments at existing crosswalks, and possible locations for new ones. (\$25,000 recurring)</p> <p>The intersections of Gaspereau & Pleasant, and Highland & Pleasant will be converted from 2-way stops to all-way stops complete with rumble strips for traffic approaching from the south using Capital Budget allowances. Other intersections will be improved from operational budget allowances as staff resources allow. (\$15,000)</p> <p>The western (narrow) section of Willow Ave and Winter Street will each be converted to one-way in opposing directions to improve the safety of road users, pedestrians, and residents using these streets and Gaspereau Ave. Procurement of signage and pavement marking will be completed using Capital Budget allowances. (\$15,000)</p> <p>Temporary speed bumps deployed as a trial on Willow Avenue were a success. This measure will be trialed on Maple Ave in 2023 if there is remaining budget after other initiatives are complete. In Y2, the 4-way stop will be thoroughly evaluated, and an option-cost-impact analysis will be carried out comparing three options: roundabout, signalization, and doing nothing.</p>

Lead Department	<ul style="list-style-type: none"> Engineering & Public Works 	Supporting Departments/Committees	<ul style="list-style-type: none"> Planning
Budgetary Implications	\$25,000 (recurring) \$30,000 (special Y1 initiatives)	Included in Capital Budget. Refer to project charter for additional detail on the above, and grant-contingent AT initiatives (excluded). Additional \$\$ also tagged in Operational Budget.	
Future Work		Initiatives	Anticipated Budget
	Year 2	Crosswalks, 4-way stop	\$125,000
	Year 3	Crosswalks	\$25,000
	Year 4	Crosswalks	\$25,000

Initiative	Sidewalk Improvements (PRIORITY AREA 2)		
Description	Continue to rebuild and repair sidewalks throughout Town. Approx. 250m of new concrete sidewalk will be added to the Town's sidewalk inventory on Fairfield Ave with the street reconstruction project in 2023. Asphalt sidewalk repairs are planned (but may be subject to change) on the following streets: <ul style="list-style-type: none"> Cherry Lane & Marsh Hawk (Length and locations TBD) Chestnut Ave (Length and locations TBD) Gaspereau Ave (Length and locations TBD) Skyway, Pleasant (Length and locations TBD) Deteriorated asphalt sidewalks being considered for multi-phase concrete replacement programs are as follows: <ul style="list-style-type: none"> Kent Ave (Queen to Skyway, multi-year) 		
Lead Department	<ul style="list-style-type: none"> Engineering & Public Works 	Supporting Departments/Committees	
Budgetary Implications	<ul style="list-style-type: none"> Fairfield – included in capital project Repairs and replacements - \$360,000 (includes mill pave and curb work) 		
Future Work		Initiatives	Anticipated Budget
	Year 2	New concrete – TBD Asphalt repairs – TBD	New – included in capital Repairs/replacements - \$75,000
	Year 3	New concrete – TBD Asphalt repairs – TBD	New – included in capital Repairs/replacements - \$75,000
	Year 4	New concrete – TBD Asphalt repairs – TBD	New – included in capital Repairs/replacements - \$75,000

Initiative	Street Improvements (PRIORITY AREA 2)		
Description	Continue to rebuild and repair streets throughout Town. Approx. 250m of new street construction (Fairfield) Approx. 650m of asphalt mill and paving is being planned (subject to change) for: <ul style="list-style-type: none"> Victoria Ave (Length and locations TBD) Chestnut Ave (Beckwith to Skyway) Main Street (West Boundary to Stirling) 		

	In addition, potentially some deferred maintenance on asphalt curbs is planned. Asphalt curbs appropriate for replacement with concrete curb (and gutter where applicable) will be considered. Smaller patching of potholes and broken sections will also take place around Town.		
Lead Department	• Engineering & Public Works	Supporting Departments/Committees	
Budgetary Implications	<ul style="list-style-type: none"> • New included in capital • Mill & Pave, curb repairs and replacements - \$360,000 (include sidewalks) 		
Future Work		Initiatives	Anticipated Budget
	Year 2	New – TBD Mill & pave – TBD	New – included in capital Repairs - \$375,000
	Year 3	New – TBD Mill & pave – TBD	New – included in capital Repairs - \$400,000
	Year 4	New – TBD Mill & pave – TBD	New – included in capital Repairs - \$415,000

Initiative	Asset Management (PRIORITY AREA 2)		
Description	<p>The Town’s AMP is used to guide decisions on maintenance and replacement of Town owned infrastructure to ensure infrastructure is safe, sustainable and responsive to the community.</p> <p>Staff will continue to update and verify existing condition assessment data using excavation reports, video inspection and other field verification methods. These efforts will be supplemented by the efforts and experience of our new Municipal Engineering Technician using new GPS survey equipment (critical for building our asset management system in GIS) currently being procured.</p>		
Lead Department	• Engineering & Public Works	Supporting Departments/Committees	• Finance (GIS)
Budgetary Implications	\$13,000 (2022-23 Engineering Support Capital Budget Allowance)		
Future Work		Initiatives	Anticipated Budget
	Year 2	Continue to improve condition assessment data and development of long-term financial plan. Include climate change considerations as part of risk assessment and asset management.	TBD
	Year 3	Evaluate and formalize levels of service	TBD
	Year 4	Develop and implement Performance Measures Program	TBD

Initiative	<i>Municipal Standards and Specifications (PRIORITY AREA 2)</i>		
Description	<p>Engineering and Public Works will continue its efforts to develop and implement a Municipal Standards and Specifications document that will outline technical standards, design criteria, and materials specifications that are required for construction, maintenance, and repair of public works and infrastructure projects within the Town of Wolfville. It will provide guidelines and requirements for various aspects of street infrastructure construction projects, such as site preparation, road construction, drainage and stormwater management, and materials/quality control testing, ensuring that all projects meet the necessary quality and safety standards, and comply with applicable legislation. This document will serve as a reference for designers, contractors, and inspectors to ensure consistent, efficient, and effective delivery of public works projects within Wolfville.</p> <p>Land-use and Subdivision Bylaws will be revised as needed to refer to new standards and process.</p>		
Lead Department	• Engineering & Public Works	Supporting Departments/Committees	
Budgetary Implications	N/A		
Future Work		Initiatives	Anticipated Budget
	Year 2	Develop and issue CAD standard details; Annual revisions	
	Year 3	Annual revisions	
	Year 4	Annual revisions	

STRATEGIC INITIATIVES



In addition to the many initiatives outlined in previous sections of the Operational Plan, there are also many general operational-type initiatives that will be undertaken in 2022-23 and beyond.

Initiative	<i>Regional Partnerships</i>		
Description	The Town of Wolfville will work with the other municipalities from the Annapolis Valley to review existing Inter-Municipal Service Agreements and to examine opportunities for new partnerships. The IMSA Pilot Project for Kings Transit and Valley Waste will continue.		
Lead Department	• Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	\$70,000 for regional initiatives		
Future Work		Initiatives	Anticipated Budget
	Year 2	Continuation of Pilot	
	Year 3	Implement Pilot	
	Year 4	Implement Pilot	

Initiative	<i>Enhancing Communications</i>
Description	To continue our communications and engagement work, staff will further develop a consistent strategic approach to messaging out information. From social media posts to our news releases, use of the Grapevine and our electronic newsletter, information is going out on a regular basis. Internally, communications will be considered through all project stages and reporting to Council will continue to be enhanced with detailed CAO reports that build knowledge and prepare Council for conversation with stakeholders.

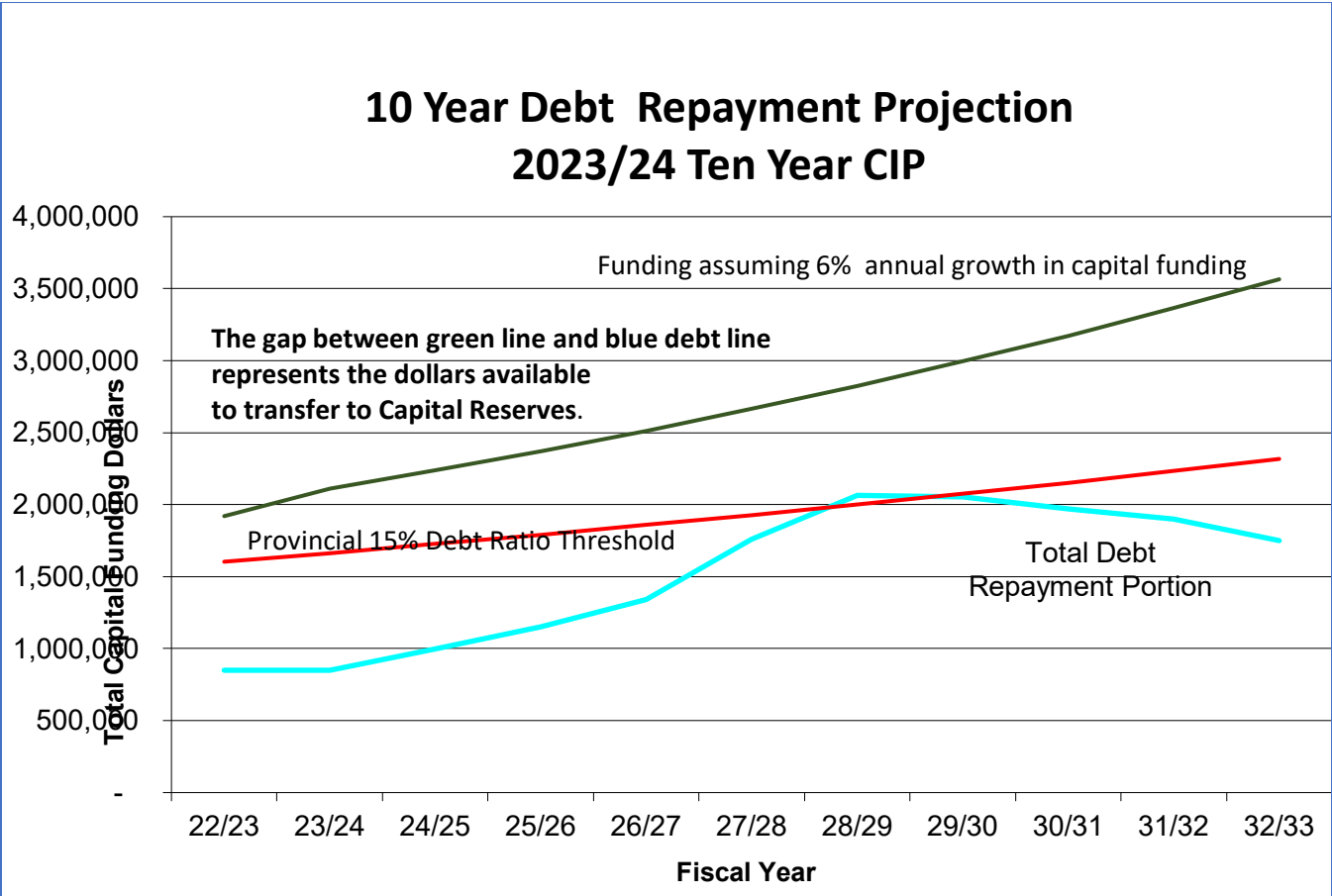
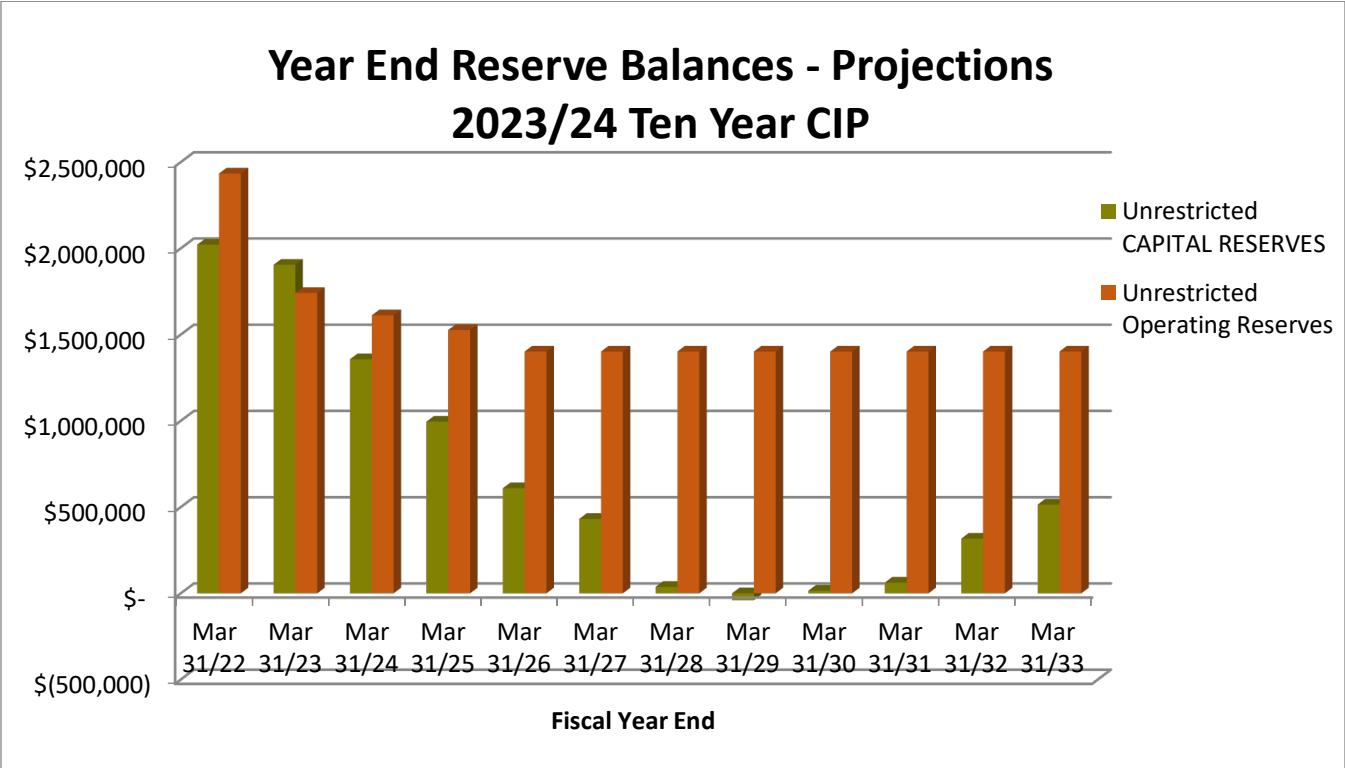
	<p>Across all communications platforms, a plain language approach is being used.</p> <p>A consistent approach to engagement is also being developed that will allow for a menu of tools to be determined at the visioning stage of all our projects. This new approach to project planning will allow staff to determine what information is to be collected and what questions need to be answered during different project stages.</p> <p>This approach is also being developed for our pilot projects so we know what we are looking for in advance of a launch.</p>		
Lead Department	• Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	<p>N/A - There is no specific “communications” budget, but pockets of \$\$ throughout the Operating Budget in various Departments for marketing, promotion, etc.</p> <p>Should an unbudgeted initiative be identified, the CAO contracted services budget can be utilized.</p>		
Future Work		Initiatives	Anticipated Budget
	Year 2	Citizen Satisfaction Survey (discussion for Council)	\$15,000
	Year 3		
	Year 4		

Initiative	<i>Geographic Information Systems</i>		
Description	<p>GIS is a corporate resource available to all Departments to enhance their work and ability to provide information and data to both the public and to Council to improve decision making.</p> <p>Priorities for 2023-24</p> <ul style="list-style-type: none"> • Permittable (completion of training, live implementation) • Asset Management – splitting Infrastructure-side of database out of GIS, GIS Tech still has ownership. • Ongoing support for Departments, including Parks 		
Lead Department	• Finance & Corporate Services	Supporting Departments/Committees	
Budgetary Implications	The Town employs a full time GIS Technician. This position supports this work.		
Future Work		Initiatives	Anticipated Budget
	Year 2		
	Year 3		
	Year 4		

Initiative	<i>Policing Review</i>		
Description	The Policing Services Review will continue in 2023-24 and will be guided by the Review Committee and Council. Alternate delivery models to complement traditional police services such as the establishment of a community safety office are being explored.		
Lead Department	• Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	TBD – consulting dollars may be required as the process moves forward and information will be brought back for Council’s consideration.		
Future Work		Initiatives	Anticipated Budget
	Year 2	N/A	
	Year 3	N/A	
	Year 4	N/A	

Initiative	<i>Acadia MOU</i>		
Description	The Town will continue to work with Acadia and the ASU to revamp the existing MOU that was signed in 2018. This will carry over from the work undertaken in 2022-23 and is expected to be finalized in late spring 2023.		
Lead Department	• Office of the CAO	Supporting Departments/Committees	
Budgetary Implications	TBD		
Future Work		Initiatives	Anticipated Budget
	Year 2	N/A	
	Year 3	N/A	
	Year 4	N/A	

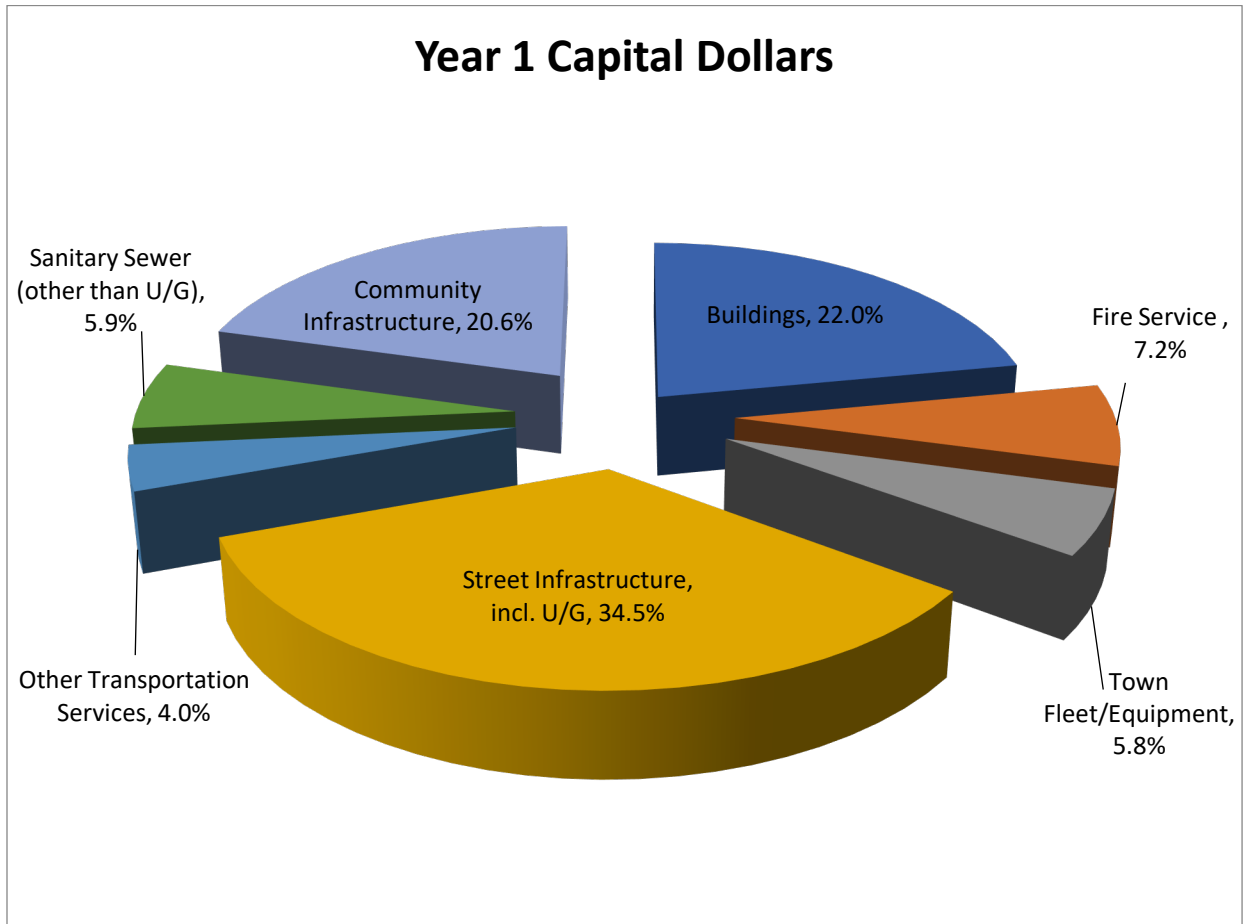
10 Year Capital Investment Plan – Financing Projections



10 year Capital Investment Plan

The Town prepares a 10-Year Capital Investment Plan (CIP) each fiscal year, although Council only approves the projects in Year 1 for the Capital Budget. The 10-Year CIP assists with planning and funding of the capital program. Projects scheduled past year 1 are subject to change due to financial and human resources/opportunities and the priorities of Council.

Year 1 Allocation of Capital Projects (\$5,814,000)



Capital Investment Plan Year 1 – 2023/24

Projects Include:

- New Library/Town Hall (*construction Year 4*)
 - Initiate RFP for concept/design process
- Existing Town Hall – Mini-split heat pump for council chambers
- Public Works Facility @ 200 Dykeland St.
 - Phase 2 renovations
- Welcome Centre (formerly referred to as Visitor Information Centre)
- Recreation Centre – Automatic Doors (Accessibility Upgrade)
- Fire Equipment Upgrade
- Fleet Inventory Public Works
- Fairfield Street Reconstruction & East Main Street cross culvert replacement
- Engineering design work for future projects
- Wayfinding
- Flood Risk Mitigation (preliminary design/assessment for year 5 project)
- Traffic Safety & Mobility Program
 - Crosswalk Upgrades
 - Intersection safety & one-way streets (Willow, Winter)
 - AT Network
- Sanitary Sewer Lift Station Assessment and Rehabilitation Program
- East End Gateway
 - Parking Lot Expansion & Reconstruction (multi-year)
 - Events Lawn/Trail Connection
- Reservoir Park – washrooms and amenity upgrades around pond
- Clock Park (Accessibility Upgrade)
- Rotary Park (Parking & Resurfacing Tennis Courts)

- Wolfville Nature Preserve - Trail/bridge amenities upgrades (*external funding*)
- Public Art Project

Capital Investment Plan Year 1

YEAR 1 - 2023/24				
1	Project:	Project Description:	Budget:	Timeline:
	Civic Complex – Town Hall & Library	RFP for concept design work for new facility Heat pumps for existing Town Hall	60,000	
	Department:	Related Plans:		
	Planning/Public Works	Library Feasibility Study		
2	Project:	Project Description:	Budget:	Timeline:
	Public Works Building	Phase 2 Renovations	600,000	
	Department:	Related Plans:		
	Engineering & Public Works	Condition Assessment of Town Buildings		
3	Project:	Project Description:	Budget:	Timeline:
	Welcome Centre	New Building	600,000	
	Department	Related Plans:		
	Parks & Recreation/Public Works			
4	Project:	Project Description	Budget:	Timeline:
	Rec Centre: Automatic Doors	Upgrade Automatic Doors (<i>Accessibility Upgrade</i>)	20,000	
	Department	Related Plans:		
	Parks & Rec	Accessibility Plan		

5	Project:	Project Description:	Budget:	Timeline:
	Fire Equipment	Upgrade to fire equipment and SCBA Apparatus	420,000	
	Department:	Related Plans:		
	Fire Chief			
6	Project:	Project Description:	Budget:	Timeline:
	Town Fleet Replacement	The Town replaces equipment as required to ensure the inventory is maintained in a cost-effective manner	339,000	
	Department:	Related Plans:		
	Engineering & Public Works	Fleet Replacement Schedule		
7	Project:	Project Description:	Budget:	Timeline:
	Transportation Infrastructure – Streets	Fairfield Street Reconstruction & East Main Street cross culvert replacement	1,950,000	
	Department:	Related Plans:		
	Engineering & Public Works	Pavement Condition Survey Asset Management data		
8	Project:	Project Description:	Budget:	Timeline:
	Engineering Design	Plan for Engineering design work a year in advance of implementation	55,000	Throughout the year
	Department:	Related Plans:		
	Engineering & Public Works			

9	Project:	Project Description:	Budget:	Timeline:
	Wayfinding	Carry-forward from previous year	50,000	
	Department:	Related Plans:		
	Parks and Recreation			
10	Project:	Project Description:	Budget:	Timeline:
	Flood Risk Mitigation	partially carried forward	75,000	
	Department:	Related Plans:		
	Engineering & Public Works			
11	Project:	Project Description:	Budget:	Timeline:
	Traffic Safety & Mobility Program	Crosswalk Upgrades, AT Network, Willow & Winter one-way & Intersection Safety	105,000	
	Department:	Related Plans:		
	Engineering & Public Works	Crosswalk Policy, Accessibility Plan		
12	Project:	Project Description:	Budget:	Timeline:
	Sanitary Sewer Collection	Lift Station Assessment and Rehabilitation Program	115,000	
	Department:	Related Plans:		
	Engineering & Public Works			

13	Project:	Project Description:	Budget:	Timeline:
	Trails & Trailheads	East End Gateway – Parking Lot Expansion, Events Lawn Trail Connection	530,000	
	Department:	Related Plans:		
	Engineering & Public Works			
14	Project:	Project Description:	Budget:	Timeline:
	Reservoir Park	Washrooms/Change Rooms/Main walking trails/shading	155,000	
	Department:	Related Plans:		
	Parks & Recreation	Parks Plan		
15	Project:	Project Description:	Budget:	Timeline:
	Clock Park	Concrete Walkways (<i>Accessibility Upgrades</i>)	70,000	
	Department:	Related Plans:		
	Parks & Recreation	Accessibility Plan		
16	Project:	Project Description:	Budget:	Timeline:
	Rotary Park	Parking & Resurface Tennis Courts	225,000	
	Department:	Related Plans:		
	Parks & Recreation			
17	Project:	Project Description:	Budget:	Timeline:
	Nature Trail	Nature Trust (External Funding)	185,000	
	Department:	Related Plans:		
	Parks & Recreation			

18	Project:	Project Description:	Budget:	Timeline:
	Public Art Project		30,000	
	Department:	Related Plans:		
	Planning			

Capital Investment Plan Years 2, 3 and 4

YEAR 2 – 2024/25	YEAR 3 – 2025/26	YEAR 4 – 2026/27
Public Works Facility – Building Renos & Deferred Maintenance (Phase 3)	Town Hall & Library (design/construction phase)	Town Hall & Library (construction)
Rec Centre Upgrades	Public Works/Parks – storage shed renos	Fire Radio equipment replacement (ongoing)
Fire Hall – New facility (design phase)	Fire Hall (construction phase)	Public Works Fleet (3/4-ton crew cab, dump body truck, backhoe, loader, asphalt recycler)
Fire Pumper Truck	Fire – aerial ladder truck	Transportation Infrastructure (Engineering External Support ongoing)
Fire equipment replacement (ongoing)	Fire equipment replacement (ongoing)	Crosswalk Upgrades/AT Network
Public Works Fleet & Equipment (Loader, ½ ton, works pickup, sewer camera, LED Light Tower)	Public Works Fleet sidewalk tractor (snow removal)	Sewer Lift Station Upgrades
Parks Fleet (micro truck, parks tractor with cab)	Parks Fleet (½ ton truck, mower x730, mower 1023E)	Future Park Development – Parks Plan
Transportation Infrastructure (Harbourside, Engineering External Support)	Transportation Infrastructure (Engineering External Support ongoing)	Pond & Park Area
Crosswalk Upgrades/AT Network/Intersection Safety	Decorative Street Lights – Main Street to Willow	
Wastewater Treatment Plant – Phase II upgrade, incl. flood mitigation	Crosswalk Upgrades/AT Network	
Sewer Lift Station Upgrades	West End – neighbourhood park	
Willow Park – accessible playground	Sewer Lift Station Upgrades	
West End Parkland trail system	Future Park Development – Parks Plan	
Pickleball courts – location TBD	Parking Lot – Dykeland/Elm	

APPENDIX I - Council's Strategic Plan



STRATEGIC PLAN

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

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

Principles that guide how Council makes decisions and allocates resources

Sustainability	Transparency	Accountability	Well-Communicated	Evidence-Based
Strategic Directions (That focus resource allocation)				
Economic Prosperity	Social Equity	Climate Action	Community Wellness	

Council's Priority Initiatives (for the 2021-24 Council Term)

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

Wolfville Council 2021-2024 Strategic Plan, Purpose and Use:

The 2021-24 Town of Wolfville Strategic Plan incorporates elements that will guide our decisions and interactions in the community over the next four years.

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

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

Principles guide Council’s work:

1. **Sustainability:** Decisions will be made with a view to long-term viability of the Town and its sectors.
2. **Transparency:** Decisions will be made openly and in public.
3. **Accountability:** Council is responsible for decisions and their impact. Decisions are a function of the whole of Council.

4. **Well-Communicated:** Council decisions and the processes leading to decisions will be well communicated using the media and mediums available to ensure the decision processes are shared.

5. **Evidence-Based:** Decisions will be based on factual evidence, the importance an issue is to the community, and other realities of our community life.

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

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

While the priority initiatives figure significantly in the Town’s annual Operations Plan, they are not the only things that the Town will achieve. Projects that figured prominently in the 2020- 2021 Capital Plan will generally remain there although may be allocated to a different year. Ongoing work of service departments is a major component of each annual budget. These, and other projects for which need and/or opportunity arises during the term of Council, will be incorporated as appropriate and as possible in each annual Operations Plan and Budget.

**Appendix II - Town's Operating & Capital Budget and Water Utility
Operating & Capital Budget**

**Town of Wolfville
2023/24 Operating Budget
All Divisions**

	2023/24	2022/23		2021/22	
	Budget	Forecast/Actual	Budget	Actual	Budget
REVENUES					
Taxes and grants in lieu of taxes	\$ 11,472,800	\$ 10,317,300	\$ 10,286,700	\$ 10,034,342	\$ 9,724,500
Sale of service/cost recoveries	1,186,100	1,122,900	985,300	971,192	929,800
Sewer Rates	686,000	580,300	608,400	516,429	509,000
Provincial, Federal & other grants	112,100	186,700	111,100	354,686	98,600
	13,457,000	12,207,200	11,991,500	11,876,649	11,261,900
EXPENSES					
Salary and wages	2,609,300	2,239,600	2,331,900	2,132,981	2,227,100
Employee Benefits	605,900	510,100	543,100	493,478	443,300
Seasonal/Term Wages	383,600	413,200	370,900	398,316	370,200
Employee Benefits Seasonal wag	79,000	39,100	65,000	40,992	58,500
Meetings, Meals and Travel	20,900	24,600	22,300	12,823	24,000
Professional Development	102,500	58,400	76,700	42,522	66,900
Membership Dues & Fees	21,000	19,900	19,600	15,401	19,600
Advertising	19,900	19,800	21,000	6,972	27,800
Telecommunications	39,100	37,900	36,100	33,876	38,300
Office Expense	57,300	59,600	57,000	53,187	57,600
Legal	53,000	55,500	46,700	91,230	52,700
Insurance	209,500	190,800	183,700	149,131	154,500
Marketing and Communications	5,600	500	5,500	4,608	4,500
Audit	23,200	24,400	22,200	24,852	21,500
Stipends & Honorariums	239,300	219,100	215,300	211,846	207,900
Miscellaneous	3,200	5,400	1,900	2,026	1,400
Heat	39,700	37,700	27,000	33,774	26,200
Utilities	197,600	183,200	180,400	177,778	138,200
Repairs and Maintenance - buildings	111,700	58,400	106,500	202,300	136,600
Vehicle Fuel	79,900	73,100	53,500	59,810	47,700
Vehicle Repairs & Maintenance	182,700	186,400	152,900	198,396	144,100
Vehicle Insurance	24,000	23,500	19,600	19,275	19,200
Operational Equip & Supplies	625,600	597,800	544,000	609,551	563,100
Equipment Maintenance	15,000	15,000	10,000	28,074	10,000
Equipment Rentals	20,000	22,500	10,000	21,603	5,000
Project & Program Expenditures	243,000	217,100	88,500	168,121	80,100
Contracted Services	2,932,300	2,854,500	2,969,000	2,875,897	2,693,600
Grants to Organizations	275,000	164,100	252,000	244,411	154,200
Licenses and Permits	3,400	3,500	3,400	3,178	3,300
Tax Exemptions	124,200	104,400	114,200	109,195	111,800
Election	-	15,500	-	-	-
Partner Contributions	2,137,500	1,927,500	1,941,000	1,650,211	1,823,900
Other debt charges	10,000	4,100	10,000	14,242	10,100
Doubtful accounts allowance	2,500	2,500	2,500	-	2,500
	11,496,400	10,408,700	10,503,400	10,130,057	9,745,400
Net Operational Surplus (Deficit)	1,960,600	1,798,500	1,488,100	1,746,592	1,516,500
Capital Program & Reserves					
Principal Debenture Repayments	638,300	662,800	662,800	601,757	601,800
Debenture interest	211,700	189,400	189,300	180,300	180,400
Principal/Interest Future Debt	-	-	-	-	-
Transfer to Operating Reserves	5,000	5,000	5,000	5,000	5,000
Transfer to Capital Reserves	908,600	809,000	809,000	769,900	769,900
Transfer to Cap Reserve - Fire Equip	352,000	259,000	259,000	259,000	259,000
Transfer from Operating Reserves	(155,000)	(308,300)	(437,000)	(193,633)	(234,600)
	1,960,600	1,899,900	1,488,100	1,621,123	1,516,500
Net Surplus (Deficit)	\$ -	\$ (101,400)	\$ -	\$ 125,469	\$ -

**Town of Wolfville
2023/24 Operating Budget
All Divisions**

	2023/24 Budget	PROJECTION		
		2024/25 Budget Projection	2025/26 Budget Projection	2026/27 Budget Projection
REVENUES				
Taxes and grants in lieu of taxes	\$ 11,472,800	\$ 11,977,500	\$ 12,346,600	\$ 12,708,200
Sale of service/cost recoveries	1,186,100	1,186,950	1,205,300	1,218,850
Sewer Rates	686,000	708,000	753,000	833,000
Provincial, Federal & other grants	112,100	112,100	112,100	116,600
	13,457,000	13,984,550	14,417,000	14,876,650
EXPENSES				
Salary and wages	2,609,300	2,736,100	2,842,900	2,935,800
Employee Benefits	605,900	632,800	655,300	674,100
Seasonal/Term Wages	383,600	401,550	414,750	428,450
Employee Benefits Seasonal wag	79,000	84,100	86,800	89,600
Meetings, Meals and Travel	20,900	22,100	22,300	22,500
Professional Development	102,500	106,000	108,400	109,800
Membership Dues & Fees	21,000	21,200	21,400	21,400
Advertising	19,900	20,500	20,900	21,300
Telecommunications	39,100	40,400	41,100	41,800
Office Expense	57,300	60,500	62,200	63,700
Legal	53,000	54,000	55,000	55,700
Insurance	209,500	229,700	252,100	276,700
Marketing and Communications	5,600	6,100	6,300	6,400
Audit	23,200	26,100	26,900	27,400
Stipends & Honorariums	239,300	248,800	256,300	261,800
Miscellaneous	3,200	3,200	3,200	3,200
Heat	39,700	40,900	41,800	42,000
Utilities	197,600	203,400	208,800	214,000
Repairs and Maintenance - buildings	111,700	92,800	94,400	94,800
Vehicle Fuel	79,900	82,700	85,500	88,500
Vehicle Repairs & Maintenance	182,700	184,700	184,700	184,700
Vehicle Insurance	24,000	25,100	25,700	26,400
Operational Equip & Supplies	625,600	645,000	657,400	665,000
Equipment Maintenance	15,000	15,600	16,100	16,600
Equipment Rentals	20,000	20,000	20,000	20,000
Project & Program Expenditures	243,000	187,700	191,400	195,200
Contracted Services	2,932,300	2,987,600	3,066,900	3,134,500
Grants to Organizations	275,000	225,000	225,000	225,000
Licenses and Permits	3,400	3,500	2,000	3,700
Tax Exemptions	124,200	126,400	128,800	131,400
Election	-	40,000	-	-
Partner Contributions	2,137,500	2,216,400	2,295,800	2,373,400
Other debt charges	10,000	19,800	50,600	50,600
Doubtful accounts allowance	2,500	2,500	2,500	2,500
	11,496,400	11,812,250	12,173,250	12,507,950
Net Operational Surplus (Deficit)	1,960,600	2,172,300	2,243,750	2,368,700
Capital Program & Reserves				
Principal Debenture Repayments	638,300	-	-	-
Debenture interest	211,700	-	-	-
Principal/Interest Future Debt	-	1,017,300	1,173,200	1,365,900
Transfer to Operating Reserves	5,000	5,000	5,000	5,000
Transfer to Capital Reserves	908,600	934,900	947,300	953,000
Transfer to Cap Reserve - Fire Equip	352,000	352,000	352,000	352,000
Transfer from Operating Reserves	(155,000)	-	-	-
	1,960,600	2,309,200	2,477,500	2,675,900
Net Surplus (Deficit)	\$ -	\$ (136,900)	\$ (233,750)	\$ (307,200)

Year 2 thru 4 projections are based upon assumptions that may not match future events. Intended to illustrate possible results based on current budget structure and modest assessment growth.

Town of Wolfville
Operating Budget ~ Tax Revenue Requirement
2023/24 Operating Budget

		BUDGET		
		Current Yr 2023/24	Required Increase	Prior Yr 2022/23
Total to be funded by Property Tax Rates		9,372,900	1,044,500	8,328,400
			12.54%	
		Budget 2023/24	\$ Increase	Budget 2022/23
RESULTING TAXES				
Residential ~ No Change to Rate	1.4750	7,885,800	917,900	6,967,900
Resource	1.4750	14,400	300	14,100
Subtotal from residential sector		7,900,200	918,200	6,982,000
			13.15%	
Commercial	3.575	1,472,700	126,300	1,346,400
		-	-	-
Subtotal from commercial sector		1,472,700	126,300	1,346,400
			9.38%	
TOTAL		9,372,900	1,044,500	8,328,400
			12.54%	
Revenue surplus (shortfall)		\$0		\$0
Overall Increase in Tax Revenue			12.54%	

Tax Rate Change Assumption

Residential	1.4750	1.4575
Commercial	3.575	3.575

BUDGETED TAXABLE ASSESSMENTS (net of allowance for appeals)

Residential	11.83%	534,628,000	478,068,800
Commercial	9.39%	41,194,700	37,660,200
Resource	1.20%	976,900	965,300
Business Occupancy		-	-
TOTAL		576,799,600	516,694,300

2019 PVSC ASSESSMENT ROLL

	Per Roll (net of Cap)	Allowance For Appeals & Bus Closings & Adjustments	Expected Taxable Assessment
Residential	535,628,000	(1,000,000)	534,628,000
Commercial	41,194,700	-	41,194,700
Resource	976,900	-	976,900
TOTAL	577,799,600	(1,000,000)	576,799,600

Town of Wolfville
2023/24 Operating Budget
General Government Division

	2023/24	2022/23		2021/22	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Residential & resource taxes	7,900,200	6,994,900	6,982,000	6,511,226	6,494,500
Commercial taxes	1,563,000	1,412,600	1,436,700	1,371,170	1,363,400
Deed Transfer Tax	465,000	465,000	400,000	689,146	400,000
Business development area rate	100,000	97,600	100,000	100,706	100,000
Grant in lieu of taxes	1,048,500	960,000	971,900	968,204	970,500
Kings County Fire Protection	167,000	140,800	140,800	140,551	141,200
Cost recoveries	142,300	122,300	122,300	107,900	107,900
Cost recoveries from Sewer Dept	3,800	3,800	3,800	3,800	3,800
Interest on investments & o/s taxes	167,000	203,300	97,000	100,477	92,000
Other revenues	68,500	69,400	68,500	71,486	68,500
Equilization Grant	70,000	69,900	70,000	139,738	70,000
Farm Acreage Grant	1,200	1,300	1,200	1,203	1,100
PNS conditional grants	-	-	-	33,000	-
Other conditional grants	-	55,000	-	123,789	-
	11,696,500	10,595,900	10,394,200	10,362,396	9,812,900
EXPENSES					
Salary and wages	759,600	682,900	688,300	637,919	644,000
Employee Benefits	177,400	148,700	164,200	154,679	133,300
Seasonal Wages	-	-	-	-	12,000
Employee Benefits Seasonal wag	-	-	-	-	1,200
Meetings, Meals and Travel	7,500	8,600	7,400	4,268	6,700
Professional Development	87,500	53,400	61,700	35,310	51,900
Membership Dues & Fees	9,500	9,500	8,700	7,568	8,800
Advertising	8,600	9,800	8,400	6,382	8,500
Telecommunications	13,200	13,200	12,700	11,270	14,900
Office Expense	31,000	37,700	30,600	33,104	30,600
Legal	25,000	29,400	22,500	49,357	30,000
Insurance	202,000	183,700	176,200	142,748	147,000
Marketing and Communications	2,100	-	2,000	3,262	1,000
Audit	23,200	24,400	22,200	24,852	21,500
Mayor and Council Remuneration	198,300	191,300	174,300	179,029	167,500
Miscellaneous	3,200	2,500	1,900	985	1,400
Heat	22,700	20,200	15,000	16,225	15,100
Utilities	5,700	5,700	5,700	5,165	5,700
Repairs and Maintenance	18,000	16,700	18,000	53,713	20,000
Operational Equip & Supplies	118,800	122,300	117,900	133,314	122,000
Project & Program Expenditures	65,500	67,900	11,000	94,562	12,000
Contracted Services	94,500	77,300	91,900	59,118	91,100
Grants to Organizations	200,000	101,000	177,000	192,911	73,900
Tax Exemptions	124,200	104,400	114,200	109,195	111,800
Election	-	15,500	-	-	-
Other debt charges	10,000	4,100	10,000	14,242	10,100
Doubtful accounts allowance	2,500	2,500	2,500	-	2,500
	2,210,000	1,932,700	1,944,300	1,969,180	1,744,500
Net Division Surplus (Deficit)	\$ 9,486,500	\$ 8,663,200	\$ 8,449,900	\$ 8,393,216	\$ 8,068,400
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	65,000	65,500	122,000	-	47,600
Net Surplus (Deficit)	\$ 9,551,500	\$ 8,728,700	\$ 8,571,900	\$ 8,393,216	\$ 8,116,000

**Town of Wolfville
2023/24 Operating Budget
Legislative ~ 110**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
TOTAL REVENUE	-	-	-	-	-
EXPENSES					
Employee Benefits - CPP & EAP	7,500	6,500	6,600	6,142	6,600
Meetings, Meals and Travel	5,000	4,400	5,000	2,073	4,300
Professional Development	27,500	13,400	21,700	1,251	16,900
Membership Dues & Fees	6,800	6,200	6,100	4,841	6,100
Advertising	500	1,300	300		300
Telecommunications	2,400	2,300	2,400	2,022	3,400
Stipends & Honorariums	198,300	191,300	174,300	179,029	167,500
Miscellaneous	2,700	400	1,700	912	1,200
	<u>250,700</u>	<u>225,800</u>	<u>218,100</u>	<u>196,270</u>	<u>206,300</u>
Net Department Surplus (Deficit)	\$ 250,700	\$ 225,800	\$ (218,100)	\$ (196,270)	\$ (206,300)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	-	-	-	-	-
Net Surplus (Deficit)	<u>\$ 250,700</u>	<u>\$ 225,800</u>	<u>\$ (218,100)</u>	<u>\$ (196,270)</u>	<u>\$ (206,300)</u>

Town of Wolfville
2023/24 Operating Budget
Office of the CAO/General Gov't Administration

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Cost recoveries from Sewer Dept	-	-	-	950	-
Miscellaneous	-	800	-	-	-
TOTAL REVENUE	-	800	-	950	-
EXPENSES					
Salary and wages	285,400	266,800	261,100	237,192	258,700
Employee Benefits	57,200	50,700	53,500	40,135	49,800
Meetings, Meals and Travel	1,000	3,600	1,000	1,985	1,000
Membership Dues & Fees	1,800	2,400	1,800	1,737	1,900
Advertising	7,900	8,100	7,900	5,600	8,000
Telecommunications	2,300	1,900	2,300	2,015	3,500
Office Expense	1,200	2,000	1,200	701	1,200
Legal	15,000	14,400	15,000	40,641	15,000
Marketing and Communications	2,100	-	2,000	1,937	1,000
Miscellaneous	-	100	-	50	-
Project & Program Expenditures	12,500	-	11,000	-	12,000
Contracted Services	55,000	10,000	55,000	7,300	55,000
Election	-	15,500	-	-	-
	441,400	375,500	411,800	339,293	407,100
Net Department Surplus (Deficit)	\$ (441,400)	\$ (374,700)	\$ (411,800)	\$ (338,343)	\$ (407,100)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	-	15,500	-	-	-
Net Surplus (Deficit)	\$ (441,400)	\$ (359,200)	\$ (411,800)	\$ (338,343)	\$ (407,100)

**Town of Wolfville
2023/24 Operating Budget
Human Resources ~ 130**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>REVENUES</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>EXPENSES</u>					
Salary and wages				-	-
Employee Benefits	11,000	6,300	11,000	29,632	9,000
Meetings, Meals and Travel	1,000	200	900	123	900
Professional Development	60,000	40,000	40,000	34,059	35,000
Membership Dues & Fees	-	-		302	
Advertising	-	400		782	
Office Expense	-	300		4,293	-
Legal	10,000	15,000	7,500	8,716	15,000
Operational Equip & Supplies	14,500	10,000	10,000	12,698	10,000
	<u>96,500</u>	<u>72,200</u>	<u>69,400</u>	<u>90,605</u>	<u>69,900</u>
Net Department Surplus (Deficit)	<u>\$ (96,500)</u>	<u>\$ (72,200)</u>	<u>\$ (69,400)</u>	<u>\$ (90,605)</u>	<u>\$ (69,900)</u>

Town of Wolfville
2023/24 Operating Budget
Finance ~ 140

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
			<small>Salaries Restated from Dept 160</small>		
<u>REVENUES</u>					
Tax Certificates & ByLaws	1,800	2,000	1,800	2,800	1,800
Cost recoveries from Water Util	96,900	68,000	68,000	66,700	66,700
Miscellaneous	-	100	-	301	-
	<u>98,700</u>	<u>70,100</u>	<u>69,800</u>	<u>69,801</u>	<u>68,500</u>
<u>EXPENSES</u>					
Salary and wages	308,000	275,100	276,000	247,627	239,900
Employee Benefits	61,500	53,600	58,800	46,545	41,200
Meetings, Meals and Travel	300	200	300	87	300
Membership Dues & Fees	900	700	800	688	800
Telecommunications	1,300	1,100	1,100	1,039	1,100
Office Expense	3,000	2,200	2,900	2,553	2,900
Audit	23,200	24,400	22,200	24,852	21,500
Miscellaneous	500	2,000	200	23	200
	<u>398,700</u>	<u>359,300</u>	<u>362,300</u>	<u>323,414</u>	<u>307,900</u>
Net Department Surplus (Deficit)	<u>\$ (300,000)</u>	<u>\$ (289,200)</u>	<u>\$ (292,500)</u>	<u>\$ (253,613)</u>	<u>\$ (239,400)</u>

**Town of Wolfville
2023/24 Operating Budget
Information Technologies ~ 150**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Cost recoveries from Water Util	34,700	34,000	34,000	34,000	34,000
Cost recoveries from Sewer Dept	3,800	3,800	3,800	2,850	3,800
Miscellaneous	-	-	-	75	-
	<u>38,500</u>	<u>37,800</u>	<u>37,800</u>	<u>36,925</u>	<u>37,800</u>
EXPENSES					
Salary and wages	153,600	135,200	139,500	148,569	134,100
Employee Benefits	36,600	30,700	31,800	31,635	24,600
Seasonal Wages	-	-	-	-	12,000
Employee Benefits Seasonal wag	-	-	-	-	1,200
Meetings, Meals and Travel	200	200	200	-	200
Membership Dues & Fees	-	200	-	-	-
Telecommunications	5,000	6,400	5,000	4,754	5,000
Office Expense	-	100	-	12	-
Operational Equip & Supplies	102,300	108,000	105,900	92,117	110,000
Contracted Services	39,500	67,300	36,900	51,818	36,100
	<u>337,200</u>	<u>348,100</u>	<u>319,300</u>	<u>328,905</u>	<u>323,200</u>
Net Department Surplus (Deficit)	\$ (298,700)	\$ (310,300)	\$ (281,500)	\$ (291,980)	\$ (285,400)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>23,200</u>
Net Surplus (Deficit)	<u>\$ (298,700)</u>	<u>\$ (310,300)</u>	<u>\$ (281,500)</u>	<u>\$ (291,980)</u>	<u>\$ (262,200)</u>

Town of Wolfville
2023/24 Operating Budget
General Government Common Costs ~ 160

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
			<small>Salaries Restated to Dept 140</small>		
<u>REVENUES</u>					
Cost recoveries from Water Util	10,700	20,300	20,300	7,200	7,200
TOTAL REVENUE	<u>10,700</u>	<u>20,300</u>	<u>20,300</u>	<u>7,200</u>	<u>7,200</u>
<u>EXPENSES</u>					
Salary and wages	12,600	5,800	11,700	4,531	11,300
Employee Benefits	3,600	900	2,500	590	2,100
Advertising	200	-	200		200
Telecommunications	2,200	1,500	1,900	1,440	1,900
Office Expense	26,800	33,100	26,500	25,545	26,500
Marketing and Communications	-	-	-	1,325	-
Heat	22,700	20,200	15,000	16,225	15,100
Utilities	5,700	5,700	5,700	5,165	5,700
Repairs and Maintenance	18,000	16,700	18,000	53,713	20,000
Operational Equip & Supplies	2,000	4,300	2,000	28,499	2,000
	<u>93,800</u>	<u>88,200</u>	<u>83,500</u>	<u>137,033</u>	<u>84,800</u>
Net Department Surplus (Deficit)	<u>\$ (83,100)</u>	<u>\$ (67,900)</u>	<u>\$ (63,200)</u>	<u>\$ (129,833)</u>	<u>\$ (77,600)</u>

Town of Wolfville
2023/24 Operating Budget
Other General Government ~ 190

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Residential Tax	7,885,800	6,981,600	6,967,900	6,498,491	6,481,000
Resource Tax	14,400	13,300	14,100	12,735	13,500
Commercial Tax	1,472,700	1,317,400	1,346,400	1,265,157	1,277,100
NSLC - exempt assessment	24,300	24,200	24,300	24,242	24,300
Aliant	21,000	19,100	21,000	19,767	20,500
NSPI Grant	-	-	-		4,500
HST Offset Grant	45,000	51,900	45,000	62,004	37,000
Deed Transfer Tax	465,000	465,000	400,000	689,146	400,000
Commercial Area Rate	100,000	97,600	100,000	100,706	100,000
Post Office GILT	20,500	20,300	20,500	20,537	20,500
Acadia GILT	1,028,000	939,700	951,400	947,667	950,000
Kings County Fire Protection	167,000	140,800	140,800	140,551	141,200
Facility Rental	16,500	16,400	16,500	16,435	16,500
Land Leases	200	-	200		200
Interest on investments	95,000	110,000	25,000	29,109	20,000
Interest on outstanding taxes	72,000	93,300	72,000	71,368	72,000
Miscellaneous/Dividend	50,000	50,100	50,000	51,950	50,000
Equilization Grant	70,000	69,900	70,000	139,738	70,000
Farm Acreage Grant	1,200	1,300	1,200	1,203	1,100
PNS conditional grants	-	-	-	33,000	
Other conditional grants	-	55,000		123,789	
TOTAL REVENUE	11,548,600	10,466,900	10,266,300	10,247,595	9,699,400
EXPENSES					
Insurance	202,000	183,700	176,200	142,748	147,000
Project & Program Expenditures	53,000	67,900	-	94,562	-
Grants to Organizations	200,000	101,000	177,000	192,911	73,900
Tax Exemptions	124,200	104,400	114,200	109,195	111,800
Other debt charges	10,000	4,100	10,000	14,242	10,100
Debenture interest		-	-	2	-
Doubtful accounts allowance	2,500	2,500	2,500		2,500
	591,700	463,600	479,900	553,660	345,300
Net Department Surplus (Deficit)	\$ 10,956,900	\$ 10,003,300	\$ 9,786,400	\$ 9,693,935	\$ 9,354,100
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	65,000	50,000	122,000	-	24,400
Net Surplus (Deficit)	\$ 11,021,900	\$ 10,053,300	\$ 9,908,400	\$ 9,693,935	\$ 9,378,500

**Town of Wolfville
2023/24 Operating Budget
Protective Services Division**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Fire Protection Rate	396,100	387,200	396,100	393,890	396,100
Kings County Fire Protection	172,100	174,800	174,800	165,583	167,600
License & fee revenue	5,000	5,400	5,000	2,731	5,000
Parking fines	18,000	16,000	15,000	10,535	10,000
Other fines	23,000	21,000	24,700	27,972	10,000
REMO IMSA Cost Recovery	80,000	77,500	80,000	81,758	80,000
EMO 911 Cost Recovery	1,900	1,900	1,900	1,973	1,900
	<u>696,100</u>	<u>683,800</u>	<u>697,500</u>	<u>684,442</u>	<u>670,600</u>
EXPENSES					
Salary and wages	252,600	224,400	229,100	201,618	210,100
Employee Benefits	49,000	32,900	47,200	32,025	35,200
Seasonal Wages	19,700	16,800	17,400	-	16,700
Employee Benefits Seasonal wag	2,400	1,600	2,000	-	1,700
Meals and Travel	5,700	4,000	5,700	2,436	7,700
Professional Development	15,000	5,000	15,000	7,212	15,000
Membership Dues & Fees	1,900	1,000	1,800	760	1,700
Advertising	-	200	-	-	-
Telecommunications	10,800	10,900	9,400	9,958	9,400
Office Expense	4,300	1,200	6,100	1,171	7,800
Legal	11,000	12,600	9,200	9,537	7,700
Insurance	7,500	7,100	7,500	6,383	7,500
Honorariums	41,000	27,800	41,000	32,817	40,400
Heat	7,000	7,500	5,000	6,953	4,100
Utilities	17,800	14,700	17,200	16,036	17,200
Repairs and Maintenance	12,200	8,800	12,000	19,560	11,600
Vehicle Fuel	8,000	12,000	6,200	4,467	6,200
Vehicle Repairs & Maintenance	51,500	48,000	50,900	27,401	46,500
Vehicle Insurance	12,500	11,700	9,600	9,025	9,100
Operational Equip & Supplies	68,500	49,500	65,900	98,488	69,500
Equipment Maintenance	15,000	15,000	10,000	12,417	10,000
Contracted Services	2,192,800	2,142,000	2,206,700	1,988,644	1,957,500
Licenses and Permits	1,800	1,900	1,800	1,780	1,800
Debenture interest	1,700	2,000	2,000	2,415	2,500
	<u>2,810,700</u>	<u>2,658,600</u>	<u>2,779,700</u>	<u>2,491,103</u>	<u>2,497,900</u>
Net Division Surplus (Deficit)	\$ (2,114,600)	\$ (1,974,800)	\$ (2,082,200)	\$ (1,806,661)	\$ (1,827,300)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	<u>-</u>	<u>58,600</u>	<u>120,000</u>	<u>-</u>	<u>-</u>
Net Surplus (Deficit)	<u>\$ (2,114,600)</u>	<u>\$ (1,916,200)</u>	<u>\$ (1,962,200)</u>	<u>\$ (1,806,661)</u>	<u>\$ (1,827,300)</u>

**Town of Wolfville
2023/24 Operating Budget
Police Service ~ 210**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Other fines	18,000	21,000	24,700	27,972	10,000
	<u>18,000</u>	<u>21,000</u>	<u>24,700</u>	<u>27,972</u>	<u>10,000</u>
EXPENSES					
Salary and wages	7,500	4,700	7,000	3,374	6,800
Employee Benefits	1,800	900	1,700	476	1,400
Legal	8,000	7,100	8,000	6,788	6,500
Utilities	3,500	3,100	3,500	3,007	3,500
Repairs and Maintenance	3,200	3,000	3,000	3,859	2,700
Contracted Services	1,767,300	1,714,800	1,776,200	1,544,864	1,517,000
	<u>1,791,300</u>	<u>1,733,600</u>	<u>1,799,400</u>	<u>1,562,368</u>	<u>1,537,900</u>
Net Department Surplus (Deficit)	\$ (1,773,300)	\$ (1,712,600)	\$ (1,774,700)	\$ (1,534,396)	\$ (1,527,900)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	<u>-</u>	<u>58,600</u>	<u>120,000</u>		
Net Surplus (Deficit)	<u>\$ (1,773,300)</u>	<u>\$ (1,654,000)</u>	<u>\$ (1,654,700)</u>	<u>\$ (1,534,396)</u>	<u>\$ (1,527,900)</u>

**Town of Wolfville
2023/24 Operating Budget
Compliance (By Law Enforcement) Dept ~ 215**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Parking fines	18,000	16,000	15,000	10,535	10,000
Other fines	5,000	-	-		-
	<u>23,000</u>	<u>16,000</u>	<u>15,000</u>	<u>10,535</u>	<u>10,000</u>
EXPENSES					
Salary and wages	91,500	83,400	76,900	44,451	63,600
Employee Benefits	22,000	14,600	15,600	7,757	12,700
Seasonal/Part Time/Term Wages	-	-			-
Employee Benefits Seasonal wag	-	-			-
Meetings, Meals and Travel	300	100	300		200
Membership Dues & Fees	300	200	200	75	100
Telecommunications	1,900	1,800	1,000	961	1,000
Office Expense	1,600	500	1,600	1,171	1,600
Legal	3,000	5,500	1,200	2,749	1,200
Marketing and Communications	1,000	-	1,000		1,000
Vehicle Fuel	-	2,100	500	440	500
Vehicle Repairs & Maintenance	1,500	2,700	900	1,299	900
Vehicle Insurance	600	900	600	563	600
Operational Equip & Supplies	4,000	2,600	1,000	1,661	1,000
Contracted Services	-	-	5,000	19,758	15,000
	<u>127,700</u>	<u>114,400</u>	<u>105,800</u>	<u>80,885</u>	<u>99,400</u>
Net Department Surplus (Deficit)	<u>\$ (104,700)</u>	<u>\$ (98,400)</u>	<u>\$ (90,800)</u>	<u>\$ (70,350)</u>	<u>\$ (89,400)</u>

**Town of Wolfville
2023/24 Operating Budget
Fire Services ~ 220**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Fire Protection Area Rate	396,100	387,200	396,100	393,890	396,100
Kings County Fire Protection	172,100	174,800	174,800	165,390	167,000
Miscellaneous	-	2,600	-	11,049	-
	<u>568,200</u>	<u>564,600</u>	<u>570,900</u>	<u>570,329</u>	<u>563,100</u>
EXPENSES					
Salary and wages	90,800	80,500	88,000	82,852	84,700
Employee Benefits	14,000	7,300	15,800	13,989	12,300
Meeting, Meals and Travel	2,500	2,100	2,500	1,390	2,500
Professional Development	15,000	5,000	15,000	7,212	15,000
Membership Dues & Fees	1,600	800	1,600	685	1,600
Telecommunications	8,400	8,700	8,400	8,631	8,400
Office Expense	500	200	500		500
Insurance	7,500	7,100	7,500	6,383	7,500
Stipends & Honorariums	41,000	27,800	41,000	32,817	40,400
Heat	7,000	7,500	5,000	6,953	4,100
Utilities	14,300	11,600	13,700	13,029	13,700
Repairs and Maintenance	9,000	5,800	9,000	15,701	8,900
Vehicle Fuel	8,000	9,900	5,700	4,027	5,700
Vehicle Repairs & Maintenance	50,000	45,300	50,000	26,102	45,600
Vehicle Insurance	11,900	10,800	9,000	8,462	8,500
Operational Equip & Supplies	61,000	40,000	60,000	93,424	60,000
Equipment Maintenance	15,000	15,000	10,000	12,417	10,000
Contracted Services	410,500	412,200	410,500	412,772	410,500
Licenses and Permits	1,800	1,900	1,800	1,780	1,800
	<u>769,800</u>	<u>699,500</u>	<u>755,000</u>	<u>748,626</u>	<u>741,700</u>
Net Department Surplus (Deficit)	<u>\$ (201,600)</u>	<u>\$ (134,900)</u>	<u>\$ (184,100)</u>	<u>\$ (178,297)</u>	<u>\$ (178,600)</u>

Note: \$396,100 (\$396,100 in 21/22) of contracted services expense relates to Fire Hydrant Fee paid to Wolfville Water Utility, as per UARB approved formula. The full amount of this fee is recovered by the Town through the Fire Protection Area Rate, noted in revenues above.

Town of Wolfville
2023/24 Operating Budget
REMO ~ 230

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
REMO IMSA - Cost Recovery	80,000	74,900	80,000	70,709	80,000
	<u>80,000</u>	<u>74,900</u>	<u>80,000</u>	<u>70,709</u>	<u>80,000</u>
EXPENSES					
Salary and wages	60,500	55,600	54,900	57,590	52,800
Employee Benefits	10,900	10,000	13,800	8,768	8,500
Meeting, Meals and Travel	2,900	1,800	2,900	1,046	5,000
Advertising	-	200	-	-	-
Telecommunications	500	400	-	366	-
Office Expense	2,200	500	4,000	-	5,700
Operational Equip & Supplies	3,000	6,400	4,400	2,973	8,000
	<u>80,000</u>	<u>74,900</u>	<u>80,000</u>	<u>70,743</u>	<u>80,000</u>
Net Department Surplus (Deficit)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (34)</u>	<u>\$ -</u>

**Town of Wolfville
2023/24 Operating Budget
Other Protective Services ~ 290**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>REVENUES</u>					
Kings County Fire Protection	-	-	-	193	600
License & fee revenue	5,000	5,400	5,000	2,731	5,000
EMO 911 Cost Recovery	1,900	1,900	1,900	1,973	1,900
	<u>6,900</u>	<u>7,300</u>	<u>6,900</u>	<u>4,897</u>	<u>7,500</u>
<u>EXPENSES</u>					
Salary and wages	2,300	200	2,300	13,351	2,200
Employee Benefits	300	100	300	1,035	300
Seasonal Wages	19,700	16,800	17,400		16,700
Employee Benefits Seasonal wag	2,400	1,600	2,000		1,700
Operational Equip & Supplies	500	500	500	430	500
Contracted Services	15,000	15,000	15,000	11,250	15,000
Debenture interest	1,700	2,000	2,000	2,415	2,500
	<u>41,900</u>	<u>36,200</u>	<u>39,500</u>	<u>28,481</u>	<u>38,900</u>
Net Department Surplus (Deficit)	<u>\$ (35,000)</u>	<u>\$ (28,900)</u>	<u>\$ (32,600)</u>	<u>\$ (23,584)</u>	<u>\$ (31,400)</u>

**Town of Wolfville
2023/24 Operating Budget
Public Works Division**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Metered Sales	14,800	12,400	14,800	12,158	-
Job Cost billings	6,000	4,000	10,000	6,700	7,000
Cost recoveries from Water Util	149,100	106,500	106,500	115,100	115,100
Cost recoveries from Sewer Dept	60,600	42,600	42,600	45,300	45,300
Land Leases	8,000	7,800	4,000	8,256	3,900
TOTAL REVENUE	<u>238,500</u>	<u>177,500</u>	<u>177,900</u>	<u>197,989</u>	<u>171,300</u>
EXPENSES					
Salary and wages	667,200	563,100	577,100	570,149	568,600
Employee Benefits	158,500	134,700	140,400	133,753	124,200
Meals and Travel	4,000	5,000	3,500	3,842	3,300
Membership Dues & Fees	1,300	2,900	1,300	1,204	1,400
Advertising	-	700	-	469	-
Telecommunications	5,600	4,000	4,400	4,119	3,800
Office Expense	6,500	6,000	4,300	4,153	4,000
Legal	7,000	4,100	5,000	5,247	5,000
Heat	10,000	10,000	7,000	10,596	7,000
Utilities	43,100	38,000	38,800	36,096	33,000
Repairs and Maintenance	25,000	20,500	20,000	70,125	40,000
Vehicle Fuel	65,400	44,900	40,800	43,301	34,000
Vehicle Repairs & Maintenance	85,200	84,900	70,000	122,816	69,500
Vehicle Insurance	5,000	5,600	5,000	5,226	4,900
Operational Equip & Supplies	204,100	196,800	149,900	177,288	147,000
Equipment Rentals	20,000	17,400	10,000	15,847	5,000
Contracted Services	427,800	467,000	469,400	471,657	425,000
Licenses and Permits	1,600	1,600	1,600	1,398	1,500
Debenture interest	153,200	128,400	127,200	132,722	136,200
	<u>1,890,500</u>	<u>1,735,600</u>	<u>1,675,700</u>	<u>1,810,008</u>	<u>1,613,400</u>
Net Division Surplus (Deficit)	\$ (1,652,000)	\$ (1,558,100)	\$ (1,497,800)	\$ (1,612,019)	\$ (1,442,100)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	<u>-</u>	<u>-</u>	<u>65,000</u>	<u>-</u>	<u>30,000</u>
Net Surplus (Deficit)	<u>\$ (1,652,000)</u>	<u>\$ (1,558,100)</u>	<u>\$ (1,432,800)</u>	<u>\$ (1,612,019)</u>	<u>\$ (1,412,100)</u>

Town of Wolfville
2023/24 Operating Budget
Public Works Common Costs ~ 310

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Metered Sales	14,800	12,400	14,800	12,158	
Cost recoveries from Water Util	97,900	72,300	72,300	80,900	80,900
Cost recoveries from Sewer Dept	29,900	22,100	22,100	24,800	24,800
TOTAL REVENUE	<u>142,600</u>	<u>106,800</u>	<u>109,200</u>	<u>117,858</u>	<u>105,700</u>
EXPENSES					
Salary and wages	203,600	165,100	158,400	178,973	178,900
Employee Benefits	42,800	36,200	33,100	45,671	30,000
Meetings, Meals and Travel	1,000	800	500	1,020	300
Membership Dues & Fees	1,300	2,900	1,300	1,204	1,400
Advertising	-	700	-	469	
Telecommunications	5,600	4,000	4,400	4,119	3,800
Office Expense	6,500	6,000	4,300	4,153	4,000
Legal	7,000	4,100	5,000	5,247	5,000
Heat	10,000	10,000	7,000	10,596	7,000
Utilities	16,700	12,400	15,800	13,252	10,000
Repairs and Maintenance	25,000	20,500	20,000	70,125	40,000
Operational Equip & Supplies	3,000	1,200	3,000	875	3,000
Contracted Services	5,600	100	1,500		1,500
Licenses and Permits	1,600	1,600	1,600	1,398	1,500
	<u>329,700</u>	<u>265,600</u>	<u>255,900</u>	<u>337,102</u>	<u>286,400</u>
Net Department Surplus (Deficit)	\$ (187,100)	\$ (158,800)	\$ (146,700)	\$ (219,244)	\$ (180,700)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Surplus (Deficit)	<u>\$ (187,100)</u>	<u>\$ (158,800)</u>	<u>\$ (146,700)</u>	<u>\$ (219,244)</u>	<u>\$ (180,700)</u>

Town of Wolfville
2023/24 Operating Budget
Roads and Streets ~ 320

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Cost recoveries from Water Util	51,200	34,200	34,200	34,200	34,200
Cost recoveries from Sewer Dept	30,700	20,500	20,500	20,500	20,500
Miscellaneous	-	4,200	-	900	-
Other conditional grants		-		9,575	
	<u>81,900</u>	<u>58,900</u>	<u>54,700</u>	<u>65,175</u>	<u>54,700</u>
EXPENSES					
Salary and wages	454,500	398,000	417,700	390,619	388,700
Employee Benefits	113,600	98,500	107,100	87,994	94,000
Seasonal Wages	-	-	-		-
Employee Benefits Seasonal wag	-	-	-		-
Meetings, Meals and Travel	3,000	4,200	3,000	2,822	3,000
Vehicle Fuel	65,400	44,900	40,800	43,301	34,000
Vehicle Repairs & Maintenance	85,200	84,900	70,000	122,816	69,500
Vehicle Insurance	5,000	5,600	5,000	5,226	4,900
Operational Equip & Supplies	138,100	164,000	122,900	147,170	125,000
Equipment Rentals	20,000	17,400	10,000	15,847	5,000
Contracted Services	380,700	413,300	429,400	420,426	385,000
	<u>1,265,500</u>	<u>1,230,800</u>	<u>1,205,900</u>	<u>1,236,221</u>	<u>1,109,100</u>
Net Department Surplus (Deficit)	\$ (1,183,600)	\$ (1,171,900)	\$ (1,151,200)	\$ (1,171,046)	\$ (1,054,400)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus		<u>131,100</u>	<u>65,000</u>		<u>30,000</u>
Net Surplus (Deficit)	<u>\$ (1,183,600)</u>	<u>\$ (1,040,800)</u>	<u>\$ (1,086,200)</u>	<u>\$ (1,171,046)</u>	<u>\$ (1,024,400)</u>

Town of Wolfville
2023/24 Operating Budget
Street Lighting ~ 330

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>EXPENSES</u>					
Utilities	26,400	25,600	23,000	22,844	23,000
Operational Equip & Supplies	20,000	7,600	5,000	6,303	5,000
Contracted Services	1,500	-	1,500	1,477	1,500
	<u>47,900</u>	<u>33,200</u>	<u>29,500</u>	<u>30,624</u>	<u>29,500</u>
Net Department Surplus (Deficit)	<u>\$ (47,900)</u>	<u>\$ (33,200)</u>	<u>\$ (29,500)</u>	<u>\$ (30,624)</u>	<u>\$ (29,500)</u>

Town of Wolfville
2023/24 Operating Budget
Traffic Services ~ 340

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>REVENUES</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>EXPENSES</u>					
Salary and wages	9,100	-	1,000	557	1,000
Employee Benefits	2,100	-	200	88	200
Operational Equip & Supplies	43,000	24,000	19,000	22,277	14,000
Contracted Services	40,000	47,200	37,000	49,754	37,000
	<u>94,200</u>	<u>71,200</u>	<u>57,200</u>	<u>72,676</u>	<u>52,200</u>
Net Department Surplus (Deficit)	\$ (94,200)	\$ (71,200)	\$ (57,200)	\$ (72,676)	\$ (52,200)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Surplus (Deficit)	<u>\$ (94,200)</u>	<u>\$ (71,200)</u>	<u>\$ (57,200)</u>	<u>\$ (72,676)</u>	<u>\$ (52,200)</u>

**Town of Wolfville
2023/24 Operating Budget
Other Roads & Street ~ 350**

	2023/24	2022/23		2021/22	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>EXPENSES</u>					
Professional Development					
Operational Equip & Supplies	-		-	663	
Contracted Services	-		-		
	-		-	663	-
Net Department Surplus (Deficit)	\$ -	\$ -	\$ -	\$ (663)	\$ -

Town of Wolfville
2023/24 Operating Budget
Other Transport ~ 390

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Job Cost billings	6,000	4,000	10,000	6,700	7,000
Land Leases	8,000	7,800	4,000	8,256	3,900
	<u>14,000</u>	<u>11,800</u>	<u>14,000</u>	<u>14,956</u>	<u>10,900</u>
EXPENSES					
Operational Equip & Supplies					-
Contracted Services		6,400			
Debenture interest	153,200	128,400	127,200	132,722	136,200
	<u>153,200</u>	<u>134,800</u>	<u>127,200</u>	<u>132,722</u>	<u>136,200</u>
Net Department Surplus (Deficit)	<u>\$ (139,200)</u>	<u>\$ (123,000)</u>	<u>\$ (113,200)</u>	<u>\$ (117,766)</u>	<u>\$ (125,300)</u>

Town of Wolfville
2023/24 Operating Budget
Sewer & Solid Waste Division

Environmental Health

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUE					
Sewer Rates	686,000	580,300	608,400	516,429	509,000
Kings County Sewer Contribution	6,000	5,300	5,000	5,141	2,000
PNS conditional grants	-	-	-	-	-
TOTAL REVENUE	<u>692,000</u>	<u>585,600</u>	<u>613,400</u>	<u>521,570</u>	<u>511,000</u>
EXPENSES					
Salary and wages	144,100	77,100	127,100	87,567	87,500
Employee Benefits	37,200	13,300	33,400	14,149	20,300
Utilities	102,200	98,800	98,300	96,857	62,500
Vehicle Repairs & Maintenance	21,000	23,200	20,000	21,989	17,600
Operational Equip & Supplies	109,000	89,900	103,800	76,728	107,800
Contracted Services	61,900	53,200	48,000	127,989	66,000
Debenture interest	50,700	52,400	53,500	38,295	28,200
	<u>527,600</u>	<u>413,900</u>	<u>485,100</u>	<u>483,740</u>	<u>390,900</u>
Net Division Surplus (Deficit)	<u>\$ 164,400</u>	<u>\$ 171,700</u>	<u>\$ 128,300</u>	<u>\$ 37,830</u>	<u>\$ 120,100</u>

**Town of Wolfville
2023/24 Operating Budget
Sewer Administration ~ 410**

	<u>2023/24</u> Budget	<u>2022/23</u> Forecast/Act Budget		<u>2021/22</u> Actual Budget	
<u>EXPENSES</u>					
Salary and wages		700		10,245	
Employee Benefits		100			
Contracted Services	29,900	25,900	22,100	96,759	24,800
	<u>29,900</u>	<u>26,700</u>	<u>22,100</u>	<u>107,004</u>	<u>24,800</u>
Net Department Surplus (Deficit)	<u>\$ (29,900)</u>	<u>\$ (26,700)</u>	<u>\$ (22,100)</u>	<u>\$ (107,004)</u>	<u>\$ (24,800)</u>

Town of Wolfville
2023/24 Operating Budget
Sanitary & Storm Sewer Collection ~ 420

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>EXPENSES</u>					
Salary and wages	54,700	20,100	50,800	22,848	46,500
Employee Benefits	13,700	3,500	13,000	4,146	10,800
Vehicle Repairs & Maintenance	13,000	12,700	13,000	12,300	12,300
Operational Equip & Supplies	40,000	15,700	40,000	18,663	48,000
Contracted Services	15,000	12,000	15,000	7,724	25,000
	<u>136,400</u>	<u>64,000</u>	<u>131,800</u>	<u>65,681</u>	<u>142,600</u>
Net Department Surplus (Deficit)	<u>\$ (136,400)</u>	<u>\$ (64,000)</u>	<u>\$ (131,800)</u>	<u>\$ (65,681)</u>	<u>\$ (142,600)</u>

**Town of Wolfville
2023/24 Operating Budget
Lift Stations ~ 430**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>EXPENSES</u>					
Salary and wages	10,500	8,500	9,600	6,515	-
Employee Benefits	2,800	1,100	2,500	1,035	-
Utilities	21,000	16,900	20,300	19,931	20,300
Operational Equip & Supplies	24,000	22,300	23,800	21,025	23,800
Contracted Services	4,000	4,000	4,000	6,810	3,400
	<u>62,300</u>	<u>52,800</u>	<u>60,200</u>	<u>55,316</u>	<u>47,500</u>
Net Department Surplus (Deficit)	<u>\$ (62,300)</u>	<u>\$ (52,800)</u>	<u>\$ (60,200)</u>	<u>\$ (55,316)</u>	<u>\$ (47,500)</u>

**Town of Wolfville
2023/24 Operating Budget
Sewer Treatment ~ 440**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>REVENUES</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>EXPENSES</u>					
Salary and wages	78,900	47,800	66,700	47,959	41,000
Employee Benefits	20,700	8,600	17,900	8,968	9,500
Telecommunications		1,400		679	
Utilities	81,200	81,900	78,000	76,926	42,200
Repairs and Maintenance		1,100			
Vehicle Fuel		2,200	-	2,963	
Vehicle Repairs & Maintenance	8,000	10,500	7,000	9,689	5,300
Vehicle Insurance	1,500	1,300	1,000	867	1,000
Operational Equip & Supplies	25,000	33,200	20,000	16,862	16,000
Equipment Maintenance				15,657	-
Contracted Services	8,000	8,000	3,500	11,210	4,000
	<u>223,300</u>	<u>196,000</u>	<u>194,100</u>	<u>191,780</u>	<u>119,000</u>
Net Department Surplus (Deficit)	<u>\$ (223,300)</u>	<u>\$ (196,000)</u>	<u>\$ (194,100)</u>	<u>\$ (191,780)</u>	<u>\$ (119,000)</u>

**Town of Wolfville
2023/24 Operating Budget
Solid Waste Department ~ 450**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>REVENUES</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>EXPENSES</u>					
Operational Equip & Supplies	-		-		-
Contracted Services	5,000	3,300	3,400	3,400	5,000
	<u>5,000</u>	<u>3,300</u>	<u>3,400</u>	<u>3,400</u>	<u>5,000</u>
Net Department Surplus (Deficit)	<u>\$ (5,000)</u>	<u>\$ (3,300)</u>	<u>\$ (3,400)</u>	<u>\$ (3,400)</u>	<u>\$ (5,000)</u>

**Town of Wolfville
2023/24 Operating Budget
Other Environmental ~ 490**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Sewer Rates	686,000	580,300	608,400	516,429	509,000
Kings County Sewer Contribution	6,000	5,300	5,000	5,141	2,000
PNS conditional grants		-	-		
	<u>692,000</u>	<u>585,600</u>	<u>613,400</u>	<u>521,570</u>	<u>511,000</u>
EXPENSES					
Operational Equip & Supplies	20,000	18,700	20,000	20,178	20,000
Contracted Services		-	-	2,086	3,800
Debenture interest	50,700	52,400	53,500	38,295	28,200
	<u>70,700</u>	<u>71,100</u>	<u>73,500</u>	<u>60,559</u>	<u>52,000</u>
Net Department Surplus (Deficit)	<u>\$ 621,300</u>	<u>\$ 514,500</u>	<u>\$ 539,900</u>	<u>\$ 461,011</u>	<u>\$ 459,000</u>

Town of Wolfville
2023/24 Operating Budget
Planning & Development Division ~ 610
Environmental Development

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Zoning & Subdivision approvals	3,000	4,300	1,100	3,370	600
License & fee revenue	600	600	1,500	75	1,500
Building & development permits	30,000	35,400	20,000	14,676	16,000
Development agreements	-	-	-	-	1,000
Land Leases	-	-	900	-	900
PNS conditional grants	-	-	-	12,000	-
	<u>33,600</u>	<u>40,300</u>	<u>23,500</u>	<u>30,121</u>	<u>20,000</u>
EXPENSES					
Salary and wages	364,400	352,000	324,100	342,093	339,600
Employee Benefits	87,000	81,500	73,500	73,282	58,800
Seasonal Wages	-	-	-	46,025	30,000
Employee Benefits Seasonal wag	-	-	-	4,649	3,000
Meetings, Meals and Travel	2,000	3,500	4,000	471	5,000
Membership Dues & Fees	3,000	3,100	2,500	2,035	2,500
Advertising	5,000	2,200	5,600	-	8,000
Telecommunications	3,300	3,500	3,500	3,358	5,300
Office Expense	12,000	11,400	12,000	10,064	13,200
Legal	10,000	8,800	10,000	25,146	10,000
Miscellaneous	-	2,800	-	1,041	-
Operational Equip & Supplies	-	200	-	932	-
Project & Program Expenditures	-	300	-	9,105	-
Contracted Services	40,000	46,000	40,000	126,108	55,000
	<u>526,700</u>	<u>515,300</u>	<u>475,200</u>	<u>644,309</u>	<u>530,400</u>
Net Division Surplus (Deficit)	(493,100)	\$ (475,000)	(451,700)	\$ (614,188)	(510,400)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	-	-	-	-	129,000
Net Surplus (Deficit)	<u>\$ (493,100)</u>	<u>\$ (475,000)</u>	<u>\$ (451,700)</u>	<u>\$ (614,188)</u>	<u>\$ (381,400)</u>

Town of Wolfville
2023/24 Operating Budget
Community Development Division

Recreation & Cultural

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Kings County Recreation Contrib	15,000	15,000	15,000	18,743	15,000
Program fees	29,300	35,300	20,000	18,363	15,000
Festival & events revenues	8,000	1,400	-	3,500	-
Facility fees & cost recoveries	9,000	10,000	12,000	4,889	12,000
Tourist Bureau revenues	-	-	-	-	8,500
Miscellaneous	-	3,800	-	1,153	-
Employment grants	-	12,100	7,000	9,638	4,500
PNS conditional grants	-	7,500	-	5,000	-
Other conditional grants	39,000	39,000	31,000	18,770	21,100
TOTAL REVENUE	<u>100,300</u>	<u>124,100</u>	<u>85,000</u>	<u>80,056</u>	<u>76,100</u>
EXPENSES					
Salary and wages	421,400	340,100	386,200	293,635	377,300
Employee Benefits	96,800	99,000	84,400	85,590	71,500
Seasonal/Term Wages	363,900	396,400	353,500	352,291	311,500
Employee Benefits Seasonal wag	76,600	37,500	63,000	36,343	52,600
Meals and Travel	1,700	3,500	1,700	1,806	1,300
Membership Dues & Fees	5,300	3,400	5,300	3,834	5,200
Advertising	6,300	6,900	7,000	121	11,300
Telecommunications	6,200	4,900	6,100	4,492	4,900
Office Expense	3,500	3,300	4,000	4,695	2,000
Legal	-	600	-	1,943	-
Marketing and Communications	2,500	500	2,500	1,346	2,500
Utilities	28,800	26,000	20,400	23,624	19,800
Repairs and Maintenance	56,500	11,300	56,500	58,902	65,000
Vehicle Fuel	6,500	14,000	6,500	9,079	7,500
Vehicle Repairs & Maintenance	25,000	30,300	12,000	26,190	10,500
Vehicle Insurance	5,000	4,900	4,000	4,157	4,200
Operational Equip & Supplies	125,200	139,100	106,500	122,801	116,800
Equipment Rentals	-	5,100	-	5,756	-
Project & Program Expenditures	177,500	148,900	77,500	64,454	68,100
Contracted Services	115,300	69,000	113,000	102,381	99,000
Grants to Organizations	75,000	63,100	75,000	51,500	80,300
Debenture interest	6,100	6,600	6,600	6,866	13,500
	<u>1,605,100</u>	<u>1,414,500</u>	<u>1,391,700</u>	<u>1,261,806</u>	<u>1,324,800</u>
Net Division Surplus (Deficit)	(1,504,800)	\$ (1,290,400)	\$ (1,306,700)	\$ (1,181,750)	\$ (1,248,700)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	90,000	-	50,000	-	61,000
	<u>90,000</u>	<u>-</u>	<u>50,000</u>	<u>-</u>	<u>61,000</u>
Net Surplus (Deficit)	<u>\$ (1,414,800)</u>	<u>\$ (1,290,400)</u>	<u>\$ (1,256,700)</u>	<u>\$ (1,181,750)</u>	<u>\$ (1,187,700)</u>

**Town of Wolfville
2023/24 Operating Budget
Parks Dept ~ 510**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Miscellaneous	-	3,500	-	1,075	-
Employment grants	-		4,500	-	4,500
TOTAL REVENUE	-	3,500	4,500	1,075	4,500
EXPENSES					
Salary and wages	180,000	118,600	168,000	67,720	161,600
Employee Benefits	43,000	60,600	34,800	52,090	32,500
Seasonal Wages	229,200	278,700	213,000	304,877	204,300
Employee Benefits Seasonal wag	56,300	27,300	46,800	30,658	40,800
Meetings, Meals and Travel	1,000	500	1,000	905	-
Telecommunications	700	800	700	688	-
Office Expense	500	900	500	957	-
Utilities	12,500	10,800	5,400	6,860	5,400
Repairs and Maintenance	-	200	-	9,736	-
Vehicle Fuel	6,500	14,000	6,500	9,079	6,500
Vehicle Repairs & Maintenance	25,000	30,000	12,000	25,689	8,500
Vehicle Insurance	5,000	4,800	4,000	4,074	3,600
Operational Equip & Supplies	96,400	126,000	85,200	111,654	88,200
Equipment Rentals	-	5,100	-	5,756	-
Contracted Services	95,000	49,500	94,500	82,669	72,500
Debenture interest	3,500	3,800	3,800	3,968	10,400
	<u>754,600</u>	<u>731,600</u>	<u>676,200</u>	<u>717,380</u>	<u>634,300</u>
Net Division Surplus (Deficit)	<u>\$ (754,600)</u>	<u>\$ (728,100)</u>	<u>\$ (671,700)</u>	<u>\$ (716,305)</u>	<u>\$ (629,800)</u>
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	<u>30,000</u>	<u>-</u>	<u>30,000</u>	<u>-</u>	<u>15,000</u>
Net Surplus (Deficit)	<u>\$ (724,600)</u>	<u>\$ (728,100)</u>	<u>\$ (641,700)</u>	<u>\$ (716,305)</u>	<u>\$ (614,800)</u>

Town of Wolfville
2023/24 Operating Budget
Economic Development Department ~ 710

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>EXPENSES</u>					
Salary and wages	-		-		-
Employee Benefits	-		-	(121)	-
Marketing and Communications				892	
Operational Equip & Supplies	-		-	88	-
Grants to Organizations	10,000	10,000	10,000		10,000
	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>905</u>	<u>10,000</u>
Net Operational Dept. Surplus (Deficit)	<u>\$ (10,000)</u>	<u>\$ (10,000)</u>	<u>\$ (10,000)</u>	<u>\$ (905)</u>	<u>\$ (10,000)</u>

**Town of Wolfville
2023/24 Operating Budget
Festival & Events Department ~ 720**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Festival & events revenues	8,000	1,400	-	3,500	-
Employment grants	-	8,400	-	4,200	-
PNS conditional grants	-	-	-	-	-
Other conditional grants	14,000	6,000	14,500	1,800	4,500
	<u>22,000</u>	<u>15,800</u>	<u>14,500</u>	<u>9,500</u>	<u>4,500</u>
EXPENSES					
Salary and wages	3,500	1,100	4,000	12,123	3,500
Employee Benefits	700	400	700	1,204	700
Seasonal Wages	22,600	23,400	18,000		9,300
Employee Benefits Seasonal wag	3,400	1,900	2,200		1,000
Advertising	4,800	6,600	5,000	121	6,000
Operational Equip & Supplies	19,000	7,100	11,500	4,101	12,000
Project & Program Expenditures	80,500	84,000	62,000	44,249	54,000
Contracted Services		-	-	395	-
Grants to Organizations	30,000	33,100	30,000	29,500	35,300
	<u>164,500</u>	<u>157,600</u>	<u>133,400</u>	<u>91,693</u>	<u>121,800</u>
Net Department Surplus (Deficit)	\$ (142,500)	\$ (141,800)	\$ (118,900)	\$ (82,193)	\$ (117,300)
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Surplus (Deficit)	<u>\$ (142,500)</u>	<u>\$ (141,800)</u>	<u>\$ (118,900)</u>	<u>\$ (82,193)</u>	<u>\$ (117,300)</u>

Town of Wolfville
2023/24 Operating Budget
Community Development Adm & Rec Centre ~ 730

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
<u>REVENUES</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>EXPENSES</u>					
Salary and wages	225,700	211,000	202,000	181,196	200,500
Employee Benefits	50,000	35,800	46,400	29,018	36,300
Seasonal Wages	-	-	-	-	-
Employee Benefits Seasonal wag	-	-	-	-	-
Meetings, Meals and Travel	200	700	200	49	800
Membership Dues & Fees	4,700	3,200	4,700	3,788	4,700
Advertising	-	-	-	-	3,300
Telecommunications	2,600	2,000	2,600	1,807	2,300
Office Expense	1,500	1,400	1,500	2,371	-
Legal	-	600	-	1,943	-
Marketing and Communications	2,500	-	2,500	387	2,500
Utilities	6,000	6,800	6,000	6,818	5,800
Repairs and Maintenance	20,000	3,700	20,000	2,587	4,000
Operational Equip & Supplies	-	500	-	-	-
Project & Program Expenditures	60,000	22,700	-	-	-
	<u>373,200</u>	<u>288,400</u>	<u>285,900</u>	<u>229,964</u>	<u>261,800</u>
Net Department Surplus (Deficit)	<u>\$ (373,200)</u>	<u>\$ (288,400)</u>	<u>\$ (285,900)</u>	<u>\$ (229,964)</u>	<u>\$ (261,800)</u>
Reserve Funding					
Transfer from Operating Reserves & Accumulated Surplus	<u>60,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>60,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Surplus (Deficit)	<u>\$ (313,200)</u>	<u>\$ (288,400)</u>	<u>\$ (285,900)</u>	<u>\$ (229,964)</u>	<u>\$ (261,800)</u>

**Town of Wolfville
2023/24 Operating Budget
Recreation Programs Department ~ 740**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Kings County Recreation Contrib	15,000	15,000	15,000	18,743	15,000
Program fees	29,300	35,300	20,000	18,363	15,000
Facility fees & cost recoveries	9,000	10,000	12,000	4,889	12,000
Employment grants	-	3,700	-	2,719	-
PNS conditional grants	-	-	-	-	-
Other conditional grants	20,000	28,000	1,500	11,970	1,500
	<u>73,300</u>	<u>92,000</u>	<u>48,500</u>	<u>56,684</u>	<u>43,500</u>
EXPENSES					
Seasonal Wages	73,600	63,900	72,500	47,414	65,900
Employee Benefits Seasonal wag	12,200	5,800	8,000	5,685	7,600
Meetings, Meals and Travel	500	2,300	500	800	500
Advertising	1,500	300	2,000	-	2,000
Miscellaneous	-	100	-	-	-
Vehicle Repairs & Maintenance	-	300	-	501	2,000
Vehicle Insurance	-	100	-	83	600
Operational Equip & Supplies	3,000	1,600	3,000	1,788	3,100
Project & Program Expenditures	37,000	42,200	15,500	20,205	14,100
Contracted Services	15,000	15,000	15,000	15,000	25,000
Grants to Organizations	25,000	10,000	25,000	12,000	25,000
	<u>167,800</u>	<u>141,600</u>	<u>141,500</u>	<u>103,476</u>	<u>146,800</u>
Net Department Surplus (Deficit)	<u>\$ (94,500)</u>	<u>\$ (49,600)</u>	<u>\$ (93,000)</u>	<u>\$ (46,792)</u>	<u>\$ (103,300)</u>

**Town of Wolfville
2023/24 Operating Budget
Tourism Department ~ 750**

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Tourist Bureau revenues	-	-	-		8,500
Employment grants		-	2,500	2,719	-
PNS conditional grants	-	7,500	-	5,000	-
Other conditional grants		-	10,000		10,100
	<u>-</u>	<u>7,500</u>	<u>12,500</u>	<u>7,719</u>	<u>18,600</u>
EXPENSES					
Salary and wages	3,500	4,600	3,500	27,268	3,300
Employee Benefits	900	1,300	700	2,644	400
Seasonal Wages	38,500	30,400	50,000		32,000
Employee Benefits Seasonal wag	4,700	2,500	6,000		3,200
Meetings, Meals and Travel	-	-	-	52	-
Membership Dues & Fees	600	200	600		500
Telecommunications	2,100	1,600	2,000	1,508	2,000
Office Expense	1,000	200	1,000	483	1,000
Marketing and Communications	-	500	-	67	
Utilities	2,800	2,400	2,000	3,952	2,000
Repairs and Maintenance	1,500	1,700	1,500	7,865	1,000
Operational Equip & Supplies	6,800	3,800	6,800	4,700	13,000
Contracted Services	5,300	4,500	3,500	4,317	-
	<u>67,700</u>	<u>53,700</u>	<u>77,600</u>	<u>52,856</u>	<u>58,400</u>
Net Department Surplus (Deficit)	<u>\$ (67,700)</u>	<u>\$ (46,200)</u>	<u>\$ (65,100)</u>	<u>\$ (45,137)</u>	<u>\$ (39,800)</u>

Town of Wolfville
2023/24 Operating Budget
Library ~ 760

	<u>2023/24</u>	<u>2022/23</u>		<u>2021/22</u>	
	Budget	Forecast/Act	Budget	Actual	Budget
REVENUES					
Miscellaneous	-	300	-	78	-
Other conditional grants	5,000	5,000	5,000	5,000	5,000
	<u>5,000</u>	<u>5,300</u>	<u>5,000</u>	<u>5,078</u>	<u>5,000</u>
EXPENSES					
Salary and wages	8,700	4,800	8,700	5,328	8,400
Employee Benefits	2,200	900	1,800	755	1,600
Telecommunications	800	500	800	489	600
Office Expense	500	800	1,000	884	1,000
Utilities	7,500	6,000	7,000	5,994	6,600
Repairs and Maintenance	35,000	5,700	35,000	38,714	60,000
Operational Equip & Supplies	-	100	-	470	500
Contracted Services	-	-	-	-	-
Debenture interest	2,600	2,800	2,800	2,898	3,000
	<u>57,300</u>	<u>21,600</u>	<u>57,100</u>	<u>55,532</u>	<u>81,700</u>
Net Department Surplus (Deficit)	\$ (52,300)	\$ (16,300)	\$ (52,100)	\$ (50,454)	\$ (76,700)
Reserve Funding					
Transfer from Operating Reserves			20,000	-	46,000
& Accumulated Surplus	<u>-</u>	<u>-</u>	<u>20,000</u>	<u>-</u>	<u>46,000</u>
Net Surplus (Deficit)	<u>\$ (52,300)</u>	<u>\$ (16,300)</u>	<u>\$ (32,100)</u>	<u>\$ (50,454)</u>	<u>\$ (30,700)</u>

**Town of Wolfville
 2023/24 Operating Budget
 Museum & Historical ~ 770**

	<u>2023/24</u> Budget	<u>2022/23</u> Forecast/Act Budget		<u>2021/22</u> Actual Budget	
<u>EXPENSES</u>					
Grants to Organizations	10,000	10,000	10,000	10,000	10,000
	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Net Department Surplus (Deficit)	<u>\$ (10,000)</u>	<u>\$ (10,000)</u>	<u>\$ (10,000)</u>	<u>\$ (10,000)</u>	<u>\$ (10,000)</u>

**Town of Wolfville
2023/24 Operating Budget
Partner Contributions ~ 840**

	<u>2023/24</u> Budget	<u>2022/23</u> Forecast/Act Budget		<u>2021/22</u> Actual Budget	
<u>EXPENSES</u>					
<u>Local partners</u>					
Grant to WBDC	100,000	100,000	100,000	100,000	100,000
<u>Regional partners</u>					
Regional Solid Waste - VWRM	590,500	565,300	540,000	346,429	512,600
Transit services - KTA & KPPT	259,000	222,400	189,000	198,342	217,000
Valley Community Fibre Network	2,000	2,000	2,000	1,306	2,000
Regional Development - REN	30,000	15,000	30,000	-	-
Regional Emergency Measure - REMO	10,000	10,000	10,000	9,525	-
Kings Region -cooperative Initiatives	70,000	41,300	100,000	11,285	30,000
<u>Provincial partners</u>					
Annapolis Valley Regional Library	32,000	30,300	31,000	30,300	30,300
Education	824,000	722,600	719,000	719,952	722,000
Corrections	82,000	82,900	82,000	83,576	82,000
Regional Housing Authority	60,000	60,000	60,000	72,200	50,000
Assessment services	78,000	75,700	78,000	77,296	78,000
	<u>2,137,500</u>	<u>1,927,500</u>	<u>1,941,000</u>	<u>1,650,211</u>	<u>1,823,900</u>
Net Department Surplus (Deficit)	<u>\$ (2,137,500)</u>	<u>\$ (1,927,500)</u>	<u>\$ (1,941,000)</u>	<u>\$ (1,650,211)</u>	<u>\$ (1,823,900)</u>

Accessibility
Deadline

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

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
<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>	<u>2030/31</u>	<u>2031/32</u>	<u>2032/33</u>

Σ Servers	-	-	-	15,000	-	-	-	-	-	15,000
Σ Other	-	-	-	-	-	-	-	-	-	-
Σ Information Technology	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Municipal Buildings

Civic Complex - Town Hall & Library										
New or Major Renovated Facility (design phase, construction phase)	50,000		425,000	8,472,000	-	-				
Heat Pump Units for current building - Council Chambers	10,000									
Σ Civic Complex - Town Hall & Library	60,000	-	425,000	8,472,000	-	-	-	-	-	-
Community Development/Public Works										
Public Works Building Renos & Deferred Maintenance (Phase 2)	600,000									
Public Works Building Renos & Deferred Maintenance (Phase 3)		300,000								
PW/Parks Storage Shed Renovations			300,000							
Σ Community Development/Public Works	600,000	300,000	300,000	-	-	-	-	-	-	-
Welcome Centre										
New Building - cfwd	600,000									
Σ Welcome Centre	600,000	-	-	-	-	-	-	-	-	-
Rec Centre										
Automatic Doors - cfwd	20,000									
Other Upgrades		50,000								
Σ Rec Centre	20,000	50,000	-	-	-	-	-	-	-	-
Fire Hall										
New Facility (design phase, construction phase)	-	200,000	4,000,000							
Σ Fire Hall	-	200,000	4,000,000	-	-	-	-	-	-	-
Σ RCMP Detachment	-	-	-	-	-	-	-	-	-	-
Σ Heritage Train Station	-	-	-	-	500,000	-	-	-	-	-
Σ Municipal Buildings	\$ 1,280,000	\$ 550,000	\$ 4,725,000	\$ 8,472,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -

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

Protective Services

Fire Department

Trucks - may be impacted by service review

	Year 1 <u>2023/24</u>	Year 2 <u>2024/25</u>	Year 3 <u>2025/26</u>	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>
Aerial Ladder Truck		-	2,000,000							
4*4 Utility Vehicle									200,000	
Pumper 3 E-One Cyclone	-	1,400,000								
Tanker 6 Int'l Pumper/Tanker								-	1,000,000	
Rescue 4 Pumper Rescue						1,150,000				
Haz Matt vehicle							170,000			

Σ Fire Trucks	-	1,400,000	2,000,000	-	-	1,150,000	170,000	-	1,200,000	-
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Equipment

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	400,000									

Σ Misc Fire Equipment	420,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
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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
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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
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Transportation Services

Public Works Equipment

Public Works - Fleet Inventory

veh # 18 - 2019 Wacker Neuson Loader	-	10,000	-		175,000	-				
veh # 19 - PW 2017 3/4 ton Crew Cab	-			55,000						
veh # 21 - PW 2015 3/4 ton 4*4 with dump body				140,000						100,000
veh # 22 - PW 2014 1/2 ton		55,000								
veh # 23 - PW 2016 1 ton 4*4 (will move to Parks fleet sub-category)										
veh # 25 - PW 2017 5 ton plow truck	300,000							270,000		
veh # 27 - PW 2020 Backhoe				190,000						
veh # 28 - PW 2013 Loader				303,000						
veh # 29 - PW 2020 Sidewalk Tractor (snow removal)						195,000				
veh #15 - PW LH Truck 2019 pick up truck							60,000			
veh # 24 - PW 2011 asphalt recycler				110,000						
veh # 51 - PW 2017 Sidewalk Tractor (snow removal)			190,000							

Σ Public Works - Fleet Inventory	300,000	65,000	190,000	798,000	175,000	195,000	60,000	270,000	-	100,000
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Town of Wolfville
2023/24 Ten Year Capital Investment Plan
Fiscal 2023/24 to 2032/33

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>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>	<u>2030/31</u>	<u>2031/32</u>	<u>2032/33</u>
<u>Parks Dept - Fleet/Equip</u>										
veh # 20 - 2014 1/2 ton truck			50,000							
veh # 26 - Parks 2016 3/4 ton crew cab					120,000	-				
veh # 31 - Parks 2001 micro truck				-	25,000		-	30,000		
veh #34 - Parks 2000 micro truck		22,000			-			30,000		
veh #16 - Parks LH Truck 2019					-		60,000			
veh # 39 - Parks 2015 mower X730			18,000					20,000		
veh # 40 -2015 Parks tractor 1025 with cab		45,000								60,000
veh # 37 - Parks 2021 mower/backhoe 2032					55,000					
veh # 38 - Parks 2017 mower 1023E			40,000							
veh # 33 - Parks 2015 3/4 ton crew cab 4*4 dump body					140,000					
veh #13 - 1999 micro truck					25,000					
veh #new - Parks 3/4 ton full crew cab 4*4 (NOW UNIT #23)						160,000				
Σ Parks Dept - Fleet/Equip	-	67,000	108,000	-	365,000	160,000	60,000	80,000	-	60,000
<u>Water & Wastewater Dept's</u>										
Veh #30 - Works 2021 Ford F150										60,000
veh # 32 - Works 2017 F250 3/4 ton 4*4	8,000						90,000			-
veh #14 - Works Pick Up, was 2014 veh #30 - Likely will be a Transit van		75,000								
Σ Water & Wastewater Dept's	8,000	75,000	-	-	-	-	90,000	-	-	60,000
<u>Other</u>										
Compliance/Bylaw car										55,000
Sewer Camera	13,500									
Portable LED Light Tower	17,500									
Σ Other	31,000	-	-	-	-	-	-	-	-	55,000
Σ Public Works Fleet/Equipment	339,000	207,000	298,000	798,000	540,000	355,000	210,000	350,000	-	275,000

Accessibility
Deadline

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

Transportation Infrastructure

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

Streets, Sidewalks, Parking Lots

	Year 1 <u>2023/24</u>	Year 2 <u>2024/25</u>	Year 3 <u>2025/26</u>	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>
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
Guard Rail - Orchard Ave										
East End Main Street Cross Culvert Replacement	650,000									
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	2,005,000	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
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Σ Transportation Infrastructure

Other Transportation

Miscellaneous

Decorative Light Posts - to Willow		-	235,000							
Wayfinding - <i>carryforward from 21/22</i>	50,000									
Flood Risk Mitigation - <i>partial cfwd</i>	75,000	-			1,000,000					

Σ Miscellaneous	125,000	-	235,000	-	1,000,000	-	-	-	-	-
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Generators

Generator replacements - Comfort Centre										80,000
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Σ Generators	-	-	-	-	-	-	-	-	-	80,000
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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	50,000	50,000	200,000	500,000	-	-	-			
Willow & Winter One-Way reconfiguration	15,000									
Intersection Safety	15,000	100,000								

Σ Traffic Safety & Mobility Program	105,000	175,000	225,000	525,000	25,000	25,000	25,000	25,000	25,000	25,000
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Σ Other Transportation	230,000	175,000	460,000	525,000	1,025,000	25,000	25,000	25,000	25,000	105,000
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Σ Transportation Services	\$ 2,574,000	\$ 942,000	\$ 818,000	\$ 2,383,000	\$ 3,125,000	\$ 1,940,000	\$ 1,795,000	\$ 1,935,000	\$ 1,585,000	\$ 1,940,000
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Town of Wolfville
2023/24 Ten Year Capital Investment Plan
Fiscal 2023/24 to 2032/33

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>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>	<u>2030/31</u>	<u>2031/32</u>	<u>2032/33</u>
<u>Parks</u>										
<i>West End Parkland & Trail</i>										
Trail system neighborhood		50,000	150,000							
<i>Reservoir Park</i>										
Washroom/Change Rooms - cfwd	125,000									
Main walking trails, steps into large pond,shading/other stuff cfwd	30,000									
<i>Clock Park</i>										
Accessibility Upgrades - Concrete walkways cfwd	70,000									
<i>Rotary Park</i>										
Parking	150,000									
Resurface Tennis Courts	75,000									
<i>Miscellaneous</i>										
Allow for Future Park Development after Master Plan Developed			200,000	200,000	200,000			200,000	100,000	100,000
Pickleball Courts (Location/Scope TBD)		300,000								
Σ Parks	450,000	350,000	350,000	200,000	200,000	-	-	200,000	100,000	100,000
Σ Park and Trail Infrastructure	980,000	500,000	350,000	200,000	200,000	-	-	200,000	100,000	100,000
<u>Open Spaces and Town Amenities</u>										
<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	-	-	-	-	-	-
<u>Nature Preserve</u>										
Dam Upgrades						600,000	600,000			
Nature Trust (External Funding) - cfwd	185,000									
Σ Nature Preserve	185,000	-	-	-	-	600,000	600,000	-	-	-
<u>Miscellaneous Amenities</u>										
<i>Compost Site</i>										
Concept/site location										
<i>Public Art</i>										
Public Art Project	30,000									
Σ Miscellaneous Amenities	30,000	-	-	-	-	-	-	-	-	-
Σ Open Spaces and Town Amenities	215,000	-	175,000	100,000	-	600,000	600,000	-	-	-
Σ Community Infrastructure	\$ 1,195,000	\$ 500,000	\$ 525,000	\$ 300,000	\$ 200,000	\$ 600,000	\$ 600,000	\$ 200,000	\$ 100,000	\$ 100,000
GRAND TOTAL ALL PROJECTS	\$ 5,814,000	\$ 9,397,000	\$ 8,253,000	\$ 11,190,000	\$ 3,845,000	\$ 3,710,000	\$ 2,585,000	\$ 2,235,000	\$ 2,905,000	\$ 2,075,000
									\$ 52,009,000	
								\$ 43,642,000		\$ 8,367,000

Town of Wolfville
Capital Budget - V3
2023/24 Funding Summary

PROJECT	Total Budget Cost	Internal Sources			External Sources				Town Water Utility
		Current & Past Years Budget		Future Years Budget	Fed Grant Gas Tax	Energy Grants	Fed/Prov other	Other	
		Capital Reserves	Operating Reserves	Long Term Debt					
Information Technology									
Infrastructure Upgrades	-	-							-
Municipal Buildings									
Civic Complex - Town Hall & Library	60,000	60,000	-						-
Community Development/Public Works	600,000	600,000							-
Welcome Centre	600,000	-		400,000			200,000		-
Rec Centre	20,000	-					20,000		-
Fire Services									
Equipment Upgrades	420,000	420,000							-
Vehicles	-	-							-
Public Works Equipment									
Vehicle/Equipment replacement	339,000	294,000						45,000	-
Street reconstruction projects	2,005,000	-		1,250,000	430,000				325,000
Other	230,000	200,000	30,000				-		-
Environmental Health Services									
Sewage Treatment	230,000	62,100					167,900		-
Sewage Collection	-	-							-
Lift Station Upgrades	115,000	115,000							-
Community Services									
EEG - St layout/parking lot	455,000	-	70,000	233,300			151,700		-
EEG - events lawn	75,000	50,000					25,000		-
Reservoir Park	155,000	155,000							-
Clock Park - accessibiliy	70,000	-					70,000		-
Rotary - Parking	150,000	-		150,000					-
rotary - Tennis Court	75,000	75,000							-
Nature trust	185,000	-					60,000	125,000	-
Public Art Project	30,000	-	30,000						-
OTHER									-
Totals	\$ 5,814,000	\$ 2,031,100	\$ 130,000	\$ 2,033,300	\$ 430,000	\$ -	\$ 694,600	\$ 170,000	\$ 325,000

Wolfville Water Utility
All Divisions - Summary by Dept.
2023/24 Draft Operating Budget - V3

	<u>2022/23</u>		<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>
	Forecast	Budget	Budget	Three Year Budget Projection		
<u>OPERATING REVENUES</u>						
Metered Sales	717,200	725,000	725,000	725,000	725,000	725,000
Public Fire Protection Charge	396,000	396,000	396,000	396,000	396,000	396,000
Sprinkler Service	10,800	10,800	10,800	11,000	11,000	11,200
Other/Miscellaneous	11,000	12,000	12,000	12,000	12,000	12,000
	<u>1,135,000</u>	<u>1,143,800</u>	<u>1,143,800</u>	<u>1,144,000</u>	<u>1,144,000</u>	<u>1,144,200</u>
<u>EXPENSES</u>						
Source of Supply	-	-	-	-	-	-
Power and Pumping	94,400	125,200	126,900	129,300	131,900	134,400
Water Treatment	124,700	116,200	115,500	116,300	118,500	120,800
Transmission and Distribution	369,600	299,200	319,000	325,000	331,300	337,800
Administration and General	271,900	276,700	291,100	292,200	297,900	303,700
Depeciation	165,000	150,000	165,000	170,000	170,000	170,000
Property taxes	55,400	56,500	56,500	57,600	58,800	60,000
Other Operating Expenditures	-	-	-	-	-	-
	<u>1,081,000</u>	<u>1,023,800</u>	<u>1,074,000</u>	<u>1,090,400</u>	<u>1,108,400</u>	<u>1,126,700</u>
Net Operating Surplus (Deficit)	<u>54,000</u>	<u>120,000</u>	<u>69,800</u>	<u>53,600</u>	<u>35,600</u>	<u>17,500</u>
<u>NON-OPERATING REVENUE</u>						
Job Cost Billings	9,000	12,000	12,000	12,000	12,000	12,000
Interest on Arrears	1,000	3,000	3,000	3,000	3,000	3,000
Interest on Bank/Investments	18,000	5,500	10,000	6,000	6,500	6,500
Grants	-	-	-	-	-	-
	<u>28,000</u>	<u>20,500</u>	<u>25,000</u>	<u>21,000</u>	<u>21,500</u>	<u>21,500</u>
<u>NON-OPERATING EXPENDITURES</u>						
Principal Debenture Repayments	37,000	37,000	48,500	48,500	48,500	48,500
Debenture interest	26,500	27,000	25,500	24,300	23,200	21,800
Future Debt Repayments	-	-	19,300	38,600	77,700	105,700
Other debt charges	100	500	2,700	3,000	2,300	2,900
Transfer to Capital Fund	-	70,000	70,000	70,000	70,000	70,000
Dividend to Town	20,000	50,000	50,000	50,000	50,000	50,000
	<u>83,600</u>	<u>184,500</u>	<u>216,000</u>	<u>234,400</u>	<u>271,700</u>	<u>298,900</u>
Net Surplus (Deficit)	<u>\$ (1,600)</u>	<u>\$ (44,000)</u>	<u>\$ (121,200)</u>	<u>\$ (159,800)</u>	<u>\$ (214,600)</u>	<u>\$ (259,900)</u>
Accumulated Surplus, Marc 31/22	\$ 426,050		340,450	196,950	37,150	(177,450)
Transfer to Water Capital Projects	(84,000)		(22,300)			
Accumulated Surplus, Op Fund, Fiscal Year End	<u>340,450</u>		<u>196,950</u>	<u>37,150</u>	<u>(177,450)</u>	<u>(437,350)</u>
Capital Reserve Fund at Year End - Projected						
Water Depreciation Reserve Acct Balance :	<u>\$ 207,126</u>		<u>\$ 26</u>	<u>\$ 26</u>	<u>\$ 26</u>	<u>\$ 26</u>

Wolfville Water Utility
All Divisions - Summary by Object Code
2023/24 Draft Operating Budget - V3

	2022/23		2023/24	2024/25	2025/26	2026/27
	Forecast	Budget	Budget	Three Year Budget Projection		
REVENUES						
Metered Sales	717,200	725,000	725,000	725,000	725,000	725,000
Fire Protection Charge	396,000	396,000	396,000	396,000	396,000	396,000
Sprinkler Service	10,800	10,800	10,800	11,000	11,000	11,200
Miscellaneous	11,000	12,000	12,000	12,000	12,000	12,000
Interest on arrears	1,000	3,000	3,000	3,000	3,000	3,000
Job Cost billings	9,000	12,000	12,000	12,000	12,000	12,000
Investment Income	18,000	5,500	10,000	6,000	6,500	6,500
	<u>1,163,000</u>	<u>1,164,300</u>	<u>1,168,800</u>	<u>1,165,000</u>	<u>1,165,500</u>	<u>1,165,700</u>
EXPENSES						
Salary and wages	345,500	325,500	329,700	339,600	349,900	360,500
Employee Benefits	70,500	76,800	77,600	80,000	82,500	85,000
Meetings, Meals and Travel	600	1,400	1,400	1,400	1,400	1,400
Professional Development	2,600	5,000	5,000	5,000	5,000	5,000
Membership Dues & Fees	800	800	1,000	1,000	1,000	1,000
Advertising	-	200	500	500	500	500
Telecommunications	1,200	1,500	1,500	1,500	1,500	1,500
Office Expense	52,500	34,000	53,000	53,500	54,000	54,500
Legal	-	300	500	500	500	500
Insurance	17,000	15,000	18,000	18,200	18,400	18,600
Audit	6,500	6,000	6,500	7,000	7,000	7,000
Miscellaneous	700	-	-	-	-	-
Utilities	98,200	96,500	97,500	99,600	101,800	104,000
Repairs and Maintenance	1,400	3,400	7,400	6,000	6,000	6,000
Property Taxes	55,400	56,500	56,500	57,600	58,800	60,000
Vehicle Fuel	5,300	2,500	2,500	2,500	2,500	2,500
Vehicle Repairs & Maintenance	9,400	14,400	14,400	14,400	14,400	14,400
Vehicle Insurance	1,100	1,000	1,000	1,000	1,000	1,000
Operational Equip & Supplies	199,600	138,000	163,000	163,600	164,200	164,800
Equipment Maintenance	800	5,000	5,000	5,000	5,000	5,000
Contracted Services	45,900	89,000	66,000	61,500	62,000	62,500
Doubtful accounts allowance	1,000	1,000	1,000	1,000	1,000	1,000
	<u>916,000</u>	<u>873,800</u>	<u>909,000</u>	<u>920,400</u>	<u>938,400</u>	<u>956,700</u>
Net Operating Surplus (Deficit)	<u>247,000</u>	<u>290,500</u>	<u>259,800</u>	<u>244,600</u>	<u>227,100</u>	<u>209,000</u>
Non-Operating						
Principal Debenture Repayments	37,000	37,000	48,500	48,500	48,500	48,500
Debenture interest	26,500	27,000	25,500	24,300	23,200	21,800
Future debt repayments	-	-	19,300	38,600	77,700	105,700
Other debt charges	100	500	2,700	3,000	2,300	2,900
Transfer to Capital Fund/Cap From Rev	-	70,000	70,000	70,000	70,000	70,000
Depreciation	165,000	150,000	165,000	170,000	170,000	170,000
Dividend to Town	20,000	50,000	50,000	50,000	50,000	50,000
	<u>248,600</u>	<u>334,500</u>	<u>381,000</u>	<u>404,400</u>	<u>441,700</u>	<u>468,900</u>
Net Surplus (Deficit)	<u>\$ (1,600)</u>	<u>\$ (44,000)</u>	<u>\$ (121,200)</u>	<u>\$ (159,800)</u>	<u>\$ (214,600)</u>	<u>\$ (259,900)</u>

Town of Wolfville
 Power and Pumping - Dept #962
 2023/24 Draft Operating Budget - V3

	<u>2022/23</u>		<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>
	<u>Forecast</u>	<u>Budget</u>	<u>Budget</u>	<u>Three Year Budget Projection</u>		
<u>EXPENSES</u>						
Salary and wages	6,800	12,200	15,900	16,500	17,100	17,700
Employee Benefits	1,100	3,000	4,000	4,100	4,300	4,400
Meals and Travel	100	-	-	-	-	-
Utilities	86,000	85,000	86,000	87,700	89,500	91,300
Repairs and Maintenance - Buildings	400	1,000	5,000	5,000	5,000	5,000
Operational Equip & Supplies	-	8,000	8,000	8,000	8,000	8,000
Equipment Maintenance	-	-	-	-	-	-
Contracted Services	-	16,000	8,000	8,000	8,000	8,000
	<u>94,400</u>	<u>125,200</u>	<u>126,900</u>	<u>129,300</u>	<u>131,900</u>	<u>134,400</u>
Net Department Surplus (Deficit)	<u>(94,400)</u>	<u>(125,200)</u>	<u>(126,900)</u>	<u>(129,300)</u>	<u>(131,900)</u>	<u>(134,400)</u>

Town of Wolfville
 Treatment - Dept #964
 2023/24 Draft Operating Budget - V3

	<u>2022/23</u>		<u>2023/24</u> Budget	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>
	Forecast	Budget		Three Year Budget Projection		
<u>EXPENSES</u>						
Salary and wages	24,900	31,400	26,900	27,800	28,800	29,800
Employee Benefits	3,900	7,900	6,700	7,000	7,200	7,500
Utilities	7,400	6,500	6,500	6,700	6,900	7,100
Repairs and Maintenance - Buildings	1,000	2,400	2,400	1,000	1,000	1,000
Operational Equip & Supplies	66,200	50,000	55,000	55,600	56,200	56,800
Contracted Services	21,300	18,000	18,000	18,200	18,400	18,600
	<u>124,700</u>	<u>116,200</u>	<u>115,500</u>	<u>116,300</u>	<u>118,500</u>	<u>-</u>
Net Department Surplus (Deficit)	<u>(124,700)</u>	<u>(116,200)</u>	<u>(115,500)</u>	<u>(116,300)</u>	<u>(118,500)</u>	<u>120,800</u>

Town of Wolfville
Transmission and Distribution - Dept #966
2023/24 Draft Operating Budget - V3

	<u>2022/23</u>		<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>
	<u>Forecast</u>	<u>Budget</u>	<u>Budget</u>	<u>Three Year Budget Projection</u>		
<u>EXPENSES</u>						
Salary and wages	160,200	127,000	126,900	131,300	135,900	140,700
Employee Benefits	32,500	31,800	31,700	32,800	34,000	35,200
Meetings, Meals and Travel	300	1,000	1,000	1,000	1,000	1,000
Telecommunications	1,200	1,500	1,500	1,500	1,500	1,500
Utilities	4,800	5,000	5,000	5,200	5,400	5,600
Vehicle Fuel	5,300	2,500	2,500	2,500	2,500	2,500
Vehicle Repairs & Maintenance	9,400	14,400	14,400	14,400	14,400	14,400
Vehicle Insurance	1,100	1,000	1,000	1,000	1,000	1,000
Operational Equip & Supplies	133,400	80,000	100,000	100,000	100,000	100,000
Equipment Maintenance	800	5,000	5,000	5,000	5,000	5,000
Contracted Services	20,600	30,000	30,000	30,300	30,600	30,900
	<u>369,600</u>	<u>299,200</u>	<u>319,000</u>	<u>325,000</u>	<u>331,300</u>	<u>337,800</u>
Net Department Surplus (Deficit)	<u>(369,600)</u>	<u>(299,200)</u>	<u>(319,000)</u>	<u>(325,000)</u>	<u>(331,300)</u>	<u>(337,800)</u>

Town of Wolfville
Administration - Dept #970
2023/24 Draft Operating Budget - V3

	Financial Results To		2023/24 Budget	2024/25	2025/26	2026/27
	Actual Forecast	Budget Budget				
REVENUES						
	-	-	-	-	-	-
EXPENSES						
Salary and wages	153,600	154,900	160,000	164,000	168,100	172,300
Employee Benefits	33,000	34,100	35,200	36,100	37,000	37,900
Meetings, Meals and Travel	200	400	400	400	400	400
Professional Development	2,600	5,000	5,000	5,000	5,000	5,000
Membership Dues & Fees	800	800	1,000	1,000	1,000	1,000
Advertising	-	200	500	500	500	500
Office Expense	52,500	34,000	53,000	53,500	54,000	54,500
Legal	-	300	500	500	500	500
Insurance	17,000	15,000	18,000	18,200	18,400	18,600
Audit	6,500	6,000	6,500	7,000	7,000	7,000
Miscellaneous	700	-	-	-	-	-
Contracted Services	4,000	25,000	10,000	5,000	5,000	5,000
Doubtful accounts allowance	1,000	1,000	1,000	1,000	1,000	1,000
	<u>271,900</u>	<u>276,700</u>	<u>291,100</u>	<u>292,200</u>	<u>297,900</u>	<u>303,700</u>
Net Department Surplus (Deficit)	<u>(271,900)</u>	<u>(276,700)</u>	<u>(291,100)</u>	<u>(292,200)</u>	<u>(297,900)</u>	<u>(303,700)</u>

Town of Wolfville
Water Utility -Draft Five Year Capital Plan
Fiscal 2023/24 to 2027/28

	BUDGET FOCUS				
	Year 1	Year 2	Year 3	Year 4	Year 5
	2023/24	2024/25	2025/26	2026/27	2027/28
Σ Equipment	-	-	-	-	-
Distribution					
Victoria - Main to King				250,000	
Fairfield - part of street rebuild	325,000				
Commercial Fill Station				30,000	
Streets - year 5 and out					375,000
Σ Distribution	325,000	-	-	280,000	375,000
Treatment System					
Transmission Line to WTP					
University Ave to Skyway	360,000				
Cherry Lane to Westwood	-		495,000		
Skyway to WTP		400,000			
Σ Transmission Line to WTP	360,000	400,000	495,000	-	-
Water Treatment Plant					
Security Upgrades at Reservoir		10,000	25,000		200,000
SCADA Panel Component Replacements	10,000				
VCFN Data Infrastructure Integration	5,000				
Σ Water Treatment Plant	15,000	10,000	25,000	-	200,000
Σ Treatment System	375,000	410,000	520,000	-	200,000
Source Water					
Production Well #1 (Cherry)					
Mag Flowmeter Replacement	7,500				
SCADA Panel Component Replacements (Wickwire & Cherry)	10,000				
VCFN Data Infrastructure Integration	12,500				
Well Pump Replacements - unbudgeted					
Σ Production Well #1 (Cherry)	30,000	-	-	-	-
Production Well #2 (Wickwire)					
Mag Flowmeter Replacement	7,500				
SCADA Panel Component Replacements (Wickwire & Cherry)	10,000				
VCFN Data Infrastructure Integration	12,500				
Σ Production Well #2 (Wickwire)	30,000	-	-	-	-
Production Well #3					
Groundwater Supply Development Phase	40,000				
Production Well Installation		115,000			
Pumping and Equipment			80,000		
SCADA integration			20,000		
Σ Production Well #3	40,000	115,000	100,000	-	-
Source Water Protection					
Revise and update Source Water Protection Plan	52,300				
Σ Source Water Protection	52,300	-	-	-	-
Wellhouse Buildings					
Wickwire New Doors, Roof, Exterior Paint		15,000			
Cherry Lane New Doors, Roof, and Exterior Paint	12,000				
Wellhouse Site Fencing					35,000
Σ Wellhouse Buildings	12,000	15,000	-	-	35,000
Σ Source Water	164,300	130,000	100,000	-	35,000
GRAND TOTAL ALL PROJECTS	\$ 864,300	\$ 540,000	\$ 620,000	\$ 280,000	\$ 610,000

Funding

Depreciation Reserve Funds - current year	165,000	170,000	170,000	170,000
Depreciation Reserve Funds - accumulated	207,100			
Capital From Revenue	70,000	70,000	70,000	70,000
Long Term Debt	399,900	300,000	380,000	40,000
Capital From Surplus	22,300	-	-	-
	864,300	540,000	620,000	280,000