

RURAL MUNICIPALITY OF VICTORIA
SPECIAL COUNCIL MEETING - 2023-23 ANNUAL BUDGET
TUESDAY, MARCH 28, 2023
6:30PM – OLD SCHOOL
730 VICTORIA RD., VICTORIA

Note: This is a special Council meeting focused on the budget. The next regular Council meeting is on April 12. That meeting will include the usual reports from Committees, followup on business arising from past meetings, new business items, and general correspondence.

AGENDA

1. Meeting called to order

- a. Acknowledgement of any Councillors attending via Zoom
- b. Establish method of public participation for this meeting

2. Approval of agenda

3. Declaration of conflict of interest

4. Approval of Minutes (regular meeting March 13, 2023)

5. PUBLIC PRESENTATION OF THE FINANCIAL PACKAGE (Budget 2023-24)

- a. Review of the budget development process
- b. Summary of public feedback and staff responses
- c. Presentation of Water & Sewer budget, as approved by W&S Board March 23
- d. Presentation of Operational Budget
- e. Presentation of Capital Budget & 5 year capital forecast

6. Amendment and adoption of Financial Package and associated tax rates

7. Adjournment

RURAL MUNICIPALITY OF VICTORIA
REGULAR COUNCIL MEETING MINUTES
MONDAY, MARCH 13, 2023
6:30PM – OLD SCHOOL
730 VICTORIA RD, VICTORIA

Present

Deputy Mayor Shelley Trainor

Councillors Marly Anderson, Jamie-Lee Brown, Eric Gilbert, Tom Wright

CAO Anna Keenan

Finance & Administrative Assistant (FAA) Marsha Empson

Members of the public, via Zoom and in person

Meeting called to order by Deputy Mayor Trainor @ 6:34pm.

Deputy Mayor Trainor explained how public input would work for this meeting, with a specific amount of time being given at various points throughout.

Approval of Agenda

Motion moved to approve the agenda as circulated.

Motion moved by Councillor Gilbert, seconded by Councillor Brown.

Motion carried unanimously (4 votes for, 0 against).

Declaration of Conflict of Interest

None declared.

Approval of Minutes

Motion moved to approve the minutes of February 27, 2023.

Motion moved by Councillor Wright, seconded by Councillor Brown.

Motion carried unanimously (3 votes for, 0 against).

Councillor Anderson abstained, noting for the record that she was not in attendance for the February 27 meeting, but she felt that the minutes looked good.

Presentations and Input

No presentations were requested from the public in advance of the meeting.

10 minutes was given for public comments, to discuss matters not addressed elsewhere on the agenda:

- A resident commented that it was nice to see fresh faces and thanked the council for their civil tone. A question was posed to Councillor Gilbert in regards to the Draft Official Plan, and it was asked if a motion was made by council to put lots 4A & 4B back to their

original zoning. Councillor Gilbert informed that the Planning Board would be meeting on April 6. CAO Keenan indicated that while she had learned a lot about the properties in question since beginning work for the municipality 3 weeks ago, the Draft Official Plan and Bylaw would not be passed at that April 6 meeting, as there are 4 or 5 major issues to be addressed first. She clarified that the April 6 meeting would be used to discuss and schedule out the issues that need to be resolved. The resident asked if decisions from the previous board would be followed. CAO Keenan responded that the Planning Board had made a recommendation to council, but until the entire plan is accepted, the 2014 plan is still being observed. The Planning Board recommendations to council about these properties was decided in a past Planning Board meeting, and no motion to the contrary has happened since. The resident commented that the longer the issue stands unresolved, the more opportunity is allowed for activities that could cause concern in the community.

- A resident pointed out that the winners of the 2023 Heritage Awards were not named in the minutes of the last meeting, and asked that they be recognized for this outstanding accomplishment. Awards were presented by the Lt. Governor, awarded by the PEI Museum & Heritage Foundation, to Caspar and Monique Geurts (33 Nelson St.), Malcolm & Christine Stanley (142 Nelson St.), and The Gilbert Family, Linda, Emma and Eric (Island Chocolates, 7 Main St.). Congratulations to all of the recipients!

Motion moved to recognize the efforts of community members who received the 2023 Heritage Awards. Local winners of the award are Caspar and Monique Guerts, located at 33 Nelson St., Malcolm and Christine Stanley, located at 142 Nelson St., and the Gilbert family, Linda, Emma and Eric, located at Island Chocolates, 7 Main St.

Motion moved by Councillor Wright, seconded by Councillor Anderson.

Motion carried unanimously (4 votes for, 0 against).

Resolution #2023-14

Brief presentation from Auditor Tara Wheeler from ABCE Accountants. Documents discussed are attached and form part of these minutes.

- Ms. Wheeler spoke to the various letters and tasks that would be the responsibility of ABCE, and reporting expectations. She outlined that one of the changes to standards was in regard to information technology, that may require more info gathering up front of the audit process. Another change that affects capital assets may complicate things for municipalities with older buildings. Future costs now need to be considered. She recommended talking to Municipal Affairs, knowing that the province hired outside consultants to assist with this aspect of the financials.

Public input

- A resident asked if the new regulations call for depreciation to be shown on the budget. Tara clarified that depreciation is shown differently on the budget compared to an audit. It was then asked what the purpose of the new standards were for. Tara speculated it may be an attempt to catch and properly report future obligations for asbestos removal and items

of that nature. Lastly, it was asked if liability insurance would already factor for such items. Tara replied that asbestos is not generally covered.

- A resident questioned if there were still wells in the central core. Another replied that all should have been filled.

Councillor input

- Councillor Wright asked if new standards would apply to all municipal assets. Tara confirmed yes, even old water pipes may be impacted.

Business Arising from Minutes

None

CAO Report

CAO Keenan spoke briefly on each of the points contained in her written report. Full report is attached and forms part of these minutes.

Public input

- A resident asked if the Water & Sewer Commission had authorized the financing that was in place for the generators, causeway and wharf projects. CAO Keenan confirmed yes, and that the only problem would be if quotes came in too high. She clarified that we are in the 5th and final year of CCBF allocated funding that she believes needs to be spent this year (2023/24), though she will confirm this with a former CAO. In any case, CAO Keenan expects that Victoria will spend its entire CCBF allocation this year, on necessary projects, so does not expect a roll-over.
- A resident asked if CAO Keenan was aware of statements made to residents by Minister Jamie Fox that the province would cover 50% of the generator costs. CAO Keenan confirmed that as CAO, she liaises with and applies to provincial staff for funding opportunities, rather than MLAs or Ministers, and noted that we are currently in an election period. The program she believes Jamie Fox has been referring to was announced by the department the Friday before the election was called. We are aware of and considering the funding opportunity, and whether our projects would meet the criteria.
- A resident asked if there was a priority list for top 3 water and sewer capital investment line items. CAO Keenan confirmed that first priority is the water generators, second is the Causeway work and the Wharf project. If quotes come in below budgeted amounts, a sewer generator could be completed this year as well, but currently the sewer generator is expected for Spring of 2024, in the next financial year. It was clarified that the wastewater treatment facility could function for a few days without power, but water supply can not, which is why that generator is a lower priority.

Deputy Mayor's Report

Deputy Mayor Trainor spoke briefly about her report, stating that she is encouraged with the forward thinking being brought to meetings. She also wanted to take a moment to acknowledge Mayor Ruben and his wife. She feels it's important to recognize what they are going through and

to offer them our full support. The full Deputy Mayor's report is attached and forms part of these minutes.

Reallocation of CCBF (Gas Tax) Funds to Priority Projects

CAO Keenan reviewed the list of projects, explaining how projects get listed and then changed based on priorities. As a result of changing priorities, funding needs to be transferred out of 3 projects that won't be completed this year, plus an additional small amount of unallocated funds, to the Causeway project.

Council input

- Councillor Wright asked if the funding source is already approved, and if the municipality can go back and reapply for projects being removed. CAO Keenan confirmed that the projects are included in capital funding, based on the reliable input of \$100,000/year for municipal projects. Other provincial streams could also be available for certain projects. Today's changes are about re-prioritizing projects, to identify the ones to be done this year. Removing funding from projects for now does not necessarily remove them from the list, they can have funds re-allocated in future years.
- Councillor Brown asked about reapplying for the next 5 year allocation of the CCBF, and if the list of projects would carry into the next 5 year allocation period. FAA Empson explained that projects stay on the CCBF project list unless council decides to remove them completely.
- Councillor Gilbert mentioned a tourism beach grant, which Deputy Mayor Trainor confirmed she is working on in a voluntary capacity, not in her mayoral capacity. CAO Keenan mentioned that she would like to create a standing list of grants to apply for and a schedule of applications, rather than the current approach which feels quite ad hoc.
- Councillor Brown indicated that she's unaware of the details of the bathroom project that was listed, and the needs associated with that.

Motion moved to transfer CCBF funds of \$45,000 from project #25.5.8 Public Bathroom Upgrade, \$75,000 from project #25.5.14 Gravel Road to Wastewater Treatment Plant, \$30,000 from project #25.5.13 Community Beautification and \$5000 from Uncommitted Funds to the project #25.5.10 "Redesign & upgrade to water equipment on Causeway Bridge".

Motion moved by Councillor Gilbert, seconded by Councillor Anderson.

Motion carried unanimously (4 votes for, 0 against).

Resolution #2023-15

Action item - submit request to reallocate CCBF funds as specified to the Causeway project.

Filling Council Roles

Deciding a by-election date to fill a vacancy resulting from a council resignation

- CAO Keenan indicated that due to Brian Clapson's resignation received on February 28, an election is required to be held no later August 28, 2023. To avoid a summer election,

dates of May 29 or June 5 were presented. An acclamation (if we have only a single candidate) would eliminate the need for an election.

Motion moved that a by-election to replace one councillor take place on May 29, 2023.

Motion moved by Councillor Wright, seconded by Councillor Anderson.

Motion carried unanimously (4 votes for, 0 against).

Resolution #2023-16

Appointing an interim mayor to cover for an upcoming absence.

- Deputy Mayor Trainor appointed Councillor Anderson as Acting Mayor for the period of March 21 – April 6, 2023.

Appointing new members to the W&S Commission

As a result of 4 recent resignations from the Water & Sewer Commission (Ian Denison, Brian Clapson, Tom Wright and Sharlene MacEachern Steinberger), and due to bylaw requirements, a minimum of 2 more members are required, consisting of an equal number of councillors and residents. Pat Smith has volunteered to serve for a couple of months, to get through the budget period. It was discussed that Councillor Wright would consider moving to the Planning Board and Deputy Mayor Trainor volunteered to join Water & Sewer. Councillor Gilbert is willing to discuss moving to Water & Sewer after returning from a planned trip in April.

Motion moved to appoint Deputy Mayor Shelley Trainor and resident Pat Smith as members of the Water & Sewer Commission.

Motion moved by Councillor Anderson, seconded by Councillor Brown.

Motion carried unanimously (4 votes for, 0 against).

Resolution #2023-17

Scheduling Council Meetings

Special council meeting to approve the budget .

Motion moved to schedule a special meeting of council to approve the 2023/24 budget on Tuesday, March 28, 2023, with a storm date of March 29, 2023.

Motion moved by Councillor Gilbert, seconded by Councillor Brown.

Motion carried unanimously (4 votes for, 0 against).

Resolution #2023-18

Rescheduling the April regular council meeting to Wednesday, April 12, 2023.

Motion moved to move the Tuesday, April 11, 2023 council meeting to Wednesday, April 12, 2023, due to the meeting space being rented out.

Motion moved by Councillor Wright, seconded by Councillor Brown.

Motion carried unanimously (4 votes for, 0 against).

Resolution #2023-19

Fire Department Report

None – Only 2 weeks since last meeting

Water & Sewer Commission Report

None – Only 2 weeks since last meeting

- A compilation of recent water testing results is attached and forms part of these minutes.
- Next meeting set for March 23, 2023

Planning Board Report

None – Only 2 weeks since last meeting

- Next meeting set for April 6, 2023

Public Presentation of the Financial Package (Budget 2023/24)

Budget process timeline to March 31, 2023

- CAO Keenan indicated that the municipality is required to submit a municipal budget, a water & sewer budget and a 5 year forecast. Budget details become public documents once submitted and are an important point of transparency. A deficit cannot be planned into future budgets, and any actual current year deficit must be carried into the next year. The draft budget being presented tonight is currently heavily based on last year's budget and actuals.

CAO Keenan completed a presentation of the budget documents, pointing out the rationale behind larger budget-line items and key changes from the past year. The draft budget documents are attached and form part of these minutes.

Residents are invited to provide input at this meeting, and in addition, by email to the CAO until Sunday March 20.

Operational budget

- Councillor Wright questioned if \$71,000 was the deficit for 2022/23. No, \$12,000-\$15,000 is the current estimated cash deficit. \$71,000 includes depreciation of assets.
- CAO Keenan indicated that she would love to receive ideas for cost savings from the public, during the 2 weeks of public consultation.
- A resident commented on the proposal received by VBA, stating that rental agreements are needed for the rental of municipal assets. It was mentioned that the new board of the Victoria Playhouse may need help getting organized and that the municipality should work with them to form a fair agreement.

- CAO Keenan pointed out that the Victoria Playhouse has a contract for the Community Hall rental and fixed terms until 2025. It's hoped to promote more rentals of all municipal assets in the off season.
- Councillor Gilbert asked about IRAC legal fees. FAA Empson explained which expenses the legal fee line items were referring to.

Water & Sewer budget

- No questions.

Capital budget

- CAO Keenan explained that no major decisions would be made on projects in the next two weeks and that this was an estimate based on known information.
- Councillor Wright commented on the large expense to address the Wharf issues and questioned if problems could arise from that project due to it being on federal land. CAO Keenan clarified that the land is federally-owned, but the infrastructure is municipal. She hopes to put forward 3 options for the Water & Sewer Commission to consider.

Introduction of New Business

None

Deputy Mayor Trainor acknowledged that a new face was present in the public gallery at the meeting, and invited Matt MacFarlane to introduce himself. He indicated that he has provided legal services for the municipality in the past and was willing to do so again if needed, and also noted that he is running in the current provincial election for the Green Party. He asked a question about ownership and zoning of Victoria Park. Explanations were provided.

Council Correspondence

Water system generator as priority

- Letter from a resident is attached and forms part of these minutes.

Local Choice PEI – advocacy group for municipal electoral reform

- Letter is attached and forms part of these minutes.

Public input

- A resident commended council for this meeting. The tenor of the group, enthusiasm, cordiality, allowing the public to express themselves and 'non lecturing' nature is very appreciated.
- A resident commended CAO Keenan and FAA Empson on the work they put into the budget and their teamwork in general.

*Motion to move in-camera at 8:52pm, to enable private discussion of HR and commercial issues. Moved by Councillor Anderson. Seconded by Councillor Brown.
Motion carried unanimously (4 votes for, 0 against)*

*Motion to come out of Camera at 9:46pm.
Moved by Councillor Brown. Seconded by Councillor Wright.
Motion carried unanimously (4 votes for, 0 against)*

Report-out from in-camera session: the CAO shared information with Council, and Council gave advice to the CAO on the matters discussed. No formal decisions were taken.

With no further business, the Chair declared the meeting adjourned at 9:46pm.

Public Comments on Budget 2023-24 Draft 1

| Which budget | Topic | Public Comments received on Draft 1 | Changes made by staff in response to this comment in Draft 2 | Staff comment: rationale for change/no change in draft presented to Council |
|--------------|--------------------------|---|--|--|
| Overall | Overall | Many residents expressed thanks for the opportunity to provide feedback. | | <p>Both Municipal staff (Anna & Marsha) have gone through this process for the first time this year, and in a very compressed timeframe. (3 weeks!)</p> <p>We are deeply appreciative of the time that Council and residents have spent reviewing and providing comments on the draft budget. We knew that many corrections from the first draft would be necessary, and that's been proven correct. Having many eyes on the process (particularly from former CAOs and accountants with an eagle eye for detail!) has helped us to create this as the most accurate budget possible, given our current knowledge.</p> <p>Many of the comments received in this round of public consultation were not able to result in concrete changes for this year's budget, but those comments are nonetheless instructive and also valuable for next year's budget process.</p> <p>We look forward to a more robust strategic-planning and budgeting process next year, with more opportunity for public participation in the drafting process, which we hope can take place over months instead of weeks, to allow for deeper analysis and decision-making. Additionally, with the new Council having more experience under their belts, we expect clearer decisions on the recommendations of various past studies will be possible.</p> |
| W&S | Manager | "I believe there should be a sizable budget for a W&S manager role and for project management. The expenses of the CAO / FAA relate more to the administrative overheads. Can't expect the CAO to be doing that work while being part time...and without the expertise." | No change | <p>40% of staff (CAO and FAA) time is currently allocated for W&S governance.</p> <p>W&S has a consultant currently engaged for April, which is accounted for in the new budget. Staff and the W&S Commission will need to work together determine whether additional management capacity is needed throughout the 2023/24 year, but we can't currently forecast the amount required. However, there is a surplus in the W&S budget, which will be transferred to a reserve fund if unspent, so there is room to bring on a contractor if needed.</p> |
| W&S | Operator rates | <i>"Regarding giving the operator a raise, Victoria Residents do not have any idea on sewer tank pumping and reports to council are rare. Residents should be made aware of their sewer maintenance. This could be included in their W&S bills."</i> | The total budget for all 4 budget lines relating to W&S operating was slightly reduced between Draft 1 and Draft 2 of the budget, as the Operator provided us with their desired rates for 2023-24, which came in at a rate lower than average inflation (which had been used to create Draft 1). | <p>The Operator reports to the CAO. The CAO reports to both the W&S Commission and the Council. A new contract will be signed between the Operator and the municipality in April, for the year 2023-24.</p> <p>Residents will receive an information package with their upcoming annual W&S bills for 2023-24. On pumping, the CAO was recently informed by the provincial engineers who oversee Water & Sewer that Victoria's system was designed with intentionally over-sized household tanks. Household tanks should only need to be pumped out every 7-11 years, rather than every 3-5 years as would be expected in a standard system. This oversizing was done when the system was installed in 2008, to reduce ongoing municipal maintenance costs.</p> |
| W&S | Maintenance & operations | <i>"Not much to comment on here besides the challenges we face in maintaining our assets in a safe manner as well as ensure that we are operating the system to the required standards. I am not sure if this budget provides for this (as it would seem previous ones did not). The previous Council did finally recommend a similar review be conducted on our Water and Sewer assets as under the SR to ensure that we had the appropriate expertise informing our operating and maintenance requirements in order to ensure safe services for our residents."</i> | No change | A W&S Asset review is already included in the forward Capital budget, for the 2024-25 year. This aligns with the timing for which we expect we will be able to receive practical support from provincial government staff, to help municipal staff oversee this project. |

Public Comments on Budget 2023-24 Draft 1

| Which budget | Topic | Public Comments received on Draft 1 | Changes made by staff in response to this comment in Draft 2 | Staff comment: rationale for change/no change in draft presented to Council |
|--------------|------------------------------|--|--|--|
| Operating | Sustainability Study | <p>Two residents commented separately:</p> <p><i>"Victoria has spent \$55K on our Sustainability Study, which has been deferred by council. Please keep this study on our council agenda's at all council meetings."</i></p> <p><i>"It is not clear what the new Council is doing with the Sustainability Review. It would be interesting to know what they plan to do with this work."</i></p> | No change. | <p>The Sustainability Study provides many useful recommendations, which staff and Council should consider in the coming year, hopefully leading to savings and greater efficiencies during the current year, and to inform the budget in all years going forward. The request to keep it on the agenda of Council meetings is registered.</p> <p>The budget we are creating now is based on decisions that have already been made: the budget should not assume the outcomes of discussions that have not yet been had, nor do we have sufficient time to have those discussions before the budget is required to be finalized.</p> |
| Operating | Overall balance | <p><i>Projecting a deficit for the current year and significant deficit for the year under consideration - the number to balance is significant so without knowing the direction Council will be taking it is hard to comment.</i></p> | Overall budgets have been adjusted to achieve balance. | Required by the Municipal Government Act & its regulations. |
| Operating | Operational vs Capital costs | <p><i>"I would not mix operating and capital items in the same budget as it makes the analysis harder (both the funding and related expenditure). Gas tax revenue can be used to fund operational items as long as it is consistent with the agreement with the Feds. However the bulk will be capital in nature and this part should show up on the capital side."</i></p> | <p>All capital items are now removed from the Operational budget, hopefully reducing confusion.</p> <p>The Capacity Building projects appear in both places as they are both 'Capital' and 'Operational' in nature, explained in comments.</p> | <p>For Capacity Building projects (see Capital Budget):</p> <p>These appear in the Capital Budget as they are eligible to be funded by the CCBF (formerly known as the Gas Tax) because they study future options for municipal infrastructure and plans. However, as they do not directly invest in creating infrastructure, but rather they are spent on consultant services, they are Operational in nature. Therefore they also show up on the Operational side.</p> <p>In the Capital account, those funds come in as 'income' via the CCBF, and are then 'spent' by transferring that amount to the Operational Budget.</p> <p>In the Operational account, those funds come in as 'income' (CCBF funds transferred from the Capital account), and are spent by paying the consultants.</p> |
| Operating | Income - MASP | <p><i>"I recall that the previous COuncil committed some of the MASP money for the current year - it does not seem to be included in the current year unless there is a new grant for the 2023/24 year in addition to the amount that was granted in 2022/23. This commitment needs to be recognized unless the new Council approved a resolution to change their decision."</i></p> | Corrected. | Well spotted, and thank you. The MASP funds were fully allocated for the current year (2022/23), paying \$15,000 for insurance. MASP funds were received in the current year (just in the last few weeks, in fact). This was a one-time grant, it is not planned to repeat annually, so it has now been removed from the 2023/24 budget. |
| Operating | Legal & Consulting expenses | <p><i>I am unclear what is included in the budget line Legal and Consulting Expenses for 2023/24. I believe that the previous numbers included money for the Sustainability Review (SR). I am not sure how this all played out with respect to expenses but it was to be funded by Gas Tax money.</i></p> | Corrected at both the Income and Expenses lines. | The public comment is correct - this was a one-time expense for the Sustainability Study, funded by the Gas Tax, so should not have been repeated in the coming year. |
| Operating | Maintenance | <p>Two residents commented separately:</p> <p><i>"I believe that the SR indicated a need to increase our regular maintenance - they detailed the risk areas plus what would be more normal maintenance levels - these should really be built into the budget if we are going to maintain safe facilities and reduce the overall cost of ownership by maintaining them appropriately."</i></p> <p><i>"Our maintenance budget for all assets seems low; every year. From my outside perspective without empirical data, we seem to go lite on maintenance until a fix is dire. This may result in a larger capital outlay than perhaps the sums of proper annual ongoing maintenance. Suggest for next year's budget we ensure our approach on maintenance is appropriate. Have we considered appointing an asset steward for each asset; a volunteer who looks more closely and independently at each asset's needs?"</i></p> | No changes | <p>The MRSB study, subcontracting Coles Associates, suggested immediate and ongoing maintenance costs required for municipal assets.</p> <p>Given the newness of our current staff and Council, the short time available to create this budget, and the need to take these decisions with all of Council, we are not yet prepared to commit to specific increased amounts for maintenance across each asset, as we do not yet know (even after a review of the Sustainability Study) exactly what those amounts would be spent on, nor have decisions been made about ongoing management of each of those assets. Further decision-making will be required by Council during 2023.</p> <p>In the existing budget, some assets (ie, the Washrooms, Community Hall) have specific maintenance amounts suggested, where the purpose of the immediate repair is already clear.</p> <p>We agree with the public comment that next year's budget (2024/25) should be based on a clear asset management and maintenance plan, which our new staff can develop throughout the coming year. The idea of an asset steward volunteer is also a worthy one to explore.</p> |

Public Comments on Budget 2023-24 Draft 1

| Which budget | Topic | Public Comments received on Draft 1 | Changes made by staff in response to this comment in Draft 2 | Staff comment: rationale for change/no change in draft presented to Council |
|--------------|----------------------------|--|---|--|
| Operating | Income from property taxes | <p><i>"I am not sure how you budgeted tax revenues but there should be increase due to inflation plus new properties paying more taxes or new taxes."</i></p> | <p>Draft 1 numbers were accurate, already accounted for this.</p> <p>Draft 2 introduced an increased Commercial tax to bring the budget to balance.</p> | <p>In Draft 1, the income from property taxes projected in the coming year was calculated based on existing rates and property valuations provided by the province (including new properties).</p> <p>In Draft 2, the commercial tax rate was increased, which (in combination with a transfer from the reserve fund) brought the budget to balance.</p> |
| Operating | Staff salaries | <p><i>"Overall, I believe it's a sound budget and I good road map for 2023. Anna and Marcia did an excellent job of pulling this together as well as presenting the plan at the meeting.</i></p> <p><i>Going forward, I would advocated an increase budget for COA and other support staff salary. The COA position is the most important position in our local government. A strong and stable person in this position makes our community better, our council more effective and increases resident sentiment. Our salary structure seems low given the tasks required, leadership responsibilities, and the importance of the position to all of us. I would suggest we endeavour to significantly increase this budget item over the next few years and increase salaries as appropriate.</i></p> <p><i>At minimum we should perform a salary benchmark review to ensure we are paying salaries that align with the market place. Many years ago I was paying higher salaries filling positions of similar responsibilities. I realize reducing expenditures across various categories to compensate for this increase would be necessary but the sacrifices would be in line with the benefits of staff retention and reduced turnover. We ask a lot of this role, but pay very little. Perhaps this is a contributing factor to the high turnover we have seen in the recent few years."</i></p> | <p>No change.</p> | <p>A salary benchmark review is a worthy suggestion, so that the information can be considered in the next year's budget.</p> |

Public Comments on Budget 2023-24 Draft 1

| Which budget | Topic | Public Comments received on Draft 1 | Changes made by staff in response to this comment in Draft 2 | Staff comment: rationale for change/no change in draft presented to Council |
|--------------|-------------------------|--|---|--|
| Operating | Fire Truck | <i>"I find it very worrisome that we would be using \$50,000 of provincial funding for a fire truck and run up expenses of over \$70k for a fire service when the community and province would benefit from having some sort of review to save the money by somehow sharing services with our nearby community."</i> | Based on information provided by the VFD (and the lack of availability of a known grant to cover this desired purchase), we have removed the budget line for a truck from Draft 2. | <p>The CAO asked the VFD to produce a written business case for the acquisition of a new fire truck, to reflect the verbal justification they had previously provided before Draft 1. Their verbally-submitted partial business case has been noted down, and accompanies the Budget Draft 2.</p> <p>While the justification for replacement of the oldest truck in the fleet was well-expressed, there was no evidence of a grant available to cover the cost of a new truck, nor an exploration of alternatives, and the existence of such a grant was essential to enable the budget to balance. Availability of such a grant had been assumed in budget draft 1, based on verbal advice received. Both lines (grant income, and expenditure for the truck) have been removed from the budget Draft 2.</p> <p>That being said - municwhile staff are enthusiastic to normalize the relationship between the VFD and the municipality, after many years of strained relations and confusion, and to establish agreed service levels, and to be able to have open and honest discussions about the future of fire services in Victoria and surrounding communities. Any such discussions should be guided by the advice of the provincial Fire Marshall. We understand that in the past, the Fire Marshall has been supportive of the VFD's operations being present directly in Victoria because of our high density of heritage homes, and because of the capacity that our department adds to fire services coverage across the South Shore.</p> <p>There is interest from both provincial and municipal staff about shared services (not only in Fire, but also in general governance, bookkeeping, and water & sewer). However, in the absence of a decision to that effect, it is our responsibility to ensure that the VFD remain operational, at an adequate service level. Improvements in governance of the Fire Department are expected in 2023, initially through the Fire Services bylaw template provided by the province.</p> <p>An improvement in the reporting relationship between the VFD and the municipality will enable us to have discussions about key projects, including an expansion of the fire hall building, and the purchase of a truck to replace the oldest in their fleet.</p> |
| Operating | Staff costs | <i>"I believe shared services should be factored into the budget to push the provincial government to work with the interested communities and to implement the cost saving / good government arrangements during 2023/24. If anything, it should be highlighted in the budget narrative."</i> | No change to the numbers. A note/narrative has been added that there is an interest in exploring the shared services model. | <p>There could be significant potential in a 'shared services' model with other municipalities, to make municipal government more efficient and effective here in Victoria and on PEI. The CAO has had discussions with Kevin McCardle and Danny Jenkins at the Dept of Communities about this, and a presentation to Council on the concept is expected at April's Council meeting.</p> <p>We cannot yet commit to making these changes in this annual budget, given that there are no agreements signed nor plans in place for those services to actually exist. It may yet take a year before the idea moves from 'concept' to being 'in practice'.</p> <p>That being said, if opportunities arise during the coming financial year to increase efficiency in our operations, particularly if provincial staff facilitate inter-municipal service-sharing, staff and Council will discuss this with openness.</p> |
| Operating | General Government | <i>"It being the 75 year anniversary of the Victoria Fire Department, and 70 year anniversary for the municipality, I'd suggest a budget for a year-end municipal celebration including awards and medals, to coincide with the usual year-end ceremony for the VFD in December."</i> | Allocated an additional \$500 to the Community Events budget line. | <p>Given that there are not many other municipal events planned throughout the year, and given that both staff and Council are relatively new, December seems like a worthy moment to pause and celebrate our progress.</p> |
| Operating | Legal costs & insurance | <p>1. Is the municipality able to recover the legal fees for IRAC appeals that are unfounded?</p> <p>2. Have we found out about our liability coverage and cost for increasing the amount of insurance we have? Is that included/considered in the budget?</p> | No change | <p>We do not have enough information to be able to answer these questions at this time, so are assuming a status quo. We would be glad to discover changes/potential savings throughout the course of the financial year.</p> |

Public Comments on Budget 2023-24 Draft 1

| Which budget | Topic | Public Comments received on Draft 1 | Changes made by staff in response to this comment in Draft 2 | Staff comment: rationale for change/no change in draft presented to Council |
|--------------|------------------------|---|--|--|
| Operating | Community Hall | <p><i>"Regarding the Community Hall. Consistent with my previous feedback, the refurbishment of the Old School has rendered the Community Hall redundant. Since [...] ten years ago, the number of community events held at this location has greatly diminished and the building has become almost solely a commercial venue; namely serving the Victoria Playhouse. I would guess the cost per community event at this location is extremely high.</i></p> <p><i>I realize the Playhouse/Hall has much sentimental and historical value to our community. It also maybe an emotional flash point for many. But sometimes the torched must to passed to a new chapter in order for continued community development. The financials do not warrant status quo and changes going forward are required; its just part of prudent fiscal stewardship.</i></p> <p><i>We need to develop a plan to either divest of this asset through sale or move to more of an arms length leasing arrangement going forward. A redundant asset must be a net positive cash flow producer or it has no place in an asset portfolio. An arms-length sale will generate much needed cash as well as significant expense savings. Allowing the private sector to assume control of this asset will likely improve its value to the community as well as improved upkeep of required annual maintenance.</i></p> <p><i>In the ten years [...], I have heard often that we need to explore more revenue options in the off-season. I believe this notion creates false hopes of better times and creates a "next year" mentality (if only we try harder). We need to be balanced and honest that this approached has yet to yield benefits of any significance and likely will not yield anything of significance. This asset will continue to operate at a significant negative cash flow as long as it is part of our community's asset portfolio. Our local government should not be subsidizing private business venues.</i></p> <p><i>I would volunteer to serve on a special committee to generate go-forward options for the Community Hall."</i></p> | No change | <p>Exploring options for the future of the Community Hall was part of the 2022 Sustainability Study recommendations.</p> <p>We do agree with the commenter that a discussion, decision, and plan is required, however we can not make assumptions about the outcome of those future discussions, when writing this budget.</p> |
| Operating | Welcome Centre | <p><i>"While it's great that we may generate more revenue from leasing the Welcome Centre, this asset is still in a negative cash position. This asset serves primarily the businesses in the community. We need to develop a plan to bring this asset into a cash neutral position or consider divesting this asset. Perhaps we should consider an annual business licence fee to all businesses to cover this cost if we wish to keep this asset in our portfolio. A annual business licence fee would, at minimum, test this asset's value to the community."</i></p> | No change | <p>Exploring options for the future of the Welcome Centre was part of the 2022 Sustainability Study recommendations.</p> <p>We do agree with the commenter that a discussion, decision, and plan is required, however we can not make assumptions about the outcome of those future discussions, when writing this budget.</p> |
| Operating | Old School electricity | <p><i>"Regarding the Electricity expense for the old school (\$5,000). Years ago the village made a significant investment in solar panels for the old school. The investment was said to "save a lot"...this wording is what I recall from our previous mayor's report. Has anyone done a plan v performance analysis of this significant investment to ensure the benefits envisioned have been realized. Such an analysis is common practise when exercising fiscal due-diligence on substantial investments as well as an aid for learnings for future investments. I have significant knowledge of solar as well as performed plan v performance reviews. I would be happy to help with such a review."</i></p> | Slight adjustment to reflect actuals has been made | <p>Staff would be interested to follow up with this resident to get a better assessment of expected vs actual performance of the solar array. We are not aware of a 'plan vs actuals' assessment made so far.</p> |

Public Comments on Budget 2023-24 Draft 1

| Which budget | Topic | Public Comments received on Draft 1 | Changes made by staff in response to this comment in Draft 2 | Staff comment: rationale for change/no change in draft presented to Council |
|--------------|--------------------|---|--|--|
| Operating | Income | <p>"Who is providing the Grant-in-lieu of Property Tax? In the amount of \$3,300.</p> <p>Nice to see the \$86,000 on new income sources."</p> | <p>Updated the current year's projected amount for the Grant-in-lieu, erroneously left off Draft 1 as it had not been received until last week.</p> | <p>This is a grant provided by the provincial government, to cover the cost of property taxes for the municipality-owned properties (the school, community hall, lighthouse, welcome centre, etc)</p> |
| Operating | Income items | <p>"MCEG funding is obviously critical - especially if the program is no longer in effect.</p> <p>Welcome Centre rentals - does the \$3640 include the anticipated \$500 for 2023. I am presuming the outstanding \$1000 is for 2021 and 2022.</p> <p>I think we should be made aware of the specific grants applied for, whether they have been submitted, approved or pending. I am OK with anticipated grant income however I think the 'funding streams' should be identified (or available if requested)."</p> | <p>Corrected the amounts expected for Welcome Centre rentals, both current year and next year.</p> <p>Added notes about which grants we expect to apply for (and receive).</p> | |
| Operating | Community Hall | <p>"Community Hall - Repairs and maintenance. I would be interested to know what grant can be applied for roof repairs - federal, provincial ? what department?"</p> | <p>No change</p> | <p>The funding can't be through infrastructure, but the Community Hall is a designated heritage building, therefore a Heritage Funding program may be available. This expense and income is not yet included in the budget as we don't have enough information available.</p> |
| Operating | Computer equipment | <p>General government - Office Equipment - computer</p> <p>Where does the \$2000 grant income for the equipment show up 2022-23 Operations Budget Income?</p> | <p>No change</p> | <p>Good catch. Now reflected in the 'Other funding sought/secured' income line, to match the outgoing expense.</p> |
| Operating | Welcome Centre | <p>"WHS - Welcome Ctr & Washrooms</p> <p>If we need to find income I think we can reduce this amount. There were minor repairs done to the boardwalk last summer. I do not think we are in a position to do more than patch at this point and \$ 500 -1000 would be adequate."</p> | <p>Reduced from \$5000 to \$3000.</p> | <p>The new amount is based on the cost of repairs at the lighthouse last year, and staff knowledge of expected similar repairs to the Welcome Centre boardwalk this year.</p> |
| Capital | Carryover | <p>I am wondering about the carryover that you have included in the capital budget. Was this discussed with the auditor? I can't see where the funds are coming from and how it aligns with our accounting practices.</p> | <p>Updated</p> | <p>Good catch! Updated based on last year's Audited financial statements (restricted cash/deferred revenue for infrastructure funding).</p> <p>(The previous figure was the projected rollover expected in last year's budget, and was close to the actual rollover in the audited statements)</p> |

Public Comments on Budget 2023-24 Draft 1

| Which budget | Topic | Public Comments received on Draft 1 | Changes made by staff in response to this comment in Draft 2 | Staff comment: rationale for change/no change in draft presented to Council |
|--------------|---|--|---|---|
| Capital | Relative priority of Generators and Wharf project | <p>Three comments from different residents:</p> <p>1 - <i>"I feel strongly that a backup generator for the water supply is essential. Second priority would be generator for sewer system. Regarding repairs to the septic system on the wharf, my understanding is that this work is required to allow the restaurants to keep operating. Hard to justify spending village money to benefit two businesses, as opposed to having a backup generator for the benefit of all."</i></p> <p>2 - <i>"I feel strongly that a backup generator for the water supply is essential. Second priority would be generator for sewer system. Regarding repairs to the septic system on the wharf, my understanding is that this work is required to allow the restaurants to keep operating. Hard to justify spending village money to benefit two businesses open for a few months a year, both owned by non residents of Victoria, located on a Federally owned wharf, as opposed to having backup generators for the benefit of all village residents and local taxpayers."</i></p> <p>3 - <i>"Victoria Residents deserve to have generators for water, this should be a priority. The wharf project is concerning and also needed, but as the wharf restaurants do not pay taxes to this municipality. It is not fair to Victoria Residents to take on all of this responsibility. The cost will keep rising, then the maintenance issue is also costly. It would also be prudent to have water meters installed at all restaurants in Victoria, as water use is far greater than residential use. ... Victoria Residents are happy to have small business in our community, but please note that Residents taxes are being used to accommodate tourists that visit restaurants and businesses. "</i></p> <p>4 - <i>"Agree with the notes that the approved projects have to be completed Not sure if you should wait as long for the Water & Sewer review. I personally believe we are and continue to be at risk by underfunding and underoperating this service.</i></p> <p><i>I am not sure if you can have the water system operating by generators when the power is out and the sewer system is not running as then the sewer system will overflow - we were told multiple times by different people that you had to put generators on your sewer system first and then the water system to prevent disaster.</i></p> <p><i>We need to ensure that as you add these generators etc that we ensure that we have included the necessary operating expenses - including ensuring they are tested each month so they work when required - without this you are probably wasting money."</i></p> | <p>No changes to the relative priority of generators, however due to the discovery of additional funds available, the Wastewater Treatment Facility Generator was able to be moved into the current year, and will occur at the same time as the Water generator installation, should quotes come in at or below budget across all this year's capital projects.</p> | <p>We feel that there is strong consensus amongst staff, residents, the Operator and Council that a water-system generator is the top priority.</p> <p>Good news is that during budget revisions, we found extra funds for the Capital budget, that should enable both the Wharf and Sewer system generators to go ahead this year, as desired by many residents. However, we would like to share our view on the relative priority of the Wharf project vs Sewer System generators:</p> <p>The septic tank on the Wharf pre-dates the municipal W&S system. 20 years ago the decision was taken to simply hook it up to the new town system, as it was working fine. Engineers advised the municipality and the provincial department of Environment in 2017 that the system requires replacement (not repairs), as it is as the end of it's working lifespan. Failing to repair it presents increasing environmental risks of a sewage spill, as time goes on. So, the work must be done. The wharf system also supports the operation of successful tourism businesses.</p> <p>Here's why staff recommend the Wastewater Treatment Facility back-up generator be a lower priority:</p> <p>If the quotes come in higher than budgeted, and we have to choose what to build, this the trade-off we face: * Option 1: Delay the wharf project by a further year, and thus take on the increased risk of an environmental spill. Additionally, the project has been going since 2017, and each year of delay adds additional expense as estimates/quotes must be re-calculated, and we are 'ready to go' on this project now, with all the engineering design work just having been completed. * Option 2: Delay the sewer system by 1 year involves, taking on the risk that, if another power outage occur this year lasting more than 2 or 3 days, the sewer system may get backed up at the wastewater treatment plant. Note that a backup would not occur immediately, because we already have a generator operating the lift station in the central core of the village, and there is 2-3 days of extra 'lag time' capacity at the Wastewater facility, if pumps are not operating there. The risk of a backup at the facility can be mitigated by having a simple emergency plan in place, that the municipality will organize for a pumper truck to visit and manually clear out the wastewater treatment facility tanks, should we again experience a power outage lasting more than 2 days, as we did after Fiona.</p> <p>In the opinion of staff, using a pumper truck in the event of an outage is an acceptable mitigation plan, making operating for one further year without a wastewater treatment system generator an acceptable risk. Additionally, because of the relative size of the projects, there are operational and funding advantages to delaying the (smaller) sewer system generator project by 1 year, as opposed to delaying the substantially larger wharf project. (Which would result in a significant and problematic underspend of our last 5-year CCBF allocation.)</p> <p>However, we now have the funds to complete the sewer generator project this year, should all quotes come in within the budget.</p> <p>The statement that 'the wharf restaurants to not pay taxes to the municipality' is inaccurate: both restaurants pay Water & Sewer charges to the municipality, and like other local restaurants, they pay the rate at a higher number of units than a residential property. We also have a flat annual tariff rate on W&S, despite the Wharf system only currently being able to operate in summer months, for lack of a heat tracer and insulation.</p> <p>Beyond Water & Sewer charges, the wharf property IDs are designated as part of our municipality in the provincial property registry, and are therefore subject to municipal property taxes and all development bylaws. The wharf itself is federally owned, so the municipality receives commercial property taxes from the federal government for these property IDs. We expect that the federal government charges the restaurants appropriately through their lease agreement to cover these costs.</p> <p>The suggestion for metered water charges for the municipality, and changing the rate structure for Water & Sewer services, could be considered by the W&S Commission and Council in the coming year. However, such a change cannot be reflected in this budget, as the decision has not yet been made.</p> |

Public Comments on Budget 2023-24 Draft 1

| Which budget | Topic | Public Comments received on Draft 1 | Changes made by staff in response to this comment in Draft 2 | Staff comment: rationale for change/no change in draft presented to Council |
|--------------|------------|---|--|---|
| Capital | Generators | <p><i>"Thank you for putting the water generator as a top priority in the 2023 budget. As announced at the Monday March 13th 2023 Council Meeting it is necessary to obtain 3 quotes for the installation of the water generator. In order for the village to have the generator installed before the winter 2023/2024 the process for obtaining quotes must be done ASAP. I recommend that at every monthly Council meeting an update on the water generator be reported."</i></p> | <p>No changes.</p> | <p>No change was requested by this comment.</p> <p>The CAO will continue to report on progress obtaining quotes, to Council meetings and Water & Sewer Commission meetings.</p> <p>The W&S Commission will consider the quotes once they are received, and will make a recommendation to Council on how best to proceed. Council's final approval is required on all infrastructure projects.</p> |

W&S Budget APPROVED BY W&S Commission 2023-24.xlsx

| | APPROVED | PROJECTED | DRAFT 1 (Mar 13) | DRAFT 2 (Mar 22) | |
|---|----------------|-------------------------|------------------|------------------|---|
| | BUDGET | ACTUALS | BUDGET | APPROVED by W&S | |
| | 2022-23 | for 2022-23 (to Mar 31) | 2023-24 | 2023-24 | Notes/comments |
| REVENUE: | | | | | |
| Surplus carried forward from previous years | | | - | 17,774 | Added this line, carrying over the previous year's operating surplus. |
| Unmetered Water Revenue | 39,758 | 40,593 | 40,985 | 40,985 | |
| Water - Frontage charge | 7,167 | 8,023 | 7,175 | 7,175 | Future years: IRAC has approved a rate increase and we have projected the rates based on the expected increased in the number of properties for 2023-24. |
| Sewer Dues | 48,983 | 50,466 | 50,387 | 50,387 | |
| | | | | | Draft 2 adjusted the expected revenue for the current year based on the IRAC rate increase. |
| | | | | | This in turn improved our net income for 2022/23, which rolls over into the new year's budget, helping to bring it to a zero balance as required. |
| Sewer - Frontage charge | 8,887 | 10,445 | 9,893 | 9,893 | |
| Delayed Payment Charges | 100 | 0 | 100 | 100 | |
| Curb Service Fee | 400 | 300 | 400 | 400 | |
| TOTAL REVENUE | 105,295 | 109,827 | 108,940 | 126,714 | |
| EXPENSES: | | | | | |
| | | | | | <i>All lines increase 1.5% unless otherwise noted.</i> |
| Water Operating Expenses | | | | | |
| Materials & Supplies | 500 | 0 | 508 | 508 | |
| | | | | | For: water hook ups, wharf repairs, snake public washrooms, causeway line work, curb stop repair |
| Repairs & Maintenance | 7,500 | 1,748 | 7,613 | 2,500 | Reduced in Draft 2 to better reflect actuals. |
| Water Operator | 7,260 | 7,260 | 8,458 | 8,452 | Draft 1 Increased the rate for inflation (hasn't increased since 2020). Draft 2 corrected to the new rate requested by the operator, and adjusted the actual. Includes HST. |
| Back up Maintenance Operator | 825 | 825 | 966 | 751 | Final bills yet to come in. Draft 1 Increased the rate for inflation (hasn't increased since 2020). Draft 2 corrected to the new rate requested by the operator, and corrected the actual. Includes HST. This role will be sub-contracted via the Operator. |
| Power or Electricity (W) | 4,500 | 3,364 | 4,568 | 3,500 | Draft 2 actuals updated, and budget updated to better reflect actuals (has been helped by the solar panels) |
| | | | | | Water testing can be increased & would reassure community. Additionally, increased budget because under the water act, additional simple chemical testing on the lines will be required annually. |
| | | | | | Draft 2 corrected actuals to account for final month, and shifted some expenses to the sewer testing fees line in the section below, and reduced budget to better reflect anticipated actuals. |
| Water Testing Fees | 5,500 | 4,834 | 7,000 | 6,000 | 2024-25 will require a significant increase because off Island chemical testing is due (every 3 years) |
| Chemicals | 350 | 270 | 355 | 355 | Draft 2 updated projected actuals |
| Snow Removal | 650 | 660 | 675 | 675 | |
| Total Water Expenses | 27,085 | 18,961 | 30,142 | 22,741 | Overall comment: Projected operating expenses are lower than the budget for the current year. Budget includes a modest increase to costs for the coming year. |
| Plus share of GG Operating expenses | 16,308 | 14,581 | 20,978 | 21,028 | Draft 2, budget updated based on corrections in the Operating budget. Greater than normal increase because the municipality will have full staffing in the coming year. |
| Plus share of Old School expenses | 655 | 644 | 732 | 697 | Draft 2, budget updated based on corrections in the Operating budget. |
| Total Water before Depreciation | 44,048 | 34,185 | 51,852 | 44,466 | |
| Plus Depreciation | 9,000 | 9,000 | 23,000 | 23,000 | |
| Total Water Expenses (w/ Depreciation) | 53,048 | 43,185 | 74,852 | 67,466 | |
| General Expenses | | | | | |
| | | | | | For legal advice RE alternative W&S governance arrangements. (e.g. shifting from a Commission/Corporation to a department, or consulting on Shared Services models.) |
| General Legal Fees | - | - | 2,000 | 2,000 | |
| Interest | 500 | 818 | 818 | 818 | Increasing next year's budget to match this year's actuals. |
| Bank Service Charge | 600 | 491 | 609 | 500 | Draft 2 corrected actuals and lowered budget to reflect. |
| Insurance | 1,500 | 1,465 | 1,523 | 1,523 | To consider increasing further to expand coverage. Talk to Cooke insurance. |
| IRAC Rate Increase Submission | 1,400 | 1,400 | - | - | One-time expense in 2022-23. Draft 2 updated actuals. |

W&S Budget APPROVED BY W&S Commission 2023-24.xlsx

| | APPROVED | PROJECTED | DRAFT 1 (Mar 13) | DRAFT 2 (Mar 22) | |
|---|----------------|-------------------------|------------------|------------------|--|
| | BUDGET | ACTUALS | BUDGET | BUDGET | |
| | 2022-23 | for 2022-23 (to Mar 31) | 2023-24 | 2023-24 | Notes/comments |
| Regulatory Commission Fees | 1,200 | 1,200 | 1,218 | 1,218 | For filing annual report with IRAC. Yet to be done for 2023. Draft 2 updated actuals. |
| Miscellaneous Expense | 150 | 598 | 152 | 542 | Draft 2 added expenses for Hilary Price's Project Management contract for the sewer committee, both in the actual and coming year, supporting them during the bridge period to a new CAO. |
| Transfer to Municipal Reserve Fund | | | | 12,592 | Added this line to balance the W&S budget to zero. Puts money away for future years. |
| Total General Expenses | 5,350 | 5,972 | 6,320 | 19,193 | Overall comment: projected that general expenses are coming in just below budget. Higher than inflationary increase in budget comes from a new anticipated one-time legal expense for 2024, and more accurate numbers for interest payments on debt. |
| Sewer Expenses | | | | | |
| Sewer Testing Fees | 1,500 | 1,228 | 1,523 | 1,523 | Draft 2 changed actuals by correcting allocation of expenses that were previously counted under the water testing fees line in the section above. |
| Contract Fees For sewer Operator | 18,800 | 18,800 | 21,873 | 20,972 | Draft 1 Increased the rate for inflation (hasn't increased since 2020). Draft 2 corrected to the new rate requested by the operator, and corrected the actuals. Includes HST. |
| Back up Maintenance Operator | 825 | 825 | 1,380 | 1,127 | Draft 1 Increased the rate for inflation (hasn't increased since 2020). Draft 2 corrected to the new rate requested by the operator, and corrected the actuals. Includes HST Will be subcontracted via the Operator. |
| Repairs & Maintenance (S) | 750 | 2,125 | 761 | 761 | Overspent for: pump repairs and maintenance, lift station maintenance |
| Property Taxes (S) | 600 | 559 | 609 | 609 | |
| Electricity (S) | 8,000 | 9,343 | 9,000 | 9,300 | Actual bills were higher than anticipated. Adjusting budget for 2023-24 accordingly. Draft 2 corrected actuals and the anticipated next year's cost. Combines sewer system, wanda L, lighthouse, causeway electricity bills |
| Telephone/Alarms (S) | 1,350 | 1,212 | 1,370 | 1,370 | Draft 2 corrected actuals |
| Sewer Snow Removal | 1,900 | 1,980 | 1,950 | 1,950 | |
| Liquid waste removal (S) | 3,500 | 350 | 3,553 | 2,500 | Draft 2 corrected actuals and budget. Only one tank needed to be pumped this year, hence the low actual cost. Our system was installed with over-sized tanks, so that household sewage tanks only need to be pumped every 7-11 years on average. So we can expect roughly 6 or 7 tank pump-outs in an average year. Draft 2 has lowered budgeted pumping costs accordingly, to slightly more than this average amount. |
| Propane/Generator Maintenance | 1,200 | 250 | 1,218 | 1,218 | |
| Total Sewer Expenses | 38,425 | 36,672 | 43,237 | 41,330 | |
| Plus share of GG Operating expenses | 16,308 | 14,581 | 20,978 | 21,028 | Draft 2, budget updated based on corrections in the Operating budget. Greater than normal increase because the municipality will have full staffing in the coming year. |
| Plus share of Old School expenses | 655 | 644 | 732 | 697 | Draft 2, budget updated based on corrections in the Operating budget. |
| Total Sewer before depreciation | 55,388 | 51,896 | 64,947 | 63,055 | Expenses came in under budget last year. Increase in budget for next year comes from anticipating having a full year of municipal/W&S staffing. |
| Depreciation | 39,000 | 39,000 | 38,000 | 38,000 | To verify depreciation numbers with auditor |
| Total Sewer Expenses (w/ depreciation) | 94,388 | 90,896 | 102,947 | 101,055 | |
| TOTAL W&S EXPENSES before depreciation | | | | | |
| | 104,786 | 92,053 | 123,118 | 126,714 | |
| Depreciation total | 48,000 | 48,000 | 61,000 | 61,000 | |
| TOTAL W&S EXPENSE (w depreciation) | 152,786 | 140,053 | 184,118 | 187,714 | |

| | APPROVED | PROJECTED | DRAFT 1 (Mar 13) | DRAFT 2 (Mar 22) | |
|---|----------|-------------------------|------------------|------------------|---|
| | BUDGET | ACTUALS | BUDGET | BUDGET | |
| | 2022-23 | for 2022-23 (to Mar 31) | 2023-24 | 2023-24 | Notes/comments |
| BALANCE: | | | | | |
| NET W&S INCOME before depreciation | 509 | 17,774 | - 14,178 | 0 | Overall: Must be \$0 at submission. Would have been a surplus of \$12,592. This amount is therefore transferred to the municipal reserve fund, in the General Expenses line above. |
| NET W&S INCOME (includes depreciation) | - 47,491 | - 30,226 | - 75,178 | - 61,000 | |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|---|-------------------|-------------------------------------|------------------------------|------------------------------|--|
| INCOME | | | | | |
| Surplus carried forward from previous years | - | - | - 115 | - 115 | |
| Taxation - Real Property | 111,400 | 103,862 | 118,520 | 121,791 | <p>Draft 1 assumed no increase in rates.</p> <p>Draft 2 proposes a 10% increase in commercial tax rates, from \$0.80 per \$100 of Commercial property value, to \$0.88.</p> <p>The province states that Victoria's total commercial property value for this year is \$4 088 700. Therefore, this increase to \$0.88 will generate an additional \$3271 this year, and a similar amount each years going forward.</p> <p>For comparision, commercial tax rates are as follows in the following Queens County municipalities: Charlottetown: \$2.36 Borden Carleton: \$1.36 Stratford: \$1.25 North Rustico: \$1.00 Cornwall: \$0.96 Brackley: \$0.95 Miltonvale Park (serviced area): \$0.82 Crapaud: \$0.55 Bredalbane: \$0.20</p> |
| CCBF (Gas Tax) Funding | 60,500 | 57,480 | - | 5,500 | <p>CCBF (Gas Tax) funding was allocated in 2022/23, for the operational costs for the MRSB Sustainability Study and planning.</p> <p>Budget draft 1 incorrectly assumed no CCBF funding in 2023/24. Budget draft 2 is corrected to account for the remaining \$5,500 on the MRSB Sustainability Study contract.</p> |
| MCEG (Municipal Capital Expenditure Grant) | 5,500 | 5,147 | - | 550 | <p>MCEG refunds provincial HST on projects funded by the CCBF (formerly known as the Gas Tax). 10% of the remaining \$5500 for the MRSB Sustainability Study</p> <p>Draft 2 updated actuals, lowering them from \$7290 (The larger amount was a mistake, and should only have appeared on the capital budget.)</p> <p>Municipal staff assume that 2023/24 is the final year for this MCEG allocation. We anticipate needing to re-apply if the program is continuing in 2024/25 (aligning with the CCBF allocation years), and will confirm with provincial staff.</p> |
| Grant-in-Lieu of Property Taxes | 3,200 | 3,300 | 3,300 | 3,300 | <p>Projected amount for current year was adjusted between Draft 1 and Draft 2. This doesn't come in as a cash grant, but each year is a credit against our property tax account.</p> |
| Canada Day Grant | - | - | - | - | |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|----------------------------------|-------------------|-------------------------------------|------------------------------|------------------------------|---|
| Fire Dues | 7,900 | 7,282 | 7,900 | 7,900 | Draft 2 correction: Have changed the name of this line from 'Outside Fire Dues' to simply 'Fire Dues'. No other municipality on PEI makes a distinction between 'inside' and 'outside' dues on its income statements. It is delivered in a single transfer from the province, who collects property taxes and fire dues. Draft 1 stated that this was only for people outside municipal bounds. That is not the case. We now understand that this is the amount received by *all* residents served by the VFD, both inside and outside. |
| Interest Revenue | - | - | - | - | |
| Lighthouse Rentals | 500 | 500 | 550 | 550 | Staff to negotiate a new contract and MoU with tenants of lighthouse. |
| Community Hall Rentals | 6,500 | 6,500 | 6,500 | 7,000 | Lease with current summer tenant is signed until 2025. Draft 2 growth includes an aim to promote the venue and rent it out more frequently in the off-season. |
| Old School Rentals | 3,500 | 4,787 | 6,000 | 6,000 | Assuming a significant increase based on increased marketing for the facilities/rooms available. Will likely raise commercial rental rates (requires a bylaw adjustment). |
| Welcome Centre Rentals | 500 | | 3,640 | 3,640 | We have received a rental offer for this amount. Staff will pursue. (And not receiving the \$500 from the province if it isn't a Welcome Centre) |
| Development Permits | 3,500 | 1,300 | 3,000 | 3,000 | Expecting to increase development permit application costs. Current rate does not cover the expense of assessing & approving permits. |
| Gov't Transfers - Wage Subsidies | 7,300 | 8,820 | 9,000 | 9,000 | |
| Victoria Park Rentals | - | - | - | - | |
| Business Licenses | - | - | - | - | There is interest in exploring this option for future years. |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|--------------------------------------|-------------------|-------------------------------------|------------------------------|------------------------------|---|
| Other funding sought/secured | - | 18,300 | 86,000 | 5,650 | <p>Draft 2 has many changes since Draft 1, as follows:</p> <ul style="list-style-type: none"> * removed a \$50k for a grant for a VFD firetruck that was included in Draft 1, as no evidence of an available grant was provided. (The corresponding expense has also been removed, see Fire Hall section below.) * moved \$20k from this Operational budget, to the Capital budget (where it should have been in Draft 1), for \$20k in heatpump installations, at the Community Hall (Playhouse) building. * adds \$5k to the budget from the Tourism PEI Beach Infrastructure Program, which has already been applied for. * subtracted the following from the coming year budget, and moved them to current year actuals, as they were received in March 2023: <ul style="list-style-type: none"> - \$15k MASP (Municipal Admin Support Program - one-time grant only) - 2yrs x \$500/yr owed by the province for Welcome Centre (this has also been corrected to 2x \$650) * adds \$2000 to the current year actuals, which was received for the OWL Zoom meeting technology for Council meetings. <p>The upshot: a total of \$5650 in operational grants are expected for 2023/24:</p> <ul style="list-style-type: none"> - \$650 for a Welcome Centre operational grant (Provincial tourism annual Welcome Centre grant). [Amount also corrected from \$500 in Draft 1] - \$5k, Tourism PEI Beach Infrastructure Program (for repairs, stairs, fencing, signage) <p>(See the capital budget for capital grants)</p> |
| Donations | - | - | - | - | Can the municipality issue tax receipts for donations? (Question for auditor) |
| Transfer from Municipal Reserve Fund | | | | 9,579 | Added this line. In March 2023, the municipal reserve fund account contains <\$1000. The coming year budget for Water & Sewer operations includes a transfer into the reserve fund of \$12,592. That W&S surplus makes this budget line possible. |
| Other Income | 100 | 1,837 | 1,300 | 1,300 | VISA rewards credit, WCB credit & other misc. |
| TOTAL INCOME | 210,400 | 219,114 | 245,595 | 184,645 | |
| EXPENSES | | | | | |
| Community Hall (Playhouse) | | | | | |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|---------------------------------|-------------------|-------------------------------------|------------------------------|------------------------------|--|
| Electricity | 1,200 | 802 | 825 | 825 | Draft 2 corrected actuals. Based on est for 2023 of 750--this is net of Theatre payment for 5 months. Could decrease if the heat pumps come in - we are waiting for quotes, and a decision about an energy audit. |
| Heat | 2,300 | 2,003 | 2,300 | 2,300 | Assumed no change |
| Fire Insurance | 3,750 | 3,812 | 3,850 | 3,850 | Based on 2022-23 |
| Property Taxes | 1,420 | 1,370 | 1,370 | 1,370 | Assumed no change |
| Repairs & Maintenance | 1,500 | 4,501 | 21,500 | 1,500 | Draft 2 moved \$20k for heatpump installation to the correct location, in the Capital budget. Actuals for current year included \$3000 roof repair. For the coming year, assumed \$1500--no major repairs. Should more significant repairs or capital improvements be required (advice will be sought from the provincial Fire Marshall regarding the safety of the Palmer Room), funding under Heritage streams will be sought. |
| Water & Sewer | 920 | 875 | 1,006 | 875 | Draft 1 assumed a flat 15% increase on previous budget. Draft 2 corrected to reflect real IRAC-approved rate-change for current year and budget. |
| Waste | - | - | - | - | |
| Lawn mowing | - | - | - | - | |
| Snow Removal | 625 | 605 | 625 | 625 | Assumed same as 2023 budget |
| Real Expenses for Hall | 11,715 | 13,968 | 31,476 | 11,345 | Overall comment: Roughly the same as last year. Heat pump capital upgrades, which we anticipate will be covered by a grant, appear on Capital budget. |
| Depreciation | 6,500 | 6,500 | 6,500 | 6,500 | Need to verify depreciation assumptions with auditor - assumed same as last year. |
| Expenses w/ deprcn: Hall | 18,215 | 20,468 | 37,976 | 17,845 | |
| | | | | | |
| | | | | | |
| Fire Dept | | | | | |
| Electricity | 1,200 | 895 | 1,200 | 950 | Draft 2 corrected actuals, reduced budget line to reflect actuals. |
| Heat | 3,300 | 2,290 | 3,300 | 2,500 | Draft 2 corrected actuals, reduced budget line to reflect actuals. |
| Fire Insurance | 1,350 | 1,365 | 1,450 | 1,450 | assumed increase |
| Fire Insurance - Truck | 1,800 | 1,751 | 1,800 | 1,800 | no change |
| Property Taxes | 720 | 699 | 720 | 720 | no change |
| Bldg Repairs & Maintenance | 500 | 1,000 | 500 | 5,500 | Draft 1 assumed no change from last year. Draft 2 corrected actuals, and added \$5k for repair to a hole in the wall resulting from a burst pipe many years ago. |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|---------------------------|-------------------|-------------------------------------|------------------------------|------------------------------|--|
| Messaging, Paging | 3,500 | 3,353 | 3,900 | 3,900 | Draft 2 corrected actuals. Assumed same as 2023: Bell Aliant (Messaging) and Medicom messaging; though VFD wants to investigate alternatives for future years due to risks caused by delays in current system. Added \$405 = \$45x9 for radio frequency licences for new Kenwood radios. |
| Water & Sewer | 985 | 985 | 1,133 | 985 | Draft 1 assumed a flat 15% increase on previous budget. Draft 2 corrected to reflect real IRAC-approved rate-change for current year and budget. |
| Small Fire Equipment | 500 | | - | - | Last actual expense under this code was 2020, hence zero budget. |
| Telephone & Internet | 1,600 | 1,561 | 1,600 | 1,600 | Draft 2 corrected actuals. |
| Office Supplies | 200 | | - | - | |
| Training | 4,000 | 546 | 4,000 | 4,000 | Hazardous materials training for 2. Actuals in 2021 & 2022 were between 3 and 4k. |
| Medical Supplies | 300 | - | 300 | 300 | For an epipen for the community, annually. |
| Truck Fuel | 600 | 185 | 600 | 600 | Draft 2 updated actuals. |
| Lawn Mowing | 375 | 480 | 480 | 720 | Draft 2 updated based on quote received. (12 cuts x \$60) |
| Waste | 250 | 273 | 300 | 300 | Assumed 20% increase based on most recent bill. Draft 2 updated projected actuals. |
| Truck & Equipment Repairs | 1,500 | - | 51,500 | 1,500 | \$1,500 (same as last year) for general maintenance. Draft 2: Removed the additional \$50,000 for a truck. Draft 1 had included the assumption that there was a grant available for this purchase, which staff had been verbally advised was the case. However, upon investigation and with discussion with the VFD, there is no known grant available. The grant line has also been removed from Income line 'Other Funding sought/secured'. Staff are keen to work with the VFD throughout 2023 to: a) normalise the relationship between the municipality and the FD, through the passing of the template bylaw provided by the province, and administration in line with that bylaw, b) work with the VFD and the Provincial Fire Marshall to assess operational needs (capacity, fire hall, vehicles and equipment), to ensure that future investments in the department are delivering value for the investment of public funds. c) investigate what funding opportunities may be possible to meet the identified needs. The current interests expressed by the VFD include expansion of the fire hall building, and the purchase of a truck to replace the oldest in their fleet. |
| Membership Dues | 800 | 800 | 800 | 800 | For PEI Firefighters Association membership Draft 2 corrected projected actuals. |
| Snow Removal | 600 | 660 | 660 | 660 | Assumed 10% increase |
| VISA Charges | | 75 | 75 | 75 | Yearly fee for Fire Dept's visa card |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|--|-------------------|-------------------------------------|------------------------------|------------------------------|--|
| Real expenses Fire Dept | 24,080 | 16,918 | 74,318 | 28,360 | Overall comment: So far looks like VFD had a very thrifty year compared to budget, though we do expect additional receipts to come in in the final weeks of the FY. Congrats and thanks for thriftiness. Significant increase comes from capital expenditure on new truck, to be covered by a grant. |
| Depreciation | 375 | 375 | 375 | 375 | Need to verify depreciation assumptions with auditor - assumed same as last year. |
| Expenses w/ deprcn: Fire Dept | 24,455 | 16,543 | 73,943 | 27,985 | |
| Old School | | | | | |
| Electricity | 5,000 | 4,002 | 5,000 | 4,400 | Draft 2 reduced to better reflect actuals (has been helped by the solar panels) |
| Fire Insurance | 2,800 | 2,899 | 2,900 | 2,900 | used 2023 actual |
| Property Taxes | 3,050 | 2,903 | 3,050 | 3,050 | no change |
| Repair & Maintenance | 1,000 | 153 | 400 | 400 | Estimate incl. yard work, fire ext maint |
| Cleaning | | 795 | 900 | 900 | Actual includes 10 cleans @ \$75, plus cleaning supplies \$150. Anticipate more frequent cleans may be needed. Draft 1 updated actuals |
| Water & Sewer | 1,475 | 1,413 | 1,696 | 1,413 | Draft 1 assumed a flat 15% increase on previous budget. Draft 2 corrected to reflect real IRAC-approved rate-change for current year and budget. |
| Waste | 500 | 547 | 600 | 600 | Assumed up 20% based on current billing. Draft 2 updated projected actuals. |
| Supplies | 350 | 202 | 350 | 350 | no change |
| Lawn Mowing | 450 | 900 | 900 | 1,800 | Draft 2 = 12x \$150 (Was \$75 last year) Based on quote provided. |
| Snow Clearing | 1,750 | 2,515 | 2,500 | 2,500 | Actual includes plow and shoveling at old school |
| Real expenses Old School (Mun + W&S) | 16,375 | 16,328 | 18,296 | 18,313 | |
| Share of Old School expenses allotted to Water & Sewer | 1,310 | 1,306 | 1,464 | 1,465 | Each year, W&S pays 8% of Old School expenses. (= 20% of the building being for the municipal staff/office, and W&S pays 40% of staff/office) |
| Municipal share of real expenses of Old School | 15,065 | 15,022 | 16,833 | 16,848 | Overall comment: moderate increase of expenses on previous year for Old School. Hope is to offset these increases (and more) by promoting increased rental of the space. |
| Depreciation | 16,000 | 16,000 | 16,000 | 16,000 | Need to verify depreciation assumptions with auditor - assumed same as last year. |
| Mun Expenses w/ deprcn: old school | 31,065 | 31,022 | 32,833 | 32,848 | |
| Planning | | | | | |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|--|-------------------|-------------------------------------|------------------------------|------------------------------|---|
| Applications - Costs | 1,500 | - | 500 | 500 | |
| Applications - Legal & Consulting | 8,000 | 16,511 | 8,000 | 8,000 | Current year included unexpected legal advice for dev applications, \$9000. A repeat is not anticipated. Includes Dev Officer fees. |
| Total Applications | 9,500 | 16,511 | 8,500 | 8,500 | |
| Official Plan Updates Expenses | 1,100 | 653 | 1,100 | 1,100 | Same as last year - advertising in Newspapers for official plan expenses. |
| Official Plan Legal & Consulting | 4,400 | 11,447 | 10,000 | 10,000 | Plan has been in draft since 2019. Last plan was 2014 and they are due every 5 years. Let's get it done. (Hopefully we won't need to use the full \$10k, but it is there to support/accelerate the process.) |
| Total Official Plan | 5,500 | 12,101 | 11,100 | 11,100 | |
| Real Planning Expenses | 15,000 | 28,611 | 19,600 | 19,600 | Overall comment: significant overspend last year due to an unexpected need for legal advice on dev applications, and on the official plan. The issues identified by last year's legal advice provide guidance to the PB on what issues need resolution to finalize the Official Plan in the coming 6 months. |
| | | | | | |
| | | | | | |
| General Government | | | | | |
| Audit Fees | 10,000 | 9,900 | 10,000 | 10,000 | Price as per Feb 10/23 engagement letter, plus tax |
| Advertising | 1,000 | 465 | 200 | 200 | |
| Bank Charges | 550 | 303 | 360 | 360 | \$30 per month |
| Contributions to 3rd Parties/Donations | - | | | | |
| Dues | 600 | 660 | 660 | 660 | based on current year actual (Memberships in PEIFM and FCM) |
| Honorarium | 5,500 | 5,097 | 5,000 | 5,000 | 6 councillors @ \$750 +\$1000 mayor. Reduced due to a temporary vacancy due to a resignation, and a leave of absence. |
| Insurance | 5,000 | 5,131 | 5,650 | 5,650 | 10% increase |
| Office Supplies | 5,500 | 5,237 | 5,500 | 5,500 | no change |
| Office Equip-computer | | 2,000 | - | - | No investment this year. Current year's \$2k expense (on the 'owl') was offset by a new grant. Expect a new investment in computers will be needed in the next budget year. |
| Interest Loans | 1,300 | 2,451 | 2,500 | 2,500 | Includes interest on seawall, Sept-Feb. Related to account 5945 |
| Interest HST | - | | - | - | |
| Telephone & Internet | 2,100 | 1,954 | 2,100 | 2,100 | no change |
| Travel & Training | 100 | | | | |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|--------------------------|-------------------|-------------------------------------|------------------------------|------------------------------|--|
| CAO Salary | 16,970 | 20,088 | 31,200 | 31,200 | Draft 2 updated projected actuals. Additional note: there is interest from staff in exploring a shared services model, should provincial staff facilitate connections with other municipalities. CAO (Chief Administrative Officer @ 20hrs/wk) Actuals from the last 3 years: 2021 actual = \$37 k 2022 actual = \$52 k 2023 actual = \$17.5 k (CAO was only employed full-time up to June, then vacancy in the role, with various interims) |
| Administrative Staff | 37,950 | 28,502 | 41,600 | 41,600 | Draft 2 updated projected actuals. Additional note: there is interest from staff in exploring a shared services model, should provincial staff facilitate connections with other municipalities. FAA (Finance & Administrative Assistant @ 32hrs/wk) 2023 actual = \$25.5 k (roughly 9 months only, rather than a full 12 months) (No FAA position before that) |
| Wage Expense CPP | 5,275 | 1,855 | 4,000 | 4,000 | Employee portion - deduction. Draft 2 updated projected actuals. Budget stays same as we expect a full year of staffing this year. |
| Wage Expense EI | | 1,493 | 2,200 | 2,200 | Employee portion - deduction. Draft 2 updated projected actuals. Budget stays same as we expect a full year of staffing this year. |
| Wage Expense WCB | | 1 | 950 | 950 | WCB (Workers' Compensation Board payments) Coded for prepaid deposits, assets = 1275. Will need to be adjusted by the accountants. |
| Postage | | 122 | 200 | 200 | |
| Maintenance-General Govt | | 627 | 500 | 500 | Streetlighting replacement, fire extinguisher inspections, etc. |
| Legal/Consulting Fees | 55,500 | 59,198 | 60,000 | 5,500 | In 2022/23 this was the MRSB Consulting fees for the Municipal Sustainability Study. (Was funded by the Gas Tax funding, but as it is not a direct/physical infrastructure investment, it is included in the operating budget.) The 2023/24 year Budget Draft 1 was incorrectly simply a repeat of the previous year actuals. This was incorrect, as it was just a one-time project expense. Draft 2 is corrected, including only \$5,500 (the remainder of the MRSB contract still to be spent). |
| Accounting/Bookkeeping | 3,750 | 3,010 | 220 | 220 | \$220 for IRAC report to file. Much lower the coming year because it will be done in-house by staff. |
| Community Events | 250 | 65 | 250 | 500 | Increased to \$500 to cover the costs of a 70 year anniversary-of-the-municipality celebration, alongside 75 years of the Victoria Fire Department, in Decemver. |
| Election Costs | 3,000 | 2,056 | 2,000 | 2,000 | Byelection required by Aug 2023, due to a resignation. |
| R&M - mower, gas, salt | | 79 | - | - | \$0 because we will file expenses for Repairs and Maintenance under the code for the Community Hall of General Government. (5105) |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|---|-------------------|-------------------------------------|------------------------------|------------------------------|---|
| Seasonal Wages - General Maintenance | 8,060 | 10,850 | 10,540 | 10,540 | Washroom cleaning/maintenance & garbage contract - wages @\$15.50 for 17 weeks work. Current yr includes \$1240 which was reimbursed by VBA, when 2 weeks additional work was required beyond what the government subsidy program provided for. |
| Miscellaneous | 250 | 298 | 250 | 250 | Miscellaneous includes things like: Cash over or short, appreciation gifts for outgoing councillors/staff, food for meet the Councillor night, door prizes... |
| Real expenses General Gov't (Mun + W&S) | 162,655 | 161,441 | 185,880 | 131,630 | |
| Share of GG allocated to Water & Sewer | 32,618 | 31,461 | 41,956 | 42,056 | 40% of staff time & administrative expenses (many but not all items under 'general government') covered by W&S. |
| Municipal share of real expenses General Gov't | 130,037 | 129,980 | 143,924 | 89,574 | Overall comment: The big reduction from Draft 1 to Draft 2 was the correction for the legal expense. Comparing budget to actuals last year, modest overspends across many categories were offset by a significant saving in staff costs last year (due to under-staffing). Therefore, actuals are about on-target compared to budget. Coming year includes a moderate increase of expenses on previous year for Old School, to match actuals, and full staffing. Hope is to offset expense increases by promoting increased rental of the space, and to move to a net-income position. |
| | | | | | |
| | | | | | |
| Street Lights | | | | | |
| Street Lights | 3,000 | 2,433 | 3,000 | 2,500 | Draft 2 reduced to better reflect actuals. Draft 1 used LY budget amt: 13 @12.49, 2@12.93 and 5@6.59 Paid to Maritime electric, who maintains those poles. (Does not include Dunrovin shores street lights, which are covered by the municipality under general maintenance.) |
| | | | | | |
| | | | | | |
| WHS - Welcome Centre & Washrooms | | | | | |
| Water & Sewer | 1,475 | 1,413 | 1,696 | 1,413 | Draft 1 assumed a flat 15% increase on previous budget. Draft 2 corrected to reflect real IRAC-approved rate-change for current year and budget. |
| Garbage | 650 | 765 | 841 | 841 | assumed 10% increase on actual. Will investigate alternative suppliers to see if savings are possible. |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|---------------------------------------|-------------------|-------------------------------------|------------------------------|------------------------------|--|
| Welcome Centre Maintenance | 250 | 360 | 5,360 | 4,720 | Draft 2 adjusted: * lawn mowing increased based on quote received. (12 cuts @ \$60) * boardwalk repairs reduced from \$5000 to \$3000 based on experience from last years' Lighthouse repairs. * add \$1000 in maintenance for miscellaneous repair requirements we are aware are needed: (new lightbulbs, 2 new toilet seats, functional hand driers, rust removal, paint, review source of smells by a plumber) |
| Washroom Maintenance | 1,500 | 758 | 200 | 200 | Assumed hook up/shut off only: 2023 includes about \$120 which s/b Washroom supplies (5855), \$200 turn on/shut off & 624 toilet replacement |
| Supplies | 1,000 | 1,779 | 1,800 | 1,800 | Based on 2022, assuming no major usage change. Kays-bathroom supplies. (Re-codes supplies from Washroom maintenance to here, which is correct.) |
| Property tax | 490 | 497 | 497 | 497 | no change |
| Insurance | 125 | 108 | 108 | 108 | no change |
| Real expenses for Washrooms | 5,490 | 5,680 | 10,503 | 9,579 | Overall comment: Approximately the same for regular costs, plus \$5000 for boardwalk repairs |
| Depreciation | 11,000 | 11,000 | 11,000 | 11,000 | |
| Expenses w/ deprecn: Washrooms | 16,490 | 16,680 | 21,503 | 20,579 | |
| | | | | | |
| | | | | | |
| Lighthouse | | | | | |
| Property Taxes | 35 | 233 | 250 | 250 | In 2022 the province discounted property taxes, giving us a \$219 credit on this account. We hope to get this again, but haven't assumed it. |
| Repair & Maintenance | 1,500 | 1,363 | - | - | assumed 0: last year was replacing ramp |
| Lawn mowing | 300 | 420 | 420 | 720 | Draft 2 increased budget based on quote received. (12 cuts @ \$60) |
| Real expenses Lighthouse | 1,835 | 2,016 | 670 | 970 | Overall comment: Operating costs only, assumed no repairs this year. |
| | | | | | |
| | | | | | |
| Victoria Park | | | | | |
| Repairs & Maintenance | - | 20 | - | - | Assumed washrooms not opened and lawn not maintained. (\$20 last year was to remove stairs) Draft 2: Could be opened, and mown (at cost of \$3600 = 12 cuts x \$300) if additional beach funding beyond current grant expectations is found. |
| Water & Sewer | 525 | 502 | 577 | 502 | Draft 1 assumed a flat 15% increase on previous budget. Draft 2 corrected to reflect real IRAC-approved rate-change for current year and budget. |
| Garbage | - | | | | |
| Wages | - | | | | |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|--|-------------------|-------------------------------------|------------------------------|------------------------------|--|
| Real expenses Vic Park | 525 | 522 | 577 | 502 | Overall comment: Operating costs only |
| Seawall Boardwalk Park | | | | | |
| Lawn mowing | 150 | 360 | 360 | 720 | Draft 2 increased based on quote received (12 cuts x\$60) |
| Property Taxes | 580 | 661 | 661 | 661 | no change |
| t | 100 | | - | - | removing budget category for coming year |
| Water & Sewer | 490 | 493 | 564 | 493 | Draft 1 assumed a flat 15% increase on previous budget. Draft 2 corrected to reflect real IRAC-approved rate-change for current year and budget. |
| Interest on Loan | 750 | 571 | 600 | 600 | Assumes principal continues to decline. Related to account 5010. |
| Real expenses Seawall | 2,070 | 2,085 | 2,185 | 2,474 | Overall comment: Operating costs only |
| Depreciation - Seawall | 25,000 | 25,000 | 25,000 | 25,000 | |
| Expenses w/ deprcn: Seawall | 27,070 | 27,085 | 27,185 | 27,474 | |
| Dunrovin Green Space | | | | | |
| Lawn mowing | 525 | 1,500 | 1,500 | 2,400 | Draft 2 increased based on quote received (12 cuts x \$200) |
| Water & Sewer | 490 | 493 | 564 | 493 | Draft 1 assumed a flat 15% increase on previous budget. Draft 2 corrected to reflect real IRAC-approved rate-change for current year and budget. |
| Maintenance | 100 | | - | - | |
| Real expenses Dunrovin Green Space | 1,115 | 1,993 | 2,064 | 2,893 | Overall comment: Operating costs only |
| Total Municipal Real Expenses (w/o depreciation) (Does not include share of costs covered by W&S) | | | | | |
| | 209,932 | 219,228 | 305,148 | 184,645 | |
| Depreciation of assets | 58,875 | 58,875 | 58,875 | 58,875 | Assumed same. To confirm with auditor. |
| Total Municipal Costs (w/ Depreciation) | 268,807 | 278,103 | 364,023 | 243,520 | |

| | 2022-23 BUDGET | Projected Actuals for 2022-23 | BUDGET 2023-24 DRAFT 1 | BUDGET 2023-24 DRAFT 2 | Comments/Assumptions/Rationale (All Changes from Draft 1 are highlighted in Yellow) |
|---|-------------------|-------------------------------------|------------------------------|------------------------------|--|
| BALANCES | | | | | |
| NET MUNICIPAL INCOME (w/o depreciation) (Must = \$0 in a budget submitted to the province) | 468 | - 115 | -59,553 | 0 | <p>OVERALL COMMENT: Projected balance is close to zero, despite some lines being significantly overspent (e.g. legal advice in planning). Underspends across many other categories (particularly due to under-staffing of the municipality last year) made up for these.</p> <p>The budgeted surplus/deficit must be \$0 before submission.</p> <p>In the coming year, after all other costs were accounted for, expenses outweighed income until:</p> <ul style="list-style-type: none"> * Commerical property taxes were increased by 10%, and * a transfer from the reserve fund was proposed (made possible thanks to Water & Sewer having a surplus) |
| Net Income (w/ depreciation) | - 58,407 | - 58,990 | -118,428 | - 58,875 | |

Partial Business case for the purchase of a new-to-the-VFD Fire Truck.

March 25, 2023

'Draft 1' of the RMV 2023-24 Budget had included \$50,000 *"for a long-desired truck to replace oldest of 3 current trucks."*

Against this item, it was noted that: *"An appropriately-sized truck will likely be available from Rustico FD). Expenditure on truck will be dependent on securing a grant (already included in income for this budget). A business case should be produced by the FD, to be shared with the public, before budget is approved."*

Such a business case was requested from the VFD by the CAO, due in writing by Thursday 23 March. A partial business case was delivered verbally on that date, which the CAO has summarized in writing as follows.

The CAO is keen to work with the VFD in the coming months to complete a business case, (backed up by evidence, including a cost-benefit analysis and an exploration of alternatives), in order to make a decision on how to move forward on this and other desired VFD projects.

Normalizing the governance relationship between the VFD and the municipality, through the passing of the template bylaw, will be an essential first step.

Partial Business case:

Additional information, and evidence, is required to complete the business case.

| Information requested by the CAO | Response from the VFD |
|--|---|
| <p>For the oldest VFD truck (which the VFD wishes to be replaced):</p> <ul style="list-style-type: none"> ● Age ● date of VFD purchase ● accumulated mileage ● annual maintenance costs ● capabilities | <p>Oldest truck:</p> <ul style="list-style-type: none"> ● The current truck was manufactured in 1983. The age of the truck wasn't known upon purchase. ● <i>(Date of VFD purchase unknown to CAO)</i> ● <i>(Mileage unknown to CAO)</i> ● Maintenance has been done by firemen. The FD would go out and buy parts for the trucks. Reimbursement has been done out of their independent fundraising through the nonprofit association. <i>[CAO note: it appears to have been done this way despite there being a municipal budget line for repairs available. The municipality has had budget for this purpose, but VFD has not submitted receipts, likely due to the confusion about</i> |

| | |
|---|--|
| <p>For the new truck (which the VFD wishes to acquire):</p> <ul style="list-style-type: none"> • Age, mileage, maintenance. • capabilities | <p><i>governance and the poor communications between VFD and the municipality in the past.]</i></p> <ul style="list-style-type: none"> • Capabilities: <ul style="list-style-type: none"> ○ This truck is just a tanker. At a fire scene, we have a ‘porta tank’ that we set up, into which we dump the water from this tanker. We then pump out of the porta tank, while the tanker goes to get water from the nearest river/brook. ○ It is small. At 26’10”, it just fits within our 28-foot-long fire hall. <p>Desired truck:</p> <ul style="list-style-type: none"> • (Desired age/mileage/expected maintenance costs: unknown to CAO, but it is clear that VFD is seeking a second-hand truck.) • Desired capabilities: <ul style="list-style-type: none"> ○ We want a combined tanker-pumper. ○ We want a truck with a poly tank (not able to rust), capable of holding about 1250 gallons of water. ○ Must fit our hall. New trucks are now all bigger/longer than the 28’ of our hall. We haven’t been able to create a bump-out to accommodate a larger truck. |
| <p>An explanation of why the old truck is not sufficient for your purposes.</p> | <ul style="list-style-type: none"> • 40 years old • Steel water tank is rusting and often leaking, is beyond the point of repair. • We do not take this truck out for training because we don’t want to damage it/exacerbate the leak: we will only take it to fire scenes. |
| <p>An explanation of what having the new truck would enable the VFD to accomplish, that it can’t already.</p> | <ul style="list-style-type: none"> • Additional on-scene efficiency (by having a combined tanker-pumper) • Ability to use the truck in training exercises. |
| <p>Source of the truck you hope to acquire:</p> | <ul style="list-style-type: none"> • Department was told (via personal connections) that Rustico was going to donate a truck to us. • Last Monday, we became aware that New London had a truck meeting our desired capabilities for sale. • In the past, all our trucks have come from the US. We monitor ‘Firetech’ or ‘Fentonfire’: these are the sites where fire departments across North America buy and sell used trucks. |

| | |
|--|--|
| <p>Expected cash cost for a new truck</p> <p>Expected sale value of the old truck.</p> | <ul style="list-style-type: none"> • “We would go as cheap as possible to get a truck.” • We expect a truck meeting our needs to cost CA\$25-50k, depending on the Canadian-US exchange rate. • The old truck would get about \$1000 just for scrap value. |
| <p>Alternatives that were considered, and why they are not preferable at this time (e.g. purchasing a new or larger fire truck)</p> | <p><i>(Not provided, but the CAO's assumption is that the priority has been on keeping costs as low as possible, and other potential solutions involve a larger cost.)</i></p> |
| <p>Clarification of the current and desired ownership of both trucks - are the 3 VFD trucks currently considered as 'municipal assets'? And if not, to whom do they belong? I ask because at first glance, the trucks seem to not be reflected in the municipality's statement of assets. I am wondering if this is an error, or if I'm missing some understanding.</p> | <p>Currently, the trucks were purchased by and registered to individual firemen who are members of the “VFD Association Inc.”, rather than being owned by the municipality.</p> <p>However, informally asking the VFD Association lawyer, we were advised that technically, the trucks have been donated to the municipality, but if the municipality dissolved the VFD, then the assets would return to the “VFD Association Inc”.</p> <p><i>[CAO note: I need to further investigate municipal records & asset lists to confirm this.]</i></p> |
| <p>What are any grants you are aware of, which could potentially cover the cost of acquiring the new-to-VFD truck?</p> | <p>Provincially, there are not grants for trucks. "They won't fund something with an engine or wheels." https://www.buildingcommunities.ca/about-the-fund/agreements/eligible-categories/fire-stations</p> |

RMV Capital budget 2023-24 & 5yr Capital Investment Plan (to 2028) DRAFT 3.xlsx

| | Current yr BUDGET | Projected Actual | BUDGET DRAFT 3 | Comments/notes on current & next year | DRAFT FORECAST | DRAFT FORECAST | DRAFT FORECAST | DRAFT FORECAST | Comments/notes on forecast years |
|---|----------------------|---------------------|-------------------|---|-------------------|-------------------|-------------------|-------------------|--|
| | 2022-23 | 2022-23 | 2023-24 | <i>Last of the 5yr CCBF allocation.</i> | 2024-25 | 2025-26 | 2027-28 | 2027-28 | <i>New 5yr CCBF allocation</i> |
| REVENUES | | | | | | | | | |
| CCBF (former Gas Tax) - Direct Allocation | 100,000 | 200,000 | 100,000 | Draft 2 projected actual was corrected: we received \$200k in CCBF funding in the last year, double the \$100k budgeted. The reason for this is: usually the CCBF gives \$100k per year, but in both 2019 and 2020, we (like all communities on PEI) were granted an additional \$100k 'top up' or 'bonus' amount. However, in one of those years, the bonus amount was held back as we did not have plans for its allocation. That additional \$100k has been allocated, and was therefore paid out to us during 2022-23. This obviously is a great help in finding the funds to move the community's desired capital projects along. | 100,000 | 100,000 | 100,000 | 100,000 | |
| CCBF (former Gas Tax) - MSC | 198,000 | 0 | 198,000 | Draft 2 updates last year's budget. This was unspent, hence the same amount appears in this year's budget. | | | | | |
| MCEG | 55,500 | 8,956 | 83,910 | Draft 2 actuals and budget corrected, to be 10% of total expenses in each year. (Draft 1 was a flat \$40k for all years going forward) | 7,510 | 13,510 | 7,010 | 16000 | Draft 2 corrected, to be 10% of total expenses in each year (was a flat \$40k) |
| ACOA | | | | | | | | | |
| Interest | 125 | 125 | 125 | | 25 | 25 | 25 | 25 | |
| Other Funding | | | 40,000 | Draft 2: Added 2x\$20,000 from the Rural Growth Initiative, to fund installations of heat pumps at: * the Community Hall (playhouse - applied for by the municipality) and * the Fire Hall (incorrectly applied for by the VFD Association rather than the municipality, however the installation will be donated to the municipality in-kind, to correct last year's administrative error.) | | | | | |
| Total Revenue for the year | 353,625 | 209,081 | 422,035 | | 107,535 | 113,535 | 107,035 | 116,025 | |
| Carryover from Previous Year | 298,870 | 297,788 | 417,308 | Victoria has significant unspent capital funds due to multi-year delays in decision-making. Draft 2: Carryover from previous year corrected, to now be based on the Audited financial statements (restricted cash/deferred revenue for infrastructure funding). Draft 1 was the budgeted/expected carryover. | 243 | 32,678 | 11,113 | 48,048 | |
| Total Capital Revenues | 652,495 | 506,869 | 839,343 | Significant amount! This is the year to make clear decisions & get the work done. | 107,778 | 146,213 | 118,148 | 164,073 | |
| EXPENDITURES | | | | | | | | | |
| Tourism Economic Development Project | | | | Project finished | | | | | |

RMV Capital budget 2023-24 & 5yr Capital Investment Plan (to 2028) DRAFT 3.xlsx

| | Current yr BUDGET | Projected Actual | BUDGET DRAFT 3 | Comments/notes on current & next year | DRAFT FORECAST | DRAFT FORECAST | DRAFT FORECAST | DRAFT FORECAST | Coments/notes on forecast years |
|---|----------------------|---------------------|-------------------|--|-------------------|-------------------|-------------------|-------------------|---|
| | 2022-23 | 2022-23 | 2023-24 | | 2024-25 | 2025-26 | 2027-28 | 2027-28 | |
| Capacity Building Projects: | | | | <i>Last of the 5yr CCBF allocation.</i> | | | | | <i>New 5yr CCBF allocation</i> |
| - Official Plan/Bylaw review | 5,500 | 5500 | | <i>Draft 2 corrects some prior confusion. For the current year, \$5500 was added in both columns. This was in the last budget for the Official Plan/Bylaw review, and was indeed spent. For the coming year, \$5500 for the Sustainability Study (coincidentally the same amount as the Official Plan review) appeared erroneously in Draft 1. In Draft 2, that amount has been move down one line.</i> | | | | 40,000 | <i>Official Plan needs reviewing every 5 years, will be due in 2028.</i> |
| - Municipal Growth Mgmt Study (Sustainability Plan) | 60,500 | 55,000 | 5,500 | <i>Draft 2, corrects the 2022-23 budget allocation, and updates the coming year for the MRSB Sustainability Study's remaining expense.</i> | | | | | |
| - Water & Wastewater Asset Review | 50,000 | 0 | | This project was not initiated, funding was reallocated. | 75,000 | | | | <i>Review W&S inventory & lifetime. Plan long-term.</i> |
| Wastewater Projects: | | | | | | | | | |
| - Replace Lift Station on Wharf | 495,000 | 28,961 | 495,000 | <i>Draft 2 corrected to include: * the current year budget which was mistakenly missing, and * the next year budget total is \$495, as it as last year. The total allocation of allocation of \$495k is made up of \$252k CCBF Direct + \$198k MSC + \$45k MCEG. The MCEG amount was missing in Draft 1, meaning the total was shown only as \$450k. The Actual cost this yr was the cost of engineering designs & writing the tender document. Next year's cost is for building it. Quotes/tenders have not yet been received, so this \$495k represents the maximum amount reserved for the project. The final cost could differ, depending on tenders received.</i> | | | | | |
| - Gravel road to sewage plant | | | | | | 75,000 | | | <i>Written in to the last 5yr plan, but reallocated to urgent projects.</i> |
| Water & Wastewater Projects: | | | | | | | | | |

RMV Capital budget 2023-24 & 5yr Capital Investment Plan (to 2028) DRAFT 3.xlsx

| | Current yr BUDGET | Projected Actual | BUDGET DRAFT 3 | Comments/notes on current & next year | DRAFT FORECAST | DRAFT FORECAST | DRAFT FORECAST | DRAFT FORECAST | Coments/notes on forecast years |
|--|----------------------|---------------------|-------------------|--|-------------------|-------------------|-------------------|-------------------|--|
| | 2022-23 | 2022-23 | 2023-24 | | 2024-25 | 2025-26 | 2027-28 | 2027-28 | |
| - Generators | | | 143,500 | <p><i>Last of the 5yr CCBF allocation.</i></p> <p>\$96.5k for Water system generator as an urgent priority, in 2023-24. \$47k for Sewer system generator, as lower priority.</p> <p>Draft 2 reduced both of these project estimates by \$3 or \$.3.5k to make the budget balance. Also moved the sewage plant generator one year earlier, to 2023-24. This shift in time was made financially possible only by identifying and correcting for the additional \$100k in top-up funding received last year. If quotes come in high & we have a strained budget in 2023, the sewage plant generator will be the project that moves to the following year. (Full rationale is provided in the 'Response to public comments' document.)</p> | | | | | New 5yr CCBF allocation |
| - Causeway | | | 155,000 | Upgrading the broken pipe to last/not break again. Draft 2 updated to reflect the actual allocation (\$155k not \$150k) | | | | | |
| - Water Monitoring/replacement of curb stops | | | | | | | | | |
| - Engineering Expansion study | | | | | | | 20,000 | | For planning the project. |
| - Expansion of Water & Sewer Services | | | | | | | | 160,000 | <p>Draft 2 shifts all costs to 2027-28 year, and reduces total cost (\$190k) to stay within our financial means.</p> <p>For implementing the project. (Needs more info. To investigate.)</p> |
| Cultural Infrastructure Projects: | | | | | | | | | |
| - Community Signage & Beautification | | | | | | 30,000 | | | Written in to the last 5yr plan, but reallocated to urgent projects. |
| Other Infrastructure Projects | | | | | | | | | |
| - Welcome Centre Bathrooms | | | | | | 45,000 | | | |

RMV Capital budget 2023-24 & 5yr Capital Investment Plan (to 2028) DRAFT 3.xlsx

| | Current yr BUDGET | Projected Actual | BUDGET DRAFT 3 | Comments/notes on current & next year | DRAFT FORECAST | DRAFT FORECAST | DRAFT FORECAST | DRAFT FORECAST | Comments/notes on forecast years |
|-----------------------------------|----------------------|---------------------|-------------------|--|-------------------|-------------------|-------------------|-------------------|--|
| | 2022-23 | 2022-23 | 2023-24 | | 2024-25 | 2025-26 | 2027-28 | 2027-28 | |
| | | | | <i>Last of the 5yr CCBF allocation.</i> | | | | | <i>New 5yr CCBF allocation</i> |
| - Community Hall Energy Retrofit | | | 20,000 | Draft 2: Added \$20k for heatpumps (covered by Rural Growth Initiative grant, already in application process. See income section above.) | | | 50,000 | | <i>Draft 2: Cost reduced as we will be installing heat pumps in 2023-24 under the Rural Growth Initiative grant. (In Draft 1, this project was \$75k). Also moved one year later.</i> |
| - Dedicated parking lot | | | | | | 60,000 | | | <i>Moved one year earlier.</i> |
| - Fire Hall Upgrades | | | 20,000 | Draft 2: Added \$20k for heatpumps (covered by the Rural Growth Initiative grant. Application already in process by the VFD Association, which we and the province acknowledge was incorrect process. However, installation will be donated to the municipality in-kind, correcting the administrative error. See income section above.) | | | | | <i>Note: 'bumping out' part of the Fire Hall is desired by the FD, to accommodate larger modern trucks (longer than 28 feet). No cost estimates are so far available. CAO will work with VFD to determine if there is a business case to put before Council.</i> |
| Other Expenses (Bank Fees) | 100 | 100 | 100 | | 100 | 100 | 100 | | |
| Total Capital Expenditures | 611,100 | 89,561 | 839,100 | | 75,100 | 135,100 | 70,100 | 160,000 | |
| Capital Surplus/(deficit) | 41,395 | 417,308 | 243 | <i>To carry over to subsequent year.</i> | 32,678 | 11,113 | 48,048 | 4,073 | |